

Growing Wild

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9

ECONOMIC DEVELOPMENT & STRATEGIES

Economic development and business development strategies are vital components of the vision for the Specific Plan area. The goal is to economically invigorate the area and attract private investment by capitalizing on its existing qualities and inherent strengths. Existing strengths include a multifunctional, unique shopping and dining destination that serves as a social and civic center for the entire City of Manhattan Beach; a concentration of residents that reside within walking distance of the Downtown commercial core; accessibility to local arterials and a regional freeway network as well as Los Angeles International Airport; and its existing workforce and physical resources. Strategic public investments, such as a public or private improvement effort, have the potential to improve the image of the area and attract additional private investment. The success of the Specific Plan vision will ultimately depend upon the implementation of economic measures designed to capture the area's full potential among its existing business community, future entrepreneurial interests, and private sector developers.

This chapter is organized into the following sections:

- 9.1 How a Specific Plan Can Bring about Private Economic Investment
- 9.2 Key Strategic Development Issues
- 9.3 Goals and Strategies

The Specific Plan establishes the following goals for economic development. Refer to Section 3.3 for a description of each goal and its associated implementation strategies.

- **Goal 1:** Implement a comprehensive business-strengthening strategy focused on business retention/expansion.
- **Goal 2:** Develop a recruitment campaign targeting specific types of businesses for both ground floor as well as second-story locations.
- **Goal 3:** Implement a comprehensive promotion and marketing strategy.
- **Goal 4:** Leverage local markets to boost Downtown's commerce.
- **Goal 5:** Build and sustain a strong Downtown network and organizational structure.

9.1 HOW A SPECIFIC PLAN CAN BRING ABOUT PRIVATE ECONOMIC DEVELOPMENT

A specific plan's primary purpose in the economic development process is to attract desired private economic investment in the project area. This can be accomplished through the plan's direction on future development and improvements for both the public and private sectors. In this Specific Plan, chapter 3 sets forth the vision for all development, chapters 4 and 6 establishes goals, policies, and guidelines for private realm development, and chapters 5 and 7 recommend various public improvements.

A specific plan can encourage private development by creating an environment conducive to

development. This may include creating zoning that is responsive to the market demand for various land uses, streamlining the entitlements process for desired project types, providing area-wide public improvements, such as parking, infrastructure, landscaping, street furniture, etc., marketing the area with a new or enhanced identity, and providing code enforcement to improve the visual appeal of the area. The Specific Plan accomplishes all of these through adoption of the Plan itself, as well as through future implementation of the Plan by various City departments. A city can also provide direct or indirect financial assistance to a businesses, property owners, and key development projects. This may include initiatives such as waiving or reducing various local fees and taxes, assembling development sites, providing loans and/or grants for various business and property improvement purposes, such as building façade improvements, and investing in site- or project-specific infrastructure.

9.2 KEY STRATEGIC DEVELOPMENT ISSUES

Downtown Manhattan Beach is a charming, small town beach community located within one of the largest metropolitan regions in the country. Only minutes away from Los Angeles International Airport (LAX) as well as having the beach as its front door, the Downtown is a destination for thousands of visitors and tourists each year who come to enjoy the ocean views, annual events, and specialty retail boutiques and restaurants throughout the area.

Supported by a diverse and healthy mix of businesses and uses, the Downtown can easily differentiate its niche by offering residents and visitors a number of creative, unique, and small-shop shopping choices, dining options at every price point, an array of events and activities for the entire family to enjoy, and a casual yet genuine pedestrian-friendly experience that truly sets it apart from the other Southern California beach towns.

The current economic health of the Downtown is excellent and the area maintains a strong position in the highly competitive local and regional marketplace. Maintaining this market position and protecting the Downtown's small business vitality are the primary focuses of the economic revitalization goals and strategies outlined in this chapter. The targeted economic development recommendations aim to create stronger links between local businesses and local customers, strategies to retain and support businesses, and suggestions for recruiting desired businesses through an engaged retail strategy and business recruitment process. The recommendations also address strategies to ensure that Downtown Manhattan Beach retains its position as a destination for a variety of consumer groups and continues to provide guidance on involving the business community in supporting the recommended programs.

9.3 GOALS AND STRATEGIES

GOAL 1: IMPLEMENT A COMPREHENSIVE BUSINESS-STRENGTHENING STRATEGY FOCUSED ON BUSINESS RETENTION/EXPANSION.

