



INSPIRED LEADERS
SHAPING CITIES

IDA ADVISORY SERVICES

PANEL RECOMMENDATIONS

CHAPEL HILL, NC
AUGUST 2018

Table of Contents:

About the Panel	3
Executive Summary	5
Impressions of Downtown Chapel Hill	6
Recommendations	7
Establish Unified Vision	7
Reaching Clarity of Purpose	9
Implement Strategic Programming	11
Allocating Adequate Resources and Utilizing Existing Resources	13
Executive Leadership	15
Appendix	17
1. Chapel Hill – Carrboro Age Breakdown Census 2016	18
2. Downtown Tempe Authority Vision Priorities 2020	19
3. Downtown Tempe Organizational Chart	20
4. Downtown Boulder Organizational Chart	21
5. Downtown Tempe Budget Allocation 2018 – 2019	22
6. Downtown Boulder Budget Allocation	23
7. Programming Pyramid	24
8. Marketing Personas Amanda, Ethan & Lila	25
9. North Carolina Downtown Organization Revenues	33
10. Downtown Boulder Business Improvement District Approved Budget	34
11. TEMPLATE Downtown USA, Inc. seeks President/CEO	47
12. Notable Quotes From Stakeholders	52

Panel Chair

Kate Borders, *Executive Director and President*
Downtown Tempe Authority
Tempe, AZ

Kate assumed the leadership position of the downtown Tempe enhanced services district in 2014. Her immediate vision for downtown Tempe is to strengthen the voice of the organization and promote the district as the most urban destination in the Valley. Through collaborations with the downtown merchants, property owners, city leaders and ASU representatives, she is working to stimulate a renewal in the attention to downtown Tempe. She relocated to Tempe from Fresno, CA where she was the President/CEO for the Downtown Fresno Partnership, a similarly structured business improvement district that is working to revitalize downtown Fresno.

Before joining the Downtown Fresno Partnership, Kate spent 7 years in Milwaukee, Wisconsin as the Executive Director of East Town Association, a membership-based organization that produces large-scale events that have transformed the local economy and stimulated the residential relocation to downtown Milwaukee. Prior to her Milwaukee tenure, Kate was the Executive Director of the Peoria Art Guild in Peoria, Illinois. Kate is originally from South Carolina and she received her BA in Music from The University of Arizona and a Master's Degree in nonprofit Arts Management from Columbia College in downtown Chicago. Today she enjoys living in this urban desert with her two daughters, Addison and Sophia, and her husband Jason.

Panelists

Sean Maher, *CEO*
Downtown Boulder Partnership
Boulder, CO

Sean Maher is the CEO of the Downtown Boulder Partnership, Business Improvement District and the Downtown Boulder Foundation. Before joining DBP, Sean headed private and public economic development efforts in Boulder as head of the Boulder Economic Council and also ran the Small Business Development Center.

Prior to the BEC, Sean started and owned the Ben & Jerry's stores in Boulder and Denver and also worked as a marketing consultant. He holds an MBA from the University of Colorado.

David T. Downey, *CAE, President and CEO*
International Downtown Association
Washington, DC

David is an accomplished nonprofit leader in the community building industry. At IDA, David provides overall strategic direction and drives success toward the organization's vision to build a world full of vital and livable urban centers. Prior to IDA, David served as the Managing Director of the Center for Communities by Design at the American Institute of Architects and as Executive Director for the Michigan Planning Association. He currently serves on the Board of directors for the Mount Vernon Triangle BID, the Golden Triangle BID and the Responsible Hospitality Institute (RHI). David has been a city advocate since 1989 receiving his degree in Architecture and Design with a focus on Urban Design from Lawrence Technological University. David and his wife Margie live in northern Virginia with their three sons Connor, Liam, and Declan.

Tyler Breazeale, *Research Coordinator*
International Downtown Association
Washington, DC

Tyler joined the IDA team in May of 2018. Prior to joining the team, Tyler worked for the Downtown Raleigh Alliance as a researcher executing data collection and analysis projects to inform reports and studies on economic development trends in Raleigh. Tyler graduated from Appalachian State University with a B.S. in Community and Regional Planning and a concentration in Geographic Information Systems. At IDA, he compiles and analyzes data for a wide range of research projects as part of the research team.

International Downtown Association

The International Downtown Association is the premier organization for urban place professionals who are shaping and activating dynamic city center districts. Our members are downtown champions who bring urban centers to life, bridging the gap between the public and private sectors. We represent an industry of more than 2,500 place management organizations, employing 100,000 people throughout North America and growing rapidly around the world. Founded in 1954, IDA is a resource center for ideas and innovative best practices in urban place management. For more information, visit www.downtown.org.

Executive Summary

The direction and vision of downtown Chapel Hill moving into the future is unclear. Before meaningful progress can be achieved, a unified vision must be woven together through a collaborative and strategic process involving a diverse group of stakeholders. The Chapel Hill Downtown Partnership (CHDP) is uniquely positioned to be the convener of these stakeholders and community members. With proper support the CHDP will be a key driver and shaper of downtown's future by making downtown an attractive place to live, work, play, visit, and experience for residents, students, shoppers, tourists and the like.

The IDA Advisory Panel spent roughly 48 hours in downtown Chapel Hill meeting with a diverse group of community representatives and stakeholders. The combined input from 50+ individuals informed the Advisory Panel of the strengths, challenges, and aspirations for the town and organization. Several tours of Franklin Street and the surrounding area provided us with the opportunity to inspect the downtown environment first hand.

The CHDP should create, with buy-in and participation from stakeholders, a vision statement to guide the work of the CHDP and strategically address the needs, concerns, and growth of downtown. This vision statement should clearly articulate the measure of success for the downtown and role of the downtown organization. A strategic plan will then establish the goals and objectives of the CHDP, while articulating the roles and responsibilities that CHDP board members, CHDP staff, town officials, and other organizations must engage in to accomplish stated goals.

Adequate funding is a prerequisite for an effective downtown organization. Enhanced services districts, as all nonprofit organizations, have two key resources – people and dollars. How those people are put to use and where funds are allocated should be strategically tied to the clarity of purpose. A strong leader should take this organization through this process to determine a roadmap for the next several years. The CHDP has done very well with the budget it has been allowed, however its financial limitations have prevented the organization from being effective in the core functions of downtown management. With enough reliable revenue the CHDP will be able to take on more responsibilities and have more substantial impact on downtown. Our primary recommendation is to allocate all Municipal Service District (MSD) funding to the organization.

Even the most efficient downtown organization cannot be all things to all people. We heard frequent comments from stakeholders who are confused about CHDP priorities. Many think the organization is unable to say “no” when asked to take on projects by the Town, UNC, or businesses that may or may not be appropriate. As a result, CHDP’s resources are spread too thin to be effective. As one stakeholder put it, “They dip their feet in a lot of pools but are never able to dive in.” The CHDP should take a more strategic approach to its programming, providing services that align with a clear purpose and resist taking on tasks that do not. Suggestions include the basics, maintenance, events, marketing, safety, as well as higher level operations like policy advocacy and economic development.

Downtown businesses and property owners see the CHDP as an extension of the Town instead of an ally, advocate, or mediator. Storefront businesses, professional services, and engaged property owners are key pieces of a vibrant downtown. The private sector must have a greater presence and voice in the CHDP’s board structure. The CHDP must also be in a position where they can go to bat for the interests of owners at Town Hall.

A qualified and talented executive will be crucial for the success of downtown and CHDP. The specific skills required to be the Executive Director of the CHDP will depend on what the organization’s priorities and programs will be moving forward. The panel has come up with a list of suggested skills and traits that would be most desirable.

General Impressions of Chapel Hill

Downtown Chapel Hill is a charming and authentic southern town with a pleasant aesthetic and deeply devoted, tightly knit community. The town shares a close relationship with the University of North Carolina at Chapel Hill such that their identities are intertwined. Visitors encounter a cozy small town with great curb appeal and returning UNC alumni revel in nostalgia on campus and Franklin Street. The direction and vision of downtown Chapel Hill moving into the future is unclear. Before meaningful progress can be achieved, a unified vision must be woven together through a collaborative and strategic process involving a diverse group of stakeholders. The Chapel Hill Downtown Partnership is uniquely positioned to be the convener of these stakeholders and community members. With proper support the CHDP will be a key driver and shaper of downtown's future by making downtown an attractive place to live, work, play, visit, and experience for residents, students, shoppers, tourists and the like.

Franklin Street is the spine of downtown Chapel Hill. Franklin is a bridge between Chapel Hill, UNC, and Carrboro, connecting students, community members, residents, and visitors. As a main street Franklin is clean, tree-lined, safe, comfortable to walk, and diverse in its offerings of restaurants, bars, and stores. During the panel visit we found some criticisms of Franklin to be problems in perception only. Relative to other downtowns, concerns about parking, homelessness, and storefront vacancy seem to be overstated, in the panel's opinion. Stakeholders indicated these issues have historically been challenges for downtown, but during our limited time touring we did not see them as out-of-control. Improvements are always welcomed, and the CHDP can be part of targeted projects to address these subjects. As a side note, our visit was during the summer so perhaps the timing did not allow us to see the full scope of homeless or parking issues.

As a college town Chapel Hill relies on the university and the student population. At just under 30,000 enrolled at UNC, the student body makes up a significant portion of the community. According to 2016 Census estimates the population between 18 and 24 makes up 27% of the combined population of Chapel Hill - Carrboro. In addition to the student population there are a number of families, often alumni, returning to Chapel Hill-Carrboro to raise their children in North Carolina's #1 public school district. Children under the age of 18 make up the second largest demographic group at 18%.¹ Reconciling and serving the interests of both students and families has been a challenge for the town.

In recent years regional competition has sprouted from Durham, nearby neighborhood center developments like Southern Village and Blue Hill, and the upcoming Chatham Park project in Pittsboro. These competitors have created consternation in the community. There is concern over whether entrepreneurs, employers and developers will pass over Chapel Hill in favor of new hot spots. Faced with this new challenge Chapel Hill is conflicted about how to proceed. The consensus is that growth and change are necessary, but the development process is notoriously complicated and costly. Chapel Hill is also caught in a dilemma over how to allow change to occur without "robbing the town of its identity."

Community stakeholders requested services of all kinds from the CHDP, revealing a clear demand for a strong downtown organization. We heard repeated requests for street order, advocacy, economic development, business retention, events, and getting Chapel Hill's brand back out there. A fully realized CHDP would be capable of all those operations!

Downtown Chapel Hill has the potential to be a genuinely vibrant and inclusive place for students, families, and all others. Downtown has several innate assets and strengths that, if managed properly, will see it remain competitive despite the surrounding development frenzies. With a proper unified vision, clarity of purpose, funding, strategic programming, and leadership the CHDP will be a key player in guiding the downtown to its full potential.

¹ Appendix: Chapel Hill – Carrboro Age Breakdown Census 2016

Establish Unified Vision

The IDA Advisory Panel did not hear a clear and compelling vision for the future of downtown Chapel Hill throughout our time in the town. Moving forward, downtown Chapel Hill will only be successful when the community, the town, university, business owners, and residents come together behind a shared vision for the downtown commercial corridor. The Panel recommends convening a meeting of all stakeholder groups to determine a vision for downtown Chapel Hill which all parties can work toward.

While the precise vision cannot be dictated by the panel, it was clear that a series of opposite ideals are entrenched within various stakeholder groups. Depending on the group being represented there were differing ideas on whether the downtown was for the university or town: students, seniors, or families. Different people were on opposite sides of nurturing downtown to be a heritage village or evolving into a more contemporary place. Priority for economic development growth in either traditional retail and services or innovation and technology were also debated. And yet there was a unified opinion on the known threat which was a resounding Durham, NC. The reality is Chapel Hill can have it all. Complete communities serve everyone, are inclusive of all, and most importantly project a clear sense of belonging.

A sample is provided here:

“Chapel Hill is an authentic and vibrant walkable downtown filled with southern charm, sociable experiences for all complete with successful businesses honoring both its rich tradition and innovative future.”

Below are several resources the IDA Panel suggests to review as potential sources to help create a vision befitting of Chapel Hill and leveraging the opportunities that exist for the future.

Soul of the Community

Driving a robust downtown economy focused on delivering valued experiences. The Knight Foundation’s Soul of the Community research chronicles how citizens and visitors alike connect, even love, their cities for attributes such as social offerings, openness, and aesthetics. It draws upon the culture, history, entertainment, and caring environment of a community. The community’s passion for Chapel Hill was immediately evident to the panelists in every stakeholder group. Discussion of the inclusive nature of the town was clearly articulated. There is no lack of historic, cultural, and entertainment assets in the town which can be leveraged to provide myriad experiences. What’s needed is a unified vision to knit together the diverse opportunities in a coherent playbill for experiencing the soul of Chapel Hill thereby unlocking the next era for a powerhouse town.

The Sociable City

Coined a Sociable City by the Responsible Hospitality Institute, the town could build upon its entertainment roots, embrace a contemporary southern hospitality, and create a vision focused on Chapel Hill as a beacon for sociability serving people of all generations and stages of life. Nighttime economies are having enormous positive economic impact on town and cities. However, it no longer has to be solely about bars and late-night entertainment venues but rather includes restaurants and venues for family meals, entertainment, and retail experiences.

