







# 2021 Strategic Plan

*in the time of COVID*

## Our Mission:

**We bring business to La Jolla Village Merchants**

## Our Core Values:

**LJVMA strives to be flexible, fluid, valuable and valued.**

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## Part One Organizational Excellence

led by Brett Murphy, President

### Membership

Increase attendance at monthly meetings (live or virtual), election process, committees

Increase Associate Memberships

- Promote to Bird Rock/La Jolla Shores
- Seek out home based businesses
- Banks

### Liaisons to other La Jolla Community Groups

Appoint only members who are active in association

Review appointments annually

### Increase Volunteerism

Student/Interns

Community Members

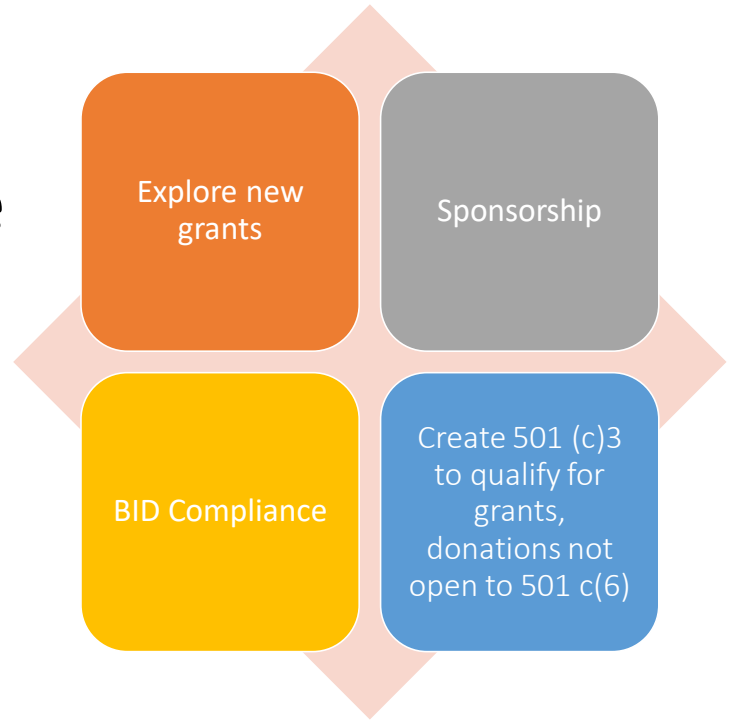
### Professionalism

BOD Ethics Training

Consistent BOD onboarding process

# Alternative Revenue Ways and Means

led by Amber Anderson, Treasurer



## Specific Alternate Revenue Tactics

### La Jollalty Gift Card Promotion

- Bonus Bucks
- Package Hotel, Meal, Retail

### Virtual Events

- Online Silent Auction
- Priceless experiences (Classes/Intimate Gatherings with celebrity chefs, authors, photographers, designers, etc.)
- Quarterly Raffles for Holiday Events

### Create and Sell La Jolla Branded items

- T-shirts
- Beach Towels
- Jigsaw Puzzle
- Produce Custom Books
  - Cookbook for La Jolla
  - Coloring Book

# Part Two Merchant Education and Engagement



## Education

- Business Breakfasts (Virtual)
- Promote Job Board
- Promote 3rd Party online education (“Don’t reinvent the wheel.”)
- Deliver Hands on Online Education
- Social Media
- Wellness for Merchants – Highlight Village Professionals
- Work-Life Balance
- Stress Reduction
- Nutrition
- Exercise and Movement
- Promote parks, beaches and trails

## Networking with Added Value

- Guest Speakers
- How to Sessions (Social Media, Hosting Virtual Events, How to Increase Business, Fundraisers as a Marketing Tool, Marketing, Funding Resources, City Services)

## Block Captains

- Continue Virtual Outreach Program to keep merchants informed and connected [during COVID CRISIS]
- Assist Merchants with COVID Orders
- Create New Business Welcome Packet

## Increase Value and Participation of Monthly Membership Meetings by Merging with Merchant Engagement

### Increase attendance

- Reward attendance and ongoing attendance
  - Raffle for free parking for all who attend
  - Attend three meetings in a row and get a prize
- Outreach to La Jolla Shores, Bird Rock
- Reward for bringing a new person to the meeting
- Treats for those who pre-register (coffee coupons, wine, chocolates, snacks)

