

THE ABCS OF CALIFORNIA BIDS



PRESENTED BY

CALIFORNIA DOWNTOWN ASSOCIATION

THE ABC OF BIDs

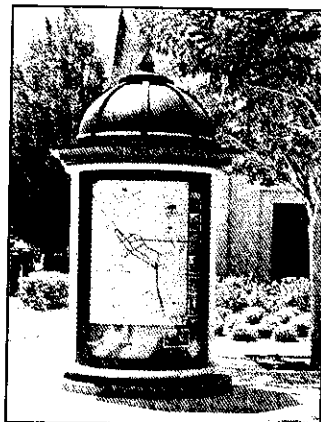
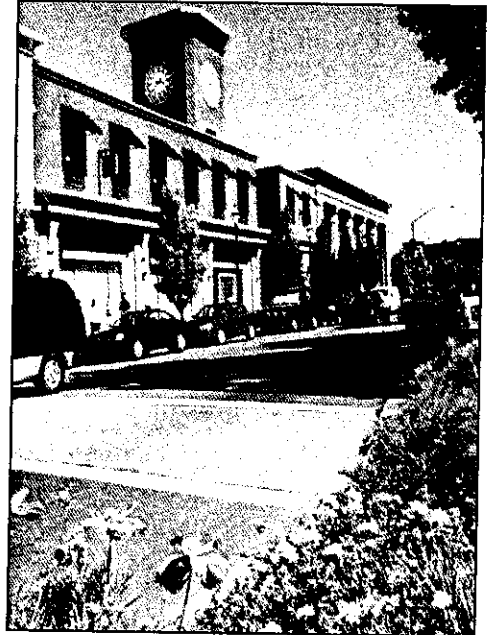
INTRODUCTION

Business Improvement Districts, or "BIDs", are being used increasingly throughout California to finance services that improve the quality of life and economic vitality of downtowns, Main Streets and commercial corridors. It is estimated that more than 1,000 BIDs now exist in North America, including nearly 200 in California, and the phenomenon is spreading to Europe, Australia and Africa.

A BID is a special benefit assessment district, which allows for an assessment on a property or business within a defined geographic area. Revenues from this assessment are directed back to the defined area to finance a myriad of enhanced services, including security, maintenance, marketing, economic development, tourism, promotion, parking and special events.

BIDs are formed with the consent of and active participation from property and business owners. The success of BIDs relies on forging public/private partnerships within business districts. Local government can play a key role to encourage the creation of BIDs.

This report is designed to help downtown organizations, property and business owners, local government officials and downtown advocates explore the formation of BIDs in California by explaining different BID options and addressing key questions about BIDs. The report also touches on BID renewal and provides a listing of selected California BIDs.



WHAT IS A BID?

A BID is a financing mechanism that is used to provide revenue for a variety of local improvements and services that enhance, not replace, existing municipal services. In California, there are several types of BIDs, including:

- Property-based business improvement districts (PBID) that allow for an assessment on real property.
- Business-based business improvement districts (BBID) that create an assessment paid by business owners.
- Tourism-based business improvement districts (TBID) that allow for an assessment on hospitality and tourism related businesses.

Each of the preceding types of BIDs has its own advantages, disadvantages and legal basis, which will be discussed later in this publication. In all cases, common BID service options include:

Maintenance: BIDs support maintenance services over and above those provided by local government, including frequent sidewalk sweeping, trash and debris removal, periodic power washing of sidewalks and immediate removal of graffiti from buildings and public amenities.

Security: BIDs finance extra security to augment services from local police departments. Types of security services range from conventional security patrols to “ambassadors” that have extensive customer service training to help customers navigate through a business district.

Marketing and Promotions: Marketing programs aim to improve the overall image of a business district through collaborative promotional strategies, undertaking market research and working with the media.

Special Events: Special events reinforce the business district’s drawing power as a destination, often targeting consumer markets that typically under utilize it. Many BIDs provide resources to manage a yearly events calendar that maintains an active schedule of lively attractions.

