



Request for Proposals

Tourism Improvement District Evaluation & Formation

Submissions Due: Tuesday, April 30, 2024 by 11:59 p.m. PT

Submissions/Inquiries: Steven Welliver, Executive Director
Hollywood Partnership Community Trust
Steven@HollywoodPartnership.com

Executive Summary:

Hollywood Partnership Community Trust, and its affiliate The Hollywood Partnership, seek a qualified consultant to evaluate the feasibility of forming a Tourism Improvement District to serve the Hollywood neighborhood of Los Angeles, California. The Tourism Improvement District would overlay an existing Property-Based Improvement District administered by The Hollywood Partnership and which would remain in place and continue providing its designated services. Additional revenues derived from the Tourism Improvement District would enhance the development and operation of projects, programs, and initiatives for the betterment of the neighborhood. Should the establishment of a Tourism Improvement District be deemed feasible, the selected consultant will also manage the technical aspects of its formation and support staff in the completion of technical tasks to prepare for its implementation.

Context & Current Conditions:

The Hollywood Partnership (THP) is the managing entity for the Hollywood Entertainment District (HED), funded primarily by a Property-Based Business Improvement District (PBID) assessment. Hollywood Partnership Community Trust (HPCT), an affiliate organization of THP, aggregates additional revenues through contributions, grants, sponsorships, contracts for service, and enterprise programs to accelerate projects within the HED. THP and HPCT share a 5-year strategic plan for the HED, centered around four primary areas of work: Place Management, Place Enhancement, Stakeholder Engagement, and Advocacy & Economic Development. (See Attachment A)

The HED occupies 1.41 square miles at the heart of Hollywood, the iconic entertainment capital of the world. Major arterial streets in the district include portions of Hollywood

Blvd., Sunset Blvd., Cahuenga Blvd., Highland Ave., and Vine St. In 2023, the HED welcomed 38 million domestic visitors, with the greatest concentration of activity along the historic Walk of Fame.

In 2024, property assessments within the HED will total \$8,074,199, with approximately 77% (\$6.2M) dedicated to THP/HPCT's Place Management goals and primarily funding clean and safe services. THP operates a 24/7 community dispatch center and employs approximately 70 FTEs across teams dedicated to safety, cleaning, and hospitality services within the district. THP holds primary responsibility for street sweeping, pressure washing, and the removal of trash from public rights of way throughout the district.

The three remaining goals of the strategic plan currently receive on-going investment primarily in the form of full-time management staff. Beyond staffing, THP will dedicate the following amounts to program development and on-going operations in 2024: Place Enhancement - \$106,500; Stakeholder Engagement - \$110,600; and Advocacy & Economic Development - \$84,000. These efforts may receive additional investment through one-time and/or special purpose funds secured by HPCT, but are limited in their ability to develop and sustain new programmatic service offerings.

The current service offerings of THP and HPCT have been maximized to the extent feasible under present budget constraints and, while robust, are insufficient to the primary vision of ensuring a visitor experience that exceeds expectations. As a singular example, the Walk of Fame is pressure washed just twice weekly though the intensity of foot traffic and aging infrastructure dictates that daily pressure washing would be necessary in order to ensure the best pedestrian experience.

The next opportunity for THP to revise the management plan or alter the assessment methodology for the HED PBID will be for a renewal term effective in 2029. In light of staffing shortages and anticipated budget shortfalls, services provided to the district by the City of Los Angeles are unlikely to increase by any significant degree in the near future. In the meantime, the region will host a number of high-profile world events, culminating with the 2028 Olympic Games. THP and HPCT hope to implement critical improvements to the day-to-day experience of the neighborhood by residents, employees, and visitors, but also to ensure Hollywood projects an image befitting its historic regard, cultural cache, and significance to the Los Angeles economy.

Accordingly, HPCT seeks to contract with a qualified consultant to evaluate the feasibility of establishing a Tourism Improvement District (TID) and, should the district prove feasible, to manage tasks related to its formation. The BID will remain in place and continue to provide its current services offerings at the greatest level possible given the current assessment methodology. The TID would implement a consumer surcharge on purchases from identified business types within designated district boundaries, which may be concurrent with the existing BID or expanded to include neighboring corridors. Additional revenues earned from the new assessment would fund enhancements to services in each of the four goals of the strategic plan.

