

# City of Columbia

701 East Broadway, Columbia, Missouri 65201



**Agenda Item Number:** REP 65-14

**Department Source:** City Clerk

**To:** City Council

**From:** City Manager & Staff

**Council Meeting Date:** July 7, 2014

**Re:** Report: Downtown Community Improvement District (CID) Annual Budget - Fiscal Year 2015

## Documents Included With This Agenda Item

Council memo

**Supporting documentation includes:** Map of the Downtown CID Boundaries; Correspondence and Budget for the Downtown CID; Section 67.1471.2 of the Revised Statutes of Missouri

## Executive Summary

The Downtown CID was established by the City Council on February 7, 2011. Pursuant to Section 67.1471.2 of the Revised Statutes of Missouri, the Downtown CID is submitting its annual budget.

## Discussion

A diagram showing the boundaries of the Downtown CID is attached. The purpose of the district, when established, was to fund improvements that would enhance the downtown environment in terms of capital improvements, cleaning/maintenance and safety, and the downtown economy through programs, marketing/events and communication advocacy.

Pursuant to Section 67.1471.2 of the Revised Statutes of Missouri, which is attached, community improvement districts are required to provide the governing body of the city a proposed annual budget. The governing body can review and comment, but those comments shall only be recommendations.

## Fiscal Impact

Short-Term Impact: N/A

Long-Term Impact: N/A

## Vision, Strategic & Comprehensive Plan Impact

Vision Impact: Downtown

Strategic Plan Impact: Economic Development, Health, Safety and Wellbeing

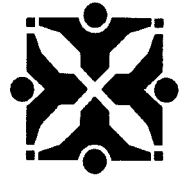
Comprehensive Plan Impact: Economic Development

## Suggested Council Action

This is informational unless the Council would like to provide written comments to the Downtown Community Improvement District.

# City of Columbia

701 East Broadway, Columbia, Missouri 65201



## Legislative History

February 3, 2014 - REP 12-14 - Downtown CID Board of Directors - Annual Membership

November 18, 2013 - REP163-13 - End of Fiscal Year Report

July 1, 2013 - REP99-13 - FY 2014 Annual Budget Information

July 1, 2013 - REP98-13 - Downtown CID Board of Directors - Membership

February 4, 2013 - REP23-13 - Annual Budget and Report on Services, Revenues, Expenditures

February 4, 2013 - REP22-13 - Downtown CID Board of Directors - Membership

February 6, 2012 - REP15-12 - Downtown CID Board of Directors - Membership

October 3, 2011 - REP166-11 - Appointment of Downtown CID Board of Directors Member

June 6, 2011 - REP93-11 - Appointment of Downtown CID Board of Directors Member

March 21, 2011 - REP57-11 - FY 2011 Annual Budget

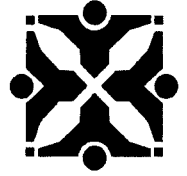
February 7, 2011 - Ordinance No. 020866 - Council approved the petition to form the Downtown Community Improvement District

A handwritten signature in black ink, appearing to read "Alca", written over a horizontal line.

Department Approved

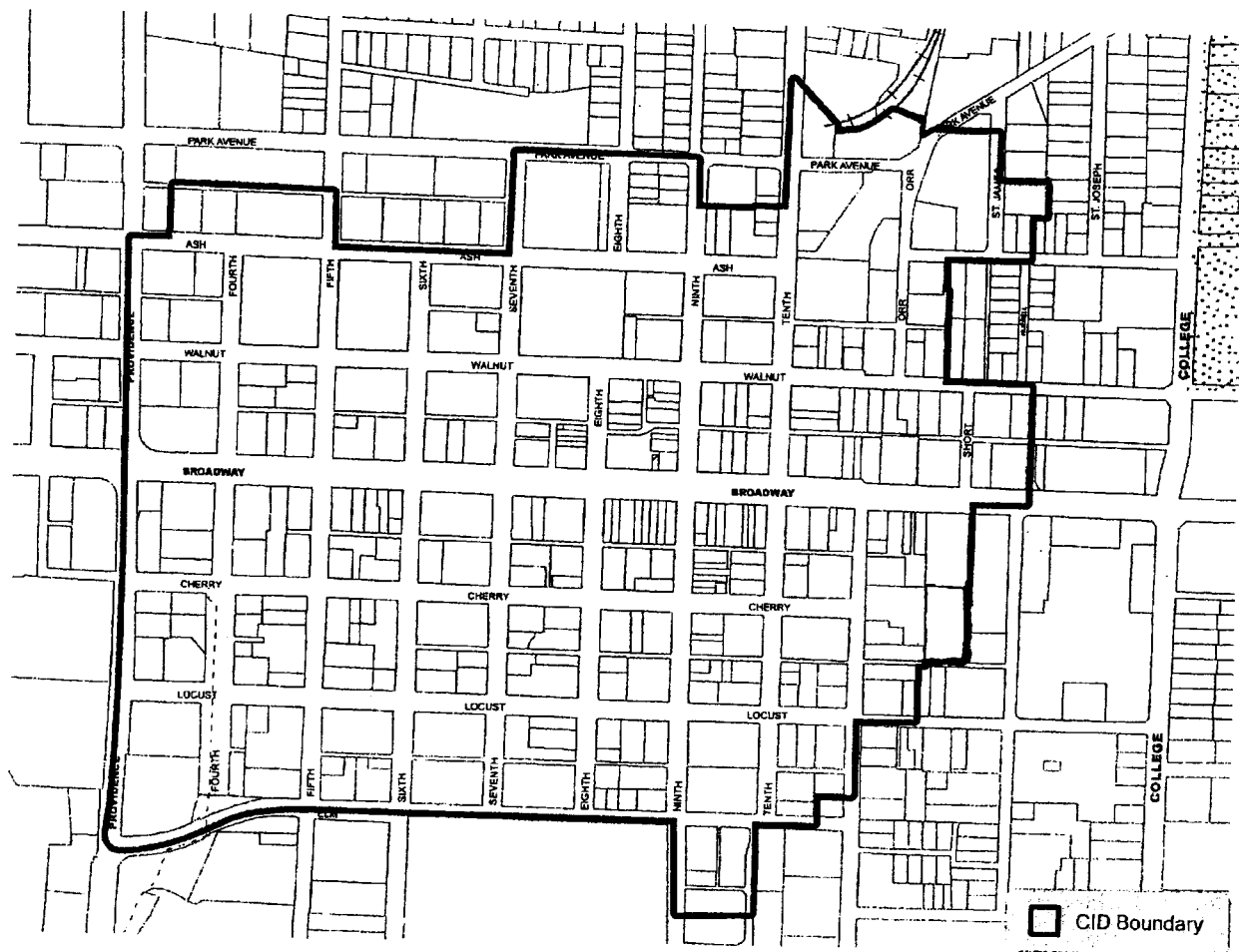
A handwritten signature in black ink, appearing to read "Mick White", written over a horizontal line.

City Manager Approved



## SUPPORTING DOCUMENTS INCLUDED WITH THIS AGENDA ITEM ARE AS FOLLOWS:

Map of the Downtown CID Boundaries; Correspondence and Budget for the  
Downtown CID; Section 67.1471.2 of the Revised Statutes of Missouri



RECEIVED JUN 17 2014



**The District** • Downtown Community Improvement District  
11 South 10th Street • Columbia, MO 65201 • (573) 442-6816  
**DiscoverTheDistrict.com**



June 16, 2014

Mr. Mayor and City Council:

Section 67.1471.2 of the Revised Statutes of Missouri, as amended, requires the District to prepare an annual budget and present it to the Columbia City Council for comment. As such, the FY 2015 budget for the Downtown Community Improvement District is attached.

Also included are staff reports addressing specific proposals within the budget and a revised 5-Year Draft Budget with updated priorities based on a recent survey. As you may know, our initial 5-year budget ends this current fiscal year. We developed the new budget goals based on the same input process as we originally used.

Thank you for your consideration and feel free to contact me at 442-6816 if you have any questions.

Sincerely,

Carrie Gartner  
Executive Director  
Downtown Community Improvement District

**CID Board**

Blake Danuser  
Binghams

Adam Dushoff  
Addison's

Tony Grove  
Grove Construction

Christina Kelley  
Makes Scents

Tom Mendenhall  
The Lofts at 308 Ninth

Michael McClung  
Déjà vu, Resident

Allan Moore  
Moore & Shryock

John Ott  
Paramount Building

Tom Schwarz  
Landmark Bank

Deb Sheals  
Historic Preservation Consulting

Ben Wade  
Guitarfinder

Michael Wagner  
Boone County National Bank

Marti Waigandt  
808 Cherry

Skip Walther  
Walther, Antel, Stamper & Fischer

Andrew Waters  
Columbia Daily Tribune

**Community Improvement District Budget**

	FY2014	FY2015	CHANGE
<b>Recurring Revenue</b>			
Property Assessment	156,030	181,207	25,177
Sales Tax	474,151	543,056	68,905
Interest Income	900	1,026	126
Miscellaneous Income	0	0	0
<b>Total Recurring Revenue</b>	<b>631,081</b>	<b>725,289</b>	<b>94,208</b>
<b>Recurring Expenses</b>			
<b>Program Management</b>			
Insurance (Health)	11,124	11,458	334
Insurance (Property)	440	484	44
Meals & Entertainment	300	500	200
Office Equipment Rental	500	500	0
Office Equipment Repair	1,500	1,500	0
Office Repairs & Maintenance	10,000	7,000	(3,000)
Office Supplies	1,625	1,951	326
Parking	2,112	2,243	131
Payroll	135,338	141,466	6,128
Payroll Taxes	13,534	14,147	613
Professional Services	8,000	10,000	2,000
Rent	25,000	25,750	750
Retirement Plan	6,893	8,370	1,477
Seminars & Conferences	5,000	5,500	500
Telephone	3,500	3,850	350
Utilities	6,500	7,150	650
<b>Total Program Management</b>	<b>231,366</b>	<b>241,868</b>	<b>10,503</b>
<b>Programs &amp; Services</b>			
<b>Environmental</b>			
Beautification/Streetscape			
Banners (installation)	10,000	10,000	0
City Horticulture	7,500	7,500	0
Public Art Program	1,000	1,000	0
Special Streetscape Programs	4,000	13,600	9,600
	22,500	32,100	9,600
Cleaning and Maintenance			
Labor	45,000	45,000	0
Payroll Tax	4,500	4,500	0
Equipment	1,500	1,500	0
Recycling	9,000	7,000	(2,000)
Extended Cleaning Services	38,000	38,000	0
	98,000	96,000	(2,000)
<b>Economy</b>			
Economic Development			
Business Marketing	10,000	10,000	0
Development Programs	7,500	7,500	0
Economic Benchmarking	0	1,300	1,300
District Wireless (Operating Costs)	32,000	32,000	0
Industry Membership	1,700	1,700	0
TIF Reimbursement	6,500	17,167	10,667
	57,700	69,667	11,967
Marketing			
Image Marketing	15,000	25,000	10,000
Promotions & Events	18,000	20,000	2,000
Online Marketing	10,000	10,000	0
Marketing Subscriptions	1,200	1,200	0
Postage	3,900	5,000	1,100

