



Agenda Sheet for City Council Meeting of:

12/05/2022

Date Rec'd	11/18/2022
Clerk's File #	ORD C36338
Renews #	
Cross Ref #	RES 2022-0086
Project #	
Bid #	
Requisition #	

Submitting Dept	PLANNING & ECONOMIC
Contact Name/Phone	AMANDA BECK 6414
Contact E-Mail	ABECK@SPOKANECITY.ORG
Agenda Item Type	Final Reading Ordinance
Agenda Item Name	0650-ORDINANCE APPROVING & CONFIRMING THE 2023 ASSESSMENTS FOR

Agenda Wording

An ordinance approving and confirming the 2023 assessments and assessment roll for the Downtown Spokane Parking and Business Improvement Area, prepared under Ordinance C32923, as codified and amended in chapter 04.31 SMC.

Summary (Background)

City Council approved Resolution 2022-0086 giving notice of a public hearing on the 2023 Assessment Roll for the Downtown Spokane Parking and Business Improvement Area (PBI). The Assessment Roll reflecting the assessments levied upon property owners located with the PBI are on file in the Office of the City Clerk. To finance the programs authorized in the Downtown PBI, the City levies an annual special assessment upon businesses, real properties, multi-family residential, and mixed-use

Lease? NO Grant related? NO Public Works? NO

Fiscal Impact

Neutral	\$	#
Select	\$	#
Select	\$	#
Select	\$	#

Budget Account

Approvals

Dept Head	GARDNER, SPENCER
Division Director	MACDONALD, STEVEN
Finance	ORLOB, KIMBERLY
Legal	PICCOLO, MIKE
For the Mayor	PERKINS, JOHNNIE

Council Notifications

Study Session\Other	9/27/22 PIES, 10/17/22
Council Sponsor	CMs Bingle and Cathcart

Additional Approvals

Purchasing	KLarsen@downtownspokane.org
	ECameron@downtownspokane.org
	twallace@spokanecity.org
	abeck@spokanecity.org
	smaclonald@spokanecity.org,

PASSED BY
SPOKANE CITY COUNCIL:

12/5/2022
Jim Hoge
CITY CLERK

H2



Continuation of Wording, Summary, Budget, and Distribution

Agenda Wording

Summary (Background)

projects within the district. All ratepayers were sent notice of assessments and the hearing date.

Fiscal Impact

Select **\$**

Select **\$**

Budget Account

#

#

Distribution List

Committee Agenda Sheet

Finance

Submitting Department	Planning Services, Community and Economic Development
Contact Name & Phone	Amanda Beck, 625-6414
Contact Email	abeck@spokanecity.org
Council Sponsor(s)	Council Member Bingle, Council Member Cathcart
Select Agenda Item Type	<input checked="" type="checkbox"/> Consent <input type="checkbox"/> Discussion Time Requested:
Agenda Item Name	2023 Downtown Business Improvement District Special Assessment
Summary (Background)	<p>The Downtown Spokane business improvement district (Downtown BID) was established in 1995 to provide a variety of programs and services in the downtown district, including security ambassadors, marketing and promotions, parking and transportation programs, maintenance services, special events, and economic development support. The Downtown Spokane Partnership (DSP) administers and operates these programs through a contract with the City of Spokane. The BID collects an annual assessment from business and property owners within the district to provide funding for programs and services.</p> <p>Chapter 04.31 SMC sets forth the annual process for assessing and collecting assessments from ratepayers within the district. The annual process includes the following steps:</p> <ul style="list-style-type: none"> • City Council sets an assessment roll hearing date by resolution; • City staff and the BID manager prepare the annual assessment roll based on tax assessment information from the Spokane County Assessor’s Office and formulas established in Chapter 04.31C SMC; • City staff provide mailed notice to property owners and identified on the assessment roll at least fifteen days prior to the hearing; • The City Council approves an assessment roll at the hearing; • City staff carry out billing and collection of annual assessment payments.
Proposed Council Action & Date:	Approve proposed ordinance, approving assessment rolls for 2023
<p>Fiscal Impact: Total Cost: N/A Approved in current year budget? <input type="checkbox"/> Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> N/A Funding Source <input type="checkbox"/> One-time <input checked="" type="checkbox"/> Recurring <input type="checkbox"/> N/A Specify funding source: N/A Expense Occurrence <input type="checkbox"/> One-time <input type="checkbox"/> Recurring <input checked="" type="checkbox"/> N/A Other budget impacts: N/A</p>	

Operations Impacts

What impacts would the proposal have on historically excluded communities?

