



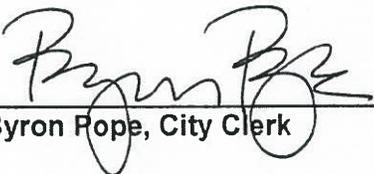
Beverly Hills City Council Liaison / Strategic Planning Committee will conduct a Meeting, at the following time and place, and will address the agenda listed below:

**CITY HALL**  
455 North Rexford Drive  
2<sup>nd</sup> Floor, Council Chamber  
Beverly Hills, CA 90210

**Thursday, July 5, 2018**  
**5:00 PM**

**AGENDA**

- 1) Public Comment
  - a. Members of the public will be given the opportunity to directly address the Committee on any item not listed on the agenda.
- 2) Planning Overview of the Business Triangle
- 3) Final Vision and Mission Statement
- 4) Continuation of Discussion on Committee's Work Plan
- 5) Final Committee Meeting Calendar, July-December 2018
- 6) Adjournment

  
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Byron Pope, City Clerk

**Posted: July 2, 2018**

***A LIAISON AGENDA PACKET WILL BE AVAILABLE FOR REVIEW IN THE LIBRARY AND CITY CLERK'S OFFICE 48 HOURS IN ADVANCE OF THE MEETING***



In accordance with the Americans with Disabilities Act, the Council Chamber is wheelchair accessible and is equipped with audio equipment for the hearing impaired. If you need special assistance to attend this meeting, please call the City Clerk's Office at (310) 285-2400 or TTY (310) 285-6881. Please notify the City Clerk's Office at least forty-eight (48) hours prior to the meeting if you require captioning service so that reasonable arrangements can be made.

# **Item 2**



**CITY OF BEVERLY HILLS**  
**POLICY AND MANAGEMENT**

**MEMORANDUM**

**TO:** City Council Strategic Planning Committee  
**FROM:** Cindy Owens, Senior Management Analyst  
**DATE:** July 5, 2018  
**SUBJECT:** Planning Overview of the Business Triangle  
**ATTACHMENT:** None

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At the June 21, 2018 Beverly Hills City Council Liaison / Strategic Planning Committee ("Committee") meeting, the Committee requested planning and land use information on the business triangle.

Ryan Gohlich, Assistant Director of Community Development / City Planner, will provide a planning overview of the business triangle to the Strategic Planning Committee. Any documentation provided at the meeting to the Committee members will be posted on line at <http://www.beverlyhills.org/citygovernment/committees/strategicplanningcommittee/>.

# **Item 3**



**CITY OF BEVERLY HILLS**  
**POLICY AND MANAGEMENT**

**MEMORANDUM**

**TO:** City Council Strategic Planning Committee  
**FROM:** Cynthia Owens  
**DATE:** July 5, 2018  
**SUBJECT:** Final Mission and Vision Statement  
**ATTACHMENT:** Mark Up of June 21, 2018 Mission and Vision Statement

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The Challenges/Opportunities, Vision Statement, and Mission Statement have been modified since the June 21, 2018 Strategic Planning Committee meeting to correct any structural or grammatical issues. A mark up version has been attached for the Committee's Reference.

As of the printing of this Agenda on July 2<sup>nd</sup>, a majority of votes (at least eight voting members) had not been received to identify which alternative will frame the Committee's vision and mission statements. Should a majority vote be received prior to the July 5<sup>th</sup> meeting, then an announcement will be made at the meeting as to which alternatives will become the working statements for the Committee's work product and efforts.

**Challenges/Opportunities**

Beverly Hills is now, and has been for decades, the ultimate luxury destination in the world. This international reputation, which is based on our fine restaurants, hotels and stores, has generated City revenues that support the residential quality of life. The City's number one position as a luxury destination and desired place to live can be enhanced by encouraging unique development projects that attract people to our various commercial areas .

The City needs the addition of new commercial "experiences" that are in step with the changing demographics and needs of our time, yet respectful of our past. All stakeholders, including developers, residents and merchants, must come to a consensus-driven understanding of what new development can look like in the different commercial areas of the City. Our goal is to create that common understanding.

**Vision**

**Alternative 1**

To preserve and enhance Beverly Hills as the foremost international City for vibrancy, quality of life, public safety, elevated luxury shopping, dining, hotels, local trade, experiential atmosphere, and innovation.