**Community Improvement District Budget**

Printing	5,200	7,000	1,800
	53,300	68,200	14,900
<b>Total Programs &amp; Services</b>	<b>231,500</b>	<b>265,967</b>	34,467
<b>Total Recurring Expenses</b>	<b>462,866</b>	<b>507,835</b>	44,970
<b>Non-Recurring Revenue</b>			
FY13 Draw Down	40,000	0	(40,000)
<b>Total Non-Recurring Revenue</b>	<b>40,000</b>	<b>0</b>	(40,000)
<b>Non-Recurring Expenses</b>			
<b>Environmental</b>			
Beautification/Streetscape			
Sidewalk Trash Cans	34,000	0	(34,000)
Banner Design/Production	18,000	18,000	0
Design Guidelines Consultant	30,000	0	(30,000)
Design Guidelines Booklet	0	1,500	1,500
District Wireless (Installation)	5,500	0	(5,500)
Broadway Gateway	70,000	100,000	30,000
Directional Signage (HUB)	0	10,000	10,000
Infrastructure Programs			
Energy Efficiency Programs	0	20,000	20,000
Sewer/Stormwater Programs	0	20,000	20,000
	157,500	169,500	12,000
Public Safety			
Golf Cart Matching Grant	14,000	0	(14,000)
Hospitality Zone Assessment	0	32,000	32,000
Public Safety Programs	0	10,000	10,000
Public Safety Brochure	0	2,500	2,500
	14,000	44,500	30,500
Marketing			
Professional Services	1,800	1,800	0 photos
CID Fund Balance	25,000	0	(25,000) 9 mo. Emergency = \$181,606
<b>Total Non-Recurring Expenses</b>	<b>198,300</b>	<b>215,800</b>	17,500
<b>Total Surplus (Deficit)</b>	9,916	1,654	(8,262)

**CID Budget FY2015  
Revenues**

**Revenue Line Item Detail  
Income**

1

	<b>FY2014</b>	<b>FY2015</b>	<b>Change</b>	
Property Assessment	156,030	181,207	25,177	<i>Real revenues, collected 2013-14, .4778 per \$100 of Assessed Values</i>
Sales Tax	474,151	543,056	68,905	<i>Projected revenue, based on previous year's collections, 1/2 a cent</i>
Interest Income	900	1,026	126	<i>Projected revenue, based on previous year</i>
Miscellaneous Income	0	0	0	
Total Income	631,081	725,289	94,208	



Community Improvement District - 5-Year Budget Proposal (as approved in the CID Petition) Compared to Proposed Yearly Operating Budget												
	2010		2011		2012		2013		2014			
	Planned	Actual (SBD)	Planned	Actual (SBD)	Planned	Actual (SBD Est.)	Planned	Budgeted (CID)	Planned	Budgeted (CID)	Difference	
<b>Revenue</b>												
Special Assessment	150,000	172,565	153,000	176,028	156,060	25,000	159,181	152,532	162,365	156,030	(6,335)	
Sales Tax	300,000	0	306,000	0	312,120	0	318,362	331,141	324,730	474,151	149,422	
Payments in Lieu	30,000	23,200	30,600	23,200	31,212	23,200	31,836	23,200	32,473	0	(32,473)	
Interest	2,000	1,896	2,040	1,243	2,080	696	2,122	301	2,165	900	(1,265)	
Holiday Light Sales	100	30	102	208	106	31	0	100	108	100	(8)	
<b>Total Revenue</b>	482,100	197,691	491,742	200,679	501,578	48,927	511,502	507,274	521,840	631,181	109,341	
<b>Expenses</b>												
Environmental												
Cleaning/Maintenance	50,000	22,524	51,000	22,686	52,020	22,686	53,060	27,000	54,122	97,900	43,778	
Public Safety	50,000	0	51,000	25,000	52,020	0	53,060	0	54,122	14,000	(40,122)	
Beautification/Streetscape	100,000	12,012	102,000	10,535	104,040	13,130	106,121	0	108,243	182,100	73,857	
<b>Total Environmental</b>	200,000	34,536	204,000	58,221	208,080	35,816	212,242	27,000	216,486	294,000	77,514	
Economy												
Third Employee	50,000	0	51,000	0	52,020	0	53,060	0	54,122	35,708	(18,414)	
Research and Business Marketing	25,000	2,000	25,500	0	26,010	703	26,530	17,500	27,061	17,500	(9,561)	
Consumer Marketing/Events	25,000	6,583	25,500	7,998	26,010	2,715	26,530	0	27,061	44,800	17,739	
<b>Total Economy</b>	100,000	8,583	102,000	7,998	104,040	3,418	106,121	17,500	108,243	98,008	(10,235)	
Program Management	175,000	149,031	178,500	150,258	182,070	144,000	185,711	0	189,426	214,158	24,732	
<b>Total Expenses</b>	475,000	192,150	484,500	216,477	494,190	183,234	504,074	44,500	514,155	606,166	92,011	
								(100,000)		25,000	Fund Balance	

2% growth estimates  
This document compares the planned 5-year budget included in the CID Petition with our actual operating budget. 2013 is the first fiscal year in which CID funds are available.  
The purpose of this document is to ensure that our proposed spending matches what we told taxpayers we would be spending funds on.

Note: While the overall categories match our yearly operating budget, multiple line items have been combined for the totals above and below.  
Note: This budget is painted in broad strokes for the purposes of planning and prioritizing. For actual spending amounts, please refer to monthly financials or the fiscal year end financials.

	2015			2016			2017			2018			2019	
	Planned	Budgeted	Difference	Planned	Budgeted (CID)	Difference	Planned	Budgeted (CID)	Difference	Planned	Budgeted (CID)	Difference	Planned	Budgeted (C
<b>Revenue</b>														
Special Assessment	181,000	181,207	207	184,620			188,312			192,079			195,920	
Sales Tax	543,000	543,056	56	553,860			564,937.2			576,236			587,761	
Interest	1,000	1,026	26	1,020			1,040.4			1,061			1,082	
<b>Total Revenue</b>	725,000	725,289	289	739,500			754,290			769,376			784,763	
<b>Expenses</b>														
Environmental														
Cleaning/Maintenance	98,000	98,000	0	99,960			101,959			103,998			106,078	
Public Safety	44,000	44,500	500	44,880			45,778			46,693			47,627	
Beautification/Streetscape	201,000	201,600	600	205,020			209,120			213,303			217,569	
<b>Total Environmental</b>	343,000	344,100	1,100	349,860			356,857			363,994			371,274	
Economy														
Research and Business Marketing	70,000	69,667	(333)	71,400			72,828			74,285			75,770	
Consumer Marketing/Events	70,000	70,000	0	71,400			72,828			74,285			75,770	
<b>Total Economy</b>	140,000	139,667	(333)	142,800			145,656			148,569			151,541	
Program Management	242,000	241,523	(477)	246,840			251,777			256,812			261,949	
<b>Total Expenses</b>	725,000	725,290	290	739,500			754,290			769,376			784,763	
Surplus	0	(0)	(0)	-			-			-			-	

# Staff Report

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To: Economic Development Committee  
From: Carrie Gartner  
Date: April 28, 2014  
Re: FY2015 Workplan Recommendations

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The Economic Development focuses on business recruitment and retention, investor outreach, and the Solid Waste District. We'll also be shifting public safety issues over to this committee as a way to balance committee assignments. Note: We've also found that much of the work coming out of this committee doesn't necessarily require vast amounts of funding; most of the key economic development work is either ordinance-based or involves staff time for outreach.

In past years we have accomplished the following:

- Expanded the sidewalk café legislation
- Created approved areas for food trucks
- Supported the Farmers and Artisans Market (financially and with promotional assistance)
- Conducted new business and developer outreach
- Invested in updated marketing data for use by new and current business owners
- Supported the efforts of REDI (financially and with promotional assistance)
- Worked with the city to address compactor issues
- Worked with the city to approve and schedule the parklet
- Purchased a gator for the downtown officers
- Updated the taxi stand rules and promoted them to the public
- Collected pedestrian counts in various locations throughout The District (in process)

## **FY15 Budget Recommendations**

Hospitality Zone Assessment – A few years ago we worked with the CPD's Downtown Safety Summit to draft an action plan for public safety which included items such as continuing with geographic policing of The District, server SMART training, and additional late night public transportation options. I would recommend bringing together a wider range of community stakeholders to work with a consultant to develop a multi-year action plan for public safety and hospitality. Not only would this give us a well-thought out action plan for the next five years, it would help create community support for increased funding for public safety, not just downtown but city-wide.

The Responsible Hospitality Institute (RHI) helps communities plan safe and vibrant places to socialize with an emphasis on the nighttime economy. Their goal is balancing economic vitality, public safety, and quality of life. RHI leads team of stakeholders to address the six aspects of nighttime operations (entertainment, public safety, venue safety, multi-use sidewalks, transportation and parking, and quality

of life). The process includes a number of on-site visits, late night tours, roundtables, and the creation of an action plan.

Many downtowns (especially college-oriented ones) have used their services including St. Louis MO, Springfield MO, Tempe AZ, Boulder CO, Fullerton CA, San Diego CA, and Madison WI. Overall, they've found it's a good way to build an awareness of the issues and create a consensus among diverse stakeholders about how to move forward on solutions.

Note: As addressed in the Operations staff report, it's clear that infrastructure is not the only area that has been severely underfunded for the past few decades. Public safety is also highly underfunded and the city about 30-40 officers short of what we should have. Although there are some open positions that still need to be filled, our force is significantly smaller than other cities our size.

We do need to be careful that any public safety contribution is consistent with the CID's role and mission (ie, funding officers is not appropriate). However, a Hospitality Zone Assessment that involves key community stakeholders may be the first step towards a serious community-wide discussion about how to increase funding for the CPD and for public safety in general.

*\$32,000 for assessment*

Safety Brochures – A series of safety cards that can be distributed to District employees, owners, and residents. Cards would focus on a number of topics (such as how to avoid over serving, safe parking strategies, preventing vandalism, working the late shift, etc.)

*\$2,500 for designing, printing and distribution*

Public Safety Programs - I've set aside some funding for potential public safety program expenditures and our goal is to explore a number of options over the year for this funding. If we move forward with a Hospitality Zone Assessment, we may discover some immediate steps we could take. We will also be reaching out to the colleges (in particular, student organizations, off-campus housing offices, etc.) to see if we could cooperate on various issues related to college living, wellness, and game days.

*\$10,000*

TIF – We include TIF payments in our budget to ensure that we have funds to reimburse the city for the two hotel projects. This year we are working on rough estimates based on FY14 but once we have a full year of hotel operations, we expect to base our estimates on last year's performance, perhaps with a built-in increase of 2%.

