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HUNTINGTON BEACH, CA
JUNE 2017

INTERNATIONAL DOWNTOWN ASSOCIATION
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Table of Contents:

About the Panel	3
Executive Summary	5
General Impressions of Downtown Huntington Beach	7
Vision and Strategy	8
Governance and Leadership	12
Program Priorities	14
Organizational Management	18

Panel Chair

Kathleen Rawson, *President & CEO*

Downtown Santa Monica Inc.
Santa Monica, CA

Kathleen Rawson has more than 25 years of experience in both Hospitality and Destination Management. For the past 20 years, Kathleen has served as the CEO of Downtown Santa Monica, Inc. (formerly the Bayside District Corporation), a private/non-profit company contracted with the City of Santa Monica to manage programs to enhance the vitality of the District. The organization is charged with advising the City of Santa Monica on all issues related to the Downtown core.

Downtown Santa Monica, Inc. is responsible for overall strategic planning, promotions and daily operations for the area. During her tenure, Kathleen has successfully transformed Downtown Santa Monica into the largest property based assessment district, by budget, in the State of California. With an annual budget of nearly \$8 million, Downtown Santa Monica, Inc. provides Ambassador and Enhanced Maintenance programs as well as a comprehensive marketing program and annual event series.

Kathleen currently serves as the treasurer of the International Downtown Association, is immediate past chair of the Santa Monica Malibu Education Foundation and just completed her term on the Venice Land Use and Planning Committee for the Venice Neighborhood Council. She served as president of Kehillat Israel Synagogue, and has served on a number of other social service agency boards in the locale.

Panelists

Kate Borders, *Executive Director and President*

Downtown Tempe Authority
Tempe, AZ

Kate assumed the leadership position of the downtown Tempe enhanced services district in 2014. Her immediate vision for Downtown Tempe is to strengthen the voice of the organization and promote the district as the most urban destination in the Valley. Through collaborations with the downtown merchants, property owners, City leaders and ASU representatives, she is working to stimulate a renewal in the attention to Downtown Tempe. She relocated to Tempe from Fresno, CA where she was the President/CEO for the Downtown Fresno Partnership, a similarly structured business improvement district that is working to revitalize Downtown Fresno.

Before joining the Downtown Fresno Partnership, Kate spent 7 years in Milwaukee, Wisconsin as the Executive Director of East Town Association, a membership-based organization that produces large-scale events that have transformed the local economy and stimulated the residential relocation to Downtown Milwaukee. Prior to her Milwaukee tenure, Kate was the Executive Director of the Peoria Art Guild in Peoria, Illinois. Kate is originally from South Carolina and she received her BA in Music from The University of Arizona and a Master's Degree in non-profit Arts Management from Columbia College in Downtown Chicago. Today she enjoys living in this urban desert with her two daughters, Addison (9) and Sophia (7), and her husband Jason.

Davon Barbour, *Vice President of Economic Development*

Downtown Partnership of Baltimore, Inc.
Baltimore, MD

Davon Barbour, Vice President of Economic Development at the Downtown Partnership of Baltimore Inc., is a responsible for developing and directing programs designed to ensure that Downtown Baltimore is a healthy, vibrant area for businesses, residents, visitors and the real estate community. Previously, he served as Director for the City of Hollywood, Florida's Department of Community and Economic Development and Assistant Director of the City of Orlando Downtown Development Board and Community Redevelopment Agency. Davon was also Manager of Economic Development for the Miami Downtown Development Agency. Davon, a native of Baltimore City, possesses over 15 years of progressive leadership in economic development and urban revitalization. He has worked for private sector, public sector, and non-profit organizations whose mission is to revitalize urban communities across the nation.

David T. Downey, CAE, *President and CEO*
International Downtown Association
Washington, DC

A 20-year association professional, David is an accomplished not-for-profit leader in the community building industry. At IDA, David provides overall strategic direction and drives success toward the organization's vision to build a world full of vital and livable urban centers. Prior to IDA, David served as the Managing Director of the Center for Communities by Design at the American Institute of Architects and as Executive Director for the Michigan Society of Planning. He currently serves on the Board of directors for both the Mount Vernon Triangle BID and the Responsible Hospitality Institute (RHI). David has been a city advocate since 1989 receiving his degree in Architecture and Design with a focus on Urban Design from Lawrence Technological University. David and his wife Margie live in northern Virginia with their three sons Connor, Liam, and Declan.

Faith Broderick, *Research Associate*
International Downtown Association
Washington, DC

Faith Broderick joined the IDA team in May 2016, beginning as an intern in the Research Department prior to becoming a Research Associate. Faith collaborates on in-house research initiatives involving both the urban place management industry and the downtown champions that comprise it. Faith is currently completing her Master's Degree from Georgetown University in Urban and Regional Planning, and holds a B.A. from Brandeis University in Waltham, MA in International Global Studies and Politics. Faith comes to IDA after interning at DC's start-up incubator 1776, where she worked on the Urban Innovation Coalition connecting agencies to startups to shape smarter cities.

International Downtown Association

The International Downtown Association is the premier organization for urban place professionals who are shaping and activating dynamic city center districts. Our members are downtown champions who bring urban centers to life, bridging the gap between the public and private sectors. We represent an industry of more than 2,500 place management organizations, employing 100,000 people throughout North America and growing rapidly around the world. Founded in 1954, IDA is a resource center for ideas and innovative best practices in urban place management. For more information, visit www.downtown.org.

Executive Summary:

Downtown Huntington Beach is an authentic downtown with a rich history and heritage, strong physical infrastructure and cultural assets, a tightly-knit enthusiastic community, and an attractive and growing market for private investment. Downtown Huntington Beach is strongly positioned to have a flourishing downtown; however, the downtown has been stymied by negative perceptions, competition from surrounding retail markets and neighboring beach communities. The Huntington Beach Downtown Business Improvement District is uniquely positioned to leverage the assets of Downtown Huntington Beach – making downtown an attractive place to live, work, play, visit, and experience for residents, retailers, business owners, tourists and the like.

The IDA Advisory Panel worked with the steering committee, having representatives from the city and BID, to conduct interviews with downtown and downtown adjacent stakeholders. The 55+ interviews, background research, and analysis of downtown documentation informed the IDA Advisory Panel of the problems facing downtown and the recommendations that the Downtown BID will need to follow moving forward.

The BID should create, with buy-in and participation from stakeholders, a vision statement to guide the work of the BID and strategically address the needs, concerns, and growth of downtown. This vision statement should clearly articulate the measure of success for the downtown and role of the BID organization. A strategic plan will then establish the goals and objectives the BID must engage in, while articulating the roles and responsibilities that BID board members, BID staff and city officials must engage in necessary to accomplish said goals.

The governance structure of the BID should be streamlined to create efficiencies regarding BID leadership terms and bylaw modifications, unencumbered by city constraints, and have clearly defined roles and responsibilities for the management of the Huntington Beach Downtown BID.

All BID programs, improvements and subsequent marketing efforts should promote and reiterate the BID's work on behalf of its constituents and stakeholders. Improvements must be tracked and incorporated in all messaging campaigns. All events should be in-line with the vision of the BID.

With current revenue of over half a million dollars, the BID has grown in size and capacity. Hiring professional staff with leadership capabilities of resetting the management and direction of the BID is imperative. The panel believes an interim CEO to serve as a turn-around manager is needed and the right candidate will be experienced in downtown issues and the urban place management industry.

