

2014-15 Strategic Goals and Objectives

Approved at 10-16-14 board of directors meeting



Each year, the Board of Directors for the Hollywood Property Owners Alliance scans the District and identifies issues of concern to the assessed parcel owners, in accordance with the principles and programs laid out in the Management Plan adopted in 2008. Through this exercise, the Board articulates the priorities upon which the attention of its committees and staff will be focused. Though not all strategies can be tackled, and new issues may arise during the year which will require attention, this document serves as a blueprint to prioritize the BID's work-plan. Further, the plan identifies the role that the BID will play in attempting to impact these issues:

LEAD – Take the primary responsibility for an issue

PARTNER – Contribute to an effort to impact an issue

ADVOCATE -- Serve as a catalyst for action to be taken on an issue

MONITOR – Report on an issue

IGNORE – Have no involvement

I. SAFE HOLLYWOOD NIGHTS

Statement of the Problem: Hollywood at night continues to prove intimidating due to a combination of forces that are controllable. Some property owners continue to seek nightclub tenants, unaware that other uses may be as profitable and would contribute positively to the community’s betterment. Certain nightclubs relinquish control to promoters who attract a customer base that creates problems in and outside of clubs. Public intoxication is evident on the streets, especially after clubs close, and driving is more dangerous at this time. Women are especially vulnerable given predators who look to take advantage of inebriated club-goers.

Goal: It is the goal of the board of directors to attract a greater diversity of night-time businesses that appeal to a more mainstream customer base. The intent is to restore a safe and fun environment to the Entertainment District by educating property and business owners as to steps they can take to attract businesses that will positively activate the neighborhood.

Objectives and Strategies:

I.A. Objective: Build relationships between the board and fellow property owners in order to raise awareness about the vision for a activated night-time experience that attracts a diverse customer base and educate stakeholders about the potential benefits of attracting new uses to the Entertainment District.

I.A.1. Organize face-to-face meetings between board members and neighboring property owners to describe how community trends/demographics are changing and engage property owners in considering how they can contribute to these positive trends. (LEAD)	new
I.A.2. Board members, in conjunction with staff, reach out to desirable businesses to attract fresh interest in Hollywood as a venue for investment or relocation. (LEAD)	new

I. B. Objective: Identify specific policy or program options available to HPOA to pursue that will result in a diminution of behaviors resulting from a concentration of nightclubs in the Entertainment District

I.B.1. Explore phased closing time to reduce impact of 2 a.m. departures (MONITOR)	Continue to monitor. Not active issue now.
I.B.2. Seek aggressive regulation of nightclub promoters. (PARTNER WITH LAPD AND CD13)	CD-13 takes the lead
I.B.3. Identify cost-effective ways to expand the video surveillance system, including building out a MESH network, identifying lower cost cameras and/or creating a mechanism by which individual property owners can purchase cameras for their building that can be donated to the existing LAPD system. (LEAD)	new

I. B. Objective: Maintain full deployment of LAPD in night-time patrol and vice enforcement

I.B.1. Support active deployment of LAPD VICE deployment and ongoing enforcement to ensure compliance on all fronts by night-time businesses.	new
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II. PUBLIC SPACE MANAGEMENT & LONG-TERM PLANNING INITIATIVES

Statement of the Problem: It has been said that there is no greater amount of pedestrian traffic that exists, outside of Manhattan, than in Hollywood. Over the past decade especially, the HED has seen an influx of pedestrian traffic and an increased number of residents, especially with pets, which has placed great strain on public space (particularly sidewalks, trash cans, trees and the historic Walk of Fame) and led us to explore ways to enhance the public realm and improve the area’s walkability – by planting trees, repairing sidewalks, consolidating trash cans and dumpsters, reclaiming some existing medians for green space and keeping the area clean.

At the same time, there are areas of the district that have received less attention and have yet to be revitalized – such as the eastern gateway to the BID and historic lower-scale mid-BID.