Creating Cities for All

Frustrated by the lack of progress happening in cities both locally and globally, Guillermo Penalosa, set out to light a fire under decision-makers and community leaders reticent to change. In his words, he wanted to help cities “move from talking to doing.”

Having led urban transformation projects in Bogota in the late 1990s, he knew the tremendous power of investing in sustainable mobility, parks, and public spaces. After moving to the Greater Toronto area with his family, Penalosa incorporated the nonprofit organization “Walk and Bike for Life” with the goal of

promoting walking, bicycling, parks, and public spaces as a means to building healthier, happier, and more equitable communities.

Fast forward 10 years, and they've:

- Successfully re-branded themselves "8 80 Cities" to reflect their people-centered approach
- Worked with over 250 communities across 6 continents
- Become experts in unconventional citizen engagement
- Helped lead an open streets movement around the world
- Delivered over 100 community-led engagement projects to improve parks, streets and public spaces for all
- Partnered with global leaders in public health, transportation, parks and recreation, urban design, and more

Reaching Clarity of Purpose

It is critical for organizations to have a clarity of purpose that propels their mission, vision and strategic plan. The clarity comes from a cohesive process that brings a variety of stakeholders together to understand the organization and how it fits in the landscape of the place. A strategic planning process done effectively can guide the organization through a five-year plan (or longer) and consequently that plan can direct the strategic programming decisions. Embodied in the plan should be an understanding of the roles played by other entities in the town, including the university, toward fulfilling the unified vision. The panel believes the CHDP should be positioned to convene these groups and maintain the collective collaboration of contributing organizations and stakeholders, specifically in implementing the programs as outlined in the CHDP plan once created.

Enhanced services districts, as all nonprofit organizations, have two key resources – people and dollars. How those people are put to use and where funds are allocated should be tied to the strategic purpose. A strong leader should take this organization through this process to determine a roadmap for the next several years. A suggested process could look like the following:

- Invite key stakeholders to a retreat-like event that is facilitated by a professional in the industry.
- Explore with more depth the components that this panel reviewed, namely:
 - Strengths of downtown Chapel Hill
 - Current challenges for downtown Chapel Hill (other downtowns, suburban districts, economic pressures, etc.)
 - Vision for the district (as discussed above)
 - Clear understanding of the role and programs other organizations (Town, UNC, Chamber, CVB, etc.) are delivering toward realizing the vision
 - Appropriate role for the CHDP to play to in advancing the vision and providing the organization with the resources required to achieve that vision. It is critical here to be realistic in expectations as it is futile to continue with an understaffed, underfunded downtown organization with increased expectations.
 - Create a budget for the CHDP based on accomplishing the vision, rather than scaling back the vision based on the current funding. A proposed funding model is explored later in this report.
- Review the bylaws of the organization and ensure that the right participants are invited to the leadership team of the organization. Although we were only on the ground for a short period of time, we heard from many stakeholders that the voice of the property owners and the merchants is not included as it should be. We would highly recommend restructuring in such a manner that becomes more inclusive of property owners and merchants within the make-up of the board of directors. Further, we are recommending later in this report that the MSD be increased, meaning that the property owners would provide the lion's share of the funding and should be a major component of the leadership of the organization.
- Review a committee structure that brings individuals to the table in various capacities without being on the board of directors.
- Once the strategic plan is completed, present to the town council and have it officially adopted by the board of directors. It is key that this document include measurable and impactful components that can be regularly reported on, however it is also imperative that the document is "adopted" by all, literally through a motion and in the actions of the leadership. This will give staff freedom to execute without apprehension that the course will change.
- Operationalize the strategic plan by creating tactics for each objective. This will determine a workplan that is agreed upon by all, that respects the work conducted by the stakeholders, and makes the strategic plan a living document that is executable. See below for a sample of what that might look like.
- Repeat the retreat annually to make minor modifications and inform any new board members, staff, and council members.

Attached are the following:

- 1) The mission/vision statement for the Downtown Tempe Authority,² which is used at each annual retreat to ensure that the basic functions of the organization are top of mind. The document is layered into “**Objectives**, *Strategies*, and Tactics.” Primary **Objectives** remain the same for the five-year period and are aimed at furthering the mission/vision. Each of those **Objectives** is then broken into five or six *Strategies* and then further into three to four specific Tactics. In all cases Tactics are measurable/reportable. Annually the Tactics are reported on and staff suggests new Tactics for the upcoming year. Here is a basic example of the process (sample not actual) which would be followed through with all determined objectives:
 - i. **Objective** – Become an invaluable partner to our downtown merchants
 1. *Strategy 1* – Gain a better understanding of challenges and needs of downtown tenants today.
 - a. Tactic 1 – Conduct focus groups of merchants and tenants for each industry (retail/restaurant/service/hotel/office) as well as location along Franklin Street and Rosemary Street and inclusive of second floor stakeholders.
 - b. Tactic 2 – Conduct more lengthy one-on-one interviews with key individuals.
 - c. Tactic 3 – Create a report that documents current needs of merchants and tenants by geographic area and industry.
 2. *Strategy 2* – Create a plan to meet needs of downtown tenants, when appropriate.
 - a. Tactic 1 – Work with the Town to have one point of contact for tenants. When issues arise CHDP can work with one individual to address concerns and communicate progress.
 - b. Tactic 2 - Hire a merchant/tenant liaison to meet regularly with merchants and be the point person with the CHDP.
 - c. Tactic 3 – Implement a merchant committee with a standing meeting schedule to create a voice for merchants; committee is led by new merchant liaison.

NOTE: We are not specifically suggesting hiring a merchant/tenant liaison, this is a sample of how the strategic planning process would operationalize the strategic plan. However, if it is determined that a merchant liaison is a desired outcome, Downtown Tempe is happy to share a job description for that position.

- 2) Organizational chart for Downtown Tempe³ and Boulder⁴
- 3) Resource allocation diagram for Downtown Tempe⁵ and Boulder⁶ This document demonstrates how the Downtown Tempe Authority shows the board of directors, in dollars, where we are using resources. Regardless of how much we discuss tactics, strategies, objectives, mission – this simple expression of the utilization of dollars generates the most conversation.

² Appendix: Downtown Tempe Authority Vision Priorities 2020

³ Appendix: Downtown Tempe Organizational Chart

⁴ Appendix: Downtown Boulder Organizational Chart

⁵ Appendix: Downtown Tempe Budget Allocation 2018 - 2019

⁶ Appendix: Downtown Boulder Resource Allocation

Implement Strategic Programming

Even the most efficient downtown organization cannot be all things to all people. We heard frequent comments from stakeholders who are confused about CHDP priorities. Many think the staff is unable to say “no” when asked to take on projects by the Town, UNC, or businesses that may or may not be appropriate. As a result, CHDP’s resources are spread too thin to be effective. As one stakeholder put it, “They dip their feet in a lot of pools but are never able to dive in.”

Specific areas where business and property owners would like to see a greater role for the CHDP include public space management, special events, marketing, economic development and advocacy.

However, with limited resources, it is not realistic in the next 12-24 months for CHDP to tackle all of these priorities alone. Instead, the panel recommends a strategic approach utilizing partnerships and prioritizing activities based on the Hierarchy of Place Management. Below are programming recommendations addressing each priority:

1. **Enhancing Public Spaces:** There is certainly frustration over sidewalk planters, lack of public art and the need for children’s amenities. The core function of any downtown organization is maintaining a “clean and safe” place for visitors, residents and employees. CHDP should receive an adequate and reliable funding stream to support maintenance and cleaning of public spaces in the downtown district.
2. **Special Events:** Relative to peer cities, downtown Chapel Hill does not have a robust calendar of year-round events to draw visitors. There is strong desire for CHDP to play a bigger role in this area. New events should be scheduled strategically and meet one or more of the following criteria: 1) Drive customers into businesses. 2) Generate revenue for CHDP. 3) Provide free and inclusive community celebrations.
 - a. An additional way to consider activations and events is demonstrated in the attached programming pyramid.⁷ The pyramid places the most value at the top, which are every day improvements that make an area inviting and usable (seating/shade/WiFi). At the base are large-scale events that take a great deal of resources to put on, but only a few are needed throughout the year to create a vibrant calendar. In the middle are activations that happen at various frequencies.
3. **Marketing:** There is confusion about what the “brand” of downtown is and what it should be to increase the number of shoppers and diners. There is definitely a desire for a more aggressive branding and marketing effort by the CHDP. The Visitors Bureau has the expertise, staff and funding to market Franklin Street and the district. Until the CHDP can secure adequate funds for dedicated marketing, we recommend a strong alliance with the Bureau for branding and marketing. CHDP should focus limited resources keeping the website and social media channels updated.
 - a. Another exercise that can help determine the marketing audience is to create Personas.⁸ Personas are the people that you determine you most want to focus on bringing to the downtown. Personas are then used to guide all marketing decisions as well as event programming. This leads to targeted marketing efforts that have a laser-like focus and therefore efficient use of marketing dollars. Attached are two of the eleven Personas used by Downtown Tempe as a sample.

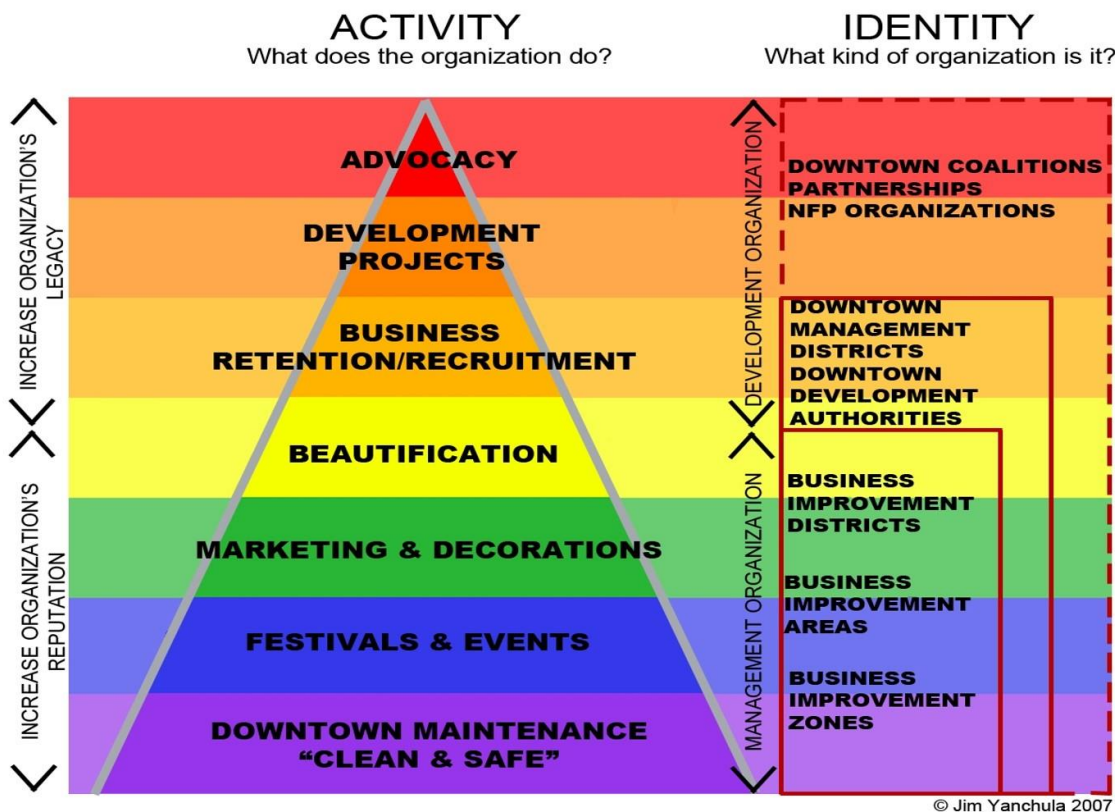
⁷ Appendix: Programming Pyramid

⁸ Appendix: Marketing Personas Amanda, Ethan & Lila

4. **Advocacy:** There is concern from property owners and businesses that CHDP's reliance on the Town for funding and their limited resources make the group unable to effectively advocate for the private sector. Chambers specialize in advocacy and, given the alignment of common goals, CHDP would be well served by an agreement with the Chapel Hill-Carrboro Chamber to take the lead in advocacy. The CHDP board should form a Public Policy Committee to coordinate and communicate downtown positions with Chamber leaders.

5. **Economic Development:** CHDP should proactively work with property owners on targeting and recruiting value-added tenants downtown to create and maintain a business mix that offers variety and appeals to the full range of downtown users. This will involve focusing on core economic development functions of maintaining downtown data including databases of property owners and tenants along with current vacancies, rental rates, etc. The downtown website should include real estate listings with information on space for rent, visitor demographics, pedestrian counts and links to related sites (Town, Chamber, CVB, etc.). Once initially compiled and organized, interns from UNC can update and expand this information on a regular schedule. Regarding higher level economic development functions, such as major redevelopment projects, the Town has the resources and expertise to lead those efforts. CHDP should act as the liaison between the Town and the private sector to make sure projects are consistent with long-term downtown goals.

