

**COLUMBIA CID MANAGEMENT PLAN  
FINAL DRAFT— MAY 8, 2009**

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**ATTACHMENT A: SAMPLE BUSINESS SUPPORT MANAGER JOB DESCRIPTION –  
BOULDER, CO**

Prepared for the Columbia Special Business District  
by Progressive Urban Management Associates, Inc.

## PLAN SUMMARY

### **Name:**

Downtown Columbia Community Improvement District (“CID”)

### **Rationale:**

The development of the Downtown Columbia CID is an opportunity to create a strong public/private partnership that can support Downtown as it grows in the years ahead. Creating a CID can:

- Foster growth Downtown to ensure it matures into a consistently vibrant, strong economic destination and remains competitive in an increasingly tough economic environment by providing the organizational infrastructure required to move from simply maintaining downtown to growing it.
- Provide the structure and resource options for a stronger, more unified private sector organization to emerge which can more effectively provide leadership and guide the evolution of Downtown.
- Shift the organization towards a greater emphasis on creating an environment to attract and leverage investment by focusing both private and public sector resources on advancing economic development and improvements to the public realm.
- Offer advantages over the current Special Business District (SBD) because it provides for the ability to spread costs more equitably between all Downtown stakeholders, provides a stronger management structure, creates more diversified revenue streams and tools, and broadens and deepens the foundations for a unified private sector voice for the Downtown business district.

### **Proposed Boundaries:**

The CID plan demonstrates work plans, budgets and assessment methodologies for the **Proposed CID Service Area**, which includes the same area currently being served by the Downtown Columbia Special Business District (SBD) as well as additional properties, including:

- East of Locust and Hitt
- North of Ash and Park
- East end of Broadway

A map of the boundaries can be found at the end of this document.

### **CID Five Year Plan:**

Based upon property and business owner input from interviews and surveys, the CID would provide funding to enhance downtown’s environment and economy, including capital improvements, enhanced maintenance and safety initiatives, economic development, communications and advocacy programs.

#### **Enhance the Downtown ENVIRONMENT**

##### **Capital Improvements**, including:

- Streetscape enhancements such as landscaping, flowers, street furniture and lighting
- Cosmetic improvements such as seasonal banners and decorations

##### **Enhanced Cleaning and Maintenance**, including:

- Increased sidewalk cleaning
- Enhanced maintenance and cleaning of alleys and parking garages
- Enhanced services that would not be expected from the City, such as sidewalk power washing.

**Increased Safety**, including:

- Partnering with the Columbia Police Department to increase safety patrols and creation a downtown street team
- Deploying downtown ambassadors
- Maintaining a downtown security camera system

**Enhance the Downtown ECONOMY**

**Downtown Economic Development Programs**, including:

- Business recruitment and retention initiatives to broaden and diversify downtown’s small business base
- Market research to understand both consumer and investor opportunities for downtown
- Create investor marketing information to educate entrepreneurs on downtown opportunities

**Marketing and Events**, including:

- Consumer marketing to reinforce “The District” brand and to generate foot traffic and drive sales
- Enhancement and expansion of “The District” website
- Holiday promotions, programs and events
- Merchant promotions and direct merchant assistance, including merchandising and storefront window display assistance to help existing businesses better market their products
- Support of selective special events which leverage marketing efforts to attract customers and investors to downtown
- Public relations, including efforts to improve the regional image of downtown Columbia

**Communications and Advocacy**, including:

- Manage media relations to project a positive image
- Advocate to advance policies and attract additional resources that will improve downtown
- Develop communications tools to reach out to stakeholders and educate ratepayers

**Budget:**

**\$465,000** is budgeted for the first year of the CID. The proposed budget is as follows:

<b>REVENUE</b>	
Property Assessment (0.4778)	\$150,000
CID Sales Tax (1/2%)	\$300,000
In Lieu of Tax (Exempts)	\$30,000
<b>TOTAL REVENUE</b>	<b>\$480,000</b>
<b>EXPENSES</b>	
Environmental Enhancements	\$200,000
Economy and Business Development	\$100,000
Management and Administrative	\$175,000
<b>TOTAL EXPENSES</b>	<b>\$475,000</b>

