

OMBA 2011 CALIFORNIA MAIN STREET WORK PLAN

Old Monterey Business Association
Mission Statement

*To enhance and promote the economic vitality
and community spirit of Old Monterey.*

COMMITTEES:

ORGANIZATION

PROMOTION

DESIGN AND LANDSCAPE

ECONOMIC VITALIZATION

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ORGANIZATION COMMITTEE

Finances • Policies • Personnel • Nominations • Bylaws

1. Objective: Meet with Executive Director regarding policies, personnel, finances, organizational direction, bylaws and Board of Director nominations.
Task Leader: Executive Committee
Date Due: Ongoing

2. Objective: Establish Monterey Foundation as an independent 501(c)3 with a separate Board of Directors, to promote the cultural aspect and beauty of historic Old Monterey.
Task Leader: OMBA Staff
Date Due: April 2011

3. Objective: Refine weekly Market Place revenues and increase Market Place promotional activity. Ensure that Market Place is in full compliance with City, County and State regulations. Promote Market Place as an integral part of the Peninsula's downtown.
Task Leader: Special Event/Market Place Coordinator
Date Due/Event Date: Weekly

4. Objective: Monitor Neighborhood Association meetings to strengthen relationships between the residents and downtown businesses.
Task Leader: OMBA President/Executive Director
Date Due/Event Date: Monthly

5. Objective: Host annual "State of the Downtown" Membership meeting/social gathering for "State of the City" and Awards Presentation.
Task Leader: OMBA Staff
Date Due/Event Date: Planning: November; Event: December 2011

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6. Objective: Comply with California Main Street program requirements, including semi-annual reports and requests for information. Make use of national and state Main Street resources.
- Task Leader: OMBA Communications Director
- Date Due/Event Date: Ongoing
7. Objective: Attend at least two Main Street workshops per year, as required by the National Main Street program.
- Task Leader: OMBA Executive Director
- Date Due/Event Date: Ongoing
8. Objective: Monitor Monterey City Council and Commission agendas as they affect OMBA. Offer testimony to support OMBA mission, policies and the economy.
- Task Leader: OMBA President/Executive Director/OMBA Executive Committee
- Date Due/Event Date: Ongoing
9. Objective: Establish series of ongoing meetings with the Wharf, Cannery Row, New Monterey and North Fremont Business Associations to address economic concerns/opportunities within the overall city business community.
- Task Leader: OMBA Executive Director/OMBA Executive Committee
- Date Due/Event Date: Ongoing
12. Objective: Work closely with City, Police, other business districts and the Responsible Hospitality Institute to address Late Night Entertainment opportunities and challenges, as they impact businesses, residents, visitors and developing mixed-use housing in the downtown and throughout the city.
- Task Leader: OMBA Staff
- Target Audience: Monterey community, visitors and merchants
- Target Merchant Beneficiaries: Downtown businesses and community
- Date Due: Ongoing

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PROMOTION COMMITTEE

Special Events • Advertising • Marketing

SPECIAL EVENTS

1. Objective: Facilitate special events to enhance the image of Old Monterey as the active, vibrant, successful downtown of the Monterey Peninsula. Produce and distribute *Schedule of Events & Promotions* to keep merchants aware of activities and street closures. Actively encourage downtown businesses to use special events as a venue to increase retail business.

Task Leader: OMBA Staff & Special Committees
Target Audience: Monterey community and tourists
Target Merchant Beneficiaries: Retail and restaurants
Date Due/Event Date: Ongoing; Distribute *Schedule of Event*

2. Objective: Participate fully in City of Monterey *Buy Local Campaign*. Offer opportunities to all downtown businesses to offer special local discounts/activities to encourage local loyalty to the commercial district.

Task Leader: OMBA Staff & Special Committees
Target Audience: Monterey community and tourists
Target Merchant Beneficiaries: Retail and restaurants
Date Due/Event Date: Ongoing

3. Objective: Develop and Present *Art in the Adobes* as a signature, downtown event.

Task Leader: OMBA Staff/ Special Committees/Board of Directors
Target Audience: Monterey community and tourists
Target Merchant Beneficiaries: Retail and restaurants
Date Due/Event Date: October 2011