Once the CHDP secures enhanced and stable funding streams, its direct role in marketing, advocacy and economic vitality should grow and some of the above functions may move "in-house." Deciding on what and when will depend on future district and board priorities.



Allocating Adequate Resources and Utilizing Existing Resources

There is general consensus across stakeholder groups that the CHDP does not generate enough revenue to be effective in the core functions of downtown management. The IDA team agrees. When earmarked funds for the Coalition and Launch are taken out, the discretionary budget is \$338,540 for FY 2017-18. We recommend both the Town and private stakeholders step up to adequately fund CHDP by considering the following:

- 1) Property owners should consider an increase in taxes from seven cents per \$100 valuation to 13 cents. On a building assessed at \$2 million, this would add about \$100 per month in taxes.
- 2) The Town should remit 100% of MSD revenues to CHDP. While not required under North Carolina law, this is the most common model in cities across the country. Currently only a third of MSD funds go to the CHDP, the rest is split between maintaining the 140 West plaza (and art installation), Launch, and a downtown groundskeeper. This is not a statement that these projects are unimportant, only that they should not be funded by the MSD at the expense of the downtown organization. The groundskeeper position/role should be under the CHDP “clean and safe” umbrella.
- 3) The goal would be to achieve a dependable annual revenue stream of \$1 million by 2022 for the Partnership to become a truly impactful organization and lead the downtown community.

To provide more context on funding attached is a document outlining the budgets, tax rates, and funding sources for other urban place management organizations in North Carolina.⁹ A budget approval document for Downtown Boulder Business Improvement District has also been attached.¹⁰

We have created a model for what a future budget structure may look like for CHDP based on the goal of \$1,000,000 with a tax increase and the entirety of MSD funds going directly to the organization. MSD collection total is calculated from assessed value in the district of \$515,474,000.

Chapel Hill Downtown Partnership	Current Funding	Potential Funding
Tax Rate (Per \$100)	\$ 0.07	\$ 0.13
Total Budget (Excluding CCC, CCC Program Management Funding, and Launch)	\$ 338,540	\$ 1,000,116
MSD Funding for CHDP	\$ 120,000	\$ 670,116
MSD Revenue Generated	\$ 361,000	\$ 670,116
Town of Chapel Hill	\$ 70,000	\$115,000
University Contribution	\$ 90,500	\$115,000
Special Events, Grants, Program Income, Other	\$ 4,000	\$100,000
Remaining Project Management Funding (Includes Valet, Fiscal Agent)	\$ 54,000	Rolled into above.

Funding Priorities

This suggested revenue target will give the CHDP the solid financial footing to become a truly effective downtown management organization. It will also put downtown Chapel Hill closer to funding parity with peer downtowns across the country and within the North Carolina Region. Recommended priorities for allocation include:

⁹ Appendix: North Carolina Downtown Organization Revenues

¹⁰ Appendix: Downtown Boulder Business Improvement District Approved Budget

- Recruiting and hiring an experienced downtown professional to lead CHDP and build its capabilities in both the basic and higher-level place management functions. Note in peer districts in North Carolina and nationwide this position pays \$100,000+.
- Assuming primary responsibility for “clean and safe” programming downtown to include maintenance of sidewalks, benches and planters.
- Creating a strategic event calendar aimed at driving more year-round visitors downtown and generating funds to cover staff and operating expenses for event production.
- Keeping downtown databases on owners, tenants, vacancies and rents up to date and readily accessible to stakeholders and prospective tenants.
- Funding a contract with the Chamber to act as an advocacy partner in keeping downtown priorities in front of both the Town and UNC leadership.

Utilize Outside Resources

Chapel Hill is a highly engaged and educated community with a wealth of knowledge and skills outside the CHDP. The panel recommends proactively tapping into this outside expertise from UNC, the Town, local business leaders, retired professionals and others for new ideas and best practices. One example is Doug Rothwell, a nationally respected economic development leader from Michigan, who is now a resident of downtown.

Executive Leadership

The desired outcome of this process was to be clear on the direction for hiring a new leader for the CHDP. We believe this individual needs to be well-versed in many areas of downtown management but above all, this person needs to manage the organization effectively and be a skilled leader that brings stakeholders together. They will also inevitably need to have strength in purpose to be able to tackle controversial topics and challenge other community partners when necessary. The search committee must find an individual possessing strength in:

- Leadership
 - Is a visionary leader
 - Conceptually thinking about best use of time and resources
 - Proficient originating new ideas and concepts
 - Comfortable sharing viewpoint and persuading others
 - Maintaining accurate perception of priorities & managing time efficiently
 - Doing the right thing without direction from others
 - Comfortable with risk and speed in choosing course of action
 - Having strong desire to compete
 - Willing to set challenging goals & objectives
 - Stepping up and taking charge of situations
 - Oriented toward big picture thinking vs. details
 - Diplomacy and consensus building
- Organizational Management
 - Knowledge of financial management and possessing an entrepreneurial spirit
 - Experienced in board relationships and organizational governance
 - Adept at recruiting and developing staff
 - Is equipped with membership and fund development skills
 - Understands and can work within local government structure

The Panel recommends hiring a leader possessing skills or experience in each area of the following areas:

- Policy and Advocacy
 - Consensus building
 - Comfortable taking a strong position and defending it
- Planning, Design and Infrastructure
 - Design and planning aptitude
- Economic Development
 - Knowledge of economic development procedures and vocabulary
 - Ability to collect, organize, and present research
- Marketing, Communications and Events
 - Experience in event production
 - Understands place branding
 - Functional in digital marketing, communications including social media
- Place Space Management and Operations
 - Clear understanding of place management
 - Understands the priority for clean and safe operations
 - Experience in managing street order

A leader with these qualifications will enable CHDP to hire staff, service providers, consultants, and work with partner organizations to deliver key functions of the organization. As a point of reference, all downtown professionals have a general understanding of the key disciplines that are involved in urban place management and listed above.

This new leader will have adequate tools at the ready with a strategic plan (adopted by the board) and adequate resources (namely staff and funding) and will be able to make dynamic changes to the organization and therefore noticeable improvements to the place – downtown Chapel Hill.

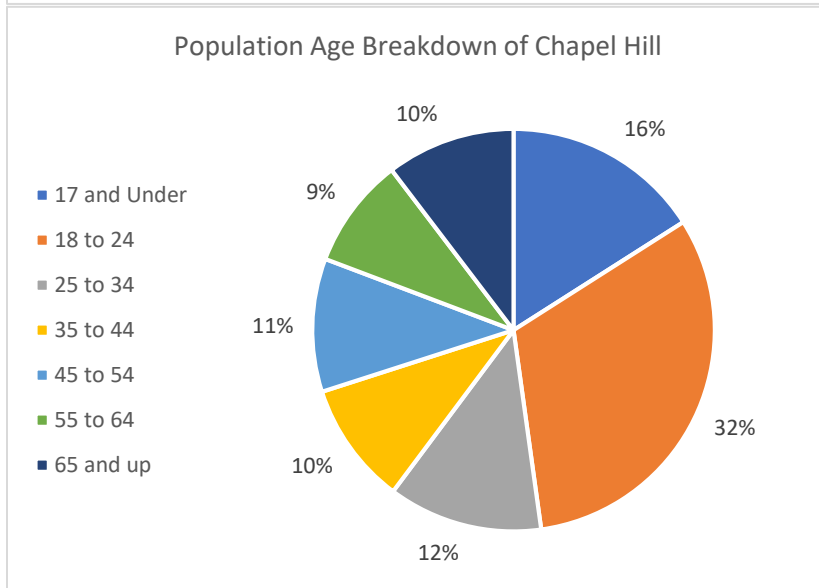
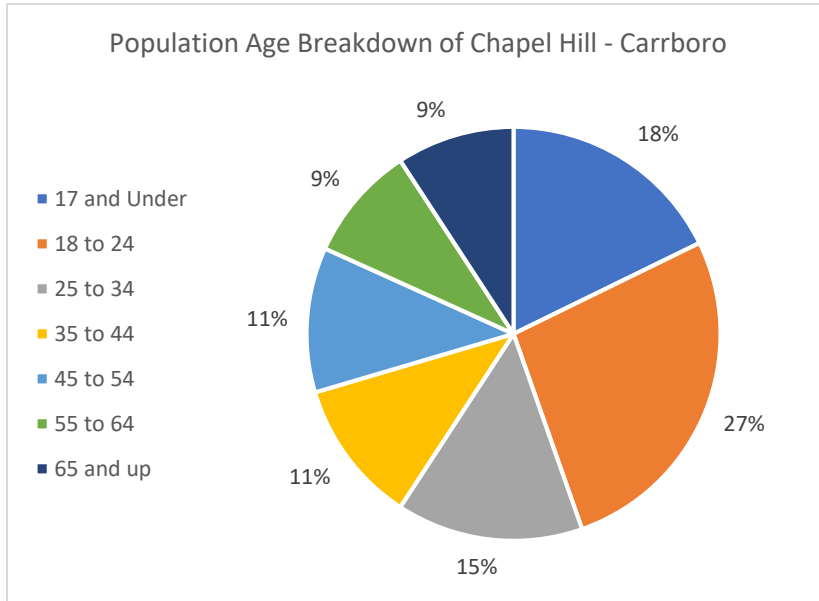
A template job description is located in the Appendix.¹¹ The sample contains an abundance of descriptions and attributes which can be reviewed and prioritized by the Search Committee to produce a description specific to the renewed Chapel Hill Downtown Partnership.

¹¹ Appendix: TEMPLATE Downtown USA, Inc. seeks President/CEO

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12. Notable Quotes From Stakeholders	52

Chapel Hill – Carrboro Age Breakdown Census 2016



Downtown Tempe Authority Vision Priorities 2020

Downtown Tempe Authority

Downtown Tempe Authority Mission

The DTA shall act as a vehicle to positively impact and drive the future of our city's urban center and be a steward of the existing assets and resources.

Downtown Tempe Vision

Downtown Tempe will be a vibrant, livable, walkable community that exceeds expectations while promoting the best uses of our public spaces.

Primary Objectives through 2020

Downtown Tempe will be the preferred destination of employers, employees, residents and visitors for working, shopping, dining, events, culture and leisure.

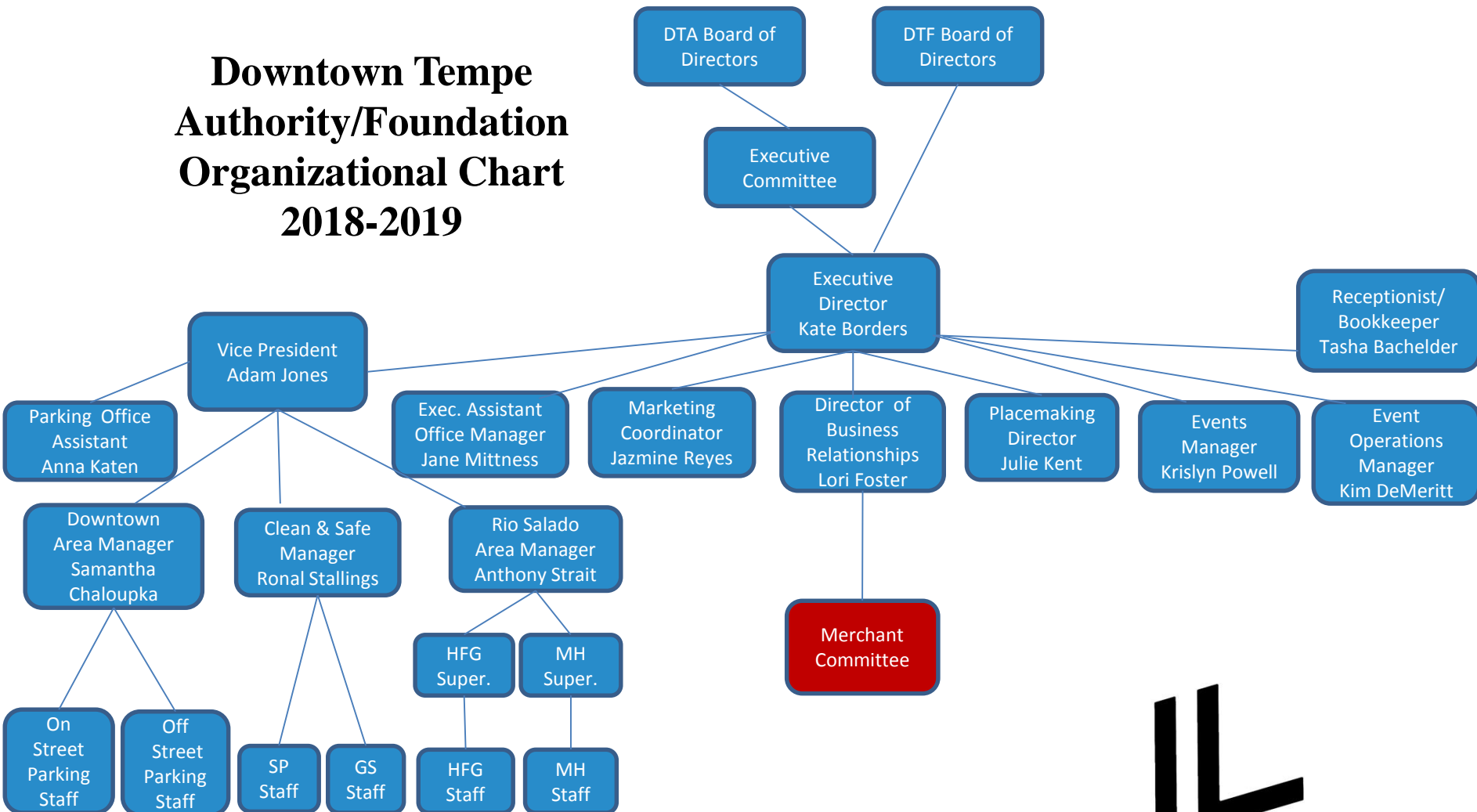
Downtown Tempe will be recognized nationally as a progressive urban center that leads downtown trends and technology.

