



3 Point Plan Progress Report:

Summary: For the Downtown Sacramento Partnership, 2013 was an exceptional year. Painstaking efforts DSP undertook in all three areas of the DSP 3-Point Plan – Economic & Commercial Assistance, Environmental Improvements, and Strategic Developments – set the groundwork for extraordinary outcomes.

Most notably, DSP’s consistent drumbeat for improvement at the Marshall Hotel prompted the owners last week to initiate the conversion process from SRO housing. This announcement followed years of inaction and blight and was made possible by our collaboration with our property owners and elected officials, such as Councilmember Hansen, and many diligent staff with the City.

In addition, by virtue of the ESC project, which DSP also vocally supported, we will certainly see a high-end re-use for the Downtown Plaza, we are likely to see a more beneficial use for the 800 block of J Street, and with more resolve, we will see the same come to pass for the 700 Block. In other words, though DSP is only in year one of our three-year strategic plan implementation, it is poised to move four of our five most pivotal Downtown properties into the win column.

All of these positive developments were forged by DSP’s steadfast study of the chronic issues that detract from the Downtown experience and pursuit of solutions that take these problems on head-on in an ambitious but realistic manner. In addition, DSP’s efforts to market the Downtown districts and to grow our entrepreneur class in the core are both paying dividends in improving the climate for visitors and small businesses alike.

At the conclusion of each year, DSP has the opportunity to review our action plan, recognize areas where our efforts may not have been as fruitful as anticipated or as diligent as needed, and recalibrate our path to achieve greater success.

This summary provides an overview of DSP’s efforts and outcomes for each of our strategic action matrix items.

KEY:

“Work Completed” – This designation means that DSP staff or board members have undertaken all of the Matrix heading’s prescribed action with favorable result or that circumstances have changed that make the steps no longer tactically necessary.

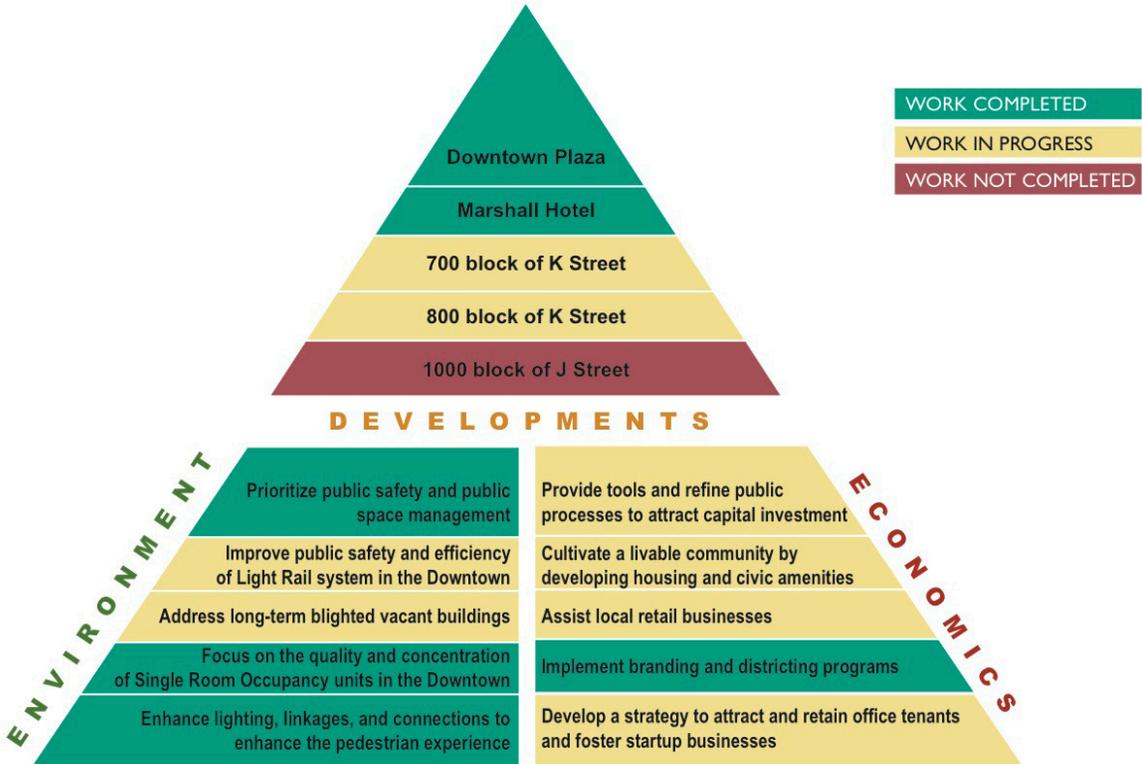
“Work in Progress” – This indicator refers to actions initiated, but not yet completed, that are still tactically advisable and necessary.

