

**ORDINANCE NO.: 2000-085**

*Establishing the City Center Business Improvement District*

BE IT ORDAINED by the Mayor and Council this 8th day of August, 2001, that the City Center Business Improvement District is hereby established as follows:

**Section 1.** Pursuant to the authority derived from South Carolina Code §5-37-10, there is hereby established an improvement district to be known as the City Center Business Improvement District (hereinafter "BID").

**Section 2.** Findings of Fact

Columbia City Council finds that (i) improvements would be beneficial within the BID; (ii) the improvements would preserve and increase property values within the district; (iii) in the absence of improvements, property values within the area will be likely to depreciate and that the proposed improvements will be likely to encourage development in the BID; (iv) the general welfare and tax base of the City will be maintained or improved by creation of the BID; and (v) it is fair and equitable to finance the improvements by an assessment upon the real property within the district.

**Section 3.** District Boundaries

The BID shall include all properties within a boundary of:

The Western boundary is: the western property line of property on the West side of Assembly Street from Elmwood Avenue to Gervais Street.

The Northern boundary is: the northern property line of property on the South side of Elmwood Avenue from Assembly Street to Marion Street.

The Eastern boundary is: the eastern property line of property on the East side of Marion Street from Elmwood Avenue to Gervais Street.

The Southern boundary is: the southern property line of property on the North side of Gervais Street from Assembly Street to Marion Street.

The District is more fully depicted on the attached map, Exhibit "A".

**Section 4.** Adoption of Improvement Plan

The Improvement Plan for the City Center Improvement District dated January, 2001 (the "IMPROVEMENT PLAN"), a copy of which is attached hereto and made a part hereof by reference as Exhibit "B", is hereby adopted.

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**Section 5. Assessments Imposed**

An initial annual assessment equal to .1593% of the fair market value (as established by the Richland County Assessor) of each parcel is hereby imposed for the purpose of funding the services and improvements contemplated by the Improvement Plan. In addition, all properties subject to assessment which abut Main Street shall be subject to an additional assessment of Three and 46/100 (\$3.46) Dollars per front footage on Main Street.

**Section 6. Baseline of Services**

No services provided by the City within the District shall be terminated as a result of the enactment of this ordinance. There shall be no reduction in the level of any service provided by the City within the District as a result of the enactment hereof.

**Section 7. Termination of Assessments**

The district hereby created and the assessments hereby imposed shall terminate on December 31, 2006, or upon the adoption of an ordinance otherwise terminating the district, whichever shall first occur.

**Section 8. Modification of Assessments**

The rates of assessment may be adjusted annually, as set forth in Section 7 of the Improvement Plan.

**Section 9. Contracts for Management**

Contracts for the management and oversight for the delivery of services to the BID are hereby authorized. The City Manager is authorized to execute such contract upon approval by City Council.

This ordinance is effective as of final reading.

Requested by:

\_\_\_\_\_



\_\_\_\_\_  
MAYOR

Approved by:

  
\_\_\_\_\_

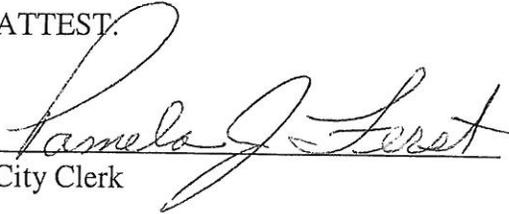
City Manager

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Approved as to form:

  
\_\_\_\_\_  
City Attorney

ATTEST.

  
\_\_\_\_\_  
City Clerk

Introduced: 8/1/2001

Final Reading: 8/8/2001

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**Improvement Plan**  
**For The**  
**City Center**  
**Improvement District**  
**Columbia, South Carolina**

*Prepared pursuant to the State of South Carolina  
Municipal Improvement Act  
To create an improvement district in  
Downtown Columbia.*

**Prepared by**

**Main Street Group**

**January 2001**

*Amended June 15, 2001*

*Amended page 5, Exhibit One, June 20, 2001*

**IMPROVEMENT PLAN  
For the  
City Center Improvement District  
Columbia, South Carolina**

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## Section 1

### **Why a Business Improvement District For Downtown Columbia?**

In order to continue to attract new investment and to protect and maintain the existing investment in Downtown, property owners are proposing to assess themselves to form a private sector, self-help improvement district which may be established under the South Carolina Municipal Improvements Act. These districts are commonly called Business Improvement Districts (BIDs). There are several reasons why downtown property owners are taking this action.

#### **1. To Provide Consistent Funding to Improve Both the Reality and Perception of Downtown**

Downtown is not perceived by potential customers, investors and visitors as a place to invest either their time or money. Compared to other parts of the city it is still considered to be less clean and safe. Downtown is beginning to see modest interest from loft residential developers and new technology businesses. As this interest leads to new developments and new businesses, new users will be attracted to Downtown. It is important that these new users experience a Downtown that is clean, safe and well managed. Downtown must compete for investors, customers and visitors with clean, safe, attractive, controlled areas such as shopping malls and office parks. Establishment of enhanced security and maintenance programs in Downtown will work to further address both the reality and perception of Downtown as a place to live, work and play.