# Staff Report

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To: Marketing Committee  
From: Carrie Gartner  
Date: April 21, 2014  
Re: FY2015 Workplan Recommendations

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The Marketing Committee focuses on image advertising, events and promotions, and online advertising.

In past years we have accomplished the following:

- Significantly increased our spending on traditional media
- Increased our presence online
- Continued the highly popular KMIZ District Minute
- Increased our marketing of District programs such as free District WiFi
- Hired a marketing coordinator (design, merchant outreach, advertising packages, etc.)
- Redesigned the website
- Made our website phone/tablet friendly
- Created an improved email newsletter
- Redesigned District maps and increased distribution
- Refreshed the logo/tagline
- Created and distributed the CID's 2013 Annual Report
- Worked in cooperation with Economic Development Committee on marketing programs
- Increased our presence on social media
- Design and install new holiday banners (in progress)

## **FY15 Recommendations**

The marketing budget will not increase substantially but the completion of the website will open up some of that funding for other outlets. Key projects will include:

- Continuing our successful core events
- Continuing to support key events hosted in The District by other organizations
- Expanding our online reach (online ads, Spotify/Pandora ads, etc.)
- Shifting our focus to our new "It's Good to Be Here" campaign (redesigning ads, social media, merchant use of the campaign, etc.)
- Working with Economic Development Committee on safety brochures and Good Neighbor Guides for new residents
- Working with Operations Committee for new District banners

- Updating and expanding videos.

Videos are the fastest growing online segment and are still highly valuable for television. We need to update our TV ad (it's about 8 years old) and we'd also like to move into web videos highlighting various aspects of The District.

This will require an increased commitment to creative on a temporary basis but after this initial investment, we'll have started a nice stockpile of video we can reuse. After that, we'll still have a yearly commitment to creative but likely less than the initial outlay.

Marketing videos could be used online or on television to promote The District to customers, businesses, residents, and investors. Additionally, we could use video as a way to increase awareness among our members on issues such as graffiti prevention, snow removal, etc.

*Increase yearly expenditure by \$10,000 to allow for increased coverage online and for marketing videos.*

# Staff Report

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To: Operations Committee  
From: Carrie Gartner  
Date: May 12, 2014  
Re: FY2015 Workplan Recommendations

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The Operations Committee focuses primarily on beautification/streetscape enhancement and cleaning/maintenance programs. In past years we have accomplished the following:

- Doubled the maintenance staff
- Added monthly alley cleanings around dumpsters and compactors
- Worked with the city on a multi-year plan to replace street lights and underground Broadway utilities
- Implement sidewalk recycling on Ninth
- Establish free District WiFi throughout the CID
- Design and install parking banners on the garages
- Design and install holiday banners (in process)
- Installed more trash cans (in process)
- Begun the Gateway Design process (in process)
- Begun the Design Guideline process (in process)

## **FY15 Recommendations**

The Ops Committee has two major long-term projects and the FY15 goal should be to keep our eye on the ball.

Gateway Project – Continue dedicating funds to this key project, continue the process of garnering support, outreach to Council for approval, and apply for grant funding. Any grant will require matching funds so we need to start setting aside that money now.

*\$100,000 to fund balance, dedicated to Gateways*

Design Guidelines – Another big project that should be completed at the start of the FY15 fiscal year. Next steps will be printing and distribution of guidelines, outreach to City staff and Council, outreach to developers and various organizations dealing with development issues.

*\$1200 for printing and distribution*

Directional Signage – We did have commitments from the city to update our directional signage but we recommend simply making the changes ourselves.

*\$10,000 for updates*

## Recycling

While we are still reviewing the sidewalk recycling pilot project on Ninth St., we are not hopeful that customers are self-sorting trash and every indication is that the recycling is far too contaminated to be useful. We will work with city staff on possible alternatives to this approach which would allow us to reuse the cans in different locations. Failing that, we'll keep some funds in this line item to work on an awareness campaign for businesses on current recycling options and their options for recycling.

*\$7000*

## Infrastructure

### *Energy Efficiency Programs*

Work with the City's Office of Sustainability to develop a matching grant program that would help reduce downtown energy use, save costs for business and property owners, and relieve pressure on the electric grid.

*\$20,000 for matching grants*

### *Stormwater/Sewer Management Programs*

Work with the City's Office of Stormwater Management to develop a matching grant program that would help reduce downtown I & I, relieve pressure on the sewer system, and preserve the Flat Branch Watershed.

*\$20,000 for matching grants*

# Downtown Columbia Community Improvement District



SUPPORTING DOWNTOWN COLUMBIA FOR OVER THREE DECADES





**Dear District Stakeholder,**

The Downtown Community Improvement District is pleased to present the first annual *State of The District*. Although this project started as an update on what we've been working on for the past year, it quickly became an opportunity for us to assess where we've been and take a look at what the future holds.

While this organization has been in existence since the late 1970's, in 2008 we started rethinking what was possible for our central city. By 2011, we had established the Community Improvement District and by late 2012, our funding streams were secured. We also had a new mandate from our stakeholders— enhance downtown's environment and economy through capital improvements, expanded maintenance, safety & hospitality programs, economic development initiatives, communications, and advocacy.

Our goal is to foster a live/work/play neighborhood where there's a diverse mix of activities and a true 24/7 vibe. We want to encourage the local and the eclectic—whether it's a young entrepreneur with a great idea or a couple of guys who want to start a festival. We also want to help our downtown grow in a way that fuses tradition with high tech, and the historic with the innovative.

Creative and innovative. Local and eclectic. Urban and diverse. We think there's a place here in The District for all of these, just as we think there's a place for you.

I've been in my present position for 14 years now and I'm excited to see the changes that have come about in the urban fabric of our downtown. The rise of the arts, new business startups, the opportunity to live and work on the same block, and more people riding their bikes down city streets.

However, one thing has not changed. The CID has a fantastic volunteer board as well as business owners, property owners, residents, and fans that come together to make interesting things happen. When all is said and done, a community is defined by the people within it and those are the very people who have made The District your kind of place.

Sincerely,



**Carrie Gartner**  
*Executive Director*

**District Staff**

**Erin Ford**  
*Assistant Director*

**Joshua Wright**  
*Marketing Coordinator*

**Mark Anderson**  
*District Clean Team Leader*

# The District: Community + Improvement

## Overview

For over 30 years, the Columbia Special Business District and the Central Columbia Association worked together to promote The District and increase its economic vitality. These organizations recruited new businesses, hosted events, and marketed The District to investors. They also worked to replace aging sidewalk amenities, created a wayfinding systems for visitors, organized the removal of the Broadway canopies, and encouraged historic preservation projects. In 2011, these two entities merged to create a single organization, the Downtown Community Improvement District (CID). By 2012, voters had approved of both a property assessment and a sales tax that would be reinvested into downtown projects.

## Beautification + Streetscape

### Traffic Box Art

In 2008, The District teamed up with the city's Office of Cultural Affairs to reduce graffiti in the downtown area by turning traffic boxes into pieces of public art. Each year, a selection team solicits designs from local and regional artists that reflect the eclectic nature of The District.

This year we were proud to help fund our sixth traffic box on the corner of Eighth and Broadway by Columbia artist Ben Chlappek. Not only have the traffic boxes remained graffiti free, we constantly hear from visitors who enjoy strolling through our public art galley.

## Public Space Improvements

This year brought a number of beautification projects to The District and we were pleased to have served in an advisory capacity on both.

The Avenue of the Columns project began streetscape improvements on the corner of Eighth and Broadway. Property owners teamed up with the city to install new seating, brick crosswalks, decorative sidewalks, and new lighting. The long-term goal is to improve every intersection along Eighth Street to transform the Avenue of the Columns into a public space just as appealing as the columns themselves.

At the north end of Eighth Street, Boone County also invested in significant improvements to Courthouse Square. The area was originally designed to be a welcoming public space but over the years, cracking concrete and non-functional fountains made this space less than appealing.

A massive overhaul included relocating the war memorials to a more prominent location and



creating more of a visual connection between the columns and Eighth Street. The County also added a stage, a seating area, and some wonderful native plant gardens. Finally, the CID helped fund wayfinding signs for the new Courthouse Plaza that matched our signs throughout The District.

### Gateway Project

The CID also selected the consulting firm Arcturis to begin the process of designing decorative gateways into The District. Four gateways had been included in our 2005 Downtown Beautification Plan but funds were never available for such an extensive project. The establishment of the CID is allowing us to move forward with the process of selecting a team, determining locations, and meeting the challenge of creating a public gateway that reflects the personality of both The District and Columbia as a whole.

Planning for these gateways has already begun and the first public input meeting should take place in January. The goal is to have a final design ready sometime in March. After that, we'll begin the process of applying for grant funding for the installation itself.

### Free District WiFi

In May we began a six-month free WiFi pilot project to assess both the technology and the need for public WiFi.

The growing number of tablets, smartphones, and other hand-held devices has increased the need for this service. Nearly all WiFi consumers log onto a network daily and 57% log in multiple times a day. 91% of travelers expect free WiFi when visiting a city. These customers are checking their mail, reading restaurant reviews, using maps to find their way, checking business listings, and using event apps.

WiFi is becoming a popular way to activate public spaces since people visit more often and stay longer if

there is WiFi. In surveys, 70% of people report visiting a public space more often if it provided free WiFi.

Our pilot project provided free WiFi on Ninth St, on Broadway, in Flat Branch Park, and in the Courthouse Plaza. Property owners in key locations volunteered roof space and electricity for our transmitters.

Aside from some minor adjustments, the WiFi system worked well, providing reliable connections in these public areas (private businesses or other indoor spaces were not part of the coverage area to avoid competing with individual businesses).

Metrics revealed a solid and continual growth of WiFi use over the test period, with no signs of slowing. There have been 323,178 successful connections to the network through October 31. While the first full week of the trial saw 1008 unique users, by October that had more than doubled to 2375 unique users. As illustrated below, connections per day are now topping 3000.