“Work Needed” – This status refers to a proposed action step that has not yet been undertaken though it is still considered tactically beneficial and necessary.



CORE INITIATIVES

The plan identifies five initiatives in each of the three key areas, based on the feasibility of their implementation, necessity, and overall catalytic impact on future investment.



Laying a strong foundation in the heart of the region is integral to ensuring growth and fiscal sustainability for Sacramento to move forward. Commitment to the growth and economic viability of Downtown is an investment that will produce significant dividends and support Sacramento’s ability to provide public safety, education, civic amenities, and other public services for future generations.



INITIATIVE
Downtown Plaza

DESCRIPTION
 This property was arguably one of Downtown’s most underperforming assets, but DSP’s efforts helped turn the tide. DSP completed all of the initial strategic action steps below, save for “developing a vision and timeline for the plaza. However, once Sacramento Basketball Holdings, LLC, took ownership of the property, that task was effectively fell to that group. DSP is now in the role of monitoring and advocating for the ESC to move to fruition.

INITIAL STRATEGIC ACTIONS

- | | |
|---|-----------------------|
| <ul style="list-style-type: none"> • <i>Work with the City, ULI technical assistance panel and JMA to complete the “Transforming Downtown Plaza: A Vision for Downtown Sacramento” project.</i> DSP facilitated the conversation that led to completion of this action step. | Work Completed |
| <ul style="list-style-type: none"> • <i>Assist JMA in preparation for ICSC May 2013.</i> | Work Completed |
| <ul style="list-style-type: none"> • <i>Encourage interim enhancements and activities.</i> | Work Completed |
| <ul style="list-style-type: none"> • <i>Emphasize importance of Plaza’s repositioning as the lynchpin to Downtown’s success.</i> Being facilitator of the conversations for alternative uses | Work Completed |

2013 MILESTONES

- | | |
|---|-----------------------|
| <ul style="list-style-type: none"> • Development of a vision and timeline for the Downtown Plaza project | Work Completed |
|---|-----------------------|



STRATEGIC DEVELOPMENTS
prioritizing progress

INITIATIVE
Marshall Hotel

DESCRIPTION

Over a decade ago, the owners of the Marshall Hotel declared their intent to convert the facility. After years of inaction, during which time the Marshall earned its reputation as one of the most destructive influences on Downtown revitalization efforts because of the criminal activity and substandard housing units, DSP has succeeded in moving the project to conversion.

INITIAL STRATEGIC ACTIONS

- **Meet with property owners to determine status of project and requirements to clear path for development.** DSP staff met with the owners to ascertain their intentions for the property and to inquire about impediments to the proposed use.
- **Encourage the initiation of the required SRO conversion process.** Because of a strong enforcement push by DSP, city staff, the Sacramento PD, SHRA, and Councilmember Hansen’s office, the Marshall Hotel last week advised of their intent to convert.

Work Completed

Work Completed

2013 MILESTONES

- **Define project, requirements, and timeline for development.** At this juncture, DPS is monitoring the process and will continue to.
- **Secure financing for the project.** DSP has not identified alternative methods for financing the project, though it has undertaken efforts more generally to work with banks on development finance opportunities. Access to capital for housing continues to be an ongoing concern.

Work In Progress

Work In Progress



STRATEGIC DEVELOPMENTS
prioritizing progress

INITIATIVE
700 block K Street

INITIAL STRATEGIC ACTIONS

- *Provide developer with support services to secure necessary funding and alleviate barriers to development.* worked w/ developers and city staff as well as Senate President Steinberg to negotiate with state finance
- *Assist recruitment efforts.* DSP consistently seeks to bring new retailers into the central city.