Downtown Manhattan Beach has a vibrant retail and restaurant business sector complemented by a strong professional and service business base. The community takes great pride in this healthy mix of Downtown businesses and has expressed a desire to protect the small shop dominance and locally owned operations as part Downtown's economic vision. With the newly hired Economic Vitality Manager taking the lead, it is recommended that the City develop and implement a comprehensive business-strengthening strategy focused on assisting businesses with sustaining their existing ventures (retention) and supporting their efforts for growing (expansion).

STRATEGY 1.1 Implement a business visitation program.

- ▶ Conduct systematic business visitations to build a stronger network among the Downtown business community, help link businesses with resources and technical assistance, and identify any issues or concerns.

STRATEGY 1.2 Provide education and technical assistance to enhance business-operating practices.

- ▶ Promote small business assistance opportunities through organizational newsletters, on websites, in new member/business packets, and/or by personal invitation encouraging local Downtown businesses to take advantage of the various trainings or classes.
- ▶ Expand programs tailored to meet the needs of Downtown businesses owners.
- ▶ Consider conducting a needs assessment of the Downtown businesses to identify the kinds of programming and assistance they desire and then working with the Small Business Development Center to design a program accordingly.

STRATEGY 1.3 Actively engage the Manhattan Beach Commercial Property Owners Group and continue to include its members in the process. Business retention and expansion efforts will not succeed without the support and buy-in from Downtown property owners.

- ▶ Coordinate individual property owner visitations with each group member to strengthen communication and gain additional insight on the challenges and opportunities facing Downtown commercial property owners.
- ▶ Periodically hold a joint Downtown business and property owner "coffee klatch" or meeting.
- ▶ Host a guest speaker to discuss relevant topics such as historic tax credits, the Americans



with Disabilities Act, financing available for rehabilitations, and fire, safety and code regulations.

Figures 9.1 Facade improvement programs could help revitalize older buildings

STRATEGY 1.4 Form a “red flag” task force to address critical challenges and high-level risks facing Downtown businesses and property owners.

Consider forming a red flag task force to stay ahead of critical challenges or risks that may cause a Downtown business owner to close or move from Downtown, as well as help address possible road blocks facing potential development in Downtown. This type of task force is typically convened only in the most critical conditions and only when a prospective business or property owner requests assistance. When organizing this type of task force, it is important that individuals selected to participate understand their roles, the issues that need to be addressed, and that complete confidentiality is essential.

STRATEGY 1.5 Initiate an incentive grant program (e.g., façade improvement program) to spur exterior building improvements.

- ▶ Identify and pursue funding that allows various levels of financial assistance to support simple paint and fix-it projects to more extensive rehabilitations of buildings and storefronts.

STRATEGY 1.6 Form a “Downtown Restaurant and Bar” task force to help address issues resulting from a growing restaurant cluster.

- ▶ Take advantage of benefits and programs offered through the Responsible Hospitality Institute, which is a leading source for events, resources, and consultation services on nightlife. <http://rhiweb.org/>.

STRATEGY 1.7 Continue to keep Downtown as clean as possible.

- ▶ On a quarterly basis, assemble a group of Downtown business/property owners and residents to conduct a thorough assessment of the overall cleanliness of Downtown and the condition of all public amenities. Consider making this group a standing committee of the Downtown Manhattan Beach Business and Professionals Association.
- ▶ Create a checklist and forward any issues or concerns to the appropriate agency, property owner, or business owner.
- ▶ Hold a “Spruce Up Downtown” event, potentially in late October (fourth Saturday of the month) in conjunction with USA Weekend’s “Make a Difference Day” (<http://www.makeadifferenceday.com/>).
- ▶ Create and distribute a “Downtown Clean and Safe” bulletin that lists clean and safe information relevant to Downtown businesses, commercial property owners, and Downtown residents. Safety issues should be coordinated with the Police and Fire Departments.

GOAL 2: DEVELOP A RECRUITMENT CAMPAIGN TARGETING SPECIFIC TYPES OF BUSINESSES FOR BOTH GROUND FLOOR AS WELL AS SECOND-STORY LOCATIONS.

