



Downtown Boise Association Strategic Plan 2007 – 2011



Downtown Boise Association Strategic Planning 2007 - 2011

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Mission Statement

To be the steward for the promotion and operation of downtown Boise as an attractive, safe and vibrant place in which to work, shop, live and play.

DBA Vision

Downtown Boise is diverse and vibrant; it is the political, business and financial capital of the state.

Downtown Boise is an active pedestrian-friendly place, a social and visual focal point for the community, providing opportunities for living, dining, entertainment, shopping and personal services, as well as providing areas for hosting community events.

Downtown Boise is a model for progressive urban growth and development.

Downtown Boise is the central location for cultural and civic facilities, welcoming to visitors and a source of community pride for residents and businesses.



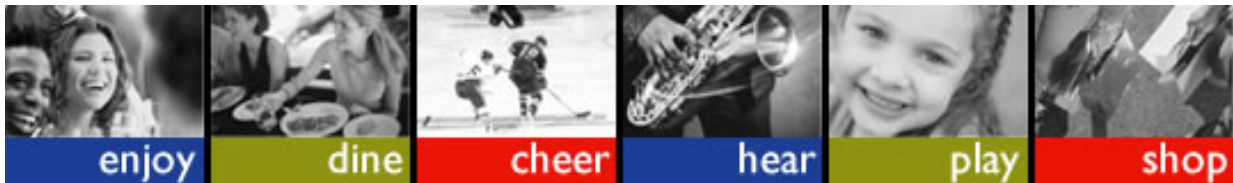
a) Maintenance & Service

Maintain a safe and attractive Downtown.

- Review downtown crime statistics not less often than annually with the Boise Police and use this knowledge to recommend specific improvements.
- Continue to Work with Boise Police on parking lot and alley safety issues.
- Arrange for all street level members to meet their COPS representative and know how to contact that person.
- Maintain the seasonal flower program by adding new planters as required.
- Test perennial plants in selected pots and evaluate year round performance.
- Maintain the "Clean Team" and snow removal programs.
- Continue updating tree wells with gravel throughout the downtown core.
- Coordinate sidewalk washing in late summer and possibly spring as well.
- Coordinate with contractor for a "clean team" uniform. i.e. (collars, logos)
- Increase participation in downtown public art (e.g. murals) with Boise Arts Commission.
- Maintain bi-weekly frequency of ACHD street sweeping and add monthly sweeping of alleys
- Work with ACHD regarding alley surface repairs.
- Work with Boise City on a pilot program for alleyway trash removal.
- Increase member education on sidewalk responsibility and enforce tree maintenance/ replacement obligations.
- Seasonal communication to members regarding downtown maintenance issues.
- Promote funding for additional services.

Benchmarks:

- *Boise City crime statistics, Member and customer survey results.*
- *DBA Staff and Clean Team observations*



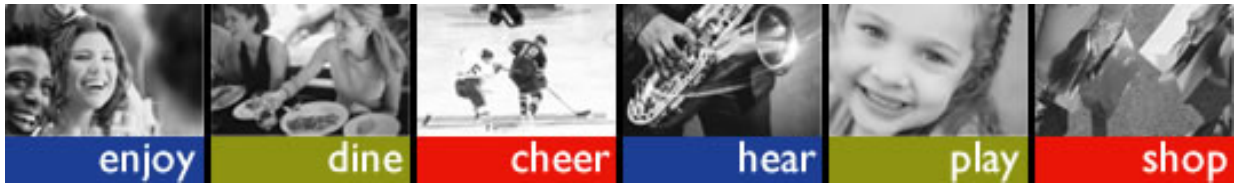
b) Marketing

Market downtown Boise as the destination for shopping, dining, entertainment and living. Develop a vibrant feel for downtown that is alive and full of people.

- Establish/create a mechanism to track/monitor marketing campaign effectiveness and member's satisfaction.
- Address the following financial objectives:
 - Budget 10% of annual marketing budget for new production.
 - Provide for an annual increase in the marketing budget.
 - Create focus/goal for funding \$100,000 for marketing (the marketing budget cannot be dependant upon payment of dues which leaves last quarter marketing dollars unsecured until past the commitment deadline.
- Continue to work with local media partners to leverage marketing dollars.
- Establish the DBA as an agency for media buys. Use the Marketing Committee for review of products and media buys/placement.
- Maximize the marketing dollars to provide the best possible market. penetration while leveraging opportunities for marketing dollars.
- Obtain data/benchmarks from other communities for marketing dollars.
- Enhance the website.