Goal: It is the goal of the board of directors to pursue standards of excellence in the maintenance and management of Hollywood’s public realm through an ongoing commitment to District-funded maintenance programs and creative strategies to repair, maintain, and improve existing infrastructure. The board also aims to educate property owners on key longer-term planning initiatives, namely the Hollywood Community Plan, Hollywood Bike Plan and Parking Overlay District so as to improve mobility, parking and access throughout Hollywood.

Objectives and Strategies:

II.A. Objective: Identify permanent location for Clean Street headquarters that is habitable and professional.

II.A.1. Secure lease with LADOT for ground-floor retail space in the Cherokee parking complex for use by Clean Street staff. (LEAD)	New and in process.
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II.B. Objective: Promote targeted, consistent and sustainable code enforcement.

II.B.1. Seek equitable and consistent code enforcement along alleys and sidewalks in the District. (MONITOR)	Modified. Ongoing and in partnership with the CD-13 Community Impact Team
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II.C. Objective: Implement the Hollywood Crossroads Streetscape Plan and Hollywood/Western Streetscape Plan

II.C.1. Develop a system to allow private owners to pay for the removal and replanting of Ficus trees along the Walk of Fame between Vine and Cherokee, in conjunction with the Walk of Fame Trust. (PARTNER)	Modified
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II.C.2. Assist CD-13 in accessing the grant funds formerly held by CRA to complete the Crossroads Project and other landscape projects. (PARTNER)	Modified
II.C.3. Explore short-term and long-term streetscape plans for the Hollywood Gateway – including extending the Walk of Fame to the 101 Freeway. (LEAD)	New

II.D. Objective: Beautify and enhance the landscape medians in the BID and install drought-tolerant plants to reduce maintenance costs.

II.D.1. Implement La Brea median drought-tolerant landscape plan. (LEAD)	New
II.D.2. Retrieve as-builts and begin landscape plan for Argyle median with the BID’s landscape architect and possibly partner with a landscape design class. (LEAD)	New

II.E. Objective: Research innovative strategies for reducing the volume of trash in the BID – both public and private sources.

II.E.1. Evaluate the feasibility of purchasing used Big Belly solar compactors for pedestrian trash. (LEAD)	New
II.E.2. Remain open to opportunities to help property owners collaborate around mutual trash removal solutions. (PARTNER)	New

II.F. Objective: Streamline landscape and tree planting contracts.

II.F.1. Establish a retainer agreement with the landscape services provider to water trees and maintain landscape medians. (LEAD)	New
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II.G. Objective: Organize and educate property owners on key planning initiatives, namely the Hollywood Community Plan, Hollywood Bike Plan and Parking District Initiative.

II.G.1. Organize BID transportation summit in conjunction with CD-13 (PARTNER)	New
II.G.2. Organize community participation in Hollywood Community Plan hearings. (ADVOCATE)	New
II.G.3. Promote stakeholder involvement in Hollywood Bike Plan workshops (ADVOCATE)	New

II.H. Objective: Remain open to opportunities to either join in efforts or take the lead to form a non-profit entity to guide infrastructure development, maintenance or economic development. (MONITOR)

III. SAFE HOLLYWOOD SIDEWALKS

Statement of the problem: Pedestrians in Hollywood, particularly in the west-end of the BID, may find themselves walking a gauntlet from time to time as they navigate past CD-hawkers, tour bus promoters, street characters posing for tips, skateboarders, and non-permitted food, map and merchandise vendors. In addition to these illegal activities, the busy sidewalks are further impacted by kiosks, umbrellas, selling “stations” and other items of “furniture” placed on the public-right-of-way. The Board would like to see a series of measurable objectives to work with city officials and the LAPD to restore order to our sidewalks once and for all.

Goal: It is the goal for the Board of Directors to restore civility to the public sidewalks in the Hollywood Entertainment District through the enforcement of laws which govern sidewalk behavior, pedestrian access, vending and tour solicitations.