**Alternative 2**

Preserve and enhance the beauty and attractiveness of Beverly Hills in order to build upon and increase its value as:

- An international shopping destination;
- A destination for dining, entertainment and cultural experiences;

- A leader in innovation, professional support and development;
- A livable, walkable and bike-able city; and
- A model as a safe and healthy destination.

### **Mission**

*Alternative A* To create a strategic plan with consensus amongst stakeholders about the future and evolution of Beverly Hills' commercial areas. This strategic plan must help achieve a vision that is consistent with our heritage; keeps our City on the leading edge of the entertainment industry; creates a vibrancy for all generations; supports various professions; creates a more livable, walkable, and bike-able City; maintains the City's status as a leader in innovation; and is increasingly relevant in a changing retail and entertainment environment.

*Alternative B* To create a consensus-driven, citywide plan to enhance the attractiveness and experience within the different commercial regions to ensure Beverly Hills maintains its reputation as the ultimate luxury destination in the world as well as the City with the finest residential quality of life.

# **Attachment 1**



CITY OF BEVERLY HILLS  
POLICY AND MANAGEMENT

MEMORANDUM

TO: City Council Strategic Planning Committee  
FROM: Cynthia Owens  
DATE: ~~June 21~~ July 5, 2018  
SUBJECT: Review Mission and Vision Statement  
ATTACHMENT: None

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**Challenges/Opportunities** *(revised June 6 based on Committee input)*

Beverly Hills is now, and has been for decades, the ultimate luxury destination in the world. This international reputation, ~~this experience~~, which is based on our fine restaurants, hotels and stores, has ~~created~~ generated City revenues that support the residential quality of life. The City's number one position as a luxury destination and desired place to live can be enhanced by ~~developing strategic ways to capitalize on what is being built in areas around our City and integrating it in such a way to encourage~~ unique development projects that attract people to our various ~~venues~~ commercial areas.

The City needs the addition of new commercial "experiences" ~~to support that are in step with~~ the changing demographics and ~~the~~ needs of our time. ~~These experiences need to be consistent with and, yet~~ respectful of our past. All ~~the~~ stakeholders, including developers, residents, and merchants, ~~need must come to have~~ a consensus-driven understanding of what new development can look like in the different commercial areas of the City. Our goal is to create that common understanding.

**Vision**

*Alternative 1 (revised based on Committee input on June 6)*

To preserve and enhance Beverly Hills as the foremost international City for vibrancy, quality of life, public safety, elevated luxury shopping, dining, hoteling ~~hotels~~, local trade, ~~mixed use development~~, experiential atmosphere, and innovation.

*Alternative 2*

Preserve and enhance the beauty and attractiveness of Beverly Hills in order to build upon and increase its value as:

- An international shopping destination;
- A destination for dining, entertainment and cultural experiences;
- A leader in innovation ~~and~~, professional support and development;
- A livable, walkable and bike-able city; and
- A model as a safe and healthy destination ~~for all who enter our city~~.

**Mission**

Alternative 1 (revised based on Committee input on June 6) - A To create a strategic plan with consensus amongst stakeholders about the future and evolution of ~~the~~ Beverly Hills' commercial areas ~~such that they~~. This strategic plan must help achieve ~~our~~ vision; remain that is consistent with our heritage; ~~retain our entertainment heritage and keep~~ keeps our City on the leading edge of the entertainment industry; ~~create~~ creates a vibrancy for all generations; ~~supports~~ supports various professions ~~and development~~; ~~create~~; creates a more livable, walkable, and bike-able City; ~~maintain~~ maintains the City's status as a leader in innovation; and ~~become~~ is increasingly relevant in a changing retail and entertainment environment.

Alternative 2-B To create a consensus-driven ~~city wide~~, citywide plan to enhance the attractiveness and experience within the different commercial regions ~~in Beverly Hills~~ to ensure Beverly Hills maintains its reputation as the ultimate luxury destination in the world as well as the ~~city~~ City with the finest residential quality of life.

