

# OAA Vision and Organization Plan 2023

## Leadership Development

Staff: Christian Martin

Leadership is the ability to positively influence those over whom we have no authority. Successful place management begins with successful leadership that inspires trust, inclusivity and vision. The OAA Board and Executive Director will inspire a culture of leadership and vision that permeates the organization. In addition, they will assume a leadership role in creating a long-term strategic plan for the district while building an internal team focused on implementing and promoting the mission, values and objectives of that plan. The OAA Board and staff must build meaningful relationships with various stakeholders including, but not limited to, property owners, nonprofit partners, government officials, residents and business owners. OAA will be proactive, industrious and creative community leaders.

Subcategories:

- Board Leadership
- External Relationships
- Leadership Skills
- Strategic Planning

## Organizational Management

Staff: Christian Martin, Kevin Thomason, Rey Arellano

Place management harnesses and captures the value and growth potential that unique places have. It is the role of the OAA to uphold the strategic plan, implementing a sustainable revenue stream, working within the confines of the Brown Act, Sunshine laws, and other local and state legislation, establishing and maintaining taxing and levy structures, and managing a diverse and inclusive staff. OAA will focus on consensus building and negotiating to effectively manage relationships and solve complex place-based problems in 2023.

Subcategories:

- Board Management
- Org Structure
- Finance

- Governance
- Team Management
- Technology

## **Economic Development**

**Staff:** Christian Martin, Rosendo Betancourt, Gabe Cory

A primary objective for OAA is fostering a healthy, sustainable, diverse and prosperous economy for the corridor. The OAA will collaborate and work closely with various levels of local and regional economic development organizations, developers, real estate brokers, private firms, philanthropic foundations, destination management organizations, non-profits, and state and federal government agencies, while representing the specific and unique needs, challenges and trends of Ocean Avenue.

Additionally, the OAA will work to recruit and retain businesses, conduct market research, encourage a strong local workforce, maintain a diverse mix of commercial and residential development, and facilitate a built environment that is accessible for all users to live, work, play, visit and invest.

Subcategories:

- Business Recruitment and Retention
- Real Estate Development and Redevelopment
- Specialty Markets and Trends

## **Policy and Advocacy**

**Staff:** Christian Martin, Al Casciato, Kevin Thomason

The OAA will advocate for resources and policies in support of the successful management and development of equitable and inclusive places. Ensuring the success of a managed place requires identifying and implementing the appropriate policies representing the values, mission, and objectives of our management plan. While seeking to maximize a user's experience within a place, the OAA acts as a convener and facilitator for various stakeholders including, the private sector, local and regional government, community organizations, and everyone who interacts with the place. The OAA is tasked with the ability to win the trust and confidence of our diverse group of stakeholders, understanding the issues confronting the district from a multitude of perspectives, and managing complex partnerships to focus on the district's issues, projects and initiatives.

Subcategories:

- Equity and Inclusion
- Government Relations
- Research
- Stakeholder and Community Engagement

## **Public Space Management and Operations**

**Staff:** Christian Martin, Matt Allen, Al Casciato

Operations of a place requires the daily management of the physical space, whether publicly or privately owned, that encompasses cleaning, beautification, wayfinding, infrastructure maintenance, outreach, green space, and parking. CBDs address both the actual and perceived safety and security issues of a place by providing services, outreach and facilities. OAA will foster relationships with local and regional providers to share resources and information with the goal of cultivating safe and vibrant communities. Clean and safe teams have evolved within some districts to include engagement and intervention for those in need of housing and services within our community.

Subcategories:

- Clean, Safe, Hospitality Programs
- Maintenance and Beautification
- Social Services
- Placemaking

## **Public Safety Plan Development**

A community safety plan is a document that outlines the steps a community will take to ensure the safety of its residents. Here are the steps that could be included in a community safety plan:

1. Identify potential hazards: This could include natural disasters, crime, or any other potential threats to the community.
2. Establish a committee: A committee made up of community leaders and representatives from different groups within the community can help to develop and implement the safety plan.
3. Conduct a risk assessment: The committee should assess the potential risks to the community and prioritize them based on their likelihood and impact.
4. Develop strategies to address the identified risks: This could include creating emergency preparedness plans, implementing crime prevention programs, or developing evacuation plans.

5. **Communicate with the community:** It is important to keep the community informed about the safety plan and what they can do to stay safe. This could include distributing information through various channels such as social media, newsletters, or public meetings.
6. **Train community members:** Providing training to community members on how to respond to emergencies or potential hazards can help to improve safety in the community.
7. **Review and update the plan regularly:** It is important to review and update the safety plan regularly to ensure that it is still relevant and effective. This could include reassessing the risks to the community and adjusting the plan accordingly.

The planning process can take a varying amount of time depending on the complexity of the project and the resources available. Some smaller projects may be able to be completed in a matter of weeks, while larger, more complex projects can take several months or even years to complete.

There are several stages to the planning process, including identifying the need for the project, conducting research and gathering information, developing a plan or proposal, and seeking approvals and permits. Each of these stages can take varying amounts of time depending on the specifics of the project.

In general, the planning process can be streamlined by having a clear idea of the goals of the project, identifying and addressing potential challenges early on, and involving all necessary parties in the planning process.

## **Planning, Design and Infrastructure**

**Staff:** Christian Martin, Gabe Cory

The OAA will emphasize efforts to improve the built environment because of the significant impacts it has on the quality of life and the authentic experience of a place. Every place is different; therefore, place management strategies should respond to a myriad of place-based identifiers including, OAA's specific scale, culture, climate, community vision, goals, and mission, keeping at the forefront considerations of sustainability and resilience.

Through numerous approaches, such as land and real estate development, zoning and land-use, streetscape improvements, transit-oriented development, multi-modal connections, sustainable infrastructure, attainable housing initiatives and historic preservation among others, OAA will work to enhance the quality of life for all stakeholders of the corridor.

Subcategories:

- Active Transportation and Mobility
- Resilience
- Sustainability

- Planning

## **Marketing, Communications and Events**

**Staff: Rosendo Betancourt, Gabe Cory**

OAA staff will narrate and communicate the identity and outward facing mission of the place to residents, tourists, businesses, and other stakeholder groups, thereby communicating the place's unique brand. By expressing the identity of the place, the brand should invoke a sense of place, leaving individuals with the intangible feelings that one gets when engaging with the authenticity of the place.

The brand is used to market the place to these various stakeholder groups, attracting and inviting them to live, work, play and invest in the place. A diversity of tactics are used to market a place ranging from events, messaging, online engagement, street-level activation and more.

Subcategories:

- Communications
- Events
- Marketing
- Technology