

Downtown Ventura Property Based Business Improvement District

Management District Plan



City of Ventura, California

January 2019

Prepared by:
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*Prepared pursuant to the State of California
Property and Business Improvement District Law of 1994
and Article XIID of the California Constitution
to create a property-based business improvement district*

**DOWNTOWN VENTURA
Property-Based Business Improvement District
Management District Plan**

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SECTION 1: EXECUTIVE SUMMARY

Established in 2009 and renewed in 2014, the Downtown Ventura PBID was initiated by petition from downtown property and business owners. The District's activities and improvements aim to improve and convey special benefits to properties located within downtown Ventura.

To guide the PBID for the next ten years, a PBID steering committee has developed a new PBID Management Plan that responds to today's market opportunities and district challenges. The District will provide improvements and activities, including both clean and safe activities and economic enhancements. Each of the activities is designed to meet the goals of the District; to improve the appearance and safety of the District, to increase building occupancy and lease rates, to encourage new business development and attract ancillary businesses and services. As described in the Management District Plan, it is proposed that the PBID will provide funding for enhanced maintenance, safety, homeless initiatives, beautification and economic development programs, above and beyond those provided by the City of Ventura.

Summary Management Plan

Pursuant to California Streets and Highways Code, the "Property and Business Improvement District Law of 1994 as amended", the PBID is being formed for a ten-year term. Upon receipt of petitions signed by property owners representing greater than 50% of the District budget, the City of Ventura will initiate a ballot procedure to officially establish the PBID.

Location	The District encompasses approximately 45 whole and partial blocks in the commercial core, beach zone and front street area of Downtown Ventura.
Services and Activities	<p>The PBID will finance activities and improvements that will improve Downtown Ventura's environment for property owners, residents, workers and visitors, including:</p> <p><u>Public Safety:</u></p> <ul style="list-style-type: none">• Safety Ambassadors that support law enforcement, property owners and businesses in overall crime prevention efforts while providing concierge service to downtown customers, residents and employees. <p><u>Maintenance and Beautification:</u></p> <ul style="list-style-type: none">• Cleaning Ambassadors that will sweep, scrub and pressure wash sidewalks and public spaces, remove litter, trash and graffiti, and provide/maintain landscaping throughout the District.• Image enhancements, such as; additional lighting, information kiosks, tree maintenance and wayfinding signage. <p><u>Economic Services:</u></p> <ul style="list-style-type: none">• Advocate on downtown policy issues that will improve the downtown business environment generally, and also address the interests of property owners specifically.• Provide information and services aimed to assist property owners in recruitment and retention of tenants/businesses.

	<p>Management:</p> <ul style="list-style-type: none"> • Provide daily management to carry out the day-to-day PBID operations. 																													
Budget	<table border="1"> <thead> <tr> <th data-bbox="467 401 1000 432">EXPENDITURES</th> <th data-bbox="1000 401 1214 432">BUDGET</th> <th data-bbox="1214 401 1429 432">% of Budget</th> </tr> </thead> <tbody> <tr> <td data-bbox="467 432 1000 464">Clean and Safe</td> <td data-bbox="1000 432 1214 464">\$700,000</td> <td data-bbox="1214 432 1429 464">70.00%</td> </tr> <tr> <td data-bbox="467 464 1000 495">Economic Enhancements</td> <td data-bbox="1000 464 1214 495">\$200,00</td> <td data-bbox="1214 464 1429 495">20.00%</td> </tr> <tr> <td data-bbox="467 495 1000 527">Advocacy/Management</td> <td data-bbox="1000 495 1214 527">\$100,000</td> <td data-bbox="1214 495 1429 527">10.00%</td> </tr> <tr> <td data-bbox="467 527 1000 558">Total Expenditures</td> <td data-bbox="1000 527 1214 558">\$1,000,000</td> <td data-bbox="1214 527 1429 558">100.00%</td> </tr> <tr> <th data-bbox="467 558 1000 590">REVENUES</th> <td data-bbox="1000 558 1214 590"></td> <td data-bbox="1214 558 1429 590"></td> </tr> <tr> <td data-bbox="467 590 1000 621">Assessment Revenues</td> <td data-bbox="1000 590 1214 621">\$959,499</td> <td data-bbox="1214 590 1429 621">95.95%</td> </tr> <tr> <td data-bbox="467 621 1000 653">Other Revenues</td> <td data-bbox="1000 621 1214 653">\$40,501</td> <td data-bbox="1214 621 1429 653">4.05%</td> </tr> <tr> <td data-bbox="467 653 1000 684">Total Assessment District Revenues</td> <td data-bbox="1000 653 1214 684">\$1,000,000</td> <td data-bbox="1214 653 1429 684">100.00%</td> </tr> </tbody> </table>			EXPENDITURES	BUDGET	% of Budget	Clean and Safe	\$700,000	70.00%	Economic Enhancements	\$200,00	20.00%	Advocacy/Management	\$100,000	10.00%	Total Expenditures	\$1,000,000	100.00%	REVENUES			Assessment Revenues	\$959,499	95.95%	Other Revenues	\$40,501	4.05%	Total Assessment District Revenues	\$1,000,000	100.00%
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Method of Financing	<p>Levy of assessments upon real property that benefit from improvements and activities.</p>																													
Assessments	<p>Annual assessments are based upon an allocation of program costs and a calculation of lot square footage plus building square footage. Estimated annual maximum assessment rates for the first year of the district follow:</p> <table border="1" data-bbox="537 1024 1360 1234"> <thead> <tr> <th data-bbox="545 1031 1089 1094">Benefit Zones</th> <th data-bbox="1089 1031 1352 1094">Rate per Lot + Bldg Square Foot</th> </tr> </thead> <tbody> <tr> <td data-bbox="545 1094 1089 1125">Core Zone: Comm/Govt</td> <td data-bbox="1089 1094 1352 1125">\$0.1046</td> </tr> <tr> <td data-bbox="545 1125 1089 1157">Core Zone: Res/Non-Profit</td> <td data-bbox="1089 1125 1352 1157">\$0.0814</td> </tr> <tr> <td data-bbox="545 1157 1089 1188">Perimeter Zone: Comm/Govt</td> <td data-bbox="1089 1157 1352 1188">\$0.0697</td> </tr> <tr> <td data-bbox="545 1188 1089 1220">Perimeter Zone: Res/Non-Profit</td> <td data-bbox="1089 1188 1352 1220">\$0.0542</td> </tr> </tbody> </table>			Benefit Zones	Rate per Lot + Bldg Square Foot	Core Zone: Comm/Govt	\$0.1046	Core Zone: Res/Non-Profit	\$0.0814	Perimeter Zone: Comm/Govt	\$0.0697	Perimeter Zone: Res/Non-Profit	\$0.0542																	
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Cap	<p>Annual assessments may increase no more than 5% per year, consistent with the increase in consumer price index (CPI) and increases in program costs. The determination of annual adjustments in assessment rates will be subject to the review and approval of the Owners' Association of the PBID.</p>																													
City Services	<p>The City of Ventura has established and documented the base level of pre-existing City services. The PBID will not replace any pre-existing general City services.</p>																													
Collection	<p>PBID assessments appear as a separate line item on the annual Ventura County property tax bills.</p>																													
District Governance	<p>The PBID will be managed by a nonprofit organization that will act as the PBID Owners' Association. The Downtown Ventura Owners' Association will be governed by a board of directors comprised of a majority of Downtown PBID property owners. The Board will determine PBID annual services and budgets</p>																													

District Creation	California law for PBID district formation/continuation requires the submission of petitions signed by property owners in the proposed district who will pay more than 50% of the total assessments (i.e. petitions must represent more than 50% of the \$1,000,000 to be assessed). Petitions are submitted to the Ventura City Council, and the City will mail ballots to all affected property owners. The majority of ballots returned, as weighted by assessments to be paid, must be in favor of the PBID in order for the City Council to consider approval.
Duration	The district will have a ten-year life beginning January 1, 2020. Any subsequent renewal of the PBID will require a new Management District Plan, petition and ballot process.