Benchmarks:

- *Broader reach of message with existing marketing dollars.*
- *Increased and stability of marketing funds available throughout the year.*
- *Increased traffic to the website and broader interactivity on the website.*



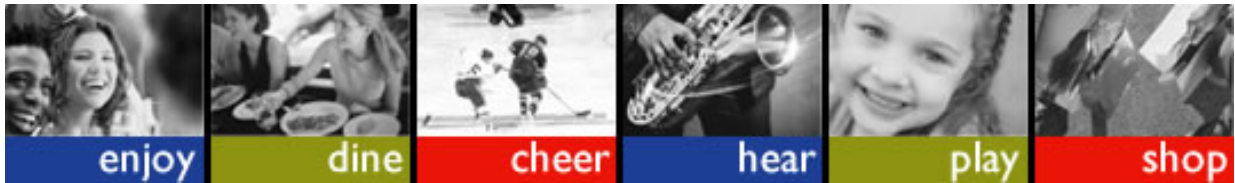
c) Events

Maintain events that attract people back into the core during non-working hours, maintain events that support themselves financially, collaborate with groups to host quality downtown events.

- Continue to host & promote:
 - Alive After Five
 - First Thursday
 - Holiday Tree Lighting Celebration
 - Jazz on the Grove
 - Fall for Boise
- Explore future events that are profitable.
- Establish event “use fee” for trash clean up (Using the park model, establish a non-refundable fee based upon the footprint of the event.) for community events as part of the City Event Permit process.
- Establish a task force to:
 - Review profitability of events
 - Ensure events meet the mission of bringing people downtown
 - Establish sustainable funding
- Evaluate annual calendar, working with the events committee, to ensure that the timing of events don’t negatively impact downtown businesses.
- Identify the role of the DBA in renting equipment for use at downtown events.

Benchmarks:

- *Increased attendance at DBA Events.*
- *Increased profitability of DBA Events.*
- *Cleanliness of Downtown following community events.*



d) Retail Programs

Support and maintain events that bring people into the downtown core for shopping activities.

- Continue fresh and creative marketing campaigns for:
 - First Thursday
 - Christmas in the City
 - Annual Sidewalk Sale
- Expand the Gift Card Program, identifying new outlets.
- Continue and improve the Annual Map & Directory.
- Support an active retail caucus & business forum.
 - Establish discussion/survey focus group for feedback from retail members.
 - Establish voluntary reporting mechanism for 1st Thursday attendance.
 - Collect data from CCDC & expand boundaries/participation for 1st Thursday.
- Establish benchmarks for parking, traffic, pedestrians and bike pedestrians.
- Internal marketing:
 - Enhance e-mail communication, newsletter, and consistency of forums.
 - Provide marketing options and education to retail members.

Benchmarks:

- *Increased gift card sales.*
- *Increased distribution and use of the Map & Directory.*
- *Increased attendance at First Thursday events and at the Sidewalk Sale.*
- *Wider reach of marketing efforts for First Thursday, Christmas in the City and Sidewalk Sale promotions.*



e) Economic Development

Attract new and diverse businesses, residents and development to Downtown, while retaining existing businesses and residents.

- Develop a partnership between key agencies engaged in economic development activities that involve Downtown, such as Boise City, CCDC, the Boise Valley Economic Partnership (BVEP), and the Boise Convention and Visitors Bureau.
- Coordinate activities to maximize effectiveness and avoid duplication and inconsistencies (e.g., maintain consistent demographic statistics)
- Include other agencies (e.g., the State of Idaho) and private parties (e.g., brokers, developers and landlords) as appropriate.
- Promote downtown interests in all these efforts, keeping Downtown Boise as top of mind for business attraction.
- Provide and assemble information focused on downtown such as vacancy rates by property type, inventory of space, business information (e.g., number, type, employees), resident information (e.g., number, demographics, housing types), retail sales information, traffic and pedestrian counts, parking statistics, building permit activity, crime statistics, etc.
- Make Downtown statistics in user-friendly formats (e.g., GIS, web, brochure, annual report, comparisons to other areas).
- Encourage prospective new business and residents to come to Downtown. Implement downtown housing tour. Participate in trade shows, even if only through partners. Identify and solicit, even if only through partners, types of business that seek downtown environments (e.g., the so-called “creative class”) and that are missing from the Downtown mix (e.g., a drug store).
- Welcome interviews for new business/residents and retention interviews for existing businesses and residents. Continue existing retail and bar forums and expand forums as appropriate (e.g., consider adding a residential forum).
- Encourage greater parking availability and increased public transportation options
- Challenge the organization to take our Economic Development efforts to “the next level”
 - What else could we be doing if money was not a constraint?
 - What is our competition doing?
 - Once we identify what “the next level” looks like, find out if our membership wants to go there and if they are willing to pay for it.

