

Alameda Corridor Business Improvement District 2019 OPERATING PLAN

I. INTRODUCTION

The Alameda Corridor Business Improvement District (ACBID) 2019 Operating Plan and Budget:

Pursuant to the Colorado Business Improvement District Act at Section 31-25-1202, Colorado Revised Statutes, ACBID serves the public purposes of promoting the health, safety, prosperity, security and general welfare of the people in the ACBID service area, as well as those in the surrounding community.

Partnership: ACBID works in close partnership with the Alameda Gateway Community Association (AGCA).

ACBID and AGCA are two separate organizations that work together with similar missions. AGCA is a membership organization, with professional staff providing ACBID management services. AGCA works in close partnership with the City of Lakewood and its various departments.

Boundaries: The ACBID service area is situated along West Alameda Avenue in Lakewood, CO.

Denver at Sheridan Boulevard is its eastern edge; with Carr Street at its western edge.

Service Area: ACBID primarily promotes the businesses and organizations in its service area.

The ACBID service area includes the core of downtown Lakewood along West Alameda Avenue at Wadsworth Blvd. The major attractions and community institutions of this core area include: Lakewood City Commons, including Civic, Cultural and Heritage Centers, Civic Center Plaza and Lakewood City Commons Shopping Center; Belmar; Belmar Crossing Shopping Center; Village at Belmar; Jeffco Public Library Belmar; St. Anthony/Centura Neighborhood Health Center; Belmar Park; Young Americans Center for Financial Education; and mindSpark Learning.

East of the core, extending to Sheridan Blvd., the service area includes the major redevelopments of All Star Ballpark, Gold Crown Foundation Fieldhouse, Red Rocks Church, the forthcoming Metro West Housing Solutions Fifty Eight Hundred project at the Harlan Street Neighborhood Center, and Alameda Crossing Shopping Center at Sheridan Blvd.

II. EXECUTIVE SUMMARY

Introduction: The ACBID Board of Directors, since its inception in 2004, has identified three, top-priority, long-term major initiatives for its service area:

- Economic Development and Marketing
- Corridor Beautification
- Corridor Safety

Economic Development and Marketing: The ACBID works closely with the City of Lakewood Economic Development Division, property owners, businesses and developers to create a favorable business environment to retain, recruit and grow viable businesses. This is accomplished through economic development initiatives including communication/marketing services, social media and business support services. In addition, ACBID promotes the Alameda Corridor with strategic event sponsorships and community partnerships.

A multi-modal transportation system serving all users is vital to economic development. West Alameda Avenue provides a safe corridor for all forms of travel including bicycle, pedestrian, wheelchair, motorized bicycle and transit. In 2019 ACBID will continue to work with the City of Lakewood and other partners to expand transportation choices and mobility on the Alameda Corridor.

Corridor Beautification: West Alameda Avenue, with its unusually wide greenways, accommodates enviable landscape, public art and monument signage opportunities. Corridor beautification has long been a key priority of civic partners along West Alameda Avenue, which was originally envisioned by the City of Denver as the Grand Parkway to nearby Red Rocks Park and the Denver Mountain Parks system.

Since 2007, major ACBID public art installations have added to the creative landscape in the service area as part of the Arts Along Alameda program along with Art on the Commons, annual leased public art installations at the Lakewood Civic Center Plaza and nearby locations. ACBID public art installations are a major component of the Lakewood Public Art Master Plan (2013). These programs expanded in 2018 to include other forms of public art such as banners, murals and “pop up” art.

Additionally, in 2018 the Lakewood Reinvestment Authority (LRA) launched construction of streetscape improvements on West Alameda as part of the Alameda

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Streetscape Project. Directional signage and other improvements will ultimately be added to the entire ACBID service area, along with public art and monument signs.

ACBID will continue to partner with the Lakewood Reinvestment Authority (LRA) and the City of Lakewood on planning for construction and maintenance of landscape improvements on West Alameda. ACBID also supports initiatives as needed to augment municipal mowing, cleaning, snow removal and graffiti removal.

