

Alameda Corridor Business Improvement District 2022 OPERATING PLAN

I. INTRODUCTION

The Alameda Corridor Business Improvement District (ACBID) 2022 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 inhabitants of the ACBID service area, the property owners therein, and all the people of the state; will promote the continued vitality of commercial business areas within the City of Lakewood; and will be of special benefit to the property within the boundaries of the district.

Partnership: ACBID works in close partnership with Alameda Connects (AC)

ACBID and AC are two separate organizations working together with similar missions of promoting a vibrant business corridor. AC is a non-profit 501(c) (6) business and community membership organization, with professional staff providing ACBID management services. AC 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.

The boundaries of the ACBID service area are Denver at Sheridan Boulevard at its eastern edge; with Carr Street at its western edge on the north side and Allison Parkway on the south side.

ACBID 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

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- 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, Metro West Housing Solutions Fifty-Eight Hundred, and Alameda Crossing Shopping Center at Sheridan Blvd.

II. EXECUTIVE SUMMARY

Introduction: The ACBID Board of Directors 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 investors to create a favorable business environment to retain, recruit and grow viable businesses. This is accomplished through economic development initiatives including communication/marketing services, printed and electronic media material demonstrating growth, and business support services. ACBID also promotes the Alameda Corridor with strategic event sponsorships, business grant opportunities and community partnerships. Additionally, ACBID plans to continue to take a proactive role in strategically promoting business investment and recruiting new businesses to the Alameda corridor.

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 2022 ACBID will continue to work with the City of Lakewood and other partners to expand transportation choices and mobility as well as foster pedestrian and driver safety along the Alameda Corridor.

Corridor Beautification: West Alameda Avenue, with its wide greenways, accommodates important 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. Additionally, in the past four years ACBID has expanded its public art programs to include wall murals, mobile murals, traffic box art wraps and sidewalk history icons. ACBID public art installations are a major component of the Lakewood Public Art Master Plan (2013).

Additionally, in 2021 ACBID moved forward with launch of the *Discover Alameda* trail. *Discover Alameda* brings together all of the public art, history and natural elements on the

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Alameda Corridor to create a unique user experience with wayfinding signage. ACBID will continue with implementation of these programs in 2022.

Finally, in late 2021 ACBID will assume partial responsibility with the LRA for management of maintenance for the extensive landscape improvements built for the Alameda Streetscape Project.

Corridor Safety: ACBID, since its inception, has aligned with and promoted the programs and initiatives of the Lakewood Police Department including Crime Prevention Through Environmental Design (CPTED). In 2021, ACBID launched a pilot CPTED grants program to facilitate crime prevention in key areas on the corridor through improved lighting and security cameras.

III. PROGRAMS AND INITIATIVES

A. ECONOMIC DEVELOPMENT AND MARKETING

Introduction:

The ACBID continues to work 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 through economic development initiatives including:

- Communication/marketing services;
- Business outreach and engagement;
- Business support services;
- Strategic event sponsorships; and
- Strategic community partnerships with nonprofits.

The 2022 operating plan recognizes the continued support of the Belmar District, Lakewood's downtown; Lakewood City Commons; and continued redevelopment efforts among properties along the Alameda Corridor, including Belmar Crossing and Alameda Crossing Shopping Centers. ACBID will identify and support programs that strengthen the marketing efforts of area merchants. Additionally, ACBID will continue to search for opportunities to partner with new businesses and developers looking to move into the greater West Alameda Avenue Corridor.

Moreover, 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.

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

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Plaza at Belmar. The Belmar District is recognized worldwide for its superior community design. The district includes the popular Arts on Belmar 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:

Communication with Email Newsletters and Social Media- AC/ACBID monthly e-mail newsletters and weekly email marketing newsletters are sent to an expanding list of over 1000 business and community leaders and over 2000 households gathered through extensive ongoing community engagement and outreach. The weekly marketing newsletter promotes the district's businesses and organizations by strategically targeting Lakewood residents in outlying neighborhoods to increase customer traffic and business profitably along the corridor.

Partner postings, events and other information are shared daily via Facebook and Instagram, Twitter and LinkedIn. ACBID staff continuously work to improve and expand these communications.

Website and Branding- Alameda Connects and ACBID continue to use their joint website to promote the mission and vision of the ACBID and provide information regarding ACBID board meetings, board member listings and descriptions of the BID with a map of the service area and BID projects along the corridor. The website also features a section on ACBID public art programs with photos of the artwork.

