

# RESOLUTIONS OF THE CITY OF HELENA, MONTANA

## RESOLUTION NO. 19863

### A RESOLUTION APPROVING THE WORK PLAN AND BUDGET FOR THE BUSINESS IMPROVEMENT DISTRICT FOR FISCAL YEAR 2012

**WHEREAS**, pursuant to Title 7, chapter 12, part 11, MCA, the City of Helena created a Business Improvement District on August 9, 2010 for a ten year period; and,

**WHEREAS**, pursuant to §7-12-1132, MCA, the Board of Trustees of said Business Improvement District are to present to the City of Helena Commission a work plan and budget for the fiscal year ensuing from the creation of the Business Improvement District; and,

**WHEREAS**, the said work plan and budget was submitted to the Helena City Commission by the Board of Trustees of the Helena Business Improvement District on May 25, 2011; and,

**WHEREAS**, a public hearing was held on this matter on the 22nd day of August, 2011, in the City Commission Chambers at 316 North Park Avenue in Helena, Montana.

**NOW, THEREFORE, BE IT RESOLVED BY THE COMMISSION OF THE CITY OF HELENA, MONTANA:**

**Section 1.** The Business Improvement District work plan and budget for fiscal year 2012 as shown on Exhibit "A" is approved.

**PASSED AND EFFECTIVE BY THE COMMISSION OF THE CITY OF HELENA, MONTANA, THIS 22nd DAY OF AUGUST, 2011.**

**/S/ James E. Smith**  
**MAYOR**

**ATTEST:**

**/S/ Debbie Havens**  
**CLERK OF THE COMMISSION**

## BID Work Plan FY 2012

The Downtown Helena Business Improvement District (BID) will continue to be a leading force within the Helena business community. It will continue to strive in building a stronger and more efficient collaboration among the existing property and business owners through multi-media and electronic based communication and coordination; clean and safe projects; landscaping improvements and stronger promotions. Our mission is to create a vital avenue of support as the organization serving as the catalyst in economic development in the heart of Helena. The role of the BID is essential for continued success in building the momentum in making Downtown Helena a great place to do business, invest, live, work and play. The downtown has been at a critical crossroads with the downturn economy and its role is has helped in the stabilization and now pockets of growth and infill are beginning to happen.

The BID board of trustees adopted their strategic plan to emulate the National MainStreet Model. The National MainStreet Model focuses on the four working principles of *Organization, Design, Economic Restructuring* and *Promotion*. Each board of trustee has made the commitment to serve on one or more of these working committees to ensure the stated goals and objectives proposed in the work plan and budget are kept on task. Listed below are the committee representatives and their stated goals for FY 2012. The BID's Operation Budget will reflect the financial support required to launch, maintain and/or achieve these stated goals within the given timeline of fiscal year 2012. In 2011, the BID experienced and dealt with several challenges. We have been forced to delay certain projects until past assessments have been received in order to fund them efficiently. The renewal and expansion of the district along North Last Chance Gulch has provided the financial strength to implement the work plan and projects that were identified for FY 2011 and support those identified for FY 2012.

### **Organization – Randall Green (10/11) & Mike Dowling**

- The BID will continue to serve as the central resource to administer, manage and develop the BID, Helena Parking Commission and Downtown Helena, Inc. to work as a single unit for the betterment of downtown. The BID will maintain both financial and personnel administration to facilitate and build a productive working environment through active staff participation, training and education while maintaining an effective chain of command.
- To further expand the duties and responsibilities of the BID/HPC Operations Manager to provide direct oversight and supervision of all HPC and BID field staff on a daily basis has helped to stabilize both organizations. The Operations Manager will continue to work directly with the Executive Director to coordinate and monitor daily and long-term projects regarding maintenance, enforcement, clean & safe, special events, landscaping and decorations. The Operations Manager will develop and implement more efficient means to improve the quality of work, timeliness and cost effective measures to insure the HPC and BID is providing an outstanding level of service.
- To continue to meet and host quarterly meetings with the City of Helena staff and leaders in association with the BID/HPC Board of Trustees and the Board of Directors of Downtown Helena, Inc. to identify and discuss current issues relevant to the downtown.

