



STRATEGIC PLAN

DOWNTOWN CENTER BUSINESS IMPROVEMENT DISTRICT | SEPTEMBER 2023



“Cities are not the passive result of immutable trends. They are acts of creation: the results of business, civic, and political leadership.”

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INTRODUCTION

Overview

Strategic Planning Process

Downtown Trends and Opportunities Analysis

Engagement, Tours, and Discussions

Key Takeaways

OVERVIEW

Cities have always had to evolve with and adapt to changing times—and the past few years have brought about profound transformation for urban centers across the world.

Downtown LA is the beating heart of the city. It serves as the City's historic center for industry, tourism, entertainment, culture, and government. Today Downtown is showing a slow but steady recovery from the acute shocks of the pandemic, which included the loss of daytime office workers; impacts of the homelessness and drug/mental health crisis; and struggles with increased retail theft and crime. While there is uncertainty about the timing of the recovery and the extent of the restructuring of the office industry, Downtown Los Angeles will remain the **economic, cultural, and entertainment epicenter for the city and greater Southern California region.**



The Downtown Center Business Improvement District (DCBID) has been an integral partner in Downtown LA’s growth and evolution over the past 25 years—acting as the catalyst in the revitalization of Downtown LA (DTLA). DCBID is a coalition of more than 2,000 property owners committed to enhancing the quality of life in the Downtown Center, a bustling commercial and residential hub that includes Bunker Hill, the Financial District, and the Jewelry District. From

24/7 safe and clean operations to a range of economic development initiatives, marketing programs, and community events, the DCBID helps a vibrant community of business leaders, retailers, artists, and residents reach its full potential.

The value of DTLA is immense to both the city and the region. There is a common goal to see Downtown fully re-open and thrive for all companies, businesses,

stores, hotels, restaurants, residents, and visitors. While the impacts of the pandemic have been substantial for Los Angeles, the Southern California region, the nation, and the entire world—the energy created and nurtured over the past 25 years by DCBID has laid a solid foundation for recovery. **Downtown LA is poised for its next renaissance.**

STRATEGIC PLANNING PROCESS

In January 2023, DCBID staff initiated a dynamic and interactive planning process to engage its Board and stakeholders in a facilitated discussion about the future of the organization and Downtown Los Angeles. The key goals of this process were to:

- » **Create a dynamic planning tool** to guide the organization for the next three to five years.

- » **Identify impactful, achievable, and measurable strategies and actions** for economic development, marketing, and clean and safe initiatives based on best practices.
- » **Outline timelines, leadership roles, partners, and potential funding sources** to advance key initiatives and affect desired outcomes.
- » **Identify organizational changes and opportunities to engage the Board** in plan implementation.

The Strategic Planning process was conducted in four phases over a nine-month timeframe. This included a comprehensive review of the various assets, challenges, and opportunities facing both Downtown LA and the DCBID. These were then translated into a series of key Vision Elements and initial strategies and actions. All ideas and materials prepared during the project were discussed and vetted by both a Steering Committee and the Board.

STRATEGIC PLANNING SCHEDULE



DOWNTOWN TRENDS AND OPPORTUNITIES ANALYSIS

At the onset of the Strategic Planning Process, the Project Team (comprised of senior DCBID staff and strategic planning consultants MIG) conducted an analysis on national and local retail, office, hospitality, and residential trends. This analysis laid the foundation for discussions on how both DCBID and Downtown LA can position themselves for immediate and sustaining success. The following pages provide a snapshot of the trends and opportunities analysis.

DOWNTOWN TRENDS AND OPPORTUNITIES ANALYSIS



NATIONAL TRENDS

- » National office vacancy rate reached an all-time high in 2022, with 2009 levels being reached in 2023/2024.
- » Downtown office environments are expected to underperform in comparison to suburban peers.
- » There is likely to be greater demand for flex space and flexible terms for foreseeable future.

LOCAL TRENDS

- » With more than 315,000 jobs, DTLA is the economic heart of the city and Southern California region.
- » DTLA is the region's largest and most diverse office market, with 40 million square feet of traditional and creative space in an unparalleled collection of Class A towers, historic buildings, and industrial conversions.
- » Office space underwent dramatic shifts as a result of the pandemic.
- » The future of work will be shaped by many factors at the intersection of people, places, and spaces.

TAKEAWAYS

- » Continued drag on occupancy and hybrid work schedules will have a lasting effect on foot traffic.
- » Daytime population will continue to represent an essential source of foot traffic in order to sustain certain types of retail.
- » Employee-first properties and neighborhoods will be even more coveted in the future.
- » The full return to office is unlikely. Instead, there needs to be focus on work-life balance and integration; human connection and collaboration; hybridity, flexibility, and efficiency; and meeting the moment.



NATIONAL TRENDS

- » Easing pandemic rules has led to return to urban areas by renters.
- » Cost of for-sale pushing potential buyers into multifamily category.
- » Cost of construction (materials and process) limiting supply in certain markets and on key sites.
- » Office-to-residential conversions are being explored in virtually every US market.

LOCAL TRENDS

- » DTLA's residential market is strong and has been growing since the pandemic started. This includes high occupancy rates and stable rents, demonstrating the resilience of Downtown's appeal as a place to live.
- » The area has lower levels of driving, higher rates and high use of active transportation (reducing cost of living and improving quality of life).
- » Residents are younger and more ethnically diverse and have intentions of living in the area for 3+ years.



TAKEAWAYS

- » Residential dwellers are the most coveted consumer in retail and represent the largest group of sidewalk activators.
- » Cost of construction pushing housing costs to levels that significantly impact retail purchase capacity.
- » Residential density has a significant impact on crime and nuisance reduction (real and perceived).
- » Push for more market rate and affordable housing will increase the need for resident amenities.
- » More residents will create addition demand for amenities.



NATIONAL TRENDS

- » Revenue per room (RevPAR) has recovered fully in New York and greater Los Angeles (+8 percent and +4 percent respectively compared to 2019). However, RevPAR is down 10 percent in DTLA and 28 percent in San Francisco.
- » Steady return of business and international travel in 2023/24 will return many struggling hotels to profitability.

LOCAL TRENDS

- » There are currently approximately 10,000 hotel units in DTLA. An additional 1,000 are under construction and almost 7,000 are planned/in the pipeline.
- » Although occupancy and RevPAR remain well below pre-pandemic levels, both made significant gains over the course of the year, winding up over 50 percent higher than where they started.

TAKEAWAYS

- » Hospitality represents an even stronger source of trade in Los Angeles than in other markets.
- » National press regarding crime and homelessness has been viral, risking permanent disruptions to market perception, impacting visitor and conference presence.
- » Regional, national, and international visitors are essential to retail sustainability in Downtown LA.



NATIONAL TRENDS

- » Retail is overbuilt and retailers are much more selective, cutting underperformers and using space efficiently.
- » Retailers use checklists—the fewer boxes that get checked, the less likely a deal happens.
- » Residential neighborhoods continue to thrive, given work-from-home foot traffic.
- » Luxury and mass market are experiencing starkly different trajectories, with luxury proving near recession-proof.
- » Stores are experimenting with real estate and tech, making delivery/returns easier and less costly.

LOCAL TRENDS

- » The retail industry in Los Angeles has been evolving over the last decade.
- » While Downtown LA retailers have historically relied heavily on office workers, today's market is defined by its diversity—including over 90,000 residents.
- » Even with a reduced number of office workers, there are still around 500,000 people a day in Downtown LA.
- » DTLA is high-profile, influential, and trend-setting—all the things that build great brands.

TAKEAWAYS

- » E-commerce and operating costs are recasting rent-to-sales metrics.
- » Consumers seek unique experiences and offerings when they go to a physical place.
- » Neighborhoods with a diversity of uses are most magnetic and recession-proof.
- » Food and beverage, home, and personal services have significantly led retail growth since 2008.
- » More residents Downtown will necessitate different, more service-oriented retail.



ENGAGEMENT, TOURS, AND DISCUSSIONS

The planning process included in-depth engagement with DCBID Board members, stakeholder groups and partners, and the Project Team using multiple platforms to gather ideas, input, and feedback. These discussions built upon the trends and opportunities analysis, and focused on identifying strategies for addressing key challenges and opportunities. Specific activities included:



DRIVING/WALKING TOUR

The Project Team conducted an on-site driving/walking tour and analysis to photo-document the District; observe and discuss social and economic conditions; identify opportunities for placemaking and ground-floor activation; and to discuss safety interventions.



STAKEHOLDER AND FOCUS GROUP DISCUSSIONS

The Project Team participated in 20 individual and group interviews with a range of key stakeholders representing business owners, property owners, residents, non-profits, advocacy organizations, hotels, local governments, law enforcement, homeless support services, small businesses, larger corporations, arts and culture, and other interests.

During these sessions, the Project Team facilitated a discussion of **key challenges and opportunities facing Downtown and the DCBID organization in the coming years**. The purpose of these interviews was to get a holistic understanding of the current conditions and future opportunities for Downtown that will be evaluated further during the planning process.

STEERING COMMITTEE MEETINGS

The Project Team met with a Steering Committee formed specifically for the Strategic Planning process. The committee was comprised of executive officers and other key Board members. The purpose and role of this committee was to discuss trends and opportunities, and brainstorm initial goals, strategies, and actions for inclusion in the Vision and Strategy Framework.