To help achieve these goals, HBDBID should utilize programs offered through a complimentary 6-month membership with the International Downtown Association and a discounted conference rate for all Huntington Beach Staff.

The IDA Advisory Panel recommends the following steps be taken to address the current conditions the Huntington Beach Downtown Business Improvement District is facing.

Recommendations:

Immediate Recommendations (0-60 Days):

- Proceed with renewal of the existing BID and election of BID board to maintain current services for the next year. Convene a town hall meeting to share findings of IDA Advisory Panel and help establish immediate trust for subsequent community visioning with increased transparency
- In addition to backfilling existing vacant manager position who will be responsible for carrying on day to day operations, BID board and city staff should work with the IDA Advisory Panel to secure an interim CEO with specific downtown management experience. The interim CEO will serve as the organizations turnaround managerⁱ. Allocate up to \$100,000 for a one-year contract and empower the CEO to lead implementation of both the IDA Advisory Panel and the City Financial Commission recommendations as deemed appropriate. The position should be funded equally through BID and City resources and utilize a three to five person hiring committee with at least one representative from both the BID and the city
- Cancel the three-year term of Surf City Nights manager and change the contract to month-to-month allowing for future leadership flexibility
- Create a one-year BID workplan consisting of: continuing current services and events, board responsibilities, evaluating the Downtown Huntington Beach 2015-2016 Strategic Plan, establish policies to satisfy Brown Act

requirements, curating a social media and communications strategy, and establish a vision for Downtown Huntington Beach BID

Short Term Recommendations (30-120 Days):

- Review existing stakeholder' vision, master or community plans to align priorities with partner organizations and reflect on the political climate to bridge divides and marginalize negative attitudes
- Take Action (rather than call on the city to act): be hands on, nimble and quick to respond to issues affecting downtown. If the downtown will benefit from immediate, small and actionable adjustments, make them happen. Determine the specific improvements needed in the downtown to support the vision and serve the local businesses. (ex. Directory signage and wayfinding)
- Provide a goal statement and/or statement of purpose for each BID event and track all BID successes
- Develop and define the brand narrative, marketing, and communications strategy for HBDBID, inclusive of the vision for Downtown

In Parallel: Task Force Recommendations: (30 - 270 Days):

- Establish a Property Based Improvement District (PBID)
- Establish a Downtown Visioning Task Force (separate and distinct from the BID board) consisting of downtown businesses, property owners, hoteliers, and city to review current and alternative governance structures and organizational framework. The taskforce will review the recommendation to move forward with the formation of a PBID and make the necessary changes for downtown. As a nonpolitical entity, the taskforce, appointed by the City Manager, will be comprised of major property owners in downtown
- Create a Legacy Advisory Board for the PBID of long standing BID volunteers to ensure historical context and bridge political divides
- Develop a comprehensive business plan, organizational structure and long-term targets for capital resources needed to support a comprehensive vision of Downtown Huntington Beach to include current and future professional staff positions needed to implement a property based BID

General Impressions:

Downtown Huntington Beach is an authentic downtown with a rich history and heritage, strong physical infrastructure and cultural assets, a tightly-knit enthusiastic community, and an attractive and growing market for private investment. Downtown Huntington Beach is strongly positioned to have a flourishing downtown; however, the downtown has been stymied by negative perceptions, competition from surrounding retail markets and neighboring beach communities. The Huntington Beach Downtown Business Improvement District is uniquely positioned to leverage the assets of Downtown Huntington Beach – making downtown an attractive place to live, work, play, visit, and experience for residents, retailers, tourists and the like.

Huntington Beach is best known for its affiliation with surfing and beach culture, dubbing the title Surf City. The downtown brand is pervasive and rich in history – being the heart of surf city – Huntington Beach is an authentic, true to its cultural heritage downtown. The history of Huntington Beach dictates the present-day environment, attracting surfers and tourists in search of the beach, a laid-back lifestyle, and the panache that Downtown Huntington Beach offers.

The city itself is home to 200,000, but serves over 4 million tourists coming from outside of Orange County, CA. Huntington Beach is home to a tight-knit community, while being a destination for a global audience. Downtown has also become attractive to California residents living inland, outside of Huntington Beach. Huntington Beach is referred to by locals as being the “smallest big city” in America. The downtown is comprised of local retailers that are owned and operated by Huntington Beach residents. This tight-knit community is both a boon and a detriment to the management of downtown. Many retail establishments have been passed down through multiple generations, showing the investment and dedication that residents and retailers have for downtown. Conversely, long-time residents have become disenfranchised with downtown initiatives and are concerned that downtown initiatives are no longer serving their needs.

At the center of Downtown Huntington Beach is Main Street, which acts as the downtown’s spine. Main Street connects residents, community members, and tourists directly to the city’s pier and beach as well as connects to tertiary retail markets such as 5th and PCH and Pacific City. Main Street is a well-established retail corridor with wide clean sidewalks, fountains, benches and public amenities, parking facilities, and public restrooms. The Downtown is rich with assets outside of Main Street including close proximity to the ocean, a well-maintained pier, a growing hospitality industry and an influx in private investment.

Huntington Beach has experienced growth, attracting new tourists and community members to downtown while simultaneously providing people with the opportunity to spend their time and money in tertiary retail markets outside of the traditional downtown. The growth that downtown has attracted in recent years has produced nominal changes in downtown. This has caused residents and stakeholders to grow concerned that downtown is attracting an audience that is less invested in preserving the authenticity of Downtown Huntington Beach.

However, upon observations and interviews with downtown stakeholders, the panel detected misperceptions of downtown fueled by negative sentiments and misinformation regarding the downtown environment. For instance, popular rhetoric pointed to downtown being unsafe and that homelessness was a major issue, however, Huntington Beach has a crime rate that is 8% lower than the national average¹ and a homeless population that represents 0.14% of the city’s overall population².

Downtown Huntington Beach has enviable assets and strengths to support a flourishing, vibrant downtown experience. Certain impediments, such as disillusioned residents, retailers and insidious negativity surrounding downtown has made it difficult for Downtown Huntington Beach and the BID to capitalize on their inherent assets. The purpose of this report is to provide a framework that will provide the BID with a strategy forward – giving them the tools and tactics to lead and manage Huntington Beach in the most effective and productive way by strengthening the current BID and positioning them to leverage downtown’s assets and harness its growth while addressing the unique opportunities and challenges currently present.

¹ <http://www.areavibes.com/huntington+beach-ca/crime/>

² http://www.huntingtonbeachca.gov/government/boards_commissions/pdf-files/addressing-homelessness-in-huntingtonbeach-presentation.pdf

Vision and Strategy:

The BID should create, with buy-in and participation from stakeholders, a vision statement that guides the work of the BID and strategically addresses the needs, concerns, and growth of downtown. This vision statement should clearly establish the goals and objectives that the BID must engage in, while articulating the roles and responsibilities that BID Board Members, BID Staff and City Officials necessary to accomplish said goals.