SECTION 2: PBID BOUNDARY

PBID Boundary

The District encompasses approximately 45 whole and partial blocks in the commercial core, beach zone and front street area of Downtown Ventura. Specifically, the district boundary includes all parcels as follows:

The proposed District boundary is on the West, Highway 33; on the North, the north property line of property on the north side of Main Street to Poli Street; on the East, the eastern property line of property on the east side of Ash Street down to Thompson Boulevard north to East Boulevard to Sanjon Road; on the South, Highway 101 to S. California Street and south to the pier to S. Figueroa to Thompson Boulevard following the south property line of property on the south side of Thompson Boulevard and all parcels east of Highway 33 back to the point of beginning.

District Boundary Rationale

The property uses within the general boundaries of the Downtown Ventura Business Improvement District includes a mix of commercial, retail, hospitality, wholesale, office, education, religious, parking and residential. Services and improvements provided by the District are designed to provide special benefits to each of these uses in the form of improving the economic and environmental vitality by increasing building occupancy and lease rates, encouraging new business development, attracting residential serving businesses and services, attracting office tenants, attracting retail customers and encouraging commerce. All of the services provided, such as the maintenance work provided by the Clean & Safe Ambassadors team, are services that are over and above the City's baseline of services and are not provided by the City. These services are not provided outside of the District. And because of the unique nature of these services focusing on the particular needs of each property within the District, they provide particular and distinct benefits to each of the parcels within the District. Each property within the District receives special benefits and are assessed in direct relationship to the special benefits received.

In order to ensure that parcels outside of the District will not specially benefit from the improvements and services funded with the assessment, improvements and services only will be provided within the boundaries of the District. Specifically, maintenance/sanitation personnel, and similar service providers employed in connection with the District only will patrol and provide services on the streets and sidewalks within the District, and will not provide services outside of District boundaries. Nor will District promotional efforts promote activities outside of District boundaries. All property within the District receives special benefits and is assessed regardless of property use.

Northern Boundary: The northern boundary of the Downtown Ventura Business Improvement District abuts a primarily residential neighborhood. In order to ensure that parcels outside of the District will not specially benefit from the unique improvements and services funded with the assessment, improvements and services will only be provided within the boundaries of the District.

Eastern Boundary: The eastern boundary of the Downtown Ventura Business Improvement District abuts a primarily residential neighborhood. In order to ensure that parcels outside of the District will not specially benefit from the unique improvements and services funded with the assessment, improvements and services will only be provided within the boundaries of the District.

Southern Boundary: The southern boundary of the Downtown Ventura Business Improvement District is the 101 Freeway as well as the harbor. In order to ensure that parcels outside of the District will not specially benefit from the unique improvements and services funded with the assessment, improvements and services will only be provided within the boundaries of the District.

Western Boundary: The western boundary of the Downtown Ventura Business Improvement District abuts Highway 33. In order to ensure that parcels outside of the District will not specially benefit from the unique improvements and services funded with the assessment, improvements and services will only be provided within the boundaries of the District.

Benefit Zones

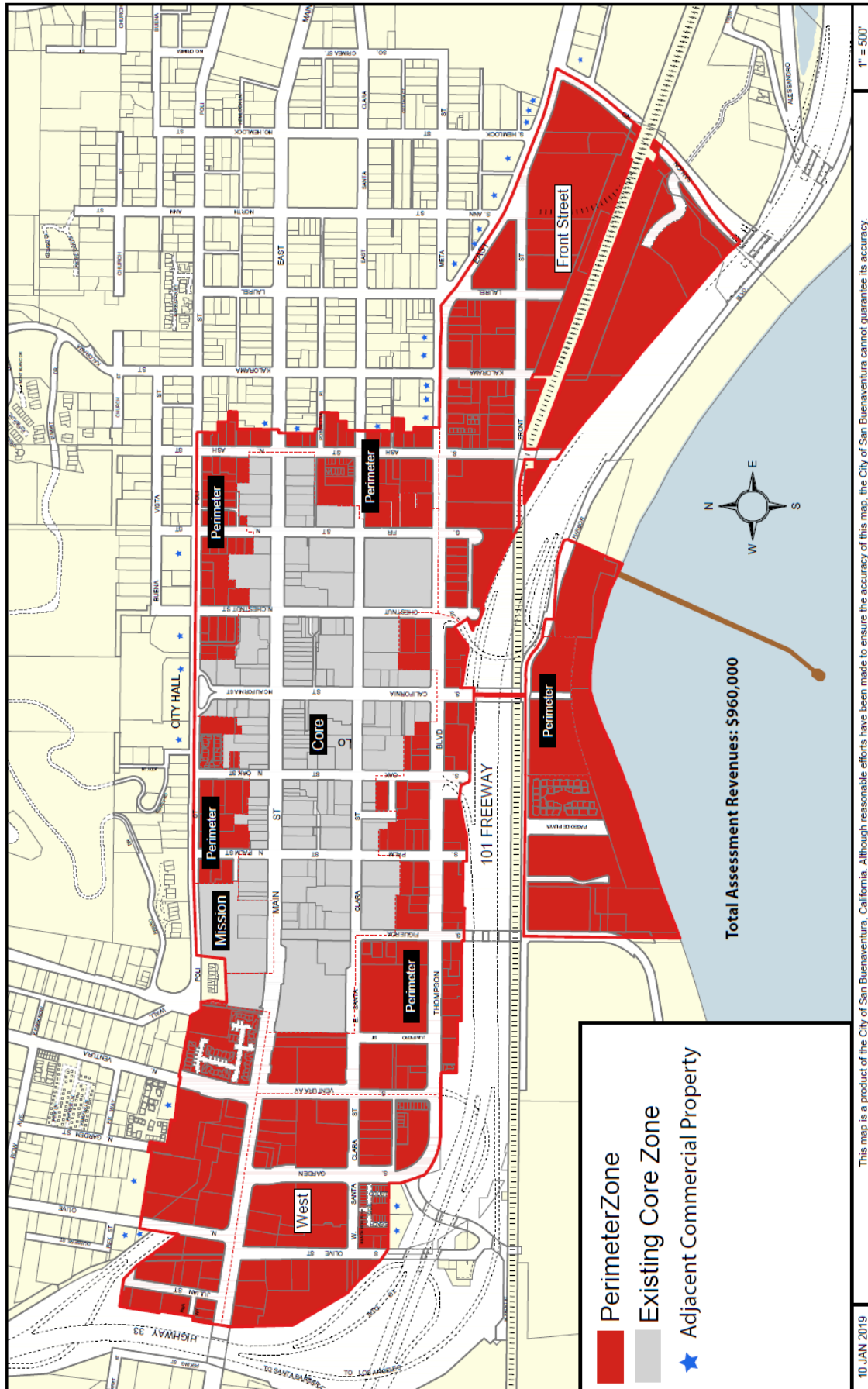
Core Zone: The Core Zone contains the highest concentration of commercial uses in the District, the highest pedestrian counts and the highest historical demand for services. The demand for the PBID services is approximately 1.5 times that in the Perimeter Zone. The Core Zone is made up of all parcels within a boundary formed by:

Beginning at the intersection of the west parcel line of parcel 073-0-022-200 and Main Street, turn east on Main Street to the west parcel line of parcel 071-0-194-320. Follow the west, north and east parcel line of parcel 071-0-194-320 to the intersection with Main Street. Turn east on Main Street to the west parcel line of parcel 071-0-194-100. Turn north along the west parcel line of parcel 071-0-194-100 to the north parcel line of parcel 071-0-194-100. Turn east along the north parcel line of parcel 071-0-194-100 and follow the north parcel lines of parcels facing on the north side of Main Street to the intersection with the west parcel line of parcels facing on the west side of California Street. Turn north along the west parcel line of parcels facing on the west side of California Street to Poli Street. Turn east on Poli Street to the intersection with the east parcel line of parcels facing on the east side of California Street. Turn south along the east parcel line of parcels facing on the east side of California Street to the intersection of the north parcel line of parcels facing on the north side of Main Street. Turn east along the north parcel line of parcels facing on the north side of Main Street to Ash Street. At Ash Street turn south along Ash Street to the intersection with the south parcel line of parcels facing on the south side of Main Street. Turn west along the south parcel line of parcels facing on the south side of Main Street to the intersection with the east parcel line of parcels facing on the east side of Fir Street. Turn south along the east parcel line of parcels facing on the east side of Fir Street to Thompson Boulevard. At Thompson Boulevard turn west to Chestnut Street. At Chestnut turn north to the intersection with the south parcel line of parcels facing on the south side of Santa Clara Street. Turn west along the south parcel line of parcels facing on the south side of Santa Clara to the intersect with the east parcel line of parcels facing on the east side of California Street. Turn south along the east parcel line of parcels facing on the east side of California Street to Thompson Boulevard. Turn west on Thompson Boulevard to the intersection with the west parcel line of parcels facing on the west side of California Street. Turn north along the west parcel line of parcels facing on the west side of California to the intersection of with the south parcel line of parcels facing on the south side of Santa Clara Street. Turn west along the south parcel line of parcels facing on the south side of Santa Clara Street to Figueroa Street. At Figueroa Street, turn north to Santa Clara Street. At Santa Clara Street turn west to the west parcel line of parcel 073- 0-022-200. Turn north along the west parcel line of parcel 073-0-022-200 to the beginning at Main Street.

Perimeter Zone: The Perimeter Zone is all other parcels within the district boundary that are not located within the Core Zone. The Perimeter Zone contains a mix of commercial, retail, hospitality, wholesale, office, religious, parking and residential. The Perimeter Zone has a lower demand for

services and therefore will be assessed in direct relationship to the services the Perimeter Zone receives.

The PBID boundary is illustrated by the map on the following page.



SECTION 3: PBID ACTIVITY AND IMPROVEMENT PLAN

Background and Feasibility

As determined by area property and business owners, the top priority for services and activities within the Downtown Ventura PBID area include:

- ◆ Clean and Safe (Public Safety, Maintenance, Homeless Outreach, Beautification)
- ◆ Economic Enhancements (Economic development, marketing, special events)
- ◆ Advocacy and Management

The goals for the PBID are to:

- 1) Provide a safe and clean environment within the District that will attract private investment and more business and residential activity, and improve assessed parcels.
- 2) Improve commerce within the PBID by filling vacancies and increasing lease and rental rates to encourage reinvestment within the district.

Based upon these findings, the following service and activity categories will be funded by the PBID. The following narrative provides recommendations for the PBID's first year of operation. District activities may be amended in subsequent years within the following general categories. Final activities and budgets will be subject to the review and approval of the PBID Owners' Association prior to City Council approval.

Clean and Safe Programs

To respond to stakeholder priorities and guiding principles to make Downtown Ventura more welcoming, clean, safe and beautiful, the PBID's top priority will be to continue and expand upon the Clean and Safe programs. The PBID's Clean and Safe activities and improvements are intended to improve commerce and the quality of life by making each individual assessed parcel safer, cleaner and more attractive which will encourage investment dollars and generate additional pedestrian traffic. The following is a multi-dimensional approach for providing the Clean and Safe services that may consist of, but necessarily limited to, the following activities.

Safety Ambassadors

The Safety Ambassadors will continue to provide security services for the individual assessed parcels located within the District in the form of patrolling personnel both through bike and foot patrols. The purpose of the Ambassadors is to prevent, deter and report illegal activities taking place on the streets, sidewalks, storefronts, and parking lots. The presence of the Ambassadors is intended to deter such illegal activities as public urination, indecent exposure, trespassing, drinking in public, prostitution, illegal panhandling, illegal vending, and illegal dumping. The Ambassadors that act as the "eyes and ears" on the street will supplement, not replace, other ongoing police, security and patrol efforts within the District. The Ambassadors will maintain communication with the Ventura Police Department area patrols and intends to report illegal activities to them.

Cleaning Ambassadors

In order to consistently deal with cleaning issues, the Cleaning Ambassadors maintenance program will continue to be provided and expanded throughout the district. The Ambassadors consistently deal with maintenance issues within the District. To effectively deal with the maintenance issues facing Downtown Ventura, the following cleaning and maintenance activities may be provided:



- **Sidewalk Maintenance:** Uniformed, cell phone equipped personnel sweep litter, debris and refuse from sidewalks and gutters of the District.
- **Trash Collection:** Collector truck personnel collect trash from within the District including the Promenade.
- **Graffiti Removal:** The District maintains a zero-tolerance graffiti policy. An effort is made to remove all tags within 24 hours weekdays.
- **Garage Maintenance:** Maintain Santa Clara and Harbor Boulevard parking garages.
- **Landscape Improvement/Maintenance:** Enhanced landscape plantings will be created within the District.
- **Weed Abatement:** Weeds are removed as they become unsightly or by special request.
- **Paper Sign and Handbill Removal:** Paper signs and handbills that are attached to public property, utility boxes, poles and telephones are removed by hand or when necessary by high-pressure hose.
- **Special Collections:** District trucks are often called to collect large bulky items illegally dumped in the District.
- **Address Vagrancy Issues:** Work with partners to address vagrancy, interface with vagrant population, respond to calls for service, and reduce panhandling and/or any occurrence of unauthorized public feedings.
- **Maintenance Problems Requiring Third Party Intervention:** Problems are monitored that create blighted or unsafe conditions within the District, but are not within the authority/jurisdiction of the BID to repair or correct. Requests are made to the responsible party/agency for the repair within the District boundaries. Types of problems include blocked or damaged sewers or drains, damaged sidewalks/streets/alleys, non-operating streetlights, damaged or missing street signs, etc.