Downtown Tempe Authority will drive positive changes to the public spaces and the pedestrian experience of the urban environment within and surrounding the downtown.

Downtown Tempe Authority will be a trusted, engaged and invaluable resource with all local partners, agencies, government officials, business owners, land owners, and their representatives.

Downtown Tempe Authority will be fiscally sound and managed responsibly with a healthy reserve and trained professional staff.

Downtown Tempe Authority/Foundation Organizational Chart 2018-2019



Contracts

Managed by Executive Director & Vice President



DOWNTOWN TEMPE
20 | IDA Advisory Panel 2018



BID Board

DBP Board

DBF Board

CEO

Sean Maher

Operations Manager
Chris Zachariasse

VP of Finance
Sue Hempstead

VP of Marketing & Communications
Terri Takata-Smith

VP of Events & Membership
Anna Salim

Business Liaison
Dave Adams

Seasonal Ops Crew

**Visitor Information Center
Seasonal Ambassadors**

Marketing & Communications Coordinator
Marissa Miller

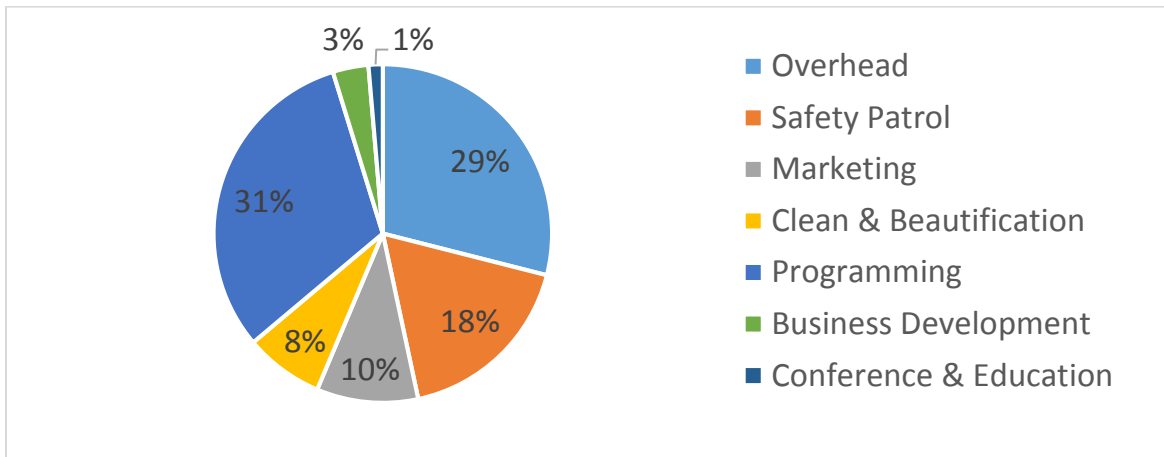
Events Coordinator
Jack Hunter

Community Development & Membership Manager
Stefani Soychak

Membership Services Coordinator (P/T)
Beverly Silva

Downtown Tempe Authority & Foundation Combined

Resource Allocation – Budget 2018.2019



Overhead – 29%

Salaries/benefits (accounting, reception, HR, executive director), rent, insurance, utilities, professional fees (CPA, legal), copies, postage, etc.

Programming – 31%

Holiday lights, placemaking, State of Downtown, Tempe Festival of the Arts, Fantasy of Lights Parades, 6th Street Market, small events & activations, volunteer program.

Safety Patrol – 18%

Salaries/benefits of all safety patrol employees deployed in downtown and at Tempe Town Lake, uniforms, vehicles, supplies, technology.

Marketing – 10%

PR, ad campaigns, photography, 1.5 marketing staff salary/benefits, social media campaigns, reports, sponsorship documents, event campaigns, signage, posters, flyers, banners, promotional items.

Clean and Beautification – 8%

Street power washing, maintenance of hanging baskets and planters, gum removal, graffiti removal, porters, general cleaning of downtown, equipment, uniforms, staff salaries/benefits.

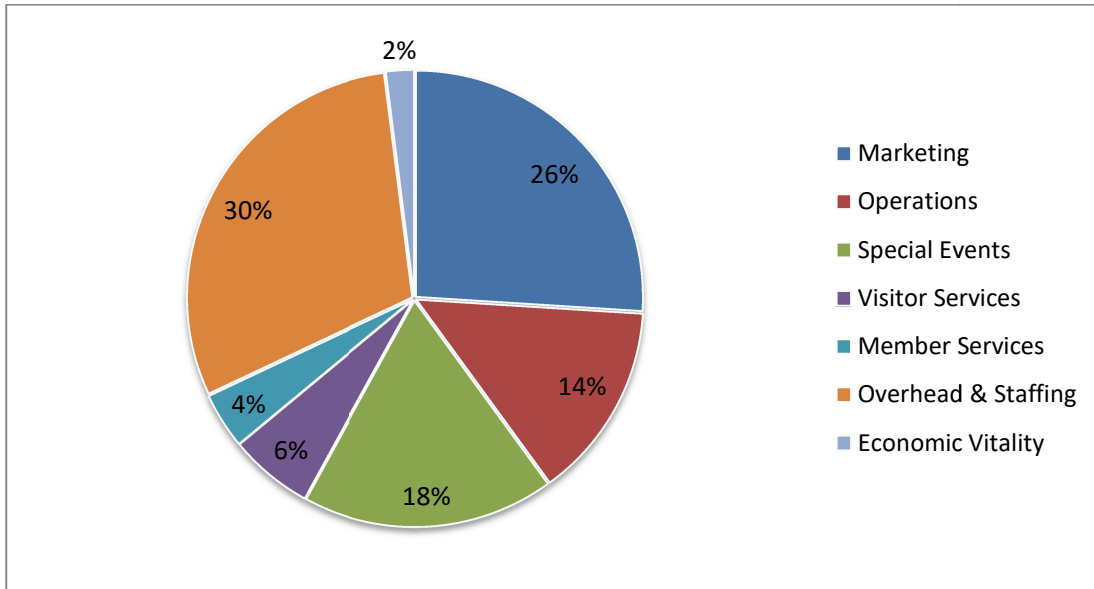
Business Development – 3%

Salary/benefits for Director of Business Relations, programs and networking events for businesses, marketing classes for businesses, contact management technology.

Conferences – 1%

Attendance at national conferences related to downtown management and parking management and other smaller regional conferences.

DOWNTOWN BOULDER COMBINED RESOURCE ALLOCATION (Downtown Boulder Partnership, Foundation and Business Improvement District)



Marketing – 26%

Media advertising, website, social media, banners, event marketing, direct mail, public relations, visitor guides, maps and brochures

Operations – 16%

Trash removal, graffiti & gum removal, planters, power washing, holiday lighting, spring planting, event support

Special Events – 16%

Arts Fest, Craft Beer Fest, Fall Fest, summer concerts, Halloween, Tulip Fest, Taste of Pearl, Holiday Parade, holiday lighting ceremony, St. Nick on the Bricks

Visitor Services – 6%

Visitor Center rent & overhead, ambassadors, kids' train, free WiFi network,

Member Services – 4%

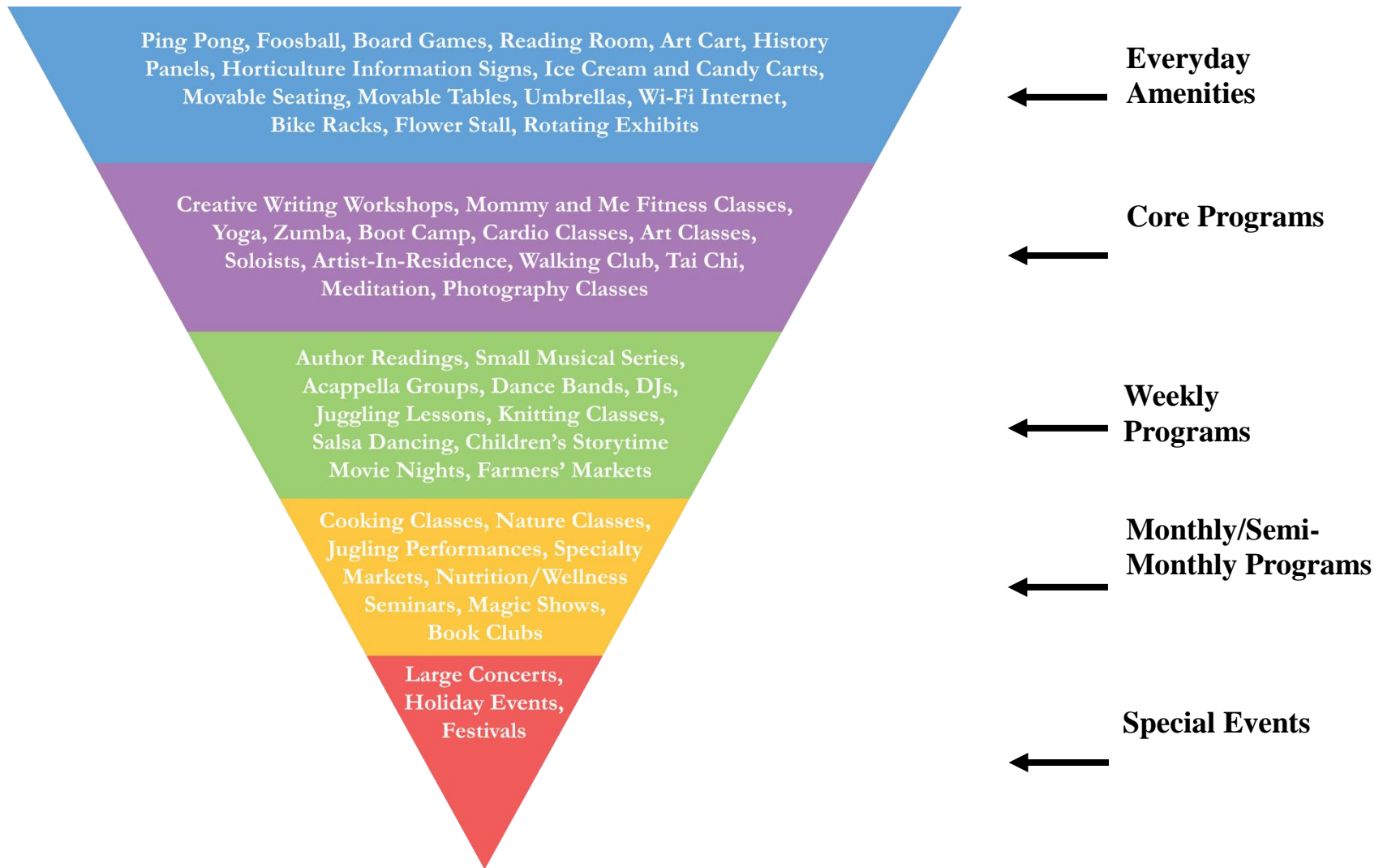
Member events, newsletters, downtown gift card program

Economic Vitality – 2%

Tenant recruiting, pedestrian counting, market research, database updates

Overhead & Staffing – 30%

Office rent, vehicles, payroll, benefits, insurance, legal, accounting, etc.





AMANDA THE ADMIN

Enthusiastic Newcomer

Amanda is a 28 year-old young professional who recently relocated to Arizona from Ohio. She moved to Arizona for the weather, to start a new chapter in her life, to experience new things and to find her focus. She recently got a job at State Farm and lives in downtown Tempe with a roommate. Although Amanda would like to live on her own she can't yet afford to live downtown on her salary alone. She enjoys downtown Tempe for its hip, vibrant atmosphere and the walkability/bikeability of it.

Being new to town, Amanda is looking to make connections. She relies on her coworkers for much of her information on what's cool locally, and supplements with local online calendars like Phoenix New Times, Local Lily's "Look Ahead", and following local businesses and influencers. She's been attending meetups, donation-based yoga classes at Yoga to the People and other activities in an effort to meet people and engage with the community. She's considering joining the TYP (Tempe Young Professionals) group to network more and get to know new people. She loves free spirit-hoppy style inspired by Coachella. In her spare time, she volunteers walking shelter dogs from a local no-kill program.



"I love the vitality of the Valley and the year-round culture we have here. Back East, no one ever sat outside at night drinking craft beers or doing a street bike ride with forty other people, unless it were summer. Here we get to play all year, and you don't have to shovel sunshine!"