According to the ULI Advisory Service Panel Report, “Downtown Manhattan Beach contains approximately 400,000 square feet of retail and office space, of which 70% is composed of small shops.” This small shop dominance is the foundation of the Downtown’s unique and charming beach community character, and the community has expressed its desire to maintain this as a priority. In addition, the community has voiced its wish that the Downtown’s business mix remain a balance of locally operated businesses, retail, restaurant, and local-service type businesses on the ground floor and professional and office uses on the upper stories. Unlike a shopping center or traditional mall that is typically under a single ownership (i.e., LLC or corporation), Downtown property ownership is diverse and there is no one “decision maker.” This can make locating a business in the desired location and ensuring its success a much more complex endeavor. As a result, it is imperative that a Downtown retail strategy and recruitment campaign be developed to proactively address the desires of the community while also addressing the changing and evolving forces of the free market.

STRATEGY 2.1 Utilize the findings from the various market analyses, reports, and surveys to create a list of potential business prospects to pursue.

- Assess each business’s site location needs including space requirements, median household income, and parking.
- Determine potential Downtown locations for each business on the list.

STRATEGY 2.2 Assemble a business recruitment packet consisting of strategic market data and promotional information.

- Develop marketing materials that showcase the vision for Downtown Manhattan Beach and its location, area amenities, demographics, and potential commercial demand.
- Host a biannual broker round table meeting to discuss vacant commercial space, upcoming opportunities, and other related issues or concerns among the Downtown commercial building owners and management companies. Achieve a strong, consistent presence on the Internet that globally markets downtown Manhattan Beach as a great location to establish a business. The City of Manhattan Beach’s website should communicate to potential business prospects the desirability of locating future ventures in the Downtown and provide abundant information to help prospects make the decision to do so.
- Link economic development and business support organizations websites to the City’s site.

STRATEGY 2.3 Reveal leads for new business prospects by networking inside and outside the community.

- Identify local and regional prospects by conducting site visits to cities within the primary and secondary trade areas.
- Follow up on leads provided from local businesses.
- Take advantage of key organizations, such as International Council of Shopping Centers (<http://www.icsc.org/>), that host regular networking events.
- Serve as lead in responding to business inquiries and call upon local business owners and commercial property owners as needed to act as a “Downtown ambassadors” when appropriate.

STRATEGY 2.4 Explore “pop-up” businesses to temporarily activate vacant spaces.

A pop-up is a store or business that is opened temporarily to take advantage of a trend or seasonal product, launch new products, or test an idea or location, or is used for an online store to move inventory during a particular time. Pop-up ventures are most successful in a high foot-traffic area and are usually only around



Figure 9.2 Current DBPA marketing banners

for a few months. Identifying a property owner who is willing to offer space on a temporary basis is not always feasible, but more downtowns are finding that pop-up businesses often grow into full brick and mortar operations, which makes this concept more appealing.

GOAL 3: IMPLEMENT A COMPREHENSIVE PROMOTION AND MARKETING STRATEGY.

A downtown's image and ability to attract customers is directly tied to its marketing efforts. In today's competitive marketplace, all successful destinations (whether a regional lifestyle mall, a local shopping center, or a downtown business district) utilize focused and deliberate promotional and marketing strategies to distinguish and promote themselves in the marketplace. It is recommended that the business community implement and build upon a comprehensive promotion and marketing strategy to help secure Downtown's brand as a destination and continue to draw various consumer groups to the commercial district, thus providing an ongoing customer base for Downtown businesses.

STRATEGY 3.1 Evaluate the current marketing and promotional efforts and update accordingly.

The DBPA, along with various other Downtown organizations and agencies, has implemented a number of marketing and advertising campaigns, each focused at branding the Downtown and attracting a specific consumer group. These activities should be evaluated for effectiveness, and new programs introduced and aligned accordingly. From this point, determine if a professional marketing plan is needed and research funding sources to support the development of such a plan.

STRATEGY 3.2 Revisit downtown Manhattan Beach's logo and slogan.

The DBPA, in partnership with the City, should revisit Downtown's logo and slogan and determine if it is time to invest in a new one or refresh the existing one.

STRATEGY 3.3 Create a comprehensive, high-quality marketing piece specifically to promote Downtown Manhattan Beach and its businesses, venues, and events.

In the past, the DBPA produced a marketing piece (which included a business directory) which was popular with visitors and businesses alike. Consider recreating this type of marketing piece and expanding it to be an online and possibly interactive resource to include a comprehensive map that lists dining and shopping opportunities.

- ▶ Distribute the piece to Downtown businesses to use as a reference with their customers; make sure that the local hoteliers have ample supply, that the Chamber of Commerce's visitor center and the City information desk have them on hand, and that tourists riding the Ocean Express receive them.
- ▶ Consider providing the map as a downloadable and searchable app and/or an interactive, electronic version.