#### **2. An Opportunity to Strengthen Private Sector Management and Accountability in Downtown**

The proposed district will be managed by a non-profit, private sector corporation. District work plans and budgets, based upon this five- year plan, will be refined annually by a board of directors representative of the property owners who are paying the assessment with direct accountability to those who are paying into the district. Services provided by the district will be subject to private sector performance standards and controls.

### **3. The Need to be Proactive In Determining the Future of Downtown**

In order to protect their investment, property owners must be a partner in the process that determines how new development projects are implemented. Property owners in cities such as Atlanta, Nashville, Birmingham and Charlotte have been successful at leading and shaping future downtown developments through their strong Business Improvement Districts. A district in Columbia will provide the financial resources, professional staff and private sector management to insure that the challenges faced by Downtown will be proactively addressed.

### **4. The Need to Attract New Business and Investment**

Downtown Columbia competes with shopping malls and office parks in the region. Downtown Columbia also competes against managed downtown areas in other states for tenants, visitors and investors. If Downtown is to remain competitive and viable as an alternative location, it must develop its own well financed, proactive strategy to retain business and tenants as well as attract new business and investment. A district will provide the financial resources to develop and implement a Downtown focused strategy to reduce building vacancies and attract new businesses to Downtown.

### **5. City Council**

The Columbia City Council finds that:

1. Improvements outlined in this Plan will be beneficial within the designated improvement district;
2. These improvements will preserve or increase property values within the district;
3. In the absence of these improvements, property values within the area will be likely to depreciate; the proposed improvements will likely encourage development in the improvement district;
4. The general welfare and tax base of the City of Columbia will be maintained or likely improved by creation of an improvement district in the city; and
5. It will be fair and equitable to finance all or part of the cost of these improvements by an assessment upon the real property within the district. However, owner-occupied residential property which is taxed under Section 12-43-220(c) will not be included within the improvement district unless the owner gives the governing body written permission to include the property within the improvement district.

## Section 2

### What is a Business Improvement District?

The International Downtown Association estimates that more than 1,500 property based business improvement districts (BID) currently operate throughout the United States and Canada. A Business Improvement District provides enhanced improvements and activities, such as security, maintenance and marketing, in addition to those provided by local government.

A Property Based Business Improvement District (BID) is based upon the "benefit assessment district" concept, which provides for an assessment on real property and improvements upon real property to be raised within a specific geographic district with the proceeds directed back to the district to provide enhanced services that benefit the district and properties located within the district boundaries.

Some of the advantages of a BID are:

- A BID allows a wide range of service options, including security, maintenance, marketing, economic and housing development, special events, etc.
- It is designed and created by those who will pay the assessment.
- It is governed by those who pay through a property and business board that supervises operations and submits a yearly implementation plan.
- It is implemented by those who pay...through a non-profit, private sector, management organization.
- It is established through petition support from property owners who will pay the proposed property assessments.
- It provides for a 5-year life with a sunset clause that requires a new approval process by those who pay to renew the BID.

**Section 3  
City Center  
Improvement Plan Summary**

**Improvement Plan Summary**

Developed by property owners in downtown Columbia the City Center Improvement District Plan is proposed to improve and convey special benefits to properties located within the boundaries of the proposed BID. The City Center Improvement District will provide new and enhanced improvements and activities, including: maintenance, security, marketing, promotion and economic development services above and beyond those currently provided by the City.

**Location:**

Approximately 36 blocks, an area defined in Section 4 of this plan.  
(See map on page 9)

**Value of District:**

The total appraised value of the private properties within the proposed district is \$334,659,400

**Improvements, Activities, Services:**

**PUBLIC SPACE MANAGEMENT**

**Enhanced Security Programs:**

- Downtown Ambassadors Bicycle/Foot Patrol
- Evening Security Patrol

**Enhanced Maintenance Programs:**

- Graffiti Removal, Poster & Handbill Removal
- Sidewalk/Gutter Cleaning
- Sidewalk Pressure Washing
- Trash Removal

**Enhanced Landscape Programs**

- Tree Grate & Bench Maintenance
- Landscape Maintenance
- Plant Street Trees, Flower Baskets, Flower Planters
- Sidewalk Weeding

**Special Projects**

- Parking Management
- Additional Trash Cans
- Signage/Wayfinding Program
- Public Art Installation

**ECONOMIC DEVELOPMENT:**

**Communication/Marketing**

- Visitor Guides & Parking Map
- Clean & Safe Promotions
- Public Relations Services
- Regional Marketing Campaign
- Street Banners
- Improved Signage
- Special Events

**Business Development**

- Business Recruitment & Retention
- Developer & Investor Recruitment
- Market Research & Data Collection
- Residential Recruitment and Demographics
- Building Improvement Programs

**Planning**

- Parking Study
- Grant Writing
- Public/Private Planning Activities

**Method of Financing:**

A levy of assessments upon real property and buildings on the real property, which benefit from the improvements and activities.