**Assessment Methodology:**

The CID shall be authorized to collect revenue through a property assessment and sales tax within the district. The estimated CID assessments for year one are:

<b>Property Assessment</b>	<b>0.4778</b> per \$100 of taxable property value, the same as the existing SBD rate
<b>Sales Tax</b>	½%, which will bring the downtown sales tax rate to parity with other competing shopping destinations

In order to provide adequate funding for the costs of providing its services and improvements in the future, the CID shall be authorized to increase the rates of property assessment to increase the program budget not more than **5%** per year. Property assessments will not exceed **0.60** at any time during the term of the CID.

**Revenue Administration:**

The CID Advisory Board will oversee revenue administration of the CID taxes and assessments. The CID board will submit an annual budget to the City of Columbia during fiscal budgeting. Once approved and collected, the City will transfer the CID collections to the CID board, who will oversee administration and allocation of those funds. An annual independent audit will be prepared by the CID board to account for the use of funds.

**City Services:**

The City will maintain its existing level of service within the proposed CID boundaries. CID services funded by assessments and taxes will be *in addition to* City services currently provided downtown. The city shall not decrease the level of publicly funded services in the district existing prior to the creation of the district or transfer the financial burden of providing the services to the district unless the services at the same time are decreased throughout the municipality.

**District Formation:**

The formation of a CID per Missouri statute sections 67.1401 to 67.1571 known as the “Community Improvement District Act” requires:

- Submission of petitions from property owners collectively owning more than 50% of the real property by assessed value within the boundaries of the proposed district, and by more than 50% per capita of all owners of real property within the boundaries of the proposed district
- A public hearing and the approval of an ordinance forming the CID by City Council.

Formation of the district will also include the process to activate revenue generation from the property assessment and the sales tax. This requires:

- *Property Assessment:* Inclusion on the CID creating petition signed by 50% of the real property by assessed value within the boundaries of the proposed district, and by more than 50% per capita of all owners of real property within the boundaries of the proposed district
- *Sales Tax:* A vote of “qualified voters” in the district once it is formed. “Qualified voters” consist of registered voters residing in the district.

**Governance:**

The CID Advisory Board will be a political subdivision of the City of Columbia and will be guided by a board of up to 15 downtown property and business owners. A slate of nominees for the board will be submitted by a CID nominating committee to the Mayor who, in consultation with the City Council, shall either appoint the board or return the slate to the nominating committee for further consideration. Each director must, during his or her entire term, be at least 18 years old and be either an owner of real property or of a business operating within the district or a registered voter residing within the district. The CID board will develop annual work plans, budgets and assessment rates, and will oversee the delivery of day-to-day services..

**Term:**

The district will have a twenty year term beginning in **2010** and ending in **2029**. An annual review of the CID mission, budget and programming as well as an annual ratepayer satisfaction survey will be conducted. In addition, the district will undergo five-year re-evaluations, including an assessment of the downtown market, structured stakeholder outreach and a re-evaluation of program responses. Any significant changes to programming could be considered during the five-year evaluations, but stakeholders would not be required to go through the legal steps to re-establish the CID.

**Annexation:**

With consent of the CID Advisory Board, property may be added to the district by ordinance upon receipt of a petition by the property owners and after a public hearing held by city council.

**Dissolution:**

Dissolution of the district may occur by submitting to the City Council a petition signed by owners of real property collectively owning more than 50% by assessed value of real property within the district and more than 50% per capita of owners of real property within the boundaries of the district and must contain a plan for distribution of the assets. Petition submission is followed by a public hearing and a dissolution ordinance passed by City Council.