Despite the somewhat shocking summer heat, Amanda still thinks it beats shoveling snow, and loves the year-round lifestyle Tempe offers. Even during sweltering summer nights, she's noticed that locals will come out after dark to enjoy mister-cooled patios at the various bars, restaurants and breweries. That's something she never experienced back east. With her 10-year high school reunion looming, she's eager to show she's made something of herself. She loves attending local events and posting pix to Instagram to share her "southwest Lifestyle" with friends back home. Amanda can be found attending the Spring & Fall Tempe Festival of the Arts, snapping a selfie at the chalkboard or inviting co-workers to join her for a boozy brunch and "Sunday Funday" at the 6th Street Market.



ADMINISTRATIVE ASSISTANT

28

AGE



RENTS



LOCATION:
Downtown Tempe

58K

HHI



SOCIAL MEDIA:
Facebook, Instagram & SnapChat



BOTH MOBILE & DESKTOP;
HALF USE AN IPHONE



OTHER MEDIA:
Netflix, Spotify, Workaholics, It's Always Sunny in Philadelphia, Archer



ACTIVITIES:
Sports, Fitness, Festivals & Events, Exploring Local

GOALS

Wants new experiences

Make new connections

Become more ingrained in the local community

PAIN POINTS

Being new to town and not knowing where to start/look

No grocery store downtown

Can't afford her own place

VALUES

Keeping fit, active & engaged

Walkability/bikeability

Urban environment with suburban amenities

SPECIAL MOMENTS:



NEW LIFE IN AZ



FRIENDS COMING TO VISIT



10 YEAR HIGH SCHOOL REUNION



LOCAL MEDIA

AZCentral.com, Relentless Beats, 98KUPD, Power 98.3, NPR, Phoenix New Times, ABC 15, AZFamily, 12 News



ADVERTISING

Very active on Facebook and Instagram, less so on SnapChat. Facebook ads very effective- only email is more effective than digital ads. Radio is good for events, skip TV and direct mail.



SHOPS

Four Peaks, Jamba Juice, Chipotle, Dutch Bros Coffee, Jimmy John's, In-n-Out Burger



SPARE TIME

Shelter volunteer. sports obsessed, especially Sun Devils Football, but all local sports are popular- Coyotes, Diamondbacks, Suns, Cardinals. Daily gym, running/biking, FitBit, gym classes/yoga, fun runs. Festivals & Parties: Electric Daisy Carnival, big events at Maya, Release Pool Party, Phoenix Zoo, Comicon, Continuing Ed, Downtown events; TFA, 6th Street Market, parades and TYP.



INFLUENCERS

Kamala Harris, Vanessa Hudgens, Serena Williams, Michael Phelps, Coachella, The Weekend, Lana Del Rey, Father John Misty, Iliza Shlesinger, The Bloomer, WeOwnTheNight, Hungryinphoenix on Instagram

FACT

2/3 are college-educated and 12% have advanced degrees.

INSIGHTS

Always very busy; extremely active social life and extremely career-driven. Very mobile -- will move anywhere for a better job. Loves urban life, but carries certain small-town values, like the desire to own a home with a yard, a nice car...etc. Strongly values diversity. Always want to be the first to try things, from fashion to food to music. Always bettering herself by learning about everything, taking classes.



**BRIGHT
BROTHERS**
STRATEGY GROUP



ETHAN & LILA *Counter Culture Creatives*

Ethan & Lila are a couple of 30-year-olds who met at an MFA meet-up at Casey Moore's several years ago. They have been utterly in love and together ever since. Both hold grad degrees from ASU and have lived and worked in the Tempe area for years. Ethan has two jobs; a barber at Electric Haven Barbershop by day and a bouncer at Yucca Taproom a few nights a week. Lila is looking for meaningful employment while running an Etsy microbusiness from home, selling her handmade wares. They spend the majority of their time on and around Mill Ave., as does most of their social circle who work at the local bars, restaurants, coffee shops and printers in town. Always with the inside scoop of what's happening in the community, Ethan and Lila feel as though they are the true, tenured Tempeans – not “the suits” who work in the office buildings and call centers around town.

Looking flawless is a life goal, and Ethan & Lila love a dichotomous mix of both high fashion & highly-recognizable brands mixed with thrift store finds, upcycled apparel and DIY alterations. Ultimately the goal is to always look effortlessly cool when they're outta the house. They eat locally when they can find and afford it. Both are vegetarian flirting with veganism, but they just really love cheese and whipped cream on their lattes too much to fully commit. They spend much of their spare time attending concerts and shows, house parties and vanishing parties with their art-scene friends or just kicking back discounted beers and sharing french fries at local watering holes. Their favorite time of year is summer when Tempe is a virtual ghost town and “the freaks come out at night”. Only the true die-hards are around to enjoy nighttime bike rides and beers on near-empty patios. They can play whatever they want on the jukebox apps without competition from crowds, and their bartender buddies take good care of the regulars.



“Tempe is pretty cool and totally our home. We like the alternative vibe and how progressive it is here compared to the rest of Arizona. There’s a great maker community here, lots of options for vegan & veg and we can pretty much bike anywhere we need.”



Despite the fact that their closest friends run the MFA Facebook group and they get a good laugh out of much of its content, Ethan & Lila are still fairly engaged in the community and appreciate some of DTA’s efforts. They like the chalk cube and the parking week parklet that DTA worked on. They both enjoy strolling the Spring and Fall Tempe Festival of the Arts, and Lila is considering renting a tent at the 6th Street Market. Good friends of hers participated in the Sixth & Mill Makers at last year’s TFA, and are weekly regulars at the 6th Street Market to sell her Etsy-esque creations. Ethan & Lila just need a little external influence, from outside of the MFA group, to prove to them fully that DTA is an advocate for the community, (not an evil overlord) and they would make excellent promoters for the Downtown Tempe Authority.



BARBER/BOUNCER & ETSY

30

AGE



RENTS
a Casita



LOCATION:
Maple-Ash

69K

HHI



SOCIAL MEDIA:
Facebook, Instagram, Etsy



MOBILE & EMAIL.
ALWAYS PLUGGED IN. THOUGH
THEY MAY STRUGGLE TO
MAKE RENT, THEY HAVE
THE NEWEST IPHONE



OTHER MEDIA:
*TV, Radio, Streaming,
Mostly Digital, Some Print When
Available Like Bar/Coffee Shop*



ACTIVITIES:
*Don't Watch Sports, but They
Do Go to The Gym/Yoga/Running/Hiking
to Look Good*

GOALS

- Self-expression
- Always the trendsetters
- See & be seen

PAIN POINTS

- Making ends meet
- Feel like Tempe is getting too corporate
- Busy schedule/ juggling two jobs

VALUES

- Alternative & funky
- Status is everything
- Handmade, homemade, upcycled, reused

SPECIAL MOMENTS:



HOT SUMMER NIGHTS
ON MILL



HOUSE PARTIES
WITH ARTIST FRIENDS



MARCHING IN PROTESTS



LOCAL MEDIA

*Phoenix New Times, JAVA Mag, KJZZ, PBS 8, Azcentral, Azfamily
3TV CBS 5, 12 News, Power 98.3, FOX 10*



ADVERTISING

*Streaming TV & radio, email work well,
NPR during drivetime*



SHOPS

*Mill Ave., 51 West, Casey Moore's, Yucca
Tap Room, Valley Bar, HALO, Framed Ewe,
Green, Nami, Tempe Marketplace, Fry's, Clark Park Farmers Market*



SPARE TIME

*Crescent Ballroom, Tempe Improv, The Womack, Luckyman Concerts,
Marquee Theatre, Release Pool Party, FilmBar, Harkins, house parties,
maker meet-ups*



INFLUENCERS

*Apple, Vans, Supreme, MFA FB group, Check, Please! Arizona,
Exxxtra Crispy, Banana Gun, Mike Claypool Tattoo, Copper State Tattoo,
ClosetVomitFashion & IAmChanelle*

FACT

*71% more likely
than general
population to have
a graduate degree.*

INSIGHTS

Status is everything. Ethan & Lila may sometimes live paycheck-to-paycheck, but their lives are pretty comfy; more money would be nice, but they're enjoying what they have. Instead of striving for more career success, they work hard to be seen as cool, sophisticated and fun. For some, this means buying designer clothes, while others may brag about how poor and DIY they are. Ethan & Lila have a strong need to express themselves and to be seen and heard.



**BRIGHT
BROTHERS**
STRATEGY GROUP

North Carolina Downtown Organization Revenues

[Hillsborough Street Community Service Corporation](#)

Hillsborough Street Community Service Corporation		Percent of Total Org. Revenue
Tax Rate (Per \$100)	\$ 0.15	
Total Budget	\$ 958,686	100%
MSD Funds Allocated to Org. (100%)	\$ 643,986	67%
Largest Additional Contributions		
City of Raleigh	\$ 125,000	13%
NC State University	\$ 100,000	10%

[Downtown Raleigh Alliance](#)

Downtown Raleigh Alliance		Percent of Total Org. Revenue
Tax Rate (Per \$100)	\$ 0.079	
Total Budget	\$ 2,175,000	100%
MSD Funds Allocated to DRA (~80%)	\$ 1,069,000	49%
Largest Additional Contributions		
Fee for Service From City - Clean and safe	\$ 671,000.00	31%
Corporate Sponsorship	\$ 318,000.00	15%

[Downtown Durham, Inc](#)

Downtown Durham Inc		Percent of Total Org. Revenue
Tax Rate (Per \$100)	\$ 0.07	
Total Budget	\$ 1,123,000	100%
MSD Total	\$ 697,000	62%
Largest Additional Contributions		
General Funds from City of Durham	\$ 250,000	22%



**CITY OF BOULDER
CITY COUNCIL AGENDA ITEM**

MEETING DATE: October 17, 2017

AGENDA TITLE: Consideration of a motion approving the proposed 2018 budget, operating plan and board reappointments for the Downtown Boulder Business Improvement District.

PRESENTER/S

Sean Maher, CEO, Downtown Boulder Business Improvement District

EXECUTIVE SUMMARY

The purpose of this item is to approve the 2018 budget and operating plan of the Downtown Boulder Business Improvement District (BID) as per state statute, and to approve reappointments for three board positions as per city ordinance.

Budget Process: The budget process for the BID began in September 2017. Staff consulted with committees to review 2017 programming and submit proposed 2018 budgets by Sept. 4, 2017. On Sept. 14, a proposed budget was distributed to the BID board for review along with a staff recommendation.

The total City of Boulder allocation to the 2018 BID budget is \$103,528.

A final draft, along with the nominations report, was approved at the BID board meeting on Oct. 12, 2017. There was no public comment regarding the budget. The 2018 budget was approved at 3.4657 mills by a majority vote, and board reappointments were approved and accepted unanimously.

Reappointment of Board of Directors: There are three, 3-year expiring terms. At the September 14, 2017 board meeting, CEO, Sean Maher reported that three current board members terms are expiring, and one board member is leaving his position early. The board members with terms expiring are: Jay Elowsky, Marc Ginsberg and Stephen Sparn. Board member David Workman will be leaving with 1 year remaining on his term. Jay Elowsky has indicated that he would like to be considered for an additional term.

STAFF RECOMMENDATION

Staff recommends approval of the 2018 Downtown Boulder Business Improvement District budget and operating plan, and the reappointment of Jay Elowsky, Pasta Jays and appointment of Adrian Sopher, Sopher Sparn; Nate Litsey, WW Reynolds and John Reynolds, JZ Reynolds LLC for the Downtown Boulder Business Improvement District Board of Directors.

Suggested Motion Language:

Staff requests council consideration of this matter and action in the form of the following motion: motion to approve the proposed 2018 budget, operating plan and board reappointments for the Downtown Boulder Business Improvement District.

COMMUNITY SUSTAINABILITY ASSESSMENTS AND IMPACTS

- **Economic:** The Downtown Boulder Business Improvement District has a direct impact on the economy of Boulder. The BID organizes and funds promotions designed to increase sales and to raise awareness of downtown as a shopping, dining and office destination. So far in 2017 downtown accounts for just over 14 percent of sales taxes collected in Boulder. However, in the dining category, downtown restaurants collect over 35 percent of taxes. For apparel, downtown retailers accounted for 25% of the City's 2016 sales tax revenue. In addition, the BID staff works with property owners, brokers and tenants to increase occupancy rates for both office and retail space. This will be a priority in 2018 as 250,000 SF of new office space came online since late 2016 and office vacancies are approaching 10% which is unusually high. Also, skyrocketing property taxes and rising rents are threatening the ability of independent businesses to compete in the downtown market.
- **Environmental:** Downtown Boulder has been a leader in converting all of our events and festivals to zero waste. This includes partnerships with Eco Products, Boulder County, the City of Boulder and Western Disposal. Each major downtown event includes dedicated staff to manage the zero waste program. The BID partners with the City of Boulder Community Vitality Division on promoting the Employee EcoPass program. We also promote 10 for Change, PACE and the Energy Smart programs to our downtown businesses.
- **Social:** Since downtown is the primary central gathering place of Boulder, the entire community benefits from a cleaner, safer, vibrant downtown environment. Community events supported by the BID take place every month and target a wide variety of community segments from athletes to art lovers. Family and kid focused events take place in all four seasons of the year.