Parking and Transportation: BIDs often support the management and/or expansion of the parking supply within a business district, including validation programs, management of municipal garages, sponsorship of local shuttles and advocacy to implement regional transit.

Economic Development: Many BIDs finance services to attract jobs and investment to business districts, including undertaking market analysis, developing data bases and structuring public/private financing for redevelopment projects.

Tourism Promotion: In California, BIDs are increasingly being used to supplement local and regional tourism promotion programs to attract visitors to attractions, hotels and other hospitality-related businesses.

Human Services: BIDs are becoming active partners with human service agencies to help address the issues of the homeless and other street populations.

Capital Improvements: BID-supported improvement options include visible amenities such as street lights, benches, kiosks and public art. BIDs can have bonding capabilities that allow for ambitious public/private capital improvement programs.



CAN A BID WORK IN OUR COMMUNITY

Despite their demonstrated advantages, BIDs are not a solution for every community. Many communities have tried to establish BIDs only to somehow fail in the process, sometimes resulting in a political stigma that prohibits another attempt at creating a BID for a decade or more. Before embarking on the process to form a BID, the following four elements must be in place within the business district:

- a. **Private Sector Leadership:** BIDs are most successful and effective when the process is driven by private sector leaders or “champions” within a business district.
- b. **Supportive Local Government:** Local government is best cast as a low key, yet dependable supporter in the drive to form a BID. Local government can provide resources including information, funding and staff expertise.
- c. **Staff and Financial Resources:** Formation of a BID is a people intensive process that, depending upon the business district, can take from 9 to 18 months. Financial resources are needed for computer hardware and software, marketing materials, BID consultants, legal counsel and unforeseen expenses. Staff support is required to compile property and/or business owner databases, create marketing materials, manage consultants and coordinate volunteers.
- d. **Public/Private Partnership:** The success of a BID formation effort is founded upon a viable public/private partnership that has a track record of creating visible results within the business district.

BIDs ORGANIZE OWNERS AND PROVIDE ENHANCED SERVICES

A BID works much in the same way as a common area maintenance (CAM) provision found in most tenant leases within suburban shopping malls and office parks. When a shopping center tenant pays a CAM charge, they are paying an extra fee for an enhanced level of services within the common areas of the mall. These services often include extra maintenance crews, mall security patrols and cooperative advertising in local newspapers. Similar to uniform operating hours and merchandising standards, CAM charges are standard practice for shopping malls, made possible by single owners that generally hold and manage these properties.



A BID is akin to a CAM for downtown. Unlike a shopping mall, downtowns, Main Streets and older commercial corridors have multiple ownerships, making the lease covenants found in a shopping mall problematic. A BID provides a mechanism by which all property and/or business owners must pay an assessment to support services in the common areas of a business district. Similar to a mall, these services might include uniform cleaning of sidewalks, extra security patrols, collaborative marketing and events.

STEPS TO FORM/ TIMELINES

Steps to form a BID and timelines vary depending on the enabling legislation and your unique situation. Note that in addition to statewide enabling statutes, your local jurisdiction may have local rules that impact BID formation.

At a minimum, the formation process will include outreach to business and/or property owners and a formalized public hearing process. The most critical aspect of formation is spending the time and effort necessary to build a broad consensus around the need for the BID and the critical elements of the BID. The following is a general list of twelve steps to form a BID.

Select Enabling Legislation: Carefully review the state's two enabling BID laws, the PBIA law of 1989 (business assessments) and the PBID law of 1994 (business and/or property assessments). If you are forming a BID in a Charter City, you may already have, or may be able to develop, your own local enabling ordinance. These enabling statutes and ordinances set the "rules of the game" and will guide you through the formalized processes of creating the BID.

Research Local Policies and Rules: A lack of understanding of the rules to form a BID could lead to disaster. Some jurisdictions have implemented their own policies that impose additional requirements on BID formation. Be on the lookout for additional petition, balloting or hearing requirements that have been adopted by your City.