BOARD RETREAT

The Project Team met with the full Board for a half-day retreat to review the Vision and Strategy Framework and **provide direction on all final strategies and actions**. The purpose of the session was to build, shape, and refine the overall vision for the DCBID and greater Downtown LA. Activities included a presentation of the draft Strategic Plan, small-group working sessions to refine strategies and actions, and large-group discussion.





“ Los Angeles has and supports a boundless dream. ”

KEY TAKEAWAYS

Fully recovering from the pandemic will not happen overnight. The DCBID and its partners will need to **build on the great energy and progress that has transpired over the past decade and advance to the next era**. Key to this strategy is ensuring that the organization addresses DTLA's vulnerabilities and capitalizes on its strengths. The following are the major takeaways from the Strategic Plan discussions.

WHAT ARE THE COMPETITIVE ADVANTAGES OF DOWNTOWN LA?

- Dense and dynamic urban lifestyle, unique for Southern California.
- Hip and creative environment that is appealing to key demographics and target audiences.
- Rich and authentic history, culture, and diversity.
- Regional attractions including major cultural institutions, government offices and courts, convention center and sports arena.
- World-class arts, culture, and culinary scenes (DTLA has multiple Michelin Star restaurants).
- Overall retail offerings and experience, including unique areas like the Jewelry District.
- Broad range of retail, business, and residential affordabilities.
- Central location that is accessible to a wider geography and larger population than anywhere else in the region.
- New multi-modal connections.

WHAT ARE THE CHALLENGES FACING DOWNTOWN LA?

- Safety is the number one concern as it is difficult to attract workers, residents, visitors, and businesses if people feel it is not safe to walk in many parts of DTLA.
- Perceptions and realities of the unhoused community and impact on general street conditions and experience including safety, cleanliness, and ADA accessibility.
- Negative media stories are hurting DTLA's reputation.
- Lack of full return-to-work has resulted a reduced population of office workers, impacting street vibrancy and economic viability of local businesses and office buildings.
- Lack of resident amenities, including schools, daycares, and other family supportive services.
- Need for greater Downtown focus from elected officials.
- Bureaucratic and costly regulatory environment and permitting processes negatively impact viability of local businesses and real estate development.



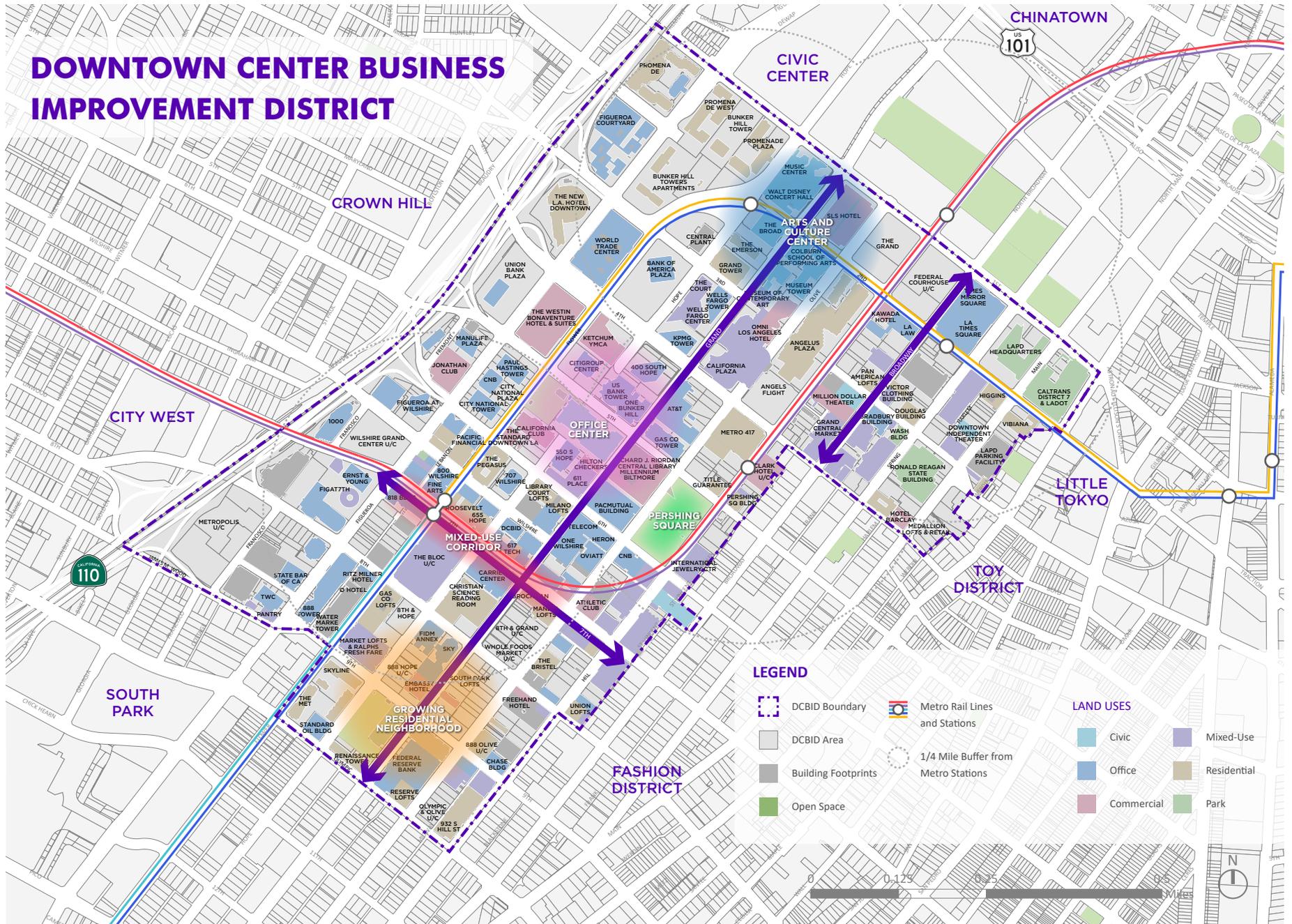
“ Homelessness always existed in DTLA, but the volume has grown so much greater since the pandemic started. ”



“ DTLA needs to become more fun, accessible, and relevant to all Angelenos. ”

WHAT ARE THE OPPORTUNITIES FOR DOWNTOWN LA?

- More placemaking and programming of outdoor spaces to provide safer and friendlier plazas, new events, multi-modal streets, and activities that attract workers, residents, and visitors.
- Leverage Downtown’s ability to attract tourists from around the world and promote tourism that supports the hotel, retail, and entertainment industries.
- Maximize the three-day in-office trend and help employers embrace innovative strategies that encourage the return to office buildings.
- Promote a united, consistent messaging campaign from the business and BID community to City Hall.
- Create more family-oriented housing (e.g., larger floorplans, more bedrooms, storage, etc.) and advocate for more resident-serving amenities.
- Leverage positive political momentum around homeless strategies to advance homelessness solutions.
- Build partnerships and a stronger advocacy role, strengthening the voice of the DCBID and Downtown as a whole
- Take control of the narrative.



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VISION AND STRATEGY FRAMEWORK

Overview

Vision Elements

Guiding Principles

Big Moves

Vision and
Strategy Framework

OVERVIEW

The Vision and Strategy Framework is the outcome of numerous discussions among staff, stakeholders, focus groups, the Steering Committee, and the DCBID Board. These discussions led to a re-focus of the core mission of the organization, including new **Vision Elements** and **Guiding Principles** that will inform decisions for years to come. This section summarizes these components and a series of strategic **"Big Moves"** that emphasize new approaches or activities needed to advance both the DCBID and transform Downtown Los Angeles. It concludes with a presentation of the overarching **Vision and Strategy Framework** diagram for the DCBID.

VISION ELEMENTS

Five Vision Elements—Welcoming, Vibrant, Thriving, Authentic, and Flexible—are the defining characteristics that serve as the **guiding foundation for the DCBID’s future trajectory, momentum, and aspirations**. These overarching principles help answer the question of “how far will we have come in the next five, 10, or 20 years?” They apply to both the greater context of Downtown Los Angeles and the DCBID organization itself.

All Goals, Strategies, and Actions in the Strategic Plan should be implemented with a lens toward how they achieve these important Vision Elements.



WELCOMING

Downtown Los Angeles is a clean, safe, vibrant, walkable, bikeable, and inclusive urban district that attracts, embraces, and supports a diverse range of people including shoppers, workers, and residents as well as visitors from across the globe.



VIBRANT

Downtown Los Angeles, with its dynamic public plazas and spaces, active programming and community events, and bustling streetscape environment, is a fun, creative, lively, and enviable place to gather with family, friends, and colleagues; discover rich culture and history; experience world-class art, music and fashion; explore hidden gems; and have one-of-a-kind and meaningful experiences.



THRIVING

Downtown Los Angeles is a critical epicenter of the national economy, with high-profile companies leading a range of industries, world-class arts and cultural destinations, distinctive markets and culinary gems, industry-specific retail enclaves, busy hotels, and mixed-income and multi-generational housing—all supported by an urban fabric that is unique and special in Southern California.