Work In Progress

Work In Progress

2013 MILESTONES

- Initiate construction

Work In Progress



INITIATIVE
800 block K Street

DESCRIPTION

This property is one of two vacant lots in the Downtown area, but it is presently included in the ESC Term Sheet. DSP assisted in mitigating blight in the interim, but it is expected for the project to be developed as part of the larger ESC effort.

INITIAL STRATEGIC ACTIONS

<ul style="list-style-type: none"> • <i>Initiate beautification projects to mitigate blight in the interim.</i> DSP shepherded the mural project 	Work Completed
<ul style="list-style-type: none"> • <i>Advocate for the completion of streetscape project prior to, or in conjunction with, future development.</i> This action item was halted for prudential reasons. Until such time as a project is outline, there is a risk that completed work would end up being undone. 	Work Needed
<ul style="list-style-type: none"> • <i>Work with the City to define clear path to development through the Oversight Board</i> 	Work Needed

2013 MILESTONES

<ul style="list-style-type: none"> • <i>Completion of beautification projects to mitigate negative impacts on area</i> 	Work Completed
<ul style="list-style-type: none"> • <i>Unencumber property from indeterminate status created by the dismantling of redevelopment.</i> DSP is in a holding pattern for resolution of the legal proceedings, though the prospect exists that the project may go forward with a purchase from the City. 	Work In Progress



INITIATIVE
1000 block of J Street

DESCRIPTION

The 1000 block remains the only strategic development project identified as a priority in the 3-Point Plan that has no concrete prospects for future action. This block disrupts continuity from the Citizen and marquee amenities to the East, and further, it houses a troubling number of sexual registrants. Nonetheless, as detailed more fully below, DSP has undertaken most feasible actions to ensure no further block degradation.

INITIAL STRATEGIC ACTIONS

- **Schedule peer-to-peer meetings with property owners to identify the specific impediments to development and encourage necessary improvements and potential interim solutions.** DSP staff – not peers - conducted the interviews to assess project possibilities and impediments.
- **Work with property owners and City to develop a comprehensive plan to mitigate current blighted condition with interim enhancement measures.** DSP consulted with and advised the property owners on securing their properties to stave off future theft and criminal activity. DSP championed the window wraps at 10th & J and got the mural on the Copenhagen building constructed. The CVB will soon be putting up an AmGen mural.

Work Completed

Work In Progress

2013 MILESTONES

- **Define projects and timelines for development and implement improvements that mitigate negative impacts on surrounding area including lighting, beautification, security and interim uses.** As described above, DSP assisted in interim uses and security.

Work In Progress



ENVIRONMENTAL IMPROVEMENTS
removing obstacles

INITIATIVE

Focus on the quality and concentration of Single Room Occupancy (SRO) units in the Downtown

INITIAL STRATEGIC ACTIONS

<ul style="list-style-type: none"> • Change the discussion regarding SRO's from quantity of units to focus on providing higher quality low-income housing options. DSP built its outreach to media, public officials, and key stakeholders on chronicling the Marshall Hotel's substandard conditions as an SRO case study on what happens when livability because secondary to maintaining a numeric housing quota. The success of this effort has been seen in both the initiation of the conversation process and the measured public response to the conversion announcement. 	Work Completed
<ul style="list-style-type: none"> • Reaffirm City's commitment that replacement units for the Marshall have been identified at the 7th & H Efficiency Housing Project. DSP's advocacy and outreach to city officials laid the groundwork for the prospect of this relocation. 	Work Completed
<ul style="list-style-type: none"> • Work with Code Enforcement to identify a target list of dilapidated properties. DSP has not only created this list, it has also worked with city staff on code enforcement for targeted action based on user feedback 	Work Completed
<ul style="list-style-type: none"> • Develop action plan to mitigate negative impacts on surrounding areas. While DSP's efforts with law enforcement, in particular, have been successful, the actions have been undertaken more on an ad hoc basis than through a specific action plan. This is, in part, because of continually changing needs of the district, but DSP needs to make a concerted effort to outline general parameters for the mitigation plan. 	Work Needed