- Consider creating and distributing a stand-alone restaurant/bar/entertainment guide to complement the Downtown directory/map.

Figures 9.3-9.4 Public art in Manhattan Beach

STRATEGY 3.4 Continue to maintain and grow a robust website, social media, and e-marketing presence.

The DBPA has embraced social media and over the last few years has focused resources on growing its campaigns. It is recommended that these efforts continue and that the organization explore introducing an e-marketing campaign as part of its online marketing efforts.

- Parallel to maintaining a robust Downtown Manhattan Beach social media campaign, continue to encourage businesses to use social media more often and expand their campaigns accordingly.
- Host a series of workshops focused on assisting Downtown businesses with growing their social media campaign via resources such as Facebook, Twitter, Instagram, e-marketing, and rating sites.



Figures 9.5 Plaque on the Manhattan Beach Pier provides historical information on the structure

STRATEGY 3.5 Continue to create positive media stories to enhance Downtown’s image and support its brand.

Downtown Manhattan Beach has received some excellent media in the past, and efforts to actively identify positive news stories and promote them through various media venues should continue and be expanded.

- Consider publishing a biannual media publication specific for the Downtown that includes articles about specific Downtown businesses, interesting stories about the historic and/or cultural aspects of the area, a calendar of events, and a business directory.
- Currently the Manhattan Beach Chamber of Commerce produces a quarterly magazine that is widely distributed. Consider focusing two issues on Downtown.
- Work with local media, including newspaper, radio, and public cable access, to have a weekly spot that promotes Downtown Manhattan Beach.

STRATEGY 3.6 Showcase Manhattan Beach’s history, art, and culture.

Cultural and heritage tourism is defined as visits by persons from outside the community who are motivated by interest in

historical, artistic, or lifestyle/heritage offerings of a community or region. Downtown Manhattan Beach should leverage its particular beach history and surf culture to take full advantage of this growing trend.

- Determine if a new walking tour showcasing Downtown’s history, historic buildings/sites, and interesting stories about local businesses should be developed, in addition to the existing architectural walking tours.
- Consider offering a docent-led walking tour of Downtown several times a year, similar to the LA conservancy program (<https://www.laconservancy.org/tours>).
- Consider launching a “Windows on History” promotion in which historical pictures and a brief history of various buildings and businesses are enlarged and placed in the windows of the corresponding locations; a brochure could then be created with all of the “Windows on History” locations and used to guide individuals throughout the Downtown.
- Partnering with the Manhattan Beach Parks and Recreation Department, consider an annual historic celebration event that ties in the City’s anniversary or other key dates of historical significance.
- Explore the opportunities of having a representative from the Cultural Heritage Conservancy either conduct and/or train the volunteers who meet and greet summer tourists riding the Ocean Express.
- Look for opportunities to incorporate activities regarding art appreciation and local culture within existing events.

STRATEGY 3.7 Distribute Downtown marketing collateral to key visitor locations and outlets.

- Continue to make regular visits to front desk hotel and concierge staff to make sure that they have ample information about Downtown businesses, events, new happenings, and any special programs. Invite them to come be a guest and give them a personal “VIP” tour of the Downtown.
- Continue to promote the Downtown to Ocean Express riders; make sure that they have current collateral, and offer special discounts or 2-for-1 dining coupons.
- Consider the costs of having the Downtown directory and restaurant guide distributed through a paid “rack card” service that places collateral in hotels and visitor locations throughout the region.

STRATEGY 3.8 Establish a visitor center that is easily accessible and functions as the primary visitor information outlet.

When visitors or tourists arrive at their desired location, they may still need additional information, brochures, or a personal



Figure 9.6 Residents mingle at the local farmers’ market

welcome to the area. The Manhattan Beach Chamber of Commerce’s office currently acts as a visitor center but the location is hard to find, not well promoted, and has little collateral. In addition, the chamber is not open on the weekends. It is recommended that efforts be made to establish a visitor center that is more conveniently located in the Downtown core, is open on the weekends, and has an array of marketing collateral about Downtown and Manhattan Beach in general.

GOAL 4: LEVERAGE LOCAL MARKETS TO BOOST DOWNTOWN COMMERCE.

As identified within the Downtown Manhattan Beach Demographic and Market Findings Technical Memorandum, the Downtown’s primary trade area is the entire city limits consisting of over 35,000 residents, with most residing within less than a 4-mile drive to the Downtown. The



Figure 9.7 Employees can grab lunch at one of many restaurants and cafes Downtown.