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4. Objective: Promote *Cherries Jubilee the Fourth of July, Laguna Seca Red Bull Moto GP, The Monterey Jazz Festival, the Car Auction, the Big Sur Half Marathon and First Night* as premier downtown events. Work with sponsoring organizations to facilitate use of downtown. Encourage broad-based downtown merchant participation in events.
- Task Leader: Promotion Chair
- Target Audience: Residents, tourists and OMBA members
- Target Merchant Beneficiaries: Retail, restaurants and all OMBA members
- Date Due/Event Date: Ongoing;
5. Objective: Promote and present *Rags to Riches* car show on Alvarado on the third Thursday of the month from April through September, 2011.
- Task Leader: Promotion Chair
- Target Audience: Residents, tourists and OMBA members
- Target Merchant Beneficiaries: Retail, restaurants and all OMBA members
- Date Due/Event Date: Ongoing April through October
6. Objective: Search out opportunities to more fully incorporate local merchants into the weekly Market Place.
- Task Leader: Special Event/Market Place Coordinator
- Date Due/Event Date: Monthly Ongoing
7. Objective: Promote Downtown Holiday Program. Incorporate school group presentations at the Farmers Market.
- Task Leader: Promotion Chair
- Target Audience: Residents, tourists and OMBA members
- Target Merchant Beneficiaries: Retail, restaurants and all OMBA members
- Date Due/Event Date: Ongoing; Targeted from Thanksgiving through New Year's Day.
8. Objective: Search out possibility of partnering with Wharf Association/State Parks and Portola Hotel for *Christmas Tree Lighting Event* at Custom House Plaza.
- Task Leader: Promotion Chair
- Target Audience: Residents, tourists and OMBA members
- Target Merchant Beneficiaries: Retail, restaurants and all OMBA members
- Date Due/Event Date: December 2011

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9. Objective: Sponsor and coordinate Horse Drawn Wagon Rides and Carolers in the downtown on the Saturdays in December preceding Christmas.
- Task Leader: Promotion Chair
- Target Audience: Residents, tourists and OMBA members
- Target Merchant Beneficiaries: Retail, restaurants and all OMBA members
- Date Due/Event Date: December 2011
10. Objective: Partner with interested groups to sponsor and develop *La Posada* as a downtown holiday event.
- Task Leader: OMBA Staff & Board of Directors
- Target Audience: Monterey community and visitors
- Target Merchant Beneficiaries: Downtown businesses
- Date Due: December 2011
11. Objective: Develop a flexible annual advertising campaign to promote businesses in Old Monterey. Include cooperative advertising opportunities with *Monterey County Herald*, *Monterey County Weekly*, *Foolish Times* and other local publications, as well as local television and radio stations. Expand cooperative opportunities with other local business associations. Develop ongoing marketing relationship with other Monterey business districts.
- Task Leader: Promotion Chair
- Target Audience: Tourists, visitors, residents and OMBA members.
- Target Merchant Beneficiaries: Retail, restaurants and all OMBA members.
- Date Due/Event Date: Ongoing
12. Objective: Continue to enhance the OMBA Web site, www.oldmonterey.org, in-house, with new information, event listings, photographs, artwork, merchant links and logos.
- Task Leader: OMBA Communications Director
- Target Audience: Visitors, Monterey community
- Target Merchant Beneficiaries: OMBA Members
- Date Due/Event Date: Ongoing
13. Objective: Further develop Facebook and Twitter connection as a primary advertising venue for OMBA and downtown merchants.
- Task Leader: OMBA Communications Director
- Target Audience: Visitors, Monterey community

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Target Merchant Beneficiaries: OMBA Members

Date Due/Event Date: Ongoing

14. Objective: Design and distribute Downtown Restaurant and Shopping guide/Rack Card
- Task Leader: OMBA Staff & Promotion Committee
- Target Audience: Monterey Peninsula residents & tourists
- Target Merchant Beneficiaries: Downtown merchants
- Date Due/Event Date: Monthly; ongoing
15. Objective: Partner with the City to produce and distribute City-Wide Holiday Calendar for the month of December in cooperation with other business districts. Distribute Peninsula-wide.
- Task Leader: OMBA Staff
- Target Audience: Monterey community and tourists
- Target Merchant Beneficiaries: Retail and restaurants
- Date Due/Event Date: November 2011
16. Objective: Develop and emphasize the *historical* connection for downtown business promotion. (Heritage Tourism).
- Task Leader: OMBA Staff
- Target Audience: Monterey community and visitors
- Target Merchant Beneficiaries: OMBA Retail and Restaurants
- Date Due/Event Date: Ongoing
17. Objective: Continue to explore ways to make Old Monterey “family-friendly” through marketing materials and promotional events and the Old Monterey Market Place. Produce kid-friendly/family dining brochure.
- Task Leader: OMBA Staff & Committee
- Target Audience: Monterey community and tourists
- Target Merchant Beneficiaries: Retail, restaurants and activities in Monterey.
- Date Due/Event Date: Ongoing
18. Objective: Support and seek to expand service for WAVE Trolley program to transport visitors and residents between Old Monterey, Fisherman’s Wharf and Cannery Row.