AUTHENTIC

Downtown Los Angeles is the beating heart of the city, powered by the energy of its people and cool, eclectic activities deeply rooted in LA's diverse history, culture, and architecture—while constantly leading, evolving and innovating to meet the needs of the 21st century.

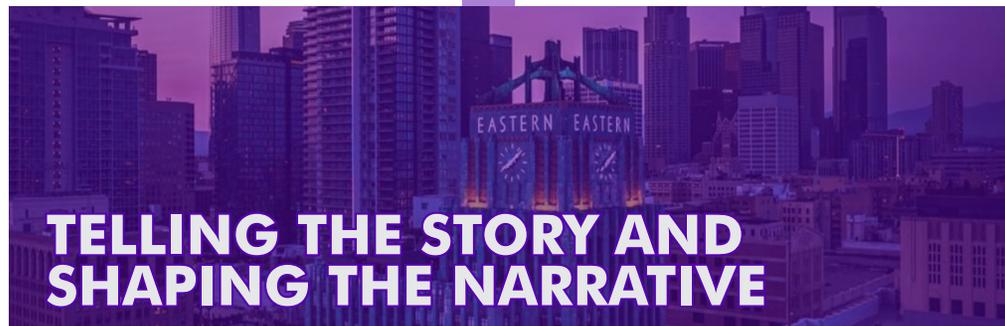


FLEXIBLE

Downtown Los Angeles is known as an adaptable place that is responsive to evolving trends and needs—a Downtown where existing businesses thrive; new, innovative enterprises are nourished and grown; technology is embraced; people establish roots and connections at any stage of life; and residents, workers, and visitors have an easy, accessible experience at every turn.

GUIDING PRINCIPLES

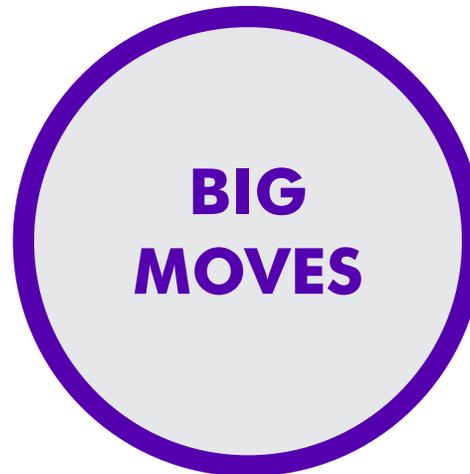
The Guiding Principles provide a strategic focus for all of the Goals, Strategies, and Actions in the Strategic Plan. Tying together the DCBID's range of focus areas—from Operations, Placemaking, and Marketing to Economic Development and Advocacy—the Guiding Principles ensure **a highly integrated approach** that leverages the DCBID's knowledge, resources, and systems to continuously and holistically build, improve, and expand the organization's capabilities.





BIG MOVES

The Strategic Plan coalesces a wealth of ideas, analysis, strategy, and focus to help position both the DCBID and Downtown Los Angeles for continued success now and in the future. Core to this plan is a focused set of Big Moves that will **help leverage limited resources, organize collaborations and connections, and foster positive economic development and change** that will benefit all parties. These Big Moves build from recent efforts and respond to immediate needs. They are key initiatives that will ensure the DCBID is focused on the most important actions, both near- and long-term.



BIG MOVE #1

BECOME THE LEAD STEWARDS OF THE PUBLIC REALM

With upcoming budget pressure, the City will not be able to maintain the public realm at the level needed to meet customer and investor expectations. The DCBID must be leveraged and resourced to fill this gap.



BIG MOVE #2

CENTER PLACEMAKING AS AN ESSENTIAL STRATEGY FOR REVITALIZATION

Placemaking has become the primary competitive strategy for Downtown organizations across the country. Placemaking aligns cleaning, safety, Downtown guides, marketing, events, and programs to deliver great experiences for everyone in an unmatched urban setting.



BIG MOVE #3

REBRAND THE DCBID

The DCBID is named after its funding source and customers don't know or care about the BID's boundaries. The organization needs a name that communicates its mission and positions it at the forefront of all things Downtown.



BIG MOVE #5

ELEVATE ADVOCACY AS A SIGNIFICANT ROLE OF THE ORGANIZATION

Other organizations have changed focus, creating a gap in coordinated and intentional advocacy for Downtown priorities that the DCBID is positioned to lead.



BIG MOVE #7

DIVERSIFY FUNDING AND THE ORGANIZATION'S STRUCTURE TO ENABLE NEW INITIATIVES

New Strategic Plan initiatives will require additional funds and may not be an appropriate use for BID dollars. A new non-profit that can seek and manage diverse funding and establish new partnerships may be needed.



BIG MOVE #4

LEAD THE EFFORT TO ADAPT TO CHANGES IN THE OFFICE SECTOR

The vitality of the office market is at risk nationally, and the impacts are significant in Downtown LA. With the largest concentration of modern and historic office buildings in the region, bold strategies are needed transform and elevate DTLA as a vital place for working and living.



BIG MOVE #6

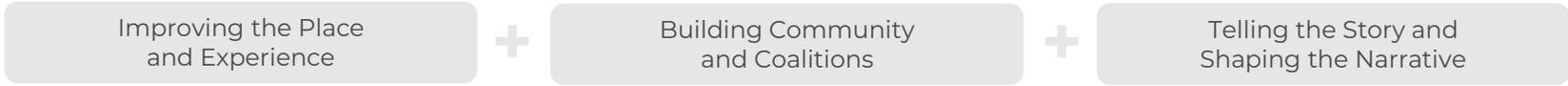
OWN THE ROLE OF PROVIDING LEADERSHIP IN ADVOCATING FOR DOWNTOWN LA

The issues facing the DCBID are bigger than its boundaries. As the largest BID Downtown, the organization has an opportunity to convene and lead a coalition of neighborhoods that can have the collective clout to demand attention and resources.



VISION AND STRATEGY FRAMEWORK

The Vision and Strategy Framework diagram on the following page provides a high-level overview of the Downtown Center BID Strategic Plan components mentioned in this section. The Vision Elements and Guiding Principles are supported by specific Goals that align with the BID's program areas. In turn, the Goals are supported by detailed Strategies and Actions that are focused on implementation. Each Goal also relates to one or more Big Moves that are necessary to advance both the organization and Downtown Los Angeles.



A Clean, Safe and Welcoming	B Placemaking, Events, and Public Art	C Marketing and Communications	D Economic Development	E Policy and Advocacy
<p>Provide effective, efficient, and highly recognized cleaning, maintenance, and outreach services to ensure a welcoming environment for workers, residents, and visitors.</p>	<p>Make DTLA the place people want to be for a range of beautiful, dynamic public spaces that surprise and delight with art, lighting, technology, and activations.</p>	<p>Promote DTLA as the region's most exciting urban experience – a bustling, cool, innovative, and creative place in which to live, work, shop, and play.</p>	<p>Ensure that DTLA remains the premier choice for office, residential, hospitality, retail and cultural investments, employment, and commerce.</p>	<p>Coordinate with agencies and partners to advance policies, regulations, and initiatives that promote the economic, social, and environmental success of DTLA.</p>
<p>1 BIG MOVE BECOME THE LEAD STEWARDS OF THE PUBLIC REALM</p>	<p>2 BIG MOVE CENTER PLACEMAKING AS AN ESSENTIAL STRATEGY FOR REVITALIZATION</p>	<p>3 BIG MOVE REBRAND THE DCBID</p>	<p>4 BIG MOVE LEAD THE EFFORT TO ADAPT TO CHANGES IN THE OFFICE SECTOR</p>	<p>5 BIG MOVES ELEVATE ADVOCACY AS A SIGNIFICANT ROLE OF THE ORGANIZATION</p>
<p>A.1 Provide a best-in-class clean and safe Downtown experience.</p> <p>A.2 Be the catalyst for needed public realm and streetscape amenities improvements and repairs.</p> <p>A.3 Identify and address public safety hot-spots and prevent them from reoccurring.</p> <p>A.4 Be a key resource for employers and businesses on existing efforts and best practices for urban safety.</p>	<p>B.1 Strategically prioritize placemaking opportunities at key blocks, public spaces, corridors, and alleys to support and activate surrounding businesses and residential areas and to address trouble spots.</p> <p>B.2 Activate Privately Owned Public Spaces (POPS), public open spaces, and other outdoor sites with programming that draws visitors to DTLA and celebrates the diversity of LA's many communities, its food, and its art.</p> <p>B.3 Encourage the greening and "rewilding" of DTLA with a robust mix of trees, plants, flowers, and temporary gardens.</p>	<p>C.1 Rename the DCBID to clarify its identity and purpose.</p> <p>C.2 Articulate and promote the services provided by the DCBID.</p> <p>C.3 Strengthen strategies that center on arts, culture, cuisine, local businesses, sports, entertainment, and residential as key differentiators of the DTLA brand through creative campaigns and exciting promotions.</p> <p>C.4 Establish DTLA as the best place to work in the region by improving the experience of employees in Downtown.</p>	<p>D.1 Leverage position as the leading source of compelling and credible information and research on the Downtown market.</p> <p>D.2 Support and promote real estate investment and development in DTLA.</p> <p>D.3 Support and promote DTLA as the best place in the region for major employers to locate their business.</p>	<p>6 OWN THE ROLE OF PROVIDING LEADERSHIP IN ADVOCATING FOR DOWNTOWN LA</p> <p>E.1 Establish the capacity and process to develop and implement an annual BID advocacy agenda.</p> <p>E.2 Create alliances with Downtown organizations to leverage their support in promoting the impact of DTLA and advocating for greater resources.</p> <p>E.3 Advocate for safety and homelessness resources in the public realm.</p> <p>E.4 Advocate for greater collaboration and coordination between DCBID and City resources.</p> <p>E.5 Plan for BID Renewal.</p>
<p>7 BIG MOVE DIVERSIFY FUNDING AND THE ORGANIZATION'S STRUCTURE TO ENABLE NEW INITIATIVES</p>				

