

2022 BID MANAGEMENT PLAN
**PRIORITIES FOR FOSTERING A STRONG ECONOMIC
RECOVERY AND A ROBUST DOWNTOWN COMMUNITY**



Core Principles

Honesty	Fairness	Inclusivity
Respectfulness	Excellence	Exceptional customer service
Efficiency	Dedication	Collaboration
Equity	Responsiveness	Public safety

2022 ORGANIZATIONAL PRIORITIES

A. Management

- Expand efforts for reducing criminal and nuisance behaviors for purposes of advancing the mission for the creation of a safe, vital and livable downtown
- Adopt strategic plan and continue implementation of DEI priorities
- Initiate communications and clean and safe services south of the RR viaduct
- Launch robust annualized ratepayer survey to gauge effectiveness and priorities
- Continue delivering unqualified audit opinions

B. Financial Stewardship

- Sustain sound financial cash management with ongoing and one-time plans
- Maintain financial liquidity, solvency, and compliance with GAAP, RCW 35.87A.010 and Spokane Municipal Code 04.31.030
- Continue to exercise sound and flexible expense management practices to protect three-month risk reserve and ensure operating within our means at all times
- Solidify grant opportunities for capital items not included 2022 budget
- Develop an Assessment Matrix Fee analysis for possible updates in fees for fiscal year 2023 or 2024

C. Safe and Welcoming

- Enhance process for Clean and Ambassador crews to track and report all observed criminal behavior
- Enhance mobility with additional vehicle and e-bike patrol program
- Develop *Hospitality* portion of Ambassador role with community and visitor engagement
- Return community service and provide information on “hot spotters” to Community Court
- Maintain and expand on coordinated procedures and communications with SPD
- Expand CPTED Program
- Expand on existing ambassador training for onboarding, social work, motivational interviewing, and DEI
- Launch “Social Outreach Ambassador” pilot program
- Renew “Family Reunification” and “Give Real Change” campaigns
- Reinvigorate downtown safety stakeholder meetings
- Work with City partners to institute “good neighbor agreement” for downtown nonprofits and housing providers.
- Complete uniform update

D. Clean and beautiful

- Continue “broken windows” approach to litter, graffiti and encouragement of private property maintenance in the BID and within the BNSF viaducts
- Maintain optimal staffing levels

- Expand onboarding and safety training for Clean Team members
- Maintain and increase coordination with City Code Enforcement for enhanced viaduct cleaning and graffiti removal initiatives
- Re-deploy sidewalk cleaning program
- Submit ARPA grant request to re-launch hanging planter program, expand decorative trees and holiday theming, and alley placemaking/activation
- Preserve, enhance and plant new trees in coordination with the City Arborist

E. BID Expansion (*estimated by City legal to begin July 1, 2022)

- Hire and train budgeted positions
- Enhance mobility to allow for quicker and broader coverage capabilities
- Work with City Waste Management to enhance and secure public and private receptacles and to improve BID staff trash disposal
- Conduct analysis of expansion operations support space needs and options
- Develop & implement DSP new ratepayer introduction process
- Form BID expansion task force or working group
- Work with stakeholders to develop comprehensive and holistic approach to camping
- Conduct zone wide CPTED assessment and work with Council to address gaps and capital needs

F. Economic Development

- Develop and promote vital back-to-work initiative
- Request ARPA funding for wayfinding and placemaking initiatives
- Strive for pre-pandemic visitor levels through use of marketing, events and placemaking
- Expand on the use of Advantage Spokane site to showcase downtown for recruitment of new businesses and residential development
- Emphasize uses and access to river and advance Zipline project
- Position DSP as the go-to resource for news, data and information about downtown

G. Diversity and Accessibility

- Establish a minority and women owned business council
- Pursue incentives and grants for new and existing businesses
- Deepen relationships with cultural organizations and associations
- Showcase and celebrate existing diverse businesses and activities
- Provide education internally and externally to improve understanding and diversify talent in the core

H. Transportation

- Monitor transportation projects and initiatives and increase awareness of downtown accessibility; promote greater use of transportation options
- Facilitate communications and support commerce during Riverside grind and overlay
- Strengthen validation programs
- Continue implementing key elements of Parking Study including parking add-backs and angled parking in select neighborhoods
- Increase long-term parking stock for residential and workforce population
- Regain growth lost due to Covid of rebranded STA "Shuttle Park" program