Corridor Safety: ACBID, since its inception, has aligned with and promoted the programs and initiatives of the Lakewood Police Department, including CPTED-Crime Prevention through Environmental Design, WARN-West Area Resource Network, as well as business crime prevention strategies, graffiti management, community policing and others.

III. PROGRAMS AND INITIATIVES

A. ECONOMIC DEVELOPMENT AND MARKETING

Introduction:

The ACBID continues to work closely with the City of Lakewood Economic Development and property owners, businesses and developers to create a favorable business environment to retain, recruit and grow viable businesses through economic development initiatives including:

- Communication/marketing services
- Business outreach and engagement
- Business support services
- Strategic event sponsorships
- Strategic community partnerships

The 2019 operating plan recognizes the continued support of the Belmar District, Lakewood's downtown; Lakewood City Commons; and the continued redevelopment efforts among properties along the Alameda Corridor, including Belmar Crossing and Alameda Crossing Shopping Centers. The ACBID will identify and support programs that strengthen the marketing efforts of area merchants. Additionally, the ACBID will continue to search for opportunities to partner with new businesses and developers looking to move into the greater West Alameda Avenue Corridor.

The ACBID provides support services to aid businesses in navigating the intricacies involved with city permitting and approval processes and offers guidance in determining the feasibility of proposed new business development. The ACBID

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provides historical information and channels input from governmental agencies, community, and neighborhood groups.

Economic Development and the Arts:

ACBID supports ongoing promotion of creative industries to enhance economic development opportunities on the West Alameda Corridor. Creative industries include the arts, culture and new media.

By design, downtown Lakewood is home to its Civic, Cultural and Heritage Centers, as well as the Bonfils-Stanton Amphitheatre, Lakewood Civic Center Plaza and The Plaza at Belmar. The Belmar District itself is recognized worldwide for its superior community design. The district includes the popular Belmar Block 7 Arts District;

The Plaza at Belmar, featuring year-round arts and cultural events, as well as one of the world's leading media marketing firms, The Integer Group, employing hundreds of people from the creative sector.

Economic Development and Marketing Programs and Initiatives:

Email Newsletters and Social Media- AGCA/ACBID Monthly e-mail newsletters are sent to an expanding list of over 600 business and community leaders, gathered through extensive ongoing community engagement and outreach. In 2017 weekly event email blasts called “What’s Hot Along Alameda” were added to provide updated information on partner and member events. Additionally, the appearance of the email newsletters was re-designed to improve the user experience. Partner postings, events and other information are shared daily via Facebook and Instagram. ACBID staff and consultants continuously work to improve these communications.

Website Re-design and Branding- Partner listings, links, maps and information will be provided at the new combined ACBID/AGCA website. The website is being re-designed to increase its effectiveness in providing information and serving as a marketing tool for the Alameda Corridor. Features have been added to make the website more user friendly, interactive and informative.

In addition, at their planning retreat in March of this year, the ACBID Board of Directors set the goal of developing a separate and distinct ACBID brand and logo. ACBID is in the final stages of the branding process to update their organizational mission and vision statements and logo. ACBID will soon emerge with its own brand and tagline to better serve the business property taxpayers and residents in the district.

Expanded Outreach to Businesses in the ACBID Service Area- Best practices for business improvement districts include regular outreach to businesses and business property owners as well as service area residents. ACBID has developed an expanded

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outreach plan including individual written and personal contact with businesses and business property owners. In 2018 AGCA and ACBID hired a part time contract Community Outreach and Business Engagement Consultant to develop an outreach plan and maintain regular contact with business owners and residents.

Alameda Corridor Guide- In 2018 ACBID, in partnership with AGCA, redesigned the bi-annual Gateway Guide publication to a longer, annual 32-page magazine published in the fall. The new magazine will feature an updated creative design, more articles and other interesting content. The magazine will continue to be available in both hard copy and on-line viewable and downloadable versions and will be distributed to numerous information centers and businesses along the Alameda Corridor. The first issue of the new Guide is set for publication in November of this year.

Event Sponsorships and Promotion- In 2018 ACBID expanded its strategic financial support for key public events on the Alameda Corridor including Festival Italiano, Farmers' Market at Mile-Hi Church, Music on the Plaza at Belmar, Inspire Arts Week, City of Lakewood First Thursdays and Party on the Plaza, Earth Day, German Fest, Lakewood Cider Days and other events.