3



GOALS, STRATEGIES, AND ACTIONS

Overview

Strategy Table Elements

Goal A

Clean, Safe, and Welcoming

Goal B

Placemaking, Events, and Public Art

Goal C

Marketing and Communications

Goal D

Economic Development

Goal E

Policy and Advocacy

OVERVIEW

The following section provides the strategic roadmap for the DCBID for the coming three years. By focusing on five tangible Goals, the DCBID will make important strides toward charting **a future of collaboration, leadership, growth, and success**. Each of the Goals is supported by a series of Strategies and Actions that identify specific activities and programs DCBID and its partners will undertake to help implement the Vision.

STRATEGY TABLE ELEMENTS

The Strategies and Actions are presented in a series of tables on the following pages. Each table identifies important information on priority, partnerships, timing, and methods for measuring success of the Strategies and Actions.

HIGH PRIORITY ACTIONS

High priority actions, as identified by the DCBID Board at the July 2023 Board Retreat, are the **most critical Actions to implement**. These Actions are typically focused on key operational or policy priorities. Each High Priority Action is identified by a red background color and a  icon.

High Priority Actions will be the focus for DCBID Board and staff to implement in the near-term. However, other Actions will simultaneously be implemented as staff resources and funding are available.

PARTNERS

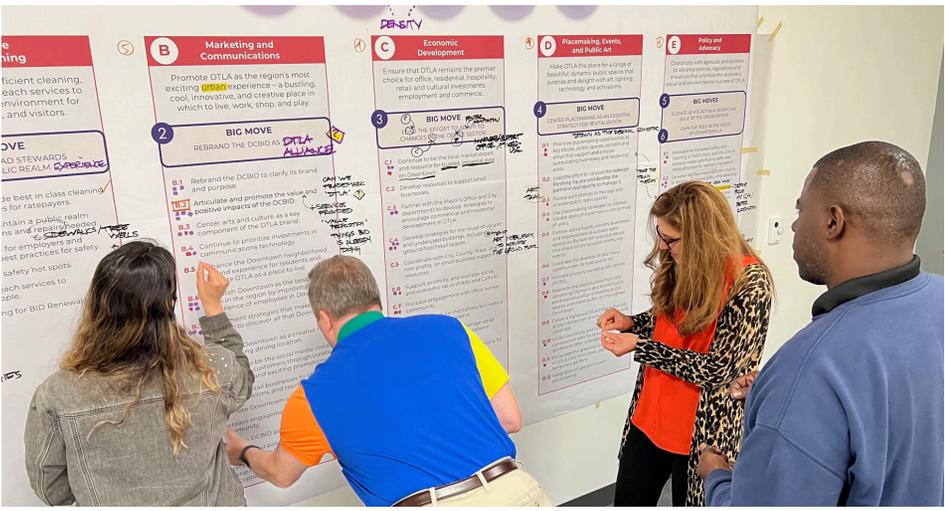
This column identifies **who will be involved in implementing the specific Strategy or Action**. This typically includes some combination of DCBID staff, DCBID Board Members, public agency staff, elected officials, business owners, property owners, community organizations, and other public or private partners. Further developing and strengthening partnerships is a key objective for this Strategic Plan. While each Action includes some information on potential partners, it is not intended to be an exhaustive list. DCBID staff should periodically review the Actions and identify additional partners that can be engaged to help implement ideas and projects.

TIMING

This column identifies the **approximate timing** for each Action to begin. The DCBID has limited staff and funding resources, so it will be critical to incrementally execute this Strategic Plan in the most efficient and effective manner. It is the intention that timing will be reviewed and updated annually as part of the budgeting process.

METRICS/MILESTONES

This column identifies **specific targets or milestones for each Action**. This can include releasing information, executing programs or events, creating policy impacts, or other specific measurable outcomes. Many Actions include multiple metrics or milestones because the Action may need to be executed incrementally. Prioritization is given when appropriate.





GOAL A

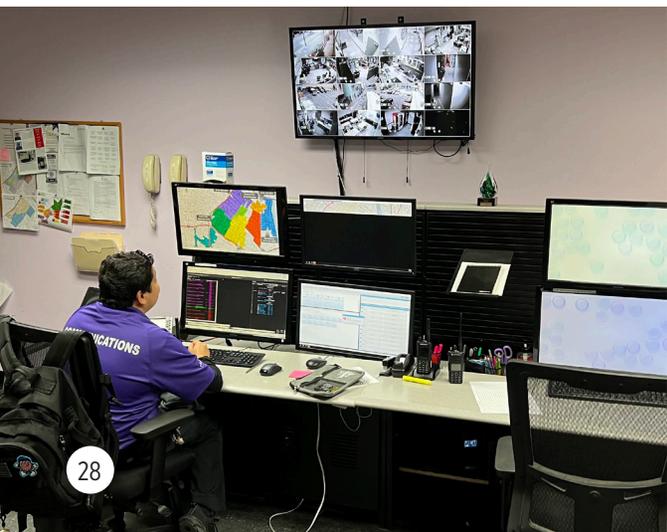
CLEAN, SAFE, AND WELCOMING

Provide effective, efficient, and highly recognized cleaning, maintenance, and outreach services to ensure a welcoming environment for workers, residents, and visitors.



Being clean and safe is **the essential foundation of a great Downtown**. With increased competition and choice for customers, meeting this base level expectation is not negotiable. In the era of virtual work, shopping, and entertainment, the in-person customer experience of a place has never been more important. Through targeted deployment, increased staffing and coverage, and new and strengthened partnerships, **Downtown LA can and must present a clean and safe environment and a quality customer experience**.

The DCBID will need to plan for increasing demands to provide more services and take on a wider range of maintenance projects. As the City's budget continues to be strained and customer expectations increase, there is an opportunity for the DCBID to take an increased role addressing sidewalk maintenance, installing new street furniture, supporting homelessness programs, and increasing overall public safety.



STRATEGY A.1

Provide a best-in-class clean and safe Downtown experience.

Actions	Partners	Timing	Metrics/Milestones
<p>A.1.a: Safe and Clean App >>></p> <p>Use existing platform to launch an app to enhance how stakeholders and the public can report District issues. Promote this tool heavily using creative strategies such as light pole attachments, trash cans signs, guide clothing and equipment, and QR codes at events. Continue to enhance the app based on input and feedback.</p>	Pulsium (CAD vendor)	2023	<ul style="list-style-type: none"> <input type="checkbox"/> BID develops a reporting and tracking system. <input type="checkbox"/> Application tool usage increases every month.
<p>A.1.b: Ratepayer Communication Strategy</p> <p>Develop a proactive communications strategy to contact all ratepayers in-person for feedback.</p>	-	2024	<ul style="list-style-type: none"> <input type="checkbox"/> BID personally contacts all ratepayers every year. <input type="checkbox"/> Ratepayers demonstrate greater awareness and satisfaction with BID services each year.
<p>A.1.c: Ratepayer Surveys</p> <p>Measure ratepayer satisfaction through the DCBID survey platform and response time metrics.</p>	-	2024	<ul style="list-style-type: none"> <input type="checkbox"/> BID surveys ratepayers every year. <input type="checkbox"/> Ratepayers demonstrate greater awareness and satisfaction with BID services each year.
<p>A.1.d: Safe and Clean Audit</p> <p>Ask successful Clean and Safe Managers from key California BIDs to audit the DCBID's program and provide recommendations to ensure the DCBID implements best practices.</p>	Key California BIDs Large City BIDs	2023	<ul style="list-style-type: none"> <input type="checkbox"/> BID completes Audit. <input type="checkbox"/> BID implements changes, if necessary.

STRATEGY A.2

Be the catalyst for needed public realm and streetscape amenities, improvements, and repairs.

Actions	Partners	Timing	Metrics/Milestones
<p>A.2.a: Infrastructure Audit >>> Conduct an annual block by block audit of existing conditions and repairs that are that are needed in the public realm, such as curbs, electrical boxes, lamp posts, lighting, electrical box covers, sidewalks and tree wells. Identify responsible entities and/or funds needed for repairs and follow-up.</p>	City Metro	2023	<ul style="list-style-type: none"> <input type="checkbox"/> BID completes audit and develops a tracking system. <input type="checkbox"/> BID identifies and prioritizes key issues to commit to addressing (i.e., sidewalk repairs). <input type="checkbox"/> City incorporates audit results into their annual maintenance and repair budget. <input type="checkbox"/> BID develops a contract with the City to complete minor repairs. <input type="checkbox"/> BID identifies additional funding opportunities if needed to address key issues. <input type="checkbox"/> BID sees a reduction in the number of items needing repair each year.