OTHER IMPACTS

- **Fiscal:** The City contribution is fee for service allocations from the Community Vitality Division for visitor center usage, collateral (maps), ambassador services, maintenance and marketing services.

BOARD AND COMMISSION FEEDBACK

At its monthly board meeting on Oct. 12, 2017 the Downtown Boulder Business Improvement District Board of Directors voted to adopt the 2018 budget, operating plan and board reappointments.

PUBLIC FEEDBACK

As required by law, a public hearing will be held on November 9, 2017 prior to the regular Board of Directors Meeting for the Business Improvement District. The public hearing will be noticed ahead of time as required.

BACKGROUND

The Downtown Boulder Business Improvement District was created pursuant to the “Business Improvement District Act” part 12 of article 25 of title 31, Colorado Revised Statutes. Sponsored by a coalition of property owners and business owners and Downtown Boulder, Inc., in cooperation with the City of Boulder, the Downtown Boulder Business Improvement District (BID) was created to provide enhanced or otherwise unavailable services, facilities and improvements to commercial properties located in downtown Boulder. Operational since January 2000, the BID provides services above and beyond those provided by the city, including, but not limited to, marketing, communications, events, maintenance, business assistance and downtown ambassadors. More background info is available in Attachment A.

ANALYSIS

The operating plan in **Attachment A** outlines both the service plan for 2018 and the accomplishments for 2017. The reappointment of board members is part of the operating plan.

The City Council is requested to approve the 2018 Operating Plan, Budget and Reappointment and appointment of Board Members submitted by the board of directors of the Downtown Boulder Business Improvement District. It is representative of the issues and priorities of the rate payers and stakeholders it affects.

ATTACHMENTS

- A. Operating plan including Reappointment of Board of Directors
- B. Budget for 2018
- C. Map of the Downtown Boulder Business Improvement District boundaries

DOWNTOWN BOULDER BUSINESS IMPROVEMENT DISTRICT DISTRICT OPERATING PLAN 2018

SECTION 1: GENERAL SUMMARY

Creation:

The Downtown Boulder Business Improvement District was created pursuant to the “Business Improvement District Act,” part 12 of article 25 of title 31, Colorado Revised Statutes.

Non-duplication of Services, Facilities and Improvements:

The services, facilities and improvements to be provided by the Downtown Boulder Business Improvement District are not intended to duplicate the services, facilities and improvements provided by the City of Boulder within the boundaries of the district. The Downtown Boulder Business Improvement District (BID) was created to provide enhanced or otherwise unavailable services and resources for owners of real and personal property (excluding agricultural and residential) located in downtown Boulder.

Service Area:

Approximately 34 blocks contiguous with the Central Area General Improvement District (CAGID) plus additional blocks to the east and west, bounded roughly by 8th Street to the west, Spruce Street to the north, 21st Street to the east and Arapahoe Avenue to the south. The BID may be expanded in the future upon the request of the property owners. Pursuant to statute, the district shall contain only that taxable real and personal property within said boundaries, which is NOT classified as either agricultural or residential. A map of the district service area is attached to this operating plan.

Powers, Functions and Duties:

The Downtown Boulder BID will have the authority through its board of directors to exercise all the powers, functions and duties specified in this Business Improvement District Act except as expressly stated in this operating plan.

Board of Directors:

The Board of Directors of the BID consists of nine electors of the district appointed by the City Council of the City of Boulder. Members appointed to the board represent specific geographic areas and a cross section of interests in the district, including large and small property and business owners. Each director serves a three-year term. Terms are staggered with three expiring every year. Four representatives from the City of Boulder serve as ex-officio members and liaisons to the board, including the City Manager, two City Council members and the Executive Director of Community Vitality Division.

Services:

The Downtown Boulder BID provides services in three major areas: marketing and promotion, service and maintenance, and economic vitality. The service plan for FY2018 includes the continuation of these services as well as development of close partnerships with Downtown Boulder, Inc. and Community Vitality Division to provide a strong identity for downtown. These partners also work together to communicate with downtown constituents, plan and administer programs and encourage economic vitality and community involvement.

Method of Funding:

The Downtown Boulder BID has three sources of revenue:

- Levy of ad valorem tax on taxable real and personal property, estimated to be between 3.4 and 4.8 mills (to be finalized in December 2017),
- Fee for service from the City’s general fund and meter revenue budget and
- Contract with Downtown Boulder Partnership (DBP) for staffing, administration and event production.

Budget:

Total proposed district budgeted revenue for FY2018 is \$1,604,789. Approximately \$1,448,728 in revenue is generated by BID property taxes and specific ownership taxes; \$103,528 is fee for service from the City of Boulder, and \$52,533 is generated from earned income and other miscellaneous sources.

Legal Restrictions:

BID assessments are subject to state constitutional limitations – a vote by ratepayers is required to increase revenue over allowed limits.

Term:

The district will terminate 20 years from January 1, 2010, unless a petition is filed to continue it before that date.

Existing City Services:

The City of Boulder will continue to document existing city services to ensure that service levels currently provided by the city do not decrease.

SECTION 2: SERVICE PLAN

Marketing and Promotion

The Downtown Boulder Business Improvement District (BID) is responsible for the

marketing & promotion of the district to both consumer and investor markets. This includes, but is not limited to promotions, advertising, image campaign, branding, banners, brochures, printed collateral materials, newsletters, public relations and market research.

2017 Accomplishments

- Branding campaign, ‘My Boulder’ highlighted Boulder influencers and their love of downtown shops, restaurants and entertainment. Campaign focused in print ads (5280 Magazine) and an extensive geo-targeted programmatic online campaign with ads running on sites such as: Huffington Post, MSN, Yahoo and USA Today.
- The strategic marketing plan focused on locals (Daily Camera – print & online), Boulder Weekly, digital direct mail campaigns and grass root marketing (window posters) and regionally drawing in Colorado residents through a variety of avenues (9News, 5208 Magazine, Denver Metro radio stations, Pandora & geo targeted programmatic online ads).
- Designed and printed 3rd annual 16 page Downtown Boulder Summer Insert that was delivered to 50,000 5280 subscribers in June with an additional 5,000 to Daily Camera subscribers in the 80302 & 80304 zip codes.
- Created, printed and distributed 50,000 copies of the Downtown Boulder Partnership’s Official Guide Book. Demand for the guide remained strong this year with distribution points at over 45 hotels (Boulder, Denver, Highway 36 corridor), as well as the DIA, Downtown Denver Visitor Center, Welcome Centers maintained through the Colorado Tourism Office, the Colorado Convention Center & regional tourist stops such as Celestial Seasonings and the Ft. Collins Visitor Information Center.
- In partnership with Visit Denver, the Downtown Boulder Guide Book will generate nearly 4,500 specific leads in 2017. Of those receiving the electronic version of the guide book via “welcome email”, the open rate (average) is 45% with a click thru rate of 34% well above the industry standard for travel/tourism emails of 21% open rate & 33% click thru rate (mailchimp.com)
- Bi-weekly e-newsletter was sent to an average of 6,514 emails with an average 34% open rate. The open rate improved 2% from 2016. Average click thru rate: 14%.
- Both the bi-weekly newsletter and the Visit Denver Leads newsletter were redesigned to a more user friendly responsive template / design.
- Downtown Boulder’s social media presence remained strong and growing. Numbers through August: FaceBook - 21,115 likes (11% increase from 2016), Twitter – 55,100 followers (117% increase from 2016), Instagram – 11,093 followers (27% increase from 2016).
- Downtown Boulder Gift Card sales were approximately \$186,819 from January-August, 2017. Gift Card redemptions for that timeframe equaled: \$215,389.
- Redesigned outdoor signage around the Visitor Information Center making it more welcoming and visitor friendly.

- Partnered with Shift 10 – a national movement - encouraging people to shift 10% of their spending to locally owned businesses. Event will kick off on October 10th and will also serve as the launch of the revamped Love the Local business spotlights (www.LoveTheLocal.com).
- Created a comprehensive social media content calendar for all Downtown Boulder accounts to help streamline the promotion of events, announcements and more.
- Maintain and monitor free Pearl Street Mall Wifi. Analyzed monthly usage reports, trouble shoot outages and other issues. (On average, 3723 visitors access the free wifi monthly – a 23% increase over 2016. Roughly 176 visitors access per day.)
- Holiday marketing will include a big promotional marketing blitz. ‘Find Freezie’ promotion will kick off for the second year on Black Friday. The goal of the promotion is to drive foot traffic into participating retailers via a giveaway campaign through social media, print and online campaign.
- Celebrated the 40th anniversary of the mall with a mini campaign (40 Years on Pearl). The community was encouraged to share images of the mall over the past four decades. Images were featured online at www.40yearsonpearl.com.
- Revamped ‘Fashion’s Night Downtown’ to ‘Girls’ Night Out’. Organized 30+ retailers hosting in-store special events. Grassroots marketing to 2nd story businesses and social media promotions.
- Enhanced social media interactions with the implementation of Snapchat geofilters at Downtown Boulder’s signature events. The Boulder Craft Beer Fest geofilter generated 13,000 impressions within a four hour window – increasing Downtown Boulder’s visibility to the Snapchat audience.

Plan for 2018

- Redesign and install new banners on the mall, East End and West Ends.
- Expand/improve coverage of free Pearl Street Mall wifi - upgraded hardware & service monitoring; expand the reach east and west of the mall.
- Update event marketing collateral for signature Downtown Boulder Foundation events.
- Website creative renovations specific to the East End and West End feature pages to better highlight those unique districts.
- Redesign Downtown Boulder’s blog page on BoulderDowntown.com to an image/caption based format to enhance creative appeal.
- Implement an interactive social media partnership with local businesses in the form of Instagram takeovers. With direction and guidance, interested downtown businesses would have the opportunity to take over the @downtownboulder Instagram page for the day.
- Become more strategic with social media content – specifically, develop a direct theme and content calendar for the Instagram page. Implement planned content and storyboard for the @downtownboulder Instagram Story.

- Integrate social media more closely with website by implementing social media tagging options on all main BoulderDowntown.com pages, making them easily shareable on FaceBook and Twitter and other platforms.

Operations Service and Maintenance

One of the BID's primary missions is to work closely with Boulder Police, Parks staff and the Parking Services staff to keep downtown clean, safe and inviting for residents, tourists and employees.

2017 Accomplishments

- Removed 852 graffiti tags in the Business Improvement District through September 2017 using 100% biodegradable cleaning processes.
- Completed Visitor Center improvements and renovations at 13th and Pearl.
- Installed, maintained and stored 487 seasonal and event banners for the BID, CU, Boulder Boulder and DBP.
- Provided over 15,000 petunias and marigolds to 93 downtown businesses with our Spring Green Beautification Program; up 10% from 2016.
- Laid 55 bags of mulch in tree wells and abandoned planters.
- Logged over 2500 hours of sidewalk and street sweeping.
- Coordinated pressure washing for 3,430 feet of alley ways adjacent to the mall.
- Performed 164 individual power wash projects on public and private buildings for graffiti removal.
- Removed over 55,000 lbs. of trash and recycling from downtown containers.
- Consulted and implemented a new Zero Waste program. Oversaw new procedures on removing trash, recycling, and compost from 179 individual cans in the BID.
- Provided logistical support for partner events including Bands on the Bricks, Boulder Craft Beer Festival, Fall Festival and CU Pearl Street Stampedes.
- Expanded seasonal lighting an additional 10% to a total of 525,000 lights. Introduced a new hanging light canopy over the 1300 block. All incandescent lighting has been removed and is now 100% LED.
- Researched and discovered a local company to recycle old and damaged banners into backpacks, wallets, and bags.
- Coordinated with Code Enforcement to receive graffiti CRMs that are located in the BID. Eliminated overlap on labor and reduced time spent searching for graffiti.

Plan for 2018

- Implement new programs to improve sidewalk cleanliness. Explore partnering with public and private entities to share costs and labor to power wash sidewalks.
- Purchase a hot-water power washing system to assist in various cleaning projects downtown.
- Reinvigorate gum removal program. Increase frequency and research new technologies.
- Work with city and private landowners to address growing rodent issues downtown.
- Research purchasing an electric train to replace the current gas powered “Tebo Train” that currently operates in the summer and winter on the mall. Inquire about possibility to run the train in the new Civic Park once construction is completed.
- Explore new holiday lighting technologies to improve visitor experience.
- Reduce graffiti removal turnaround from 72 to 48 hours.

Economic Vitality

CEO, Sean Maher works closely with City staff, Council, property owners and employers to maintain a vibrant business sector downtown. Major goals include:

1. Maintaining a vibrant and unique retail/restaurant tenant mix so downtown remains the destination of choice for locals, visitors and employers.
2. Supporting entrepreneurial tech and creative class companies to maintain the “entrepreneurial density” that is critical to downtown’s continued vitality.
3. Preparing downtown for the coming disruption in personal mobility to ensure that customers, employees and tourists have quick and convenient access to downtown Boulder today and 5-10 years in the future.