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Task Leader: Promotions Chair
Target Audience: Residents, tourists, and OMBA members
Target Merchant Beneficiaries: Retail, restaurants, and all OMBA members
Date Due/Event Date: Ongoing

19. Objective: Partner with City to print and distribute *Explore Monterey* brochure as a *Preserve America City*

Task Leader: OMBA Staff
Target Audience: Community residents and visitors
Target Merchant Beneficiaries: Business community
Date Due: Ongoing

20. Objective: Promote Old Monterey to downtown conference attendees. Encourage merchants to incorporate Conference themes for business marketing.

Task Leader: Committee and Staff
Target Audience: Monterey community and visitors
Target Merchant Beneficiaries: Downtown businesses
Date Due: Ongoing

21. Objective: Post conference lists on OMBA website for downtown merchants and encourage them to incorporate conference/event themes into merchandising, window décor, etc.

Task Leader: Promotion Committee and OMBA Staff
Target Audience: Monterey community and visitors
Target Merchant Beneficiaries: Downtown businesses
Date Due: Ongoing

22. Objective: Partner with Cannery Row, the City and AT&T to continue to park AT&T Pro-Am Golf Tournament attendees in the downtown by managing/running the Pro-Am Shuttle from downtown Monterey.

Task Leader: Promotion Committee and OMBA Staff
Target Audience: Monterey community and visitors
Target Merchant Beneficiaries: Downtown businesses
Date Due: Ongoing

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23. Objective: Promote and educate community on existing parking opportunities in Downtown. Include parking information in all promotions.
- Task Leader: OMBA Traffic & Parking Committee and OMBA Staff
- Target Audience: Residents and visitors
- Date Due: Ongoing

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DESIGN COMMITTEE

Enhancement of Streets, Sidewalks, and Public Space

1. Objective: Update, communicate and implement *Downtown Vision* (attached)
Task Leader: Design Chair/OMBA Staff
Target Audience: Monterey community and visitors
Target Merchant Beneficiaries: Downtown businesses and city residents
Date Due: Ongoing

2. Objective: Survey current directional signage in the downtown and develop overall signage program. Encourage the City to use downtown logo for street directional signage.

Task Leader: Design Chair/OMBA Staff
Target Audience: Monterey community and visitors
Target Merchant Beneficiaries: Downtown businesses
Date Due: Ongoing

3. Objective: Improve entry-way signage to direct visitors and residents into the downtown. Work with city regarding electronic-entry signage.

Task Leader: Design Chair/OMBA Staff
Target Audience: Monterey community and visitors
Target Merchant Beneficiaries: Downtown businesses and city residents
Date Due: Ongoing

4. Objective: Participate in Downtown Revitalization meetings
Task Leader: Design Chair/Design Committee/OMBA President/OMBA Staff
Target Audience: Monterey community and visitors
Target Merchant Beneficiaries: Downtown businesses and property owners
Date Due: Ongoing

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5. Objective: Survey current downtown lighting to ensure a safe and attractive after dark environment throughout district.
- Task Leader: Design Chair/ Design Committee/Downtown Merchants/Staff
- Target Audience: Monterey community and visitors
- Target Merchant Beneficiaries: Downtown businesses
- Date Due: Ongoing
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6. Objective: Encourage timely development of empty lots within the downtown. Work with the property owner and the City to address the opportunities new development offers for the downtown business mix.
- Task Leader: Design Chair/OMBA Staff
- Target Audience: Monterey community and visitors
- Target Merchant Beneficiaries: Downtown businesses and city residents
- Date Due: Ongoing
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7. Objective: Cooperate with the City to solve Washington/Delmonte intersection problems as part of entire Lighthouse/Delmonte corridor improvements.
- Task Leader: Design Chair/OMBA Staff
- Target Audience: Monterey community and visitors
- Target Merchant Beneficiaries: Downtown businesses
- Date Due: Ongoing
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8. Objective: Explore program to remove perceptual and actual pedestrian barriers that block access to and from Old Monterey, especially Custom House Plaza, the Alvarado Mall and Del Monte Avenue from the Washington Street intersection. Partner with, the Wharf, the Maritime Museum, State Parks and the City to look for opportunities to open up the area.
- Task Leader: Design Chair/OMBA Staff
- Target Audience: Monterey community and visitors
- Target Merchant Beneficiaries: Downtown businesses
- Date Due: Ongoing