The Clean and Safe activities specially benefit each individual assessed parcel throughout the district. However, the parcels in the Core Zone will receive the highest concentration of these services and thus will be assessed at 1.5 times that of parcels in the Perimeter Zone.

Estimated deployment of the Clean and Safe Ambassadors by Benefit Zone is estimated in the following table:

Maintenance Services	Frequency	
	Core Zone	Perimeter Zone
Average Weekly Coverage	7 days/week 4-8 FTE	7 days/week 3.5-6 FTE
Litter removal/pan & broom	Daily	Daily
Detail cleaning of public amenities	Daily	Daily
Graffiti removal	Daily as needed	Daily as needed
Weed removal	Daily	Daily
Pressure washing/spot cleaning/hot spots	Daily	5 days/week
Safety Services	Core Zone	Perimeter Zone
Average Weekly Coverage	7 days/week 8 to 13 hours	7 days/week 8 to 11 hours
Primary method of coverage	Foot and bike patrols	Foot and bike patrols
Business contacts	Daily	Daily
Visitor contacts	Daily	Daily
Outreach with street populations	Daily	Daily
Reporting	Daily	Daily



Downtown Ventura Park Ambassadors

In addition to the Clean and Safe Ambassadors, the Downtown Ventura Partners also receives a \$360,000 yearly grant from the City of Ventura to provide the Park Ambassador program. These Ambassadors are not funded through the PBID however their services work in tandem with the Clean and Safe Ambassadors to provide a uniformed presence throughout the downtown community and harbor area. The Park Ambassadors focus primarily on maintenance issues, but also are trained to be additional eyes and ears for the police department. The Ambassadors also interact with downtown visitors giving directions and sharing information.

The Park Ambassador activities and improvements are intended to improve commerce and the quality of life by making each individual assessed parcel safer, cleaner and more attractive which will encourage investment dollars downtown and generate additional pedestrian traffic.

Beautification

In addition to clean and safe services, the PBID budget may include funds for beautification and placemaking improvements that are defined as cosmetic enhancements that improve the appearance and walkability within the PBID, in turn encouraging customer traffic and improved quality of life for residents. Examples of beautification improvements might include:

- Directional/wayfinding signage or themed signage
- Street furniture and amenities, such as benches, kiosks and lighting



- Design and installation of flowering planters and baskets
- Design and installation of art and decorative elements
- Holiday décor or tree lighting
- Bicycle racks and other hardware
- Urban design and/or planning services to advance beautification efforts
- Other cosmetic enhancements that improve the PBID's appearance.

Economic Enhancements

A comprehensive economic vitality program has been included as a key component of the Downtown Ventura PBID. The prior management plan was designed as we were coming out of the economic recession and given a more favorable economic climate, and acknowledging demographic and lifestyle trends that are supportive of continued investment in downtown districts, the activities for economic enhancements include:

Economic Development

The special benefit to property owners from these services is increased commercial activity which directly relates to increases in lease rates and enhanced commerce.

- Planning Activities
- Maintain Database (Property, Business, Contact)
- Retail & Office Recruitment Programs
- Retail & Office Retention Programs
- Residential Development Attraction
- Research/Studies/Data Collection
- Maintain On-street Presence
- Develop Fiber-optic Network

Marketing and Communication

It is important to not only provide the services needed in the District, but to tell the story of improvement in the District. Some of the marketing programs currently in place or being considered are:

- Image and Marketing materials
- Media Advertising
- Web Site
- Meetings & Workshops
- Events
- Newsletter
- Maintain Social Media Outlets
- Restaurant/Retail Listing & Map
- Special events

Advocacy and Management

The Downtown Ventura Business Improvement District improvements and activities are managed by a professional staff that requires centralized administrative support. Management staff oversees the District's services which are delivered at least 8 hours a day, seven days a week. Management staff actively advocates on behalf of the District property owners to ensure that City and County services and policies support the District. The special benefit to parcels from these services is increased lease rates and tenant occupancy due to increased commercial activity and enhanced commerce in part due to the work of the management staff as stated above. Management staff expenses are allocated according to generally accepted accounting job costing procedures and are allocated to the specific areas in which staff works.

Costs to renew the District, conduct a yearly financial review as well as City fees, uncollectible assessments and depreciation are also included in this budget item.

SECTION 4: PBID ASSESSMENT BUDGET

2020 PBID Assessment Budget

The following table outlines the PBID maximum assessment budget for 2020.

EXPENDITURES	BUDGET	% of Budget
Clean and Safe	\$700,000	70.00%
Economic Enhancements Economic Development, Marketing, Communications, Special Events, Special Projects	\$200,000	20.00%
Advocacy and Management	\$100,000	10.00%
Total Expenditures	\$1,000,000	100.00%
REVENUES		
Assessment Revenues	\$959,499	95.95%
Other Revenues (1)	\$40,501	4.05%
Total Revenues	\$1,000,000	100.00%

(1) Other non-assessment funding to cover the cost associated with general benefit and budget adjustments.

Budget Adjustments

Annual assessments may increase no more than 5% per year, consistent with the increase in consumer price index (CPI) and/or other increases in program costs. The determination of annual adjustments in assessment rates will be subject to the review and approval of the board of the Owners Association.

10-Year Maximum Budget

The following table illustrates the PBID's maximum annual budget for the 10-year life term, adjusting it by the maximum 5% inflation factor.

ACTIVITY	2020/21	2021/22	2022/23	2023/24	2024/25
Clean and Safe	\$700,000	\$735,000	\$771,750	\$810,338	\$850,854
Economic Enhancements	\$200,000	\$210,000	\$220,500	\$231,525	\$243,101
Advocacy and Mgmt	\$100,000	\$105,000	\$110,250	\$115,763	\$121,551
TOTAL BUDGET	\$1,000,000	\$1,050,000	\$1,102,500	\$1,157,625	\$1,215,506

ACTIVITY	2025/26	2026/27	2027/28	2028/29	2029/30
Clean and Safe	\$893,397	\$938,067	\$984,970	\$1,034,219	\$1,085,930
Economic Enhancements	\$255,256	\$268,019	\$281,420	\$295,491	\$310,266
Advocacy and Mgmt	\$127,628	\$134,010	\$140,710	\$147,746	\$155,133
TOTAL BUDGET	\$1,276,282	\$1,340,096	\$1,407,100	\$1,477,455	\$1,551,328

Bond Issuance

No bonds will be issued to finance improvements.

SECTION 5: PUBLIC SECTOR PARTICIPATION

Existing City Services

The City Council, by adopting this plan, will confirm its intention to ensure an existing level of services in the district equivalent to the level that is being provided elsewhere in the City. Assessment funds will pay for services that are above and beyond those services provided by the City.