Develop a Good Database: It is common to underestimate the importance and time required to develop a good database. Yet your database will serve as the foundation for many of your activities. The data file must contain a list of all the parcels and/or businesses in the proposed district and all of the variables necessary to create the BID. Some common variables include site address, mailing address and the ability to code parcels or businesses by owner.

The database must have all of the assessment variables you will need. For a property assessment, you may need lot square foot, building square foot, linear front foot, alley linear foot and property use information. For a tourism district, you may need number of rooms, occupancy rates and/or gross room rental revenue. For a traditional business assessment, you may need gross revenue, number of employees, types of business or other factors related to specific industries. A database is never 100% done it is a dynamic document that will need constant updating throughout formation and throughout the life of the BID.

Cultivate a Motivated Steering Committee: A key group of dedicated owners willing to work to ensure formation may be the most important factor in ultimate BID success. Spending time recruiting influential owners to your steering committee is time well spent. Seek out individuals who support the concept, will help guide policy and are willing to communicate to their peers. Owner-to-owner communication remains the most persuasive method of sharing BID information. "I'm paying in and I think this is a good investment will you join me?"

Baseline Services Analysis / Agreement: Work with the City to develop a complete understanding of the services, including areas and frequency, you are currently receiving from the City. Pursue a resolution with the City in which they agree to not unfairly reduce services in the BID area because the BID is providing additional new services. The 1994 PBID law expressly provides for an agreement with the City to protect these underlying services and ensure that BID services are supplemental.

12 ITEMS REQUIRED IN A MANAGEMENT DISTRICT PLAN

1. Map
2. District Name
3. Description of the Boundaries
4. List of Improvements & Activities for Each Year
5. Total Amount to be Expended in Each Year
6. Proposed Sources of Financing
7. Time and Manner for Collecting Assessments
8. Number of Years Assessments will be Levied
9. Proposed Time for Implementation of the MDP
10. Any Proposed Rules & Regulations
11. List of Properties and/or Businesses to be Assessed
12. Any Other Item Required by the City Council

Outreach to Owners: This is the most critical part of BID formation. It may take the form of group meetings, focus groups, phone surveys, mail and email surveys and/or one-on-one meetings. The objectives are twofold: (1) disseminate information about BIDs, how they work, how they are formed, and what has been done in other communities and (2) learn owners' desires and priorities. District supporters who *really listen* to their owners have a much greater chance of formulating a consensus plan that has broad support.

TIP: *If you have a petition requirement, you will be asking owners who will ultimately sign the petition.*

Develop Plan: The plan will vary depending on the type of district you are proposing. A '94 PBID district will include the 12 items specified in the code. An '89 PBIA district only requires a resolution of intention. You may include business plan elements in the resolution for the PBIA BID. The Plan shall also include information about governance of the district. Usually, a nonprofit corporation manages the activities of the BBID or PBID.

TIP: *Get the City Attorney involved early. Make sure he/she reviews your draft documents and approves them prior to circulating them to others.*

Plan Review: Simply put, this is the step of taking your draft document back to the owners. You will ask, "You told us you wanted A, B and C, we included these items in the plan, did we get it right?" You will update and revise the plan based on feedback from the owners. **TIP:** *Do not start the petition process until you are confident that you have informed owners of the total BID program (including their specific assessment) and have had oral assurances from at least 40% of the owners weighted by dollar.*

Petition Process: Once the plan is complete, if you have a petition requirement, you may start the petition phase. You may mail the petitions to all of the owners and ask that they sign and return them. Usually this process requires one-on-one visits with owners to collect the petitions. Remember that there may be a big difference between an owner's oral expression of support and actually receiving a signed document. Allow plenty of time to gain the signed documents.

Resolution of Intention: This resolution is the formal first step in creating the district. The resolution may be brief and general or may include specifics of the plan. This document is the first formal notice that the City intends to form the district. In addition, this resolution sets the hearing date(s).