**Budget:**

Anticipated district budget contribution from private property assessments for the year 2002 of operation is \$552,657

In addition to private property assessments it is anticipated that public property owners (City, County, State and Federal) will contribute at least \$200,003 to the year 2002 operations budget.

It is also anticipated that non-profit property owners (Churches, Hospitals) will contribute at least \$54,906 to the year 2002 operations budget.

**Total Operations Budget Year 2002    \$807,567**

**Cost:**

Annual assessments are based upon an allocation of specific program costs. Two property assessment variables, Appraised Value and street frontage on Main Street, are used in the calculation.

The annual yearly assessments will not exceed the rates listed below during the first year of the BID.

Assessment Rate	
Per Dollar of Appraised Value	\$ .001593
Per Foot of Property Frontage on Main Street	\$3.46

**City Services:**

The City has agreed that existing City services will continue to be provided within the BID District at the same level as before the BID was created. BID services are in addition to existing City services.

**District Formation:**

A District may be formed by either of two processes.

1. Submission of signed petitions from property owners who represent a majority per capita of all owners of real property within the district, which is not exempt from ad valorem taxation.
2. The City may create an improvement district through an ordinance adopted by a majority of council after a public hearing at which the plan is presented, including the proposed basis and amount of assessment.

**Duration:**

The Business Improvement District will have a 5-year life (January 1, 2002 through December 31, 2006). After four years, a new implementation plan must be developed and the approval process must be repeated in order to continue beyond the fifth year.

**Governance:**

The City of Columbia as the governing body must approve the five-year implementation plan. City Center Improvement District budgets and policies may be refined annually within the limitations set forth in the district implementation plan, by the board of the private sector management/implementation organization. Any changes to the implementation plan during the term of the district that are not within the

limitations set forth for changes in the plan, must be approved by the City Council acting as the governing body.

Through a contract with the governing body (i.e., City of Columbia), a property owner-led, private sector, non-profit district management/implementation organization will implement the improvements and activities defined in the Plan and will manage the day to day operations of the District. This group's professional management staff will handle Advocacy and Administration for the District.

On a yearly basis a report summarizing the accomplishments of the District as well as a report of the financial activities of the District will be submitted to the governing body and to each assessment-paying property owner.

## Section 4

### City Center Improvement District Boundaries

An approximate 36-block area has been identified for the City Center Improvement District. The map on page 8 of this report identifies district boundaries.

#### District Boundaries

The District includes all properties within a boundary of:

The Western boundary is:

The western property line of property on the West side of Assembly Street from Elmwood Avenue to Gervais Street

The Northern boundary is:

The northern property line of property on the South side Elmwood Avenue from Assembly Street to Marion Street

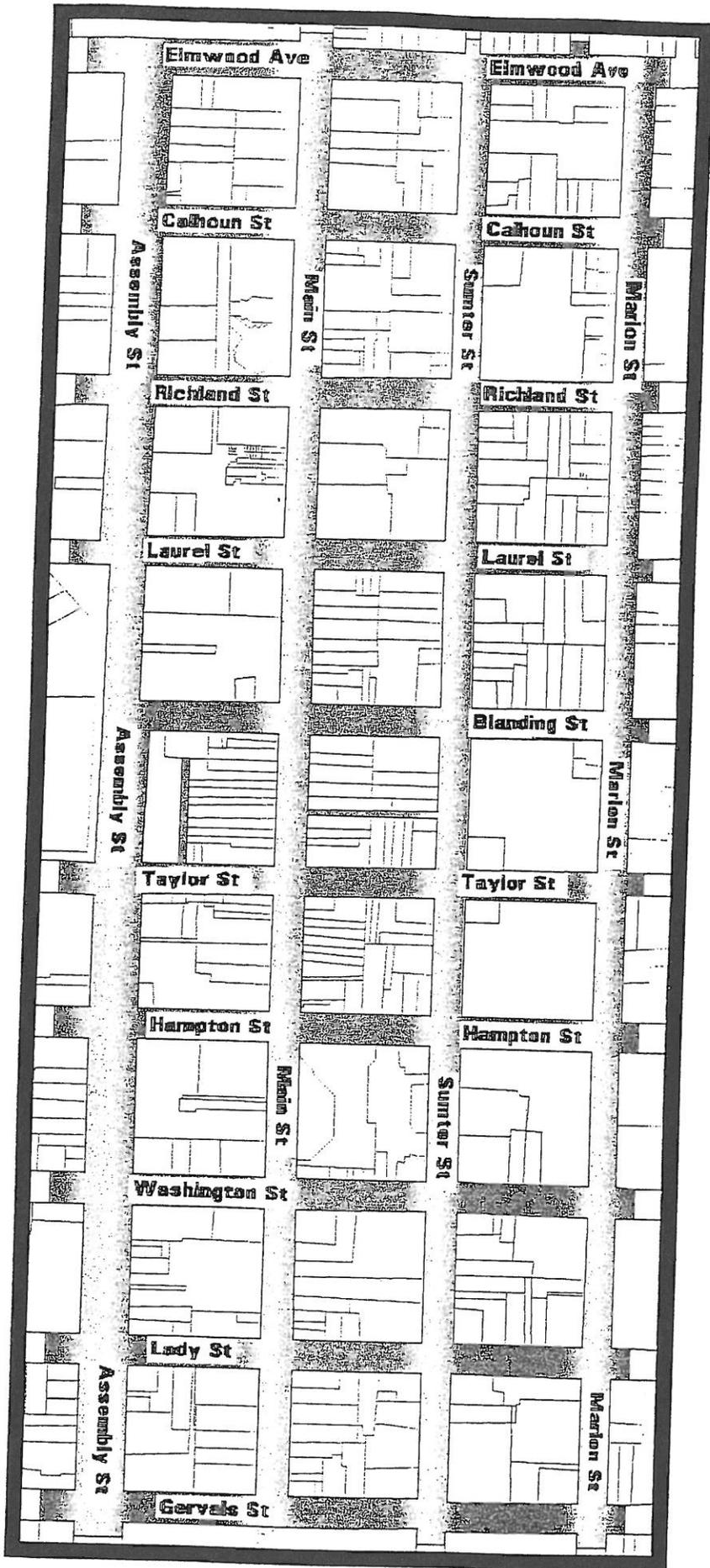
The Eastern boundary is:

The eastern property line of property on the East side of Marion Street from Elmwood Avenue to Gervais Street

The Southern boundary is:

The southern property line of property on the North side Gervais Street from Assembly Street to Marion Street

The specific boundaries of the City Center Improvement District are also shown upon the map on page 8.



## Section 5

### PROGRAMS AND SERVICES TO BE PROVIDED

#### **Process to Establish the Improvement District Plan**

Through a series of individual meetings, focus group meetings and BID Advisory Committee meetings beginning in 1999 through January of 2001, Downtown Columbia stakeholders collectively determined the priority for improvements and activities to be delivered by the City Center Improvement District. The primary needs as determined by the stakeholders were safety/security, maintenance, marketing/communications and economic development.

All properties receive a core level of all the district services. In addition Main Street receives a higher level of maintenance. The additional frontage assessment on Main Street reflects the different level of services provided.

#### **What We Will Do!**

##### **PUBLIC SPACE MANAGEMENT**

##### **Public Safety Program**

###### **City Center Public Safety Program**

The 36 block City Center security program mission is to support the police department, property owners and tenants in overall crime prevention efforts and reduction in street disorder, while offering a customer service orientation to pedestrians. They provide highly visible security and are intended to supplement-not supplant-individual building security and the Columbia Police Department.

###### **Integration with the Columbia Police Department**

The Downtown Columbia security program will work closely with the Columbia Police Department and integrate the Downtown Columbia program with that of the Department.

###### **Bicycle/Foot Patrol**

The Bike Patrol deters aggressive panhandling and other unsuitable street behavior. Their presence is a deterrent to theft and burglary from motor vehicles, although the service does not completely prevent these crimes. They also deter and report illegal street vending, illegal dumping and street code violations. They handle a myriad of quality of life problems including: drinking in public, urinating in public, indecent exposure, trespassing, prostitution observations, scavenging and shopping cart confiscation.

They perform goodwill gestures such as escorting employees, helping lost persons, retrieving keys from locked cars and conducting tours. Bike Patrols also assist with traffic control in the event of accidents, fires or unusual occurrences.

They patrol assigned routes, covering all in the district. They are professional, assertive, friendly, courteous, people-oriented individuals in excellent physical condition. The Bike Patrol officers complete customized classroom district training and additional hours of field training.

#### **Evening Safety Patrol**

The Evening Patrol will increase the sense of safety for the nighttime users of the restaurants, churches, hospital, hotels and all businesses that cater to a nighttime clientele. The Evening Patrol has the same mission and receives the same training as the Bike Patrol.

### **Maintenance Program**

**City Center Clean Team:** In order to deal effectively and consistently with maintenance issues a City Center Maintenance Program will be established. A multi-dimensional approach has been developed consisting of the following elements:

**Sidewalk Maintenance:** Uniformed, radio-equipped personnel sweep litter, debris and refuse from sidewalks and gutters of the district. Collector truck personnel collect trash from trash receptacles.

**Graffiti Removal:** Painters remove graffiti by painting, using solvent and pressure washing. The district will maintain a zero tolerance graffiti policy. All tags will be removed within 24 hours weekdays.

**Sidewalk Pressure Washing:** The district standard is to have all sidewalks cleaned at least every other month with high use areas cleaned more frequently.

**Paper Sign and Handbill Removal:** Paper signs and handbills taped or glued on public property, utility boxes, poles and telephones are removed by hand or when necessary by high-pressure hose.

**Special Collections:** A district truck will be available to collect items illegally dumped in the district.

**Maintenance Problems Requiring Third Party Intervention:** Problems are monitored that create blighted or unsafe conditions in the district, but are outside of the jurisdiction of the District to repair. Requests are made to the responsible party for repair. Types of problems include blocked or damaged sewers or drains, damaged sidewalks/streets/alleys, non-operating streetlights, damaged or missing street signs, etc.