2013 MILESTONES

<ul style="list-style-type: none"> • Work with the property owner and City staff to identify meaningful steps to bring a formal project proposal for the Marshall and begin the conversion process. 	Work Completed
<ul style="list-style-type: none"> • Thorough site review of each SRO by Code Enforcement to identify required improvements. Now that DSP has formally inventoried the housing stock of the DSP boundaries, it must begin pushing for increased frequency of inspections to ensure units are habitable. 	Work In Progress
<ul style="list-style-type: none"> • Identify possible amendments to City Code Section 18.20 (SRO preservation ordinance) to encourage renovation of substandard units. DSP staff has reviewed the city code and will be working with our housing subcommittee to explore amendments that would help diversify our the SRO stock to locations outside the central city (at present, ALL of Sacramento's SROs are in DSP boundaries) and provide relief to developers who refurbish and improve SRO units from some of the financial penalties associated with unit reduction. This conversation is preliminary. 	Work In Progress

(1) As identified by SHRA in their 2012 Annual Report on Residential Hotels.



ENVIRONMENTAL IMPROVEMENTS
removing obstacles

INITIATIVE
Prioritize Public Safety and Space Management

INITIAL STRATEGIC ACTIONS

<ul style="list-style-type: none"> • Work with Police Department to identify crime trends, develop prevention and enforcement strategies, and secure required resources for implementation. DSP worked with Sacramento PD to study crime trends from Thursday to Sunday night and, armed with those results, forged the 10th & K collaborative, whereby club owners were provided with direct radio contact to two officers who work that zone perimeter during prime hours. DSP also worked with code enforcement to get two problem clubs shut down. Overall, crime in the DSP boundaries is down 25% from 2012. 	<p>Work Completed</p>
<ul style="list-style-type: none"> • Develop private partner coalitions that can work to address emerging issues. DSP excelled at coalition building in 2013. It's collaborative work with DSF, Dignity Health, Loaves & Fishes, TLCS, and Sac Connect 2-1-1 resulted in a \$155,000 grant to provide navigator services for those who are homeless and discharged from the county jail. DSP also worked with Sacramento Steps Forward to become the first Sacramento County organization to put Homeless Management Information Systems (HMIS) in the field. 	<p>Work Completed</p>
<ul style="list-style-type: none"> • Review public regulations and policies that affect safety and enforcement power of nuisance issues and assist in development of stronger enforcement mechanisms. DSP convened a public safety task force with SCVB, Sacramento PD, Downtown's assigned deputy district attorney, the Sacramento State Criminal Justice program, and its head of CPTED to serve as an advisory body that proposes alternative solutions to identified public nuisances. The working group will be proposing amendments that criminalize public nudity as its first effort. 	<p>Work Completed</p>
<ul style="list-style-type: none"> • Oppose Assembly Bill 5: Homeless Person's Bill of Rights. DSP mobilized its members, other PBIDs, and key stakeholders to help defeat AB 5 in 2013 via a letter-writing and outreach effort. The success of DSP efforts forestalled reintroduction of the measure, at least in 2014. 	<p>Work Completed</p>

2013 MILESTONES

<ul style="list-style-type: none"> • Obtain sufficient funding for necessary services in FY13/14 City budget and regularly review service levels. With respect to the financing of services, DSP's advocacy in support of Measure U provided necessary funds for homeless services and the dollars to garner the assistance of the Sac PD's core safety program. With respect to service monitoring, trash overflow has been the principal issue for downtown, as routes were cut back. DSP has addressed this issue aggressively and continues to do so through its work with the Sacramento Region Waste Authority (SWA) and Councilmember's Hansen's office. 	<p>Work Completed</p>
<ul style="list-style-type: none"> • Secure additional public safety resources for Downtown. DSP advocated for SB 82, which provided additional funds for mental illness intervention, and Measure U, which assisted the Sacramento PD's efforts to add 100 police officers to the force and fully fund bike and mounted units. 	<p>Work Completed</p>
<ul style="list-style-type: none"> • Create public-private collaboratives. 	<p>Work Completed</p>
<ul style="list-style-type: none"> • Develop systemic recommendations (ordinances, regulations, policy) that improve public safety. This is a necessarily evolving action matrix, but the subject areas DSP has addressed include trash, cab permitting, e-permitting, mental health, 290 (registered sex offender) placements, and jail discharge procedures. 	<p>Work In Progress</p>