Proposition 218 Ballot Protest Procedure: All property assessments in California must follow the Proposition 218 ballot protest procedure, which requires that the City mail ballots to all of the owners. The owners have a chance to vote "yes" or "no" and return the ballot in a sealed envelope. The ballots cannot be opened until the close of the public hearing. Of the ballots returned, there must be more "yes" than "no" votes weighted by assessment.

Final Hearing and Adoption: The final hearing gives the public a chance to speak in favor or opposition to the district. At the conclusion of the public testimony, ballots are opened and counted, protests are evaluated and the Council may take action. If the BID is created by ordinance, it goes into effect 30 days later.

The Average Timeline for BID Formation in California is 9-18 Months

The steps detailed have varying time constraints and schedules. The total process to form a BID may be as brief as three months or as lengthy as two years.

General Estimates of Time for Each Step:

- 1. Select Enabling Legislation**
- 2. Research Local Policies and Rules**
- 3. Develop a Good Database
(Initially 2-3 Months Update Throughout)**
- 4. Cultivate a Motivated Steering Committee**
- 5. Baseline Services Analysis / Agreement
(2-3 Months)**
- 6. Outreach to Owners
(Could be 2 Months, Could be 6-7 Months)**
- 7. Develop Plan (1-2 Months)**
- 8. Plan Review (2-4 Weeks)**
- 9. Petition Process
(Could be 1 Month, Could be 2 Years)**
- 10. Resolution of Intention (1 week)**
- 11. Proposition 218 Ballot Protest Procedure
(Minimum 45 Day Notice)**

California BID L

	<u>Petition</u>	<u>Protest</u>	<u>218 Ballot Protest</u>	<u>Manager District F</u>
PBIA Law of 1989 <i>(Business Assessment Only – Can be Used for Tourism Improvement District) [Streets and Highways Code Sections 36500 et seq.]</i>	None Required.	If 50%, weighted by assessment, protest then City Council cannot form the district for one year.	Assessments on businesses do not require 218 Ballots.	None Required
PBID Law of 1994 <i>(Property and/or Business Assessment – Can be Used for Tourism Improvement District) [Streets and Highways Code Sections 36600 et seq.]</i>	Owners paying more than 50% of the proposed assessment must sign a petition before the council can take action on a Resolution of Intention.	N/A	If assessing properties, the City must mail 218 ballots to all owners. Ballots must be returned sealed. Ballots may be opened after the close of the public hearing. If more no than yes are returned, weighted by dollar of assessment, the Council may not form the district.	Yes. Plan must include 12 items described in Streets and Highways Code Section 3662
CHARTER CITY ONLY - Local Ordinance for Business Assessment <i>(Can be Used for Tourism Improvement District)</i>	Ordinance may dictate a petition requirement or may have no petition requirement.	Must have a minimum of a majority protest procedure.	Assessments on businesses do not require 218 Ballots.	Ordinance can dictate.
CHARTER CITY ONLY - Local Ordinance for Property Assessment	Ordinance may dictate a petition requirement or may have no petition requirement.	Must have a minimum of a majority protest procedure.	The City must mail 218 ballots to all owners. Ballots must be returned sealed. Ballots may be opened after the close of the public hearing. If more no than yes are returned, weighted by dollar of assessment, the Council may not form the district.	Ordinance can dictate.

Summary Chart

<u>Intention</u>	<u>Hearings</u>	<u>Term</u>	<u>Bond for Capital Improvements</u>	<u>Pros and Cons</u>
Resolution of Intention Public Meeting Public Hearing		One Year.	No.	Pro: Easier to form. Cons: One -year term; Requires less support and involvement from the owners.
Resolution of Intention Public Hearing		Set Term: 1-5 Years Upon Formation 1-10 Years Upon Renewal	Yes. The Plan may declare that bonds shall be issued under the Improvement Bond Act of 1915 or in conjunction with Marks-Roos Local Bond Pooling Act of 1985 to finance the estimated cost of some or all of the proposed improvements.	Pros: Fixed Term; Must be Initiated by the Owners; Property Assessments Usually Raises 8 to 12 times more revenue than traditional business assessments; May be Easier to Administer Con: More difficult to form.
Resolution of Intention Public Meeting Public Hearing		Ordinance Can dictate.	May be done in conjunction with another statute that allows for bonds to be issued. Bonds may be paid back over 30 years.	Pro: Tremendous flexibility in creating "rules of the game." Cons: Extra time to develop the additional ordinance; drafting a new ordinance may mean that unfavorable rules are included.
Resolution of Intention Public Hearing		Ordinance Can dictate.	May be done in conjunction with another statute that allows for bonds to be issued.	Pro: Tremendous flexibility in creating "rules of the game." Cons: Extra time to develop the additional ordinance; drafting a new ordinance may mean that unfavorable rules are included.