STRATEGY A.3

Identify and address public safety hot-spots and prevent them from reoccurring.

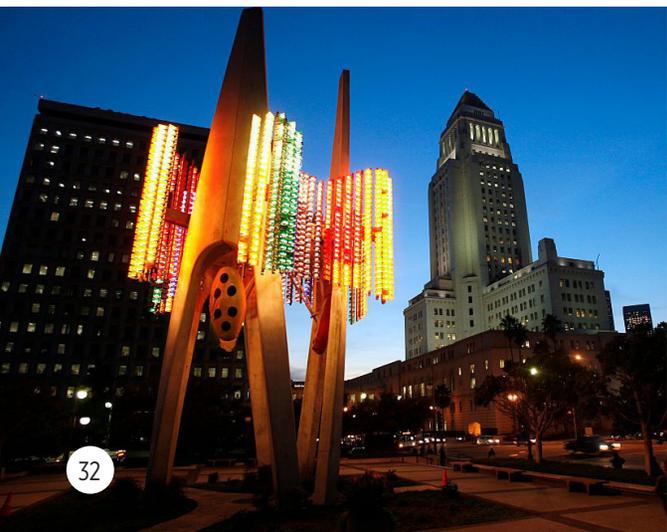
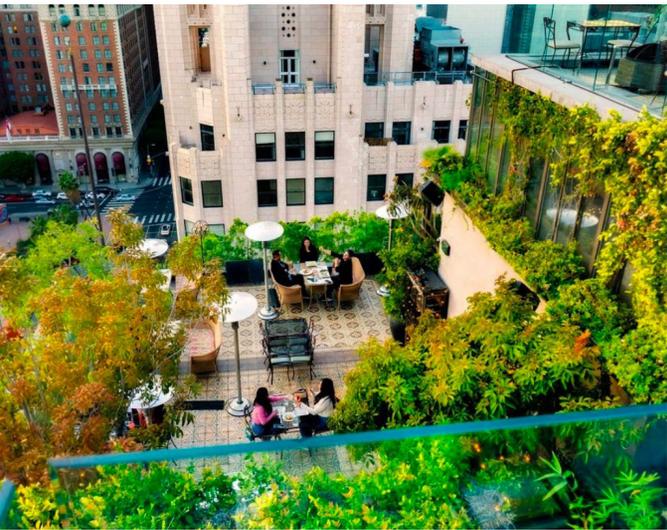
Actions	Partners	Timing	Metrics/Milestones
<p>A.3.a: Hot-Spot Audit >>> Identify, document, and prioritize public safety hot spots where organized theft, illegal vending, encampments, and drug dealing are occurring.</p> <ul style="list-style-type: none"> ▪ Procure resources to addresses where available. ▪ Utilize data to advocate for more resources. ▪ Assess hot-spots for potential placemaking strategies. 	CD14 LAPD Metro County Homeless Services Agencies	2023	<ul style="list-style-type: none"> <input type="checkbox"/> BID has a process and a record keeping system to identify hot spots. <input type="checkbox"/> BID and City resolve problem hot spots in a timely manner. <input type="checkbox"/> BID obtains additional resources. <input type="checkbox"/> BID identifies placemaking opportunities.

Actions	Partners	Timing	Metrics/Milestones
<p>A.3.b: Camera Deployment Program Develop public/private partnership to deploy camera resources in the public realm to assist the Los Angeles Police Department in addressing criminal activity.</p>	<p>LAPD Property Owners</p>	<p>2023</p>	<p><input type="checkbox"/> BID launches pilot camera program.</p>
<p>A.3.c: Stakeholder Communications App Form stakeholder groups to use existing technology to share real time safety information.</p>	<p>LAPD Stakeholder Groups</p>	<p>2024</p>	<p><input type="checkbox"/> BID launches stakeholder pilot.</p>

STRATEGY A.4

Be a key resource for employers and businesses on existing efforts and best practices for urban safety.

Actions	Partners	Timing	Metrics/Milestones
<p>A.4.a: Safety Presentations >>> Conduct and promote customized safety meetings for various stakeholder groups, including office, residential, retail (DCBID Marketing Roundtable), and hospitality.</p>	<p>LAPD CD14 City Attorney Metro Building Security Teams LA Tourism</p>	<p>2023</p>	<p><input type="checkbox"/> BID completes as many as possible based on need.</p>



GOAL B

PLACEMAKING, EVENTS, AND PUBLIC ART

Make DTLA the place people want to be for a range of beautiful, dynamic public spaces that surprise and delight with art, lighting, technology, and activations.

Parks, plazas, sidewalks, and pedestrian connections are as important for attracting Downtown customers and residents as retail, office, and housing developments. Beautiful public spaces **support Downtown residents' quality of life, make the city center a more attractive place to work; and provide areas for events, community celebrations, and festivals.** Access to outdoor environments is also **critical for mental, physical, and social health**, which became even more evident during the pandemic.

Many of the parks, plazas, and open spaces in DTLA require further investment, management, and planned activities to make them the lively, active places for all people. The creative and exciting DTLA Re.Imagined report (prepared by the DCBID in 2020) identifies many opportunities for placemaking projects and activities where DCBID leadership, advocacy, and resources can make a difference. With an anticipated future of diminished public sector resources, new public and private partnerships will also be required to nurture and promote the public realm, and the DCBID is well positioned to step-up in new and important ways.

STRATEGY B.1

Strategically prioritize placemaking opportunities at key blocks, public spaces, corridors, and alleys to support and activate surrounding businesses and residential areas and to address trouble spots.

Actions	Partners	Timing	Metrics/Milestones
<p>B.1.a: Operationalize DTLA Re.Imagined >>> Set up a BID Task Force to review DTLA Re.Imagined:</p> <ul style="list-style-type: none"> Identify and prioritize specific placemaking projects. Develop a detailed implementation and funding plan. 	Stakeholders (including the design community)	2024	<ul style="list-style-type: none"> <input type="checkbox"/> Present DTLA Re.Imagined to the DCBID Board. <input type="checkbox"/> Board prioritizes recommendations from DTLA Re.Imagined. <input type="checkbox"/> BID completes the implementation strategy. <input type="checkbox"/> BID develops a fundraising strategy. <input type="checkbox"/> BID implements the initial set of projects.
<p>B.1.b: Hot-Spot Revitalization >>> Develop a targeted “pop-up” activation strategy to keep hot spot sites (such as Bunker Hill bridge underpass, alleyways, parking lots, store fronts) clean and safe once they are reclaimed and issues are resolved. Use the combined resources and creativity of the BID’s clean and safe services, outreach, guides, community groups, and police partnerships, to develop site specific activations and art installations to revitalize and populate these spaces.</p>	Cultural Institutions Local Artists Community Groups Property Owners	2024	<ul style="list-style-type: none"> <input type="checkbox"/> BID produces pop-up event at reclaimed site, such as art walks, painted crosswalks, and kid friendly activations. <input type="checkbox"/> BID data shows that the activations helped to reduce or eliminate security and trash issues at troubled sites.
<p>B.1.c: Street Lighting Improvements Target darker or more unsafe sidewalks, corridors, and blocks within the District for street lighting improvements.</p>	City Public Works	2024	<ul style="list-style-type: none"> <input type="checkbox"/> BID and City install two new street or pedestrian lighting projects.

Actions	Partners	Timing	Metrics/Milestones
<p>B.1.d: Lighting Displays</p> <p>Install creative, interactive lighting displays on buildings, within alleys (for activation and safety), and within Privately Owned Public Spaces (POPS). These displays can be programmable to reflect seasonality (green at St. Patrick’s Day, red at Christmas) and special events (purple and gold for when Lakers win games).</p>	<p>Property Owners City Public Works</p>	<p>2024</p>	<p><input type="checkbox"/> BID and City implement a new family friendly creative and interactive light installation, such as Luminex, string lights, or interactive destination displays like the Van Gogh exhibit.</p>
<p>B.1.e: Bike Messenger Strategy</p> <p>Develop a strategy for a bike messenger “hub” where messengers can wait for calls, and in turn, reduce crowding impacts on sidewalks.</p>	<p>Bike Messengers LADOT and Permitting</p>	<p>2025</p>	<p><input type="checkbox"/> BID creates one bike messenger hub.</p>

STRATEGY B.2

Activate Privately Owned Public Spaces (POPS), public open spaces, and other outdoor sites with programming that draws visitors to DTLA and celebrates the diversity of LA’s many communities, its food, and its art.