In addition, ACBID actively promotes these events through its email newsletters and social media. In 2019 the emphasis will remain on evaluation of strategic sponsorships to highlight and promote the Alameda Corridor. In addition, ACBID is working in partnership with AGCA to look for opportunities to bring new events to the Alameda Corridor.

Community Partnerships- Collaborative community partnerships are the hallmark of AGCA and ACBID. ACBID continues to strengthen its community partnerships and provide support to world-class community development along West Alameda Avenue, with an emphasis in the ACBID service area downtown core and nearby neighborhood centers, from Sheridan to Carr.

ACBID and AGCA work in close partnership with the City of Lakewood, West Metro Fire Rescue, Jefferson County, Jefferson County Public Schools (specifically including Alameda International Junior/Senior High School), Jeffco Schools Foundation, Jeffco Boys and Girls Club, Jeffco Public Libraries, Jeffco Economic Development Council, West Chamber, Metro West Housing Solutions, Young Americans Center for Financial Education, Bicycle Colorado and other Denver metro area corporations and non-profit organizations, with an emphasis on promoting local giving partnerships and collaboration.

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Transportation and Mobility- A world-class multi-modal transportation system serving all users is vital to economic development. West Alameda Avenue provides a safe corridor for all forms of travel including bicycle, pedestrian, wheelchair, motorized bicycle and transit.

In 2018 ACBID and AGCA received a grant through the Jefferson County “Quick Win” program, with funding from the Colorado Department of Public Health and Environment, to purchase new bike racks for the Alameda Corridor. In 2018 ACBID purchased and installed eight new hoop style bike racks with four placed in the Vance Street Garage in Belmar and an additional four near the intersection of Alaska Way and Saulsbury Street. ACBID plans to continue this bike racks program in 2019.

Sustainability- At their planning retreat in March of this year the ACBID Board adopted a new list of core values, including Sustainability. ACBID will consider sustainability in its decisions on programs. As an initial step, ACBID partnered with Belmar and non-profit Zero Waste Services to develop a zero waste program for Festival Italiano held the second weekend in September. This effort will help to divert several tons of waste through composting and recycling.

B. CORRIDOR BEAUTIFICATION

Introduction: West Alameda Avenue, with its wide greenways, accommodates significant landscape, public art and monument signage opportunities. Corridor beautification has long been a key priority of civic partners along West Alameda Avenue, which was originally envisioned by the City of Denver as the Grand Parkway to nearby Red Rocks Park and the Denver Mountain Parks system situated along the slopes of Mount Evans. Historic West Alameda Avenue and its sister main street, West Colfax Avenue are Denver's original connections to the Lariat Loop and Mount Evans National Scenic Byways.

Alameda Streetscape Project: In 2018 the Lakewood Reinvestment Authority (LRA) launched construction of streetscape improvements on West Alameda as part of the Alameda Streetscape Project. The first two phases of the project are scheduled for completion in 2018.

Directional signage and other improvements will ultimately be added to the entire ACBID service area, along with public art and monument signs. ACBID will continue to partner with the Lakewood Reinvestment Authority (LRA) and the City of Lakewood on planning for construction and maintenance of landscape improvements on West Alameda.

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Additionally, new long-term private investment on the Alameda Corridor by ACBID partners will further the goal of corridor beautification. Metro West Housing Solutions' Fifty Eight Hundred Residences at Harlan Street providing 152 units of quality affordable housing, will be a model for the nation. Construction of Fifty Eight Hundred is expected to be complete by the fall of 2018 and includes major investments in landscaping and public art.

Public Art Programs and Initiatives:

Since 2007, ACBID public art installations have added to the creative landscape in the service area. ACBID's public art initiatives include:

Art on the Commons- Through the Art on the Commons program, ACBID leases six to eight artworks each year and purchases at least one of these artworks for placement in the Alameda Corridor. ACBID public art installations are a major component in the Lakewood Public Art Master Plan (2013).

