

2021-2023

DTWX

# Strategic Plan



**DTWX**  
DOWNTOWN WORKS  
LOS ANGELES



DOWNTOWN WORKS  
LOS ANGELES

## Note From the President & CEO

Dear Partners,

I am pleased to share the **2021-2023 Strategic Plan for Downtown Works (DTWX)** that will build on past successes that made Downtown Los Angeles (DTLA) a vibrant urban center while driving conversations on and generating solutions for the most pressing issues facing DTLA, Los Angeles and our sister cities around the world.

We created this framework during a critical time as the economic and social impacts of the COVID-19 pandemic amplified existing systemic problems within our city and hit DTLA especially hard. Our ongoing homelessness and housing crises were compounded by job loss, shuttered businesses and more. Despite the many challenges we face, we know DTLA and our city are resilient and DTXW can contribute to their recovery by envisioning a better future for the region that is more prosperous, inclusive and sustainable than ever.

We are grateful to all those that contributed to the planning process including our parent organization, CCA, and its Board of Directors for helping shape this plan. It will take a strong, diverse coalition of leaders to tackle the challenges before us. Together, we can help build a better future.

**Jessica Lall**

President, Downtown Works Board of Directors  
President & CEO, Central City Association

### OUR VISION

Downtown Works seeks to expand DTLA's role as a force for economic opportunity and growth in the City of Los Angeles and uplift its reputation as a dynamic, inclusive and welcoming urban center.

### OUR MISSION

Downtown Works promotes public engagement and understanding of Downtown LA's most important opportunities, such as its vibrant hospitality and cultural scene, its power as the financial and legal locus of the City and its relentless energy. Downtown Works will also elevate solutions to DTLA's challenges including homelessness, housing and mobility. Downtown Works delivers on this mission through thought leadership, convenings with the public, research and by highlighting the area's unique civic character and its role in building a more equitable future for our region.

Founded in 2011, Downtown Works is the 501(c)(3) non-profit arm of Central City Association (CCA), created to advance CCA's mission of enhancing the region's vibrancy for residents, employees and visitors.



# THOUGHT LEADERSHIP

## STRATEGIC PILLAR #1

### Address DTLA's Challenges and Opportunities Through Thought Leadership

DTLA is home to countless amenities that make it a neighborhood unlike any other in the City of Los Angeles, including museums, sports stadiums, world-class restaurants, nightlife, tourism, diverse residential neighborhoods, thriving business districts and access to public and active transportation. DTWX will examine DTLA's challenges and opportunities, spurring new ideas and solutions so our neighborhoods work better for residents, employees and visitors. To do this, we will:

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#### Define and communicate key issues facing DTLA

DTLA is a vibrant, 24/7 neighborhood that is a regional economic driver, international attraction and the city's greatest source of new housing production. Yet we are also faced with many challenges including economic and social impacts from the coronavirus pandemic, rising street homelessness and traffic congestion. DTLA is a unique community with distinct challenges. We will increase awareness and understanding of how DTLA's key issues impact and relate to the rest of the city. DTWX will engage civic leaders on the current and future needs in DTLA such as schools and parks that will help address the needs of its growing number of residents.

#### Provoke new thinking and innovative solutions

DTLA is the city's laboratory for new ideas, and we welcome creative solutions to address our most complex challenges. We will seek to identify opportunities to strengthen our current infrastructure, increase business and civic alliances and take a leadership role in rejuvenating DTLA after the pandemic. We will share these new ideas and strategies through white papers and other publications.

#### Develop leadership and education opportunities

We will provide leadership development opportunities including information sessions on key policy issues for interested stakeholders and offer career development opportunities for young professionals. We will seek out young professionals from a diverse array of backgrounds that seek to make a positive impact on our city and are interested in DTLA's growth and prosperity. By supporting and developing leaders who act boldly and decisively, we will create a more inclusive, accessible and thriving DTLA for today and tomorrow.

# 2

## CONVENINGS & PILOT PROJECTS

### STRATEGIC PILLAR #2:

#### Advance DTLA Priorities Through Convenings and Pilot Project Execution

DTWX shares CCA's commitment to engaging with leaders across sectors and industries. We believe there is much to be learned from one another, and open dialogue improves civic outcomes. We will use convenings such as roundtables, lectures and workshops to showcase issue experts, deepen engagement with DTLA priorities and, at times, co-create solutions. We will look to sponsor and launch pilot projects that can improve DTLA's livability as DTXW's capacity increases. To convene and engage a broad set of stakeholders on DTLA priorities, we will:

##### Host events, roundtables, lectures and workshops

Our convenings bring experienced, knowledgeable leaders together to learn from and about one another. We know the strongest ideas are collaborations that have been fully vetted and "owned" by varied stakeholders across sectors and industries. We will use our events to bring together experts on our city center's most pressing issues for candid, solution-focused conversations.

##### Launch and manage pilot projects focused on local improvements, economic recovery and increased investment in DTLA and the region

We will leverage DTXW to support local improvement projects through coordination, project management and community engagement as our capacity expands. Projects that improve Downtown's public realm will be of particular importance including investments in green space, wayfinding and mobility. With DTLA as an innovation hub, successful pilot projects can be models from which other localities can learn from and replicate in their own communities.



# 3

## RESEARCH & DATA

### STRATEGIC PILLAR #3

#### Enhance Understanding of DTLA Through Research and Data

Robust research strengthens the collective understanding of DTLA's key issues and priorities. We will enhance our stakeholders' understanding of DTLA's current state and opportunities for the future by identifying outstanding models of urban design and policies from other cities with application to DTLA as well as seeking partnerships with local organizations to produce original research and amplify DTLA stakeholders' experiences. To do this, we will:

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##### Showcase DTLA as the laboratory for best practices in other urban centers

We know that DTLA is a unique urban area with a burgeoning identity and increasing density. We will highlight, adapt and synthesize best practices in housing, mobility and livability in other world-renowned cities to spur adoption of these policies in Los Angeles so we can sustain DTLA's growth.

##### Produce original research through partnerships with higher education institutions, economists and data analysts

DTWX will produce research that informs DTLA stakeholders and CCA's advocacy on key trends in real estate, tourism, economic opportunity and more. Our research will be an open and available resource to interested partners to help educate our civic leaders and engaged stakeholders on the opportunities in DTLA.

##### Survey DTLA and community stakeholders on key issues and priorities

DTLA draws many people to its cultural attractions, amenities, housing developments and commercial spaces. DTLA welcomed more than 22 million visitors annually before the pandemic and has a residential population expected to reach 250,000 people by 2040. We will gather real-time survey data from our array of community stakeholders to inform a collective understanding of key issues and priorities.

# 4

# ORGANIZATIONAL STABILITY

## STRATEGIC PILLAR #4

### Ensure DTWX's Growth Through Advancement and Communications

The success of DTWX depends upon the organization's ability to secure and effectively manage its financial and organizational resources. DTWX will develop budgets and programmatic plans based on the reality of the organization's financial and human resources through:

#### Long-Term Advancement

DTWX will engage and grow its individual and institutional donor base with the goal of sustainability for DTWX's strategic goals. This will require a multi-year development plan based on organizational capacity and increasing investment in fundraising efforts.

#### Branding and Communications

DTWX will raise awareness of its programs and activities through a multi-faceted communications plan. DTWX will develop an online and social media presence to highlight its work, build coalitions and help further its strategic goals.