Rationale for Public Property Assessments

Proposition 218 states that no parcel is exempt from assessments if that parcel receives benefit from the improvements and activities. This includes government and public use parcels. The City of Ventura and any other government owned parcels within the PBID boundary will pay their assessment based on the special benefits conferred to those parcels. All publicly owned parcels specially benefit from the PBID activities as they make each assessed parcel cleaner, safer, more attractive, and economically vibrant. Specifically, these parcels specially benefit from: removing graffiti from their buildings, patrolling their sidewalks, connecting the homeless to available resources, cleaning up any debris or trash, power-washing the sidewalks and public spaces, beautifying the public right-of-ways, and increased business development.

Therefore, government uses are assessed for the special benefits they receive from the PBID activities. The assessment methodology to allocate the cost of these improvements is consistent with all other land uses in the district: parcel square footage plus building square footage. The publicly owned parcels within the boundary and respective assessments are indicated below.

PARCEL	OWNER	PBID Zone	LOT SF	BLDG SF	2020 Asmt	%
071-0-174-160	SAN BUENAVENTURA CITY OF	Perimeter	8,100	8,100	\$564.96	0.06%
071-0-174-180	SAN BUENAVENTURA CITY OF	Perimeter	9,147	9,147	\$637.98	0.07%
071-0-174-190	SAN BUENAVENTURA CITY OF	Perimeter	12,309	15,309	\$1,067.77	0.11%
071-0-191-400	SAN BUENAVENTURA CITY OF	Perimeter	37,911	38,511	\$2,686.06	0.28%
071-0-194-320	SAN BUENAVENTURA CITY OF	Core	44,839	47,439	\$4,963.16	0.52%
073-0-022-170	SAN BUENAVENTURA CITY OF	Perimeter	12,300	12,300	\$857.90	0.09%
073-0-022-180	SAN BUENAVENTURA CITY OF	Perimeter	23,322	23,322	\$1,626.66	0.17%
073-0-022-200	SAN BUENAVENTURA CITY OF	Core	218,148	233,748	\$24,455.18	2.55%
073-0-031-090	SAN BUENAVENTURA CITY OF	Core	7,500	7,500	\$784.66	0.08%
073-0-031-110	SAN BUENAVENTURA CITY OF	Core	34,140	34,140	\$3,571.79	0.37%
073-0-031-130	SAN BUENAVENTURA CITY OF	Core	6,350	6,350	\$664.35	0.07%
073-0-031-140	SAN BUENAVENTURA CITY OF	Core	7,024	7,024	\$734.86	0.08%
073-0-032-050	SAN BUENAVENTURA CITY OF	Perimeter	20,000	20,000	\$1,394.96	0.15%
073-0-032-170	SAN BUENAVENTURA CITY OF	Perimeter	12,500	12,500	\$871.85	0.09%
073-0-032-190	SAN BUENAVENTURA CITY OF	Perimeter	3,500	3,500	\$244.12	0.03%
073-0-032-200	SAN BUENAVENTURA CITY OF	Perimeter	10,500	10,500	\$732.35	0.08%
073-0-033-140	SAN BUENAVENTURA CITY OF	Core	14,000	14,000	\$1,464.71	0.15%
073-0-033-150	SAN BUENAVENTURA CITY OF	Core	23,400	23,400	\$2,448.15	0.26%
073-0-034-170	SAN BUENAVENTURA CITY OF	Core	4,301	4,301	\$449.98	0.05%
073-0-035-190	SAN BUENAVENTURA CITY OF	Core	6,000	6,000	\$627.73	0.07%

073-0-035-210	SAN BUENAVENTURA CITY OF	Core	9,000	9,000	\$941.60	0.10%
073-0-041-030	SAN BUENAVENTURA CITY OF	Perimeter	7,500	7,500	\$523.11	0.05%
073-0-041-190	SAN BUENAVENTURA CITY OF	Core	19,150	19,150	\$2,003.51	0.21%
073-0-041-200	SAN BUENAVENTURA CITY OF	Core	8,641	8,641	\$904.04	0.09%
073-0-042-130	SAN BUENAVENTURA CITY OF	Core	8,288	8,288	\$867.11	0.09%
073-0-042-240	SAN BUENAVENTURA CITY OF	Core	52,272	172,272	\$18,023.44	1.88%
073-0-042-270	SAN BUENAVENTURA CITY OF	Core	435	435	\$45.51	0.00%
073-0-042-290	SAN BUENAVENTURA CITY OF	Core	375	375	\$39.23	0.00%
073-0-043-110	SAN BUENAVENTURA CITY OF	Perimeter	31,300	31,300	\$2,183.11	0.23%
073-0-122-315	SAN BUENAVENTURA CITY OF	Perimeter	31,897	31,897	\$2,224.75	0.23%
073-0-123-300	SAN BUENAVENTURA CITY OF	Perimeter	12,361	12,361	\$862.15	0.09%
073-0-123-310	SAN BUENAVENTURA CITY OF	Core	9,100	9,100	\$952.06	0.10%
073-0-125-010	SAN BUENAVENTURA CITY OF	Core	37,080	74,160	\$7,758.77	0.81%
073-0-125-030	SAN BUENAVENTURA CITY OF	Core	8,000	8,000	\$836.98	0.09%
073-0-125-140	SAN BUENAVENTURA CITY OF	Perimeter	8,000	8,000	\$557.98	0.06%
073-0-133-010	SAN BUENAVENTURA CITY OF	Core	155,944	155,944	\$16,315.17	1.70%
073-0-240-070	SAN BUENAVENTURA CITY OF	Perimeter	130,680	130,680	\$9,114.67	0.95%
073-0-240-160	SAN BUENAVENTURA CITY OF	Perimeter	11,076	11,076	\$772.53	0.08%
073-0-240-175	SAN BUENAVENTURA CITY OF	Perimeter	68,647	68,647	\$4,787.99	0.50%
073-0-252-045	SAN BUENAVENTURA CITY OF	Perimeter	5,662	5,662	\$394.91	0.04%
073-0-252-065	SAN BUENAVENTURA CITY OF	Perimeter	68,824	275,299	\$19,201.55	2.00%
073-0-261-045	SAN BUENAVENTURA CITY OF	Perimeter	14,699	14,699	\$1,025.23	0.11%
073-0-280-100	SAN BUENAVENTURA CITY OF	Perimeter	13,797	13,797	\$962.31	0.10%
073-0-280-200	SAN BUENAVENTURA CITY OF	Perimeter	59,013	59,013	\$4,116.04	0.43%
073-0-280-210	SAN BUENAVENTURA CITY OF	Perimeter	116,427	123,492	\$8,613.32	0.90%
073-0-043-080	SAN BUENAVENTURA CITY OF	Core	47,480	93,480	\$9,780.06	1.02%
Total San Buenaventura City					\$164,656.35	17.15%
073-0-021-020	SUCCESSOR AGENCY TO RDA	Perimeter	6,442	6,442	\$449.32	0.05%
073-0-021-030	SUCCESSOR AGENCY TO RDA	Perimeter	7,983	7,983	\$556.80	0.06%
073-0-041-040	SUCCESSOR AGENCY TO RDA	Perimeter	7,450	7,450	\$519.62	0.05%
073-0-041-160	SUCCESSOR AGENCY TO RDA	Perimeter	8,000	15,229	\$1,062.19	0.11%
073-0-118-100	SUCCESSOR AGENCY TO RDA	Perimeter	5,007	5,007	\$349.23	0.04%
073-0-118-130	SUCCESSOR AGENCY TO RDA	Perimeter	7,960	7,960	\$555.19	0.06%
Total Successor Agency to Redev Agency					\$3,492.35	0.36%
073-0-123-290	HOUSING AUTHORITY- VENTURA	Perimeter	6,112	6,112	\$426.30	0.04%
Total Housing Authority- Ventura					\$426.30	0.04%
073-0-012-130	VENTURA COUNTY OF	Perimeter	83,495	110,062	\$7,676.60	0.80%
073-0-012-160	VENTURA COUNTY OF	Perimeter	306	306	\$21.34	0.00%
073-0-034-160	VENTURA COUNTY OF	Core	5,500	11,000	\$1,150.84	0.12%
Total Ventura County					\$8,848.79	0.92%