**FY 2012 Joint Board Meeting Schedule**

Tuesday, September 6, 2011 – 7:30 a.m. HVCC Conference Room

Tuesday, December 6, 2011 – 7:30 a.m. HVCC Conference Room

Tuesday, March 6, 2012 – 7:30 a.m. HVCC Conference Room

Tuesday, June 5, 2012 – 7:30 a.m. HVCC Conference Room

- To continue to implement the Downtown Helena BID 20/20 Vision of working together to strengthen downtown through integrating ideas to become a more vibrant successful downtown community. To position the BID to serve as the leading force in implementing the collaborative vision to maintain and enhance the viability of downtown. Specifically, the future development along the Gateway Block of North Last Chance Gulch.
- To continue the public outreach to raise the awareness on key issues regarding downtown in the areas of economic development, business retention, transportation, housing, master planning and how it relates to the success of the City of Helena's Growth Policy. This will be done in partnership with the City of Helena, Helena Citizens Council, Helena Area Chamber of Commerce and Montana Business Assistance Connection.
- To develop and strengthen both internal and external communication through weekly electronic newsletter "Do You Know?", press releases, news stories, and BID Annual Progress Report. Other key products will be website development and maintenance, social networking via Facebook and Twitter, public presentations and active involvement in local, state and national organizations like National MainStreet, International Downtown Association, International Parking Association and International Festival & Events Association.
- To continue to support the efforts of the Helena Tourism BID and Convention Visitors Bureau in the development and implementation of the Helena Branding & Marketing Plan and its activities.
- To work closely and cooperatively with the City of Helena, Helena Chamber of Commerce and Montana Business Assistance Center in a variety of cost shared programs to enhance and to present a unified effort for the benefit and the expansion of the Helena business community.
- To actively recruit new board member for expired term this fall, in particularly within the expanded district.

**Design – Tim Meldrum, Randy Riley & Mike Dowling**

- To research and address the essential zoning needs of the central business district in the specific areas of housing, parking, ADA, sidewalk cafes and signage. The committee will work collectively with property and business owners and the Community Development staff to adopt a comprehensive plan that can support form based zoning.
- To explore and expand the B-3 Zone along North Last Chance Gulch and Front Street for the benefit of future development with the support of existing property owners.
- To analyze the best uses of surface parking lots and open spaces as potential redevelopment sites while maintaining sufficient and efficient parking inventory.
- To engage Blue Cross Blues Shield of Montana, Wells Fargo and Qwest in developing a long-term master plan to address their parking needs and exploring the potential public-private partnership for future development along Fuller Avenue. The ultimate goal is to

meet the critical public parking demands and transportation within this neighborhood as an economic development tool and stabilizer for their properties.

- To enhance and expand the pedestrian way-finding to include the expanded district along North Last Chance Gulch.
- To finalize the engineering work to address appropriate repairs, replacement or removal for the south outer stairwell on the Great Northern Parking structure that continues to sink and creates a safety concern for pedestrian travel.
- To work directly with the City of Helena Solid Waste Division on the inventory, placement, use and size of garbage and recycling containers as an image enhancement program. This would entail developing an enclosure program within the district within the city public parking lots.
- To explore opportunities for businesses to become more energy efficient and sustainable.

**Economic Restructuring – Randy Riley, Mike Dowling & Randall Green (10/11)**

- To work with First Interstate Bank in the development and construction of their new facility to be located on the corner of North Last Chance Gulch and Lyndale Avenue.
- To work with the Pioneer Building project in the construction of their new facility to be located on the corner of North Last Chance Gulch and 14<sup>th</sup> Street.
- To work with potential developers on future in-fill projects within the district.
- To continue the partnership with MBAC in the development of a viable GIS program (Prospector) to assist potential developers researching for business opportunities and available properties.
- To expand the BID incentive tools to include an interest buy-down, ADA improvements, business expansion and relocation opportunities.
- To begin the public process to work with the Gateway Neighborhood/North Last Chance Gulch to develop a long-term vision for the redevelopment and infill within this area of downtown Helena and to explore the benefits of expanding the B-3 Zoning throughout the neighborhood
- To organize and maintain a working team of property managers and business leaders to assist upcoming projects as successful models of development; and to showcase the multiple opportunities that exist for viable redevelopment or new development within the central business district.