## **PROCESS TO CREATE THE CID MANAGEMENT PLAN**

For nearly 30 years, the Downtown Special Business District (SBD) and the Central Columbia Association (CCA) have invested funds to improve the management and marketing of Downtown Columbia while also tackling streetscape projects and advocating for initiatives important to Downtown stakeholders and center city vitality. The SBD was created in 1979, encompasses 43 blocks of the Downtown and has raised just over \$200,000 per year through special assessments to finance services including beautification, business recruitment, economic development and historic preservation.

Recent years, however, have brought significant changes and new challenges, and as Downtown Columbia prepares to compete for jobs, investment and sales in an era of profound economic uncertainty, there is recognition that the focus must shift from maintaining downtown to growing it. To address these changes, consulting assistance was sought in spring 2008 to analyze the current structure of the organizations and the future needs of Downtown and to provide a working plan for a refreshed Downtown management structure better equipped for future growth.

The development of the Downtown Columbia Strategic Plan is the result of a participatory process in which more 150 individuals property and business owners, residents, elected officials and other stakeholders were engaged during the spring of 2008. This process included a comprehensive analysis of Downtown Columbia's current economic, social and political position within the marketplace. The process included:

- Past studies and plans, as well as current efforts underway and the SBD's organizational structure were reviewed, including work programs, budgets and operating practices.
- P.U.M.A. conducted extensive interviews and forums with Downtown stakeholders, and a survey of Downtown business and property owners was distributed. More than 50 property owners, businesses and city officials were involved in the process
- An online survey revealed opinions and priorities from an additional 129 business and property owners.

The strategic planning process revealed a desire to not only explore new services, but to additionally evaluate options to strengthen the organization and generate more resources for Downtown. This shift suggests a greater emphasis on creating an environment to attract and leverage investment by focusing both private and public sector resources on advancing economic development and improvements to the public realm.

The organizational implications suggest a re-engineering of the organization away from the SBD and CCA structure and into a new type of assessment district known as a Community Improvement District (CID) to provide a stronger management structure, more diversified revenue streams and tools to assist the organization in becoming a more effective and self-sustaining leader for Downtown today and beyond.

A CID is a strong tool for the future of Downtown Columbia because it:

- Provides for the ability to spread costs more equitably between all downtown stakeholders (i.e. property owners, business owners and customers)
- Offers the ability to collect greater revenue over time as needs arise
- Creates the opportunity to simplify Downtown Columbia's assessment structure through one legal mechanism (i.e. CID) as opposed to multiple methods (i.e. SBD, CID, membership dues, etc.)
- Broadens and deepens the foundation for a viable and unified private sector voice for the downtown business district.
- Is created and governed by a board composed of ratepayers, providing an ongoing commitment to operate with transparency and accountability.

With the creation of a new CID, some existing funding sources for Downtown would go away, with increased resources from the CID covering those expenses. The following is recommended:

<b>Current Funding</b>	<b>Proposed Funding</b>
SBD – Property Assessment	CID – Property Assessment at same rate as SBD
SBD – Business License Assessment	None – Business License to be discontinued
CCA - Membership Revenue	Limited – Memberships only for interests outside of downtown
Sponsorships	Sponsorships will continue
Government Contributions	Government contributions will continue
	NEW – CID Sales Tax of ½%, bringing downtown to parity with other Columbia shopping destinations

The creation of a CID assumes the dissolution of some of the existing SBD and CCA funding mechanisms. Under a CID, the property assessment would continue to be collected, and a sales tax would be added. Additionally, it is suggested that the CCA membership dues be eliminated for businesses located within the boundaries of the proposed CID.

