

2021 BUSINESS IMPROVEMENT DISTRICT MANAGEMENT PLAN



DOWNTOWN
SPOKANE

Prepared by the
DOWNTOWN SPOKANE PARTNERSHIP

**DOWNTOWN BUSINESS
IMPROVEMENT
DISTRICT (BID)**

The Spokane City Council created the Downtown Business Improvement District (BID) in July 1995 at the request of the area’s business and property owners. The BID is authorized by Washington State law to aid general economic development and neighborhood revitalization. The current City Ordinance for the BID will sunset on December 31, 2021.

Comprising approximately 80 blocks of the Central Business District, more than 850 business owners and 350 property parcels are contained within the area.

The BID programs of clean, safe, parking and promoting positive experiences have been fundamental since 1995. The BID encourages investment by providing the revenue and influence to keep our neighborhood streets clean, safe, and economically vibrant.

The Ratepayer Advisory Board (RAB) represents the interests of Ratepayers by establishing operating procedures, developing budgets, advising the City regarding assessments, monitoring service delivery and planning for the future of the BID in an advisory capacity. The RAB meets monthly to discuss budget, management, and program delivery issues on behalf of the BID Ratepayers. The RAB guides the day-to-day function of the BID service delivery.

**DOWNTOWN SPOKANE
PARTNERSHIP (DSP)**

The Downtown Spokane Partnership - a private non-profit membership organization - is hired by the City of Spokane to administer the BID. Under this agreement, the DSP provides planning efforts for Downtown, and oversees the implementation of downtown enhanced public services. The DSP Board of Directors sets the strategic agenda, guides and manages the revitalization program, and administers various implementation entities.

**ELEVEN PRINCIPALS
GUIDE THE
FORMATION
AND EXECUTION
OF THE 2021
MANAGEMENT
PLAN**

HONESTY



FAIRNESS



INCLUSIVITY



RESPECTFULNESS



EXCELLENCE



INNOVATION



EFFICIENCY



DEDICATION



COLLABORATION

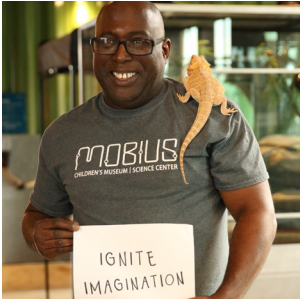


EQUITY



RESPONSIVENESS





2020 presented a number of challenges that ultimately forced DSP to pivot its focus and priorities for most of the calendar year. Nevertheless, a number of goals originally set in the 2020 Management Plan were executed, including work on the update to the Downtown Plan. To foster a safe and inviting downtown, “Crime Prevention Through Environmental Design” principles were implemented to decrease vandalism through thoughtful design of public and private spaces.

The long planned relocation of the Downtown Police Precinct in summer marked the first time in five years that officers are stationed in the heart of the downtown core. The new space on Riverside Ave., can accommodate up to 25 Police Officers and two Behavioral Health Specialists.

When the COVID-19 pandemic began in March, marked by Governor Inslee’s statewide shutdown proclamation, staff shifted efforts. Despite income shortfalls as a result of the pandemic, staff was able to remain within budget as well as attain and redirect \$156,000 toward direct and indirect business assistance.

In April, DSP launched its “Support Spokane” campaign, encouraging the community to continue supporting local businesses in need. This campaign included the creation of a “We Will, Again” video, featuring numerous businesses and organizations within the BID, which garnered over 110,000 online views sharing an uplifting message of resiliency amid the Phase 1 shutdown.

In May, DSP staff, along with the Clean and Safe teams began an outreach effort of “wellness calls” to business owners in the BID to assess how we could continue to further support them amid the ongoing COVID-19 closures.