CREATING A FAIR ASSESSMENT METHODOLOGY

First and foremost, an assessment methodology for a BID should be based upon benefit those business and/or property owners that receive more benefit from BID services should pay more, those who receive less benefit should pay less.

In considering a BID, a common instinct is to start by calculating the revenue that could be assessed from a business district; however, an assessment methodology should be service driven as opposed to revenue driven. BID services should first be identified through a consensus process that establishes property and business owner priorities. A budget can then be developed for the desired services with the assessments resulting from the budget. If the proposed assessments are too high, then property and business owners need to be involved in the process to streamline services.

Assessment Options For PBIDS, BBIDS and TBIDS: In California, there are several types of BIDs, each having its own standard principles and nuances for creating a fair assessment methodology. With PBIDs, assessment methods are designed for property, while BBIDs and TBIDs rely on allocation methods directly to businesses. Developing an assessment methodology balances equity with simplicity the more equity elements built into the methodology the more complex it can become. As a general rule, it is best to keep the assessment methodology as simple as possible. The less complex the methodology, the easier it is to explain and justify. In the following discussion, Dave Kilbourne of Downtown Revitalization Consultants offers tips for BBIDs and TBIDs.

PBIDS: A fair assessment methodology will distribute the costs and benefits of PBID services equitably to properties. The nature of the services will have a strong influence on the design of the assessment methodology. For instance, the direct costs of maintenance services are often allocated to street frontages within the specific area that they are provided since they visibly improve the sidewalk and ground floor of affected areas. Costs for district-wide marketing, on the other hand, can be allocated throughout a PBID through building and/or lot square footage since each property, regardless of its location, will benefit. Nationally, assessed value is the most common variable for PBID assessment methodologies; however, value does not work in California due to inherent inequities in the assessed valuation system created by Proposition 13. In California, property characteristics such as building and lot square footage and street frontage are commonly used in developing PBID assessment methodologies.

Sometimes PBID services and benefits are not distributed equally throughout a business district due to the differing needs of subdistricts. These areas can be accommodated through the creation of "benefit zones". Benefit zones are used to allocate the direct cost of services to properties and businesses within a certain geographic area. One unified PBID can then have several benefit zones which each pay a different level of assessment based upon the services that they receive.

The following assessment methodology from Downtown Sacramento illustrates how benefit zones are used within one unified downtown PBID. The chart illustrates annual assessment rates within each of the PBIDs four benefit zones. Note that the K Street Corridor and Old Sacramento areas receive the highest frequency of services while the Capitol Mall/Plaza area receives the lowest frequency of services.

PBID ASSESSMENT METHODOLOGY: DOWNTOWN SACRAMENTO		
Benefit Zone	Annual Assessment Per sq. ft. of Lot	Annual Assessment Per sq. ft. of Building
K Street Corridor	\$ 0.139	\$ 0.069
Civic Center	\$ 0.116	\$ 0.058
Old Sacramento	\$ 0.142	\$ 0.071
Capitol Mall/Plaza	\$ 0.043	\$ 0.022

BBIDs: During the establishment of a BBID there must always be an effort to explain the proposed assessment formula in the most understandable, straightforward terms. This saves hours, and sometimes days, of explaining during later stages of the District's establishment. By law, and good judgment, the BBID fee must show a relationship between amount paid in and benefit received by each business. A BBID's annual benefit assessment fee formula traditionally uses three criteria:

Example of BBID Annual Benefit Fee Structure Using Three Criteria				
Zones of Benefit:		Zone A	Zone B	Zone C
Retailers and Restaurants	(large)	\$500	\$350	\$200
	(medium)	\$400	\$275	\$150
	(small)	\$300	\$200	\$100
Service Businesses	(large)	\$350	\$225	\$150
	(medium)	\$300	\$175	\$100
	(small)	\$250	\$125	\$100
Professional Businesses	(large)	\$250	\$200	\$150
	(medium)	\$200	\$150	\$100
	(small)	\$150	\$100	\$100

Criteria 1: Business Type. It is often agreed that the standard business-based BBID is traditionally a commercial marketing engine first and foremost. It is further understood that non-retail businesses such as service businesses, professional offices and financial businesses tend to benefit to a secondary degree and are thus charged less than retailers and restaurateurs who are the primary beneficiaries.

Criteria 2: Business Location: To illustrate the different degrees of benefit associated with business location within a proposed BBID, we use the well-worn analogy of tossing a pebble into a pond. The entry splash represents the center of the District while the diminishing concentric circles of the ripple represent the areas further away from the center. Similarly, many BBID-sponsored commercial events and activities begin, with a big splash, in the center of the District, such as civic beautification programs, parades and seasonal decorations with secondary benefits radiating out to businesses located further from the center. Zones of Benefit are developed to provide a reasonable structure to the assessment fee matrix in these cases.

Criteria 3: Business Size: This criteria is used approximately 50 percent of the time with emerging BBID's. In support of using the business size criteria, it is often felt by smaller businesses that there is an inequity if larger businesses of the same type, in the same benefit zone aren't charged more. For example, a large restaurant may be located next to a Mom and Pop hamburger stand. Without a business size criteria built into the assessment formula, both would pay the same annual BBID fee based on their similar locations and business types.

TBIDs: The TBID and the BBID are the same concept, the primary difference being that while the BID addresses the more generalized commercial marketing needs of the entire participating business community, and thus assesses all businesses, the TBID focuses tightly on tourism and visitor stimulation, and thus primarily assesses members of the local hospitality industry. In addition, a TBID can serve an entire jurisdiction or multiple jurisdictions, while a BBID is generally limited to a localized business district. For all intents and purposes, the district establishment process remains identical for both the BBID and the TBID.

A TBID assessment is often based upon criteria involving size or number of hotel rooms, location or gross revenue. In order to project future earnings for the purpose of program budget development, this amount is then multiplied by the occupancy rate.

For example, if the assessment is based on room count and if a TBID has a total of 1,000 rooms within its boundaries and the TBID assessment is \$1.00 per occupied room night, the formula would be based on \$1,000 per night multiplied by 365 nights per year. To determine an estimated program budget, this total is then multiplied by the occupancy rate, for example the TBID member hotel properties may be have an occupancy rate of 60 percent. The total of \$365,000 per year possible revenues would be multiplied by that factor of .60 to produce a final total of \$219,000 as actual expected revenues.

ABCs OF CALIFORNIA BIDs-TIPS FOR BID REVIEW & RENEWAL

In California, a BID must present an annual report and undergo an annual review by City Council. For PBIDs, the entire establishment process, including petitions, public hearings and 218 ballots, must be repeated at the end of the PBID's term.

Renewal is a very different from BID creation. While establishing the BID offers the promise of the unknown, renewal is a referendum on existing results and management. Using a political analogy, renewal is similar to a known candidate running for re-election, as opposed to BID creation which is similar to a candidate running for the first time. The following tips apply primarily to PBIDs, but should also be considered as prudent operating practices for all types of California BIDs.

Measure and Promote Results: From day one, all BIDs should establish benchmarks and be meticulous about measuring the results of BID services. Benchmarks should be relevant to BID investors (i.e. property owners, businesses and civic leaders) and can include economic indicators, safe and clean statistics, customer perceptions and others.