### **Landscape Maintenance Program**

**Litter/Weed Removal:** Public landscape areas, tree wells and planters will be maintained and kept free of litter and weeds.

**Seasonal Planting:** A program of seasonal plantings of colorful flowers will be developed.

**Tree Trimming:** A program will be developed to consistently trim the street trees within the district.

### **Special Projects Program**

**Signage:** A City Center Wayfinding program will be developed to improve the ability of users to find destinations within the district as well as increase the ease of pedestrian use of the district.

**Parking Management:** A program will be developed to improve the use of the City- owned parking facilities.

**Public Art:** A program will be developed to facilitate the installation of public art within the district.

**Street Furniture:** A program will be developed to provide additional street furniture such as trashcans, benches and children's play areas.

## **ECONOMIC DEVELOPMENT**

### **Communications/Marketing**

**Tell the story...again and again and again.** The program that will be developed to tell the story of change and improvement in Downtown Columbia is one of the most important parts of the improvement plan. The program that is developed by the property owners could include:

- Street Banner Program
- Visitor Guides and Parking Map
- Business Directory
- Tours
- Public and Media Relations
- Development of Downtown Columbia Image Pieces
- Special Events
- Improved Signage
- Regional Marketing Campaign

### **Business Development**

Several tools will be developed to support the efforts of individual property owners and brokers to attract and retain tenants. Some of these tools are:

- Market Research & Data Collection
- Defined Business Recruitment and Retention Strategy
- Investor, Tenant and Broker Recruitment Support Packets
- Residential Recruitment and Demographics Development
- Building Improvement Programs
- One Stop, Available Space Resource Center

### **Planning**

- Public/Private Planning Activities
- Parking Study
- Resource Sourcing... Grant Writing

## **ADVOCACY AND ADMINISTRATION**

### **Management Personnel**

A professional staff that requires centralized administrative support will manage the City Center improvements and activities. Additionally, this staff will be responsible for representing the property owners before public agencies and advocating on behalf of the City Center business and property owners. District services are delivered 16 hours a day, seven days a week and require management staff 16 hours a day, seven days a week.

## Section 6 Operating Budget

### 2002 Operating Budget Summary

The summary of the 2002 operating budget for the City Center Improvement District is provided on the following pages. A detailed budget by program can be found on page 15. The total improvement and activity plan budget for 2002 is projected at \$807,588 made up of the following components: For a detailed year 2002 budget see "Exhibit One"

<b>PUBLIC SPACE MANAGEMENT</b>	<b>Budget Total</b>	<b>\$428,588</b>
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- **Enhanced Security Programs**

The public safety programs are designed to improve both the reality and perceptions of safety in the City Center. Individual public safety programs are detailed in Section 5.

The budget for the public safety program is \$222,738 or 28% of the total District budget.

- **Enhanced Maintenance**

In order to establish and maintain cleanliness throughout the District the maintenance program will remove graffiti, remove trash and debris, provide sidewalk maintenance, sidewalk pressure washing and other maintenance services as detailed in Section 5.

The budget for the maintenance program is \$170,850 or 21% of the total District budget.

- **Enhanced Landscape Services**

To provide a more positive perception of the City Center an enhanced landscape program will be provided as detailed in Section 5.

The budget for the landscape program is \$15,000 or 2% of the total District budget.

- **Special Projects**

Special projects are projects that are important to increasing the quality of life in the public environment, but do not fit within one of the other categories. Special project details are found in Section 5.

The budget for special projects is \$19,979 or 2% of the total budget.

## **ECONOMIC DEVELOPMENT**

In order to tell the story of Downtown Columbia and continue to build upon the positive changes in both perception and reality that have been developed, an image, communications, marketing and economic development program, as detailed in Section 5, has been developed.

The budget for economic development programs is \$257,500 or 32% of the total District budget.

## **ADVOCACY AND ADMINISTRATION**

In order to manage the day-to-day activities of the BID a professional administrative staff and office is necessary to insure the delivery of quality services. The budget for administration is \$121,500 or 15% of the budget.

City Center Improvement District      Five Year Improvement Budget

BUDGET ITEM	2002	2003	2004	2005	2006
Public Space Management	\$ 402,359	\$422,477	\$443,601	\$465,781	\$489,070
Economic Development	\$ 257,500	\$270,375	\$283,894	\$298,088	\$312,993
Advocacy/Administration	\$ 121,500	\$127,575	\$133,954	\$140,651	\$147,684
Total District Wide Budget	\$ 781,359	\$ 820,427	\$ 861,448	\$ 904,521	\$ 949,747
Main Street Additional Maintenance	\$ 26,208	\$27,518	\$28,894	\$30,339	\$31,856
Total Budget	\$ 807,567	\$ 847,945	\$ 890,343	\$ 934,860	\$ 981,603
Total Appraised Value	\$490,512,850	\$490,512,850	\$490,512,850	\$490,512,850	\$490,512,850
Total Assessable Footage	7,566	7,566	7,566	7,566	7,566
Appraised Value Assessment	\$0.001593	\$0.001673	\$0.001756	\$0.001844	\$0.001936
Footage Assessment	\$ 3.46	\$ 3.64	\$ 3.82	\$ 4.01	\$ 4.21
Assumes Maximum 5% Increase Yearly					
Assumes No Change In Appraised Value or Assessable Footage					

## Section 7

### Assessment Methodology

#### Assessment Methodology

Downtown Columbia property owners and business owners have emphasized that the assessment formula for the District must be fair, balanced and have a direct relationship between benefits received and costs.