ENVIRONMENTAL IMPROVEMENTS
removing obstacles

INITIATIVE

Improve public safety and efficiency of Light Rail system in the Downtown

INITIAL STRATEGIC ACTIONS

<ul style="list-style-type: none"> • Evaluate fare evasion in the Downtown core to identify systemic issues and develop a joint action plan to reduce instances. RT conducted an assessment of fare evasion, and the PD bike unit has made fare evasion a priority. In addition, DSP worked to get probation and ABC personnel involved in monitoring RT stations downtown as well. 	Work Completed
<ul style="list-style-type: none"> • Communicate need to remove 800 block station. DSP has addressed the public safety concerns the 800 block station creates with RT Board and is working with Sacramento PD to identify any CPTED (crime prevention through environmental design) opportunities. 	Work In Progress
<ul style="list-style-type: none"> • Review the LRT system to identify additional efficiencies. The LRT Master Plan says that the line will have no more than one stop every four blocks. DSP has used this information to advocate for removal of the 800 block station, an issue detailed more fully below. 	Work In Progress
<ul style="list-style-type: none"> • Explore possibility of moving Light Rail off of K Street with RT and SACOG through the streetcar project. DSP has consistently interjected how important moving LRT off of K Street is to building a coalition of support for any streetcar project. DSP advocacy has resulted in the public conversation now incorporating this LRT line moving cost as part of the overall project budget. 	Work Completed

2013 MILESTONES

<ul style="list-style-type: none"> • Identify the actual rate of fare evasion with a target to reduce fare evasion by 50%. There is not a concrete fare evasion plan in effect yet. 	Work In Progress
<ul style="list-style-type: none"> • Secure approval to remove the 800 block LRT Station by the RT Board of Directors 	Work In Progress
<ul style="list-style-type: none"> • Affirm commitment to move Light Rail to H Street as preferred route option in proposed streetcar program plan 	Work Completed

ENVIRONMENTAL IMPROVEMENTS
removing obstacles

INITIATIVE
Address long-term blighted vacant buildings

INITIAL STRATEGIC ACTIONS

<ul style="list-style-type: none"> • Schedule peer-to-peer meetings with property owners of vacant buildings to catalogue specific issues, plan for development, encourage necessary improvements and potential interim solutions. Staff conducted interviews and have catalogues issues, but there has not been peer-to-peer contact at this juncture. 	Work In Progress
<ul style="list-style-type: none"> • Work with Code Enforcement to identify a target list of dilapidated properties and develop an action plan to mitigate negative impacts on surrounding area. DSP has constructed a target list of dilapidated properties, and the plan is in progress. DSP will be engaging our elected partners, including Councilmember Hansen, regarding the plan’s construction and implementation. 	Work In Progress
<ul style="list-style-type: none"> • Work with City EDD to develop programs that allow for and encourage interim uses. While DSP staff have communicated the need for these improvements with city staff, there is not a formal process or program in place to address interim uses. 	Work Needed

2013 MILESTONES

<ul style="list-style-type: none"> • Complete catalogue of all blighted vacant properties with recommendations for next steps (securing properties, lighting improvements, blight removal, etc.). DSP has completed its cataloguing process, but specific recommendations are in progress and will be developed in consultation with city staff and Councilmember Hansen 	Work In Progress
<ul style="list-style-type: none"> • Develop minimum standards that can be applied to all vacant buildings. Part of DSP’s challenge with attacking blight through code enforcement has been lack of a precise and consistent definition of what actually constitutes “blight” (i.e., whether the determination is exclusively an aesthetic consideration, a structural one, or an environmental one (making a building “blighted” when it has no ongoing beneficial use and demonstrably invites criminal conduct). 	Work Needed
<ul style="list-style-type: none"> • Create a culture of responsibility through peer-to-peer communication that results in improvements of dilapidated properties. 	Work Needed
<ul style="list-style-type: none"> • Identify and reduce regulatory barriers to encourage beneficial interim uses. 	Work Needed