Actions	Partners	Timing	Metrics/Milestones
<p>B.2.a: Community Events >>></p> <p>Partner with community groups to bring events, performances, and festivals celebrating LA’s culture and diversity to Downtown.</p>	<p>Community Groups</p>	<p>2023</p>	<p><input type="checkbox"/> A community group or organization produces one new major event in Downtown in 2025, such as Cows on Parade, 7th Street Pickleball tournaments, 7th Street Restaurant Row, or wine and food activations.</p>

Actions	Partners	Timing	Metrics/Milestones
<p>B.2.b: Privately Owned Public spaces (POPS) Conduct outreach to property owners to determine feasibility of activating Privately Owned Public Spaces (POPS). Partner with property owners, businesses, and organizations to activate POPS.</p>	Building Owners and Managers	2024	<input type="checkbox"/> BID conducts feasibility study in 2023.
<p>B.2.c: Art Installations Bring temporary and permanent art installations to Downtown.</p>	Arts and Technology Groups Galleries Museums	2024	<input type="checkbox"/> BID commissions new place-based art installation in 2024.
<p>B.2.d: Electrical Box Beautification Develop an artist program to beautify electrical boxes.</p>	City Arts Organizations	2024	<input type="checkbox"/> BID obtains city approval for program. <input type="checkbox"/> BID identifies funding for and implements program.
<p>B.2.e: Utility Door Beautification Develop an artist program to beautify utility doors.</p>	Property Owners Student Artists Arts Organizations	2024	<input type="checkbox"/> BID works with property owners to develop program. <input type="checkbox"/> BID coordinates implementation with property owners.

STRATEGY B.3

Encourage the greening and “rewilding” of DTLA with a robust mix of trees, plants, flowers, and temporary gardens.

Actions	Partners	Timing	Metrics/Milestones
<p>B.3.a: Greening Project Identify greening opportunities in the public realm. Identify potential partners and funding.</p>	<p>City Parks County Parks Residents Businesses</p>	<p>2024</p>	<p><input type="checkbox"/> BID and City complete one planted and “greened” site in 2024.</p>
<p>B.3.b: Tree Planting Program Develop a program through the city or through public and or private partnerships to fill all vacant tree wells in the DCBID.</p>	<p>City Planning Urban Forestry Tree Advocacy Organizations Businesses</p>	<p>2024</p>	<p><input type="checkbox"/> BID coordinates City and public/private partnerships to plant new trees every year. <input type="checkbox"/> BID coordinates with City to improve streetscape standards, reduce barriers for planting, and elevate design.</p>
<p>B.3.c: Elevate Greening through Social Media Set up an Instagram contest for the best photo or video of planting installations, and encourage commercial, residential, and cultural property owners to compete.</p>	<p>City Public Works City Parks and Recreation Property Owners</p>	<p>2024</p>	<p><input type="checkbox"/> Social media numbers show that the broader community recognizes DTLA for landscape improvements and art installations.</p>

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GOAL C MARKETING AND COMMUNICATIONS

Promote DTLA as the region's most exciting urban experience – a bustling, cool, innovative, and creative place in which to live, work, shop, and play.



Downtown Los Angeles has a strong international brand, and the DCBID has been successful in representing the **excitement and sophistication of the city** in its marketing and communications efforts. As in all major American metros, there is a perception that the media's negative focus on Downtown safety, homelessness, and occupancy issues is impacting economic recovery. The DCBID has an opportunity to be creative and work with partners to **provide messaging and experiences that change the narrative**.

There is a lot to promote—a growing residential population, world class art and performance venues, unique retail and dining experiences, exciting sports and entertainment. The DCBID is located in the center of a digital and media innovation industry cluster and can bring that forward thinking sensibility into its communications and promotions. Leveraging these resources and effectively communicating the positive realities will help rejuvenate interest and investment in Downtown LA.



STRATEGY C.1

Rename the DCBID to clarify its identity and purpose.

Actions	Partners	Timing	Metrics/Milestones
<p>C.1.a: DCBID Rename >>></p> <p>Develop a branding process for a new organization name that increases awareness of the DCBID existing services and signals a larger role for the organization as the proponent for the future of Downtown (such as DTLA Alliance). Retain DCBID/DTLA current brand elements as a central program.</p>	DCBID Board	2023	<input type="checkbox"/> Form Ad Hoc Marketing Committee. <input type="checkbox"/> BID launches a new name in 2023.

STRATEGY C.2

Articulate and promote the services provided by the DCBID.

Actions	Partners	Timing	Metrics/Milestones
<p>C.2.a: DCBID Awareness Campaign >>></p> <p>Develop an awareness campaign (post rebrand) for DCBID stakeholders on the services the BID provides.</p>	-	2024	<input type="checkbox"/> Annual stakeholders meeting attendance increases. <input type="checkbox"/> Surveys show an increase in awareness of BID services.
<p>C.2.b: DCBID Introduction to New Businesses and New Managers</p> <p>Connect with new businesses.</p>	Commercial and Residential Managers	2023	<input type="checkbox"/> BID provides new businesses with welcome packets and visits from staff. <input type="checkbox"/> BID promotes materials to residents and employees through social media channels.

Actions	Partners	Timing	Metrics/Milestones
<p>C.2.c: Safe and Clean Stories</p> <p>Push out positive stories on all platforms about significant cleanups and kudos on safety services with human interest stories featuring Downtown business owners, workers, residents, and BID staff.</p>	<p>Commercial and Residential Managers</p>	<p>2024</p>	<ul style="list-style-type: none"> <input type="checkbox"/> BID pushes out six stories a year. <input type="checkbox"/> Property managers push out stories to tenants and residents. <input type="checkbox"/> BID Board meetings highlight significant cleanups and safety actions.

STRATEGY C.3

Strengthen strategies that center on arts, culture, cuisine, local businesses, sports, entertainment, and residential as key differentiators of the DTLA brand through creative campaigns and exciting promotions.

Actions	Partners	Timing	Metrics/Milestones
<p>C.3.a: Arts and Culture Promotion</p> <p>Design DTLA promotions so they enhance DTLA’s image as a global arts and cultural destination.</p>	<p>Cultural Institutions</p>	<p>2023</p>	<ul style="list-style-type: none"> <input type="checkbox"/> BID surveys show DTLA is recognized as the major performing arts destination in Southern California.
<p>C.3.b: This Week in DTLA</p> <p>Further enhance the “This Week in DTLA” blog (i.e., continue to be creative with columns, such as “Ask Johnna” and cross promote on website).</p>	<p>-</p>	<p>2023</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Users and site visits increase monthly.
<p>C.3.c: Leading Edge Website and Social Media</p> <p>Stay on trend by linking promotions and marketing to new and emerging platforms (i.e., TikTok and its successors) and keep the BID website optimized and leading edge using new apps and formats including an interactive data dashboard.</p>	<p>-</p>	<p>2024</p>	<ul style="list-style-type: none"> <input type="checkbox"/> BID features new technology in one initiative in 2024. <input type="checkbox"/> BID has a strong presence on popular social media apps. <input type="checkbox"/> BID comes up first in searches related to DTLA.

Actions	Partners	Timing	Metrics/Milestones
<p>C.3.d Marketing and LA Tourism Partnerships</p> <p>Create and leverage content marketing opportunities with partners like Dine LA, LA Mag, Edible LA, Grand Performances, Pershing Square and the DCBID Marketing Roundtable.</p>	<p>DCBID Marketing Roundtable</p> <p>Dine LA</p> <p>LA Mag</p> <p>Edible LA</p> <p>Grand Performances</p> <p>Pershing Square</p>	<p>2024</p>	<ul style="list-style-type: none"> <input type="checkbox"/> BID establishes a partnership for each campaign. <input type="checkbox"/> BID presents annually to the DTLA Marketing Roundtable. <input type="checkbox"/> New partnerships are established.
<p>C.3.e: Brand a Better DTLA</p> <p>Leverage the progress made through DCBID and community efforts to launch a campaign that celebrates DTLA and captures the momentum of DTLA on the rise.</p>	<p>DCBID Marketing Roundtable</p> <p>PR Agency</p> <p>Marketing Partnerships</p>	<p>2025</p>	<ul style="list-style-type: none"> <input type="checkbox"/> BID launches campaign in 2025. <input type="checkbox"/> Surveys show an increase in positive sentiments toward DTLA.
<p>C.3.f: Virtual Engagement</p> <p>Create virtual, creative visitor engagement programs highlighting unique experiences in Downtown LA, such as Instagramable hot spots, famous movie scene locations, and restaurants by type of food or ambiance.</p>	<p>-</p>	<p>2025</p>	<ul style="list-style-type: none"> <input type="checkbox"/> BID launches new virtual programs. <input type="checkbox"/> Utilization increases.

STRATEGY C.4

Establish DTLA as the best place to work in the region by improving the experience of employees in Downtown.

Actions	Partners	Timing	Metrics/Milestones
<p>C.4.a: Office Worker Engagement >>></p> <p>Create partnerships with office building managers to develop and promote employee engagement initiatives and create local events, contests, and promotions for employees. Begin with smaller events to build momentum.</p> <ul style="list-style-type: none"> Learn what office workers want and solidify relationships with office managers, prior to launching a large-scale event in 2025. 	<p>Office Building Managers</p>	<p>2023</p>	<ul style="list-style-type: none"> <input type="checkbox"/> BID forms a strong contact list of building managers. <input type="checkbox"/> BID survey results show that perceptions of DTLA by employees working in Downtown are improving. <input type="checkbox"/> BID launches one event per quarter.