The artworks selected for Art on the Commons 2018-2019 are currently on display on the Civic Center Plaza. All of the public artworks on the plaza were highlighted this summer as part of the Art Sculpture Treasure Hunt, a fun activity to encourage adults and children to learn more about public art. ACBID and the city will continue to partner in the Art on the Commons program in 2019-2020.

Arts Along Alameda- Beginning in 2007, the ACBID initiated outdoor art streetscape improvements with the Arts Along Alameda program. Under this program ACBID purchases public artworks for placement at locations on the Alameda Corridor. This began with "Flow" – the corridor entry feature at Sheridan and Alameda. Additional installations,

as part of Arts Along Alameda include "Actors" -Allison/Alameda median (2009); "Aspens and the Moon" –Allison north round-a-bout (2009); "Joyfully Dancing" – Belmar library round-a-bout (2010); "Rayonism" –Belmar Crossing Shopping Center (2011); "A Girls Best Friend" – at 7301 W. Alameda – D'Anelli Bridal (2014); and "Griesal Grasses" – north end of the Civic Center Plaza (2016).

This year ACBID expanded Arts Along Alameda to include additional locations and developed a Public Art Workplan with the goal of creating an "Arts And Nature Trail" on West Alameda. The Metro West Housing Solutions (MWHS) Fifty Eight Hundred development presents a unique opportunity for placement of a signature public art piece on the east end of the Alameda Corridor. Later in the fall, ACBID and MWHS will dedicate two companion metal sculptures in front of Fifty Eight Hundred. The sculptures, designed by artist Christopher Weed, are intended to resemble Colorado wildflowers by day and gently glowing torches at night. This is a joint project with ACBID and MWHS sharing in the cost of the artwork, engineering and installation.

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Additionally, ACBID will soon dedicate a new metal art sculpture on the west side of the Young Americans Center for Financial Education. The sculpture, titled “American Primitive” was designed by artist Robert Hickler and will be located facing into Belmar on West Nevada Place. Working closely with Young Americans, ACBID provided the funding for the sculpture along with the engineering, landscaping and installation.

Also, in 2017 ACBID launched a new program called Art at Your Business to complement the Arts Along Alameda program. This program provides artwork and heavy metal art stands for placement at corridor businesses. Thus far this program has placed two pieces, “Tree of Life” at the Village at Belmar and “Nix the Lab” at the Goodyear store.

Banners on Alameda- In late-2017 ACBID partnered with the management of Belmar for design and placement of decorative holiday banners throughout the Belmar District. These banners will return for the holidays in 2018. Additionally, with installation of new light poles and medians on Alameda as part of the Alameda Streetscape Project ACBID will have the opportunity to introduce new banners directly on Alameda. These banners will serve to brand the Alameda Corridor and celebrate the seasons and major events.

Corridor Murals Program- In 2018 ACBID launched its Corridor Murals Program to integrate mural art into the built environment on the Alameda Corridor. The first mural, designed by artist Ratha Sok, was completed on the north side of the Village Roaster at Garrison and Alameda on Memorial Day, 2018. Murals are currently in the final planning stages at the Panaderia Rodriguez Bakery and Restaurant (east wall) and on the exterior wall of the Whole Foods Parking Garage in Belmar (facing south). ACBID is planning for the installation of three additional murals in 2019 with locations to be announced.

Sidewalk Art- ACBID is developing a program to sandblast images into the sidewalks at strategic locations on West Alameda after completion of the Alameda Streetscape Project. Incorporating images into sidewalks can enhance the pedestrian experience by providing a vital interpretive element that links together all elements of an “Arts and Nature Trail”. Together with signage and artwork, these images can help tell the story of West Alameda including its geography, history, flora and fauna.

Art in Ordinary Places- ACBID launched this program in 2018 with colorful painted hummingbirds placed on the restroom screens at the Lakewood Farmers’ Market. In 2019 this will be expanded to turn RTD bus shelters and City of Lakewood utility boxes into vibrant artworks with the help of local artists.

Signage and Identity Markers- In the coming year ACBID will move forward with a program for design of new signage/identity markers for installation upon completion of the Alameda Streetscape Project. The purpose of these markers will be to provide way-finding signage with appealing design to brand the Alameda Corridor.