ENVIRONMENTAL IMPROVEMENTS
removing obstacles

INITIATIVE

Improve lighting, linkages, and connections to enhance the pedestrian experience

INITIAL STRATEGIC ACTIONS

<ul style="list-style-type: none"> • Identify primary pedestrian paths of travel and critical connection points that will link primary downtown assets. DSP routinely performs pedestrian counts of its busiest walkways, but there is not yet a coordinated strategy to proactively improve areas where we want pedestrian traffic to grow. Continuing this effort will be critical to maximizing the benefits of the ESC, and DSP advocated for this approach in interviews conducted by the ULI TAP (Technical Assistance Panel). 	Work In Progress
<ul style="list-style-type: none"> • Develop target list of improvement areas. DSP conducted a nighttime walking tour with SMUD personnel, Councilmember Hansen, and Sac PD to identify which Downtown blocks need additional lighting. 	Work Completed
<ul style="list-style-type: none"> • Work with the City of Sacramento and SMUD to identify recommendations and resources for lighting projects. We need SMUD and Sacramento PD’s technical expertise to serve as the basis for a lighting type recommendation based on which lighting provides the best cost, energy efficiency, and crime prevention benefits. Once that recommendation is made, DSP will work with City staff and business owners to encourage movement to the preferred lighting as replacements and upgrades are made. 	Work Needed
<ul style="list-style-type: none"> • Explore creative solutions (i.e. co-ops, solar, shared meters) to illuminate buildings and storefronts. In addition to needing the recommendation above, there is a degree of uncertainty with respect to what lighting the ESC and ancillary development will bring on-line. DSP will continue to monitor this situation to ensure ample illumination is provided to establish a sense of security for Downtown patrons. 	Work In Progress
<ul style="list-style-type: none"> • Meet with property and business owners (peer-to-peer) to encourage lighting enhancements. This has been done on an ad hoc basis via staff instead of peers specifically, but it has yielded lighting improvements courtesy several of our civic-minded partners, including CIM, 630k, and RT. 	Work In Progress

2013 MILESTONES

<ul style="list-style-type: none"> • Create downtown lighting strategy in cooperation with SMUD and City of Sacramento. Though there is still work to be done, CIM, 630 K, and RT have all contributed positively to improved lighting. 	Work In Progress
<ul style="list-style-type: none"> • Provide property and business owners with guidance and incentives to make lighting enhancements. 	Work In Progress
<ul style="list-style-type: none"> • Complete installation of new lighting project. DSP was instrumental in getting LED lighting for K Street 	Work Completed

ECONOMIC & COMMERCIAL ASSISTANCE
providing incentives

INITIATIVE

Provide tools and resources and refine permitting processes to encourage development and attract capital investment

INITIAL STRATEGIC ACTIONS

<ul style="list-style-type: none"> • Activate the DSRC to create an effective non-profit development entity. The DSRC added more private sector members, ensuring meaningful community representation for Downtown stakeholders, but DSP must engage the group more fully to define how it expects to reach desired outcomes. 	<p>Work In Progress</p>
<ul style="list-style-type: none"> • Evaluate public incentive options which will leverage private investment (i.e. General fund commitments, parking revenue, local sales and property tax, TIF districts, community investment fund, fee credit programs). 	<p>Work Needed</p>
<ul style="list-style-type: none"> • Develop recommended criteria for use of potential parking asset revenue (monetization) to protect asset and retain emphasis on downtown. DSP provided some of the leading research and support on this issue, but the anticipated use of parking revenue to retire arena construction bonds has changed the dynamic. To the extent Downtown parking revenues remain on the table, DSP will continue to advocate for uses that assist in strengthening the central city. 	<p>Work Completed</p>
<ul style="list-style-type: none"> • Engage in State legislative initiatives. DSP engaged in advocacy on several state-level issues, including SB 743, Senator Darrell Steinberg's effort to streamline the Environmental Quality Act (CEQA) assessment for the King's arena. DSP will need to identify comparable legislative vehicles that assist the stated goals to streamline permitting and helping capital recruitment. 	<p>Work In Progress</p>

2013 MILESTONES

<ul style="list-style-type: none"> • Utilize the DSRC to be an effective non-profit economic development entity <i>Identification of viable opportunities available through innovation investment mechanisms</i> 	<p>Work In Progress</p>
<ul style="list-style-type: none"> • Adopt a comprehensive policy statement regarding the use of parking asset revenue 	<p>Work Completed</p>

