



**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**

**Wednesday, August 22, 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) City Panel – Overview of the Beverly Hills Business Triangle
- 3) Setting Priorities for the Committee's Work on the Business Triangle
- 4) Adjournment

*for*   
Byron Pope, City Clerk

**Posted: August 20, 2018**

**A LIAISON AGENDA PACKET IS AVAILABLE FOR REVIEW IN THE LIBRARY AND CITY CLERK'S OFFICE**



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:** Strategic Planning Committee  
**FROM:** Cindy Owens, Senior Management Analyst  
**DATE:** August 22, 2018  
**SUBJECT:** City Panel – Overview of the Beverly Hills Business Triangle

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At the August 22, 2018 Beverly Hills City Council Liaison / Strategic Planning Committee (“Committee”) meeting, City staff consisting of City Manager Mahdi Aluzri, Community Development Director Susan Healy Keene, Assistant Director Community Development City Planner Ryan Gohlich, Policy & Management Analyst Logan Phillippo, and Senior Planner Timmi Tway will provide an overview of tools available that could be used to enhance the Business Triangle such as:

- Previous development projects;
- Public Private Partnerships at strategic sites;
- City policies on development standards for larger projects;
- City policy on urban design requirements for all developments; and
- City policies to encourage and/or discourage certain uses or allow flexibility in uses.

Staff will provide an overview of City-owned properties in the Triangle and present on potential opportunities for enhancements at these sites and surrounding sites.

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:** Strategic Planning Committee  
**FROM:** Karen Orlansky, Facilitator  
**DATE:** August 22, 2018  
**SUBJECT:** Setting Priorities for the Committee's Work on the Business Triangle

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This memo provides some context and direction for the priority-setting session on the agenda for the Committee's August 22, 2018 meeting.

On multiple occasions, the Committee has expressed a keen interest in making timely recommendations to the City Council that lead to tangible results. The Work Plan for the Business Triangle that the Committee approved on August 2 reflects this interest, specifically by self-imposing an end-of-year deadline for submitting a first round of recommendations on the Business Triangle.

Based on the adopted Work Plan schedule and further consultation with the Committee Chair, at the August 22, 2018 meeting, you will be asked to select the highest priority topics in the Business Triangle that you believe the Committee can most constructively address this Fall. The list of topics from which you will select your priorities comes from the Committee's own brainstorming and other discussions to date on the Triangle.

The rationale behind scheduling this priority-setting session includes:

- Establishing priorities is an essential component of effective strategic planning;
- The end-of-year deadline for rendering recommendations on the Triangle requires the Committee to make some initial decisions on where to focus its attention; and
- Staff needs guidance regarding how to allocate their time compiling information and other resources to support the Committee.

Please keep in mind that the Strategic Planning Committee was created with the intent that it will be an ongoing forum for developing innovative recommendations to the City Council on the City's commercial areas. Because of this intent, limiting the topics that the Committee addresses between now and the end of 2018 does not preclude addressing additional topics in the future. The balance of this memo :

- Presents some priority-setting criteria for Committee Members to consider;
- Explains the structure of the priority-setting session; and
- Contains the list of topics for the Committee to prioritize.

## Priority-Setting Criteria for Committee Members to Consider

As outlined in the Committee’s Work Plan, the purpose of conducting a SWOT (strengths, weaknesses, opportunities, and threats) analysis is to identify assets of the Business Triangle to build on, and new characteristics or qualities that are needed for the future. The concept is not to identify every possible opportunity, threat, or force that could influence the Triangle going forward, but to zero in on a selected number that will most affect the Triangle’s future.

There is no objective “correct” list of criteria for the Committee to rely on to select priorities. Similarly, the reason that one person views something as a priority does not have to be the identical reason another person does. Below are listed potential criteria for Committee Members to consider as you think through which topics to prioritize:

- The Committee has the time this year to adequately address this topic.
- Recommendations on this topic will likely result in a “quick victory” – meaning something that can be accomplished with a minimal to moderate effort.
- The topic addresses matters most ripe for change.
- The topic addresses matters most in need of change.
- A change that fits within this topic will contribute directly to advancing the mission and vision of Beverly Hills, as adopted by the Committee.
- The topic is a “cornerstone” for future work, meaning it is a topic that must be addressed before others can be addressed.

## Structure of the Priority-Setting Session: Dot Voting

Many of you are likely familiar with dot voting, which is a technique often used to help a group collaboratively prioritize any set of items and reach agreement on how to proceed. An explanation of the process is outlined below.

As noted earlier, the “items” to vote on will be the major topics for the Business Triangle already identified by the Committee. These topics, along with your ideas for potential changes to explore within each topic area, are listed beginning on the next page. The final topic titled “Other Land Use Ideas” contains suggestions that did not readily fit within any of the other topics.

The dot voting process is outlined below.

1. You will each be given three different colored adhesive dots as follows:

Color of Dot	Represents Vote for:
Blue	Your 1 <sup>st</sup> priority
Green	Your 2 <sup>nd</sup> priority
Yellow	Your 3 <sup>rd</sup> priority

2. You will be asked to cast your three “votes” by placing a dot next to the topics you believe the Committee can most constructively address in the Business Triangle over the next several months.
3. You may cast more than one vote for a single topic if you feel strongly about it.
4. Once all the votes are cast, we will tally them and make a list of the topics with their respective ranking.

**This prioritized list will then become the subject of a Committee discussion, debate, and decision making.**

## **Topics for Priority Setting Session on August 22**

The topics listed below (in alphabetical order) represent the different areas of opportunity identified by the Committee for change and innovation in the Business Triangle. Your ideas on specific issues to explore are bulleted within each topic area.

As the Committee discussed, the predominant theme among issues identified is strategies for change and innovation that will maintain the success of businesses in the Business Triangle, with emphasis on ways to increase the number of people (residents and visitors) who come to the Triangle and an experience once they arrive that motivates them to stay longer and make return visits.

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

Issues to explore:

- How the Triangle should brand itself;
- How the Triangle 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;"

*Note: This topic directly raises the question of 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 develop more variety of dining options by location and length of dining experiences;
- Ways to identify, attract, and facilitate dining with entertainment, e.g., nightlife, lounges;
- Ways to increase dining opportunities by expanding hours of operation of establishments in the Triangle; and
- Ways to potentially increase the outdoor dining experience such as what was recently done with Avra.

### **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 one or more additional hotels in the Triangle.

**Topic: Pedestrian Traffic**

Issues to explore:

- Ways to get people to linger after coming to the 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.
- Explore alternative uses of rooftop space in the Triangle.

**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.

**Topic: Other land use ideas**

This entry represents a number of land use ideas that do not readily fall into any of the topics listed above.

- Explore interest in locating a convention center in the City;
- Develop strategies to invigorate the short blocks, e.g., the half-blocks north of South Santa Monica Boulevard;
- Explore Public/Private Partnerships for development; and
- Develop pet-friendly spaces in the Triangle.