Expose "Warts" Early: Weaknesses in the BID program and the organization that manages the BID should be revealed early in the renewal process. Annual ratepayer satisfaction surveys and systematic communications with ratepayers should be part of the ongoing work program of a BID.

Understand Changes in the Marketplace: All

business districts will change over time in response to local and national market forces. A periodic review of the state of the business district should consider changes in business mix, land use and the functional boundaries of the district.

Maintain One-On-One Communications: Ongoing communications with key stakeholders is a critical component of a BID work program and should be strengthened before renewal. With assistance from a BID board of directors, all ratepayers should be contacted personally at least once a year. Prior to renewal, individual meetings should be held with ratepayers that represent the top 50% of assessments paid to gain their insight and "buy-in" into the renewal process.

Motivate and Mobilize District Leaders: Complacency can be a formidable challenge to a BID renewal effort. District leaders, particularly influential property and business owners, must remain active and visible champions in a variety of forums, including one-on-one meetings with ratepayers, a renewal steering committee, editorial board sessions with local media and meetings with government officials.

Common Renewal Issues: The following issues are most commonly considered in the renewal of a BID:

- ◆ **Rationale:** Identify primary objectives of the BID, discuss why objectives may have changed over time.
- ◆ **Boundary Changes:** Determine whether changes within the district necessitate a change in boundaries.
- ◆ **Program Options:** Evaluate whether to shift resources among existing programs or add new initiatives.
- ◆ **Term:** For PBIDs, renewal can extend up to 10 years per state legislation and sometimes longer with local legislation.
- ◆ **Carryover of Funds:** Ensure that the PBID management plan provides a provision for the carry-over of unused funds from the existing PBID.
- ◆ **Governance:** Determine whether existing stakeholders are adequately represented on the governing board and if district expansion will require changes to the board structure.

ADVANTAGES OF BIDs

The services and activities of BIDs are tailored to meet the specific needs identified by the local business community that funds them. Benefits from BIDs, which can stretch beyond their boundaries, include:

- ◆ Helping maintain, increase property values; improve sales/occupancy rates, increasing community's tax base;
- ◆ Developing a stable environment and distinct identity for a business district, making it more competitive with surrounding retail and business centers;
- ◆ Creating a cleaner, safer and more attractive business district;
- ◆ Ensuring a stable and predictable resource base to fund supplemental services and programs;
- ◆ Providing non-bureaucratic and innovative management of a business district;
- ◆ Responding quickly to market changes and community needs.