Downtown Huntington Beach is uniquely positioned to offer the authentic “casual-cool Southern California surfing experience”. Stakeholder interviews revealed a collective frustration in the lack of leadership and cohesive strategy to address the unique challenges and opportunities present in Downtown Huntington Beach. One stakeholder stated: “The BID should be viewed as a value-add rather a cost of business.” This statement represents the call to action that many stakeholders seek. Without a clear plan of action, it will be difficult to engage stakeholders in a meaningful dialogue that results in shared outcomes. Stakeholders will be excited to participate in realizing the shared vision of a great downtown. This vision plan should answer the following questions:

- *What is our brand identity?*
- *Who is the target audience for downtown and specific events (i.e. residents, visitors or tourists) and their proportion?*
- *How will events generate sales for downtown merchants?*
- *Who must be engaged to minimize traffic disruption to merchants and residents?*
- *How can the BID connect new businesses to area residents?*
- *What new business opportunities can be created by this vision?*
- *What is the condition of infrastructure in the area?*
- *How do we communicate to the public and stakeholders?*
- *How can we work with local agencies in an effective manor?*
- *How can we best position the downtown to both react to and drive the future growth of Huntington Beach?*

The vision plan should clearly articulate roles and responsibilities. While Huntington Beach Downtown BID is the lead organization advocating for Downtown, the overall high-quality experience is achieved in partnership with public, private and non-profit stakeholders. In short, the BID should continuously ask itself: “Who can help us get this done?” No successful BID works in a silo. Limited resources necessitate strategic partnerships that yield measurable outcomes. Several case studies are provided in this report to illustrate the importance of adopting a community vision plan.

Recommendations:

Short Term:

- Proceed with renewal of the existing BID to maintain current services
- Convene a public meeting(s) to share findings of IDA Advisory Panel to help establish immediate trust for subsequent community visioning
- Utilize programs offered through complimentary 6-month membership to the International Downtown Association, such as IDEA Connection to share best practices with other BID members
- Consider city staff and BID staff and/or BID attendance at the upcoming IDA Annual Conference to network with other BID and economic development professionals
- Update BID website to communicate the purpose of the BID’s formation in a manner that communicates a positive vision for Downtown Huntington Beach

Long Term:

- Immediately re-evaluate the Downtown Huntington Beach 2015-2016 Strategic Plan to assess progress
- Review existing vision, master and community plans to align shared priorities with partner organizations and entities. Establish a long-range vision plan for Downtown Huntington Beach in a transparent manner that is informed by a broad community of stakeholders

Case Studies:

Hollywood, Florida:

The City of Hollywood is a beachfront community located in Broward County, Florida midway between Miami and Fort Lauderdale. Hollywood is approximately 30 square miles in size with a population of roughly 143,000 residents. Hollywood has seven miles of beach. The Hollywood Beach Broadwalk is a promenade that stretches nearly 2.5 miles along the Atlantic Ocean. Named one of America's Best Beach Boardwalks by Travel + Leisure magazine³, this brick-paved boardwalk hosts pedestrians, joggers, bicyclists, rollerbladers, and millions of tourists and residents every year. Hollywood Beach offers dozens of luxury hotels and condominiums.

The Hollywood Beach Community Redevelopment Agency (CRA) was created in 1997 and consists of 293 acres along the Atlantic Ocean. The Hollywood City Commission, the City's legislative body, also serves as the Board of Directors for the CRA. **The vision for the Hollywood Beach CRA is as follows:**

"It's 2027 and Hollywood Beach has evolved into a world-class coastal destination without losing its funky Florida beach town character. Our beautiful beach and historic Broadwalk are still the main attraction, and there are many fun and convenient ways to enjoy Hollywood's tropical maritime environment. A wide range of lodging options allows visitors to choose between small boutique hotels and larger resorts. Hollywood Beach is more pedestrian-friendly than ever and a catalogue of green transportation choices make it easy and safe to get around. Hollywood Beach's preserved natural resources have become a significant eco-tourism draw and have distinguished it from more built-out neighboring cities. Marine research and education has also grown into an important industry. The Intracoastal Waterway has matured into its own unique boating, dockside dining and recreational corridor. The historic Hollywood Beach Resort has been spectacularly restored to its original glory and the ramp system at A1A and Hollywood Boulevard has been redesigned to liberate the property's original grounds and provide easy access to the complex. A1A itself is newly reconstructed and functioning as the main street of the beach with wider sidewalks, buffered from traffic by landscaping which has been accommodated by undergrounding the overhead transmission lines. Hollywood Beach has resumed its historic role as the city's most iconic tourism district and its most important economic engine."

Like Huntington Beach, the City of Hollywood strives to provide a high-quality guest experience to visitors, while not allowing guests to negatively impact quality of life for its residents. Hollywood was experiencing new private development and consequently growing pains. Lack of parking due to beach visitor demand was a constant resident concern. With the arrival of a major resort, the parking problem and affordability would certainly be exacerbated. In September 2015, the City of Hollywood welcomed the new Margaritaville Beach Resort, which was the result of a public-private partnership.

In response to resident concerns about the availability of affordable parking on the city's beach, in early 2017, the Hollywood City Commission, adopted a discounted parking program for residents⁴. Beach visitors pay a 50% higher rate for parking.

The opening of the Margaritaville Beach Resort generated a secondary benefit. It motivated long time property owners and businesses to reposition themselves to take advantage of new market opportunities and visitors. Property owners rehabilitated building façades improvements. Local merchants upgraded their product offerings. The Hollywood Beach Community Redevelopment Agency provided financial assistance through its Façade Improvement Grants to assist property owners make these important upgrades.

Similar to the new developments at Pacific City in Huntington Beach, downtown businesses have an opportunity to take advantage of market growth and reposition themselves as the heart and soul of Huntington Beach. As the leading downtown champion, the BID's vision should encompass both mission and goals that leverage new market opportunities and enhance the downtown business environment as well as prioritize resident's quality of life. These goals should be articulated in the downtown's vision statement.

Reference Documents:

- [Hollywood Beach Master Plan](#)
- [Hollywood Beach Redevelopment Plan](#)
- [Hollywood Beach Redevelopment Plan Summary](#)
- [Hollywood Beach CRA Strategic Plan](#)
- [Hollywood Beach Capital Improvement Plan](#)

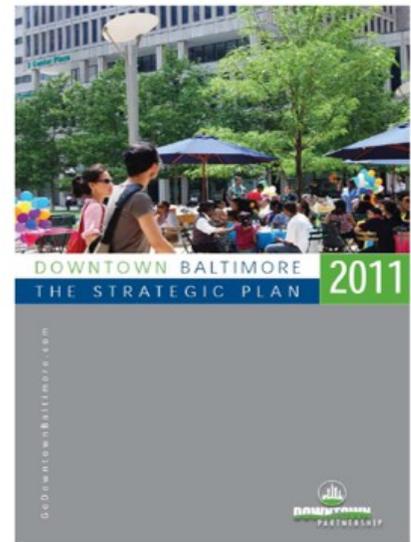
³ <http://www.travelandleisure.com/slideshows/americas-best-beach-boardwalks/4>

⁴ <http://www.hollywoodfl.org/1043/Resident-Parking-Rate>

Downtown Baltimore, Maryland:

Downtown Partnership of Baltimore, Inc. (DPOB), a 501c3 non-profit, oversees the Downtown Management Authority (DMA), Baltimore's oldest and largest business improvement district (BID). Its programs – including its uniformed operations teams of Downtown Baltimore Guides, Clean Sweep Ambassadors, and Park Stewards – make the 106-block DMA district more attractive, vibrant, and hospitable. Commercial property owners in the DMA fund these services through an annual surcharge of 22.39 cents per \$100 of assessed property value.

