



Downtown Ventura Partners Improvement District

Work Plan, 2013, adopted by unanimous vote on Dec. 5, 2012

Introduction

What is a Property-Based Improvement District?

A Property Based Business Improvement District, or PBID, is a designated area in which property owners choose to assess themselves to supplement baseline city services for the benefit of property owners, merchants, businesses, workers, visitors and residents.

How is the PBID Funded?

Property owners within the PBID pay an annual assessment based on the square footage of their parcel and building.

What is the Purpose of the PBID?

The purpose of the PBID is to create and sustain a vibrant and prosperous City Center by: 1) Producing a consistently clean and attractive Downtown experience, 2) Attracting and retaining new businesses, 3) Cultivating a fun and vibrant Downtown, 4) Enhancing property values, sales, and occupancies, and 5) Helping Downtown businesses compete locally and regionally.

Why a PBID?

A PBID creates an efficient mechanism for property owners and businesses to fund and manage improvements in commercial areas, with the ultimate goal of promoting business activity and enhancing property values. A PBID is based upon the “mutual benefit” concept. Assessments on properties within a specific geographic district with the proceeds directed back to the district to provide services that benefit the district. California law does not allow discrimination based upon use. In other words, residential property within the district is assessed in the same manner as commercial and government property.

Who Oversees the Downtown Ventura PBID?

An 11-member board of directors is elected. Seven must be property owners who pay into the district. The Ventura City Council appoints one of its own to the board. The remaining seats can be filled with property or business owners in the district. The board oversees the PBID and is responsible for all key program, staffing, and budget decisions.

Are PBIDs Proven Entities?

Over the past 25 years, PBIDs have benefited more than 1,000 communities across the United States and Canada. They have been successful in improving areas wherever they have been enacted, including approximately 100 districts throughout the State of California, counting numerous districts in Oakland, San Francisco, San Jose, Santa Cruz, Los Angeles, and Santa Monica, among them.

Some Other Attributes of a PBID Are:

- 1 It is designed and created by those who will pay the assessment;
- 2 It is established through petition and ballot process by the property owners who will pay the proposed assessments;
- 3 It is governed and implemented by those who pay through a 501c6 non-profit, private sector management organization that manages the day-to-day operations;
- 4 It provides for a set term of existence (5 years) and requires a new petition process, by those who pay, to renew the assessment district;
- 5 It allows a wide range of service options, including security, maintenance, marketing, economic development, special events, parking improvements, access improvements;
- 6 In California, all PBIDs are subject to the Brown Act and all meetings are open to the public.

How the budget is spent:

- Clean & Safe: 34%
- Advocacy & Administration: 25%
- Communications & Marketing: 16%
- Economic Development: 16%
- Special Projects: 6%
- City Fees/Depreciation/Bad Debt: Up to 5%

What we believe

The mission of Downtown Ventura Partners (DVP) is to foster a vibrant commercial and cultural district with strategic capital improvements, enhanced maintenance and security, effective marketing and promotions, historic preservation education, and effective administration. This includes:

- 1 A clean, safe, well-lit, and inviting appearance, both day and night;
- 2 Appealing storefronts occupied with an eclectic variety of inviting and interesting retail and service businesses;
- 3 Activities that will attract and benefit area residents, businesses and visitors;
- 4 Historic architecture preservation and adaptive reuse that offers visual unity and quality experiences;
- 5 A healthy mix of retail, restaurant, entertainment and service businesses and be known as having a reputation for welcoming and supporting new businesses, and;
- 6 Creative and lively places where people will shop, enjoy, remember and return.

Who we are

The beginning started with a small group of concerned community members holding regular meetings with the hopes of developing a long lasting downtown organization—an organization that would bring merchants, property owners, residents, developers and city staff together to do what's best for downtown Ventura.

Today, the Downtown Ventura Partners (DVP) is a mutual benefit, non-profit corporation that manages the Downtown Ventura Business Improvement District. DVP is funded by an assessment on property owners within the district and is governed by 11-member board of directors. The Downtown Ventura Organization (DVO) is a 501(c)3 non-profit corporation with its own board of directors that oversees our National Main Street Center program. The two organizations work closely together under a Memorandum of Understanding and the Executive Director is responsible for coordinating and implementing DVO activities.

Our approach

The Main Street Approach™ is a downtown management model developed by the National Trust for Historic Preservation. It has been implemented in over one thousand historic downtowns across the country. The DVO is using this approach and maintains three of the four recommended committees:

- 1 Promotion
- 2 Streetscape (Design, Clean & Safe)
- 3 Economic Restructuring

In addition the DVO hosts the following committee meetings/events:

- 1 Restaurant Committee
- 2 Finance Committee
- 3 Downtown “Spotlight” events

Promotion Committee

The Promotion Committee's main goal is to create a positive image that will rekindle community pride and improve consumer and investor confidence in Downtown. Advertising, retail promotions, special events, and marketing campaigns help sell the image and promise of Downtown to the community and surrounding region. The Promotions Committee communicates Downtown's unique characteristics, business establishments, and activities to shoppers, investors, potential business and property owners, and visitors.