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 outreach plan including individual written and personal contacts with businesses and business property owners.

Promoting Real Estate Investment and Retail Recruiting- ACBID will continue to take a proactive role in promoting business investment and recruiting new retail and restaurant businesses to the Alameda Corridor. In 2020 ACBID added a section to its website listing vacant corridor commercial properties to its website.

Grants Programs- In 2021 ACBID and Alameda Connects jointly expanded their strategic grants programs to invest in businesses and non-profits on the Alameda Corridor. In addition, both AC and ACBID developed coordinated grant programs in response to the COVID-19 pandemic and resulting restrictions. 2020-2021 grants programs included:

- Make a Difference Grants for non-profits and public schools;
- Small but Mighty Business Grants for small business projects;
- Grow Grants for business signage and façade projects;
- COVID-19 Recovery – Small Business Innovation and Adaptation Grants;
- COVID-19 Response- Outdoor Expansion Grants for restaurants.

In 2022 ACBID will continue its Grow Grants program for to improve commercial properties in the Alameda service area. Alameda Connects will continue its Make a Difference and Small but Mighty grants programs.

Sponsorship of the Passion's Project- In 2019 ACBID and Village at Belmar in Lakewood partnered to commission Colorado photographer Heidi Wagner for her nationally notable series, *The Passions Project: Redefining Aging*, which will now come to Jefferson County to celebrate the vibrancy and beauty of older residents living life to its fullest. After a delay due to COVID the project is on track for completion in 2021. This photo exhibit will first be featured at a regional gallery and then come to the Alameda corridor area for display at the Lakewood Cultural Center or another gallery.

Public Event Sponsorship and Promotion- In 2021 ACBID continued and expanded its strategic sponsorship and promotion of public events on the Alameda corridor including:

- Farmers' Market at Mile-Hi Church.
- Lakewood's Earth Day.
- Lakewood Sounds Exciting Summer Concert Series.
- Movie in the Park.
- Community Bike Rides.
- National Night Out.
- National Bike to Work Day.
- Public Art Dedication Program – Free community, public official, and business dedication ceremonies to promote public art along the corridor.
- Pints and Policy – Open Q & A poster session format forum for Lakewood City Council candidates to meet and present their information to the public.
- Ale Trail – Event to promote Lakewood's growing microbrewery and distilling industries.
- Blarney on Belmar – Free public St. Patrick's Day event in partnership with the Hyatt House at Belmar to celebrate Irish culture and heritage.
- Lakewood Cider Days.

In addition, ACBID actively promotes corridor events through its email newsletters and social media. In 2022 the emphasis will remain on evaluation of strategic event sponsorships to highlight and promote the Alameda Corridor. In addition, ACBID is working in partnership with AC and the City of Lakewood and other partners to look for opportunities to bring new events to the Alameda Corridor.

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

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ACBID and AC 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 Metro Chamber, Metro West Housing Solutions, Young Americans Center for Financial Education, Bicycle Colorado, Jeffco Career Paths Program, Colorado Christian University Employment Management Program, Kaiser Permanente and other Denver metro area corporations and non-profit organizations, with an emphasis on promoting local giving partnerships and collaborations. In 2022 ACBID will continue its financial support for the Jefferson County Boys and Girls Clubs and Young Americans Center for Financial Education.

Transportation and Mobility- A world-class multi-modal transportation system serving all users is vital to economic development. The Alameda Streetscape Project brought new 10-foot wide concrete multi-use paths to long stretches of Alameda east of Wadsworth, improving the existing trail system. These new sidewalks created a safer and more enjoyable experience for all forms of travel including bicycle, pedestrian, wheelchair, motorized bicycle and transit.

ACBID continues to support multi-modal transportation on the Alameda Corridor through participation in the West Corridor Transportation Management Agency. In addition, ACBID supports transportation mobility through the following programs:

- Sponsorship of activities for Lakewood's Bike to Work Day;
- Participation in the Lakewood Bicycle Advisory Team;
- Sponsorship of recreational bike rides to encourage cycling on the Alameda Corridor;
- Installation of bicycle facilities including bike racks at Belmar and a new bike repair station at the Alameda public bench area at S. Chase St. and W. Alameda Ave; and
- Educational outreach on pedestrian safety in partnership with the City of Lakewood Traffic Operations

Sustainability- Sustainability is a core value of ACBID with the long-term vision of transforming Alameda into a sustainable business corridor. ACBID Sustainability initiatives include:

- Promotion of Business Energy Audits- In 2021 ACBID partnered with the Lakewood Sustainability Division to promote free energy audits from Xcel Energy for businesses on the Alameda Corridor.
- Business Energy Grants Program- ACBID is providing energy efficiency grants to businesses completing energy audits to help implement audit recommendations.
- Promotion of Recycling- ACBID is committed to making all of its events as close to zero waste as possible with recycling containers donated by Zero Waste Services in 2020.