We've also found that use, while higher on Friday and Saturday, is

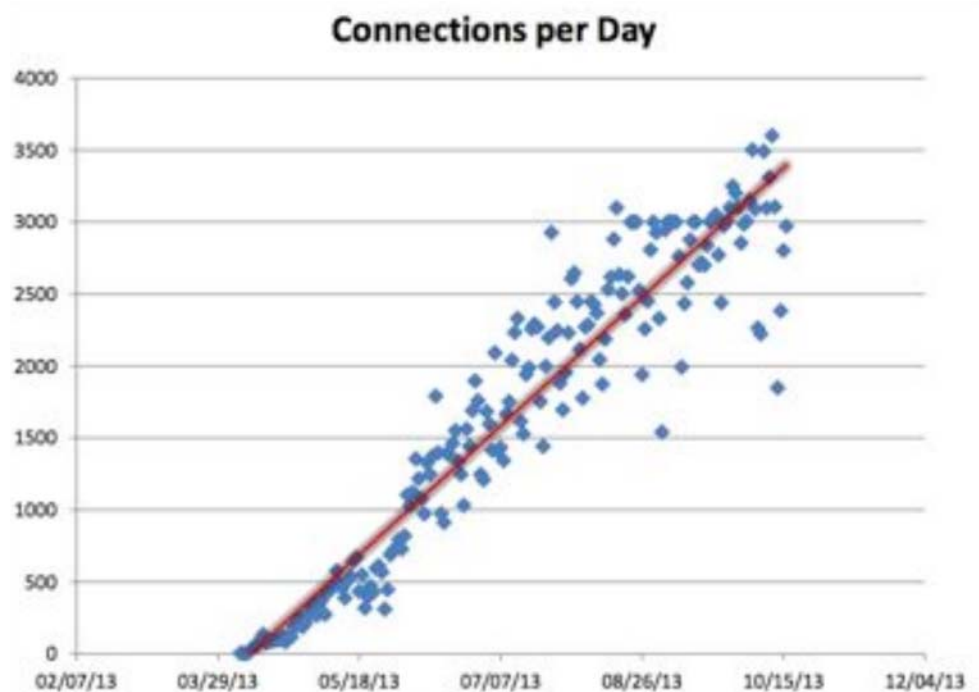
strong on weekdays as well. This shows the diversity among users—although people coming down for weekend fun use our WiFi, so do many employees who are here during the work week. Not surprisingly, we've also found that use is spikier during special events such as football weekends, Summerfest, or Fire in the Sky.

The pilot project continues through November and at that point the CID Board will determine if it met their goals and whether it should continue.

## Cleaning + Maintenance

### Clean Team

While individual property owners are responsible for cleaning and maintaining their own sidewalks, The District has a Clean Team that provides additional services to the entire CID. This year, we doubled our staff and now are able to sweep every sidewalk in The District once a day, Monday through Saturday. Team members also clean kiosks, remove stickers from light poles, and help us troubleshoot specific problem areas. To accomplish this, we formed a partnership with Douglass High School and are using this opportunity



to provide real life job training for young people just entering the workforce. Our “graduates” have gone on to work at District restaurants and at the VA Hospital.

In addition, all members of our Clean Team have been certified as Columbia Tourism Ambassadors through the Convention and Visitors Bureau so they are able to answer visitors’ questions and direct them to various points of interest around the city. Now, not only can they provide another great service to customers, this certification will help them stand out as a candidate in future job searches.

### **Smokers’ Stations**

In an effort to combat sidewalk litter and protect our streams, we teamed up with the City of Columbia to address the problem of cigarette butts.

Eight businesses located in problem areas were selected as part of a test project. The city provided smokers’ stations and we provided buckets and kitty litter. These businesses agreed to adopt the stations, emptying them of butts and tracking the amount of use.

In conjunction with this, we’ve purchased a backpack vacuum for our Clean Team so they can tackle the problem of cigarette butts on sidewalks and in tree grates. If this program is successful, the information we collect may help us secure additional funding for more smokers’ stations in other areas.

### **Sidewalk Recycling**

We recently purchased and installed 12 sidewalk recycling containers for a pilot project on Ninth Street. The overall goal is to offer visitors a quick and easy way to recycle glass and plastic—and keep these items out of our landfill.

City staff will be collecting the recyclables and monitoring the containers to see how much cross-contamination there is. If the containers work as intended, the

hope is that we could expand this program to other areas of The District, particularly the high traffic areas.

### **Alley Cleaning**

We’ve seen a huge influx of people as new businesses open up and more people move into the downtown area. This vitality is exciting but more people inevitably leads to an increase in the need for services, particularly trash services.

We’re continuing to work with the city’s Solid Waste team to replace messy dumpsters with compactors whenever possible. Compactors are much more effective and cost-efficient than dumpsters and are preferred on high-impact blocks.

We have also contracted with a cleaning company to do monthly clean ups around compactors and dumpsters. By scheduling intensive

**“I’ve got references now, so I can get another job.”**

*Oshea Clarkson,  
former Clean Team member,  
quoted in the  
Columbia Daily Tribune*



# 4,346 ½

The number of hours the District Clean Team logged this year.

clean ups on a regular basis, it will make it easier for our Clean Team or city employees to tackle problems day-to-day.

## Marketing

### Marketing Coordinator

Marketing and promotions is a never-ending task and it was made significantly easier with the addition of our new Marketing Coordinator. Whether it's traditional advertising, social media outreach, or organizing and promoting District events, we now have a dedicated staff person to serve the needs of both our members and the general public.

### New Website

Also new this year is a retooling of [www.discoverthedistrict.com](http://www.discoverthedistrict.com). Among other features, the updated website will have an events calendar, a business listing complete with Google mapping, and integrated social media options. It will also combine two other websites we maintain, [www.businessinthedistrict.com](http://www.businessinthedistrict.com) and [www.parkinthedistrict.com](http://www.parkinthedistrict.com). Our new site will be optimized for tablet and smart phone use as well—a perfect complement to our free District WiFi.

### Marketing and Promotions

Our yearly marketing plan covers a wide range of media, including print, radio, TV, and social media outlets. New this year has been an increase in non-traditional advertising including Facebook and other online options. We've also introduced District-wide hashtags such as #districtshophop or

#discoveryourroots that individual merchants can use on facebook or twitter to provide customers with real-time updates on discounts, events, and more.

Although the strategic plan for the new CID shifted emphasis away from events to large-scale projects, we continue to organize a number of signature events throughout the year, including two Shop Hops, the Living Windows Festival, the Dog Days Sidewalk Sale, and Halloweenie. We also continue to offer logistical and promotional support to outside organizations interested in having The District as their venue.

## Public Safety

### Downtown Police Unit

The CID continues to offer support for the downtown police unit by providing them with office space and overhead support. Not only does place our officers closer to the action than the police station on Sixth, it allows for more communication and cooperation between CID staff and the police. As a result, we continue to

work to address concerns as they arise.

## Hospitality + Safety

Hospitality and safety go hand in hand, particularly when it comes to late night entertainment. Much of our efforts this year have been focused on marketing better transportation options for late night revelers and the new crop of SEC fans.

Our taxi stand program is now well established and we market the service at the beginning of each semester by hanging posters in bars and restaurants and by providing taxi stand cards to bartenders and police officers who are best in a position to direct a customer to a cab. We also teamed with the city to market FastCAT's late night route in much the same way. Finally, we worked with MU and the Chamber to promote respectful and responsible fan behavior before, during, and after football games. We distributed hundreds of "Best Fans in America" stickers to businesses just in time for the football season.

A poster titled "Taxi stands" with a grid layout. The top row features the word "TAXI" in large, bold letters, with the letter "A" replaced by a checkered taxi cab icon. Below this, the word "stands" is written in a large, lowercase, sans-serif font. The poster is divided into four main sections by a grid. The top-left section is labeled "6th & Broadway". The top-right section is labeled "10th & Broadway". The bottom-left section is labeled "9th & Elm". The bottom-right section is labeled "10th & Cherry". In the center of the bottom-left section, there is a text box that reads: "While on 9th, 10th or Broadway from 9pm to 2:30am taxis will stop only at designated stands." A QR code is located in the bottom-left corner of the poster, and the "DISTRICT" logo is in the bottom-right corner.

## Economic Development

### Online Vacancy Listings

Although vacancy rates are at a historic low, we continue to maintain and promote a comprehensive online vacancy listing. We partner with LocationOne, a multi-state listing of commercial real estate, which gives us considerably more exposure to potential business owners. As part of this service, we also have a smart phone app designed for real time location of available space.

### Special Event Applications

Outdoor concerts, movies in the park, film festivals and firework shows all add to the excitement and economic health of our central city and we encourage organizations to host their events here in The District. As the number of events increased each year, we realized the need for a simple yet comprehensive special events application.

We worked with the city staff to develop an application that would clarify expectations for event

organizers and provide a forum to work with affected businesses and residents. We've also created internal policies that will ensure special events will indeed add something unique to the downtown experience.

### Sidewalk Cafés

In 2005, we successfully supported an ordinance that would allow businesses to set up sidewalk cafés and serve alcoholic beverages. Over the years, the number of cafés has increased to 26, about 25% of all restaurants. Given their success, we're currently working with the city to extend the hours of sidewalk cafés and eliminate the requirement that food be ordered with a drink.

### Food Trucks

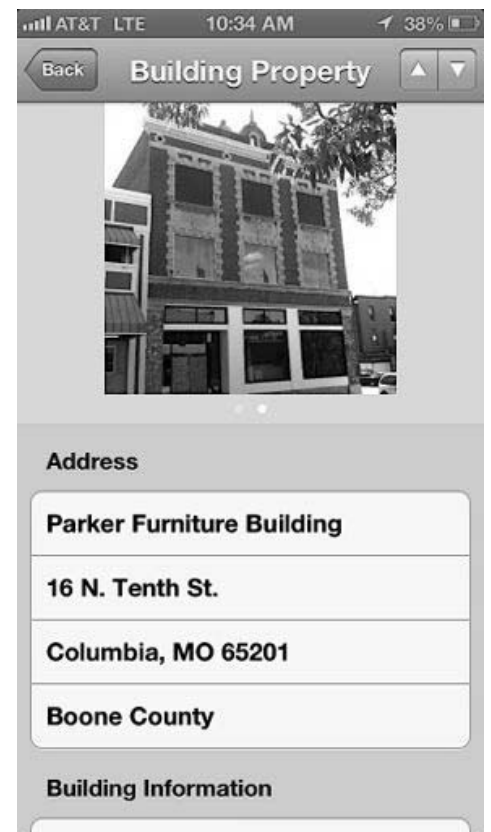
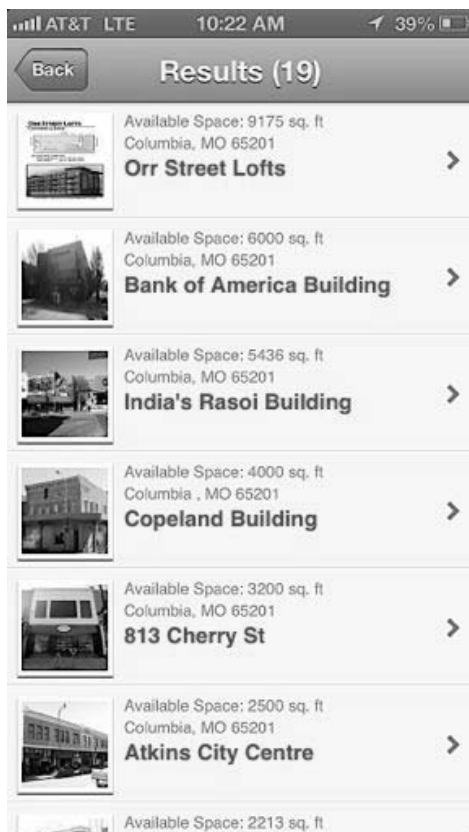
Cities across the nation are welcoming a new type of business into their downtowns. Food trucks enliven public spaces and add a note of diversity with ethnic and fusion offerings. They also appeal to a younger demographic and address a late night demand for after-bar food.