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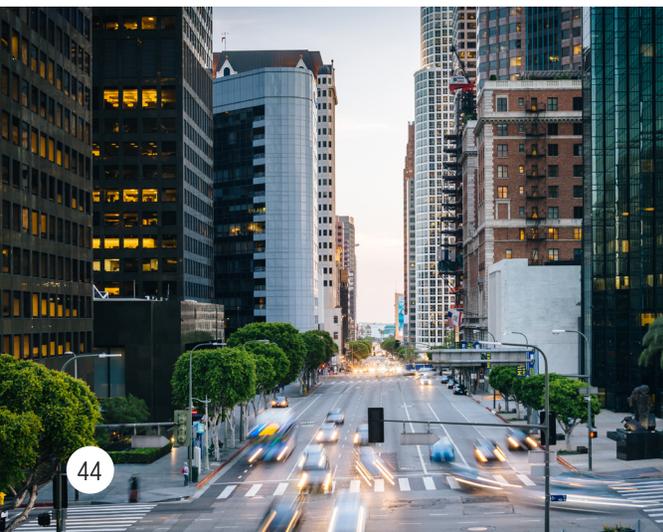
GOAL D ECONOMIC DEVELOPMENT

Ensure that DTLA remains the premier choice for office, residential, hospitality, retail and cultural investments, employment, and commerce.



Downtowns across the nation need to rebuild their economies after the major disruptions of the pandemic. There are many uncertainties about how and when workers will return to physical offices, and if retail customers and tourists will fully revisit commercial, arts, and entertainment venues.

Downtowns are facing barriers to recovery across the office, housing, retail, service, and restaurant sectors. To increase the chance of success for Downtown LA's commercial sector and encourage sustained growth in the residential market, the DCBID will need to continue to **be innovative in its marketing of Downtown investment opportunities and expand its role as the recognized source of quality data and information.** Investing in regulatory reform and compelling market impact data will help the DCBID attract new public and private investment in competitive marketplaces.



STRATEGY D.1

Leverage position as the leading source of compelling and credible information and research on the Downtown market.

Actions	Partners	Timing	Metrics/Milestones
<p>D.1.a: Optimize “Do Business Here” Website Pages >>></p> <p>Enhance the “Do Business Here” section of the website to promote Downtown as a place of innovation and creativity.</p>	-	2023	<ul style="list-style-type: none"> <input type="checkbox"/> BID uses the latest technology in design and presentation for its economic and sector reports. <input type="checkbox"/> Opening rate for economic development data continues to increase.
<p>D.1.b: Press Strategy</p> <p>Emphasize positive efforts and results in DTLA and proactively identify and pitch positive subjects and themes. Be aggressive in responding to negative stories with positive trends and data.</p>	PR Partner	2024	<ul style="list-style-type: none"> <input type="checkbox"/> Media contacts the BID for a response on negative articles.
<p>D.1.c: Report Promotion</p> <p>Digital and social media campaign to promote five Sector Reports, Outlook and Insights, State of Downtown Report, and Quarterly Market Reports, expand audience awareness, increase webpage traffic and newsletter subscribers.</p>	PR Firms	2024	<ul style="list-style-type: none"> <input type="checkbox"/> Increased report views and downloads. <input type="checkbox"/> Increased LinkedIn followers. <input type="checkbox"/> Increased webpage traffic. <input type="checkbox"/> Increased newsletter subscribers.
<p>D.1.d: Quarterly DTLA Market Update Meeting</p> <p>Event tied to release of quarterly market report, provides update on DTLA market, networking for property owners, businesses, brokers.</p>	CCA Brokers	2024	<ul style="list-style-type: none"> <input type="checkbox"/> Event attendance. <input type="checkbox"/> Survey results. <input type="checkbox"/> Newsletter subscriptions.

STRATEGY D.2

Support and promote real estate investment and development in DTLA.

Actions	Partners	Timing	Metrics/Milestones
<p>D.2.a: Adaptive Reuse >>> Promote and advocate for reuse strategies for underused commercial buildings.</p>	Developers, ULI, NAIOP City Economic Development Department Real Estate Organizations	2024	<ul style="list-style-type: none"> <input type="checkbox"/> BID co-authors a report on adaptation opportunities. <input type="checkbox"/> Developers and business media use/report on the report. <input type="checkbox"/> City agrees to implement recommendations.
<p>D.2.b: Vacant Storefronts Develop a temporary program to fill vacant storefront spaces and windows.</p>	Artists City Arts Programs Cultural Institutions	2024	<ul style="list-style-type: none"> <input type="checkbox"/> BID activates six vacant storefronts with art.

STRATEGY D.3

Support and promote DTLA as the best place in the region for major employers to locate their business.

Actions	Partners	Timing	Metrics/Milestones
<p>D.3.a: Major Employer Engagement >>></p> <p>Develop a major employer welcome and retention program, with annual visits to company leaders and bi-annual surveys of CEOs and employees, to assess satisfaction with their experiences in Downtown.</p>	-	2024	<ul style="list-style-type: none"> <input type="checkbox"/> BID implements annual CEO visits. <input type="checkbox"/> BID conducts bi-annual CEO and employee surveys.
<p>D.3.b: Industry Publications and Partnerships</p> <p>Develop publications for target industries, and obtain sponsorships for sector and industry publications and events.</p>	Trade Associations Major Players	2025	<ul style="list-style-type: none"> <input type="checkbox"/> BID produces two publications each year. <input type="checkbox"/> BID secures sponsorships for events and publications.
<p>D.3.c: Creative Economy Promotion</p> <p>Convene creative industries and partner with the Otis College of Art and Design to promote the importance of the creative economy and its social and economic value.</p>	Otis College Cultural Institutions City/County Departments of Arts and Culture	2025	<ul style="list-style-type: none"> <input type="checkbox"/> BID publishes a bi-annual Economic Impact of the Creative Economy report and produces related event. <input type="checkbox"/> Creative industries perceive the BID as an advocate and source of critical information.
<p>D.3.d: Education Sector Impact</p> <p>Partner with educational institutions to promote the importance and appeal of the education sector to the Downtown community and economy.</p>	Downtown Universities, Colleges, and Trade Schools	2025	<ul style="list-style-type: none"> <input type="checkbox"/> BID publishes a bi-annual Impact of Educational Institutions report and produces related event..



GOAL E

POLICY AND ADVOCACY

Coordinate with agencies and partners to advance policies, regulations, and initiatives that promote the economic, social, and environmental success of DTLA.



There is a leadership opportunity in Los Angeles for advocacy around needed policies, programs, and projects to ensure Downtown's continued economic recovery and competitiveness. As the DCBID has grown in capability, capacity, and reputation, so has the complexity and scale of the issues that impact the city center.

The DCBID is well positioned to fill this leadership gap with an **intentional, thoughtful, and collaborative advocacy strategy** that involves its stakeholders and other organizations with similar needs and goals. Through building relationships with policy makers, facilitating discussions among community leaders, and researching and promoting best practices, the DCBID will **provide needed leadership to create a vibrant and welcoming Downtown for everyone.**

STRATEGY E.1

Establish the capacity and process to develop and implement an annual BID advocacy agenda.

Actions	Partners	Timing	Metrics/Milestones
<p>E.1.a: Policy Committee >>> Develop a charter for a new Policy Committee describing membership, purpose, and authority. Take the charter to the Board for approval and then recruit members.</p>	-	2023	<input type="checkbox"/> BID forms the Policy Committee. <input type="checkbox"/> Policy Committee issues the 2024 Advocacy Agenda in 2024.
<p>E.1.b: Public Affairs Consultant Evaluate procuring a government relations and public affairs consultant to help to develop an advocacy strategy.</p>	Consultant	2024	<input type="checkbox"/> BID engages consultant who informs strategy to implement advocacy agenda.
<p>E.1.c: Content and Advocacy Leverage BID content, communication resources, and capabilities to support advocacy efforts.</p>	-	2024	<input type="checkbox"/> BID content is used in effecting change.

STRATEGY E.2

Create alliances with Downtown organizations to leverage their support in promoting the impact of DTLA and advocating for greater resources.

Actions	Partners	Timing	Metrics/Milestones
<p>E.2.a: Downtown BID and CCA Advocacy Collaboration >>> Convene the Downtown BID community and Central City Association (CCA) to develop an annual policy and advocacy agenda.</p>	CCA Other Downtown BIDs	2024	<ul style="list-style-type: none"> <input type="checkbox"/> BID publishes an annual collective advocacy agenda. <input type="checkbox"/> BID briefs the Mayor and Council members on the advocacy agenda each year.
<p>E.2.b: Value of BIDs Report Partner with Downtown BIDs to update report and develop a fact sheet on the economic impact of Downtown and the value of Downtown BIDs.</p>	Downtown BIDs	2024	<ul style="list-style-type: none"> <input type="checkbox"/> BID implements an Economic Impact Report media strategy. <input type="checkbox"/> Business and general media publish the report's findings. <input type="checkbox"/> BID has meetings with the Mayor, key Council members, and City Department heads to present the Report.

STRATEGY E.3

Advocate for safety and homelessness resources in the public realm.