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9. Objective: Develop a sense of sophisticated whimsy in selected areas, using art and historical context.
- Task Leader: Design Chair and OMBA Staff
- Target Audience: Monterey community and visitors
- Target Merchant Beneficiaries: Downtown businesses
- Date Due: Ongoing
10. Objective: Explore historic potential & accentuate existing integrity of buildings in our historic district.
- Task Leader: City of Monterey Liaison and OMBA Staff
- Target Audience: Property owners
- Target Merchant Beneficiaries: Entire district
- Date Due: Ongoing
11. Objective: Encourage Calle Principal redevelopment and reconstruction of vacant and underused parcels and walkways.
- Task Leader: OMBA Board and Staff
- Target Audience: Monterey community, visitors and merchants
- Target Merchant Beneficiaries: Downtown businesses
- Date Due: Ongoing
12. Objective: Work closely with City of Monterey Parking Division and Monterey Police Department to ensure safe, well-lighted, secure parking in the downtown core area.
- Task Leader: OMBA Traffic & Parking Committee and OMBA Staff
- Target Audience: Monterey community and visitors
- Date Due: Ongoing
13. Objective: Develop a downtown parking plan that addresses optimum parking times for individual streets throughout the district.

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Task Leader: OMBA Design Committee and Staff
Target Audience: Monterey community and visitors
Date Due: Ongoing

14. Objective: Encourage City of Monterey Parking Division to partner with OMBA for more special events and promotions.
- Task Leader: OMBA Design Committee and OMBA Staff
Target Audience: Monterey community and visitors
Date Due: Ongoing

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ECONOMIC REVITALIZATION COMMITTEE

Pursuit of Financial Opportunities for Property Owners and Businesses

1. Objective: Monitor and support Downtown Specific Plan as it addresses downtown challenges and opportunities.

Task Leader: OMBA Board and Staff

Target Audience: Monterey community, visitors and merchants

Target Merchant Beneficiaries: Downtown businesses

Date Due: Ongoing
2. Objective: Work closely with the Monterey Commercial Property Owners (MCPOA) to address empty storefronts in the downtown and areas of common concern. Participate in an open meeting/workshop with MCPOA, the City and OMBA to address common opportunities for downtown development.

Task Leader: OMBA Board and Staff

Target Audience: Monterey community, visitors and merchants

Target Merchant Beneficiaries: Downtown businesses

Date Due: Ongoing
3. Objective: Support MCPOA as they develop a master plan for the entire district that addresses the type and quality of businesses and development best for the downtown; one that incorporates both national retailers and independents.

Task Leader: OMBA Design Committee, Board and Staff

Target Audience: Monterey community, visitors and merchants

Target Merchant Beneficiaries: Downtown businesses

Date Due: Ongoing
4. Objective: Address homeless problem in the downtown in cooperation with the City Council, City Manager, Police Chief and City Attorney. Investigate strategies in place in other cities that address the problem.

Task Leader: OMBA Board and Staff

Target Audience: Monterey community, visitors and merchants

Target Merchant Beneficiaries: Downtown businesses

Date Due: Ongoing

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5. Objective: Support the City of Monterey and the Golden State Theatre to develop the Theatre as a part of the Monterey Conference Center, and as a venue for performing arts and community events.
- Task Leader: OMBA Board and Staff
- Target Audience: Monterey community, visitors and merchants
- Target Merchant Beneficiaries: Downtown businesses
- Date Due: Ongoing
6. Objective: Encourage more specialty shops that cater to both visitor and tourist.
- Task Leader: OMBA Board and staff
- Target Audience: Monterey community, visitors and merchants
- Target Merchant Beneficiaries: Downtown businesses
- Date Due: Ongoing
7. Objective: Support new and current shops to cater to the present economy as a downtown-draw.
- Task Leader: OMBA Board and staff
- Target Audience: Monterey community, visitors and merchants
- Target Merchant Beneficiaries: Downtown businesses
- Date Due: Ongoing
8. Objective: Continue to support development of work-force and upscale mixed-use housing in the downtown.
- Task Leader: OMBA Traffic & Parking Committee and OMBA Staff
- Target Audience: Monterey community and visitors
- Date Due: Ongoing
9. Objective: Supply information and offer testimony to City Council and committees as it regards Old Monterey core downtown business area.
- Task Leader: OMBA Executive Director and Board
- Target Audience: Monterey residents
- Target Merchant Beneficiaries: Retail and restaurant establishments
- Date Due: Ongoing

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10. Objective: Continue to develop new business in Old Monterey. Tie in with “How to Start a Business in Old Monterey” page on OMBA Web site, www.oldmonterey.org.
- Task Leader: OMBA Staff
- Target Audience: Monterey community, visitors and merchants
- Target Merchant Beneficiaries: Downtown businesses
- Date Due: Ongoing

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