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- Regenerative Recovery Coalition- ACBID participates in the Alliance Center's Regenerative Business Working Group. ED Tom Quinn is the leader of the Regenerative Business Working Group.

ACBID will continue working on initiatives to promote sustainability on the Alameda Corridor.

Additional COVID-19 Response- ACBID responded to the COVID-19 pandemic with several programs:

- COVID-19 Recovery Grants Programs – See above Economic Development and Marketing Initiatives.

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 2020 the Lakewood Reinvestment Authority (LRA) completed construction of streetscape improvements on West Alameda as part of the Alameda Streetscape Project. The improvements installed for this project are a key component of ACBID's street beautification program. ACBID is working with the Lakewood Reinvestment Authority (LRA) and the City of Lakewood on planning for the sustainable, long-term management of landscape improvements on West Alameda.

Public Art Programs and Initiatives:

Since 2007, ACBID public art installations have added to the creative landscape in the service area. ACBID financial investments in public art to date total over \$750,000. ACBID's public art initiatives include:

Art on the Commons- Through the Art on the Commons program, ACBID leased six artworks each year and usually purchased at least one of those artworks for permanent placement on the Alameda Corridor. Due to COVID-19 restrictions the Art on the Commons program was suspended for 2020 but is expected to resume in 2022 in a different format.

Arts Along Alameda- Beginning in 2007, the ACBID initiated outdoor art streetscape improvements with the Arts Along Alameda program. Under this program, ACBID purchases or commissions sculptures for placement at locations on the Alameda Corridor. This program

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began with “Flow” – the corridor art entry feature at Sheridan and Alameda. Additional installations as part of Arts Along Alameda are:

- “Actors” - Allison/Alameda median (2009);
- “Aspens and the Moon” - Allison north Civic Center round-a-bout (2009);
- “Joyfully Dancing” - Belmar Library round-a-bout (2010);
- “Rayonism” - Belmar Crossing Shopping Center (2011);
- “A Girls Best Friend” - 7301 W. Alameda – D’Anelli Bridal (2014);
- “Griesal Grasses” - north end of the Civic Center Plaza (2016);
- “Nix the Lab” - Goodyear store entrance (2017);
- “Girasoles” (Sunflowers) - Metro West Housing Solutions 5800 (2018);
- “Tree of Life” - Village at Belmar (2018);
- “American Primitive” - Young Americans Center for Financial Education (2018);
- “Eye on the Ball” - All Star Park (2019);
- “Desert Plants” - Belmar Crossing Shopping Center at Saulsbury and Alameda (2019); and
- “Arc of Peace”- in front of the Village at Belmar on the northwest corner of Yarrow and Alameda (2019).

Discover Alameda- Arts and Nature Trail Experience- In 2018 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 experience on West Alameda. Under this plan, all the public artworks, historical marker icons and natural features on Alameda will be connected to create a complete user experience. In 2019 this plan officially became *Discover Alameda*.

The goals for *Discover Alameda* are three-fold. First, to promote the health of the community by providing opportunities for safe and active transportation on the Alameda corridor. Second, to advance the economic development goal of drawing more visitors to the corridor to benefit businesses in the service area. Finally, to serve the general welfare of the community by creating a resource for outdoor public arts, history and nature education.

In 2020 ACBID was awarded a \$25,000 Revitalizing Mainstreet matching grant for design and implementation of *Discover Alameda*. With a \$2,500 ACBID match the total project budget is \$27,500. The major elements of *Discover Alameda* include:

- *Wayfinding Signage and Identity Markers-* In 2021 ACBID completed design and installation of *Discover Alameda* wayfinding signs on vinyl wraps on the backup electrical boxes at intersections with a map indicating attractions and landmarks within a twenty-minute walking radius. The signs also feature a QR code allowing trail users to access the ACBID website for information on ACBID’s extensive public artworks collection and sidewalk history icons. Additional signage for *Discover Alameda* includes digitally printed high pressure laminate signs mounted on existing signposts and exterior grade vinyl sidewalk decals.