**Promotions – Marti Bara (10/11), Bill Crane & Greg Allen**

- To support a regional marketing program promoting Downtown Helena as a unique destination through the collaborative efforts of Downtown Helena, Inc., Helena's Convention Visitors Bureau, Helena Tourism BID and Travel Montana. The primary themes to be promoted will be in collaboration with by cross promoting the Helena brand "Learn to Live!"
- To produce, print and distribute high quality brochures and electronic formats promoting downtown retail businesses and events.
- To be active in the electronic and social media networks by actively promoting downtown events, program and highlights on Facebook, Twitter, Downtown Do You Know E-Letter and website and increase viewers by 25%.
- To network with area students and schools to take an active role in planning and participating in downtown events and promotions.
- To purchase and maintain garbage containers within the downtown to raise greater awareness and participation within the business community.

- To develop an ongoing Good Neighbor Policy to instill a deeper sense of ownership and involvement of all businesses to improve the physical and public image of downtown.
- To expand and enhance existing street decorations into the shoulder seasons, improved landscaping and street banners throughout the district with a heavier emphasis on the winter and shoulder seasons.
- To continue to work with City Parks Department and the Helena Fire Auxiliary in maintaining the historic integrity of the Firetower and the seasonal lighting program.
- To actively and financially support Downtown Helena, Inc. (DHI) efforts and other event organizers in making downtown a vibrant and fun centerpiece of activity for all ages throughout the year through Special Events Grants and retail promotions.
- To create, develop and produce a multi-media marketing campaign with DHI that can be cost shared through cooperative advertising promoting downtown as a retail, entertainment and dining district guide.
- To promote and increase private leasing and usage of the downtown trolley and continue to sponsor the popular Saturday and Sundays free Trolley to Trails program from June through September.

#### **Personnel & Operating Costs**

The most viable assets of any organization are the quality and commitment of its employees and the tools that enable them to do their job. The BID staff is composed of the Executive Director which oversees all the administrative affairs of the BID, Helena Parking Commission and Downtown Helena, Inc. The director is supported by the Communications & Marketing Coordinator who produces and coordinates all publications, office communications and website development. The Summer Intern will work primarily with Downtown Helena, Inc. membership, events, promotions and sponsorships from May through August. The Operations Manager is a supervisory position to manage all downtown field operations including HPC staff, Clean & Safe Projects, Good Neighbor Policy, landscaping, decorations and assist with the special events. A part-time staff will be added to work (16) hours a week in the early morning hours to handle sweeping, snow management, refuse collection, graffiti removal and various maintenance projects.

Downtown hires approximately (20) summer seasonal employees that assist with office support, flower baskets, landscaping and special events that are compensated through revenues raised by Downtown Helena, Inc. as well as cost-shared projects with the BID.

#### **Summation**

The ultimate goal of the BID is to manage its assessments to provide the best possible for the benefit of downtown property owners and businesses within the district. To create stronger partnerships in order to support the growing demand of a dynamic business organization. Over the past few years the BID had to readjust its operations budget to accommodate the lost and delayed assessments by postponing programs and projects. These setbacks were short-term but did limit our abilities to provide implement the previous work plans fully. The BID achieved its primary objectives by remaining cautious in its financial duties and by monitoring its expenses closely. FY 2012 will enable the BID to implement the projects that were postponed due to funding constraints.

The overall benefits of the BID for the past twenty-five years extend well beyond Last Chance Gulch. Its impact has been statewide as the first and oldest BID in the state of Montana. It continues to serve as a regional model for both larger and smaller communities who are just beginning to develop their own BID. We are viewed as progressive and efficient because of our

joint board of trustees for the BID and the Parking Commission. The power of the joint board enables Downtown Helena to manage parking as an economic development tool and the ability to adapt to the demands and use of an area. Perfect examples have been the relocation and expansion of the Base Camp, the renovation of the Donovan Building on Last Chance Gulch and the retention of Montana State Fund, and the new construction of the First Interstate Bank and Pioneer Building project.

The Downtown Helena BID fulfills many responsibilities as the heart and voice of our community. The BID provides the sweat equity on behalf of Downtown Helena thanks to the financial commitment of the property owners, the encouragement of the business owners and the leadership provided by the City of Helena. The BID staff and board of trustees are truly honored to have this responsibility and are looking forward to another great year that will provide a long lasting benefit to the business community, City of Helena, its residents and visitors.