In administering the BID contract, the Downtown Spokane Partnership is tasked with assisting existing and potential businesses that want to be located with the Downtown BID, and this can include women and minority owned businesses that benefit from an entity that manages district-wide marketing and events to attract customers that support local Spokane businesses. Ratepayer Board positions are designated by geography, business, and property type to ensure that a variety of interests are well represented and guide decision making for the BID. This includes utilizing the Security Ambassadors to complete additional vehicle and e-bike patrols to monitor for possible mobility issues so that business owners, employees, and visitors are better able to access downtown.

How will data be collected, analyzed, and reported concerning the effect of the program/policy by racial, ethnic, gender identity, national origin, income level, disability, sexual orientation, or other existing disparities?

DSP, the BID contract manager, completes an annual management plan as part of the annual special assessment process, which includes information on how the BID serves rate payers. No specific information is broken down by racial, gender identity, or other metrics at this time. As featured in the 2022 Management Plan, the DSP Board of Directors and Ratepayer Board have outlined several diversity, equity, and inclusion steps to be taken, including establishing a minority and women-owned business council and to offer grants to foster new diverse business owners within downtown. Feedback from ratepayers to the Downtown BID Ratepayer Board is one avenue through which both the City and DSP knows if ratepayers believe they are receiving services commensurate with the collected special assessment.

How will data be collected regarding the effectiveness of this program, policy or product to ensure it is the right solution?

Hosted events, grants to new businesses, and response calls from Clean & Green and the Security Ambassadors teams, which are detailed in the BID management plan, provide data for effectiveness of the Downtown BID. The ability to maintain, or expand, services as funded through the special assessments would be a positive indicator that the BID is self-sufficient and appropriately servicing ratepayers.

Describe how this proposal aligns with current City Policies, including the Comprehensive Plan, Sustainability Action Plan, Capital Improvement Program, Neighborhood Master Plans, Council Resolutions, and others?

Programs administered by the DSP support several strategies in the recently updated [Spokane Downtown Plan](#), such as energize streets and alleys that are activated for pedestrians (Friday alley pop-ups, Live by Five) and supporting existing and emerging businesses downtown (Strategy LWP2.3). The Downtown BID aligns with the vision and values of Comprehensive Plan Chapter 7, [Economic Development](#), and policy ED 1.2. This resolution sets the hearing for the ordinance that confirms and approves the special assessment for 2023, thereby ensuring the Downtown BID has the funds to provide ratepayer services established in their contract which supports economic development focused specifically on downtown, a cultural and commercial regional hub.

ORDINANCE NO. C36338

AN ORDINANCE APPROVING AND CONFIRMING THE 2023 ASSESSMENTS AND ASSESSMENT ROLL FOR THE DOWNTOWN SPOKANE PARKING AND BUSINESS IMPROVEMENT AREA, PREPARED UNDER ORDINANCE C-32923 AS CODIFIED AND AMENDED IN CHAPTER 04.31 SMC.

WHEREAS, on September 26, 2022, the Spokane City Council passed Resolution 2022–0086 which provided notice and set a date for hearing on the assessments to be levied under the above identified ordinance; and

WHEREAS, pursuant to Resolution 2022–0086, a public hearing was held on December 5, 2022 to take public testimony regarding the assessments and assessment roll for the Downtown Spokane Parking and Business Improvement Area; and

WHEREAS, the assessment roles have been on file in the Office of the City Clerk for public review and inspection; and

WHEREAS, the City Council, through this ordinance, intends to levy assessments in the Downtown Spokane Business Improvement District to provide programs and services, which will specifically benefit the businesses and properties in the District; and

THE CITY OF SPOKANE DOES ORDAIN:

Section 1. The 2023 assessments and the assessment roll of the Downtown Spokane Parking and Business Improvement Area, established under Ordinance C-32923, as codified and amended in Chapter 04.31 SMC, are hereby approved and confirmed. The assessments and assessment roll are attached hereto, available in the Office of the City Clerk and City Treasurer.