ULI report stated, “Many of these residents are new with 60% of them moving to Manhattan Beach since 2000.” Parallel to a strong trade area to pull customers from, the Downtown has a healthy day worker market with several larger employers as well as numerous smaller operations employing full- and part-time workers. The Downtown is in a strong position to capitalize on both of these consumer groups and capture some of their business.

STRATEGY 4.1 Develop promotional and advertising efforts targeting residents.

Create a series of direct mail, special promotions, mini-events, and other creative marketing efforts targeted directly to residents, including new residents and seasonal residents.

- Look for opportunities to link the farmers market with local businesses, such as offering lunch specials or store discounts on “Market Day”; capturing email addresses and sending a special email “re-inviting” residents back to Downtown on another day; or showcasing a local business each week and having it set up a demonstration in the Downtown’s market booth.
- Consider launching a gift card program. Although many businesses may already offer individual gift card programs, the Downtown as a whole should consider offering a gift card program that allows individuals to buy a card and use it at all participating businesses. Downtown Pleasanton implemented a gift card program several years ago which was very well received (<http://www.pleasantondowntown.net/giftcard/about-giftcard>).



Figure 9.8 Annual Manhattan Beach pumpkin race



- Revisit the existing “Buy Local” campaign and revamp it as needed. Look for opportunities to educate residents on the importance of supporting local businesses as well as capitalize on promotional campaigns such as “National Independents Week,” “Shift Your Shopping,” and American Express’s “Shop Small Saturday.” The American Independent Business Alliance is an excellent resource for statistics, campaigns, and marketing material to support a “Buy Local” campaign (<http://www.amiba.net/buy-local-campaigns>).
- Make sure that information, directories, and other key publications about Downtown Manhattan Beach are included in relocation packets and that local real estate brokers and property management companies have ample collateral about the Downtown to distribute to their clients and/or place in summer rentals.

Figures 9.9 Manhattan Beach summer Sand Castle Design Contest

STRATEGY 4.2 Create promotions to help draw day workers into Downtown on a regular basis.

There are more than 18,000 workers within the city limits. The Downtown should take advantage of its growing reputation as a shopping and dining destination and capture additional



Figures 9.10 The newly renovated library features a large grassy area that can be used for activities and events

spending from its daytime workforce.

- Consider implementing an “Employee/Customer Appreciation Month” campaign.
- Consider launching an expanded “Downtown employee” discount program that offers individuals who work Downtown a small discount at participating downtown businesses and restaurants. The program can be formal, where Downtown employees are given a card to display to local merchants, or informal like Hawaii’s “kama’aina discount” where individuals only have to present a valid Hawaii driver’s license at check-out.
- Explore a “Downtown lunch campaign” where restaurants who serve lunch cluster their advertising together and market directly to day workers.

STRATEGY 4.3 Continue to program and manage the Downtown’s annual calendar of events to strategically draw a cross section of consumer groups.

Sustaining a vibrant calendar of events that appeals to a cross section of markets takes a great deal of resources and staffing

power. Downtown Manhattan Beach already hosts several large festivals that draw thousands of visitors as well as smaller, more community- and family-oriented events that appeal to locals. Although individuals expressed they would like to see more art-related activities, outdoor movies, and live music events, trying to fit them into an already packed calendar is a challenge. Instead of adding more events to an already robust calendar, the first step would be to assess each existing event and look for opportunities to introduce or expand programming within the event (such as the award winning MB Fit, Environmental, Neighborhood Watch, and Senior Programs).

- Explore the possibilities of gradually extending existing events (such as the Family Movies at the Library) by adding an extra series or offering it another time in the year.
- Look for opportunities to add a mini-event to an existing event or to introduce additional art, culture, or family/children-focused activities within an event.
- Consider using the Downtown as a “stage” for community events. Many communities encourage local community events to be held in their downtown areas. To ensure that all events support Downtown’s image and are coordinated effectively, put guidelines and procedures in place for community-based organizations (e.g., schools, civic organizations, and nonprofit entities) to follow when using the Downtown as the stage for events.
- Consider activating the grassy area behind the library as well as the plaza where the farmers market is held with smaller types of programming. Explore programming that day workers could enjoy during their lunch hour. For weekends, consider activities that could attract locals back to the Downtown or entice visitors to spend extra time in the Downtown. Programming might include a lunch time music series, live theater performances, art shows, demonstrations, or family activities such as balloon tying, face painting and/or jugglers. Look for opportunities to dovetail with other successful events such as the award-winning Manhattan Beach Fit program, sustainability-environmental programs, Neighborhood Watch, and senior programs.
- Meet with the retail sector (boutiques, eating and drinking establishments) to explore launching a quarterly evening “Downtown Stroll” where consumers can stroll through the Downtown and enjoy after-hours shopping, dining and browsing.