Finally, they can also act as a restaurant incubator, helping a proprietor test the market.

We are working with the city to find ways to welcome food trucks that will also offer protection for bricks and mortar restaurants. Our proposal is a permit-based system for designated food truck areas. These areas are slower blocks where the food trucks can add vitality by serving as a connection between different areas of The District.

### Marketing Research

This year we turned to ESRI, a national service that provides custom reports and maps that analyze demographic, consumer spending, and business data. This is a great tool we can use to assist potential new business owners and one that will also be helpful to existing businesses. We've already begun providing this information to business owners and the goal is to have these reports available on our new website for easy access.



## About Us

The District is a work/live/play neighborhood that fosters the creative, the eclectic, and the local. It is a constantly adapting community of people, with tradition blending harmoniously with high tech and the latest trends in fashion, food and the arts.

The District is bounded by three colleges and encompasses 50 square blocks, more than 300 individual properties, over 300 residences, and over 600 businesses, non-profits and government entities.

The Downtown Community Improvement District (CID) is an independent organization dedicated to keeping Columbia's downtown—The District—vital.

The CID strives to do the following:

1. Foster a centrally located, live/work/play neighborhood
2. Create an authentic, dense and sustainable urban space
3. Encourage a creative and innovative culture of diverse enterprises
4. Maintain the local and eclectic flavor of the area

## CID Board

Blake Danuser  
*Binghams*

Adam Dushoff  
*Addison's*

Christina Kelley  
*Makes Scents*

Richard King  
*The Blue Note*

Tony Grove  
*Grove Construction*

Tom Mendenhall  
*The Lofts at 308 Ninth*

Michael McClung  
*Dungarees*

Allan Moore  
*Moore & Shryock*

John Ott  
*Paramount Building*

Deb Sheals  
*Historic Preservation Consulting*

Tom Schwarz  
*Landmark Bank*

Michael Wagner  
*Boone County National Bank*

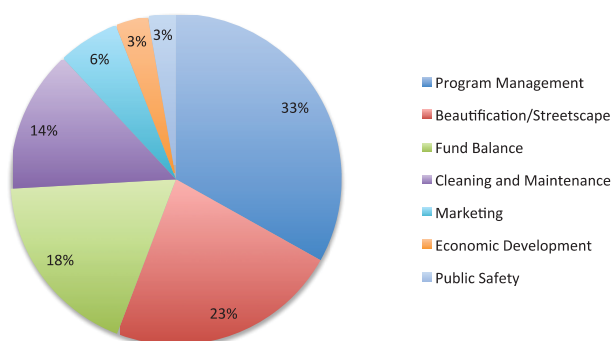
Marti Waigandt  
*808 Cherry Building*

Ben Wade  
*Guitarfinder*

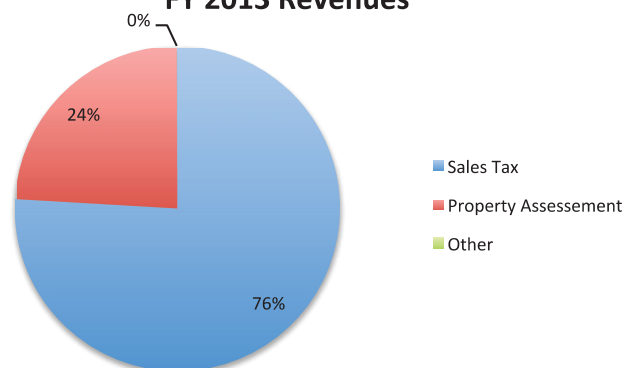
Andy Waters  
*Columbia Daily Tribune*



**FY 2013 Budget Summary**



**FY 2013 Revenues**





# The District: Shopping + Dining

## Commercial Overview

The District had a very strong year on the commercial side with new businesses opening up monthly and record low vacancy rates.

The District is currently home to 103 bars and restaurants, 176 retailers, and 228 office and professional services. Just a decade ago our advertising boasted of having 70 bars & restaurants and 110 retailers.

## Business Mix

We've maintained a diverse business mix over the years, despite some ups and downs in the market. The national economy slowed in both 2001 and 2008 but each time, all commercial sectors in The District bounced back.

The number of restaurants showed a significant uptick in the late 1990's—Columbia was woefully underserving that market—but has leveled off since, growing at about the same pace as retail. This is partly due to market demands and partly due to self-limiting factors (restaurants require significant start up infrastructure so there are substantial barriers to transforming a space from retail to restaurant).

Much of the growth has been the result of historic preservation efforts. As a building is renovated and repurposed, larger spaces are transformed into smaller ones and new spaces are created where none existed before, such as on second floors. Not only has this increased our inventory, it has the added benefit of creating spaces with lower square footages and thus lower rents, keeping the market affordable for local businesses and small start ups.



Most notably, we saw growth in retail as a result of development in the North Village Arts District. Rather than develop traditional retail spaces, developers began carving out small studios with shared gallery space at Orr Street Studios and the Catacombs. Barriers to entry were low and artists flocked to the area.

Today, we see a good balance of retail, restaurant, and professional services, with the office sector providing a steady stream of customers for retail and restaurants.

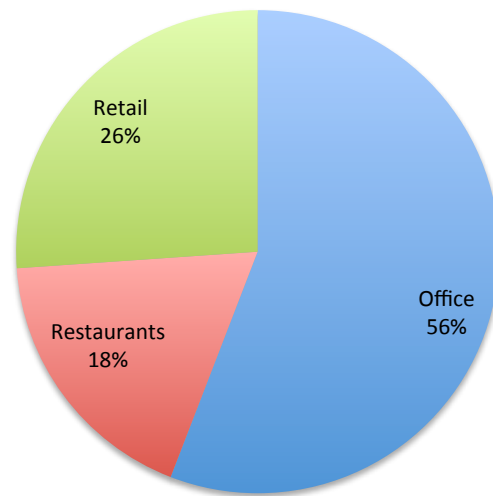
# 35

new businesses  
opened  
in The District  
in 2013

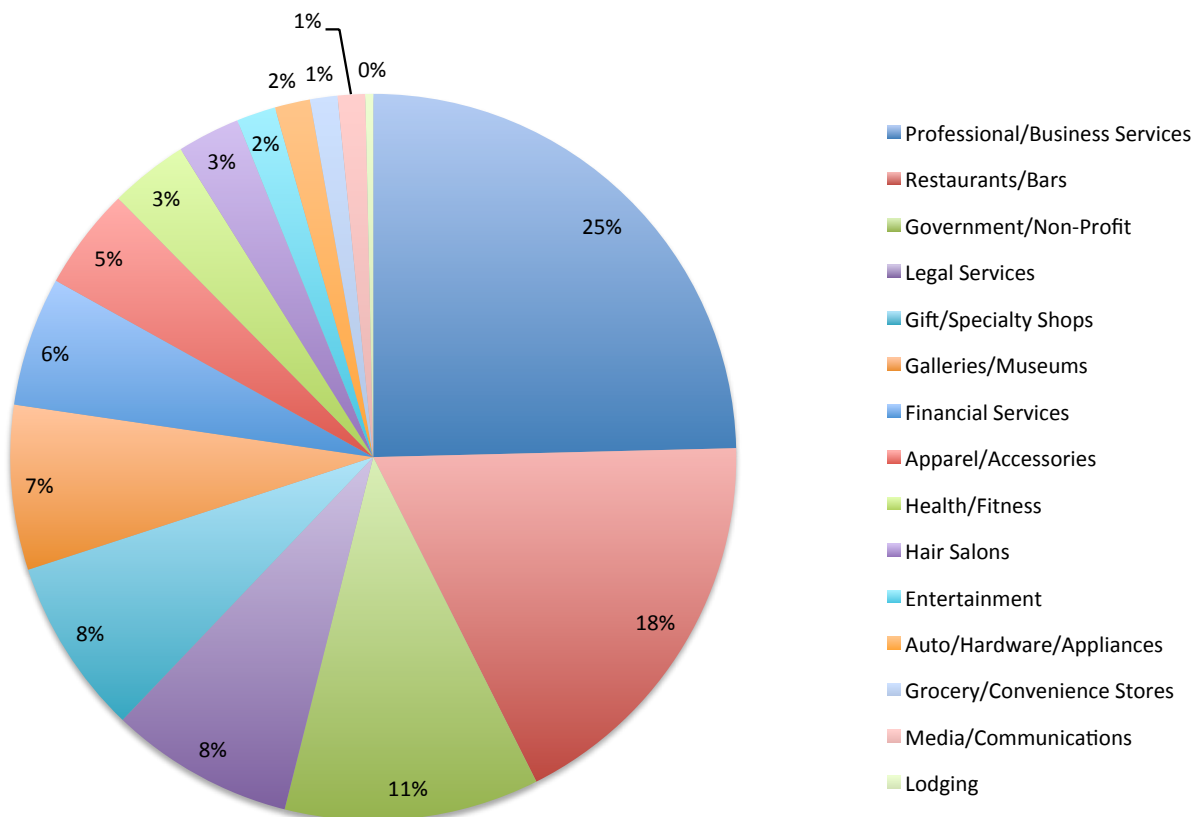


Over the last decade, The District saw a 32% increase in office, a 26% increase in restaurants, and a 52% increase in retail.