Section 2. Each of the businesses, as described in RCW 35.87A.020, lots, tracts, and parcels of land and other property, including improvements thereon, multi-family residential, mixed-use projects as described in RCW 35.87A.020(4), hotels, motels, government, and others, shown upon said rolls are hereby declared to be specially benefited by the programs authorized in Ordinance C-32923, as amended, in at least the amount levied against the same. The method of assessment is based upon the Special Assessment Formula in Appendix A.

Section 3. Pursuant to SMC 04.31.100, the projects, programs, activities and budget for the 2023 Downtown Parking and Business Improvement Area as presented to the City Council are hereby approved and may be revised by the City Council pursuant to a subsequent motion.

Section 4. The City Clerk is hereby directed to certify and transmit the assessment roll to the City Treasurer for collection, pursuant to City Ordinance and state law.

Section 5. That the assessments shown in the roll on file in the Office of the City Clerk are due on January 31, 2023. The ratepayer may elect to make payments in two installments with the first half of the assessment due and payable on the 31st day of January, 2023, and the second half of the assessment due and payable on the 31st day of July, 2023. Prior to the due date, ratepayers shall be sent a bill stating the amount of the assessment due and payable. If the assessment is not paid within thirty (30) days after its due date, a delinquency charge shall be added in the amount of ten percent (10%) of the assessment, not to exceed one hundred dollars (\$100) in addition to the processing fee. All assessments, or part thereof, shall also bear interest at the rate of twelve percent (12%) per annum, or part thereof, of delinquency. Within thirty (30) days of the due date(s), the City Treasurer or his/her designee shall send a late notice of the unpaid assessment including the assessment of appropriate interest, penalty and fees. Interest, penalties and other fees will be collected on any unpaid balance or portions thereof from the date the account became due.

Any ratepayer, aggrieved by the amount of an assessment or delinquency charge, shall request, within sixty (60) days of the assessment or charge, a meeting and/or hearing before the Ratepayer Board, and, if not satisfied with the decision of the Ratepayer Board, appeal within ten (10) days from the date of the decision, the matter de novo, to the City's Hearing Examiner, in the manner provided for in the City's Municipal Code. Failure to request a hearing shall result in a waiver of the right to challenge the assessment.

Section 6. This ordinance shall take effect and be in full force from and after the date of its passage.

PASSED by the City Council on 12-5-22

[Signature]
Council President

Attest:

Approved as to form:

[Signature]
City Clerk

[Signature]
Assistant City Attorney

[Signature]
Mayor

12-19-22
Date

12-19-22
Effective Date



**DOWNTOWN SPOKANE
BUSINESS IMPROVEMENT DISTRICT
Special Assessment Matrix**

I. TENANT ASSESSMENT FORMULA

All tenant assessments are based upon square footage of space per lease except where noted. *There is an annual minimum assessment of \$110.00 per tenant.*

Type of Tenant	Zone 1	Zone 2	Zone 3	Zone 4*
Retail Tenants -Ground floor and skywalk	\$0.32	\$0.18	\$0.15	-0-
Office Tenants -Ground floor and skywalk	\$0.18	\$0.17	\$0.14	-0-
Office and Retail Tenants -Upper floors and basement	\$0.14	\$0.13	\$0.12	-0-
Manufacturing Tenants	\$0.14	\$0.13	\$0.12	-0-
Commercial Parking -per space assessment	\$4.41	\$3.67	\$2.94	-0-
Commercial Theaters -per seat assessment	\$3.67	\$2.80	\$2.36	-0-
Apartments -per unit assessment	\$5.89	\$5.14	\$4.41	-0-

