

GREATER DOWNTOWN COLORADO SPRINGS BUSINESS IMPROVEMENT DISTRICT

OPERATING PLAN FOR 2011



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INTRODUCTION

In 1994 the first Business Improvement District, Pikes Peak Avenue BID, was adopted and approved. Following two voter approved expansions, the current BID, The Greater Downtown Colorado Springs Business Improvement District, was organized in 2001 (pursuant to the provisions of the "Business Improvement District Act: part 12 of article 25 of title 21, Colorado Revised Statutes) and now encompasses approximately thirty blocks. The services, facilities and improvements to be provided by the BID are not intended to duplicate or supplant the services, facilities and improvements provided by the City of Colorado Springs within the boundaries of the BID. The BID was created to enhance and/or provide otherwise unavailable services, facilities and improvements within the BID.

BOUNDARIES OF THE DISTRICT

The boundaries of the BID are shown on Exhibit B. All boundary lines are assumed to lay on the center lines of the identified streets and alleys.

POWERS, FUNCTIONS AND DUTIES

The BID has the authority through its board of directors to exercise all the powers, functions and duties specified in the Business Improvement District Act.

PERPETUAL EXISTANCE

The BID will have perpetual existence unless a budget is not submitted for City Council approval for two consecutive years, in which case the BID will be dissolved by operation of law. The BID may be dissolved if property owners representing more than 50% of total acreage and assessed value submit petitions to dissolve it.

BOARD OF DIRECTORS AS GOVERNING BODY

The Board of Directors of the BID shall be the governing body of the BID and shall consist of eleven electors of the district, appointed by the City Council of the City of Colorado Springs. Members appointed to the Board shall represent a cross-section of interests in the district, as follows:

- minimum of 7 directors representing owners of real estate; of these, at least 2 directors shall represent owners of office buildings of 50,000 square feet or larger
- minimum of 1 director representing real/restaurant tenants
- minimum of 1 director representing service business tenants located within the district
- minimum of 1 director representing office tenants

A single director shall not be precluded from representing more than one of the defined constituencies if so qualified. A mix of large and small property and/or business owners shall be sought.

Following the initial board appointment schedule, subsequent directors shall serve a three-year term and may be appointed for one additional consecutive term

FUNDING

The BID is financed, in whole or in part, by a mill levy on real and personal property within the district. The amount for 2011 is five (5) mills. The revenue so derived will be used to fund legally authorized programs and services as outlined in this 2011 Operating Plan. The BID may utilize any revenue source authorized by the Business Improvement District Act, including any grant, gift, bequest, donation, or other similar source and may enter into contracts for the funding and provision of any services, facilities or improvements.

Unexpended moneys at the end of the fiscal year may be placed in one or more reserve funds to be expended as determined by the BID Board of Directors, including for capital expenses or any other expense authorized by law and by the budget, operating plan, and bylaws of the BID.

OPERATING PLAN

This document shall be the Greater Downtown Colorado Springs Business Improvement District Operating Plan for the year 2011.

PLAN OBJECTIVES

The BID seeks to protect public and private investment in Downtown Colorado Springs and to attract new investments to the Downtown. The BID shall work to preserve and improve economic, cultural and social conditions within the BID by facilitating partnerships of people and organizations to achieve mutual goals. The BID can provide funding to plan, evaluate, facilitate and implement the BID goals, services and promotional activities that will help to acquire and grow viable and sustainable markets, thus strengthening our competitiveness in the regional marketplace. Since the inception of the district, the objectives of the BID have been, and continue to be, revitalization of Downtown by attracting merchants, businesses, office users, entrepreneurs, corporate headquarters, entertainment, culture and the arts; all will increase customer traffic downtown; better enabling the Downtown to compete for customers and tenants and to position it as a destination point. Key focus areas are PUBLIC SPACE MANAGEMENT, CONSUMER MARKETING, PARKING AND TRANSPORTATION and ECONOMIC VITALITY. These are proposed focus areas because the continued use of the BID funding mechanism helps to ensure that the entire BID district will be promoted, managed and developed as expeditiously and cost effectively as possible, ensuring that programs designed to showcase and benefit the BID continue.

PLAN OF ACTION FOR 2011

The BID shall carry out its objectives by renewing the Contract for Services with the Downtown Partnership to implement the administrative and management functions of the Plan of Action. It will be the task and responsibility of the committees (Marketing, Parking and Transportation, Public Space Management) and the BID Board to further define and implement the Plan of Action.

PROGRAM PLANS

Public Space Management Programs are designed to:

1. Address safety issues by problem solving with business owners, Colorado Springs Police Department and City officials aimed at keeping the BID safe for customers, workers, owners, pedestrians and residents.
2. Encourage property owners and tenants to make improvements and enhancements to buildings in the BID, and
 - a. Work with the Downtown Development Authority to create programs to stimulate development and re-development;
 - b. Encourage and promote new building improvements through the use of marketing campaigns, newsletters and media.
3. Supplement City services and provide for an attractive pedestrian experience by:
 - a. Planting and maintenance of flower beds
 - b. Snow removal, trash and graffiti control
 - c. Expansion of tree lights and signature flower pot programs
 - d. Displaying colorful banners to add color and promote events
4. Expand promotional and retain current events that increase pedestrian traffic to the area while working with merchants to maximize the excitement while minimizing the disruption to business.
 - a. Promote signature events such as Blue Under the Bridge, Pikes Peak Arts Fest, Showcase at Studio Bee, Pikes Peak or Bust Rodeo Parade, Annual Street Breakfast, Parade of Lights Parade and others.
 - b. Work with event organizers to develop new events and to grow existing events that create public awareness of what businesses are located within the BID and encourage people to come to the area.