Overall, the CID emerges as a better tool for Downtown Columbia both in the short-term – to jump-start economic development programming – and long-term, in order to tackle bigger, costlier items such as infrastructure improvements, increased clean and safe efforts and other unforeseen needs that may arise. Those long-term priorities that emerged from the strategic planning process include:

<b>Long-Term Strategies</b>
Develop a Business Retention and Recruitment Initiative
Develop Investor Marketing and Enhance Consumer marketing
Shift Events Management to Outside the Organization
Cleaner
Safer
Improved Pedestrian Experience
Façade Improvement Program

This process also unveiled a willingness to explore the creation of a CID. To guide the consultant team and test the viability of the CID creation, a CID Steering Committee composed of business and property owners and civic representatives, was formed to guide the effort. Following an initial review of this management plan by the CID Steering Committee and legal counsel, the consultant team held a series of stakeholder workshops to obtain input and build consensus. From that feedback, the final management plan was drafted.

## **DOWNTOWN COLUMBIA CID OPERATING PLAN**

### **ENHANCING DOWNTOWN'S ENVIRONMENT**

#### **IMPROVED PEDESTRIAN ENVIRONMENT**

The appearance of the pedestrian environment in Downtown Columbia has improved significantly in the last several years, but ongoing improvements to continue to enhance these spaces and ensure they remain user friendly are critical to downtown's success. Recommended initiatives include:

**Capital Improvements:** Downtown Columbia has undergone tremendous beautification efforts in recent years with the removal of the canopies and the upgrading of streetscape, particularly "experience enhancements". To build on those successes, stakeholders expressed interest in adding new elements to enliven downtown including capital improvements which activate the pedestrian environment and create better connections. These improvements could include landscaping and flowers, lighting, public art, sidewalk cafes and activities, banners, tree lighting and other improvements to overall aesthetics. Such improvements ranked among the top five overall priorities for improving downtown in the next five years and among the top priorities stakeholders are willing to pay for.

**Enhanced Cleaning and Maintenance:** Stakeholder outreach suggested that maintaining and improving the cleanliness of the environment is key to Downtown Columbia's continued success. Specifically, the enhanced maintenance and upkeep of alleys and parking garages was mentioned as key. The SBD currently funds a small maintenance staff to undertake spot cleaning and sweeping, but limited resources means limited services. The creation of the CID increases the resources available for managing a larger cleaning and maintenance program downtown to assist in improving the overall cleanliness of the downtown environment, and to undertake enhanced services that would not otherwise be expected from the city.

**Increased Safety:** Stakeholders demonstrated in their feedback that providing a safe downtown environment is critical to the future of Downtown Columbia. Addressing this issue may require multiple tactics, including advocating for constant vigilance over safety issues in the city, to forming a downtown detail to provide a stronger police presence at the times and locations most crucial to downtown. The survey and outreach work also demonstrated that nearly 40% of respondents are willing to pay additional assessments to make downtown safer. Options to enhance safety with CID funding could include purchasing equipment for city police, investing in downtown security cameras, deploying Downtown Ambassadors, or contracting for off-duty police at peak hours of need.

### **ENHANCING DOWNTOWN'S ECONOMY**

#### **ECONOMIC DEVELOPMENT**

The attraction of new business and investment ranked as a top priority of stakeholders when asked what general improvements are very important to enhancing downtown in the next five to ten years. 76% of property owners and 56% of business owners ranked the attraction of new businesses and jobs as their top priority. Stakeholders view this work as a primary role for the CID.

A variety of initiatives are proposed to enhance the overall image, vitality and marketability of downtown Columbia and to create a favorable business climate to recruit, retain and grow businesses, help fill downtown vacancies and encourage new development. These services are intended to complement ongoing efforts with the City of Columbia by providing a focus exclusively on creating a downtown environment that encourages investment and the development of creative activity and business. Business recruitment and retention services, including strategies to retain, broaden and diversify downtown's small business base by assisting brokers and property owners to attract appropriate new businesses and development in downtown that are recommended include:

- Compiling and disseminating up-to-date downtown market information to better understand both consumer and investor market opportunities for downtown.
- Counseling to refine business plans and space referrals to identify sites suitable for new business concepts.
- Trouble-shooting to help existing and new businesses through local permitting and development processes, and providing information on incentives available.
- Investor marketing to package the vision for downtown, educate the investment community on downtown opportunities, and development of a marketing suite and website to sell downtown.