SECTION 6: ASSESSMENT METHODOLOGY

General

This Management District Plan provides for the levy of assessments for the purpose of providing services and activities that specially benefit real property in the PBID. These assessments are not taxes for the general benefit of the City, but are assessments for the services and activities which confer special benefits upon the real property for which the services and activities are provided.

Assessment Factors

The method used to determine proportional special benefits are measured by each parcel's lot square footage and building square footage compared to the total footages of all parcels in the District boundary.

The use of each parcel's assessable parcel square footage and building square footage is the best measure of benefit for the programs because the intent of the District activities is to improve the cleanliness of each individual parcel, to increase building occupancy and lease rates, to encourage new business development and attract ancillary businesses and services for parcels within the District. Lot square footage is relevant to the best use of a property and will reflect the long-term special benefit implications of the improvement district. Building square footage is relevant to the interim use of a property and is utilized to measure short and mid-term special benefit.

Building Square Footage Defined. Building square footage is defined as gross building square footage as determined by the outside measurements of a building.

Lot Square Footage Defined. Lot square footage is defined as the total amount of area within the borders of the parcel. The borders of a parcel are defined on the County Assessor parcel maps.

Land Use Considerations

All parcels within the PBID specially benefit from the PBID activities but not to the same degree. The proportional special benefit and assessment methodology provides the following land use considerations for properties used exclusively for single family residential and non-profit parcels:

Single Family Residential and Non-Profit: Owner-occupied residential single family and condominiums and non-profit owned properties specially benefit from the PBID activities but differently than commercial parcels. They will receive special benefit from the Clean and Safe activities, and Advocacy and Management and will be assessed fully for them; however, owner-occupied residential single family and condominiums and non-profit parcels will not receive the same special benefit as commercial parcels from Economic Enhancement Services (i.e. marketing, special projects and economic development) because those uses are not engaged in commercial or customer attraction activities, thus their assessment will not include that portion of the assessment. All commercial and mixed-use parcels with residential uses will be subject to an adjusted assessment rate for the owner-occupied residential square footage of that parcel. The commercial square footage for that parcel will be assessed the commercial assessment rate. Rental residential units (i.e. apartments) are considered income-producing commercial property and will be assessed at commercial rates, receiving full benefit from all PBID services.

Mission Parcels: The Mission is a specialized area in the Core Zone that is comprised of two parcels of the historic mission property. These parcels have the lowest need for services as they provide their own landscape maintenance crew that maintains their property and adjacent sidewalks. and receives the least special benefit from the programs provided the District. The Mission is made up of parcels 071-0-194-390 and 071-0-194-380. These two parcels will be assessed at one-half the rate for the residential/non-profit rate within the Core Zone.

Special Benefit Analysis

All special benefits derived from the assessments outlined in this report are for property related activities directly benefiting each individual assessed parcel in the PBID. The special benefit must affect the individual assessable parcel in a way that is particular and distinct from its effect on other parcels, and that real property in general and the public at large do not share. No parcel's assessment shall be greater than the special benefits received.

Streets and Highways Code Section 36601(e) states that "Property and business improvement districts formed throughout this state have conferred special benefits upon properties and businesses within their districts, and have made those properties and businesses more useful by providing the following benefits: (1) Crime reduction. A study by the Rand Corporation has confirmed a 12-percent reduction in the incidence of robbery and an 8-percent reduction in the total incidence of violent crimes within the 30 districts studied. (2) Job creation. (3) Business attraction. (4) Business retention. (5) Economic growth. (6) New investments."

The PBID's goal is to fund activities and improvements that provide a cleaner, safer, and more attractive and economically vibrant environment as outlined in Section 3. The goal of improving the economic vitality is achieved by improving the safety, cleanliness, and economic vitality of each specially benefitted parcel in an effort to increase commerce, to increase building occupancy and lease rates, and to attract more customers, employees, tenants, investors and residents.

Specifically, each parcel specially benefits from each of the PBID activities as defined below.

Clean and Safe

The enhanced cleaning and safety activities make the area more attractive for businesses, customers, residents, and ultimately private investment. When business location decisions are made, "lower levels of public safety lead to increased uncertainty in decision making and can be perceived as a signal of a socio-institutional environment unfavorable for investment. Uncertainty affects the investment environment in general. But in particular, it increases the fear of physical damage to investment assets (or to people) or their returns...Almost universally, places with lower crime rates are perceived as more desirable".¹ Once economic investment occurs within the district, pedestrian traffic and commercial activity will increase.

All parcels will specially benefit from these activities, such as:

- Increased security patrol to provide a higher level of safety to property, residents, customers, employees and visitors as they pass through the district;
- Connecting the homeless to available resources so they are not loitering on private property, vandalizing storefronts or engaging in nuisance activities;

¹ "Accelerating economic growth and vitality through smarter public safety management" IBM Global Business Services Executive Report, September 2012, pg. 2

- Removing graffiti from buildings to keep the aesthetic appeal uniform throughout the district;
- Maintaining sidewalks in front of each parcel creates a cohesive environment and allows pedestrians to move freely throughout the district. “Walkable communities offer many financial benefits, such as a reduction in healthcare costs. Homes with sidewalks tend to sell for more money and in less time than similar homes without sidewalks. Businesses also benefit as residents are more likely to shop locally when there is increased connectivity between residential and business/commercial districts. The well-maintained sidewalks, accessibility, and inviting atmosphere of downtown helps to attract tourists.”²

Marketing and Economic Development

These activities are tied to and will specially benefit each assessed parcel by encouraging business development and investment that generates customer traffic, which directly relates to increases in commercial activity, filling of vacant storefronts, offices and residential units and ultimately, increased lease rates for retail and office space. This is a benefit to the District because it works to improve the positive perception of the District. Decisions on where to shop, eat or attend events are largely based on a perception of the place. If these activities were not communicated it would be a deterrent to pedestrian traffic, business and commerce.