In the wake of the 2008 economic downturn, DPOB, authored its 2011 *Strategic Plan* to establish a road map for the long-term success of the area. One priority of the plan was to increase the residential population within downtown. Increasing the City's overall population was also a shared vision of then-Baltimore Mayor Stephanie Rawlings-Blake. To accomplish this task, the DPOB successfully partnered with the City of Baltimore to establish the High Performance Market Rate Rental Tax Credit to facilitate the adaptive re-use of underutilized commercial properties into multifamily rental properties. This collaborative economic development tool has yielded thousands of new residents and apartments and residents to Downtown Baltimore. Additionally, the BID measures and reports population trends in its annual State of Downtown Report, which is distributed to the public. Moreover, DPOB's programs and projects are executed with the clear goal of fulfilling the broad strategies outlined in its *Strategic Plan*.



Currently, the DPOB is guided by their vision statement:

“Downtown Baltimore will be the center of the Baltimore metropolitan region in all respects – business, residential, retail, tourism, education, medicine, and government. It will be a dense, mixed-use district with new residents who will continue to add vibrancy and attract retail, restaurants, and entertainment venues. The street-level experience will be dynamic, safe, and seamlessly positive -- from one end of Downtown to the other – and people will be drawn to our world-class harbor and our engaging and pleasant open spaces.”

Additionally, this vision is augmented with the establishment of guiding principles that are as follows:

- New residents are critical to generating activity, day and night, and to bringing life to older buildings.
- Downtown must offer superior quality of life on par with the best downtowns in the country.
- Downtown must remain the premier commercial center of the Region.
- Open spaces – of the highest quality and filled with activity – are economic catalysts.
- Downtown must create a transformative public space in the historic core.
- Improved physical connections must be made from areas of strength into the core of Downtown. Streetscaping and ground-level building spaces should activate every block and encourage pedestrians to explore.
- Downtown must be clean, inviting, and safe.
- A diverse economy and population are the backbone of future success.
- Future development and transportation decisions must focus on sustainability.
- Urban design shall embrace modernity, while respecting historic buildings when feasible.

Like the DPOB, the Huntington Beach Downtown Business Improvement District should work alongside the city to address growing concerns facing downtown, whether it be crime, safety, homelessness, cleanliness, economic development, etc. Having a shared vision and partnership with the city will grant the BID the authority to execute the strategies needed to accomplish downtown and city-wide goals.

Reference Documents:

- [2011 Strategic Plan](#)
- [Media Coverage](#)

Downtown Orlando, Florida:

Downtown Orlando is led by its Downtown Development Board (DDB) whose mission is to strengthen the role of Downtown Orlando as the economic, governmental and cultural center of Central Florida. The DDB is responsible for the planning, implementation and administration of the City's core area redevelopment and development program. The agency was created by a special act of the Florida legislature in 1971 and is charged with the revitalization of the City's downtown. The agency is led by a five-member board, which meets monthly to ensure projects and initiatives are implemented within the 1,000-acre boundary.

DDB's *Downtown Outlook Plan* and *Downtown Vision Plan* provide a clear roadmap for achieving and maintaining vibrancy in downtown. Major expenses are tied to specific strategies as specified in the documents. Additionally, the plans identify the specific roles of the agency and its partners. The clear definition of the role of downtown to the regional economy has yielded substantial accomplishments including a commuter rail system jointly funded by seven counties, an entertainment center, soccer stadium and a performing arts center. In 2014, DDB led a bold visioning process called *Project DTO* with community stakeholders to establish the long-term identity of the City's core. The vision plan focused on the following themes:

- An Awesome Outdoor City
- Highly Connected Neighborhoods and Districts
- The Best Education in Florida
- A Great Place for Business
- A Creator Culture
- An Iconic Visual Identity
- Stellar Music, Arts, Sports and Entertainment
- A Community that Takes Care of its Own
- Celebrate our Diverse Culture and Heritage
- A City Built for the Future



Of relevance to the community of Huntington Beach is the City of Orlando's recent efforts to address its nighttime economy, which is driven by an abundance of bars and nightclubs within the City's core office district. Like the DDB's *Downtown Outlook Plan* and *Downtown Vision Plan*, the Huntington Beach *Downtown Business Improvement District*, being the authority on downtown, has the opportunity to craft and articulate a long-range strategic plan and vision for downtown, emphasizing enhancing vibrancy, harnessing the nighttime economy, cleanliness of downtown, and other key components for maintaining downtown.

Reference Documents:

- [Project DTO](#)
- [Downtown Outlook](#)
- [Downtown Nightclubs Task Force Presentation](#)

Governance and Leadership:

Governance:

The governance structure of the BID should be streamlined to create efficiencies regarding BID terms and bylaw modifications, unencumbered by city constraints, and have clearly defined roles and responsibilities for the management of Downtown Huntington Beach.

The current Downtown BID Governance model has become ineffective. The organization has not grown with the community. While Downtown Huntington Beach is an asset with immense historical capital, the area around the Downtown has surpassed Downtown's sophistication. Key players are not at the table, such as downtown property owners and there is significant apathy amongst business owners. Downtown Huntington Beach should consider a Property Based Business Improvement District (PBID) that ensures longer term stability, true leadership on both a Board and Staff level and enough funds to create meaningful programs and support the City's clean and safe efforts.

BID Term:

Because the BID has to be renewed every year, the staff and Board of the BID, as well as City Staff, spend an inordinate amount of time on the process. Annual renewals are generally not considered best practice in the industry, as the urban place management organization cannot focus on long term goals and objectives when the life span of the BID is 12 months or less. This creates an environment of short term wins and never gives the organization the ability to focus on deep seated problems.

Bylaws:

The BID in Downtown Huntington Beach has bylaws that are not specific to the organization, but are instead generic bylaws too cumbersome for the organization. Requiring a 51% positive vote by the entire membership for a bylaw modification, for example, is overly burdensome.

Relationship Between the City and the BID:

Due to increased political pressures, the city has become very entrenched with the BID. There are good reasons for the city to be concerned about the BID, specifically with administration and leadership. However, the city must sever its restraints on the BID to allow it to progress through the next year. For example, the Brown Act should be applied in a manner that ensures transparency, while still allowing the BID to function. Simplifying the process and taking examples from other communities (see appendix) will address this issue.

The City Attorney cannot be the attorney that represents the BID. The BID must have its own representation, as it has a 501c6 status, and is therefore independent from the organization. Similarly, the BID and city must understand who indemnifies whom when the BID holds special events or manages city assets. Again, it is with great caution that this issue should be addressed to not overburden the BID with bureaucracy, but to ensure both parties are equally protected.

Services Agreement with the City:

The BID and city must have a defined contractual agreement clearly outlining the roles and responsibilities of the BID organization and the city. This is crucial for the BID to be successful. Currently there are agreements only for specific tasks, but not for the organization as a whole.

Leadership:

BID leadership should be clearly defined. Roles, responsibilities, and reporting duties should be universally understood and should be organized in such a way that empowers members of the staff and the board, while creating organizational efficiencies.

The Downtown BID struggles with conflicting priorities, divided leadership, outside relentless gadflies, and city interventions. This scenario creates an atmosphere of distrust and chaos, continually undermining the organization and its leaders. In addition, due to the political climate and other organizational challenges, the BID has been unable to attract and retain fresh, new and invested leadership resulting in claims of nepotism.

BID Board v. Staff:

There is no clear distinction of the role of a board member and that of a staff member. Roles and responsibilities need to be clearly defined. The staff has no authority to implement programs, yet the board is clearly divided along

political lines resulting no room for positive discourse and direction. Therefore, the roles of board members and staff members must be clearly defined and authority must be articulated. The organization's vision, work and budget for the upcoming year must be adopted by the board and the staff must be enabled and empowered to implement those policies. Amongst staff, the chain of command should be linear and reporting and delegating should be consistent with roles and responsibilities.