Pocket Parks- West Alameda has several public bench areas developed by Alameda Gateway nearly twenty years ago. In 2019 ACBID will begin improving these areas with sun shelters and art to encourage more public use.

Other Corridor Beautification Programs and Initiatives:

ACBID Public Art Restoration and Maintenance Program- In 2018 ACBID contracted with a local company to restore and maintain it's growing inventory of public artworks. An inspection in the fall of 2017 revealed significant damage from the elements to several of ACBID's artworks. Restoration work will be complete by early 2019 and transition to a program of regular inspections and maintenance.

ACBID Art Branding- ACBID's public artworks currently have no plaque or sign to let the public know of the district's major investment in the arts. Upon completion of its branding process ACBID will place plaques on all of its accessible public art with the ACBID brand logo, the name of the artwork and the artist.

Pilot Business Grants Program- In 2018-2019 ACBID will launch a targeted pilot business grants program for West Alameda. Under this program, businesses can apply for grants up to \$5000 for monument signs and \$2500 for façade improvements and landscaping for projects that improve the appearance of West Alameda.

ACBID has a long history of periodically providing business grants for expenses such as building facades and landscaping. This new program will be based on the best practices learned from other programs along with extensive research conducted for ACBID by an intern from Metro State University of Denver.

C. CORRIDOR SAFETY

Introduction: As the West Metro Denver region continues to grow, corridor safety remains of paramount importance to ACBID, AGCA, the Lakewood Police Department (LPD), City of Lakewood and its partners. Long-term partnerships with LPD and other safety minded partners provide a continuous pathway for making public safety improvements throughout the West Alameda Corridor.

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Crime trends such as graffiti and auto theft continue to be cyclical and fluid in nature, necessitating flexibility and adaptability in response. As conditions change and evolve, ACBID will continue to work with its partners on new initiatives to improve safety on the West Alameda Avenue Corridor now and in the future.

Current Corridor Safety Programs:

Public Safety Updates at Monthly AGCA Community Meetings- Updates from the Lakewood Police Department and West Metro Fire and Rescue are a mainstay of the AGCA meetings held January-June and September-November. These updates include valuable information and tips on crime trends, crime prevention and safety for business owners and the public.

Warn Program- The ACBID will also continue to utilize and promote **WARN** –West Area Resource Network – an LPD business crime prevention program featuring monthly newsletters and timely crime updates and alerts delivered via e-mail.

IV. SUMMARY

The core of downtown Lakewood, Belmar and Lakewood City Commons, is approaching initial build-out of residential, retail, office and entertainment. Metro Denver's economic recovery has provided a welcome boon that has rapidly advanced world-class developments and plans along West Alameda Avenue. Forthcoming major landscape, public art and monument improvements in the ACBID service area will add to the image and appearance of the corridor.

V. CORRIDOR MANAGEMENT

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The Colorado BID statute provides for the establishment of the ACBID board of directors, which is responsible for submitting the ACBID annual operating plan and budget for review by the Lakewood City Council. In March of this year the ACBID Board of Directors held its first planning retreat to set priorities and long-term planning goals reflected in this plan.

The current ACBID directors are:

Director	Term
Ed Boyle – <i>Belmar Crossing Shp Ctr</i>	3 years-07/01/17-6/30/20
John Buckley – <i>Alameda Crossing Shp Ctr</i>	3 years-07/01/16-6/30/19
Sonya Estes- <i>Runners Roost</i>	3 years-07/01/18-6/30/21
Teresa Lopez - <i>Integer Group</i>	3 years-07/01/17-6/30/20
Phillip D. Shapiro- <i>Village at Belmar</i>	3 years-07/01/16-6/30/19
Crystal Le – <i>Lakewood City Commons</i>	1 years-07/01/16-6/30/19
Lary Herkal – <i>Belmar/Starwood Retail</i>	3 years-07/01/18-06/30/21

Additional duties and responsibilities include:

- Ensure compliance by preparing and filing annual ACBID budget according to state legal requirements;
- Ensure compliance with other state laws;
- Contract for management services with the AGCA for day-to-day services as outlined in the ACBID Operating plan; and
- Provide direction and coordination in carrying out ACBID-funded improvements and services.