All parcels (excluding residential and non-profit) will specially benefit from Marketing and Economic activities, such as:

- Increased business development efforts that will attract new tenants and investment and promote mixed-use development that includes retail, office, housing and cultural uses;
- Promoting the unique arts and cultural environment that adds quality of life to residents and tenants;
- Increased communication and marketing to highlight the economic development potential and unique characteristics of Downtown Ventura to attract new and recurring visitors to live, eat, play and work within the district;
- Funding for special projects that will enhance the aesthetic environment and placemaking to create a sense of community.

Residential and non-profit parcels as discussed will not specially benefit from increased commercial activity associated with the marketing and economic development activities as well as the special projects. Therefore, these parcels will not be assessed for these services.

Special Benefit Conclusion

Based on the special benefits each assessed parcel receives from the PBID activities, we concluded that each of the proposed activities provides special benefits to the real property within the district, and that each parcel’s assessment is in direct relationship to and no greater than the special benefits received.

The special benefit to parcels from the proposed PBID activities and improvements described in this report is equal to or exceeds the total amount of the proposed assessment. Each individual assessed parcel’s assessment is no greater than the special benefit it receives from the PBID activities.

² “Benefits of Sidewalks”, Iowa Healthiest State Initiative, November 1, 2017

General Benefit Analysis

As required by the State Constitution Article XIID Section 4(a), the general benefits of an assessment district must be quantified and separated out so that the cost of the activities that are attributed to general benefit are deducted from the cost assessed against each specially benefitted parcel. General benefits are benefits from the PBID activities and improvements that are not special in nature, are not “particular and distinct”, and are not over and above the benefits that other parcels receive. This analysis will evaluate and determine the level of general benefits that (1) parcels inside of the PBID, (2) parcels outside of the PBID, and (3) the public at large may receive.

General Benefit to Parcels Inside of the PBID

The PBID provides funds for activities and improvements that are designed and created to provide special benefits to each individually assessed parcel within the District. Each individual assessed parcel will specially benefit from the cleaner and safer public rights-of-way and economic enhancements, thus 100% of the benefits conferred on these parcels are distinct and special in nature and that 0% of the PBID activities provide a general benefit to parcels in the District boundary.

General Benefit to Parcels Outside of the PBID

All the PBID activities and improvements are provided solely for each of the individual assessed parcels in the PBID boundary. None of the surrounding parcels will directly receive any of the PBID activities. However, it is conceivable to conclude that some parcels outside of the PBID boundary may receive some spillover benefit from the Clean and Safe activities.

In the case of the PBID, the parcels considered outside of the PBID’s boundary that may receive a general benefit are those parcels that are immediately adjacent to, or immediately across the street from the PBID boundary.

In order to calculate the general benefit parcels adjacent to the PBID may receive, the percentage of each PBID activity budget attributed to these parcels must be determined. The table below shows the budgets for each of the PBID activities that may have spillover benefit and their respective percentage of the total PBID budget. We then need to apply a Relative Benefit factor to each of the activities accounting for the potential benefit parcels outside of the district may receive. The relative benefit factor is a basic unit of measure that compares the benefit that parcels within the District receive compared to parcels outside of the District. Since the parcels in the District boundary receive 100% of the special benefit, they are assigned a relative benefit factor of 1.0 for each PBID activity. Since the parcels outside of the district boundary do not directly receive any PBID activity they are assigned a benefit factor less than 1.0 for each PBID activity.

In the case of the Downtown Ventura PBID, the Clean and Safe activities may have a spillover benefit to parcels immediately adjacent to the PBID boundary as they may visually receive the effects of the PBID services, e.g. cleaner sidewalks, safety patrols, and buildings without graffiti. A visitor can clearly see the difference between parcels in the District and those outside. Based upon our experience the relative benefit factor for Clean and Safe is 0.25. The relative benefit factors are then multiplied by the PBID activity’s budget percentage to determine the overall benefit factor. The following table illustrates this calculation.

PBID Activities Budget:	Budget	Percent of Total	x	Relative Benefit *	=	Benefit Factor
Budget for Clean Safe:	\$700,000	70.00%		0.25		0.18
TOTAL PBID Assessment Budget:	\$1,000,000					

There are 26 commercial parcels that are immediately adjacent to the downtown Ventura PBID. These parcels are assigned a benefit factor of 0.18 to account for the fact that they may benefit from the Clean and Safe activities that may encourage commerce not only within the PBID boundary but immediately adjacent to it.

In comparison, there are 395 commercial parcels within the PBID boundary, all of which receive a benefit factor of 1.0 acknowledging that they receive 100% special benefit from the PBID activities. To calculate the general benefit percentage, the respective benefit factors must be applied to the number of parcels both within the PBID boundary and those that are outside of the PBID boundary. The table below shows the calculation for the general benefit percentage.

	No. of Parcels	Benefit Factor	Total Benefit Units
No. of commercial parcels in District:	395	1.00	395.00
No. of commercial parcels adjacent to PBID boundary	26	0.18	7.15
Total number of parcels	421		402.15

General Benefit to parcels outside of district boundary

1.78%
7.15/402.15

This analysis indicates that \$16,001.49 or 1.78% of the budget allocated to Clean and Safe may be attributed to general benefit to parcels outside of the PBID boundary and must be raised from sources other than special assessments.

General Benefit to the Public At Large

In addition to general benefit analysis to the parcels outside of the Downtown Ventura PBID boundary, there may be general benefits to the public at large, i.e., those people that are either in the PBID boundary and not specially benefitted from the activities, or people outside of the PBID boundary that may benefit from the PBID activities. In the case of the Downtown Ventura PBID, the public at large are those people that are within the PBID boundary that do not pay an assessment and do not specially benefit from the PBID activities.

To calculate the general benefit the public at large may receive we determine the percentage of each PBID activity budget that may benefit the general public. In this case, the Economic Enhancement activities are tailored to benefit and promote each assessed parcel and are not intended to benefit the general public. The Advocacy and Management activities are to provide daily PBID management solely for the benefit of the assessed parcels, and are not intended to benefit the general public. If there are any public benefits, they are incidental and collateral to providing special benefits to the assessed parcels.

By contrast, the Clean and Safe activities may benefit the general public to some degree, as the general public may appreciate the enhanced level of maintenance and security as it passes through the district. To quantify this, we first determine a general benefit factor for the Clean and

Safe activities. The general benefit factor is a unit of measure that compares the special benefit that the assessed parcels receive compared to the general benefit that the general public receives. To determine the general benefit factor, we used previous districts that conducted intercept surveys in San Francisco (Union Square and West Portal) and Los Angeles (Historic Downtown, Leimert Park, Arts District, Downtown Industrial, Fashion District, and Sherman Oaks). The intent of the surveys was to determine what percentage of the general public was just passing through the district without any intent to engage in commercial activity. The surveys concluded that on average 1.4% of the respondents were within the district boundary with no intent to engage in any business activity. Here, since the PBID is designed to promote a business and residential climate that encourages development, investment, and commerce, it follows that the benefits received by these pedestrians do not translate to a special benefit to the assessed parcels. In other words, based on the results of these surveys it is reasonable to conclude that 1.4% of Clean and Safe activities provide general benefits. However, to be conservative and to account for any variance in district type, size and services provided, we applied a 5.0% general public benefit factor to account for these variances. The general benefit factor is then multiplied by the Clean and Safe activities percentage of the budget to determine the overall general benefit for the Clean and Safe activities. The general benefit factor is then multiplied by the District activity's budget percentage to determine the overall general benefit factor. The following table illustrates this calculation.