Services to be Performed:

Services to be performed by the selected consultant are anticipated to include, but are not limited to, the following.

- Prepare outreach materials for educating businesses and other community stakeholders on TID formation
- Present information about TID formation and resulting opportunities at stakeholder and community meetings, as necessary
- Administer stakeholder surveys, focus groups, and/or other mechanisms as necessary to solicit stakeholder feedback and gauge interest
- Develop recommendations regarding the feasibility of a TID for Hollywood
- Develop recommendations for district services, boundaries, and benefit zones
- Develop recommendations for assessed business types and determine the assessment rate and methodology
- Advise on the integration of governance of the TID with governance of THP
- Draft and revise as necessary the district management plan
- Prepare petitions, resolutions of intent and other documents as may be necessary for TID formation
- Advise on tasks to be performed by local government agencies with regard to administration of the TID
- Advise staff and the appointed TID Steering Committee as necessary on TID formation strategy and technical implementation
- Attend recurring monthly committee meetings via teleconference and additional working sessions as necessary

Contract Phasing:

HPCT, acting on behalf of its joint interests with THP, will enter a professional services contract with the selected consultant to be executed in two phases.

- **Phase 1 - Evaluation**

To include any and all tasks related to evaluating the feasibility of a TID for the Hollywood community and culminating in an estimation by the consultant, exercising their professional judgment, as to the likelihood of the district's passage by the stakeholders to be assessed

- **Phase 2 - Formation**

To include any and all tasks related to technical implementation of the district (to be undertaken only if deemed feasible in Phase 1), including but not limited to finalization of a district management plan, administration of a petition drive, and support for required local governance actions

Submission Components:

Complete submissions will consist of at least the following minimum components.

1. **Consultant Contact Information**

The name of the firm, address, phone number and website as well as the name, phone number and email for the primary point of contact for this scope of work

2. **Letter of Interest & Experience**

A letter of interest including qualifications and relevant prior experience

3. **Client References**

The name, title, address, email, and phone number of a minimum of three client references for a similar scope of work

4. **Approach**

A narrative description of the consultant's professional methodology and anticipated workplan for evaluation and formation of the district

5. **Timeline**

Text or a graphic representation of the consultant's ideal timeline for evaluation and formation of the district, including phasing, key tasks, and milestones

6. **Budget**

The consultant's proposed service fees, including any anticipated reimbursements for supplies and/or travel expenses

Pre-Submission Consultation:

Prospective submitters may request a pre-submission consultation with staff via teleconference by emailing Steven@HollywoodPartnership.com prior to April 12, 2024.

Submission Instructions:

Email one complete copy of the proposal in PDF format to the following address no later than 11:59 p.m. PT on Tuesday, April 30, 2024.

Steven Welliver, Executive Director
Steven@HollywoodPartnership.com

Any and all costs and expenses associated with the preparation of any report or statement in response to this request for proposals will be borne by the applicant.

Submission Scoring:

Complete and timely submissions will be scored according to the following criteria with points assigned to each component weighted as indicated.

1. Prior Experience - 30%

Consultant demonstrates sufficient prior professional experience with the evaluation and formation of TIDs

2. Client References - 10%

Consultant is highly recommended by satisfied prior clients

3. Approach - 30%

Consultant demonstrates sufficient technical expertise in the evaluation and formation of TIDs and has prepared a well-reasoned, professional approach

4. Timeline - 15%

Consultant has prepared an aggressive but reasonable timeline with clearly identified phasing, key tasks, and milestones

5. Budget - 15%

Consultant has proposed service fees and expenses appropriately scaled to their professional experience and the anticipated scope of work

Finalist Interview:

Prior to awarding the consultant contract, HPCT may require that any submitter deemed a finalist attend an interview conducted via teleconference with representatives of the appointed Tourism Improvement District Steering Committee.

Disclaimer:

In its sole discretion, HPCT reserves the right to withdraw this request without notice; accept or reject any or all proposals; and accept submissions which deviate from the request as seems appropriate and in its best interests. HPCT further reserves the right to negotiate with any, all, or none of the applicants submitting proposals.