Developing Leadership:

The organization must develop leadership and inclusion of more stakeholders to avoid claims of nepotism, but more importantly, to widen the conversation and the influence of the BID. Downtown property owners, hoteliers, and a broader base of downtown businesses must be engaged to re-imagine the downtown organization. This work will be challenging, and will take leaders from all sides to positively frame the conversation. There is good reason for optimism, and that needs to be shared with the broader stakeholder community to get them enthusiastic about participating. Encouraging more dialogue with a wider base will only make achieving optimistic outcomes more tangible.

Staff Leadership:

Addressed in another section of this report is the need for new, qualified leadership. While an interim executive is what is needed for the short term, it is also imperative that the organization grows into a key leadership role to support and protect the Downtown at every level. Divided staff leadership is a fundamental flaw in the organization, and one that needs to be addressed on both a short-term and long-term basis. Currently your two key managers do not have equal footing, have been successful in fueling the political divide, and have inconsistent levels of authority with one manager being questioned at every turn and the other with absolute autonomy.

Recommendations:

Short Term Recommendations:

- Renew the BID for one year with very defined and specific obligations
- Conduct Board Elections with very clear roles and responsibilities for the Board/staff
- Establish policies and procedures for Board members and staff in conjunction with the City to satisfy Brown Act requirements while allowing work to proceed.
- Cancel the three-year term of your Surf City Nights producer and put her on a month to month contract to allow for future leadership flexibility
- Establish a Downtown Task Force (separate from BID) to review current and alternative governance structures, such as a Property Based Improvement District (PBID) and organizational framework consisting of Downtown businesses, property owners, hoteliers, and City
- Reflect on the political climate, make efforts to bridge divides and marginalize negative people and attitudes.

Long Term Recommendations:

- Establish a Property Based Improvement District (PBID)
- Create a Legacy Advisory Board for the new PBID of long standing BID volunteers to ensure historical context and bridge political divides
- Hire a professional staff
- Consider restructuring current bylaws to be specific for Huntington Beach and provide more flexibility and efficiency

Program Priorities:

Marketing:

All improvements and subsequent marketing efforts should promote and reiterate the BID's work to stakeholders. Improvements must be tracked and incorporated in all messaging campaigns. All events should be in-line with the vision of the BID.

Marketing is a way to influence people to change their behaviors. Branding is a way to capitalize on the strengths of a place and gradually change perceptions. Put another way, branding is what people say about you when you aren't there and marketing is what you do about it. Both Huntington Beach and the BID are lacking a clear vision and voice for the place. The brand of downtown is currently not where it needs to be. All improvements in downtown including signage, lighting, cleanliness, and safety will all help repair the brand. Marketing will communicate the successes in a strategic way.

Groups often begin with the tactics first (like creating a weekly event) instead of understanding the objectives and investigating strategic options for reaching those objectives. "We need Surf City Nights" or "Let's do an Art Walk" are the results of starting with tactics first. "We need a newsletter" for instance, isn't one of the organizations objectives it is a product or tactic. If the objective is to better communicate the activities and value of the BID, you must first consider your audience to determine whether a newsletter or a social media program will be more effective.

Before any marketing tactics and strategies can be determined, we must begin with who we are addressing. The BID should identify and define their target audience(s), determine where they get their information, who they listen to, where they live, what their discretionary income is, etc. For example, if the people you need to reach are residents, the objective may be to get them downtown more often. The strategy may be a weekly Tuesday night event, the tactics are the marketing tools used (social media/newsletters) and the results are tracking attendance of the specific target market. However, currently the BID is producing a highly attended weekly event without knowing what the desired outcome is and if the event is achieving that goal.

Who are you communicating with and how are you communicating with them? The BID should consider implementing an engagement model called POSTR (see Appendix):

- People
- Objectives
- Strategies
- Tactics
- Results

When launching a POSTR assessment, adequate time needs to be dedicated to identifying the audience. The Downtown Tempe Authority defined the target audience and took time to get to know them and their habits. It is important to know if you already have an engaged group without having to market directly towards them. You need to engage the people that you want to become customers who may not be currently. Understanding your audience and who within your audience is already engaged or needs to be engaged will help you identify the PEOPLE in your POSTR analysis. After you have defined who you need to be addressing and what your objectives are for reaching those people, you will have a clearer idea of what you need to do from a marketing perspective.

Events:

Events are strategies to reach objectives. The event schedule and type are dictated by identifying your target audience, their needs, habits, and unfulfilled desires. Each event produced by the BID should have a purpose that is in accordance with the stated objectives, vision, mission and goals of the BID.

Events have become a method for connecting people to downtown. Often downtown organizations find events are easily understood and rationalized by stakeholders, *if we hold a monthly art walk, people will come downtown and eat at our restaurants.* The problem is often (as mentioned above) this engages stakeholders in a conversation that does not address the root of the issue or the BID's objective. Are there other reasons people aren't coming to restaurants? How is the walkability to the various art walk destinations? Is there enough of a cultural presence? Who are we attracting? Is our target audience interested in art? Is our target audience looking for an event like this?

Events have to start with the people and then move into the objectives that are trying to be met. Once that is established, the entire event calendar should be reviewed to best meet the needs of the community throughout different times of year.

Additionally, events should have defined goals or outcomes before they ever begin. Some events are conceived simply to raise funds so the revenue can be used for other BID programming. Some events are focused on the local customer in an attempt to emotionally connect them to a place (holiday parades, tree lighting ceremonies, etc.). Other events are intended to change perceptions of a place or introduce new assets to the community. Regardless of the purpose, it must be understood by all and communicated clearly. If an event is a moneymaker that creates funding for other amenities, then it doesn't necessarily have to utilize local merchants. If it is intended to bring business to the merchants, then outside vendors would be counterproductive. The stated purpose for each event (or type of event) must be clearly articulated to stakeholder groups to gain buy-in and support as well as be transparent of the events purpose.

Finally, it is crucial that all event successes are documented. What is the actual attendance, where are the attendees coming from, how many are having dinner in downtown, how many are staying in hotels, etc. These metrics tell the story of the economic impact of an event and create a value proposition. Fiscally, if an event is successful, then the net revenue needs to have a plan as well.

Social Media:

Social Media is a tactic to help reach objectives. Understanding your objectives and online strategy, it will be more apparent when and how you should respond to criticisms online and when it should be taken offline. Ultimately a social media strategy will be a tactic for a well thought out marketing campaign. It is conceivable that the negative rants on social media may not be as relevant as you believe them to be. If the people you are trying to reach are residents at large and they aren't on the forums that are cluttered with the negative comments, then there may be less damage control than currently assumed.

Newsletters and Outreach:

Newsletters and magazine ads are also tactics.

Currently the marketing efforts appear to be haphazard without a connection to an overarching objective. The marketing efforts are geared toward events only, rather than any general plan to engage with the downtown. Most notably the visual design of all marketing appears haphazard and does not convey a unified brand identity for the downtown or the BID. It's not clear whether advertising efforts currently are geared toward residents, visitors, or simply appeasing merchants. It is also not clear if current marketing campaigns have a combined objective.