Combined Tenant/Owner	Zone 1	Zone 2	Zone 3	Zone 4
Hotels and Motels -per room assessment	\$29.40	\$29.40	\$29.40	-0-

II. PROPERTY OWNER ASSESSMENT FORMULA

Property owner assessments are based upon current values for land plus improvements, no exemptions, and are calculated at a rate per \$1,000 of total assessed value. Each property including its tenants shall be assessed under both the tenant and property owner formulas. *There is an annual minimum assessment of \$110.00 per property parcel.*

Type of Owner	Zone 1	Zone 2	Zone 3	Zone 4
Private Property	\$1.10	\$1.10	\$0.70	-0-
Government	\$0.80	\$0.80	\$0.60	-0-
Residential/Condominiums -per unit assessment	\$0.60 up to a max of \$215	\$0.60 up to a max of \$215	\$0.40 up to a max of \$215	-0-
Public Facilities District	\$0.31	\$0.31	\$0.31	-0-

III. GOVERNMENT PARK PROPERTY ASSESSMENT FORMULA

Type	Zone 4*
Public Parks -per acre assessment	\$175.86

IV. GENERAL EXEMPTIONS

The following will be exempt from special assessments:

1. Organizations and property owners recognized under Section 501(c)(3) of the Internal Revenue Code as a tax exempt non-profit charitable organization;
2. Government agencies exempt from taxation pursuant to state or federal law;
3. Organizations conducting business in the BID less than 30 days per year.

V. TENANT EXEMPTIONS

The following tenants will be exempt from special assessments:

1. Businesses in the district less than 30 days per year.

ASSESSMENT GUIDELINES

Chapter 4.31 of the Spokane Municipal Code (SMC), as originally adopted in Ordinance No. C-32923 and as subsequently amended by the City Council, provides for the levy of special assessments upon businesses and properties within the area designated as the Downtown Business Improvement District (BID). The Ratepayer Advisory Board of Directors submits to City Council an annual BID Management Plan including a proposed budget and special assessment matrix. In early December, City Council holds a public hearing to hear all protests and receives evidence for or against the proposed action.

The following guidelines are provided as a supplement to the assessment matrix:

- Assessment rates are annual and are based upon gross leasable space (including storage) except where noted. If a ratepayer elects to pay the assessment in two installments there will be a \$10.00 service charge levied on each installment.
- A pro-rated assessment shall be available to tenant ratepayers upon request.
 - The pro-rated assessment shall be based on a full month, i.e. If a ratepayer leaves the district March 15th they will be invoiced for three full months.
 - A pro-rated assessment shall be available only to tenant ratepayers who move out of the district. When a tenant moves within the district, that tenant will be responsible for the assessment based on their previous location until the change is made for the next year's assessment roll.
- A pro-rated assessment shall be available to property owners upon request.
 - If the property is sold during the first half of the calendar year (Jan-Jun) the owner will be responsible for the first half assessment only.
 - If the property is sold during the second half of the calendar year (Jul-Dec) the owner will be responsible for the full year's assessment.
- Assessments are based upon four "benefit zones", each of which pays a different level of assessment based upon the services it receives.
- A minimum assessment of \$110.00 is levied for each tenant and/or property parcel.
- The following will be exempt from assessment: Organizations and property owners recognized under Section 501 (c)(3) of the Internal Revenue Code as a tax exempt non-profit charitable organization; Governmental agencies exempt from taxation pursuant to State and Federal law, and organizations conducting business in the BID less than 30 days per year.
- No historic tax credit or other exemptions that would decrease the assessed value of land or improvements will be used to calculate the annual property assessment.
- The Downtown Spokane Partnership office should be contacted immediately to discuss any situations not covered in the above guidelines.
- Manufacturing businesses should have their businesses classified, and assessments applied, consistent with other uses in the District. Business classifications (i.e., office/manufacturing) should not be prorated for a single business operation. Per Section 4, Part E, "if multiple activities or uses are undertaken in a single business space, the predominant activity or usage shall determine the business classification. The predominant usage is that use that has the greatest proportional square footage of a building compared to other uses.