Actions	Partners	Timing	Metrics/Milestones
<p>E.3.a: Homelessness Policy >>> Influence the development of homelessness policies, programs, and coordination.</p>	<p>City County Homeless Support Organizations</p>	<p>2023</p>	<ul style="list-style-type: none"> <input type="checkbox"/> BID has a seat on the LAHSA Board. <input type="checkbox"/> BID establishes strong relationships with thought leaders in homelessness.
<p>E.3.b: Public Safety Advocate for a higher level of response to public safety issues in Downtown from City and County police, legal, and court systems.</p>	<p>City County City Attorney District Attorney</p>	<p>2023</p>	<ul style="list-style-type: none"> <input type="checkbox"/> BID solidifies relationships with leaders in each sector of the criminal justice system.
<p>E.3.c: Metro Safety Advocate for increased safety and cleaning at Metro bus stops, train stations, and on trains to make commuting safer and more attractive for workers and visitors.</p>	<p>Metro LAPD Property Owners Commuters</p>	<p>2023</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Metro safety statistics improve. <input type="checkbox"/> Metro safety perceptions improve.
<p>E.3.d: Homelessness Resources Increase outreach services to homeless people in coordination with existing City, County, and nonprofit organization programs.</p>	<p>City County</p>	<p>2024</p>	<ul style="list-style-type: none"> <input type="checkbox"/> BID obtains additional City and County outreach assistance for DTLA.
<p>E.3.e: Homelessness Data Develop data on homeless people in Downtown, including a by-name list and counts of people successfully moved into shelters and transitional housing.</p>	<p>LAHSA BID Outreach Team</p>	<p>2024</p>	<ul style="list-style-type: none"> <input type="checkbox"/> City and County reports and decision making includes BID data. <input type="checkbox"/> Homelessness counts in Downtown are reduced.

STRATEGY E.4

Advocate for greater collaboration and coordination between DCBID and City resources.

Actions	Partners	Timing	Metrics/Milestones
<p>E.4.a: BIDs Relocation to City Economic Development Department</p> <p>Advocate to move BID oversight from the City Clerk’s Office to the Economic Development Department to support a more strategic relationship and improve integration in providing services so the City and BID work in tandem.</p>	<p>Downtown BIDs Mayor City Council Department of Economic Development City Clerk’s Office</p>	<p>2023</p>	<ul style="list-style-type: none"> <input type="checkbox"/> BID completes outreach to City leaders advocating for new BID oversight approach. <input type="checkbox"/> BIDs oversight is moved to department of Economic Development.
<p>E.4.b: City Partners Conditions Tours</p> <p>Invite elected officials and their staff to shadow BID staff on their daily routes.</p>	<p>City Elected Officials City Staff</p>	<p>2024</p>	<ul style="list-style-type: none"> <input type="checkbox"/> BID gets three City leaders to participate.
<p>E.4.c: City Contracts</p> <p>Advocate for a new partnership with City departments to empower and pay the BID to do additional improvements/enhancements in the public realm.</p>	<p>City Parks, Transportation, Public Works, Building Services Departments</p>	<p>2024</p>	<ul style="list-style-type: none"> <input type="checkbox"/> City formalizes new partnerships that includes specific public realm design, construction, and maintenance funding.
<p>E.4.d: Development Policy</p> <p>Partner with the Mayor’s Office and City departments to develop strategies to encourage and support commercial and residential development, reduce regulatory barriers and streamline permitting for businesses, development, and renovations in DTLA. Increase resources to support and remove barriers for businesses.</p>	<p>Mayor’s Office City Planning and Community Development Department City Economic Development Department</p>	<p>2024</p>	<ul style="list-style-type: none"> <input type="checkbox"/> BID works with the Mayor’s business task force to identify regulatory and other barriers to business success including strategies to expedite permits.

STRATEGY E.5

Plan for BID Renewal.

Actions	Partners	Timing	Metrics/Milestones
E.5.a: BID Renewal Develop a detailed year-by-year plan for BID renewal.	-	2024	<input type="checkbox"/> BID creates a five-year plan through 2027.
E.5.b: Ratepayer Task Force Set up a ratepayer task force to review current services, identify new services and service enhancements, and test some pilot projects as a lead up to renewal.	-	2025	<input type="checkbox"/> BID forms a Ratepayer Task Force in 2025.

ACKNOWLEDGEMENTS

Executive Officers

Dan Cote, The Bloc, *Chair*
Robert Cushman, Brookfield Office Properties, *Past Chair*
Adam Daneshgar, Langdon Street Capital, *Vice Chair*
Stacy Lieberman, Library Foundation of Los Angeles, *Vice Chair*
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Joan McLane, University of Southern California, Institute of Urology
Stuart Morkun, Mitsui Fudosan
Carol Pfannkuche, YMCA of Metropolitan Los Angeles
Mark Spector, Onni Group
Nash Tennant, The Los Angeles Athletic Club
Michael Wilson, Related Companies
Jeffrey Yamashiroya, ManuLife Investment Company

Board Alternates

Travis Addison, CommonWealth Partners
Alexander Arroyo, Related Companies
Andrew Daneshgar, Langdon Street Capital
Sandra Dickson, Manulife Investment Management
Meredith King, MOCA
Kira Perez, Rising Realty Partners
Susan Perlas, Silverstein Properties
Peklar Pilavjian, Los Angeles United Investment Company
Brittney Sovich, The Bloc
Peter Zen, The Westin Bonaventure Hotel and Suites

Strategic Plan Steering Committee

Dan Coté, General Manager, The Bloc, *Chair*
Michael Wilson, Senior General Manager, The Grand LA, *Vice Chair*
Joy Brathwaite, Chief Financial Officer, The Museum of Contemporary Art
Robert Cushman, Senior Vice President, Brookfield Properties
Adam Daneshgar, President, Langdon Street Capital
Sauli Danpour, President, Xyvest Holdings, Inc.
Suzanne Holley, President & CEO, Downtown Center BID
Stacy Lieberman, President & CEO, Library Foundation of Los Angeles
Carol Pfannkuche, Senior Branch Executive, YMCA of Metropolitan Los Angeles

DCBID Staff

Suzanne Holley, President and Chief Executive Officer
Nick Griffin, Executive Director
Bree von Faith, Senior Vice President, Marketing and Communications
Michael Ashkenasi, Senior Director, Administration and Policy
Kevin Begovich, Art Director
Jorge Castro, Director of Operations
Maria Elena Hewett, Program and Communications Manager
Johnna Hughes, Senior Content Marketing Specialist
Gerald Pierce, Maintenance Superintendent
Elan Shore, Director, Economic Development
Kevin Thomas, Executive Assistant

Focus Group Participants

Office/Retail Properties

Robert Cushman, Brookfield Properties
Sauli Danpour, Xyvest Holdings
Justin Weiss, Kennedy Wilson
Bonny Kirin-Perez, Westin Bonaventure Hotel and Suites

Civic/Government/Public Space

Stacy Lieberman, Library Foundation
Tina Oh, City of LA, Department of Tourism
Patti MacJanett, City of LA, Department of Tourism

Non-Profits/Cultural Organizations

Carol Pfannkuche, Ketchum Downtown YMCA
Jennifer Kallend, Colburn School

Office Tenants

Brian Saenger, Ratkovich
Karina Moore, Capital Group
Stephanie Graves, Lee Andrews Group

Advocacy Organizations

Hal Bastian, Hal Bastian Inc.
Michael Shilstone, CCA

Hospitality/Hotels

Niles Harris, IHG
Adam Sydenham, Hotel Per La
Adam Heffron, Conrad Hotel

Large Businesses

Joan McLane, USC Institute of Urology
Brenda Carbaja, Starbucks

Civic/Government

Ken Bernstein, LA City Planning
Michelle Levy, LA City Planning
Alexander Wikstrom, LADOT
Elizabeth Winter, LADOT
Clare Eberle, LADOT

Homeless Services Providers

Trevor Kale, Chrysalis
Carissa Payongayang, PATH
Jesus Torves, PATH

Office Tenants

Bryan Groppi, Oak Tree Capital
Guillermo Flores, Weingart Foundation

Residential Tenants

Deborah Racine, residential tenant
Lisa Napoli, residential tenant

Police

Captain Elaine Morales, LAPD
Sergeant Gordon Helper, LAPD

Residential Property Brokers

Jim White, resident/broker, DTLA Life
Bill Cooper, LA Real Estate Broker
Marlo Capps, Goldrich Kest

Office and Retail Property Owners

Dan Cote, National Real Estate Advisors
Robert Morgan, CoreTrust Capital
Mike Wilson, Related Companies

Small Business Owners

Brett Thompson, Pez Cantina
Melodie Cochran, Chayil Maison Nail Salon
Marlon Medina, Jose Chiquito

Jewelry District

Nejdeh Avedian, St. Vincent Jewelry Center

Arts and Culture

Bonnie Goodman, The Music Center

Organizations

Lizette Vargas, DTLA Wanderer
Annalise Parks, City Club

Commercial Real Estate

Derrick Moore, CBRE
John Zanetos, CBRE

MIG (project consultants)

Chris Beynon, AICP, Chief Development Officer
Kate Joncas, Director of Urban Strategy
Dan Amsden, AICP, Principal
Naba Faizi, Project Associate
Phoenix Alfaro, Project Associate

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