When looking at the newsletters, there is no sense as to who they are geared towards. Are they a tool to communicate with your stakeholders or are they going to members of the public who opt in wanting information about downtown? The newsletters have too much visual stimulation and any reader will get ad fatigue quickly. In an attempt to include every merchant's special and promotion, the information overload is likely making it so that nothing is actually seen. The strategy of the newsletters needs to be revisited, after considering who the PEOPLE are that should be receiving them. Most likely, there is a need for multiple newsletters – one for merchants that engages them with the BID successes and relevant infrastructure information, another for the public, and possibly another for the board and city leadership.

Nighttime Economy:

The nighttime economy has fueled a negative perception of downtown. This impacts all downtown and downtown adjacent stakeholders. To solve this problem, the BID cannot work in a silo, but rather forge partnerships that work towards solutions in an efficient, focused manner.

It was repeatedly mentioned that the nighttime economy is problematic. There has been a degradation of offerings to the public over the past few years. A handful of the merchants have placed their efforts into quick cash gains. Happy hours, specials, discounts, coupons have become commonplace, which has devalued the proposition of enjoying an evening in downtown Huntington Beach. There needs to be an effort to engage the community around the issue of the nighttime economy and to work toward becoming a "Sociable City".

It would be highly beneficial for the downtown stakeholders to engage with the Responsible Hospitality Institute (RHI: <http://www.rhiweb.org/>) which is at the forefront of delivering more sociable cities and the economic benefits associated with a vibrant nighttime economy. Many downtown organizations have found clarity around this issue, as well as buy-in from nighttime businesses, residents and leadership, when this type of analysis takes place.

Organizations like RHI will spend time in downtown, engaging the businesses, city leadership, PD, public works, residents and the BID. They will look holistically at the function of the nighttime economy and the value it brings while considering ways to mitigate the negative outcomes. When the community comes together on an issue such as this, very creative solutions are usually found. Solutions have ranged from creative taxi plans, extended food establishment hours, staggered bar closing, resident committees, bar staff trainings and new walkability solutions.

If there is not the desire to work with a group like RHI, the BID must convene a group of stakeholders that can truly assess this problem and find solutions. Bring together PD, public works, a few close (proximity) residents, hoteliers, daytime businesses, etc. and focus solely on this issue and the factual realities of the current nighttime economy. The conversations can't move to homelessness or professionalism of the organization or any other topic, but must stay grounded in this topic. Similarly, any strategy that is introduced must be driven directly at the issues presented by the nighttime economy.

Get Stuff Done:

The BID must be much more action oriented and proactive in enhancing downtown. Within the BID's vision and stated objectives, the BID should be nimble and quickly when providing solutions for downtown.

Overwhelmingly we heard from stakeholders that the BID, and subsequently Downtown suffers from paralysis. The BID leadership is fearful of getting their hands slapped so they are dotting I's and crossing T's to an extreme. However, there are often situations that call for staff to simply take action. If weed abatement needs to happen, have the cleaning team do it. If power washing needs to happen, don't overly concern yourselves with the line between public and private property. If garbage cans need to be moved, move them. If flower arrangements need to be repaired, repair them. Of course, all of these take resources and we recognize that those are limited. But, when situations arise where action can be taken, start "getting stuff done" rather than asking for permission and waiting for the response. Again, these actions must be taken for the betterment of downtown and the advancement of stated BID objectives.

Review Parking Rates:

Typically, the rates on the street should be higher than the rates in garages. Meter spaces should have a higher turnover, encouraging people to go into garages when they are staying for a longer duration. This is currently within the control of the city and could be changed quickly.

Documentation:

The purpose and value of the BID cannot be taken for granted. Because of this, the BID must account for every interaction and action that serves the downtown. Data tells the story of the BID to stakeholders, while internally informs and keep the BID accountable. Documentation of BID actions are the results that guide next steps.

Document EVERYTHING. Every hour spent cleaning, every pound of garbage, every piece of graffiti removed, every attendee at an event, every follower on social media, every interaction with a guest through the ambassadors, EVERYTHING.

This is a story that can be told weekly, monthly and annually. Each week there should be documentation of everything from business referrals to homeless interactions. Documentation should include services that are being performed by the BID as well as "State of Downtown" type occurrences. For example, the number of bar fights should be documented and recorded to establish a baseline where future reports can demonstrate a change. Other State of Downtown documentation can include square footage of office space, number of parking spots, and more.

Monthly reports can be an incredible tool for telling the success story of downtown to key stakeholders and city leadership. An annual report provides a measurement that can be shared with the community at large and demonstrates achievements of goals and moving of the baseline. Things that can be documented include:

- Positive interactions of your ambassadors with public
- Number of restaurant referrals from ambassadors

- Number of merchant interactions with ambassadors
- Number of brochures distributed
- Social service referrals
- Cleanings
- Plantings
- Attendance at events
- Parking revenue
- Parking stalls
- Sales tax
- Property tax
- Residents
- Bed tax
- Hotel rooms
- Net gain in businesses
- Number of employees in downtown
- Quantity of garbage removed
- Number of outdoor patios
- Number of event days (total – not just produced by BID)
- Social media interactions
- Website views
- Number of infrastructure fixes by the city at the request of the BID

Truly it is endless the types of things that can and should be documented. This type of reporting justifies the existence of the BID and the return on investment for the city and the assessment payers.

Recommendations:

Short-term Recommendations:

- Develop and define the brand narrative for Downtown Huntington Beach, inclusive of the BID's vision for Downtown
- Determine the improvements that need to be actualized in downtown that will support the vision and enhance the brand of the BID
- Implement a POSTR engagement strategy - consider your audience's location, proximity to downtown, relationship to downtown, discretionary income, etc.
- Curate a social media strategy and implement guidelines for posting, responding, and engaging
- Work with an organization like RHI or a refined stakeholder group focused solely on the nighttime economy
- Take Action (rather than call on the city to act): A term of art in the place management industry is, "Get Sh*t done". It calls for place management professionals to be nimble and quick to respond to issues affecting downtown. If the downtown will benefit from immediate, small and actionable adjustments, make them
- Reformat weekly newsletters and develop separate communication strategies for business owners, the general public and possibly the board and city leadership

Long-term Recommendations:

- Develop a method of recording and tracking all BID successes (pedestrian traffic during BID events, pounds of trash collected, etc.)
- Develop a marketing strategy that is in line with your target audience
- Provide a vision statement and/or statement of purpose for each BID event – every event should help accomplish BID goals
- Define the purpose and intent for newsletter and magazine ads and readjust current advertising habits if they are not in-line with the BIDs objective

Organizational Management:

With a current revenue of over half a million dollars, the BID has grown in size and capacity. Having leadership capable of resetting the management and direction of the BID is imperative. The right turn-around candidate will be experienced in downtown issues and the urban place management industry.

The Huntington Beach Downtown Business Improvement District, like many non-profit organizations, has evolved to become a much more comprehensive and sizeable entity than the volunteer leaders, staff, and business owners anticipated for and now realize. Through the years very dedicated individuals have contributed their time, passion, and energy to consistently improve the downtown area and the IDA Advisory Panel applauds the work of everyone who has contributed in making Downtown Huntington Beach the wonderful, authentic coastal community it is today. However, as the organization, the downtown, and the complexities of downtown have grown – so to must the expectations and management of the BID.

Like many growing and largely volunteer led organizations, the Huntington Beach BID suffers from disjointed efforts, focusing specific efforts on individual programmatic areas without recognizing the greater whole of the entire BID organization. This has manifested in lacking a unified vision for the organization, having unclear roles and responsibility for staff and board, lack of targeted programming aimed at improving identified local business owner's concerns, brand confusion, and night-time economy challenges. This overall lack of coordination and fractured approach is jeopardizing the long-term success of the city as a whole.