# **Item 4**



**CITY OF BEVERLY HILLS  
POLICY AND MANAGEMENT**

**MEMORANDUM**

**TO:** Strategic Planning Committee  
**FROM:** Karen Orlansky, Facilitator  
**DATE:** July 3, 2018  
**SUBJECT:** Developing the Committee's Work Plan (continued)

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On June 21, 2018, the Committee began discussing the parameters of the Work Plan, which will be the Committee's "road map" for accomplishing its assignment from the City Council. Once adopted, the Work Plan will help ensure steady and tangible progress in the months ahead. This memo is for the Committee's continued discussion of the Work Plan on July 5, 2018:

Section A summarizes the outcomes of the June 21<sup>st</sup> Work Plan discussion, including the:

- Committee's initial decisions about the Work Plan; and
- Results of the Committee's brainstorming session.

Section B recommends next steps to further develop the Committee's Work Plan.

**Section A: Outcomes of the Committee's First Work Plan Discussion (6/21/2018)**

**1. Committee Decisions on its Work Plan**

Listed below are the initial decisions that the Committee made (by consensus) about how to approach and organize its work:

- The Committee will conduct all business sitting as the Committee-as-a-whole and will not, at least for the foreseeable future, divide into subcommittees.
- The Committee' work will be informed by and coordinated with the efforts of other stakeholder groups working on related issues.
- The Committee will focus primarily on one commercial area at a time (the "vertical" approach).
- The Committee selected the Triangle as the first commercial area to work on, and will use the Triangle as both a laboratory and blueprint for approaching the other commercial areas.
- While working on the Triangle, the Committee will flag issues or initiatives that apply to additional (or all) of the other commercial areas (the "horizontal" approach).
- Ideas that are identified, studied, and formulated into recommendations will be categorized according to their estimated time frame for implementation, i.e., short, medium, or long term.

## **Results of Committee's Brainstorming Session on the Triangle**

On June 21<sup>st</sup>, Committee Members conducted a brainstorming session about the Committee's information needs and initial suggestions for issues worth exploring. Below is a summary of the ideas shared by Committee Members.

### **a. Ideas for Information Needed**

The major themes of this brainstorm on information needed by the Committee were:

- Information on the status quo of the Triangle;
- Baseline data that will enable the City to measure results of the recommendations that are implemented; and
- Stakeholder input, market research, and comparative data to equip the Committee to generate and assess potential recommendations for changes/improvements; and

### **Information on the Status Quo of the Triangle**

Committee Members identified the need for all group members to work from a common base of knowledge about the Triangle as it is today. Below is a list of the information items suggested by Committee Members.

#### Data on what's currently located in the Triangle

- An inventory of buildings in the Triangle;
- An inventory of the businesses in the Triangle, including the ratio of unique businesses to chain stores;
- Information on vacancy and turnover rates in the Triangle; and
- A map that shows size/shape of buildings, other structures, sidewalks, green space, etc.

*Note: At an earlier meeting, the Committee had agreed that a walking tour of the area should be arranged.*

#### Planning and land use information

- Outline of the General Plan in the Triangle, including data on the "head room under current zoning;" and
- Background information on planning ideas for the Triangle that were vetted previously but never adopted.

#### Other information on the Triangle today

- List of recurring special events that occur in the Triangle; and
- List of activities in the Triangle that could be considered "experiential."

### **Data for Measuring Results**

Committee Members expressed interest in collecting data that will enable the City to measure the results of recommendations that are approved and implemented. Suggestions of baseline data and variables to track over time ("before" and "after") in the Triangle included:

- Number of visitors;
- Data on foot traffic; a heat map of pedestrian activity;
- Measures of vehicles in parking structures; information on parking patterns;
- Sales receipts; and
- Spending patterns (with data collected by cohorts such as age groups).

The point was also made that there is a place for defining results and success in ways other than the number of visitors and measure of sales. For example, attending a cultural event could result in an increased “happiness” or “energizing” factor about living in or visiting Beverly Hills.

### **Information to Help Equip the Committee to Generate and Assess Recommendations**

#### Stakeholder input

- Find out what the different stakeholders (e.g., property owners; business owners; residents; hotel concierges; other local visitors; tourists) perceive as the strengths and challenges of the Triangle as it is today
- Engage with stakeholder organizations (e.g., the Conference and Visitors Bureau, Chamber of Commerce, Rodeo Drive Committee) to seek their input and to ensure coordination with any efforts they are undertaking, e.g., the Destination Master Plan.