#### Calculation of Assessments

The preceding methodology is applied to a database that has been constructed by the Downtown Columbia Property Owners and its consultant team. The process for compiling the property database includes the following steps:

- Property data was first obtained from the County Assessor's Office.
- County assessor property data was crosschecked with reliable private sector data sources.
- A site survey was undertaken to verify selective data.

Based upon the methodology as set forth above, property data compiled by the Downtown Columbia Property Owners and the District budget will yield the following assessments for each benefit zone.

The annual yearly assessments will not exceed the rates listed below during the first year of the BID.

#### Assessment Rate

Per Dollar of Appraised Value           \$ .001593

#### Assessment Rate

Per Foot Frontage on Main Street       \$3.46

In future years, assessments may change, up or down, if appraised value information changes and/or BID budgets change pursuant to the Price Index adjustment as detailed below. Assessment rates will in any event not exceed the limits described in the following section of this Plan.

### Annual Assessment Adjustments

#### CPI Adjustments

Total program revenue may be adjusted each year to reflect the annual change in the Columbia Consumer Price Index (CPI) for all urban consumers. In no case will the annual increase due to CPI increases exceed 5%. Actual annual increases will range from 0% to 5%. See Five Year Budget on page 16.

### **Budget Adjustments**

Any annual budget surplus will be rolled into the following year's District budget. Assessments will be set accordingly, within the constraints of the CPI, to adjust for surpluses that are carried forward. Yearly expenditures and budgets shall be set so that at the end of each year there will not be a deficit. Budgets and expenditures may be adjusted mid-year to prevent a deficit at the end of any year.

Line item budgets within each of the four major program areas may be adjusted yearly to meet the changing needs of the District. Budget changes between the four major program areas may not exceed 15% in any given year. The governing body must approve changes to program area budgets that exceed 15%. See Five Year Budget on page 16.

### **Time and Manner for Collecting Assessments**

As provided by state law, the City Center BID assessment will appear as a separate line item on annual property tax bills. Existing laws for enforcement and appeal of property taxes apply to the BID assessments.

### **Government Assessments**

The City Center Improvement District plan assumes that the City, County and Federal Government will pay fair-share assessments for property owned within the boundaries of the District.

It is the intent of the improvement district law to provide services only to those properties that pay assessments. District services will not be provided to government properties that do not pay District assessments. All reasonable efforts will be made to include government properties on a voluntary basis in the District assessment.

### **Residential Assessments**

Owner-occupied residential property which is taxed under Section 12-43-220 (c) will not be assessed unless the owner gives the governing body written permission to include the property within the improvement district. Multi-unit residential property will be assessed.

### **Non-Profit Assessments**

Property held in a non-profit status that does not currently pay ad valorem taxes is not required to pay District assessments. All reasonable efforts will be made to include non-profit properties on a voluntary basis in the District assessment. The District budget assumes participation from some non-profit property owners.

## **Section 8**

### **Governing the Business Improvement District**

Consistent with business improvement district (BID) organizational structures throughout the nation, South Carolina's improvement district law establishes a district governance framework that creates a partnership between City government and private property owners. It allows property owners who pay assessments to participate in determining how the assessments are used. The following components make up the District governing structure.

#### **Private Sector, Management/Implementation Organization**

Through a contract with the governing body (i.e., City of Columbia), a property owner-led, private sector, non-profit district management/implementation organization will implement the improvements and activities defined in the Plan and will manage the day- to -day operations of the District. This group's professional management staff will handle Advocacy and Administration for the District.

The City of Columbia as the governing body must approve the five-year implementation plan. City Center Improvement District budgets and policies may be refined annually within the limitations set forth in the district implementation plan, by the board of the private sector management/implementation organization. During the term of the District, any changes to the implementation plan that are not within the limitations set forth for changes in the Plan must be approved by the City Council, acting as the governing body.

On a yearly basis the management/implementation organization will issue a report summarizing the accomplishments of the district as well as a report of the financial activities of the district. The report will be submitted to the City Council as the governing body and to each assessment- paying property owner.

## **Section 9**

### **Continuation of City Services**

Throughout the process to establish the City Center Improvement District, business and property owners have voiced concerns that the City of Columbia maintain existing services at verifiable "baseline" service levels. A formal baseline level of service policy ensures that existing City services are enhanced and not replaced by new BID improvements and activities.