Economic Restructuring Committee

The Economic Restructuring Committee focuses on strengthening Downtown's existing economic assets while diversifying its economic base. This is accomplished by retaining and expanding successful businesses to provide a balanced commercial mix, sharpening the competitiveness and merchandising skills of business owners, and attracting new businesses that the market can support. Converting unused or underused commercial space into economically productive property also helps boost the profitability of the district. The goal is to build a commercial district that responds to the needs of today's consumers.

Streetscape Committee

The Streetscape Committee works on getting Downtown into top physical shape and creating a safe, inviting environment for shoppers, workers, and visitors. The group takes advantage of the visual opportunities inherent Downtown by directing attention to all of its physical elements: public and private buildings, storefronts, signs, public spaces, parking areas, street furniture, public art, landscaping, merchandising, window displays, safety and accessibility issues. An appealing and safe atmosphere, created through attention to all of these visual elements, conveys a positive message about Downtown and what it has to offer. Streetscape activities also include instilling good maintenance practices in the commercial district, enhancing the district's physical appearance through the rehabilitation of historic buildings, encouraging appropriate new construction, developing sensitive design management systems, educating business and property owners about design quality, and long-term planning.

Budget at a glance

PBID Revenues: \$438,458* (*If every property owner pays their annual assessment. Historically, a few payments are not made and tracked in bad debt and accounts receivable.)

City Contract: \$114,000 for baseline services. (Negotiations are underway with the City to increase this amount in 2013 in return for additional Clean & Safe services. Negotiations are also occurring with a property owner adjacent to the current district boundaries about paying now for enhanced services.)

Total Projected Revenues: \$552,843



In turn, DVP contracts with Service Group International, or SGI, to provide former City baseline services and enhanced Clean & Safe services.

The Management Plan adopted by the property owners requires PBID assessments be split among six funds:

Administration: 25%, or \$109,000

Clean & Safe: 34%, or \$145,045

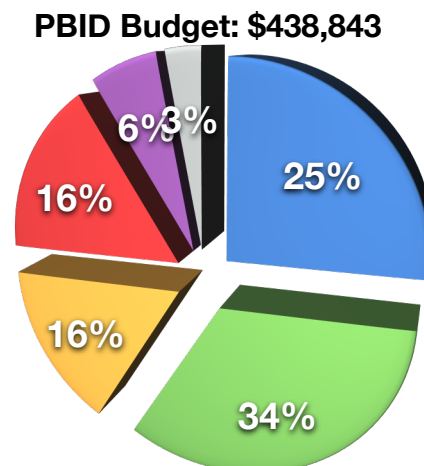
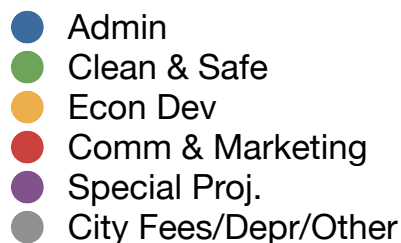
Economic Development: 16%, or \$68,257

(*Salary and staffing costs are shared among funds)