Attachments:

Hollywood In Focus: 2023-2028 Updated Strategic Plan, The Hollywood Partnership & Hollywood Partnership Community Trust



THE
HOLLYWOOD
PARTNERSHIP



HOLLYWOOD
PARTNERSHIP
COMMUNITY TRUST



HOLLYWOOD IN FOCUS

2023-2028 Updated Strategic Plan



ABOUT THE PLAN

In 2019, following the renewal of the Hollywood Entertainment District BID and the expansion of its boundaries to include the expiring Sunset & Vine BID, the Hollywood Property Owners Alliance embarked on the process of crafting a 5-year strategic plan. Through a series of community meetings, focus groups, stakeholder interviews and surveys, the Hollywood In Focus - 2019 plan was adopted.

The plan led to a rebrand under the moniker The Hollywood Partnership to reflect the organization's expanding role in the community. It also catalyzed the establishment of Hollywood Partnership Community Trust, an affiliate 501(c)(3) organization that would leverage additional revenue sources to accelerate implementation of the plan.

A few short months later, the onset of the COVID-19 pandemic and rapidly changing public health directives dramatically shifted priorities for the Hollywood community, the City of Los Angeles and the world at large. Civil unrest following the murder of George Floyd, an unarmed Black man, at the hands of Minneapolis police officers thrust Hollywood into the limelight as a stage for protests and demands for racial justice.

Setting the more ambitious tactics of the strategic plan aside, The Partnership turned its attention to meeting the critical needs of district businesses and stakeholders while adapting its own operations to new protocols.

The organization also experienced a change in leadership, with the hiring of a new President & CEO and nearly complete turnover in program staff.

In 2022, emerging from the pandemic and with fresh perspective, the board and staff undertook the process of refreshing the strategic plan to address Hollywood's new realities. Though the overarching goals of the organization remain intact, the objectives and tactics to be employed were removed, updated or added as appropriate.

Additionally, a series of guiding principles were added, cross-cutting the strategic goals and directing careful attention to cultural significance, diversity, leadership development, professional management and more in all efforts by the organizations.

The horizon of the plan was extended to 2028 – when the district will next seek a renewal vote by its stakeholders – to allow for a full five years of concerted effort by the board, committees and staff toward its implementation.

Thus, with this revised strategic plan, The Hollywood Partnership and Hollywood Partnership Community Trust recommit to the critical work of ensuring a bright future for Hollywood where experiences exceed expectations.

ORGANIZATIONAL PROFILE

VISION STATEMENT

The Hollywood Partnership and Hollywood Partnership Community are affiliate organizations in pursuit of a shared vision.

HOLLYWOOD: Where Experiences Exceed Expectations

ABOUT THE HOLLYWOOD PARTNERSHIP

Mission Statement: To enhance the appeal, vitality, and well-being of the Hollywood community from the ground up.



Hollywood Property Owners Alliance (dba The Hollywood Partnership) is a 501(c)(6) non-profit charged with management of the Hollywood Entertainment District since 1996. As a property-based improvement district, the organization receives assessments from property owners within an 80-block area to provide frontline services that promote the cleanliness, safety, beautification, and economic development of Hollywood.

ABOUT HOLLYWOOD PARTNERSHIP COMMUNITY TRUST

Mission Statement: To strengthen the vibrancy of the Hollywood neighborhood as a bastion of community life and commerce.



Hollywood Partnership Ventures (dba Hollywood Partnership Community Trust) is a 501(c)(3) non-profit, launched in 2022 as an affiliate of The Hollywood Partnership. Through donor contributions, grants, sponsorships, contracts for service, and enterprise programs, HPCT aggregates funds to invest in the betterment of the Hollywood community and accelerate implementation of strategic plans, projects and initiatives.

GUIDING PRINCIPLES

The following guiding principles, fundamental to the identity and functionality of the organizations, transcend any singular goal of this strategic plan and shall be applied to the pursuit of any project, program or initiative.

HOLLYWOOD ZEITGEIST

Celebrate the cultural, social and historical significance of Hollywood and meaningfully reflect the identity and authenticity of the community in the work of the organizations.