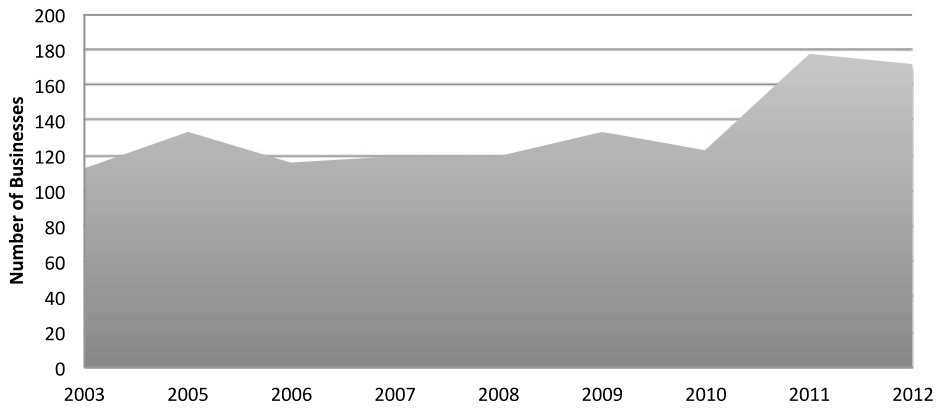
**Retail Balance**



**Business Mix**

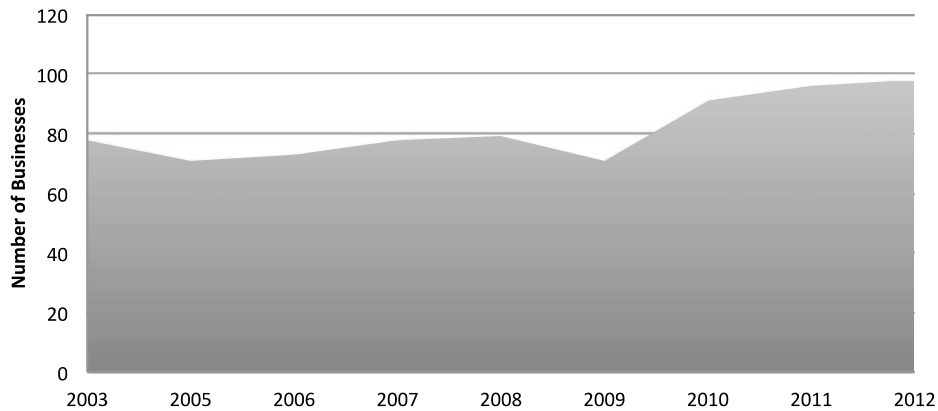


### Retail



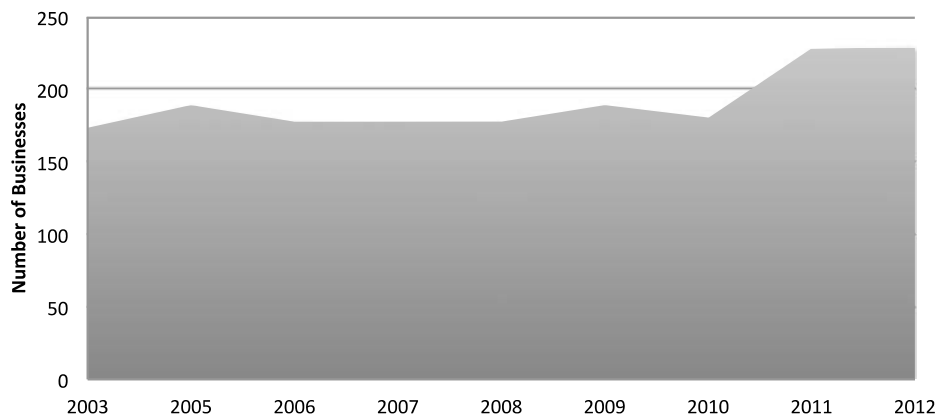
Source: CID Data

### Restaurant



Source: CID Data

### Office



Source: CID Data

**"I like the dining options and the vibe of downtown. I enjoy how it feels very urban but also has a hometown feel."**

*District Resident*

## Vacancy Rates

Commercial vacancies in The District have dropped to an all time low of 3% for combined retail and office. This is despite numerous development projects that have created additional spaces to fill.

Higher vacancy rates in the past are somewhat misleading. As mentioned previously, historic renovation projects increased vacancy rates by creating multiple new spaces out of a single existing one. Transforming a 4,000 square foot space (often with an unused second story) into multiple retail spaces and a suite of offices upstairs makes good sense from a development standpoint but does lead to a significant increase in the amount of available space. Recent vacancy rates that hovered around 25% were largely the result of adding additional space, not of an exodus from the downtown market.

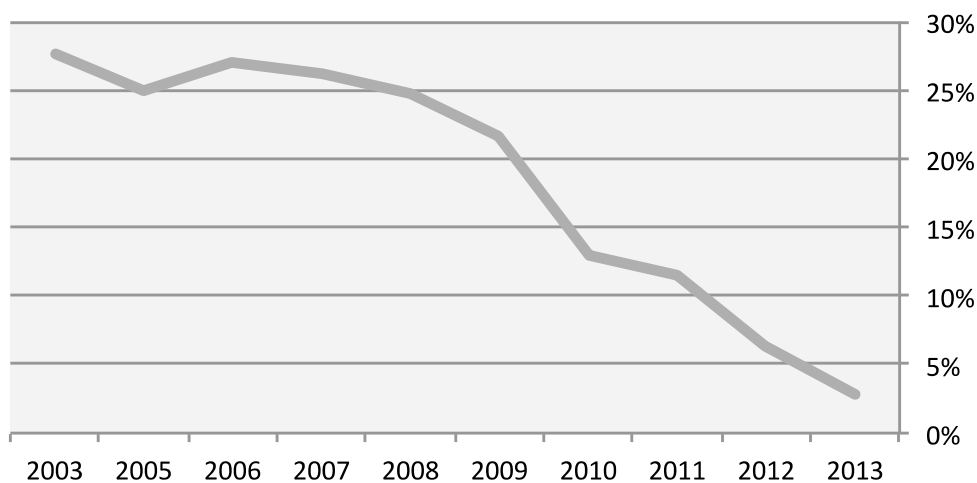
Because so many new commercial and office locations came online at once, it took somewhat longer to fill all the new space. That said, these spaces have largely been filled and the current rate is indicative of an attractive commercial market.

The *Paul Land Commercial Use Report for 2013* estimates the U.S. retail vacancy rate at 10.80% and the Columbia retail vacancy rate at 6.7%. It places the U.S. office vacancy rate at 16.7% and the Columbia retail vacancy rate at 7.63%. Vacancy rates within the CID are less than half that of Columbia and nearly a third lower than the nation.

Thus, despite the absence of any traditional anchor tenants or major national chains, The District stands as one of the strongest and most consistent retail and office markets in Columbia.

**The District has  
a total vacancy  
rate of 3%.  
That's a third  
the size of the  
U.S. vacancy  
rate and half  
the size of  
Columbia's  
rate.**

## Vacancy Rate



Source: CID Data

## A Note on the Numbers

CID Vacancy rates are based on the total retail, restaurant, and office spaces available for lease. National and citywide data tabulate office separately from retail and restaurant (combined and referred to simply as "retail"). Spaces that are under construction or unavailable for lease are not considered in CID counts.

## Sales Overview

Working with a mix of actual revenue figures and historical estimates from the City of Columbia (the ½ cent CID sales tax went into effect in April, 2012), we find that total sales have increased steadily as both the number of businesses and the number of residents has increased. While we have seen steady growth, we can expect a natural cap on sales at some point in the future as the ability to add either new businesses or new residential developments slows due to lack of space.

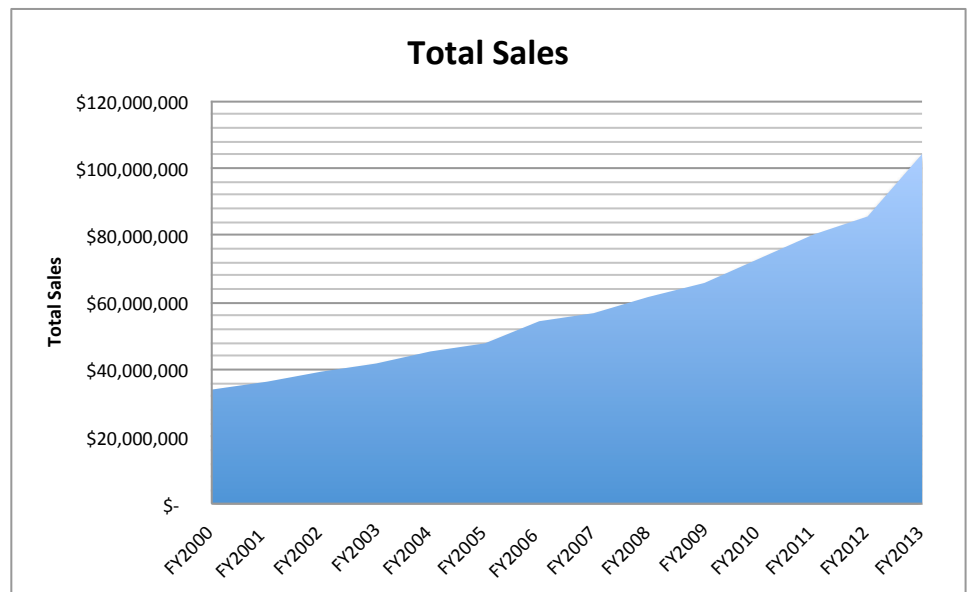
Sales numbers also show that The District has bounced back from the recession that first hit in November of 2008. In fact, economic activity hasn't just met pre-recession levels, it has exceeded them.

Actual monthly sales figures match the traditional retail cycle with high December sales and slower sales at the peak of winter and summer. Like many college towns, fall proves to be the best time of year for all business types, most likely because students have returned and football season is in full swing.

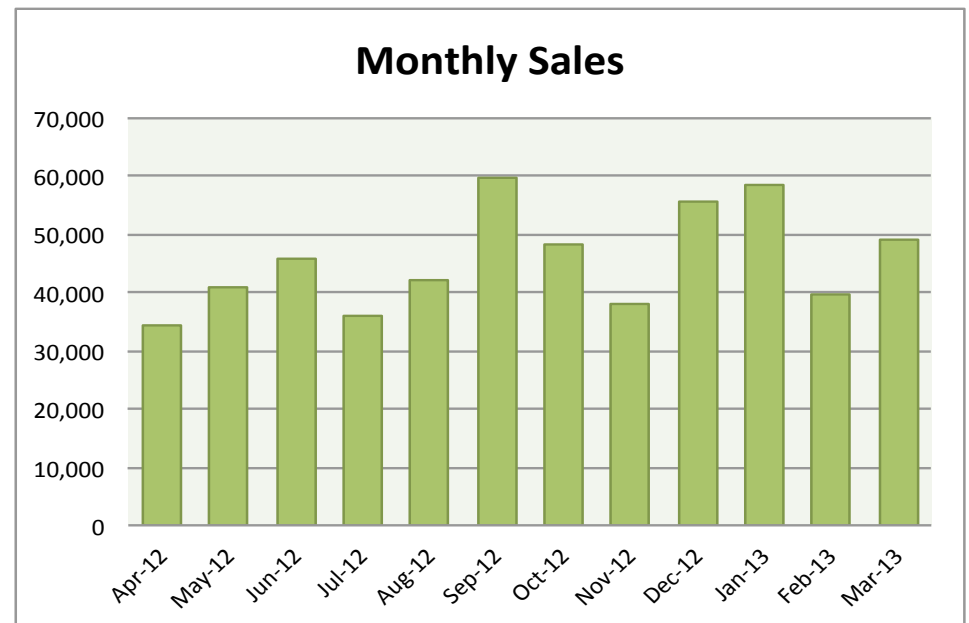
Sales numbers are not just a way to track monthly trends, they demonstrate the economic health of The District in general. Rising sales numbers means more new businesses, existing businesses increasing their customer base, and a greater number of out-of-town visitors. In short, it's about more than just sales—it's about creating a vital and interesting place where people want to gather.