### Enhance Content and Format

- Theme each meeting
- Virtual Game Show (La Jolla Jeopardy, La Jolla Family Feud, Bingo)
- Virtual Happy Hour with the three merchant groups (et al) quarterly to get an update and work smarter together – not harder.
- Post meeting meditation, chair yoga, etc.
- Community Networking – Make time for introductions
  - Business Spotlight each month
  - Community Spotlight each month (Showcase a La Jolla Community Group each month allowing them to share for 5 minutes)
- Interactive Icebreaker Question each meeting (One thing I love about the Village, one thing I would change, the best idea I’ve seen in other Shopping Areas, best marketing idea I’ve tried lately) this time

## Part Three: Design and Ambience Ideas

<p><b>Storefront/Window Display Improvements</b></p> <ul style="list-style-type: none"> <li>• Create Friendly Competitions with Prizes</li> <li>• Best looking Block Competition</li> <li>• Window Decorating Contests (Holidays and Beyond)</li> <li>• Help with window design and merchandising (Window Design Mentors)</li> </ul>	<p><b>La Jolla, MAD, City Resources and Get-it-Done App to all</b></p> <ul style="list-style-type: none"> <li>• Connect with organizations working on Streetscapes</li> <li>• Pocket Park</li> </ul>	<p><b>Promotional Use of PROW</b></p> <ul style="list-style-type: none"> <li>• Sidewalk Sales</li> <li>• Sidewalk Cafes</li> <li>• Parklets</li> <li>• Street Closures</li> <li>• Public Art             <ul style="list-style-type: none"> <li>• Seal Installations</li> <li>• Explore other public art</li> <li>• Capitalize on Murals</li> </ul> </li> <li>• Photo Stops (IG worthy backgrounds, window displays, etc)</li> </ul>	<p><b>Wayfinding</b></p> <ul style="list-style-type: none"> <li>• Touch Directory in the Village</li> <li>• Wayfinding Blade Signs</li> </ul>	<p><b>Lighting</b></p> <ul style="list-style-type: none"> <li>• Explore additional holiday lights</li> <li>• Improve lighting overall</li> </ul>	<p><b>Sound Design - Music throughout the village</b></p> <ul style="list-style-type: none"> <li>• When allowed - Live pop-up performances, encourage buskers</li> <li>• Recorded music</li> </ul>
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## Part Four - Marketing and Events – Big Ideas

<p><b>Highlight Current Marketing Magnets</b></p> <ul style="list-style-type: none"> <li>• Leverage our most popular attractions (Seals, Sea Lions, Scenery)</li> <li>• Implement strategies to move people from the Cove to the Village</li> </ul>	<p><b>Charitable Partnering</b></p> <ul style="list-style-type: none"> <li>• Partner with Local nonprofits</li> <li>• La Jollalty Card Fundraisers</li> </ul>	<p><b>Advance Social Media</b></p> <ul style="list-style-type: none"> <li>• Use virtual events (scavenger hunts, contests, etc.) to increase social media engagement.</li> <li>• Add New Blog Features (Meet the Merchant, Merchants Doing Good)</li> <li>• Shift Event Calendar from Live to Virtual Events</li> <li>• Promote #mylajolla</li> <li>• Paid boosts for Facebook events</li> <li>• Social sharing links in all media newsletter</li> <li>• Explore Google products</li> </ul>	<p><b>Update La Jolla Village Map in Conjunction with Wayfinding</b></p> <ul style="list-style-type: none"> <li>• Align with overall Wayfinding Plan</li> <li>• Widen distribution (hotels, concierge, park rangers, association, etc.)</li> </ul>
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# Specific Marketing & Events Tactics

## On Site Marketing

- Selfie Stations in Peak Walking Areas Encourage People to tag and bring more business to the community
- Directory/Bulletin Boards outside or inside of stores to cross promote fellow merchants
- COVE Marketing
  - Coupons
  - Gifts
  - Shuttle Rides