2017 Accomplishments

- Partnered with Community Vitality Department and Rocky Mountain Institute on researching Mobility as a Service and designing pilot project for MaaS program downtown.
- Successfully launched, administered and marketed d2d program with over 5,000 riders signing up.
- Explored d2d Phase 2 with RMI and DCV partners.
- Partnered with Community Vitality Department on development of 2018 retail strategy to optimize downtown tenant mix and reduce retail vacancy rates.
- Updated downtown property ownership database.
- Worked with City EV staff and BEC staff on employer outreach meetings.
- Met with tech entrepreneurs and CEOs monthly to assist in searching out and securing space for growing firms.

- Worked closely with CVB to support the 4th annual IRONMAN Boulder event.
- Presented to multiple Inter City Visit delegations visiting Boulder, including San Luis Obispo and Park City, Utah.

Plan for 2018

- Finalize plans and launch new retail strategy for downtown Boulder to include program of support for small/local businesses.
- Partner with CU and City staff to ensure strong transit connections between downtown and University Hill to capitalize on new hotel developments on the Hill.
- Work closely with Parks Department, Planning staff and City Council on planning best and highest used for the redesigned Civic Area.
- Maintain business outreach partnership with BEC and City staff,
- Explore and finalize program of support for small/local retail/restaurant businesses.

SECTION 3: BOARD & REAPPOINTMENT OF BOARD MEMBERS

The current board members, terms and the geographic areas they represent are:

Term expires December 31, 2017

Jay Elowsky, Pasta Jay's, At Large
 Marc Ginsberg, Flatirons Technology Group, West End
 Stephen Sparn, Sopher Sparn Architects, PC, At-Large

Term expires December 31, 2018

Liza Getches, Shoemaker Ghiselli + Schwartz LLC, At-Large
 Gannon Hartnett, Patagonia, Pearl Street Mall
 David Workman, Unico Properties, East End

Term expires December 31, 2019

Will Frischkorn, Cured, East End
 Kent Nuzum, Great Western Bank, West End
 Kiva Stram, Wells Fargo Bank, Pearl Street Mall

Ex-Officio Liaisons

Jane Brautigam, City Manager
 Sam Weaver, City Council
 Molly Winter, DUHMD
 Bob Yates, City Council

There are three, 3-year expiring terms. At the September 14, 2017 board meeting, CEO, Sean Maher reported that three current board members terms are expiring, and one board member is leaving his position early. The board members with terms expiring are: Jay Elowsky, Marc Ginsberg and Stephen Sparn. Board member David Workman will be leaving with 1 year remaining on his term. Jay Elowsky has indicated that he would like to be considered for an

additional term.

A nominating committee comprised of Bing Chou, Chair of the Downtown Boulder Partnership, Gannon Hartnett, Chair of the Downtown Boulder Business Improvement District, Mary Ann Mahoney, Executive Director of the Boulder Convention and Visitors Bureau, and Fern O'Brien, Vice Chair of the Downtown Boulder Foundation met on September 19th and recommended the following slate:

Reappoint to fill three-year term beginning January 2018 and ending December 31, 2020:

Jay Elowsky, West End
Pasta Jay's
1001 Pearl Street
Boulder, CO 80302

Appoint to fill three-year terms beginning January 2018 and ending December 31, 2020:

Adrian Sopher, At Large
Sopher Sparr
1731 15th Street, Suite 250
Boulder, CO 80302

Nate Litsey, At Large
WW Reynolds
1375 Walnut Street, Suite 10
Boulder, CO 80302

Appoint to fill one-year term beginning January 2018 and ending December 31, 2018:

John Reynolds, East End
JZ Reynolds LLC
1375 Walnut Street, Suite 10
Boulder, CO 80302

Appoint to serve as alternate BID Board member for 2018:

Erik Abrahamson
CBRE
1301 Walnut Street, Suite B-02
Boulder, CO 80302

Downtown Boulder Business Improvement District
 2016 Budget (Actuals) & 2017 Budget & 2018 Proposed Income & Expense Budget

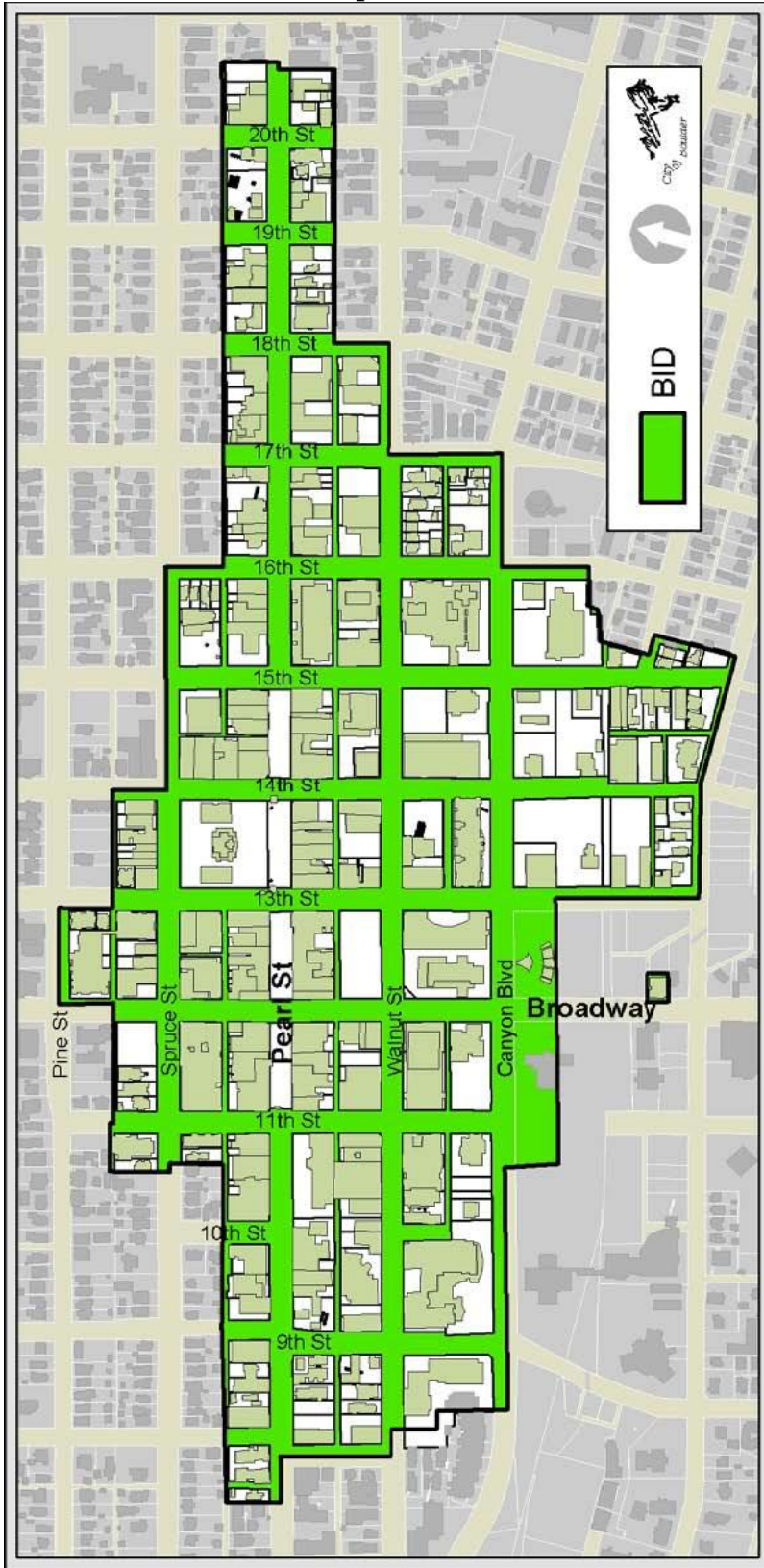
INCOME	Actual Prior Year (2016)			Estimated Current Year (2017)			Proposed Budget Year (2018)		
	Enterprise	Regular	Total	Enterprise	Regular	Total	Enterprise	Regular	Total
City of Boulder	88,840.00	0.00	88,840.00	72,884.00	0.00	72,884.00	103,528.00	0.00	103,528.00
Downtown Boulder Partnership	172,000.00	0.00	172,000.00	0.00	0.00	0.00	0.00	0.00	0.00
Downtown Boulder Foundation	0.00	0.00	0.00	17,500.00	0.00	17,500.00	0.00	0.00	0.00
BID Assessment	0.00	1,169,499.85	1,169,499.85	0.00	1,196,220.69	1,196,220.69	0.00	1,398,728.00	1,398,728.00
Specific Ownership Tax	0.00	61,171.90	61,171.90	0.00	50,000.00	50,000.00	0.00	50,000.00	50,000.00
Other	0.00	70,566.34	70,566.34	0.00	45,867.31	45,867.31	52,533.00	0.00	52,533.00
TOTAL INCOME	260,840.00	1,301,238.09	1,562,078.09	90,384.00	1,292,088.00	1,382,472.00	156,061.00	1,448,728.00	1,604,789.00

EXPENSE	Actual Prior Year (2016)			Estimated Current Year (2017)			Proposed Budget Year (2018)		
	Enterprise	Regular	Total	Enterprise	Regular	Total	Enterprise	Regular	Total
PERSONNEL									
Salaries	107,000.00	460,933.77	567,933.77	17,500.00	412,500.00	430,000.00	25,000.00	455,000.00	480,000.00
Benefits	0.00	138,213.93	138,213.93	0.00	108,000.00	108,000.00	0.00	130,000.00	130,000.00
Professional Development	0.00	5,883.96	5,883.96	0.00	0.00	0.00	0.00	0.00	0.00
TOTAL	107,000.00	605,031.66	712,031.66	17,500.00	520,500.00	538,000.00	25,000.00	585,000.00	610,000.00
ADMINISTRATION									
Rent	20,000.00	48,755.75	68,755.75	0.00	75,000.00	75,000.00	0.00	80,000.00	80,000.00
Kiosk Rent	8,339.00	43,423.41	51,762.41	8,756.00	42,244.00	51,000.00	9,194.00	44,306.00	53,500.00
Insurance	0.00	4,642.00	4,642.00	0.00	5,400.00	5,400.00	0.00	6,000.00	6,000.00
Services	0.00	10,717.48	10,717.48	0.00	9,000.00	9,000.00	0.00	9,000.00	9,000.00
Furn/Equip	0.00	12,251.80	12,251.80	0.00	0.00	0.00	0.00	0.00	0.00
General Admin	0.00	26,863.77	26,863.77	0.00	9,750.00	9,750.00	0.00	13,500.00	13,500.00
Assessment Expenses	0.00	17,964.98	17,964.98	0.00	21,000.00	21,000.00	0.00	22,000.00	22,000.00
TOTAL	28,339.00	164,619.19	192,958.19	8,756.00	162,394.00	171,150.00	9,194.00	174,806.00	184,000.00
SERVICE/MAINTENANCE									
Security	0.00	0.00	0.00	0.00	30,000.00	30,000.00	0.00	30,000.00	30,000.00
Contract Services	7,068.00	35,288.64	42,356.64	11,895.00	38,005.00	49,700.00	23,268.00	29,432.00	52,700.00
Banner/Décor	0.00	67,763.71	67,763.71	0.00	70,000.00	70,000.00	15,000.00	55,000.00	70,000.00
Operations Admin	0.00	9,383.61	9,383.61	0.00	11,000.00	11,000.00	0.00	11,500.00	11,500.00
Other Labor	10,874.00	58,324.88	69,198.88	10,874.00	59,500.00	70,374.00	10,874.00	64,500.00	75,374.00
TOTAL	17,942.00	170,760.84	188,702.84	22,569.00	208,505.00	231,074.00	49,142.00	190,432.00	239,574.00
MARKETING									
Marketing Services	0.00	70,193.37	70,193.37	0.00	88,625.00	88,625.00	2,000.00	98,000.00	100,000.00
Special Projects	15,000.00	23,537.98	38,537.98	0.00	19,730.00	19,730.00	15,000.00	21,000.00	36,000.00
Communication	16,311.00	2,844.76	19,155.76	16,311.00	20,531.00	36,842.00	16,311.00	23,189.00	39,500.00
Visitor Marketing	0.00	23,559.34	23,559.34	0.00	4,000.00	4,000.00	0.00	4,000.00	4,000.00
Special Events	70,248.00	25,536.75	95,784.75	25,248.00	41,483.00	66,731.00	21,748.00	55,000.00	76,748.00
Local/Regional	0.00	176,584.27	176,584.27	0.00	202,820.00	202,820.00	0.00	209,825.00	209,825.00
TOTAL	101,559.00	322,256.47	423,815.47	41,559.00	377,189.00	418,748.00	55,059.00	411,014.00	466,073.00
ECONOMIC VITALITY									
Baseline Research	0.00	1,280.00	1,280.00	0.00	7,500.00	7,500.00	12,666.00	8,834.00	21,500.00
Strategic Planning	0.00	3,296.25	3,296.25	0.00	0.00	0.00	0.00	0.00	0.00
Services	6,000.00	12,000.00	18,000.00	0.00	0.00	0.00	0.00	57,000.00	57,000.00
Civic Area Planning	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Special Projects	0.00	0.00	0.00	0.00	16,000.00	16,000.00	0.00	0.00	0.00
ED Materials/Collateral	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
TOTAL	6,000.00	16,576.25	22,576.25	0.00	23,500.00	23,500.00	12,666.00	65,834.00	78,500.00
DISCRETIONARY DEVELOPMENT FUND									
	0.00	5,000.00	5,000.00	0.00	0.00	0.00	0.00	0.00	0.00
TOTAL	0.00	5,000.00	5,000.00	0.00	0.00	0.00	0.00	0.00	0.00
CONTINGENCY									
	0.00	0.00	0.00	0.00	0.00	0.00	0.00	25,000.00	25,000.00
TOTAL	0.00	0.00	0.00	0.00	0.00	0.00	0.00	25,000.00	25,000.00
PARTNERSHIP/FOUNDATION FORMATION									
	0.00	6,331.25	6,331.25	0.00	0.00	0.00	0.00	0.00	0.00
TOTAL	0.00	6,331.25	6,331.25	0.00	0.00	0.00	0.00	0.00	0.00
Total Expense	260,840	1,290,576	1,551,416	90,384	1,292,088	1,382,472	151,061	1,427,086	1,603,147

Net Income 10,662 0 1,642

Notes:
 Enterprise-restricted funds from City of Boulder or CVB & DBF that have to be used in accordance to agreements between entities.
 Regular-BID funds from assessment and any additional revenue sources.
 BID Assessment-the BID will certify its mill levy to collect an estimated \$1,398,728.00 in revenue.