- *History on the Alameda Corridor-* The *Discover Alameda* experience includes sandblasted blue sidewalk history icons placed to allow the public to take self-guided history tours and participate in organized bike and walking tours. These Icons and the vinyl box wraps have QR codes with a link to the ACBID website for photos and historical information. In 2021 at least five more history icons will be added in selected locations to create a comprehensive Alameda history experience. Additional history icons are planned for 2022.
- *Nature on the Alameda Corridor-* The *Discover Alameda* QR codes will also include a link to information on the plants, flowers, and trees of the Alameda corridor. Additionally, ACBID is developing a plan for interpretive signage and a map/brochure describing the plants, flowers, trees and grasses on the corridor planted as part of the Alameda Streetscape Project along with native species.
- *Pocket Parks Pilot Program-* In 2021 ACBID completed installation of the first shade structure at the Chase Street benches location with new matching benches and trash can, a bike repair station and historic nature quotes embedded in the concrete. A ribbon cutting for the pocket park has been scheduled for October.

The purpose of this program is to create pedestrian and cyclist rest and gathering spaces to improve the *Discover Alameda* experience. ACBID will monitor public usage of the Chase location and anticipates construction of the Pierce Street pocket park in 2022 and additional locations in subsequent years.

Corridor Murals Program- In 2021 ACBID launched a program to work with local artists to paint colorful murals on the back panels of bus shelters on the Alameda corridor with colorful artwork to expand public art and deter graffiti. ACBID worked in collaboration with the owner of the shelters, Outdoor Promotions, to develop this program. A total of eight bus shelters were painted. The murals all face the public sidewalks to encourage active transportation as part of *Discover Alameda*.

Also, at the end of 2020 ACBID partnered with Belmar to place murals in the windows of the closed Victoria's Secret Store. Called *Transitions*, this murals exhibit features murals from eight artists. When the store space is ultimately filled the murals will be moved to other locations in the Belmar area.

ACBID will expand its murals program in 2022 to include additional locations.

Traffic Box Art Wraps- In 2019 ACBID launched a program to wrap city electrical boxes on Alameda with colorful art wraps as part of its *Discover Alameda* vision. ACBID completed the first phase in 2019-2020 with installation of nature themed art wraps on a total of twelve electrical boxes at ten intersections on Alameda from Depew to Garrison. In 2021 ACBID added seven additional box art wraps. ACBID hopes to expand this program in the future to include art on other types of utility boxes.

ACBID Public Art Restoration and Maintenance Program- ACBID will continue its regular annual public art inspection and maintenance program in 2022 and beyond.

C. CORRIDOR SAFETY

Introduction: As the West Metro Denver region continues to grow, corridor safety remains of paramount importance to ACBID, AC, 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. 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 Corridor now and in the future.

Corridor Safety Programs:

Public Safety Updates at Monthly AC Community Meetings- Updates from the Lakewood Police Department and West Metro Fire and Rescue are a mainstay of the AC Community 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.

Crime Prevention Through Environmental Design (CPTED) Grants Program- In 2021, ACBID launched a pilot CPTED grants program to facilitate crime prevention in key areas on the corridor. ACBID Programs Manager Sarah Hadsall is now certified to perform CPTED evaluations and this service will be made available to business property owners on Alameda. ACBID will continue its CPTED grants program in 2022.

IV. SUMMARY

ACBID will work with our community to confront challenges while moving forward with planned projects for corridor improvement. ACBID will continue its street beautification, economic development and safety initiatives in 2022 and beyond.

V. CORRIDOR MANAGEMENT

The Colorado Business Improvement District Act 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.

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The current ACBID directors are:

Director	Term
Ed Boyle – <i>Belmar Crossing Shp Ctr</i>	3 years-07/01/20-6/30/23
John Buckley – <i>Alameda Crossing Shp Ctr</i>	3 years-07/01/19-6/30/22
Sonya Estes- <i>Runners Roost</i>	3 years-07/01/18-6/30/21
Patty Denny - <i>Integer Group</i>	3 years-07/01/20-6/30/23
Phillip D. Shapiro- <i>Village at Belmar</i>	3 years-07/01/19-6/30/22
Alex Kim – <i>Lakewood City Commons</i>	3 years-07/01/19-6/30/22
Vacant – <i>Belmar</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 Alameda Connects 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.