## COVID Friendly Events

- Self Guided Walking Tours (Connect with Historic Society)
- Small Business Day(s) (Buy a Bag, Get a Discount at participating stores/restaurants)
- Virtual Ribbon Cuttings (when stay-in-place order) lifts; Huge Ribbon Cutting to celebrate all business which opened during COVID
- On-line Cooking Classes
- Behind the Scenes Tours of Iconic Places (La Valencia, Grand Colonial,

## Natural Resources are Natural Attractions

- Seals/Sea Lions
- Cormorants
- Collaborate
  - Galleries (Nat Geo/Mangelson/Peter Lk)
  - Environmental Groups
  - Photographers

## Create/Sponsor Groups to tie into Special Interest

- Meet-up
- Social groups
- Photography
- Environmental
- Open Water Swimmers
- Foodies
- Happy Hours
- Singles
- Moms

## Gift Card Program

- Bonus Bucks
- Model after successful programs

## Strategic Video Marketing with Ben Roberts

- Visual Local Shopping Guide for Specific Interests
  - Families/Kids
  - Pet Lovers
  - Romantics
  - Girls Day Out
  - Foodies
  - Retail Therapy
  - Fitness

## Merchant Cross promotion and collaborations

- Trade Gift Cards
- Buy this from us, get that from another merchants

Main Street America's Four Planning Tenets				
1. ORGANIZATION	2. ECONOMIC VITALITY	3. DESIGN	4a. PROMOTION (Events)	4b. PROMOTION (Marketing & Publicity)
<p><b>COVID-19 Crisis Management</b></p> <ul style="list-style-type: none"> <li>☑ Use media assets to connect merchants to resources, funding opportunities, programs,</li> <li>☑ Promote needs of all merchants to elected officials during budget and decision-making process</li> <li>☐ Create 501 (c)3 to qualify for grants, donations not open to 501 c(6)</li> <li>☑ Adjust meeting format until in person meetings can be resumed.</li> <li>☑ Bring on Policy Intern to navigate changes.</li> <li>☐ Prepare draft 2021-22 Budget based on 30% Decrease in BID Revenue</li> </ul> <p><b>Professionalism</b></p> <ul style="list-style-type: none"> <li>☑ BOD Ethics Training</li> <li>☐ Consistent BOD onboarding process</li> </ul> <p><b>Membership</b></p> <ul style="list-style-type: none"> <li>☑ Increase attendance at monthly meetings (live or virtual), election process, committees</li> <li>☐ Associate Membership - Actively promote Category (Bird Rock/La Jolla Shores)</li> </ul> <p><b>Ways and Means</b></p> <ul style="list-style-type: none"> <li>☐ Explore new grants</li> <li>☑ Sponsorship</li> <li>☑ BID Compliance</li> </ul> <p><b>Decrease staff costs using volunteers</b></p> <ul style="list-style-type: none"> <li>☑ Student/Interns</li> <li>☑ Community Members</li> </ul> <p><b>Liaisons to other La Jolla Community Groups</b></p> <ul style="list-style-type: none"> <li>☑ Appoint only members who are active in association</li> <li>☑ Review appointments annually</li> </ul> <p><b>Diversity and Inclusion</b></p> <ul style="list-style-type: none"> <li>☑ Create Task Force and Initiatives</li> </ul>	<p><b>Merchant Education</b></p> <ul style="list-style-type: none"> <li>☑ Business Breakfasts (Profitable Partnerships)</li> <li>☑ Diversity Education</li> <li>☑ Create Job Board on Website to further reach to diverse candidates</li> <li>☑ Online Education</li> <li>☑ Promote 3rd Party online education ("Don't reinvent the wheel.")</li> <li>☑ Develop Webinar Education specific to La Jolla Village merchant needs <ul style="list-style-type: none"> <li>○ The Big Pivot</li> <li>○ Social Media</li> <li>○ Re-opening Safely</li> </ul> </li> </ul> <p>Block Captains</p> <ul style="list-style-type: none"> <li>☑ Create Virtual Outreach Program to keep merchants informed and connected during COVID CRISIS</li> <li>☑ Choose Chair</li> <li>☑ Assist Merchants with COVID Orders</li> <li>☐ Create New Business Welcome Packet</li> </ul> <p>Real Estate Relationships</p> <ul style="list-style-type: none"> <li>☑ Develop relationship with property owners, commercial real estate brokers.