This programming would be managed by a Business Support Manager, a new staff position which would serve as the lead technical staff for downtown economic development in the management of all research, databases and statistics, and the development of investor marketing materials, and would work closely with the Executive Director on the recruitment of businesses to downtown. This staff person would also work closely with the commercial brokers, developers and downtown property owners.

## **MARKETING AND EVENTS**

As important as generating new business for downtown is generating consumer traffic. The existing marketing of "The District" is well recognized and supported and should continue to be reinforced in consumer marketing efforts. Consumer marketing should aim to attract customers in order to drive sales and improve the regional image of Downtown Columbia. Recommended marketing and events efforts for the CID include:

- Consumer marketing to reinforce "The District" brand and to generate foot traffic and drive sales in downtown businesses.
- Enhancement and expansion of "The District" website to include information important to both consumer and investor marketing efforts.
- Holiday promotions, programs and events that bring families and individuals downtown and help increase sales.
- Merchant promotions and direct merchant assistance, including merchandising and storefront window display assistance to help existing businesses better market their products.
- Support of selective special events which leverage marketing efforts to attract customers and investors to downtown.
- Public relations, including efforts to improve the regional image of downtown Columbia through media relations and grass-roots efforts

## **ADVOCACY AND COMMUNICATIONS**

Advocacy and communications efforts are responsibilities which stakeholders feel are key to the success of the CID. Such efforts should champion downtown interests and involve property owners, business owners and residents in crafting proactive solutions to issues that affect downtown.

**Communications:** Stakeholders view communications as a key role of the CID, which has the opportunity to facilitate constant communication among stakeholders downtown and use that information to provide a unified voice, influence and leadership. Communication efforts should focus on regular outreach to stakeholders to ensure their priorities are being represented through tools which communicate the uses of CID funds and the ongoing efforts of the organization. Ratepayer surveys and periodic educational forums to measure overall satisfaction with programs are recommended.

**Advocacy:** Stakeholders view advocacy and leadership as the primary organizational role of the CID. The organization, they argue, should be a strong and vocal advocate for downtown and should provide a liaison role between the public and private sectors. Key advocacy roles of the CID could include:

- Provide a unified, influential voice for downtown, with efforts focused on advancing strategic issues that affect downtown
- Serve as a liaison between the public and private sectors
- Involvement in priority planning and projects, including the Downtown Development Plan, encouraging the development of residential (which ranks as a top overall priority with stakeholders), and involvement in the development of new destination attractions such as hotels, museums, etc. (a top priority stakeholders expressed willingness to pay for).

## **BOUNDARIES**

The CID plan demonstrates work plans, budgets and assessment methodologies for a Proposed CID Service Area, which includes the same area currently being served by the Downtown Columbia Special Business District (SBD) as well as additional properties:

- East of Locust and Hitt
- North of Ash and Park
- East end of Broadway

A map of the boundaries can be found at the end of this document.

## BUDGET

The following is a proposed year one budget for the CID:

<b>REVENUE</b>	<b>Current Conditions</b>	<b>Proposed CID Service Area</b>	<b>Assumptions</b>
Property Assessment (0.4778)	150,000	150,000	Rate stays constant
SBD Business License Fees	19,000	0	Business fee eliminated, replaced by sales tax
In Lieu of Tax (Exempts)	30,000	30,000	Participation from exempts, including universities
CCA Dues	19,000	0	Dues eliminated within CID, keep for outside affiliations
CID Sales Tax (1/2 %)	0	300,000	Sales decrease 15% from 2008
<b>Total Revenue</b>	<b>218,000</b>	<b>480,000</b>	
<b>EXPENSES</b>			
<b>Environment</b>			
Cleaning and Maintenance	22,500	50,000	Enhanced cleaning staff, equipment and services
Public Safety	25,000	50,000	Police equipment, supplemental security at peak times
Beautification and Streetscape	54,000	100,000	Streetscape, landscaping, banners, signage, public art
<b>Sub-Total Environment</b>	<b>101,500</b>	<b>200,000</b>	
<b>Economy: Business Development</b>			
Business Support Manager	0	50,000	Salary, taxes and insurance
Research and Business Marketing	0	25,000	Supplies, equipment, marketing materials and research
<i>Consumer Marketing</i>			
Promotions and Events	0	25,000	Retail promotions and seed monies for special events
<b>Sub-Total Economy</b>	<b>0</b>	<b>100,000</b>	
<b>Management &amp; Administrative</b>	<b>150,000</b>	<b>175,000</b>	Director, assistant, office, overhead, reserve
<b>Total Expenses</b>	<b>251,500</b>	<b>475,000</b>	

**Budget Notes:**

- This budget only includes CID property assessments, sales tax proceeds and “In Lieu of Tax” fees. These funds will be leveraged with additional resources mobilized by The District including grants, contracts, sponsorships and earned income.
- In subsequent years, the budget may be reallocated within these service categories as directed by the CID Board of Directors.

**Borrowing Authority:**

The CID has the ability to issue debt for projects outlined in this management plan. Debt can be issued in the following manner:

<b>With super-majority vote</b>	District may issue obligations payable from revenues, with approval of constitutionally-required super-majority of “qualified voters” of district. A constitutional super-majority consist of 4/7 vote on primary or general election dates, 2/3 vote on all other dates.
<b>Without super-majority vote</b>	District may issue its revenue bonds to finance revenue-producing facilities, payable from revenue generated by those facilities. District may issue obligations payable out of special assessments. District may borrow from other governmental entities, and pledge special assessments.

**NOTE:** “Qualified voters” consist of registered voters residing in the district, if any eligible voters reside in the district. If not, “qualified voters” are all owners of property within the district.

## RECOMMENDED TAX AND ASSESSMENT METHODOLOGY

Property and business owners have emphasized that the assessment formula for the CID be fair, balanced and commensurate with special benefits received. The CID has the ability to generate revenue in several ways, including special assessments, real property taxes, business license taxes and sales taxes. In determining the assessment methodology, the following parameters were used:

- **Benefits Received:** By improving Downtown Columbia’s economic health, image, marketability and appearance, CID services provide uniform benefit to all ratepayers.
- **Cost Allocation of Services:** Services that provide uniform benefit to all ratepayers are distributed equally to all ratepayers.

Based upon the preceding methodology parameters, the costs of downtown-wide services are allocated to the assessed value of the entire CID and an addition to the sales tax rate within the district. Utilizing the budget options from this plan and recent assessed value data, the resulting calculation for the first program year of the CID provides the following estimated assessment rates:

<b>Property Assessment</b>	<b>0.4778</b> per \$100 of assessed property value, the same rate as the existing SBD
<b>Sales Tax</b>	½% added to the sales tax rate, bringing downtown to parity with other Columbia shopping destinations

The preceding estimate is likely to change up or down with future adjustments in total assessed value of participating properties.

Each revenue generation tool requires consent of the property owners within the district via either petition or vote. The following table summarizes the requirements for creation of each:

	<b>Property Assessment</b>	<b>Sales Taxes</b>
<b>Petition</b>	Petition required (can be part of CID petition)	No additional petition required after CID is formed
<b>Election</b>	No vote required	Vote of “qualified voters”, simple majority required

**Property Assessment:** Only a petition is required to generate revenue from special assessments. Multiple assessments can be incurred in one district, and a district can establish different classes of real property within the district based on the level of benefit derived from services or improvements funded. The petition threshold for the special assessments includes owners of real property owning more than 50% by assessed value and more than 50% per capita of owners of all real property within the district. A petitioner is an “Owner” of real property, the individual or individuals or entity or entities who own a fee interest in real property that is located within the district or their legally authorized representative; for business organizations and other entities, the owner shall be deemed to be the individual which is legally authorized to represent the entity in regard to the district.