	A	B	C	D	E
ACTIVITY	Budget Amount	% of Budget	General Benefit Factor	General Benefit Percent (B x C)	General Benefit Allocation (A x D)
Clean and Safe	\$700,000	70.00%	5.00%	3.500%	\$24,500.00

This analysis indicates that \$24,500.00 of the Clean and Safe activities may be attributed to general benefit to the public at large, and must be raised from sources other than special assessments.

General Benefit Conclusion

Using the sum of the three measures of general benefit described above we find that \$40,501.49 (\$16,001.49 + \$24,500.00) or 4.05% of the total budget may be general in nature and will be funded from sources other than special assessments.

The total general benefit from the Downtown Ventura PBID activities as quantified above is summarized in the table below.

General Benefit	General Benefit, \$
Parcels Inside the District	\$0.00
Parcels Outside the District	\$16,001.49
Public At Large	\$24,500.00
TOTAL	\$40,501.49

Assessment Calculation

In order to assess for the special benefit each parcel receives from the PBID activities, two benefit zones have been established, as previously discussed in Section 2. The levels of appropriate service delivery within each zone was determined by analyzing historical data on the amount of clean and safe services as well as the economic enhancement activities delivered to each zone, current service delivery needs and projecting future needs over the term of the District in order to produce a common level of safety and cleanliness for each parcel throughout the District. Each zones assessment rate was calculated by determining the level of special benefit each parcel receives from the activities and the cost to provide that level of benefit and then allocating the cost to the total assessable footage for that benefit zone respective of each parcel's land use type.

The table below summarizes the assessable footages for the parcel square footage and building square footage for each benefit zone:

Benefit Zone	Lot SF	Bldg SF	Total
Core Zone:			
Commercial/Govt	2,005,157	1,297,080	3,302,237
Res/Non-Profit	182,937	128,090	311,027
Perimeter Zone:			
Commercial/Govt	5,443,286	1,976,027	7,419,313
Res/Non-Profit	669,758	643,444	1,313,202
TOTAL:	8,301,138	4,044,641	12,345,779

Calculation of Assessments

Based on the special benefit factors, assessable footages for each land use type, the following table illustrates the first year's maximum annual assessment per lot square foot plus building square foot for each benefit zone:

Benefit Zone	Assessment Rate per Lot + Bldg SF
Core Zone:	
Comm/Govt	\$0.1046
Res/Non-Profit	\$0.0814
Perimeter Zone:	
Comm/Govt	\$0.0697
Res/Non-Profit	\$0.0542

Sample Parcel Assessments

To calculate the assessment for a commercial parcel in the Core Zone with a 10,000 square foot lot plus a 5,000 square foot building, the calculation is as follows:

$$\text{Lot square feet} + \text{building square feet} (10,000 + 5,000) \times \$0.1046 = \$1,569.00$$

To calculate the assessment for a residential parcel in the Perimeter Zone with a 2,500 square foot lot plus a 1,500 square foot building, the calculation is as follows:

$$\text{Lot square feet} + \text{building square feet} (2,500 + 1,500) \times \$0.0542 = \$216.80$$

The assessment calculation is the same for every parcel in the PBID respective of their benefit zone and land use.

Annual Assessment Adjustments

Budget Adjustment

Annual assessments may increase no more than 5% per year, consistent with the increase in consumer price index (CPI) and increases in program costs. The determination of annual adjustments in assessment rates will be subject to the review and approval of the Owners' Association of the Downtown Ventura PBID.

Time and Manner for Collecting Assessments

As provided by state law, the Downtown Ventura PBID assessment will appear as a separate line item on the annual Ventura County property tax bills, or by a special manual bill prepared by the District and either paid in one lump sum or in two equal installments. Laws for enforcement and collection of property taxes also apply to the PBID assessment.

Disestablishment

State law provides for the disestablishment of a PBID pursuant to an annual process. The 30-day period begins each year on the anniversary day that the City Council first establishes the District. Within this annual 30-day period, if the owners of real property who pay more than 50 percent of the assessments levied submit a written petition for disestablishment, the PBID may be dissolved by the City Council. The City Council must hold a public hearing on the proposed disestablishment before voting on whether or not to disestablish the district.

Duration

The PBID will have a ten-year term commencing January 1, 2020 through December 31, 2029. Any major modifications or new or increased assessments during the term of the district that are not consistent with the provisions of original Management District Plan will require a new mail ballot process.

Future Development

As a result of continued development, the District may experience the addition or subtraction of assessable footage for parcels included and assessed within the District boundaries. The modification of parcel improvements assessed within the District may then change upwards or downwards the amount of total footage assessment for these parcels, pursuant to Government Code 53750, will be prorated to the date they receive the temporary and/or permanent certificate of occupancy.

In future years, the assessments for the special benefits bestowed upon the included PBID parcels may change in accordance with the assessment methodology formula identified in the Management District Plan and Engineer's Report provided the assessment rate does not change. If the assessment formula changes and causes an increase in assessments, then a Proposition 218 ballot will be required for approval of the formula changes.

SECTION 7: PBID GOVERNANCE

City Council

Following the submission of petitions from property owners representing more than 50% of the assessments to be paid, the City Council, upon holding a public hearing on the proposed District, may elect to form the PBID. The PBID is formed by a City Council resolution, including the levy of an assessment on property, if the assessment is first approved by parcel owners in a balloting process.

PBID Governance

Consistent with business improvement district legislation throughout the nation, California's "Property and Business Improvement District Law of 1994" establishes a governance framework that allows property owners who pay assessments the ability to determine how the assessments are used. This Management District Plan may be subject to changes if required by the state of California or the City of Ventura.

Downtown Ventura PBID

The Downtown Ventura PBID shall contract with a nonprofit organization that may act as the Owner's Association and governing board for the PBID. The role of the Owner's Association is consistent with similar PBIDs and management organizations throughout California and the nation. The Owner's Association determines budgets, assessment adjustments and monitor service delivery. As part of the Management Plan, the nonprofit organization oversees the delivery of day-to-day PBID.

Pursuant to the State of California PBID legislation the Owners' Association Board of Directors when conducting PBID business, is subject to disclosure and notification guidelines set by the Ralph M. Brown Act and California Public Records Act.

The PBID Owners' Association Board of Directors will represent a cross section of property owners found throughout the district. The goal and spirit of the board's composition is to have a majority of property owners, but also include representatives from businesses, government, and residents that pay PBID assessments.

SECTION 8: IMPLEMENTATION TIMELINE

The Downtown Ventura PBID will have a ten-year life from January 1, 2020 to December 31, 2029.

In order for the PBID to meet the start-up date of January 1, 2020, the formation needs to adhere to the following schedule:

Formation Schedule	Dates
Petitions distributed to property owners	February
Marketing campaign to obtain signed petitions: presentations, neighborhood meetings, 50% weighted vote targeting	February - April
City Council adopts Resolution	Early May
Assessment ballots mailed to property owners	Mid May
City Council holds public hearing and tabulates ballots	Late June