DSP received \$43,000 of the \$2M provided by County CARES Act funds allocated to marketing and promotions that aid in economic recovery and survival during the COVID pandemic. Several campaigns and activations were implemented with those funds as part of a localization of a county-wide “Spread Kindness” campaign. This effort aimed to reward individuals for helping keep the community safe and healthy, while supporting local businesses, including “Scavenger Hunt” and “Kindness Crew” activations. Between the two, \$7,500 in prizes were given out to downtown patrons, directly supporting nearly 50 locally owned businesses. A “Safe and Ready” video was also created, aimed at reinforcing consumer confidence in returning to downtown by displaying health and safety precautions being taken by businesses in the downtown core. The video garnered over 22,000 online views.

In November, DSP staff members went door to door and made phone calls to businesses in the BID and beyond that were identified as eligible to receive financial relief from the Hospitality Relief Grant. Staff made sure owners and managers were aware of the grant, and provided information assisting with the application process. In total, DSP staff contacted over 250 businesses with information on the grant.

DSP also launched an informational webinar series titled “30 Minutes with”, a recurring series of virtual, 30-minute question and answer sessions with local industry experts on the most pressing topics of the day. Sessions are recorded and made available online for convenient reference and sharing of the useful content.

Downtown was not immune to the economic impacts of the pandemic. While a number of businesses within the BID were forced to close their doors permanently, we were still able to welcome several new faces to the downtown core.

These businesses have shown impressive determination and resiliency as they fight the uphill battle of establishing their profitability amid the challenges of opening during these times.

Additional businesses are already slated to open their doors in the coming months.

**TIO’S TAQUERIA
HOTEL INDIGO
MAGNOLIA AMERICAN
BRASSERIE
WOODEN CITY
LOVESAC
DRESSED BY EVA
SPEAK STUDIOS
DWTN MARKET
ROUNDHILL’S BARBERSHOP
JUMPING JACKALOPE AXE
THROWING**

**COMPLETE CONTRACT
EXTENSION WITH CITY
OF SPOKANE**

The end of 2021 marks the completion of the current five-year contract between the City of Spokane and the Downtown Spokane Partnership for the management of the Business Improvement District.

Staff will seek to work with Spokane City Council to approve a five-year extension of the current contract by April, 2021, which will allow staff to maintain focus on the challenges presented by the 2020 Coronavirus Pandemic and resulting instabilities.