SELECTED CALIFORNIA BUSINESS IMPROVEMENT DISTRICTS

BID CHARACTERISTICS						
CITY	OVERALL ORGANIZATION	Year District Established/ # of Property Owners/Parcels Total Annual Assessments PBID, BBID or TBID?	Top 4 Services/ Allocation of Budget to Services & Admin	Type of Assessments/ Avg. assessment per sq.ft. of bldg District Governance/ City Participation?	Measurable Results?	
SACRAMENTO, CA Downtown Sacramento Partnership Michael Ault 916-442-8575	1991 Public/Private Partnership 501c6 non-profit \$3,000,000	Est. 1996 Renewed 2001 & 2006 205 owners/453 parcels \$1,861,340 PBID	Public Safety Guides Maintenance Economic Development Marketing & Communications Services: 86% Admin: 14%	Lot & Building Sq. Ft. in 4 zones \$0.03 to \$0.12 per building sq.ft. 23 member board City: \$338K County: \$64K State: \$94K	Crime reduced by 22% Parhandling down 59% to 70% 70% of property owners rate clean & safe services as excellent or good	
LOS ANGELES, CA Downtown Center BID Carol Schatz 213-624-2146	1934 (CCA) Public/Private Partnership 501c6 non-profit \$5,500,000	1997 488 owners/1,448 parcels \$4,400,000 PBID	Public Safety Maintenance Marketing Economic Development Services: 87% Admin: 13%	Building Sq.Ft. in 2 zones \$0.06 to \$0.09 per building sq.ft. 25 member board City: \$400K	Crime decreased by 20% Office occupancies increased by 14%	
CHULA VISTA, CA Chula Vista Downtown Business Association Jack Blakely 619-422-1982	1982 (BBID) 2002 (PBID) 501c6 non-profit \$578,000 13 member board	BBID in 1982; PBID in 2001 350 owners/450 parcels PBID: \$339,956 BBID: \$25,000	Graffiti Removal/Cleaning Economic Development Landscape Maintenance 78% services - 22% admin	Frontage & lot sq. ft. in 2 zones 13 member board City: \$38K, County \$52K .077 per square foot of lot + \$1.60 to \$2.35 per foot of frntg	12-15% sales tax increase 20% increased occupancies 75% decrease in graffiti	
EL CAJON, CA El Cajon CDC Clare Carpenter 619-401-8858	1996 501c3 non-profit \$1,300,000	Est 1996, Renewed 2001 123 owners/149 parcels \$568,792 PBID	Public Safety Marketing & Events Economic Development Maintenance 80% Services; 20% Admin	Frontage, lot and building sq.ft. in 3 benefit zones 9 member advisory board City: Pays \$80K assessment and provides grants County pays \$47K	Sales tax increase 48% Lease rates increased 220% \$3 million streetscape 108 new businesses 474 new jobs	
WEST HOLLYWOOD, CA Sunset Strip Business Association Todd Steadman 310-659-7368	501c6 non-profit	2003 200 businesses \$591,500 BBID	Public Safety Street Maintenance Public Outreach Policy Development 90% Services; 10% Admin	Four Business Categories Nightclubs/Bars, Hotels, Restaurant, Other Sub-categories are based on occupancy	Noise factor reduced 80-85% due to security presence Streets are cleaner due to maintenance crews 5 days a week	
SAN JOSE, CA San Jose Downtown Association Scott Knies 408-279-1775	1986 501c6 non-profit	1989 1,850 businesses \$495,000 BBID	Marketing & Promotion Events Graffiti Removal Beautification Advocacy DASH Shuttle	6 Categories of Businesses Retail & Non-Retail \$15 - \$27 per employee Apartments & Hotels \$7 per room Parking Lots \$300 Property Owners \$400 - \$6,000	Assessment is 3% of the gross short term room rental	
LONG BEACH, CA Long Beach CVB Stieve Goodling 562-822-8048	501c6 non-profit	2005 12 hotel businesses \$3,000,000 TBID	Tourism Promotion		Just created in 2005	

CALIFORNIA DOWNTOWN ASSOCIATION

California's Educational Resource for Downtown and Business District Professionals

Over 30 years ago, the State of California passed landmark legislation allowing the formation of Business Improvement Districts (BID). Soon after, a pioneering group of business district managers recognized the need for an association that would provide a forum for addressing issues unique to business associations in California—the only state at the time that had passed BID legislation. This group, comprised of managers from cities as diverse as Bakersfield, Fresno, Merced, San Jose, Santa Monica and Whittier, came together over a weekend to exchange information. They shared their successes, failures, accomplishments, frustrations and created a new organization, California Downtown Association (CDA).

CDA is committed to being the primary educational resource and network for downtown and business district professionals. Our organization represents thousands of diversified businesses throughout California represented by our member downtown associations, cities, chambers of commerce, commercial business districts and industry-related vendors and consultants.

Since 1971, CDA, a membership-based 501(c) 3 nonprofit corporation, has grown from a few scattered cities to one of the strongest business district organizations in the country. This has enabled CDA to successfully lobby in the state legislature on behalf of our members for statewide improvement programs as well as for local funding legislation.

Our membership is diverse, representing main streets, historic downtowns and business districts in the rural communities of the central valley, the foothills of the Sierras, the beach communities along the northern and southern coasts, as well as the downtowns and revitalized districts located in the heart of California's urban centers.

CDA is proud to offer opportunities for education and information for a membership base that includes 30-year veterans of business district revitalization as well as those who are new to the field. California Downtown Association is the best resource for downtown and business district news and networking in the state.

Acknowledgements

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