DIVERSITY, EQUITY & INCLUSION

Apply a diversity, equity and inclusion lens to the evaluation of all current and future efforts, working diligently to ensure Hollywood welcomes and empowers every individual regardless of race, ethnicity, tribe, sex, gender, sexual orientation, spirituality, age, class or ability.

DATA-INFORMED DECISION-MAKING

Collect, analyze and apply data in conjunction with stakeholder experiences and observations to inform decision-making by the board, committees and staff.

LEADERSHIP DEVELOPMENT

Identify and develop potential leaders of all experience levels among neighborhood stakeholders, providing resources and support to empower their leadership and advocacy on behalf of Hollywood.

PROFESSIONAL MANAGEMENT

Maintain strong and efficient organizations with high standards of professional administration, fiscal prudence and an ethos of public service.

DIVERSIFIED REVENUE STREAMS

Leverage diverse streams of revenue, including property assessments, grants, contracts for service, sponsorships, contributions and enterprise programs to accelerate implementation of the strategic plan.

GOAL 1 - PLACE MANAGEMENT

ESTABLISH AND MAINTAIN A CONSISTENTLY HIGH STANDARD OF CLEANLINESS, HOSPITALITY AND SAFETY.

OBJECTIVES

1. Create an integrated cleaning, safety and hospitality ambassador program that proactively manages the multi-dimensional demands of Hollywood.
2. Provide a hospitable and welcoming environment by deploying well-trained ambassadors that are highly visible, knowledgeable, friendly and responsive.
3. Refine, enrich, and innovate the cleaning and maintenance program to provide a value that exceeds assessment contributions.
4. Ensure the district receives the highest level of services by coordinating and maximizing the resources deployed by The HP, City of Los Angeles and others.
5. Ensure The HP is providing proper management and oversight of vendors and their work programs, including submission of detailed reports that reflect the delivery of services.
6. Implement a strategic approach to mitigating the impacts of homelessness while acknowledging The HP is not equipped to solve this complex regional and societal challenge.

TACTICS

P = Priority Tier 1, 2, 3

R = Resources (Budget & Labor) Required 1-Low to 5-High

C = Complexity 1-Low to 5-High

ID	TACTIC	P	R	C
A	Establish a culture of communication and collaboration among the HED vendors to ensure that all operations programs are well-coordinated. COMPLETED	_____	_____	_____
B	Augment and redesign the clean and safe programs to include the incorporation of new program components (i.e. multifunctional hospitality ambassadors). COMPLETED	_____	_____	_____

C	Utilize a data dashboard and quality control observations to ensure cleaning, safety and hospitality ambassador programs meet or exceed contracted scopes of service.	1	5	2
D	Increase visibility for the cleaning, safety, and hospitality ambassador teams, to include consistent branding of uniforms, vehicles and equipment.	1	2	1
E	Clearly delineate Partnership responsibilities and protocol as it relates to district operations, and devise strategy to advocate for the restoration of City base level services.	1	3	4
F	Identify areas where The HP could provide enhanced services via contract with the City, contract with private property owners or supplemental funding.	3	4	3
G	Implement a strategy for fleet management and equipment inventory to ensure teams have access to appropriate tools to complete assigned responsibilities.	2	1	1
H	Develop strategies for addressing public nuisances and repeat offenders (individuals and entities) who cause a drain on system resources.	2	2	2
I	Operate a community dispatch center to respond to stakeholder communications and coordinate deployment of services and resources for The HP as well as partner social service agencies.	1	4	3
J	Utilize the community dispatch center to monitor a network of security cameras installed	2	3	2

	on public and private property throughout the district.			
K	Support the development of a security alliance communications network that connects security providers operating within the district with a means of sharing intelligence and trends with each other and with LAPD.	3	2	1
L	Support Hollywood 2.0 and other efforts by Hollywood 4WRD and partner agencies to improve efficiency and effectiveness through better coordination of homeless outreach and social service delivery.	1	4	2
M	Seek regular feedback from stakeholders regarding the state of the district, including perceptions of cleanliness and safety.	2	3	2
N	Regularly communicate the impact and effectiveness of the program through data visualizations, dashboards and program evaluations.	1	3	2

KEY PARTNERSHIPS

Hollywood 4WRD

Homelessness Service Providers

LA City Attorney's Office

LA Council District 13

LA County Department of Mental Health

LA County Metro

LA County Third District

LA Homeless Services Authority

LA Mayor's Office

LA Police Department

LA Public Works Department

Private Security Providers

Property Managers/Owners

GOAL 2 - PLACE ENHANCEMENT

ENHANCE AND BEAUTIFY THE PUBLIC REALM TO CREATE A POSITIVE AND MEMORABLE HOLLYWOOD EXPERIENCE.