**Sales Tax:** No additional petition is required to generate revenue from real property, business licenses and sales taxes in a district, but a vote of “qualified voters” is required to pass by a simple majority. “Qualified voters” consist of registered voters residing in the district, if any eligible voters reside in the district. If not, “qualified voters” are all owners of property within the district.

**Note:** *“Per capita” means one vote or signature per ownership of property in the same name (whether an individual or person) regardless of whether that person or group owns one or multiple properties. For condominiums, per capita means one vote/signature for the entire HOA, not each unit owner.*

**Treatment of Tax-Exempt Properties:** Property exempt from taxation cannot have assessments or taxes levied, but they can voluntarily participate in the CID.

**Civic Partner Participation:** Political subdivisions may enter into cooperative agreements with the district to make payments in lieu of taxes.

## **CID GOVERNANCE**

The CID Advisory Board will be a political subdivision of the City of Columbia, governed by a board of up to 15 downtown property and business owners. A slate of nominees for the board will be submitted by a CID nominating committee to the Mayor who, in consultation with the City Council, shall either appoint the board or return the slate to the nominating committee for further consideration.

To maintain continuity in program management and promote cohesive downtown leadership, it is recommended that the officers of the CID Advisory Board (i.e. president, vice president, secretary, treasurer) also sit on the governing board of The District.

Each director on the CID Advisory Board must, during his or her entire term, be:

- At least 18 years old
- Either an owners of real property or of a business operating within the district OR a registered voter residing within the district.

The board should also strive for diverse representation equitably representing the following:

- Large and small property ownership
- Diverse business types and sizes (service, retail, restaurant, etc.)
- Geographic areas served
- Resident participation

The board will be responsible for:

- Developing and recommending an annual budget and work plan
- Overseeing revenue administration of funds
- Monitoring performance and provision of CID services
- Ensuring assessments are being utilized in accordance with the legislative intent of the CID
- Supervise the day-to-day management of CID-financed programs
- Supervise, evaluate and manage staff

**Relationship to the SBD and CCA:** One of the primary goals of exploring the CID is to build a stronger downtown organization by mobilizing more energy and resources to create a stronger leadership presence. Moving forward, the CID will become the unified private sector management organization for downtown Columbia. The governance is envisioned as follows:

- **The CID:** The CID is envisioned as the unified umbrella management organization for Downtown Columbia. The board will be composed of 15 members with individuals representing downtown property owners, businesses and residents. Non-voting ex-officio members would also sit on the board. Ex-officio members could include City representatives, representatives from the colleges and members of other important community organizations. The CID board would maintain the overall vision and direction for the organization, and would approve an annual consolidated budget, serve as the joint finance and nominating committee and oversee all staffing selection decisions. The CID Board would meet monthly.
- **CCA:** The primary function of the CCA would be transferred to the CID's marketing committee, which will provide creative input on downtown marketing and events. A determination on whether to maintain the CCA's 501(c)3 legal structure, which allows for sponsorship, membership and earned income will be made at a later date.
- **SBD:** With the creation of the CID, the SBD would be dissolved.

## SAFEGUARDS

**Annual Property Owner Satisfaction Surveys:** The CID will undertake annual surveys of property owners to determine overall satisfaction with district services and to identify areas of improvement.

**District Term:** The district is proposed to have a term to not exceed 20 years. In addition, the district will undergo five-year re-evaluations, including an assessment of the downtown market, structured stakeholder outreach and a re-evaluation of program responses. Any significant changes to programming could be considered during the five-year evaluations, but stakeholders would not be required to go through the legal

steps to re-establish it. At the expiration of its term, renewal will require the creation of a new business plan and conformance with the legal steps to re-establish the district.