## A Note on the Numbers

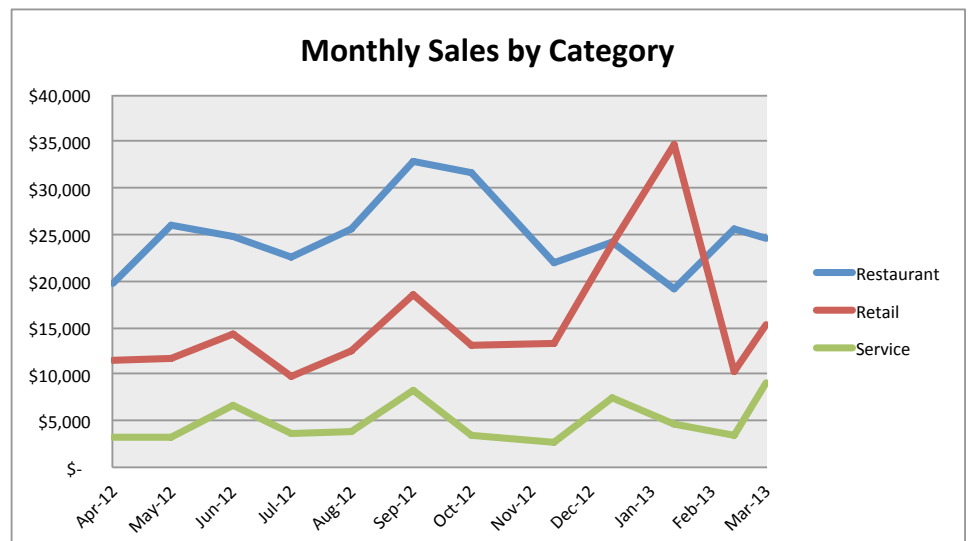
*The Missouri Department of Revenue categorizes tax revenues based on reporting periods. Because some businesses report on a quarterly or yearly basis, our monthly sales figures may reflect multiple months. Hence, January retail sales are reported as stronger than in December, something we know anecdotally is not the case.*



Source: Missouri Department of Revenue, City of Columbia



Source: Missouri Department of Revenue



Source: Missouri Department of Revenue



Source: Traffic Counts, ESRI Business Analyst

## Traffic Counts

Although traffic can often be seen as a frustration, it's the lifeblood of a commercial center.

Daily counts on thoroughfares such as Providence and Broadway are higher than in the center, likely the result of a park-and-walk sensibility in the downtown core.

Vehicular travel on Broadway and Providence is fairly comparable to other areas of the city. Broadway and Stadium, for instance, logs just under 20,000 cars per day while the Columbia Mall area hits just under 34,000.

Clearly, one goal is to capture the attention of daily drivers who may simply be passing by The District. Wayfinding signs along Providence and Broadway are helpful in this respect and the four proposed gateways into The District will also help set this area apart as a destination.

Of course, pedestrian counts are also an important benchmark of the health of a downtown. Beginning in 2014, we will have the ability to track pedestrians throughout the day and evening in various locations in The District.

# 99

out of 100

## "Walker's Paradise"

### Street Smart

# The District: Employment + Innovation

## Employment Overview

Even with national employment figures sluggish, Columbia has managed to hold its own. Citywide unemployment rates, never as high as the national rates, dropped to 5% in August 2013, only a percentage point away from our lowest at 4%.

This is largely due to our focus on two highly resilient areas, “eds and meds.” Education, health care and office account for 44% of jobs in Columbia and 66% percent of all jobs within the CID. These workers provide a strong demand for retail, restaurant, and entertainment options in The District.

Both education and health care are vulnerable to policy shifts in state and federal funding so a diverse employment base is still key. Economic gardening—the identification and support of local startups—is a key engine of growth and REDI has added this priority to the traditional “chasing smokestacks” approach to employment. REDI’s new Downtown Business Incubator is only one piece of that puzzle. Columbia Startup Weekend, #Boom, and 1 Million Cups are all programs designed to encourage and retain small, startup ventures.

In fact, Columbia was named one of the Top 10 Best-Performing Small cities by the Milken Institute based on our economic strength and on trends in jobs, wages and technology that spur employment growth. *Under 30 CEO* also named this the second best small best cities for Young Entrepreneurs in 2013 citing the local resources available for startups, the low cost of living and the high quality of life.

The District has always been a great location for startups and local



businesses and we continue to provide support for new businesses through demographic analysis, available space listings, business plan review, or peer-to-peer mentoring.

## Workers

While many downtowns faced devastating job and population losses over the last few decades, that trend is changing. According to the International Downtown Association’s *Downtown Rebirth: Documenting the Live-Work Dynamic in 21<sup>st</sup> Century U.S. Cities*, over 14% of our nation’s jobs are now located in downtowns and the live-work pattern typical of the past century is beginning to shift.

While the bulk of the jobs within the CID are in office, education, and health care, we also have a higher percentage of workers in arts/entertainment/recreation and in accommodation/food service than the city as a whole. This clearly demonstrates The District’s

**“The idea we  
can grow our  
own  
companies, as  
opposed to  
recruiting  
companies is a  
very viable and  
important  
strategy for job  
growth.”**

*REDI Director, Mike Brooks, on the  
Downtown Incubator quoted on KOMU.*

	Columbia	1 mile from City Hall	1/2 mile from City Hall	CID
<b>Workers</b>				
Total Workers	76,399	23,472	9,808	7,139
<b>Worker Age</b>				
29 or younger	21,990	6,614	3,996	3,054
30 to 54	40,205	12,304	4,438	3,164
55 or older	14,204	4,554	1,374	921
<b>Income</b>				
\$1,250 per month or less	21,808	6,419	3,972	2,894
\$1,251 to \$3,333 per month	30,446	9,226	3,523	2,484
More than \$3,333 per month	24,145	7,827	2,313	1,761
	76,399			
<b>Education</b>				
Less than high school	4,311	1,129	516	357
High school or equivalent	15,591	4,361	1,798	1,259
Some college or Associate degree	17,554	5,669	1,941	1,346
Bachelor's degree or advanced degree	16,953	5,699	1,557	1,123
Educational attainment not available	21,990	6,614	3,996	3,054
	76,399			
<b>Gender</b>				
Male	34,747	10,176	4,970	3,994
Female	41,652	13,296	4,838	3,145
<b>Job Market</b>				
Office, Education and Healthcare	45,722	17,038	4,794	3,224
Retail	9,166	774	493	360
Accommodation and Food Services	8,134	2,567	2,331	1,743
Arts, Entertainment and Recreation	1,149	489	464	460
Other Workers	9,837	1,852	1,202	1,072
Other Services	2,391	752	524	280
	76,399		9,808	7,139
<b>Travel Patterns</b>				
Employed in the Area	71,268	23,472	9,808	7,139
Living in the Area	42,637	4,081	970	174
Job Flow	28,631	19,391	8,838	6,965
Living in the Area	42,637	4,081	970	174
Living and Employed in the Area	28,795	1,215	157	13
Living in the Area but Employed Outside	13,842	2,866	813	161
Employed in the Area	71,268	23,472	9,808	7,139
Employed and Living in the Area	28,795	1,215	157	13
Employed in the Area but Living Outside	42,473	22,257	9,651	7,126

reputation as a hub for both dining and entertainment. Retail jobs account for just 5%, less than Columbia as a whole, and is likely the result of small retailers who are themselves the primary staff.

Not surprisingly, The District has a younger workforce earning less per month than Columbia in general. Workers 29 and younger account for 43% of our workforce as compared to 29% citywide. This is largely due to the type of jobs available—bars and restaurants, for instance—and the large pool of college-aged workers from which to draw.

While The District boasts of numerous high-skilled jobs requiring advanced degrees, 5% of workers have less than a high school degree and 18% have a high school degree or the equivalent. While similar to citywide percentages, it's worth noting that The District provides employment opportunities for workers of all educational levels. The primary concern moving forward is whether or not the wages provided by these jobs are sufficient.

Only a small number of workers in the CID also live here, largely due to the lack of widespread residential in the central core. There is a considerable influx of workers (6,965 people) into The District and over 19,000 people travel into the greater downtown area each day to work. This influx helps keep the area economically strong. Lunch meetings, drinks after work, and running out on a break to do some quick shopping are all ways that District employees help keep the downtown economy afloat.

### Creative industries

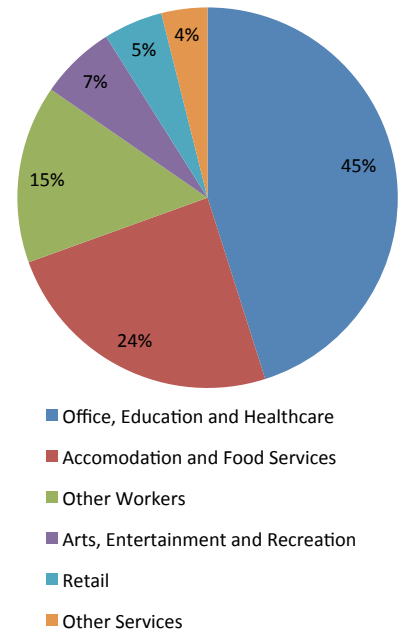
Columbia can take pride in its arts community—our city's Percent for Art program, public murals and installations, private galleries, artist work spaces, and regular events celebrating the arts all make Columbia, and The District in particular, a prime destination.

But what of the impact of the larger creative culture? According to Americans for the Arts, creative industries are arts-related businesses ranging from “non-profit museums, symphonies and theaters to for-profit film, architecture, and advertising companies.” These creative enterprises are the key to a vibrant city, bringing both innovation and quality of life into the mix.

While a true measure of the economic impact of the creative sector is still lacking, Americans for the Arts have determined that the 436 arts-related businesses in Boone County employ 1,635 people while we estimate that the central city area boasts of 98 arts-related businesses employing 424 people.

We've seen this growth first hand as Orr Street Studios and the Catacombs pull in new artists and keep our retail base strong, while the Downtown Incubator and our pool of affordable office space attract creative startups.

**Employment Mix**



Source: CID Data





**“Art and artists are the asset all communities are gifted with. In a time when we especially need to jump start economic and development momentum in our communities, why wouldn’t you put every single asset you have available to work?”**

*Carol Coletta  
ArtPlace America*

	Boone County	1 mile from City Hall
Arts Schools and Services		
Businesses	16	5
Employees	64	38
Design and Publishing		
Businesses	126	19
Employees	358	75
Film, Radio and TV		
Businesses	50	8
Employees	451	74
Museums and Collections		
Businesses	10	6
Employees	42	35
Performing Arts		
Businesses	81	27
Employees	272	112
Visual Arts/Photography		
Businesses	153	33
Employees	448	90

Source: Americans for the Arts, 2012; CID Data, 2013

## A Note on the Numbers

*How to define a downtown has long been a debate among those in the field. We face a problem common to other cities—the Community Improvement District boundaries are smaller than what people commonly consider “downtown” (hence our use of “The District”). To make matters even more difficult, smaller downtowns usually don’t have unique zip codes or census tracts so traditional census categories are of little use to us.*

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- *The CID is either defined by our exact boundaries or by a 1/3 mile radius around City Hall, roughly bordered by Rogers, Waugh, Woodson, and Providence. Each table will distinguish which measurement is being used.*
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# The District: Urban + Environment

## Overview

A successful downtown can't be measured simply by the number of construction projects or the increase in commercial space. Although development—particularly infill development—is key to creating an exciting and vital central city, it's also important to see this as a means to improve quality of life. From historic preservation to bike-friendly infrastructure to sidewalk cafes, the goal is a downtown where people want to be.