**Exhibit One**  
**Detailed Year 2002 Budget**

## Final Budget

Budget Item	District Wide	Main Street Additional	Total BID Budget	Percent
<b>Public Space Management</b>				
Security	\$ 222,738	\$ -	\$ 222,738	28%
Maintenance	\$ 144,642	\$ -	\$ 170,850	21%
Landscape Services	\$ 15,000	\$ 26,208	\$ 15,000	2%
Special Projects	\$ 19,979	\$ -	\$ 19,979	2%
<b>Total Public Space Management</b>	\$ 402,359	\$ -	\$ 428,567	53%
<b>Economic Development</b>	\$ 257,500	\$ -	\$ 257,500	32%
<b>Advocacy/Administration</b>	\$ 121,500	\$ -	\$ 121,500	15%
<b>Total Budget</b>	\$ 781,359	\$ 26,208	\$ 807,567	
Appraised Value Private Property.	\$ 334,659,400	\$ 5,648.80	\$ 552,657	
Appraised Value Public Property	\$ 123,584,850	\$ 905.38	\$ 200,003	
20% Appraised Value Non Profit	\$ 32,268,600	\$ 1,012.20	\$ 54,906	
<b>Total Appraised Value</b>	\$ 490,512,850	\$ 7,566	\$ -	
<b>Total Assessable Footage</b>				
Appraised Value Assessment	\$ 0.001593	\$ 7,566	\$ -	
Footage Assessment		\$ 3.46	\$ -	

Final Budget  
Administration Expense

Administration Expenses	Administration	Public Space	Economic Development	Total
Executive Director	\$ 25,000		\$ 60,000	\$ 85,000
Public Space Manager	\$	\$ 50,000	\$	\$ 50,000
Communication/Image/Events Manager			\$ 50,000	\$ 50,000
Office support	\$ 25,000			\$ 25,000
Labor taxes & benefits	\$ 12,500	\$ 12,500	\$ 27,500	\$ 52,500
Sub Total Labor	\$ 62,500	\$ 62,500	\$ 137,500	\$ 262,500
Telephone	\$ 2,000			
Office Supplies	\$ 4,000			
Postage	\$ 3,000			
Equipment Lease (computer, copier, fax)	\$ 3,000			
Insurance	\$ 10,000			
Professional Services	\$ 5,000			
Depreciation	\$ 1,500			
Taxes & Licenses	\$ 2,000			
Dues & Subscriptions	\$ 1,500			
Education/Meetings	\$ 2,000			
Rent Office	\$ 20,000			
First Year Set-up	\$ 5,000			
Sub Total Non-Labor	\$ 59,000			
Total Administration	\$ 121,500			

Final Budget  
Maintenance Budget

Staff Position	Notes	Number	Bill Rate	Weekly Hours	Weekly \$\$	Yearly Budget
District Wide						
Maintenance Crew	6 days a week		\$ 9.00	144	\$ 1,296.00	\$ 67,392.00
Operations Director	50%					\$ 31,250.00
Total Labor				144	\$ 1,296.00	\$ 98,642.00
Maintenance Equip			Monthly \$\$			
Truck	includes equip & insurance	1	\$ 1,000.00	each		\$ 12,000.00
Cleaning Machine		1	\$ -	\$ 25,000.00		\$ 25,000.00
Sweepers Carts		4	\$ -	\$ 250.00		\$ 1,000.00
Misc. Supplies	cleaning materials		\$ 500.00			\$ 6,000.00
Radios		4		\$ 500.00		\$ 2,000.00
Total Equipment						\$ 46,000.00
Total District Wide Labor & Equipment						\$ 144,642.00
Additional Main Street Specific Expenses						
Maintenance Crew	7 days a week		\$ 9.00	56	\$ 504.00	\$ 26,208.00

Final Budget  
Security Budget

Staff Position	Number	Bill Rate	Weekly Hours	Weekly \$\$	Yearly Budget
Downtown Ambassadors					
Bike Patrol	2 teams, 2 people 5 days one shift	\$ 11.00	160	\$ 1,760.00	\$ 91,520.00
Bike Patrol	1 team 2 people 2 days one shift	\$ 11.00	32	\$ 352.00	\$ 18,304.00
Evening Patrol	7 nights, 2 people, one shift	\$ 11.00	112	\$ 1,232.00	\$ 64,064.00
Operations Director					\$ 31,250.00
	50%				
Total Labor			304	\$ 3,344.00	\$ 205,138.00
Equipment					
Bikes	5 bikes incl racks, helmets, lights	\$ 1,000.00	5		\$ 5,000.00
Radios	6	\$ 500.00	6		\$ 3,000.00
Car	Lease, maintenance, insurance	\$ 800.00	1		\$ 9,600.00
Uniforms	cost included in labor bill rate				
Total Labor and Equipment	District Wide Security				\$ 222,738.00

Final Budget  
Public Space Improvement  
Economic Development

**Public Space Improvements**

Landscape Services	
Tree Trimming	
Seasonal Flowers	
<b>Total Landscape</b>	<b>\$ 15,000.00</b>

Special Projects

Trash Cans	
Improved Seating	
Signage/Wayfinding	
Public Art	
<b>Total Special Projects</b>	<b>\$ 19,979.00</b>