INITIATIVE

Cultivate a livable community by developing housing and civic amenities

INITIAL STRATEGIC ACTIONS

<ul style="list-style-type: none"> • Meet with housing developers to identify opportunities for incentive programs that will result in projects. DSP convened a Residential Working Group (RWG) to study impediments to development, but no conclusive recommendations were made. DSP will reconstitute the RWG and have it operate as a sub-committee of the Strategic Development Committee. 	<p>Work In Progress</p>
<ul style="list-style-type: none"> • Develop incentive program that will provide fee credits for first 1,500 housing units within the central business district. The idea of a credit for impact fees was thwarted in its initial incarnation because research revealed that any credit for a housing development triggers prevailing wage requirements, which DSP stakeholders indicated would likely negate estimated savings. The RWG will explore what economic inducements for development are both feasible and necessary to get residential infill projects off the drawing board. 	<p>Work Needed</p>
<ul style="list-style-type: none"> • Work with Metro Chamber’s Civic Amenities committee to advocate for development of arts and cultural projects concentrated in the urban core. DSP staff serves on the Metro Chamber’s Amenities Committee and has advocated consistently for cultural amenity investments in the central core to be given priority. While the Metro Chamber must approach issues from a regional perspective, DSP anticipates the Cultural Amenities Strategic Plan, which has an anticipated release date in two weeks, will reflect an investment strategy that places paramount importance on securing a vibrant cultural tapestry in Downtown. 	<p>Work Completed</p>
<ul style="list-style-type: none"> • Work with Oakland School of the Arts to locate new school in Downtown Sacramento. OSA’s Executive Director, Donn Harris, did a site selection of 1130 K Street, and he coordinated and worked with City and County staff and local charter schools during his investigation. However, the OSA Board has not taken action, and DSP must follow up to find out if this project is viable. 	<p>Work In Progress</p>
<p>2013 MILESTONES</p> <ul style="list-style-type: none"> • Develop list of feasible incentives which will yield new market rate housing projects. 	<p>Work In Progress</p>
<ul style="list-style-type: none"> • Obtain policy commitment to concentrate publicly supported civic amenities within the Downtown core. Once the Chamber’s report is released, DSP must establish a strategy for engaging policy makers in its implementation. 	<p>Work In Progress</p>

ECONOMIC & COMMERCIAL ASSISTANCE
providing incentives

INITIATIVE

Assist local retail businesses

INITIAL STRATEGIC ACTIONS

<ul style="list-style-type: none"> • Develop a Dreamers. Welcome. Competition to attract and promote new retail businesses in the downtown core. Through the DSF, DSP successfully initiated the Calling All Dreamers effort, with 49 businesses applying in 2013. DSP is presently evaluating its 2014 applicants. 	<p>Work Completed</p>
<ul style="list-style-type: none"> • Work with City EDD to develop recommendations for incentive programs to assist local retail businesses. 	<p>Work In Progress</p>
<ul style="list-style-type: none"> • Prioritize necessity for City to develop an online “non-stop shop” for small businesses. DSP engages in continuing conversations with City staff to move toward a more streamlined and e-friendly process. For its part, the city brought on line Sacramento Streamline, and constantly makes improvements to simply the process and make application and permit status reviews more user friendly. 	<p>Work In Progress</p>
<ul style="list-style-type: none"> • Work with City staff to adopt a customer-centric approach to permit process and a more streamlined and transparent development process. 	<p>Work In Progress</p>

2013 MILESTONES

<ul style="list-style-type: none"> • Conduct Dreamers. Welcome. Competition through DSF 	<p>Work Completed</p>
<ul style="list-style-type: none"> • Development of online portal on city website that includes a clear road map of public processes (timelines and costs) for starting small businesses - Guide to Doing Business. The City has taken steps by publishing a small business resource guide. DSP must continue to offer feedback to ensure continual process improvements. 	<p>Work In Progress</p>
<ul style="list-style-type: none"> • Develop metric-based arguments to show importance of public investment in downtown retail development. DSP tracks retail progress on an ongoing basis and assists in demonstrating tax benefits for public investments on an ad hoc basis. 	<p>Work In Progress</p>