Marketing Programs are designed to:

1. Improve the image of the BID.

- a. Continue to implement and update the marketing and branding message to attract new customers, businesses and pedestrian traffic to the area.

Economic Vitality Programs are designed to:

1. Help BID property owners secure and retain tenants.
2. Assist property owners and prospective tenants in the BID in dealing with City Government.
3. Assist property owners in retaining existing tenants by providing programs and services to troubleshoot, problem solve, and educate.
4. Encourage development of vacant land and property.
5. Work with business owners in finding and obtaining tenants/owners to purchase/lease available space.
6. Assist in marketing the BID to the general public and to private developers.
7. Work with area businesses and City staff to develop solutions for undesirable properties.
8. Monitor the enforcement of codes on properties that are neglected.

Parking and Transportation Programs are designed to:

1. Address parking issues and concerns by working with the City Parking Administration and recommending improvements and developments.
2. Promote and educate downtown employers and customers on parking availability and rules and regulations.

ALL PROGRAMS ARE DESIGNED TO HELP INCREASE THE LONG TERM VALUE OF PROPERTY IN THE BID.

PROGRAM ACTIVITIES

PUBLIC SPACE MANAGEMENT

The BID recognizes that a clean, safe and attractive Downtown benefits all property owners and encourages continued pedestrian traffic. Committee involvement will include plant material selection, bed designs and program design, equipment needs and employee safety. The BID will monitor and encourage the City's

continued commitment to Streetscape Improvements, which includes sidewalk and median enhancements. The BID will seek to update the Memorandum of Understanding with the City of Colorado Springs in order to address the common goal of infrastructure maintenance, improvements and to provide the City with a clean and safe Downtown.

Maintenance staff will perform the following within the BID core, with a reduced schedule in the outer sections of the BID:

- Seasonal pressure washing of sidewalks
- Maintenance and continued development of existing graffiti and gum removal program
- Trash removal when necessary from public receptacles (35 cans)
- Maintenance of Newsbox Condos
- Litter pickup, trash control and sidewalk sweeping
- Preparation of flower beds, planting of materials, weeding, irrigation installation and repairs (69 beds)
- Watering and maintenance of trees and flower pots in core
- Seasonal snow removal on sidewalks and pedestrian ramps
- Staff attend SAFE Committee and monitor/report safety issues to police
- Installation of Holiday lights and decorations

Administrative Staff will continue to host monthly meetings and support the Downtown Premier Partners; a group comprised of dining and entertainment businesses sponsored by the Downtown Partnership, Colorado Springs Police Department and others. This group is collaborating on finding ways to make downtown safe.

MARKETING PROGRAMS

One of the primary program goals of the BID, consumer marketing, continues to grow and expand. The “There is only one Downtown[®]” brand and the “Downtown Stories” campaign will be expanded in 2011. Advertising expenses will be reduced when possible through shared advertising cooperative programs. The hugely successful Downtown merchant Gift Card will again be offered in 2011. The BID will also consider marketing events like the Farmer’s Market to enhance the downtown experience.

The BID contemplates continuing the following consumer programs:

- Gift Card Program (over 100+ participants)
- Production of an updated Downtown Map, plus distribution at the Airport, hotels and downtown businesses.
- Display of colorful Downtown seasonal banners
- Billboard advertising
- Print ads in local papers and magazines
 - Experience Pikes Peak at Colorado Springs Dining and Shopping Guide
 - The Broadmoor
 - Gazette's
 - CSBJ, the Independent, FAC and others.
- TV and Radio spots
- Web page links and sponsorships
 - Peak Radar, CSBJ, Comcast and Gazette
- Art on the Streets program support
- Window Wraps
- Indoor wall advertising

The BID will consider other marketing options when those programs will benefit property and business owners within the BID

ECONOMIC VITALITY PROGRAMS

The BID will work in conjunction with the Downtown Development Authority to develop programs that may include:

1. Development of a system to track market trends, downtown strengths and weaknesses in order to target new business to develop within the area
2. Implement a marketing strategy and materials to assist in attracting businesses

3. Develop a database that tracks all property available within the BID. Use the database to inform potential new business of these locations
4. Offer information and referral for low interest financial assistance to develop and improve property

PARKING AND TRANSPORTATION

Parking and Transportation has always been an integral part of Downtown. To reverse a perceived lack of parking will require public education and advocacy on behalf of the Downtown property owners and tenants.

2011 Proposed program activities include:

- Implementation of an improved wayfinding system.
- Monitoring and participating in the implementation of the Parking Enterprise System's Feasibility Study recommendations, creating additional parking spaces and new parking management concepts, such as valet service.
- Improving public awareness of the Easy Park Meter Card system.
- Improving public awareness and usage of the public parking garages.
- Advocacy on behalf of the BID for funding of Streetscape Improvements through the use of Parking Enterprise Funds.
- Committee review and development of a Plan of Action based on findings of Streetcar Feasibility Study.
- Investigate and implement a better system of parking meter violation enforcement.

PROGRAM MEASUREMENTS

The success of the BID's programs can be measured by increased property values, increased pedestrian traffic and a decline in empty store fronts. The BID seeks to partner with several organizations; The Downtown Partnership of Colorado Springs, The Colorado Springs Downtown Development Authority, the Colorado Springs Urban Renewal Authority, the Colorado Springs Chamber of Commerce, the Greater Colorado Economic Development Corporation and the City in an effort to create a economically strong, sustainable and vital Downtown, which will benefit all of Colorado Springs.