**Economic Development**

**Economic Development Programs**

Market Based Business Recruitment/Retention Strategy	
Communication/Image/Marketing Materials	
Planning Activities	
Parking Study/Management	
Building Improvements/Incentives	
Grant Writing	
Special Events	
City Startup Grant Repayment*	
Economic Development Labor	
<b>Total Economic Development</b>	<b>\$ 257,500.00</b>

\* Added, 6/20/01

**Exhibit Two**  
**District Comparison Matrix**

Columbia, South Carolina  
Comparable Matrix

CITY City Population Contact	Overall Downtown Management Organization Year Organized Structure Size of Board Annual Overall Budget	Business Year Established Passed First Time? Percent Positive Votes for Initial Approval Percent Votes to Reaffirm	Improvement Size of Board Number of Property Owners/Parcels Type of Assessment/Zones (#) Average, Lowest, Highest Assessment Total Assessments Collected	District % Budget Allocated to Primary Services % Budget Allocated to Administration Role of Local Government	Parameters Top 4 Services Provided by BID Funds	Measurable Results
TULSA, OK Population: 360,000 Steve Childers 918/583-2617	1954 Public/Private partnership 501(c) (3) & 501 (c) (6) \$ 1,000,000	1979 75% support reaffirmed 1989	21 member board 1,446 parcels 17 benefit zones; 8 different formulas Total annual assessment \$435,000	Services 87% of budget City assessed & provides \$200,000 base services	1. Sidewalk sweeping & maintenance 2. Landscape Maintenance 3. Shuttle Services 4. Planning & Promotion	Improved cleanliness Increased occupancy Decreased crime
NASHVILLE, TN Debbly Mason- 615/743-3082 Nashville Downtown Partnership	501(c) (3) \$ 460,000	1998	250 property owners/400 parcels 15 cents per each \$100 of assessed value	76 % of budget: Services 24 % Administration	1. Maintenance 2. Planning/parking 3. Communications	Downtown cleaner, graffiti eliminated. Improved streetscape. Increased reuse of downtown buildings for residential.
BIRMINGHAM, AL Population: Theresa Thorn- 205/251-0111 City Action Partnership	501(c) (3) \$ 650,000- 580,000	1995	Unknown # of property owners/440 parcels \$1.00 per \$1,000 of assessed value			
NEW HAVEN, CT Population: Scott Healy- 203/401-4245 The Town Green Special Dis.	501 (c) (6) \$ 825,000- 579,000	1996	200 property owners/390 parcels 2.5 miles of assessed value (17% of properties are tax exempt)			Crime rates down 13%. Downtown cleaner. Net increase in new businesses.

Columbia, South Carolina  
Comparable Matrix

CITY	Overall Downtown Management Organization	Business	Improvement	District	Parameters	Measurable Results
City Population Contact	Year Organized Structure Size of Board Annual Overall Budget	Year Established Passed First Time? Percent Positive Votes for Initial Approval Percent Votes to Reaffirm	Size of Board Number of Property Owners/Parcels Type of Assessment/Zones (#) Average, Lowest, Highest Assessment Total Assessments Collected	% Budget Allocated to Primary Services % Budget Allocated to Administration Role of Local Government	Top 4 Services Provided by BID Funds	
SACRAMENTO, CA Population: 600,000 Danielle Del'Etoile Downtown Sacramento Partnership 619/442-8575	1995 501(c) (6) 21 board members \$ 2.0 million	1996 Passed first time 75% positive votes Expires at end of 2000	9 board members 205 property owners/500 parcels Lot & building square footage/5 zones \$0.04/\$.015/\$.06 per square foot \$1.2 million	86% of budget=primary services (including salaries) 14% of budget= Administration City pays fair share (\$237,000) and Commits to provide a base level of service.	1. Security 2. Maintenance 3. Retail Recruitment 4. Marketing	Crime rates have decreased by 17%
BALTIMORE, MD Population: 736,000 Carol Lidard Downtown Partnership of Baltimore 410/528-7718	1985 501(c) (6) 25 board members \$ 2.5 million	1992 Passed first time 60% positive votes 99.5% votes to reaffirm	25 board members 1,200 property owners/1,400 parcels Assessment on 40% of market value/ No zones Don't have per sq. ft. Avg. is \$.29 per \$100 mkt. Value \$1.86 million	78% of budget=primary services (including salaries) 22% of budget= Administration City commits to a base level of service	1. Security patrol 2. Maintenance patrol 3. Video patrol 4. Marketing ("Brighten Baltimore")	Crime rates have decreased by approximately 10% Downtown is cleaner
DAYTON, OH Population: 185,000 Gary Ferguson 513/224-1518	1991 Public/Private Partnership 501(c) (3) & 501(c) (6) 40 member board \$ 850,000	1996 67% of linear front ft. supported Sunset in 5 yrs.	40 member advisory board 257 property owners Property owner levy, 2 part formula ¾ assessed valuation, ¼ front footage Range from \$50 to \$50,000 levy Total annual assessment \$750,000	Services 90% City & County full paying members	1. Marketing 2. Events 3. Recruitment & Retention 4. Planning	Net increase in jobs. New businesses recruited. Sale & renovation of 2 New hotels. Successfully Retained dept. store