OBJECTIVES

1. Collaborate with the City, the Heart of Hollywood initiative, and property owners to consider implications and opportunities for improved public and private spaces along Hollywood Boulevard.
2. Reflect the creativity and imagination of Hollywood through public art, lighting and other place enhancements that build upon the community's assets and are intriguing to diverse audiences.
3. Participate in partnerships to plan, design, support, and program exceptional new parks and open spaces in the Hollywood area.
4. Seek opportunities to enhance pedestrian comfort on district sidewalks and public open spaces (e.g. shade, seating, greenery, etc.), establishing and maintaining a sidewalk environment that is clean and clutter-free.
5. Enable greater enjoyment within the Tourism District Overlay Zone area by establishing a standard of order within the public realm and enhancing place management services.
6. Cultivate the flora of Hollywood, including the health of its street trees, plantings, and hanging baskets.
7. Curate better experiences for people visiting area monuments and other attractions.

TACTICS

P = Priority Tier 1, 2, 3

R = Resources (Budget & Labor) Required 1-Low to 5-High

C = Complexity 1-Low to 5-High

ID	TACTIC	P	R	C
A	Contribute to the redesign of Hollywood Boulevard to showcase Hollywood's unique assets and enhance the public realm for the district's stakeholders.	2	2	5

B	Utilize the quick build phase of improvements to Hollywood Boulevard to study impacts on the pedestrian experience and provide feedback for long-term plans.	1	3	5
C	Support the development of a comprehensive maintenance and management plan for the Walk of Fame.	2	4	5
D	Explore enhancements to make the Walk of Fame experience modern, interactive and highly engaging for visitors.	3	4	4
E	Inventory and evaluate the condition of existing public art, developing plans to maintain, restore or decommission pieces as appropriate.	2	3	4
F	Support the creation of high quality art installations in real estate development projects and public spaces.	2	3	4
G	Develop a strategy for engaging local artists, filmmakers and others to showcase the creativity of Hollywood in a variety of forms and locations.	3	2	3
H	Continue implementation of projects and strategies of the Lighting Master Plan to enhance district lighting for both safety and aesthetics (including holiday decor).	1	4	4
I	Support the creation of new green spaces in and around the district, including Hollywood Central Park.	3	4	5
J	Support the creation of new publicly-accessible open spaces designed to support a variety of active and passive uses.	2	4	5

K	Develop strategies for supporting use of the district by dog owners, such as a dog park, pet waste stations, and dog-friendly sidewalks.	3	4	5
L	Lead development of regular maintenance cycles for district infrastructure (e.g. light pole painting, wayfinding signage updates, curb painting, etc.).	1	3	1
M	Inventory district trash receptacles and street furnishings. COMPLETED	_____	_____	_____
N	Spearhead the removal of broken and disregarded street furnishings, obsolete signage, abandoned news boxes and other clutter within the public realm.	1	1	1
O	Inventory the district's tree canopy and develop an asset management plan for supporting the health and expansion of Hollywood's urban forest.	1	2	2
P	Enhance pedestrian level plantings and landscaping to add color, greenery and natural respite to the environment.	2	4	3
Q	Explore utilizing movable, hospitality-staffed kiosks to supply visitor information. COMPLETED	_____	_____	_____
R	Explore development of a permanent visitor center to serve as a concierge for information about local monuments, attractions and business offerings.	2	3	4
S	Facilitate the development of public restrooms in key locations as an amenity and benefit for all people, ensuring they are always monitored and maintained.	1	5	5

T	Facilitate the development of pop-up uses, temporary exhibitions, and other storefront activation strategies.	3	3	5
U	Support upgrades to critical district infrastructure (e.g. power, water, sewer, telecommunications network, etc.).	3	5	5

KEY PARTNERSHIPS

Friends of Hollywood Central Park
Hollywood Beautification Team
Hollywood Chamber of Commerce
Hollywood Historic Trust
LA Convention & Tourism Board

LA Council District 13
LA Department of Cultural Affairs
Local Artists
Neighborhood Councils
Real Estate Developers

GOAL 3 - STAKEHOLDER ENGAGEMENT

CREATE MEANINGFUL OPPORTUNITIES TO COMMUNICATE AND CONVENE WITH HOLLYWOOD'S DIVERSE COMMUNITY.