Attachment C – District Map



TEMPLATE Downtown USA, Inc. seeks President/CEO

Downtown USA, Inc. is seeking a President/CEO to lead all functions of the organization, including the urban environment, downtown development, public policy and advocacy, marketing, membership and philanthropy. With a metro population of 200,000, Downtown USA has the largest surfing community and is ranked 6th in America's leading metros for the "creative class," making a vibrant downtown to support workforce recruitment critical to the area's economic development. With more than 60 founding members and a new five-year renewal, the new President/CEO will benefit from strong community support, powerful existing momentum and the freedom of building a strategy from the ground up while working with an engaged and educated board.

LEADERSHIP AND ORGANIZATIONAL PROFILE

Downtown USA, Inc. is in its second renewal with oversight from the Downtown Task Force which supports downtown development efforts. The organization receives support through three funding streams, which support downtown improvements.

MISSION STATEMENT

Downtown USA, Inc. is committed to creating a vibrant, diverse and economically sustainable downtown USA.

VISION STATEMENT

Downtown USA, Inc. will be the economic engine and champion for a vibrant downtown USA. Its members will represent all stakeholder groups, including downtown property owners, business owners, tourist attractions, business organizations, advocacy groups, neighborhood associations and residents from throughout the city.

ORGANIZATIONAL DUTIES AND RESPONSIBILITIES

The President/CEO will establish strategic direction for the organization in partnership with Downtown USA, Inc. and the Downtown Task Force as well as any key stakeholders in accordance with the organization's mission. The President/CEO will oversee day-to-day operations, assure fiscal responsibility in the funding and financial management of the organization, and protect the assets of the organization. This individual will be the liaison to the board of directors, mayor's office, city council and other key stakeholders. The President/CEO will work in collaborative partnership with government officials, developers, community and business leaders, residents and all downtown stakeholders to enhance the vitality of downtown.

QUALIFICATIONS

The candidate will be expected to have advanced skills and expertise in the following areas: Urban Visioning, Downtown Development, Advocacy, Communications & Public Relations, Marketing and Sales, Fundraising, Personnel Management, Financial Management, Board Management, Downtown Management Services and Government Relations. A comprehensive list of skills, attributes, and qualifications is listed below. *[Note that not all qualifications are necessary to dutifully take on the responsibilities of interim CEO.]*

EDUCATION & COMPENSATION

Bachelor's degree in planning, real estate, the social sciences, architecture or public administration, and 5-8 years of experience in city planning or economic development of which four years must be in a supervisory or consulting capacity; or an equivalent combination of training and experience. Salary will be competitive and commensurate with experience and qualifications in the range of \$100,000-\$150,000 per year with benefits.

For detailed qualifications and job description or to apply: www.downtownusainc.org.

DOWNTOWN USA, INC EXECUTIVE DIRECTOR

DETAILED QUALIFICATIONS, SKILLS AND EXPERTISE

URBAN VISIONING

- Demonstrated experience as a visionary – the ability to see beyond today.
- Demonstrated creative drive – the ability to identify new solutions and “think outside the box.”
- Ability to develop and implement downtown visioning plans.
- Knowledge of Downtown and community central core development issues to include: community building, neighborhood engagement, transportation oriented development, housing development, and open space/public realm integration.
- Knowledge of the principles and practices of urban planning to include: design guidelines, zoning, historic preservation and housing.
- Knowledge of the principles required to create urban “life, activity, and sustainable vitality.”
- Proven ability developing and monitoring local, state and federal legislation, programs and proposals; demonstrated experience assessing potential implications and/or organizational opportunities of the same.
- Demonstrated ability to coordinate and communicate organizational positions on local, state and federal issues; ability to facilitate personal contacts between executives and internal and external stakeholders with executive members of local and state governments.
- Proven ability to work with internal stakeholders to identify and solicit government funding opportunities. Demonstrated ability to direct the development of successful government proposals.
- Sense of architectural design and aesthetics. Proven ability to recognize and pursue opportunities regardless of available resources.
- Intrinsically motivated to develop and implement new ideas.
- Ability to communicate and “sell” new ideas to a diverse stakeholder groups.
- Proven ability to move ideas from concept to implementation

DOWNTOWN DEVELOPMENT

- Strong downtown development credentials with both private sector and government real estate and finance.
- Experience working in collaboration with local and regional economic development organizations.
- Experience in packaging deals with prospective investors, developers and business owners.
- Familiarity with local, state and federal funding resources (tax incentives, etc.) available for “deal making.”
- Knowledge of, and experience in, leading successful downtown development initiatives.
- Expertise in crafting public/private partnerships.
- Strong understanding of urban design principles as they relate to central business district characteristics.
- Ability to manage projects in a manner consistent with stated objectives.
- Ability to prepare and make comprehensive presentations.
- Ability to research and answer complex questions.

- History and proven track record of influencing diverse organizational stakeholders with regard to coordinated strategic planning, branding, and unified tactical implementation.

ADVOCACY

- Experience as a downtown advocate. Proven track record of marshaling resources and managing complex partnerships to focus on Downtown issues, projects and initiatives.
- Ability to establish and maintain effective working relationships with stakeholders, colleagues, subordinates, city officials, officials from other governmental and private organizations and the general public.
- Must be experienced in organizational development and have demonstrated the ability to win the trust and confidence of diverse stakeholders, constituencies and public and private collaborative organizations.
- An action oriented, “get it done” urban development professional with a passion for change and a willingness to think radically.
- The ideal candidate will possess a demonstrated record of performance leading change.
- Understanding of issues confronting downtown business and property owners, residents, public agencies and community organizations.
- Ability to work closely and effectively with both public and private sector individuals and organizations including: business owners, developers, residents, investors, government officials and related economic development, promotion and capacity building organizations.
- Expert listener.
- Proven political skills.

COMMUNICATION AND PUBLIC RELATIONS

- Strong written and verbal communication skills, including public speaking.
- Experience selling concepts and generating the excitement necessary to propel successful accomplishments.
- Ability to express ideas effectively orally and in writing.
- Experience serving as the organization’s chief spokesperson.
- Experience developing and implementing an effective, centralized public relations program.
- Knowledge of public information and community relations concepts, principles, methodology and techniques.
- Proven media relations and issues management experience.
- Ability to develop, implement and evaluate public opinion surveys and related data collection vehicles.
- Knowledge of current and emerging public relations issues and trends applicable to the Downtown environment.

MARKETING AND SALES

- Demonstrated ability to conceptualize, design, implements and evaluate a fully integrated strategic marketing program.
- Able to proactively position the Downtown as a premier destination – **create and sell the vision.**
- Proven experience developing research-based programs that address image and brand awareness in a competitive global market.
- Familiar with the history of the city and be able to articulate the Downtown’s vision as a center of commerce, culture and entertainment.

FUND RAISING

- Experience in private, public and nonprofit sector fund raising.

- Ability to develop high-potential relationships with large corporations and other major potential funders/donors.

PERSONNEL MANAGEMENT

- Ability to coordinate and evaluate the work of a professional staff.
- Ability to supervise and manage both a professional and administrative staff.
- Ability to develop long-term plans and programs and to evaluate work accomplishments.
- Ability to analyze facts, exercise sound judgment and arrive at valid conclusions.
- Ability to plan, direct and coordinate development programs and initiatives.
- Ability to communicate ideas clearly and concisely, verbally and in writing.

FINANCIAL MANAGEMENT

- Considerable knowledge concerning the principles of public administration and public finance.
- Experience identifying alternative sources of funding.
- Strong understanding of urban real estate development, including finance.
- Strong understanding of municipal finance, public incentive programs and capital investment budgeting.
- Budget preparation, fiscal management and analysis.
- Ability to develop and control operating budgets. Skill in budget preparation and fiscal management.
- Knowledge of financial/ business analysis techniques.

BOARD MANAGEMENT

- Ability to work closely and effectively with a board of directors and its executive committee and officers.
- Ability to communicate with the board of directors.

DOWNTOWN MANAGEMENT SERVICES

- Proven ability managing Downtown clean and safe, public safety, parking, hospitality, social service outreach, landscaping (beautification) and technology integration.
- Proven experience involving "Way Finding" initiatives and the management of vehicular, pedestrian and cyclist traffic in Downtown/urban areas.
- Understanding of Downtown event, venue and place planning and utilization.

GOVERNMENT RELATIONS

- Proven ability developing and monitoring local, state and federal legislation, programs and proposals; demonstrated experience assessing potential implications and/or organizational opportunities of same.
- Demonstrated ability to coordinate and communicate organizational positions on local, state and federal issues; ability to facilitate personal contacts between executives and internal and external stakeholders with executive members of local government and state government.
- Ability to establish and maintain effective working relationships with civic leaders, city officials and the general public.

PERSONAL

The candidate should possess the following leadership competencies:

- **Managing People and Performance** –Manages people to help them achieve full potential and to attain exceptional individual and team performance.
- **Leading and Directing** – Inspires and leads through clear vision and directions, organizing and enabling resources and making critical decisions.
- **Managing and Leveraging Relationships** – Invest in relationships to successfully influence and build shared goals and achieve optimal organizational solutions and results.
- **Communication and Presenting** – Shares ideas and information across diverse audiences and entities to drive organizational performance and effectiveness.
- **Strategic Thinking** – Attuned to changing dynamics facing the organization; leverages sharp organizational acumen to develop opportunities and strategies for organizational success.
- **Analyzing and Decision Making/Problem Solving**– Makes sound rational decisions by thoroughly analyzing all aspects of a problem or issue.
- **Planning and Organizing** – Plans and organizes detailed course of action that ensures successful accomplishment of organizational initiatives and objectives.
- **Executing for Results** – Drives performance through expert management and execution of organizational plans and activities.
- **Fostering Innovation and Change** – Embraces and promotes innovation and change as a way to enhance personal, team and organizational effectiveness.
- **Maintaining Self Awareness and Impact** – Maintains objectivity about own self; manages impact of self on others, and actively learns from experience to maximize positive impact.
- **Achievement Focus** – Strive to reach challenging work and career goals.
- **Adapting to Change and Stress** – Adapts and responds well to change; manages pressure effectively and copes well with setbacks.
- **Upholding Standards** – Consistently adheres to and upholds clear professional and ethical standards that complement those of the organization.

Notable Quotes From Stakeholders

We heard quite a bit from our stakeholder groups. Here are a number of quotes that stuck out to us, some have been paraphrased but reflect the intended meaning:

- “We have so much great history here but we don’t put it out there.”
- “We need to get the Chapel Hill brand back out there.”
- “To me the Partnership is the town, I know they’re separate things but that’s where their paychecks come from.”
- “The Partnership needs to leverage the university but not depend on it, we want to be a partner but we can’t be the only ones buying in. We can only seed so much.”
- “Building downtown is almost cost prohibitive, absentee owners just let land price go up intentionally knowing that UNC will buy land once they start to need more space.”
- “I think [CHDP] has done very well with what they have financially.”
- “I was involved with the Partnership for a time and I still can’t say I know what exactly they do.”
- “The Partnership is a mechanism for jointly funding projects between the Town and UNC.”
- “I think we give [CHDP] just enough money to do a bad job.”
- “I own a restaurant on [Franklin] and I consider every owner on that street a friend.”
- “The Partnership is having growing pains, sometimes they get assigned things just to have something to do.”
- “The big question is ‘How do we make changes but not rob the town of its identity?’”
- “Developing here is so complicated, plus the buildings are valued so high it’s almost cost prohibitive.”
- “If you’re not from here Carrboro IS Chapel Hill, people go to the music venues in Carrboro and think that’s Chapel Hill.”