**Dissolution Process:** The CID may be dissolved prior to the expiration of the term by petition signed by owners or real property collectively owning more than 50% by assessed value of real property within the district and more than 50% per capita of owners of real property within the boundaries of the district, containing a plan for distribution of the assets followed by a public hearing and ordinance of City Council.

## **ATTACHMENT A: SAMPLE BUSINESS SUPPORT MANAGER JOB DESCRIPTION – BOULDER, CO**

### **Downtown Boulder Business Improvement District**

#### **POSITION TITLE: Development/Research Manager**

#### **REPORTS TO: Downtown Boulder BID Executive Director**

**POSITION SUMMARY:** This position serves as the lead technical staff for downtown economic development in the management of all databases, statistics, website development, downtown space available, recruitment of businesses and the development of merchandising plans. This position works closely with the Boulder Chamber of Commerce, BURA and other COB economic development staff, commercial brokers, developers and downtown property owners.

#### **SPECIFIC DUTIES:**

1. Maintain and update annual property owner and tenant database.
2. Maintain and update business directory, parking facility, space available, downtown living and other mailing databases.
3. Work with the Executive Director to produce and disseminate a wide range of communications materials targeting consumers, investors, property and business owners and other downtown stakeholders. Such materials include business directories, visitor maps, business recruitment materials, and informational brochures such as the parking brochure (in cooperation with the City of Boulder), employee handbook and (proposed) benchmarking report.
4. Work in conjunction with Executive Director to design, maintain, update and promote downtown Boulder's website.
5. Develop and maintain positive working relations with downtown business and property owners, city officials and development community.
6. Establish, communicate and maintain a benchmarking system of organizational performance, accomplishments and key economic indicators such as jobs added, vacant space occupied, property valuation changes, residential units created, BID maintenance and management services provided, etc.
7. Collect and compile statistical data such as census information, construction permits, number businesses, businesses lost, property values, employees, maintenance statistics and website usage.
8. Work with Executive Director to facilitate recruitment and/or expansion of businesses wishing to locate in downtown by:
  - Serving as an information resource and providing referrals to building owners, property management firms and developers;
  - Serving as an advocate in working with city agencies;
  - Coordinates downtown business retention visits
  - Sharing demographic and downtown statistical information;
  - Preparing annual Downtown Growth Report;
  - Establish, promote, update and maintain an online Space Available Guide including adding photos of properties.
  - Evaluate and compare types of businesses that tend to be successful in downtowns and identify missing components to Boulder's downtown.
  - Develop a methodology and tracking device to monitor and communicate sales per square foot data.
9. Coordinate brochure distribution.
10. Work with City of Boulder staff or private contractor to create ArcView GIS maps as needed.
11. Attend BID Board meetings as required and serve as staff support/liaison to committees as assigned by Executive Director.
12. Perform other duties and responsibilities as assigned.

**POSITION REQUIREMENTS:**

- B.A. or B.S. degree in Statistics, Research Methods, Public or Business Administration, Real Estate, Finance, Planning or related field, preferred.
- 2-3 years of relevant work experience.
- Strong statistical and analytical skills.
- Excellent, highly developed verbal and written communications skills
- Outstanding interpersonal skills and have the ability to learn and apply concepts
- Experience in database and spreadsheet management.
- Ability to work with a wide range of people and to meet a variety of demands in a fast-paced environment with frequent interruptions.
- Ability to work well in a team-oriented work environment with other BID staff and volunteer leaders.
- Previous experience interacting with the real estate and development community

**COMPUTER SKILLS REQUIRED**

- Proficient in Microsoft Word, Outlook, Publisher, PowerPoint, Access and Excel.
- Knowledge of HTML and ArcView GIS.
- Knowledge of relational database and consumer contact software programs (such as ACT, GoldMine etc.)