**SUSTAIN SOUND
FINANCIAL CASH
MANAGEMENT**

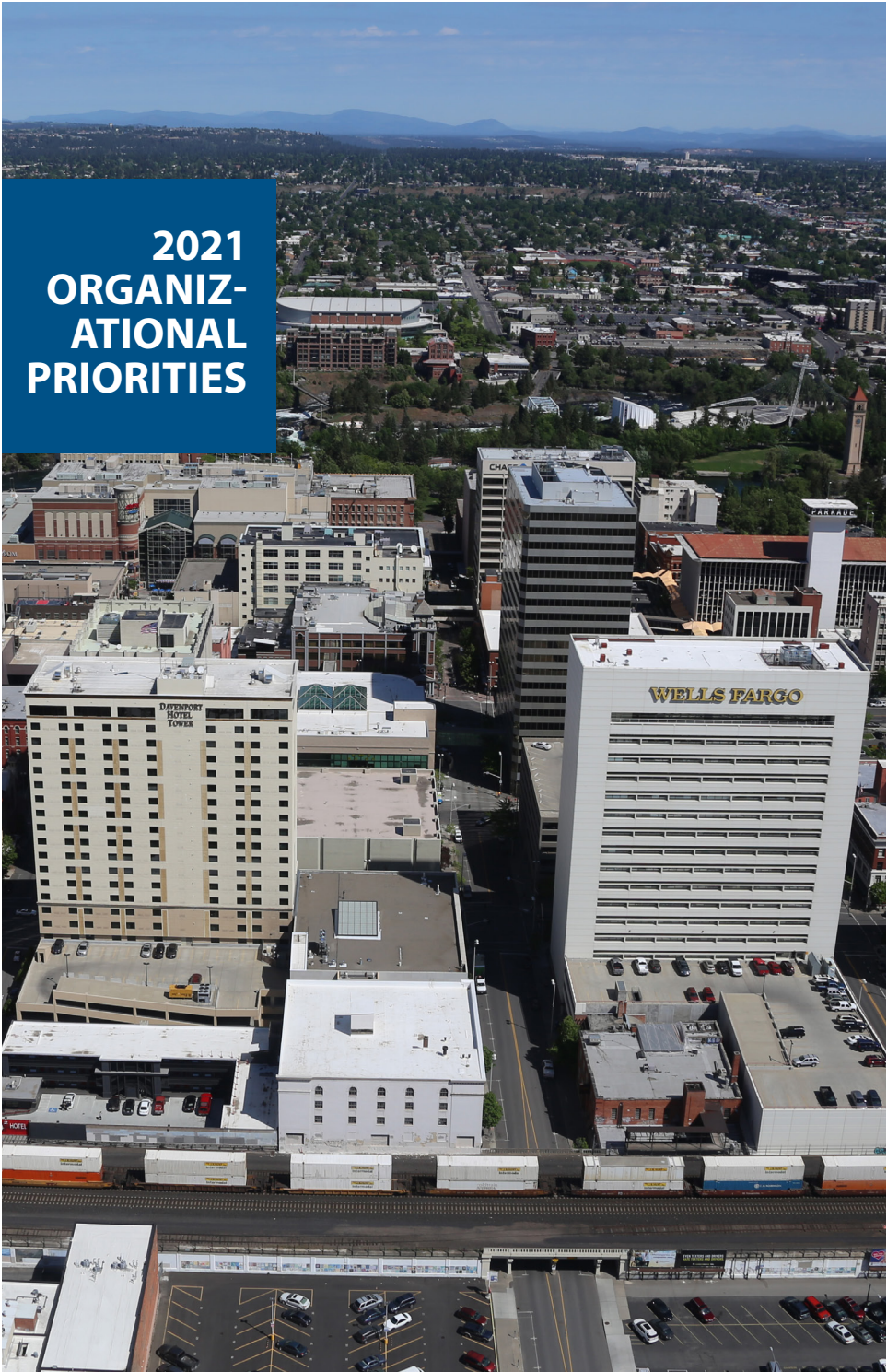
Staff will maintain financial liquidity, solvency, and compliance with GAAP, RCW 35.87A.010 and Spokane Municipal Code 04.31.030 by seeking-out and identifying new and creative sources of revenue. Staff will continue to exercise sound and flexible expense management practices to ensure operating within our means at all times and develop contingency long-range financial plans for expected economic deficiencies in 2021.

**STRENGTHEN
COMMUNICATIONS
AND CUSTOMER
RELATIONS**

In order to address the needs of BID Ratepayers, staff will initiate a baseline annual customer survey program to determine priority needs and actions.

To better represent the downtown community, staff will work with the Ratepayer Advisory Board to memorialize the recruitment, onboarding and engagement process of board members for continual feedback and improvement.

To deepen relationships with partners, customers, and community, staff will refine and enhance communication internally and externally. Continuing effective dialogue with City Administration and Council, and strengthening relationships with community partners, so that every individual feels engaged and welcome in downtown.

An aerial photograph of downtown Spokane, Washington, showing a dense urban landscape with various buildings, streets, and parking lots. In the foreground, a large white building with 'WELLS FARGO' signage is prominent on the right, and a tall, light-colored building labeled 'DAYVANTORY HOTEL TOWER' is on the left. Below these, a train with several white and blue freight cars is visible on tracks. The background shows a sprawling city area with green spaces and distant mountains under a clear blue sky. A semi-transparent blue rectangle is overlaid on the left side of the image, containing the title text in white.