DISPUTES

The majority of assessment questions are quickly resolved by the billing agency or the Downtown Spokane Partnership office. If a satisfactory conclusion is not reached, a ratepayer aggrieved by the amount of an assessment or delinquency charge, shall request, **within sixty (60) days of the assessment or charge**, a hearing before the Ratepayer Advisory Board. An Assessment Resolution Policy, which fully outlines the appeal process, is available from the Downtown Spokane Partnership office.

SPECIAL ASSESSMENTS

The City of Spokane will levy a special assessment on each business, organization, building and a property within the area by applying an assessment rate according to the current assessment formula approved by City Council.

Assessment Rate Increases

Proposals with regards to assessment rate changes (including minimums, maximums, exemptions and increases) are all subject to approval by City Council per RCW 35.87A.

Subsequent increases of the amount of the special assessments for all flat-fee assessments will be adjusted based on the increase, if any, of the Consumer Price Index of the U.S. City Average for all urban consumers (CPI-U). The percentage increase in the assessment formula shall be computed as follows:

$$[(\text{Ending CPI-U} - \text{Beginning CPI-U}) \div \text{Beginning CPI-U}] \times 100 = \text{Percentage Increase}$$

$$[(\text{September Present Year} - \text{September Previous Year}) \div \text{September Previous Year}] \times 100 = \text{Percentage Increase}$$

Assessment Policies

1. Hotels and motels will be assessed for both property and tenancy at one rate per number of rooms.
2. All parking that is open and accessible to the public, including hotel lots and garages, for which a fee is charged shall be assessed on the same basis as commercial parking. For purposes of this assessment, commercial parking is defined as a parking space that is open and accessible to the public for which a charge is assessed for the privilege of parking a vehicle in the parking space for a set period of time.
3. Public parks will be assessed for both property and tenancy at one rate per number of acres.
4. A minimum assessment of one hundred and ten dollars (\$110.00) will be applied to every business or property parcel within the boundaries.
5. Square footage will be combined for office or retail tenants occupying multiple spaces in one building.