OBJECTIVES

1. Create a culture that considers district stakeholders as a broad group of interests including property owners, business owners, residents, employees, partner organizations and institutions among others.
2. Encourage The HP's Board, committee members, staff and vendors to become more familiar with district stakeholders.
3. Ensure a broad diversity of voices are at the table on key decisions impacting the district.
4. Create a variety of engagement opportunities for area stakeholders to foster connections, enhance the sense of community and celebrate Hollywood's unique culture.
5. Cultivate The HP brand identity and employ a data-driven communication strategy to generate greater awareness of the organization's services and district offerings, ensuring consistent messaging reaches a broad group of stakeholders.
6. Establish brand positioning for The HP communications that is curated by stakeholder type and focused on the positive local experience.
7. Establish The HP's role as the central source of information for all things Hollywood.

TACTICS

P = Priority Tier 1, 2, 3
 R = Resources (Budget & Labor) Required 1-Low to 5-High
 C = Complexity 1-Low to 5-High

ID	TACTIC	P	R	C
A	Develop a new organizational brand that is reflective of the organization's strategic plan and direction. COMPLETED	_____	_____	_____
B	Use data and stakeholder feedback to keep the organizational brand fresh and valuable.	1	2	2

C	Identify and secure a customer relationship management (CRM) tool that will improve The HP's capacity to communicate with and engage area stakeholders.	1	3	2
D	Regularly convene focused conversations with stakeholder groups such as residents, business owners and workers, meeting them in the community to better understand the needs and experiences of those constituencies.	1	2	2
E	Explore a variety of engagement ideas and experiences to engage Hollywood stakeholders and foster community connections.	3	3	2
F	Establish engagement protocols with district stakeholders to maintain regular contact with businesses, property owners/managers and residents.	2	2	3
G	Develop and distribute welcome kits for new area residents, employees and businesses to help connect them to the community and area resources.	1	2	2
H	Employ environmental design practices, leveraging physical assets in the district and the presence of visible HP staff to communicate the organization's brand and messaging.	1	3	2
I	Reclassify the social media manager to a full-time position to increase the The HP's online presence, reach and engagement of area stakeholders. COMPLETED	_____	_____	_____
J	Develop a comprehensive marketing/communication strategy and	1	1	1

	toolbox to proactively communicate Hollywood's narrative.			
K	Update current HP communication channels and content distribution strategy to ensure all messaging and information is fresh, relevant, easily accessible and aligned with the local experience.	2	3	2
L	Establish The HP's communication channels (e.g. website, newsletters, social media) as the go-to source of information for what's happening in Hollywood.	3	4	3
M	Establish relationships with local marketing professionals and leverage additional channels to amplify messaging about the Partnership's effectiveness.	2	1	2
N	Engage district businesses, residents, employees and the creative community to promote captivating content that aligns with the Hollywood narrative.	3	2	4
O	Evaluate the organization's programs and communications through a diversity, equity and inclusion lens, and seek opportunities to diversify the board, committees and staff.	1	1	2
P	Develop a comprehensive crisis communication plan for the organization that includes protocols for emergency outreach both internally and externally.	2	3	3
Q	Create opportunities for stakeholders to convene with local government officials to stay	1	2	2

	apprised of initiatives and programs impacting the Hollywood community.			
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KEY PARTNERSHIPS

Businesses

Commercial & Residential Property
Managers

Hollywood Chamber of Commerce

Hollywood Historic Trust

LA Bureau of Street Services

LA Civil Rights Department

LA Council District 13

LA Department of Cultural Affairs

Los Angeles LGBT Center

Local, Regional & National Media

Local Creative Community

Local Marketing Professionals

Neighborhood Councils

Social Media Influencers

The Vinyl District

GOAL 4 - ADVOCACY & ECONOMIC DEVELOPMENT

BECOME THE LOCAL MARKET EXPERT TO ADVANCE AND ADVOCATE FOR HOLLYWOOD'S ECONOMIC INTERESTS.