</li> </ul> <p>Traffic and Parking</p> <ul style="list-style-type: none"> <li>☑ Continue work with parking consultant.</li> <li>☑ Draft Parking Communication/Wayfinding Program</li> </ul>	<p><b>Social Distancing</b></p> <ul style="list-style-type: none"> <li>☑ Assist with Soft Streets City Plan for Street Closure</li> <li>☑ Communicate Design Ideas to assist with social distancing.</li> </ul> <p><b>Leverage Seals</b></p> <ul style="list-style-type: none"> <li>• Create Seals on Parade Public Art project</li> </ul> <p><b>Draft Place-Making/Signage</b></p> <ul style="list-style-type: none"> <li>☑ Cove</li> <li>☑ Directory</li> <li>☑ Parking Signage</li> <li>☑ Pedestrian Signs</li> </ul> <p><b>Year-Round Ambience</b></p> <ul style="list-style-type: none"> <li>☑ Ongoing relationship with MAD</li> <li>☑ Promote Store-front maintenance of PROW/private owned planters, etc.</li> <li>☐ Music through the village</li> <li>☐ Determine future of Holiday Décor and lightline</li> </ul>	<p><b>Adjust to COVID Shutdown Orders. Shift to Virtual Events</b></p> <p><b>If Allowed:</b></p> <p><b>Duplicate successful events</b></p> <ul style="list-style-type: none"> <li>• Pillage the Village</li> <li>• Taste of SoVille (Fay/Pearl/La Jolla Blvd?)</li> </ul> <p><b>Enjoya La Jolla- Earlier time 12-3</b></p> <ul style="list-style-type: none"> <li>☑ Family/Children's Activities</li> <li>☑ Get more services involved</li> <li>☑ Get merchants involved outside the Village Center (Create Highlighted Zones, ie Fitness of Fay, Upper Girard Design District, Happenings on Hershel,</li> <li>☑ Secure sponsors</li> </ul> <p><b>Fireworks (4<sup>th</sup> of July or New Year's?)</b></p> <ul style="list-style-type: none"> <li>☑ Pre event dining/shopping event</li> <li>☑ VIP Event (Fundraiser?)</li> </ul> <p><b>Standardize 3<sup>rd</sup> Party Event MOU</b></p> <ul style="list-style-type: none"> <li>☑ Invite to partnerships with LJVMA</li> <li>☑ Link Merchants to Available 3rd Party Events. (if allowed)</li> </ul>	<p><b>Highlight Current Marketing Magnets</b></p> <ul style="list-style-type: none"> <li>☐ Leverage our most popular attractions (Seals, Sea Lions, Scenery)</li> <li>☐ Implement strategies to move people from the Cove to the Village</li> </ul> <p><b>Charitable Partnering</b></p> <ul style="list-style-type: none"> <li>☑ Partner with Local nonprofit <ul style="list-style-type: none"> <li>○ La Jollalty Card Fundraisers</li> </ul> </li> </ul> <p><b>Advance Social Media</b></p> <ul style="list-style-type: none"> <li>☑ Add New Blog Features (Meet the Merchant, Merchants Doing Good)</li> <li>☑ Shift Event Calendar from Live to Virtual Events</li> <li>☑ Promote #mylajolla</li> <li>☑ Paid boosts for Facebook events</li> <li>☑ Social sharing links in all media newsletter</li> <li>☑ Explore Google products</li> </ul> <p><b>Update La Jolla Village Map</b></p> <ul style="list-style-type: none"> <li>☐ Align with overall Wayfinding Plan</li> <li>☐ Widen distribution (hotels, concierge, park rangers, association, etc.)</li> </ul> <p><b>Co-op advertising (based on COVID reopening)</b></p> <ul style="list-style-type: none"> <li>☐ Tourism publications</li> <li>☐ La Jollalty/Enjoya</li> <li>☐ Explore radio</li> <li>☐ PR consistency</li> <li>☐ Intern Project</li> <li>☐ Media alerts</li> <li>☐ Feature Story pitching</li> </ul> <p><b>La Jollalty Card/Fresh Air Business</b></p> <ul style="list-style-type: none"> <li>☑ Marketing Plan</li> <li>☐ Increase Merchant Engagement</li> </ul>