*Note: The Committee mentioned focus groups and surveys as possible methods for obtaining stakeholder input.*

#### Market/Comparative research

- What attracts people (locals and tourists) to the Triangle, and what motivates them to stay longer once they arrive;
- What motivates people to go to alternative locations, e.g., Century City, The Grove; and
- What are the incentives being used successfully by benchmark cities to energize their commercial areas.

#### Advice from subject matter experts

- Seek advice about the factors that encourage nightlife, meaning establishments that appeal to customers from the late evening to early hours of the morning, e.g., pubs, lounges, and music.
- Seek advice on what is needed to keep small businesses in the Triangle in the face of rent increases

#### **b. Committee Members’ Ideas on Issues and Specific Ideas to Explore**

The predominant theme of this brainstorm were potential strategies to maintain the success of businesses in the Triangle by increasing the number of people who come to engage in enjoyable activities that motivate them to stay longer and make return visits. Below is a summary of the Committee’s ideas for issues to explore; they are organized by topics, listed in alphabetical order.

#### **Topic: Advertising/Branding**

Issues to explore:

- How Beverly Hills (in general) and the Triangle (in specific) should brand itself;
- How Beverly Hills (in general) and the Triangle (in specific) should differentiate itself from other nearby locations perceived as competition;
- How special events (one-time and recurring) can contribute to the Triangle’s identity;
- Opportunities to make visiting the Triangle more “experiential;”
- How CVB’s project to develop a Destination Master Plan to attract more tourists and other visitors to Beverly Hills can best be coordinated with the Committee’s work.

**Topic: Arts and Culture**

Issues to explore:

- Opportunities for locating more arts and culture enterprises in the Triangle, e.g., movie theaters, art museums;
- Opportunities related to historic preservation in some of the Triangle buildings; and
- Opportunities for scheduling more cultural events in the Triangle, e.g., concerts.

**Topic: Dining (meals and refreshments)**

Issues to explore:

- Ways to identify, attract, and facilitate destination restaurants;
- Ways to identify, attract, and facilitate nightlife/lounges;
- Ways to develop more variety of dining options by length of dining experiences; and
- Ways to expand the “busy times” of the day/week, e.g., expand hours of operation such as with BOLD.

**Topic: Hotels**

Issues to explore

- Ways to attract more conferences to book at the hotels, e.g., Milken Institute;
- Ways to attract more special events to book at the hotels, e.g., Golden Globes; and
- The potential for locating more hotels in the Triangle.

**Topic: Pedestrian Traffic**

Issues to explore:

- Ways to get people to linger after coming to Triangle;
- Ways to better direct pedestrian traffic;
- Ways to improve safety of pedestrian walkways; and
- The feasibility of designating street(s) as promenades where vehicles are prohibited.

**Topic: Retail/Shopping**

Issues to explore

- How to best deal with the challenges posed by e-commerce;
- Ways to model the future of luxury retail that’s not limited to luxury chain stores;
- How to attract and retain unique boutiques in the Triangle (“the village look”);
- Feasibility of locating boutique-type stores on the 2<sup>nd</sup> & 3<sup>rd</sup> floors of buildings; and
- Expand hours of operation; specifically stay open later, e.g. BOLD.

**Topic: Transportation and Parking**

Issues to explore:

- Whether the current location of parking structures is the best use of that land;
- Cost/benefit of parking fees;
- Ways to improve the flow of vehicles;
- Ways to encourage/accommodate alternative forms of transportation;
- Feasibility of naming alleys; the example given was Charleston’s practice of naming their alleys “lanes;” and
- Identify places for rideshare pick-up and drop-off; and related to this, study whether the increased use of rideshare services reduces the City’s parking needs.

### **Other ideas**

In addition to the ideas listed above by topic, Committee Members shared the following other suggestions:

- Explore alternative uses of rooftop space to activate the Triangle;
- Encourage the City to schedule annually recurring special events in the Triangle;
- Explore interest in locating a convention center in the City; and
- Develop strategies to invigorate the short blocks, e.g., the half-blocks north of South Santa Monica Boulevard.