2021 ORGANIZATIONAL PRIORITIES



**2021
BUDGET**



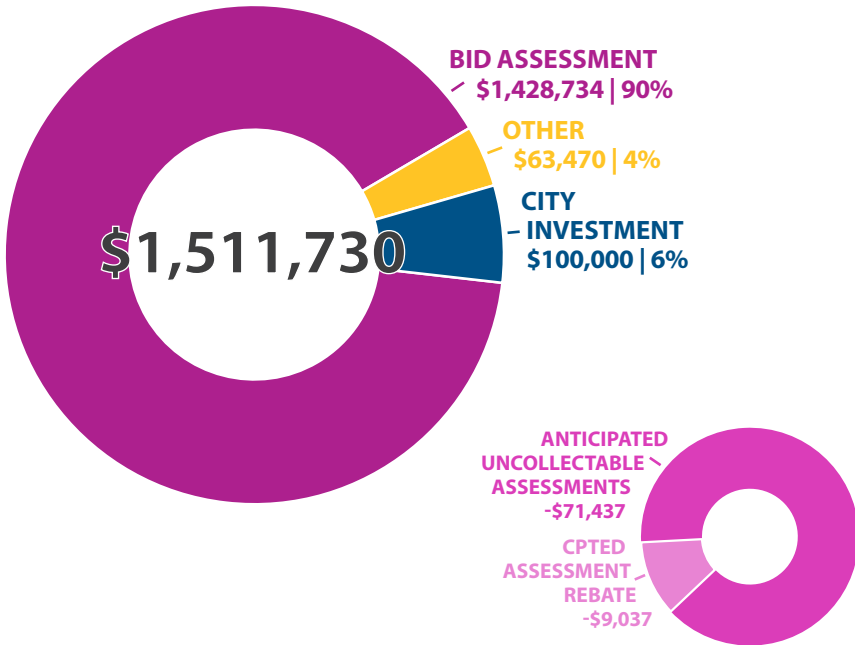
**2020 BOARD DESIGNATED ROLLOVER
\$95,000**



**COVID 19 RECOVERY
INITIATIVES
\$65,000**



**CULTURAL AND
PLACEMAKING
EVENTS
\$30,000**



The BID is funded by \$100,000/year from the City of Spokane and approximately \$1,492,204.00 in private investment, including Ratepayer assessments, business contributions, event sponsorships and other contributions. The funds from the City exclusively support a portion of the Clean Team and the Security Ambassador programs.

In 2021, the Ratepayer Advisory Board and Downtown Spokane Partnership Board approved the rollover of \$95,000 in 2020 Board designated funds to assist in business recovery and implement expansion of cultural events in the downtown core. The carryover will reflect a \$95,000 budget deficit at year-end, 2021.

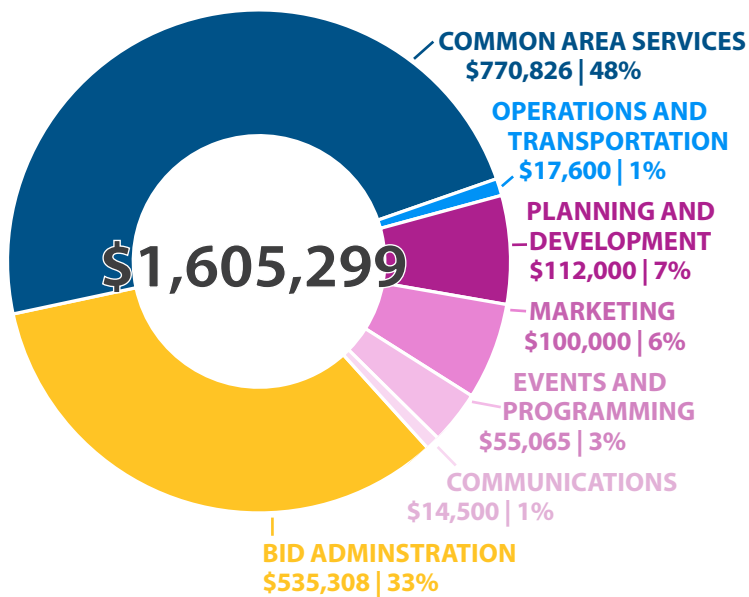
Property owner assessments are based upon current values for land plus improvements and are calculated at a rate per \$1,000 of total assessed value. Each property, including its tenants, shall be assessed under both the tenant and property owner formulas. There is an annual minimum assessment of \$110.00 per property parcel. 501c3 ownership exempt with proof of federal filing.