GOAL 5: BUILD AND SUSTAIN A STRONG DOWNTOWN NETWORK AND ORGANIZATIONAL STRUCTURE.

One of the most important strategic goals that can help a community achieve its vision for the downtown area and help the business community reach its full potential is to establish a strong organizational structure representing both the private and public sectors. Manhattan Beach is fortunate to already have numerous stakeholder groups that are passionate about the Downtown and have ideas that they believe should be continued, expanded, and/or introduced to protect the Downtown’s small business vitality. With an engaged City, a recently hired economic vitality manager, a strong business association, an active Chamber of Commerce, and a newly formed commercial property owners group, a strong Downtown network and organizational structure with the capacity to engage the entire community is already in place. Building on this foundation will be critical for ensuring that the economic revitalization strategies presented in this memo,

along with the recommendations outlined in the Downtown Specific Plan, will be implemented with substantial support.

STRATEGY 5.1 Explore the Main Street Four Point Approach as a possible structure to strengthen the public/private partnerships and support implementation.

The Main Street Four Point Approach, developed in the early 1970s, has been one of the most successful and proven economic development tools to assist traditional commercial districts and downtowns with reaching their full potentials, both economically and as community-gathering places. A functioning Main Street program can be viewed as a grassroots business retention program that focuses on helping businesses understand how to stay competitive (economic vitality), promoting the area as a destination to attract consumers (promotion and marketing), keeping the downtown looking attractive (design), and maintaining communication and advocacy on behalf of the businesses and property owners (organization).

- Consider technical assistance to facilitate the process, create a stronger understanding of how the Main Street Four Point Approach works, and provide hands-on training to help solidify the committees, develop work plans, and work with staff as needed.

STRATEGY 5.2 Continue to expand the community’s knowledge of Downtown development and management.



Figure 9.11 DBPA website

The City, DBPA, and supporting stakeholders or partners should continue to attend conferences and other educational opportunities and take field trips to other successful communities. This will help leaders gain a better understanding of best practices as well as successful strategies and techniques implemented by other communities.

STRATEGY 5.3 Maintain consistent communication between members, stakeholders, partners, and the community.

As the Downtown moves forward with achieving its vision and begins to implement the recommendations outlined in the Downtown Specific Plan, a consistent communication network will be key to keep all stakeholders, partners, and the community well informed about priorities, upcoming meetings, status of projects, activities, and benchmarks.

- Consider hosting biannual community forums inviting all stakeholders, partners, and interested citizens.
- Establish a “Downtown block captain or ambassador” program to maximize outreach efforts.

STRATEGY 5.4 The DBPA should develop a five-year strategic plan.

As the primary organization that represents the interests of Downtown businesses located within the business improvement district (BID) boundaries as well as financially supports a number of Downtown events and promotions, it is imperative that the DBPA Board of Directors explores how to grow the financial and staffing capacity to support current and future programs.

Using the Downtown Specific Plan as the basis, the DBPA Board of Directors should convene a strategic planning session and draft a five-year plan of how the organization will support the implementation of the recommendations presented in the Specific Plan.

- The planning session should be professionally facilitated and include feedback as necessary from the DBPA's members and partners.
- The DBPA board should start to identify future staffing needs to ensure that the desired goals and future activities of the organization can be supported.

STRATEGY 5.5 The DBPA should continue to explore ways to increase its funding base and develop a funding plan accordingly.

To support a full comprehensive Downtown business development and management program, steps need to be taken to increase the DBPA's funding base.

- Explore the possibilities of increasing the current BID assessments.
- Consider offering associate-level membership to business leaders based outside of the Downtown but who see value in being a member of the association; develop a campaign to promote the associate membership program accordingly.
- Consider a "Friends of Downtown Manhattan Beach" membership level for individuals and especially residents to support Downtown programs.
- Explore the support for a Property Based Improvement District Assessment. An urban form comprising narrow, low-scale buildings with limited setbacks, a tight street and block pattern, and narrow streets.