DOWNTOWN BUSINESS IMPROVEMENT DISTRICT

FY2023 Budget - FINAL

Approved by BID Ratepayer Advisory Board on November 16, 2022

			FY23 Budget
INCOME			
	REVENUE		
	4010.00	Assessments	1,652,226
	5010.01	Uncollectable Assesments	(66,089)
	5010.02	CPTED Rebate	(2,041)
	4016.00	Assessment Income Adjustments	3,000
	4065.01	Event Sponsorships	88,000
	4061.00	Banners & Promotional Theming	16,495
	4050.00	Security & Maintenance: City Contract	100,000
	4061.01	Shuttle Park Program	4,500
	4021.00	Grant Funding	10,000
	4079.00	Other Programs	4,000
	4200.03	Interest Income	350
		TOTAL REVENUE	1,810,441
EXPENDITURES			
	ADVERTISING & PROMOTION		
	5110.01	General Advertising Campaign	24,000
	5110.02	Holiday Campaign	25,000
	5110.03	Branding	5,000
	5120.01	Marketing Special Projects	25,000
	5121.01	Shuttle Park Campaign + Designated Reserve	19,500
		TOTAL MARKETING	98,500
	COMMUNICATIONS		
	5597.01	Website	5,000
	5600.01	Ratepayer Outreach	2,500
	5601.01	Media	5,000
	6423.02	Banners & Promotional Theming	14,560
		TOTAL COMMUNICATIONS	27,060
	EVENTS/PROGRAMMING		
	5800.01	Events	88,000
	5822.01	Opportunity Fund	2,500
	7011.06	Cultural Events Programing: Board Designation	3,000
	7013.06	Expo+50 Partnership	10,000
	5890.01	Event Ambassadors Salaries, Benefits, and Taxes	10,991
		TOTAL EVENTS	114,491
	BID COMMON AREA SERVICES		
	6011.02	Security Expenses	33,000
	6011.01	Clean Team Expenses	46,000
	6013.01	Social Outreach Expenses	4,370
	6427.02	Beautification & Flowers Expenses	18,400
	7011.07	Management District Plan Development: Operations	35,000
	6429.01	District Management System	18,000
	8290.02	Security Ambassadors Salaries, Benefits, and Taxes	437,626
	8290.03	Clean Team Salaries, Benefits, and Taxes	358,105
	8290.04	Social Outreach Salaries, Benefits, and Taxes	67,445
		TOTAL COMMON AREA SERVICES	1,017,946
	OPERATIONS & TRANSPORTATION		
	6553.02	Wayfinding and Park Spokane: Board Designation	51,734
	6441.02	Easy Park Program Maintenance Expenditure	1,000
		TOTAL OPERATIONS & TRANSPORTATION	52,734
	BID ADMINISTRATION		
	8205.03	Office Administrative Expenses	50,529
	8205.04	Rent	69,333
	8205.05	Legal and Accounting	24,409
	8205.06	Storage Fees	6,502
	8205.07	Liability Insurance	17,570
	5501.01	BID Annual Business Meeting	2,000
	8210.03	Data Base Maintenance	1,000
	6440.02	Supplies	3,500
	7014.06	Data Base Development: Board Designation	8,000
	8290.01	Salaries, Benefits, and Taxes	489,159
		TOTAL BID ADMINISTRATION	672,002
	PLANNING AND DEVELOPMENT		
	7011.08	Management District Plan Development: Planning & Outreach	35,000
	5480.01	Spokane Arts Partnership	5,000
	7012.06	Inclusive Business Development Program	2,500
		TOTAL PLANNING, DEVELOPMENT & OTHER	42,500
		TOTAL EXPENSES	2,025,232
		TOTAL OPERATING EXPENSES*	1,815,496
		TOTAL NET	(214,788)
		UNRESTRICTED BEGINNING FUND BALANCE	237,862
		OPERATING RESERVE* (17%)	308,634
		CAPITAL INVESTMENT BOARD DESIGNATION RESERVE	31,800
		TOTAL EQUITY	363,508
		PROJECTED UNRESTRICTED ENDING FUND BALANCE	23,074



2023 DOWNTOWN BUSINESS IMPROVEMENT DISTRICT (BID) MANAGEMENT PLAN

Downtown Spokane finds itself at both a moment of unprecedented challenge and opportunity. Uncertainty coupled with rising costs and a slow return to the office, public safety concerns, and increasing competition in hospitality and retail sectors have been challenging. But, downtown Spokane is resilient. It is evolving into a multi-dimensional mixed-use neighborhood with a growing demand for more housing and programming. The historic challenges and opportunities accelerated by the pandemic have changed the way we maintain a vibrant, clean, safe and welcoming downtown.

As the Downtown Business Improvement District (BID) manager for nearly 30 years, Downtown Spokane Partnership (DSP) has a unique understanding of the opportunities and challenges ahead. DSP is well-positioned to foster a strong downtown with staff working 7-days-a-week to maintain a dynamic and inviting 80-block district where Spokanites can work, live, shop and recreate.

The following 2023 BID management plan and budget were developed with the BID Ratepayer Advisory board to effectively leverage opportunities and support ongoing post-pandemic recovery efforts, with an emphasis on sustaining enhanced service levels across the BID. Blending local aspirations with national best practices, the 2023 management plan is by design a plan to activate a stronger downtown for years to come. 2023 activities will continue to focus on enhanced security, maintenance, beautification, business support services and residential amenities while also engaging the BID Ratepayer Advisory Board, ratepayers and stakeholders in the design and creation of a BID Management District Plan and evaluation of BID expansion options tailored to the unique needs of potential new ratepayers. These activities are designed to reaffirm service priorities that keep the heart of our region clean and safe while elevating the issues that support a vibrant and vital downtown.