INITIATIVE

Implement branding and districting programs

INITIAL STRATEGIC ACTIONS

<ul style="list-style-type: none"> • Develop core messaging. In consultation with Mering Carson, DSP has developed a core message around the “Dreamers. Welcome” branding platform, which will assist retail recruitment and retention efforts by highlighting our thriving entrepreneur community in Downtown. 	<p>Work Completed</p>
<ul style="list-style-type: none"> • Develop communications plan and social media guide. The DSP marketing plan also includes social media guidelines that will help ensure message consistency throughout social media channels. 	<p>Work Completed</p>
<ul style="list-style-type: none"> • Engage local businesses and stakeholders to adopt strategies and consistent brand messaging. DSP built branding in The Kay, will be assisting Old Sacramento, as needed, as it forges its district identity this year, is awaiting research from Mering Carson for insight into the best approach for branding the Capitol Mall. 	<p>Work In Progress</p>
<ul style="list-style-type: none"> • Identify branding opportunities for each district in Downtown (The Kay, Old Sacramento, Capitol Mall). DSP supported OSBA’s hire of Mering Carson to craft its brand. 	<p>Work In Progress</p>

2013 MILESTONES

<ul style="list-style-type: none"> • Launch Dreamers. Welcome. branding campaign and integrate brand platform into DSP programs. DSP’s “Dreamers. Welcome” media campaign received the most media attention of any of its efforts in 2013, and it is reinforced via Downtown signage located throughout Downtown and at events. 	<p>Work Completed</p>
<ul style="list-style-type: none"> • Execute public art projects in The Kay District. DSP helped secure the mural project at the 800 Block of K Street, as well as The Kay’s bike racks. 	<p>Work In Progress</p>
<ul style="list-style-type: none"> • Assist Capitol Mall with lighting program 	<p>Work In Progress</p>
<ul style="list-style-type: none"> • Support Old Sacramento branding efforts. Old Sacramento is taking the lead in fleshing out its own district identity, and DSP staff will assist, as needed, in formulation and financially supporting implementation. 	<p>Work In Progress</p>
<ul style="list-style-type: none"> • Secure positive media coverage for downtown districts. DSP ‘s marketing team continuously pitches and crafts messaging within local media to garner positive attention, not only for DSP events and promotions, but also to reframe news stories around current issues in a manner that promotes Downtown overall as a prime location to conduct business, but also in a manner that puts individual businesses without the expertise or resources to employ a full-blown earned media strategy into the spotlight. 	<p>Work Completed</p>

INITIATIVE

Develop a strategy to attract and retain office tenants and foster startup businesses

INITIAL STRATEGIC ACTIONS

<ul style="list-style-type: none"> • <i>Engage in Next Economy and City economic development strategy efforts to identify and target business clusters.</i> DSP is a prospective Next Economy partner, but the relationship has not yet been formalized. DSP must assess what actions it can take to bolster the NE effort, which are consistent with its overarching goals for Downtown. 	<p>Work In Progress</p>
<ul style="list-style-type: none"> • <i>Identify metrics that present a solid case to attract investment in Downtown.</i> DSP is culling data and reviewing methods from other cities for adaptation to DSP needs. 	<p>Work In Progress</p>
<ul style="list-style-type: none"> • <i>Market Downtown as a smart investment by quantifying and promoting strategic benefits.</i> 	<p>Work In Progress</p>
<ul style="list-style-type: none"> • <i>Engage State DGS and local representatives to develop a strategy that retains and grows State presence in the downtown core.</i> DSP staff has routinely engaged DGS to impress upon staff the importance of the state government presence in the Downtown core. DSP must explore whether this effort should consist of something more formalized than staff-to-staff advocacy. 	<p>Work In Progress</p>
<ul style="list-style-type: none"> • <i>Engage EDD and local start up community in the development of an innovation strategy that fosters start up and small businesses</i> 	<p>Work In Progress</p>
<p>2013 MILESTONES</p>	
<ul style="list-style-type: none"> • <i>Develop a ‘tool box’ of information to assist property owners and brokers attract and retain tenants</i> 	<p>Work In Progress</p>
<ul style="list-style-type: none"> • <i>Identify DSP role in Next Economy and City’s Economic Development Strategy efforts</i> 	<p>Work In Progress</p>
<ul style="list-style-type: none"> • <i>Implement strategy to secure State’s presence in Downtown.</i> 	<p>Work In Progress</p>