

GREATER BROADWAY PARTNERSHIP

Strategic Planning Meeting Notes

February 23, 2015

Location: Valley Vision, 2320 Broadway, Sacramento, CA 95818

Board Attendees: Kevin Grimes, Scott Maxwell, Dan Kaufman, Royce Ann Burks, Trish Kelly, Celia Yniguez, Tanya Anderson, Tina Reynolds, Bill Harrell Executive Director: Teresa Rocha

Absent: Erika Bjork (who sent an email with her input), David Gull, Jeff Setzer, Steve Hansen, Gary Sacconi

Background

In February 2014, board member Trish Kelly created an electronic survey to elicit information from board members that would inform our program priorities for the balance of this fiscal year (ending June 2015) and through 2016. At our February 11th board meeting, it was clear that there was enough interest and enthusiasm to continue the discussion. The meeting today (February 23) was convened for that purpose. Following are the notes from that discussion.

What are we trying to achieve at today's meeting?

We are engaged in a strategic planning process to get ready to take advantage of new opportunities, attract investment and revitalize the Corridor.

What is the district currently? What are we known for?

- Multi-cultural
- Good food, ethnic restaurants - restaurant row - destination (as well as fast food on east end)
- Film - Tower District, iconic, historic, independent
- Music/bars - history as a music/jazz/entertainment area
- Farmers Market close by, authentic; Asian food market
- Offices large and small (government and others)
- Retail (Target, small businesses)
- Public (Cemetery, housing projects, fire station, park, etc.)
- TV Station
- Schools
- Industrial area (transitioning), produce distributors a part of the food history
- Republic FC
- Car oriented businesses (car lots, Auto Zone, gas stations, etc)
- Food history is also authentic

Some of Our Current Markets/Customers:

- State workers/east end
- Business to business

- Residents
- Out of neighborhood/weekend
- Retail/restaurants/banks
- Tower Theatre
- Target

We want to be a Corridor that is a Place with:

- Food center/bar/entertainment/music
- Film/art/culture
- Gathering places
- Sports-related
- Hotel? Housing?
- More retail choices
- Has a distinct entrance/welcome to the District (like R St. Corridor)

Goals: Foster diverse, multi-cultural district serving diverse customers, with food/arts/entertainment focus and unique, home-grown businesses

Strategies:

1) Develop an investment strategy to revitalize the Corridor and create more activity on the Corridor:

- Identify properties we can focus on/help (mixed use, property conversion/adaptive reuse - e.g., residential; good design). We need a catalyst project in each part of the District.
- Develop strategy to get engagement (property owners, property managers, investors, City, Tower, etc., including absentee landlords)

2) Develop a branding strategy - aspects: how are we different than other areas? Geographic aspects - We are one long street; we are an historic food district which is authentic; the Tower is our center/iconic - it is the "Entrance" to our District

3) Start working on the Bridge strategy

Discussion Notes:

What needs to happen:

- We need to take the core around the Tower and see what we can do - 16th and Land Park. There are other "nodes of activity (around 21st) that need to be encouraged.
- Focus on good design.
- Fill in vacancies, promote activities.
- Address parking, create easy access. There are lots in the District but the onus is on the individual property owners now. Need private investment to build parking structures.

Action item: The City needs to take a District approach to parking on the Corridor and planned parking needs to be part of the Complete Streets Strategy.

- Focus on beautification of streets.
- Be pedestrian friendly!
- Get people to stay longer.
- Attract investment for private office development (as opposed to government).
- Survey the businesses to find out who shops here - do they need parking?
- Get publicity from the Complete Streets project - but be prepared to know what we want to ask for.
- There is a possibility a nice restaurant coming onto the Corridor that could be a real changer.
- Think about activities to connect with the Farmer's Market, the Asian food stores just north of the Freeway (which again reflect the history of the area), to draw and keep more visitors and market the history.

There was a lot of discussion about various properties, development opportunities, and the condition of certain properties. The condition of some existing properties and lack of investment is negatively affecting investment opportunities on the Corridor, including reuse of some of the spaces and properties. We should leverage/use our influence to help developers achieve improvement. We should engage with property owners, including absentee landlords, to address condition of existing properties. We have tried a lot of things over the years. We are trying to create something good here - do you want to be part of this or no? Maybe it is time to use code enforcement with the properties in disrepair.

On the east end we can foster more residential development including conversion of existing vacant office - mixed use, adaptive reuse.

FYI:

- The City has approached us to talk about using Containers for facilities (like the beer pubs in mid-town) Does this fit our vision for Broadway?
- A lot of use of office space will be user-driven (by type) and thus, hard to market otherwise.

The following are the ideas provided by Erika.

- We need to create a budget and 2 year plan specific to the use of funds for the increased fees. Based on feedback from the survey, these funds would go towards Marketing/Event/Economic Development.
- Identify locations and opportunities to improve "curb appeal" which may include but not limited to landscape, bike racks, signage, art and outside dining. We may want to start in specific "clusters" or blocks that can establish success and then gradually move down the entire district.

- Rather than create a list of events, themes or campaigns for marketing, I would rather start with the overachieving goal we want to achieve. Is this branding of the district? Changing perceptions? Increased visits to patrons? Establishing the goal will then lead to the tactics for implementation (as well as priorities for budget).
- I believe a HUGE aspect to our efforts in 2015 and 2016 should be engagement with businesses and property owners. This includes neighborhood walks, quarterly “town halls” on select issues, mixers and/or ecommunications. Something that can start these efforts is taking the current survey and transforming it into something that can be sent to them. We also need a more qualified contact list (which could literally take us walking door to door for the properties missing contact info). Our license to operate is critical to the input from these stakeholders.
- We started the conversation last week on 1) Identifying key vacant properties 2) Using our networks and website to recruit the “right” types of businesses 3) Engaging brokers to spread the word of the value for Broadway sites compared to downtown. Let’s take it into action.
- Identify and engage regional “partners” that can improve the Broadway “experience” without necessarily costing us money to do so. Examples include Farmers Market/Bright Underbelly, Zipcar, SABA, media partners, artists, Valley Vision, ect. This also includes enhancing our relationship with other BIDs, neighborhood associations, transit, city and county officials.
- We need to create a better relationship between the board and Sacramento City Police. This could be an opportunity to also leverage Steve Hansen’s position on the board. Many of our clean/safe concerns go beyond our security patrol and we must have a greater presence of police patrols. This should not solely rest on Teresa’s shoulders but something the board takes ownership of as well.
- Training and development! Our board needs training and we need to create a development plan and list of goals to be achieved for our executive director. If we are asking for additional responsibilities, or change of job description for our staff, as a board we are also responsible for providing the tools in order for staff to be successful.
- Review and update bylaws. We had 2 situations in the last few months that have identified changes needed in the bylaws including the process to approve finance items and providing a board seating for an elected official/city representative.
- Create a strategy, as well as identify options for implementation, to use our communication platforms including social media.

Prepared by Trish Kelly