Benchmarks: *Improvements in the downtown statistics including: Parking Visitor Counts, Vacancy Rates, Retail Sales, Pedestrian and Traffic Counts, Building Permit Activity, Residential Units, Number of Businesses in the BID, Crime Statistics.*



f) Business Improvement District Planning

Prepare for the future viability of the Downtown Business Improvement District by providing funding mechanisms that are in line with the ever increasing fiscal responsibilities to maintain a clean, safe and vibrant district.

- Consider a boundary expansion to be consistent with the Downtown Neighborhood boundary.
- Interview property owners in proposed expansion area to evaluate likelihood of their participation.
- Evaluate whether to assess residential units and research peer cities as to how their residential assessments are handled. Interview residential property owners in the district for their input on residential assessments.
- Evaluate the current assessment practice and research alternative methods including a property tax model via the Ada County Assessor.
- In the short term consider combining the Inner Core and Outer Core assessment zones to provide consistent levels of services in these areas that warrant a higher level of services with an increase in retail activity.

Benchmarks:

- *Completed interviews with property owners in proposed boundary expansion area by January 31, 2007 and recommendation reports to BID Task Force to follow shortly thereafter.*
- *Completed interviews with residential property owners in the district to be completed by January 31, 2007 and recommendation reports to BID Task Force to follow shortly thereafter.*
- *Discussion with Ada County Assessor with report to BID Planning by January 31, 2007.*
- *Completed evaluation of combined Core and Outer Core service area.*
- *Full set of recommendations to be presented to the DBA Executive Committee no later than May 1, 2007*



g) Financial Development

Create new revenue sources to fund the growing need for programs and services.

- Diversify and increase revenue sources.
- BID task force to evaluate alternative assessment billing procedures (e.g. bill the property owners, require a one-year deposit from new businesses) & research expansion of boundaries to accommodate expansion of the downtown
- BID task force to evaluate residential assessments.
- BID task force to evaluate current level of service & assessment charged.
- Assessment billings to be sent during the Nov/Dec time frame for the next calendar year (starting Nov/Dec 2007).
- Pursue long term sponsorships of events to provide continuity for programs.
- Suggest the board restrict funds for capital purchases.
- Pursue partnership possibilities with BSU for the funding of the Bronco Shuttle.
- Continual update and refinement of database to retain and attract businesses.

Benchmarks:

- *Improved collection of assessments.*
- *Secured long term sponsorships of events with multiple year contracts.*
- *Money available for capital purchases.*
- *Database improvements that provide for accurate reporting.*



h) Human Resources

Attract talented volunteer leadership & executive staff.

- Recruit & retain volunteer leadership & executive staff:
- Harness the power of member's talents and influence to enhance the organization.
- Maintain proactive succession planning at both the board & staff level.
- Expand the board to include BSU, other major stakeholders as necessary, and more active participation from ACHD.
- Encourage consistent attendance from board members by providing valuable "take-away" for members at each meeting.
- Maintain a consistent and knowledgeable staff & provide opportunities for education and training.
- Continue to provide quality benefits for employees
- Perform annual staff reviews concurrent with the budgeting process.
- As the budget allows and when possible, hire part-time workers for projects.

Benchmarks:

- *Increased attendance at Board Meetings with added representation from BSU and ACHD.*
- *Board representation on Downtown task forces.*
- *Low staff turnover.*



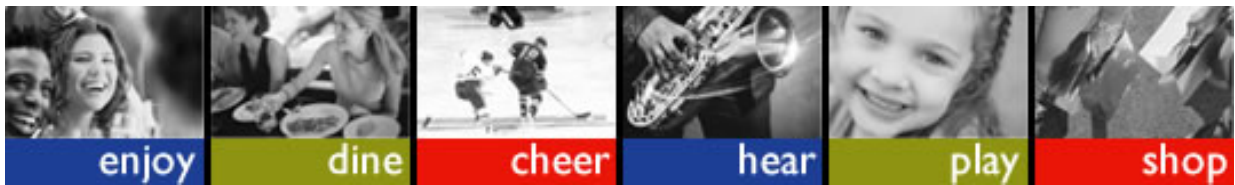
i) Government Affairs & Advocacy

Be an effective voice for our members by addressing downtown issues and challenges and interact with other governmental agencies that have a role in Downtown events. Promote the organization as the primary advocate and voice for Downtown interests:

- Develop an agenda and set priorities for the government relations program.
- Monitor issues and prepare positions on key items for the Board of Directors.
- Continue to improve our positive relationship with elected officials and key personnel at government agencies.
- Continue to develop a strong partnership with the CCDC and City on Downtown programs & services including such things as Clean Team, Streetscape Standards and the Downtown MOU.
- Continue to monitor and support regional transportation initiatives that positively impact downtown. Include the Downtown Mobility Study, Coalition for Regional Public Transportation and Downtown Circulator/Trolley on our agenda.
- Communicate our position and agenda with the media.
- Develop a relationship with the state government on a broad range of downtown and urban issues.
- Maintain and assist in the recognition that Downtown Boise is the most attractive place for the various governmental agencies and entities to locate their operations.
- Establish and Maintain relationships with all Governmental bodies that have an interest or oversight regarding Downtown Boise.
- Maintain and broaden our relationship with surrounding Neighborhood Associations.
- Communicate key issues that impact our membership to government.
- Develop a Governmental relations program that includes recommendations and action items for each governing body.
- Establish goals and recommendations for our governmental agenda to include transportation and parking, housing, economic development, right of way issues, homelessness and vagrancy and public safety.
- Communicate DBA Strategic Plan to the Boise City Council.

Benchmarks:

- *Issues monitored, positions prepared for Board consideration, positive changes achieved.*
- *Increased positive earned media.*
- *Support Enactment of the Downtown Mobility Study, and Achievement of Key Agenda Items.*



j) Communication & Member Involvement

Be a member driven organization with effective member input and communications systems. Broaden our outreach to other members of the Boise community with an interest in Downtown. Increase member participation and input into the DBA:

- Increase attendance at Annual Meeting through quality programming that attracts DBA members, business and community leaders and government officials.
- Maintain and improve the timeliness of the new member visitation program and provide new members with a comprehensive membership packet.
- Create a new board member orientation program and provide the board with a comprehensive board book.
- Continue to update and improve www.downtownboise.org including an awareness to members that the BID information can be accessed on the web. Create a complete membership directory on the website.
- Survey members when appropriate to establish baseline data and statistics and to ensure we are meeting their expectations.
- Maintain the Retail and Restaurant/Bar forums for open communication.
- Communicate positive member news to media.
- Maintain and improve the weekly email communication to members.
- Secure an email list of all members including commercial, retail and services.
- Improve communication with Boise State University and its students.

Benchmarks:

- *Results from targeted survey.*
- *Membership attendance at the annual meeting and forum.*
- *Track number of website visitors.*
- *Track positive media stories.*



k) Downtown Neighborhood Association:

Create a council that reports to the DBA Board of Directors that represents residents of the Downtown Neighborhood to advocate for services necessary to provide for safety, cleanliness, quality of life and development review in the Downtown Boise neighborhood. Create a collaborative forum between the DBA and Residential Council that allows for a common voice for Downtown Boise.

- Create an addendum to the current DBA By-laws that addresses residential representation.
- Create criteria for urban living in Downtown Boise that provides a guideline/road map for future residential development.
- Create a residential council with elected officers that is made up of residential property/building owners, residential property management, current residential owners and renters, and DBA Business/Board representation.
- DBA staff to develop a contact list of residential property owners and managers to communicate neighborhood notices and other necessary information that impacts residents.
- BID Taskforce to research residential assessments/funding mechanism to provide for residential services in the Downtown neighborhood.
- Use the boundaries defined by the City of Boise as the neighborhood association boundaries.
- DBA staff to facilitate communication to and provide administrative services to the residential council.
- Develop a list of issues that impact residents and provide benchmarks of current services or lack there of. Eg: Street Cleaning, Trash Removal, Property Protection, Pedestrian Safety etc.

Benchmarks:

- *Establishment of the Residential Council.*
- *Attendance at the Residential Council.*
- *Communication to residents of city neighborhood notices and pertinent downtown information.*
- *Representation of residents at Council, P & D and Design Review meetings as necessary.*
- *Increased services or development of services that address issues relating to residents.*