Objectives and Strategies:

III. A. Objective: Seek enforcement of behaviors to protect the public and improve the visitor experience along Hollywood Boulevard.

III. A. 1. Work with Community Impact Team to move tour bus parking off the Boulevard and encourage staging of busses; and renting of storefronts to sell tours. (PARTNER)	PARTIALLY COMPLETED CONTINUE EFFORTS
III. A.2. Work with Community Impact Team to adjust to “loopholes” that have been created (e.g., new scaled-back ordinance) with respect to aggressive tour solicitation. (PARTNER)	NEW
III. A. 3. Seek regular law enforcement efforts and city prosecution of illegal behaviors on city sidewalks (ADVOCATE)	ONGOING/CONTINUE
III.A. 4. Seek media publicity to document the problem and highlight efforts to address.	NEW
III. A. 5. Blocking the Sidewalk – explore how vendors and crowds are blocking the sidewalk, creating an unsafe experience, and determine if this ordinance is lacking enforcement (PARTNER)	NEW

III. B. Continue to work in collaboration with organizations and agencies involved in ending chronic homelessness to reduce visible homelessness in Hollywood.

III. B. 1. Monitor situation involving federal court injunction against removing personal property from sidewalks. (MONITOR)	ONGOING/CONTINUE
III. B. 2. Continue to convene Hollywood 4WRD meetings to continue collaboration between service providers, BID security and LAPD. Work more closely with PATH, The Center and MFP (LEAD)	ONGOING/CONTINUE CONTINUE
III. B.3 Coordinate efforts to identify “top 14” most chronically homeless/mentally ill individuals in Hollywood and move them into housing. (LEAD)	CONTINUE

IV. STAKEHOLDER ENGAGEMENT & COMMUNICATIONS

Statement of the Problem: Hollywood is entering a new chapter of revitalization and development. However, a void left by the CRA has created a lack of help and resources for those interested in learning more about the community and what benefits there are to investing within the area. Further, some property stakeholders are unaware of the forces of positive change that are bringing new customers and residents to the area and they default to “business as usual” when it comes to leasing space or making decisions about their properties.

Goal: It is the goal of the board of directors to pursue policies and programs that will allow the Hollywood Property Owners Alliance staff to become a valuable resource to owners, potential tenants, and investors alike. By providing information on development, community activities, and policies affecting both the economic and physical landscape of Hollywood, the Board hopes to continue to fully transform the Hollywood Entertainment District into a world class neighborhood, shopping, and pedestrian destination.

IV. A. Objective: Become a trusted resource and hub of information for current owners, stakeholders, as well as potential tenants and investors

IV. A. 1. Gather data which equips and supports brokers and property owners in marketing the District and attracting improved retail options, as well as helping to foster continued investment in the area	IN PROCESS
IV. A. 2. Work with the City Council and Mayor’s Offices to better understand new policies that will affect both existing and potential businesses in the community. (Business Tax Vacation, Enterprise Zone, Promise Zone, Grants?). As is possible, help those interested parties who want to come to Hollywood navigate some of the “gauntlet” that will await them at the City.	New

IV. B. Pursue policies and programs which continue to promote the district and tell Hollywood’s developing story

IV. B. 1. Market District amenities through all available means. (PARTNER)	IN PROCESS
IV. B. 2. Foster communication between existing owners and potential tenants, investors, etcetera. Work with stakeholders to continue to develop confident economic activity and edifying community events which continue to promote Hollywood as the “place that everyone wants to be.” (LEAD)	New
IV. B. 3. Seek placement of positive stories focusing upon unique Hollywood brand niches, and celebrating brite spots in District to promote investment and confidence (LEAD)	IN PROCESS
IV. C. 4. Promote positive stories depicting the remarkable success and continued efforts Hollywood as a community is making to help those who are less fortunate in our community obtain the assistance needed to move off the streets and into a home.	New