OBJECTIVES

1. Be a voice of influence in local policy and planning decisions that impact the district and its stakeholders, applying data to support positions and drive decision making.
2. Partner with aligned organizations to collectively advocate for policies and resources that support the district.
3. Create a formal research and development function to research best practices and employ innovations for the betterment of the district.
4. Position the organization to be the trusted, impartial resource for data on the district, including current market conditions and pending projects.
5. Develop proactive messaging about real estate development, economic development and market conditions within the district to tell the story of Hollywood's evolution and attract positive attention from the media and prospective investors and tenants.
6. Explore programs to stimulate economic vitality and minimize system barriers to tenanting, including improvements to building and storefront conditions.
7. Explore programs to minimize storefront vacancies through the recruitment and retention of businesses with a focus on serving a diverse array of entrepreneurs.

TACTICS

P = Priority Tier 1, 2, 3

R = Resources (Budget & Labor) Required 1-Low to 5-High

C = Complexity 1-Low to 5-High

ID	TACTIC	P	R	C
A	Support development and implementation of plans and programs stemming from the Heart of Hollywood initiative.	1	5	5
B	Advocate for the adoption of a Hollywood Community Plan update with reasonable development standards, efficient processes	2	5	5

	and community amenities beneficial to the wellbeing of the district.			
C	Explore opportunities to modify the City sign code overlay to allow for expanded commercial applications.	3	5	5
D	Consistently monitor legislation and local policies that could impact the district and its stakeholders, developing and communicating position statements as appropriate.	1	2	2
E	Explore programs for objectively evaluating and providing feedback and/or support for development projects and discretionary entitlements.	1	3	3
F	Expand The HP's capacity to support research and policy needs. COMPLETED	_____	_____	_____
G	Conduct primary research on issues and policies affecting Hollywood to help guide outcomes, develop best practices, and educate Hollywood constituents and City leaders.	3	5	4
H	Track, benchmark and publish the district's demographic and market data as close to real-time as possible.	1	3	2
I	Complete the Value of Downtowns case statement for Hollywood; share findings with City leaders and stakeholders. COMPLETED	_____	_____	_____
J	Create public relations campaigns to tell the broader story of Hollywood's economic renaissance and utilize social media and other channels to amplify messaging about district businesses and real estate developments.	1	3	2

K	Develop a virtual economic development tour for sharing interactive information about key projects in progress in the district and major leasing opportunities.	1	3	3
L	Engage with commercial property owners and major employers as they navigate the evolving discourse around workers returning to the office and the resulting challenges and opportunities.	3	1	1
M	Identify systemic challenges to leasing ground floor commercial spaces and develop strategies and programs for addressing obstacles and improving conditions.	1	4	4
N	Identify and support opportunities for reinvestment in district buildings, including improvements to storefronts and building facades.	1	4	5
O	Support adaptive reuse of historic buildings to maintain the district's authenticity and character while supporting modern commercial uses.	2	2	4
P	Develop programs to support commercial leasing brokers and property owners in the recruitment of new tenants.	2	5	4
Q	Explore development of a business incubation program to support a diverse mix of entrepreneurs, attract new business concepts to the district and minimize vacancies.	3	5	5
R	Identify opportunities to support the retention of existing tenants that contribute to the vibrancy and commercial appeal of Hollywood.	2	3	4

S	Evaluate the feasibility of dedicating resources to supporting businesses as they navigate the City review and permitting processes.	3	4	3
T	Identify opportunities to advocate for process improvements and efficiencies in the City review and permitting processes.	3	4	5

KEY PARTNERSHIPS

Commercial Property Managers
Commercial Real Estate Brokers
Hollywood Chamber of Commerce
LA Council District 13
LA County Economic Development Corporation

LA Mayor's Office of Economic Development
LA Workforce & Economic Development Department
Neighborhood Councils
Small Business Development Center



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