Ultimately, the BID suffers from the absence of a single downtown leader whose sole focus is the sustainable growth of the BID to better serve the business owners, improve the overall downtown, and bridge the gaps between the public, private, and community sectors.

The BID has been operating through individual program silos with separate leadership, staffing, and financial reporting. This must be remedied by aligning all activities within a single organizational structure, with consolidated financials and professional urban district management/leadership.

Scope of BID:

Today the Huntington Beach BID is roughly a **\$620,000** organization operating with three staff and a nine-member board of directors. Historically, the organization was reported to be and appeared much smaller. Due to this reporting and understanding, the perception of the BID's capabilities was not clearly articulated. However, the panels' initial examination estimates the total annual resources based on upon the following sources:

BID Assessments, Program and Event Revenue (excluding Surf City Nights)	\$170,000 approx.
Surf City Nights Revenue (Fees and Sponsorships)	\$295,000 approx.
City Maintenance Contract (Malco)	<u>\$154,000 approx.</u>
Total Revenue	\$619,000 approx.

The Huntington Beach BID has sustained business opportunity powered by three primary revenue sources which are both reliable and robust. This diversified income approach is consistent with BID's worldwide and additional income opportunities including enhanced sponsorship, advertising, parking, and special project funding can help grow the organizations effectiveness even further.

Skilled Management of BID:

The Panel believes through skilled management the Huntington Beach BID can evolve to become a high performing organization. Skilled management is needed to aggregate all the BID activities, leverage the total revenue, and strategically deploy resources to meet the needs of individual program areas and the greater goals of the organization as a whole. An example of this integrated performance approach was discussed on site as follows:

"Surf City Nights is a highly successful program that delivers a high-quality visitor experience for people of all ages while generating significant net revenue or profit. While the event may not drive increased customers to a salon or business service in the downtown district, the proceeds from the event can be used to increase marketing, communications, or provide other strategic business improvements for the area throughout the year. The key is having a clear focus on how the additional resources will be invested and communicating with the BID stakeholders how the resources are being deployed."

The panel spoke with a number of stakeholders, examined the findings of the recent Huntington Beach Finance Commission and evaluated the current positioning of the Huntington Beach BID overall. The panel believes a turnaround manager is needed to effectively “hit the reset button”. This individual, serving as the interim CEO, will be responsible for leading the organization through a significant transitional period and as such must come from outside the community to assure objectivity and eliminate any perceived bias by all stakeholders. A turnaround manager, by definition, will be required to make tough and potentially unpopular decisions which are in the overall best and long-term interest of organization rather than a single person or stakeholder group. She or he must be empowered to make unencumbered day to day management decisions while simultaneously facilitating the BID board, constituents, and partners through a rebuilding effort as described earlier in this report as well as incorporate the recommendations laid out by the Huntington Beach Finance Commission.

The IDA panel is convinced the Huntington Beach downtown businesses, the City of Huntington Beach, the local business community, the commercial property owners, and the residents need a thriving business improvement district. The area is at a pivotal moment in its evolution experiencing significant recent investments (\$5 Billion), a robust tourism and nighttime economy, and benefiting from world class assets which can all be leveraged to deliver an authentic coastal downtown experience. The tools are available through the BID to make Downtown Huntington Beach the extraordinary place we know it already is, provided the will exists within the community to set aside individual agendas and let go of personal perceptions.

Keep it simple:

1. The Huntington Beach BID Board of Directors develops a unified vision fully informed by the downtown businesses and customers.
2. Hire an experienced downtown CEO to lead the day to day operations of the BID
3. Develop strong partner relationships with the City of Huntington Beach and area stakeholder organizations

Organizational Recommendations:

Short-term Recommendations:

- Secure an Interim CEO with specific downtown management experience who will serve as the organizations turnaround manager (see Appendix: Job Description)
- Work with the IDA Advisory Panel to write a job posting and determine the necessary characteristics for a turnaround manager
- Empower the CEO to lead implementation of the both the IDA Panel Recommendations and the City Financial Commission recommendations as deemed appropriate
- Allocate up to \$100,000 for a one-year contract and empower the CEO to lead implementation of both the IDA Advisory Panel and the City Financial Commission recommendations as deemed appropriate. The position should be funded equally through BID and City resources and utilize a three to five person hiring committee with at least one representative from both the BID and the city

Long-term Recommendations:

- Based upon the existing (consolidated) financial statement and consistent with pursuit of a property based BID, develop long term targets for capital resources needed to support a comprehensive vision of Downtown Huntington Beach
- Develop a comprehensive business plan and organizational structure to include current and future staff positions needed to implement the long-term vision

TEMPLATE Downtown USA, Inc. seeks President/CEO

Downtown USA, Inc. is seeking a President/CEO to lead all functions of the organization, including the urban environment, downtown development, public policy and advocacy, marketing, membership and philanthropy. With a metro population of 200,000, Downtown USA has the largest surfing community and is ranked 6th in America's leading metros for the "creative class," making a vibrant downtown to support workforce recruitment critical to the area's economic development. With more than 60 founding members and a new five-year renewal, the new President/CEO will benefit from strong community support, powerful existing momentum and the freedom of building a strategy from the ground up while working with an engaged and educated board.

LEADERSHIP AND ORGANIZATIONAL PROFILE

Downtown USA, Inc. is in its second renewal with oversight from the Downtown Task Force which supports downtown development efforts. The organization receives support through three funding streams, which support downtown improvements.

MISSION STATEMENT

Downtown USA, Inc. is committed to creating a vibrant, diverse and economically sustainable downtown USA.

VISION STATEMENT

Downtown USA, Inc. will be the economic engine and champion for a vibrant downtown USA. Its members will represent all stakeholder groups, including downtown property owners, business owners, tourist attractions, business organizations, advocacy groups, neighborhood associations and residents from throughout the city.

ORGANIZATIONAL DUTIES AND RESPONSIBILITIES

The President/CEO will establish strategic direction for the organization in partnership with Downtown USA, Inc. and the Downtown Task Force as well as any key stakeholders in accordance with the organization's mission. The President/CEO will oversee day-to-day operations, assure fiscal responsibility in the funding and financial management of the organization, and protect the assets of the organization. This individual will be the liaison to the board of directors, mayor's office, city council and other key stakeholders. The President/CEO will work in collaborative partnership with government officials, developers, community and business leaders, residents and all downtown stakeholders to enhance the vitality of downtown.

QUALIFICATIONS

The candidate will be expected to have advanced skills and expertise in the following areas: Urban Visioning, Downtown Development, Advocacy, Communications & Public Relations, Marketing and Sales, Fundraising, Personnel Management, Financial Management, Board Management, Downtown Management Services and Government Relations. A comprehensive list of skills, attributes, and qualifications is listed below. *[Note that not all qualifications are necessary to dutifully take on the responsibilities of interim CEO.]*

EDUCATION & COMPENSATION

Bachelor's degree in planning, real estate, the social sciences, architecture or public administration, and 5-8 years of experience in city planning or economic development of which four years must be in a supervisory or consulting capacity; or an equivalent combination of training and experience. Salary will be competitive and commensurate with experience and qualifications in the range of \$100,000-\$150,000 per year with benefits.

For detailed qualifications and job description or to apply: www.downtownusainc.org.