The 2023 management plan will continue refine our fundamental strengths, from operations and security, to transportation, beautification, marketing, events and business support, while also exploring meaningful ways to become more responsive to the needs and goals of BID ratepayers. Reserves built up during the pandemic are being spent on one-time capital outlay projects to support long term efficiencies like a new robust database and operations platform as well as key projects and initiatives, including development of the Management District Plan, support to launch the Expo+ 50 partnership, add new parking wayfinding, expand business support to entrepreneurs from historically marginalized communities, extend the social service ambassador pilot launched in late 2022, and more. Additionally, completion of the BID expansion analysis and recommendations in spring 2023 will help to determine next steps and budget related to potential expansion of the BID and potential streamlining of BID assessment methodology in 2024.

DSP is honored to continue to manage the investments of BID ratepayers to address the most pressing needs of the district, making downtown a better place to live, work and do business for all.

2023 PRIORITIES

A. Management & Administration

- Complete internal review and external environment assessment to understand the strengths, challenges, and opportunities for improvement in downtown Spokane.
- Leverage assessments to develop a comprehensive Management District Plan (MDP) with annual timelines and milestones.
- Improve connectivity between services, programming and activities across the BID.
- Enhance and implement priorities focused on inclusion, diversity and equity, including collaboration and deeper relationships with other civic organizations, cultural associations and private entities.
- Build a centralized electronic directory of all business, property, development and infrastructure information in the BID.
- Execute a robust annualized ratepayer survey to gauge priorities and feedback.
- Provide staff assistance and efficiencies to the BID Ratepayer Advisory Board.
- Identify and relocate office/workspace for all BID activities.
- Provide quarterly written reports of time allocated by individual employees engaged in BID activities with accomplishments.

B. Financial Stewardship

- Continue to exercise sound and flexible expense management practices to protect 17% risk operating reserve.
- Sustain sound financial cash management with a focus on investing in projects to enhance BID management and services.
- Maintain financial liquidity, solvency, and compliance with GAAP, RCW 35.87A.010 and Spokane Municipal Code 04.31.030.
- Pursue grant opportunities for capital items not included in the 2023 budget.
- Continue delivering unqualified audit opinions.
- Complete Assessment Matrix Fee analysis with recommendations for any changes for fiscal year 2024.

C. Safe and Welcoming

- Continue Security Ambassador coverage throughout the BID with evaluation of expanded and emphasis patrols.
- Enrich services to enhance the feeling of safety in downtown, including expanded hospitality focus to support retail and hospitality sectors.
- Expand training and education program for Ambassadors inclusive of crisis intervention, de-escalation techniques, security and personal safety best practices, medical emergency response.
- Increase “on the street” presence of Ambassadors with increased foot and e-bike patrols.
- Collaborate with city and private partners to establish lighting standards and maintenance schedules for streetlights, pedestrian scale lights, façade/exterior lighting and decorative lighting programs.

- Re-initiate CPTED program to identify and evaluate “hot spots” with ratepayer education workshops.
- Maintain and expand coordinated trainings and communications with SPD.
- Launch a downtown security collaborative with monthly safety stakeholder meetings.
- Promote 3-1-1 and Crime Check reporting, including stakeholder education for use.
- Build a centralized electronic reporting tool for Ambassadors and Clean Team members to track and report activities, service requests and concerns.
- Complete uniform update.

D. Social Outreach Ambassador Pilot

- Develop tailored program to provide navigation to housing and services for unhoused populations in downtown.
- Identify program benchmark goals and training needs.
- Maintain and expand coordinated communications with service and housing providers.
- Complete year one pilot evaluation and develop recommendations for ongoing integration.