Tenant assessments are based upon square footage of space per lease or per unit noted. There is an annual minimum assessment of \$110.00 per tenant. 501c3 tenant business exempt with proof of federal filing. Parking available to the public for a fee will be assessed at zone parking rates. Tenant assessment rates increase annually as determined by the CPI-U.

INCOME SUMMARY

PROPERTY ASSESSMENT FORMULA

TENANT ASSESSMENT FORMULA



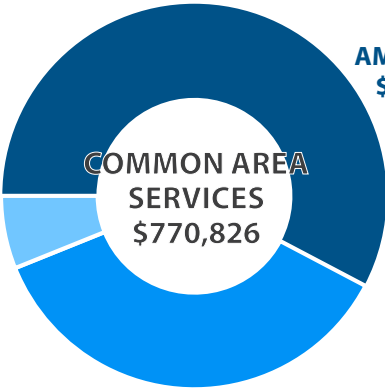
EXPENSE SUMMARY

BID programs focus on key areas that make downtown a desirable location for businesses, residents, shoppers, and visitors. The Ratepayer Advisory Board (RAB) establishes a draft budget and allocations are reviewed annually by the DSP and BID boards prior to being submitted to Spokane City Council for approval. Similar to other BIDs across the country, programs focus on clean, safe, marketing, growth, and transportation.

The 2021 budget reflects a conservative outlook as Ratepayers slowly get back on their feet. The 2021 focus will be on implementing efficient and impactful programs that continue to support business recovery. Investment in marketing and programming initiatives will target inclusivity and accessibility for all individuals as well as seek to dispel negative perceptions of the downtown environment.



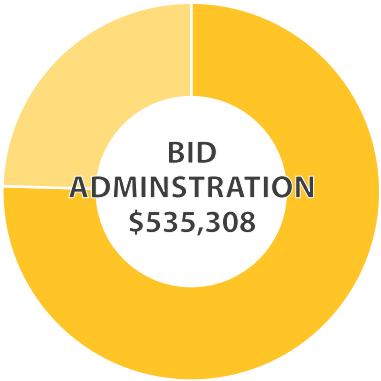




AMBASSADOR SALARIES, BENEFITS, AND TAXES
\$444,856 | 58%

CLEAN TEAM SALARIES, BENEFITS, AND TAXES
\$278,969 | 36%

CLEAN AND SAFE OVERHEAD
\$47,00 | 16%



ADMIN SALARIES, BENEFITS, AND TAXES
\$403,948 | 75%

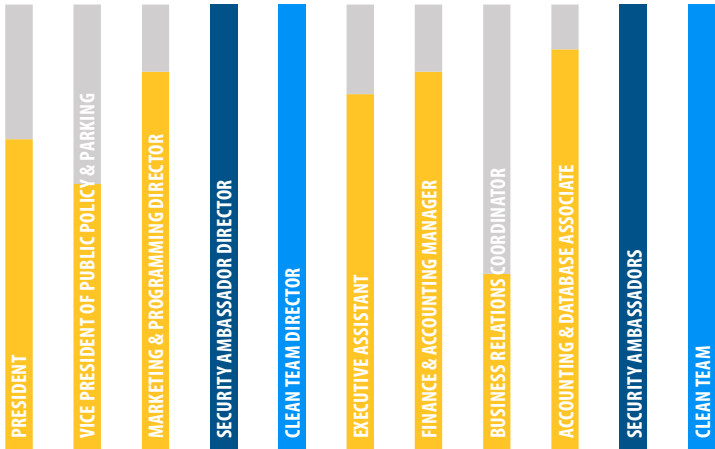
ADMIN OVERHEAD
\$131,360 | 25%



COVID 19 RECOVERY INITIATIVES
\$65,000 | 58%

CULTURAL AND PLACEMAKING EVENTS
\$30,000 | 27%

RECRUITMENT AND PLANNING
\$17,000 | 15%



100% The DSP assigns staff resources based on annual business plan requirements to maximize an effective resource mix between the DSP and BID. This graph represents the percentage of time allocated to BID or DSP activities for each staff resource.