### **Section B: Recommended Next Steps**

This section offers three recommended next steps for the Committee to take on July 5<sup>th</sup> to further develop its Work Plan.

#### **Recommendation #1:**

**Determine the sequence of commercial areas that the Committee will work on.**

The City Council tasked the Committee with, at minimum, discussing the future state of:

- The business triangle;
- The Wilshire Boulevard corridor;
- The area around both the La Cienega/Wilshire Metro Subway Station and the Reeves/Wilshire Metro Subway Station; and
- The Southeast and Southwest commercial areas.

On June 21<sup>st</sup>, as reviewed above, the Committee selected the Triangle as the first commercial area to work on. For the dual purposes of developing the Committee's Work Plan for the months ahead and providing staff with sufficient time to compile the materials needed in a timely manner, the Committee should decide the sequence in which it will take up each of the commercial areas, or at minimum, the one it will focus on after the Triangle.

#### **Recommendation #2:**

**Discuss the Committee's deliverables and target dates for production.**

Deciding what deliverables a group wants to develop and a tentative schedule for production helps to keep everyone's attention moving in the same direction. Below are some suggested deliverables for the Committee to discuss.

- Interim progress reports to the City Council. The City's general practice is for groups like the Strategic Planning Committee to provide progress reports (drafted by staff/facilitator) to the City Council on a quarterly basis. Staff suggests the Committee submit its first quarterly report to the City Council at the end of the fiscal quarter that ends on September 30, 2018.
- Drafts of potential recommendations for external feedback before final Committee decisions are made. Some advisory groups choose to share draft recommendations with individuals or groups outside the group in order to obtain feedback on different ideas before making final decisions on their recommendations. If the Committee wants to build this step into their Work Plan, issues to consider include:
  - When in the Committee's process should this occur? and
  - Who are the appropriate individuals or groups to seek feedback from?

- Report(s) of the Committee's recommendations to the City Council. On June 21<sup>st</sup>, the Committee decided to structure its Work Plan to focus primarily on one commercial area at a time, while also acknowledging there will be cross-cutting issues that are relevant to multiple commercial areas in the City. On July 5<sup>th</sup>, the Committee should discuss what this decision implies in terms of the number, timing, and general content of the Committee's report(s) of recommendations to the Council.

*Note: Once the Committee has reached decisions about its intended deliverables and target dates of production, staff will prepare a calendar that outlines these decisions.*

**Recommendation #3:**

**Affirm and/or edit the results of the June 21<sup>st</sup> brainstorming session.**

Section A of this memo (starting on page 2) summarizes the ideas shared at the Committee's brainstorming session on June 21<sup>st</sup>. The Committee should review these results and address (as a group) the following questions:

- Are there any suggested additions or modifications to the summary write-up?
- Is there a particular sequencing of information needs that the Committee wants to see reflected in the Work Plan? How about the sequencing of topic areas or issues to explore?
- At what point in the process does the Committee want to develop criteria for evaluating potential recommendations?
- Is there any additional guidance to staff for developing a draft of the Committee's Work Plan for the Committee's review and action at its next meeting?

# **Item 5**



**CITY OF BEVERLY HILLS**  
**POLICY AND MANAGEMENT**

**MEMORANDUM**

**TO:** Strategic Planning Committee  
**FROM:** Cynthia Owens  
**DATE:** July 5, 2018  
**SUBJECT:** Strategic Planning Committee Meeting Dates July - December 2018

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The Beverly Hills City Council Liaison / Strategic Planning Committee Meeting ("Committee") reviewed the meeting dates for July - December 2018 on June 21, 2018. The Committee agreed to the list of dates below with exception of the November 1, 2018 meeting being canceled after the June 21<sup>st</sup> meeting due to the New York Sales Mission Trip occurring the week of October 29, 2018.

Staff is requesting the Committee consider moving the start time for Thursday, August 2, 2018 to 4 p.m. due to the Summer Businesses Open Later Days ("BOLD") Program launch night occurring on that same date.

<u>The Date</u>	<u>Notes</u>
July 19, 2018	
August 2, 2018	Launch Night for Sumer BOLD
August 16, 2018	
September 6, 2018	
September 20, 2018	
October 4, 2018	
October 19, 2018	
November 15, 2018	
December 6, 2018	
December 20, 2018	