E. Clean and Beautiful

- Maintain optimal staffing levels for removing graffiti, sweeping and power washing, litter/debris removal and general cleanup work as well as shoveling snow and seasonal activities.
- Maintain and increase coordination with City Code Enforcement for enhanced cleaning and graffiti removal initiatives, in particular in the viaducts and alleyways.
- Work with City Waste Management to enhance and secure public trash receptacles in North Bank area.
- Enhance walkway infrastructure including encouragement of private property maintenance of sidewalks and within the BNSF viaducts.
- Improve preservation, replacement and maintenance of trees and tree wells in coordination with the City Arborist to enhance the urban canopy.
- Evaluate beautification and landscaping programming to reduce water use and increase sustainability.
- Establish regular communications and information sharing with city departments.
- Partner with Spokane Arts and community organizations on placemaking and public art initiatives, with a focus on alleyways and viaducts and an emphasis on art/artists who are people of color, women and/or historically marginalized communities.
- Advance and support initiatives that invest in the improvement of underutilized public spaces, such as alleys, streeteries, and parklets.
- Correlate data to identify trends, enhance infrastructure and develop/adjust service routes.
- Complete uniform update.

F. Economic Development

- Focus on business retention with assistance to existing businesses in accessing resources, information and helpful information.
- Support advisory ad hoc councils to review and recommend policies, regulations and projects to support the economic health of downtown.
- Expand partnerships with GSI and regional business organizations to showcase downtown for recruitment of new and expanded businesses and diversify talent.

- Implement an economic development campaign focused on outreach and coaching for new and expanding businesses to access downtown retail locations, with an emphasis on entrepreneurs who are people of color, women and/or historically marginalized communities.
- Develop and promote activities and programming to incentivize return to work and hospitality/retail activities in downtown.
- Focus support for strategic development of underutilized properties and increased residential density.
- Develop materials and resources to communicate data, trends and information about downtown investment activity, business growth and demographics.
- Identify and emphasize uses and access to river, including the Zipline project and Expo+50 partnership.

G. Transportation and Parking

- Monitor transportation projects and initiatives and increase awareness of downtown accessibility.
- Facilitate communications with city staff and contractors to support commerce and reduce impacts during downtown construction projects.
- Promote greater use of transportation options, including City Line and STA's rebranded "Shuttle Park" program.
- Identify and recommend designated parking zones, speed zones and enforcement/regulation of micro-transit vehicles.
- Evaluate and support vision zero initiatives.
- Develop materials to report data related to availability of long-term and short-term off-street parking availability and rates within the BID.
- Leverage parking validation programs to incentivize retail and recreational activities in the core.
- Participate in traffic management planning with the city, SPD, PFD, and Spokane Public Schools to reduce congestion in and around the North Bank area of the BID.
- Continue implementing key elements of 2019 Parking Study, including launch of the first phase of the "Park Spokane" program focused on visible, branded wayfinding to highlight accessibility of available off-street parking.
- Develop implementation strategy, including parking management partners and funding recommendations, to further the Park Spokane program in 2024 and beyond.

H. Marketing and Events

- Continue regular electronic updates to ratepayers, sharing important information, announcements, resources and insights.
- Establish an advisory ad hoc committee of marketing experts.
- Develop a comprehensive marketing and communications strategy with a focus to increase use of online/digital marketing and platforms to promote businesses and activities in downtown.
- Leverage media to highlight new and existing downtown businesses, showcase existing diverse businesses and activities, and elevate economic trends and insights.
- Explore recommendations for a downtown brand refresh.
- Create an event toolkit with information on permitting and processes to remove some of the uncertainty and encourage events in downtown.
- Deepen relationships with cultural organizations and associations to program and activate key locations across the BID.

- Continue programming and activations focused on Wall Street and Post Street to increase foot traffic and visitors to downtown, working with City and SFD staff to explore temporary weekend closures of Wall Street to support programming.
- Develop complementary programming to extend events in Riverfront Park into downtown.
- Support promotions for the opening of the new downtown stadium on the North Bank.

I. BID Expansion

- Manage consultant to complete BID expansion analysis with report of findings, service level, assessment methodology and recommendations.
- Staff BID Expansion Ad Hoc Committee.
- Complete analysis of expansion operations support space needs and options, including outreach interviews and evaluation, identification of potential ratepayers, service needs and corresponding assessment formula recommendations.
- Develop BID expansion recommendations, outreach timelines and budget, including capital outlay assessment and staffing.