90%

80%

70%

60%

50%

40%

30%

20%

10%

**ECONOMIC
DEVELOPMENT
SUPPORT**

Staff will seek to expand strategic partnerships with regional economic development organizations that leverage scarce resources and deliver stronger outcomes. Alongside this network staff will launch a “Safe Return to Work” campaign, meant to encourage and support the safe return of the daily workforce vital to the downtown economic ecosystem.

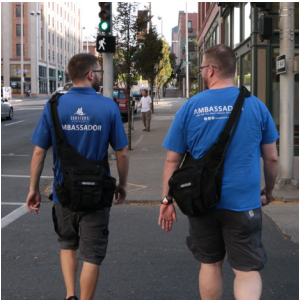
Adjusting to the new landscape, the BID will publish a new 2021 “State of Downtown” report in support for our economic development partners in their recruitment and retention initiatives. Staff will foster relationships with, and identify specific strategies for assisting in the support and growth of minority-owned businesses.

The BID will continue and expand offerings of relevant business recovery tools and financial assistance to our business customers and provide innovative methods for use of public spaces and to attract commerce.

Staff will seek to expand community access to a variety of rich cultural experiences in downtown through the implementation of a granting program intended to foster emerging events.

2021
STRATEGIC
PRIORITIES





Staff will strive for physical improvements to sidewalks by expanding sources of revenues to the improvement of street tree conditions and health and sidewalk electrical repairs. Efforts to establish a TIF district will continue to fund these priorities, along with the reallocation of the positive fund balance derived through aggressive expense management into strategic recovery initiatives for ratepayers.

To improve pedestrian experiences in public spaces beyond sidewalks, additional efforts will be focused on improved cleanliness and beautification of alleyways and railroad viaducts.

Working with businesses, visitors and City partners, staff will reevaluate the role and image of the ambassador team and consider pivoting back to a truer “ambassador” role. At the same time we will Expand on our strong partnerships with nonprofits and service providers to increase access to services, housing and employment for people experiencing homelessness. Additionally, implementation of the CPTED education and rebate program will continue so as to promote a safe pedestrian and customer experience throughout the BID.

MAINTENANCE SERVICES (CLEAN- BEAUTIFUL)

SECURITY AMBASSADOR PROGRAM (SAFE AND INVITING)

**MARKETING,
PROMOTIONAL
PROGRAMS AND
SPECIAL EVENTS**

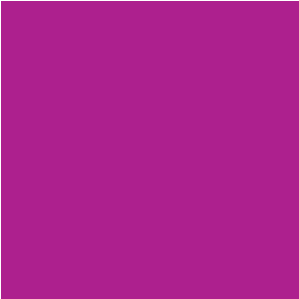
As the BID continues its path towards reopening, staff will continue refining marketing and promotional campaigns for more immediate recovery outcomes and to align with the new community paradigm. In doing so, we will reimagine comprehensive and achievable activations and event programs for the purposes of driving downtown economic development, expanding culturally diverse experiences and enhancing our residential quality of life.

This will include activating alley spaces to expand on the downtown “vibe”, reducing nuisance activity and encouraging community engagement and gathering.

**PARKING AND
TRANSPORTATION
PROGRAMS**

To gain support from the City and stakeholders, we will implement key elements from our Parking Study including parking add-backs and angled parking in select neighborhoods within downtown. To aid in the implementation of all our efforts, additional focus will be placed in reinvigorating the Council’s Parking Advisory Committee, as well as supporting the City’s selection and rollout of new parking technology.

This should also help in growing parking validation programs, and increasing long-term parking stock for the residential and workforce populations. Additionally we will aim to regain the losses in growth due to the pandemic of the rebranded STA “ShuttlePark” program.





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