Huntington Beach Downtown Business Improvement District
PRESIDENT/CEO DETAILED QUALIFICATIONS, SKILLS AND EXPERTISE

URBAN VISIONING

- Demonstrated experience as a visionary – the ability to see beyond today.
- Demonstrated creative drive – the ability to identify new solutions and “think outside the box.”
- Ability to develop and implement downtown visioning plans.
- Knowledge of Downtown and community central core development issues to include: community building, neighborhood engagement, transportation oriented development, housing development, and open space/public realm integration.
- Knowledge of the principles and practices of urban planning to include: design guidelines, zoning, historic preservation and housing.
- Knowledge of the principles required to create urban “life, activity, and sustainable vitality.”
- Proven ability developing and monitoring local, state and federal legislation, programs and proposals; demonstrated experience assessing potential implications and/or organizational opportunities of the same.
- Demonstrated ability to coordinate and communicate organizational positions on local, state and federal issues; ability to facilitate personal contacts between executives and internal and external stakeholders with executive members of local and state governments.
- Proven ability to work with internal stakeholders to identify and solicit government funding opportunities. Demonstrated ability to direct the development of successful government proposals.
- Sense of architectural design and aesthetics. Proven ability to recognize and pursue opportunities regardless of available resources.
- Intrinsically motivated to develop and implement new ideas.
- Ability to communicate and “sell” new ideas to a diverse stakeholder groups.
- Proven ability to move ideas from concept to implementation

DOWNTOWN DEVELOPMENT

- Strong downtown development credentials with both private sector and government real estate and finance.
- Experience working in collaboration with local and regional economic development organizations.
- Experience in packaging deals with prospective investors, developers and business owners.
- Familiarity with local, state and federal funding resources (tax incentives, etc.) available for “deal making.”
- Knowledge of, and experience in, leading successful downtown development initiatives.
- Expertise in crafting public/private partnerships.
- Strong understanding of urban design principles as they relate to central business district characteristics.
- Ability to manage projects in a manner consistent with stated objectives.
- Ability to prepare and make comprehensive presentations.
- Ability to research and answer complex questions.
- History and proven track record of influencing diverse organizational stakeholders with regard to coordinated strategic planning, branding, and unified tactical implementation.

ADVOCACY

- Experience as a downtown advocate. Proven track record of marshaling resources and managing complex partnerships to focus on Downtown issues, projects and initiatives.
- Ability to establish and maintain effective working relationships with stakeholders, colleagues, subordinates, city officials, officials from other governmental and private organizations and the general public.
- Must be experienced in organizational development and have demonstrated the ability to win the trust and confidence of diverse stakeholders, constituencies and public and private collaborative organizations.
- An action oriented, “get it done” urban development professional with a passion for change and a willingness to think radically.
- The ideal candidate will possess a demonstrated record of performance leading change.
- Understanding of issues confronting downtown business and property owners, residents, public agencies and community organizations.

- Ability to work closely and effectively with both public and private sector individuals and organizations including: business owners, developers, residents, investors, government officials and related economic development, promotion and capacity building organizations.
- Expert listener.
- Proven political skills.

COMMUNICATION AND PUBLIC RELATIONS

- Strong written and verbal communication skills, including public speaking.
- Experience selling concepts and generating the excitement necessary to propel successful accomplishments.
- Ability to express ideas effectively orally and in writing.
- Experience serving as the organization's chief spokesperson.
- Experience developing and implementing an effective, centralized public relations program.
- Knowledge of public information and community relations concepts, principles, methodology and techniques.
- Proven media relations and issues management experience.
- Ability to develop, implement and evaluate public opinion surveys and related data collection vehicles.
- Knowledge of current and emerging public relations issues and trends applicable to the Downtown environment.

MARKETING AND SALES

- Demonstrated ability to conceptualize, design, implements and evaluate a fully integrated strategic marketing program.
- Able to proactively position the Downtown as a premier destination – **create and sell the vision.**
- Proven experience developing research-based programs that address image and brand awareness in a competitive global market.
- Familiar with the history of the city and be able to articulate the Downtown's vision as a center of commerce, culture and entertainment.

FUND RAISING

- Experience in private, public and non-profit sector fund raising.
- Ability to develop high-potential relationships with large corporations and other major potential funders/donors.

PERSONNEL MANAGEMENT

- Ability to coordinate and evaluate the work of a professional staff.
- Ability to supervise and manage both a professional and administrative staff.
- Ability to develop long-term plans and programs and to evaluate work accomplishments.
- Ability to analyze facts, exercise sound judgment and arrive at valid conclusions.
- Ability to plan, direct and coordinate development programs and initiatives.
- Ability to communicate ideas clearly and concisely, verbally and in writing.

FINANCIAL MANAGEMENT

- Considerable knowledge concerning the principles of public administration and public finance.
- Experience identifying alternative sources of funding.
- Strong understanding of urban real estate development, including finance.
- Strong understanding of municipal finance, public incentive programs and capital investment budgeting.
- Budget preparation, fiscal management and analysis.
- Ability to develop and control operating budgets. Skill in budget preparation and fiscal management.
- Knowledge of financial/ business analysis techniques.

BOARD MANAGEMENT

- Ability to work closely and effectively with a board of directors and its executive committee and officers.
- Ability to communicate with the board of directors.

DOWNTOWN MANAGEMENT SERVICES

- Proven ability managing Downtown clean and safe, public safety, parking, hospitality, social service outreach, landscaping (beautification) and technology integration.
- Proven experience involving “Way Finding” initiatives and the management of vehicular, pedestrian and cyclist traffic in Downtown/urban areas.
- Understanding of Downtown event, venue and place planning and utilization.

GOVERNMENT RELATIONS

- Proven ability developing and monitoring local, state and federal legislation, programs and proposals; demonstrated experience assessing potential implications and/or organizational opportunities of same.
- Demonstrated ability to coordinate and communicate organizational positions on local, state and federal issues; ability to facilitate personal contacts between executives and internal and external stakeholders with executive members of local government and state government.
- Ability to establish and maintain effective working relationships with civic leaders, city officials and the general public.

PERSONAL

The candidate should possess the following leadership competencies:

- **Managing People and Performance** –Manages people to help them achieve full potential and to attain exceptional individual and team performance.
- **Leading and Directing** – Inspires and leads through clear vision and directions, organizing and enabling resources and making critical decisions.
- **Managing and Leveraging Relationships** – Invest in relationships to successfully influence and build shared goals and achieve optimal organizational solutions and results.
- **Communication and Presenting** – Shares ideas and information across diverse audiences and entities to drive organizational performance and effectiveness.
- **Strategic Thinking** – Attuned to changing dynamics facing the organization; leverages sharp organizational acumen to develop opportunities and strategies for organizational success.
- **Analyzing and DecBSPng/Problem Solving** – Makes sound rational decisions by thoroughly analyzing all aspects of a problem or issue.
- **Planning and Organizing** – Plans and organizes detailed course of action that ensures successful accomplishment of organizational initiatives and objectives.
- **Executing for Results** – Drives performance through expert management and execution of organizational plans and activities.
- **Fostering Innovation and Change** – Embraces and promotes innovation and change as a way to enhance personal, team and organizational effectiveness.
- **Maintaining Self Awareness and Impact** – Maintains objectivity about own self; manages impact of self on others, and actively learns from experience to maximize positive impact.
- **Achievement Focus** – Strive to reach challenging work and career goals.
- **Adapting to Change and Stress** – Adapts and responds well to change; manages pressure effectively and copes well with setbacks.
- **Upholding Standards** – Consistently adheres to and upholds clear professional and ethical standards that complement those of the organization.