Communications & Marketing: 16%, or \$68,257

Special Projects: 6%, or \$25,597

City Fees, Depreciation & Other: 3%, or \$13,165



DVP
Working Budget
Class: **Company 100%**
FYE 2013

	2012 Annual Budget	2013 Proposed Budget
Income		
3000 · PBID Assessments	426,609	438,843
Total Income	426,609	438,843
Expense		
4001 · Salaries - Director & Staff	95,000	110,000
4010 · Accounting	16,000	16,000
4015 · Advertising	16,500	16,500
4020 · Auto Expense & Fuel	1,200	1,200
4026 · Bad Debt	5,100	5,100
4026.5 · City Fees	1,000	1,000
4027 · Depreciation Expense	13,000	10,700
4026.3 · Banner Expense	2,500	-
4026.6 · Copier Expense	2,880	2,880
4028 · Dues & Subscriptions	2,000	2,000
4030 · Education and Training	1,400	1,400
4034 · Events & Enhancements	27,000	29,500
4035 · Family Reconnection Program	2,500	2,500
4037 · Interest Expense	546	294
4040 · Insurance-General	5,100	5,100
4041 · Insurance-Health	12,000	11,072
4042 · Insurance - Workers Comp	1,248	1,248
4050 · Licenses & Permits	100	100
4060 · Meals & Entertainment	1,900	1,900
4065 · Meeting/Seminars/Workshops	3,700	3,700
4073 · MyEmma Distribution	1,000	1,500
4075 · Newsletter	5,400	5,400
4081 · Print Promotion	14,000	14,000
4099 · Sponsorships	5,000	5,000
4080 · Postage	200	200
4083 · Public Relations - Ambassadors	2,000	-
4086 · Business Services & Recruitment	5,000	7,000
4087 · Business Retention	17,000	17,000
4090.0 Maintenance & Hospitality SGI	113,000	113,000
4090.4 Sidewalk Planters - Labor	10,000	10,000
4090.5 Sidewalk Planters - Materials	4,939	4,939
4095 · Rent Expense	9,000	9,000
4100 · Supplies - Office	4,100	4,100
4120 · Taxes - Payroll	8,248	9,283
4121 · Taxes-Other	10	10
4122 · Telephone	1,800	1,800
4123 · Telephone - Cells	2,400	2,400
4130 · Utilities	1,000	1,000
4161 · Website/Mobile	1,500	1,200
9000 · Contingency	10,338	9,817
Total Expense	426,609	438,843
Net Income	-	-

Clean & Safe: \$145,047

Goal

Enhance Downtown's overall physical appearance through its buildings, streetscape, level of cleanliness, sidewalks, landscaping, parking lots, alleys and roadways resulting in perceptions of safety and accessibility.

Action Steps

Actions
Sidewalk Sweeping/Power Washing
Graffiti & Handbill Removal
Trash Removal
Landscape Improvement & Maintenance
Promenade Trash Removal & Garage Maintenance
Continued Planter Watering & Maintenance
Manage Landscape Architect Contract
Support, work to implement Streetscape Plan and the creation of "parklets" and outdoor dining
Manage Recycling Bin Advertising Program
Market & Manage Snapshot work report program
Manage CalWorks Program
Work to add additional public restrooms
Reduce Panhandling and any occurrence on unauthorized public feedings
Track and implement Welcoming Sign project
Illuminate Santa Clara Plaza kiosk
Work with partners to Address Homelessness
Maintain Festival Lighting/Add Rooftop Lights
New Trash Cans
Continue development of a Downtown Volunteer Ambassador Program
Support, advocate for electrical system upgrades

Econ. Development: \$68,257

Goal

Recruit key businesses, developments, and venues that respond to the Downtown market needs including those of residents, employees, businesses and tourists.

Action Steps

Action Steps
Maintain Database (Property, Business, Contact)
Develop Fiber Initiative to expand fiber optic network throughout Downtown
When needed, assist prospective tenants as they navigate City's permit approval process
Market available spaces Downtown
Business and Office tenant recruitment, including the relocation of incubator tenants into office spaces
Track and support Residential Housing expansion
Track and support Parking Strategy, calling for the addition of at least one new parking structure
Act as Liaison with Developers, City, and Various Commissions and Boards
Continue development of a Downtown Volunteer Ambassador Program
Maintain on-street presence as often as possible
Track and implement Welcoming Sign project on California Street
Meet with five existing businesses each week
Work with partners to address homelessness

Comm. & Marketing: \$68,257

Goal

To market existing businesses, events, available spaces and business opportunities, and to promote an enhanced vibrant image of Downtown.

Action Steps

Action Steps
Restaurant, Retail Listings & Map
Develop Downtown Brochure (Map, Parking, Events)
Merchant/Stakeholder Interface
Develop Mobile site
Update & Maintain Website; add deals and specials pages
Quarterly Newsletter
Weekly Activities Eblast
Maintain Downtown Events Calendar
Maintain Social Media Outlets
Downtown "Spotlight" Events
Ventura Film Society Film Series Collaboration
Annual Public Meeting
Welcoming Sign Project
Semi-Annual Activity Report
Support and Facilitate events, including new arrivals City Fest, July's City Hall Centennial Celebration, Mountains 2 Beach Marathon, Leukemia Society Light the Night Walk
Work with Partners to Cross Promote Region (VCB, Chamber of Commerce, VC Fairgrounds, Ventura Harbor, etc.)
Holiday Street Fair & Winter Wine Walk
Holiday Tree-Lighting Ceremony

Special Projects: \$25,597

Goal

To enhance the assets of the District, and to promote an inviting and vibrant image of Downtown. The Special Projects budget is reserved for opportunities and additional projects that present themselves during the life of the District, and is aimed at increased commercial activity which directly relates to increases in lease rates and enhanced commerce.

Action Steps

Action Steps
Develop guidelines for public use of Welcoming Sign
Family Reconnection Program, providing assistance for needy individuals to connect with their families or support group
Trash Can Improvements
Promenade Improvements
Sponsorships
Add reinforced Planters to streetscape