## Property Values

One top indicator of the health of our central city is property values. Our office has been tracking assessed valuations for nearly 25 years and has seen a steady increase in value, even as the nation's economy has experienced a few bumps in the road. Both the push for historic renovation in the mid-2000's and the

recent push for infill development have kept property values strong, despite some slowdowns in the construction industry nationwide and here in Columbia.

Property values don't rise in isolation—owners invest in their buildings, new tenants are attracted to the area, pedestrian traffic increases, and sales go up. With this added traffic comes additional needs including more parking garages and bike racks, and amenities like trash cans, public art and landscaping. Also increasing is the need for more trash services, more sidewalk cleaning, recycling containers, and public safety programs.

We're fortunate to have some great partners in this time of growth. The city has long been a supporter of downtown and has also been willing to commit to more District police officers, expanded trash services, and the construction of new parking

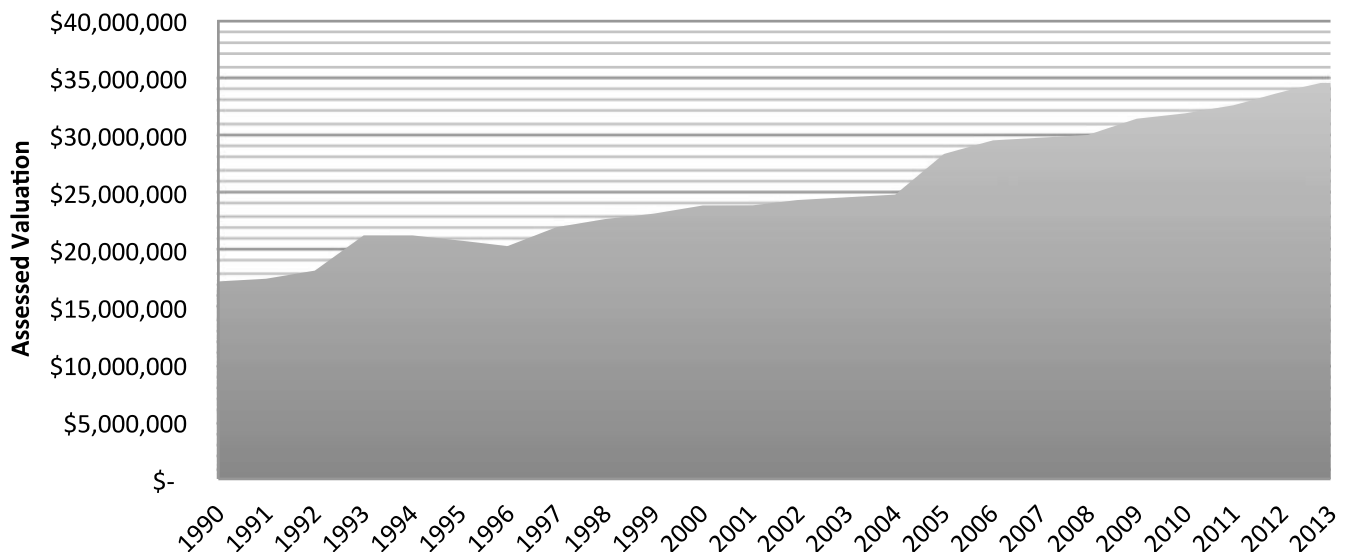
garages.

We've also had support with the fun things as well—one look down Eighth Street and it's clear we benefit from strong partnerships and committed public entities. The city, Boone County, and private property owners are investing in cooperative projects ranging from an improved streetscape to a new public plaza.

## Preservation & Development

A decade ago, downtown's first State and Federal Historic Tax Credit project began on Ninth Street. To encourage other preservation efforts, we worked to create the Downtown Columbia Historic District and place it on the National Historic Register. This lowered the financial barriers for individual property owners wishing to start their own renovation projects. Since then, The District has seen 19 tax credit projects with capital investments ranging from \$390,000

## Total Real Estate



to over \$10 million per project (Development Strategies, 2012).

Tax credit restorations, general rehabbing of historic properties, and some very creative adaptive reuse projects all served to improve the look of The District, increase the amount and quality of available commercial space, and demonstrate that the downtown economy was alive and well. Property values have steadily risen as a result of these efforts, despite severe nationwide downturns in the construction and housing industry.

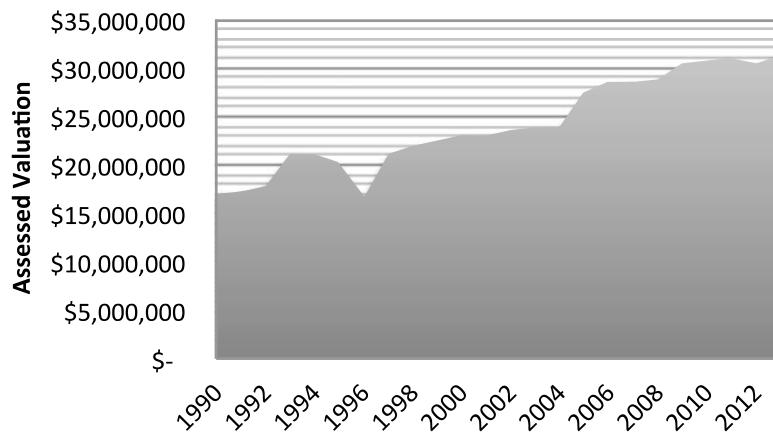
The historic preservation movement served to demonstrate that central city development—always difficult and costly compared to green-field development—could succeed. As the number of historic properties still in need of rehabilitation dropped, developers began turning to other underutilized parcels, especially surface parking lots. This was a much needed move given that over 50% of downtown was once parking.

New construction saw a steady increase beginning in 2009 and in 2010, residential construction saw a sharp uptick as a long unmet demand for downtown living began to be realized. Still, acreage in the CID is limited—colleges mark three of our boundaries—so we foresee a much needed move to higher density, mixed-use development.

**“The nation is in a recession but I can see 5 construction cranes from my office window...”**

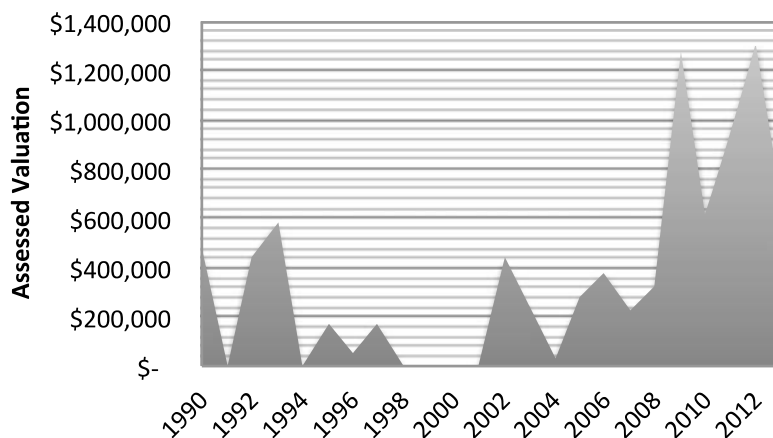
*Caller to the District Offices*

## Commercial



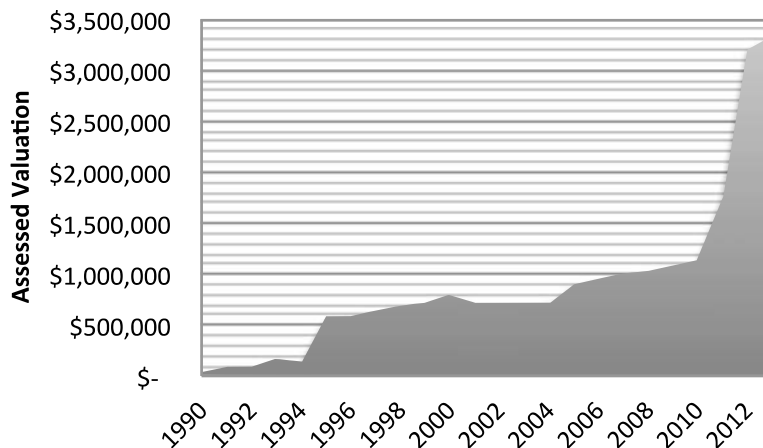
Boone County Assessor's Office, 1990-2013

## New Construction



Boone County Assessor's Office, 1990-2013

## Residential



Boone County Assessor's Office, 1990-2013

## Key Projects

Downtown has seen a number of significant development projects this past year, an indicator of the health of our central city area. Within the CID itself, some key projects were completed in 2013.

The Broadway Hotel is scheduled for completion in early 2014, filling a long-standing demand for hotel rooms in the heart of the city. Combined with the recently renovated Tiger Hotel, this expands our available meeting space and brings the number of downtown hotel rooms to 177.

The Broadway, located in the heart of the arts district, will feature works by local artists while the new Short Street Garage built directly behind it will not just provide 423 extra parking spaces, it will also be home to the city's latest Percent for Art project, an outdoor sculpture on the Walnut Street side.

A number of residential projects were completed this year as well. The Short Street Garage features commercial on the ground level and upscale apartments overlooking Walnut on upper floors. The historic Parker Furniture Store on North Tenth has been converted to residential and ground floor commercial, bringing some new energy to the entryway into the North Village Arts District. Finally, The Lofts at 308 Ninth not only added several floors of 1 and 2 bedroom residential, it includes 20,000 square feet of ground floor commercial, including a 3,000 square foot Wal-Mart on Campus offering groceries and convenience items to meet the growing needs of new residents.



*The Broadway Hotel*



*The Lofts at 308 Ninth*

**"I like the proximity of things....Literally the only time I get in my car and drive is to get groceries.**

*District Resident*

## Sidewalk Cafes

District staff worked with the city to create a new sidewalk café ordinance that allows a restaurant to apply for an extension to their liquor license allowing them to serve alcohol outside. Since then numerous cafes have sprung up, adding a new element to an already lively sidewalk culture.

Sidewalk cafés are a good example of how we can transform public space in a way that encourages more connections between people. In addition to increasing the vitality of our public areas, sidewalk cafes draw more foot traffic to an area, increase a business's customer base, and even help create a safer environment with more eyes on the street.

In the summer of 2013, we conducted our first outdoor seating

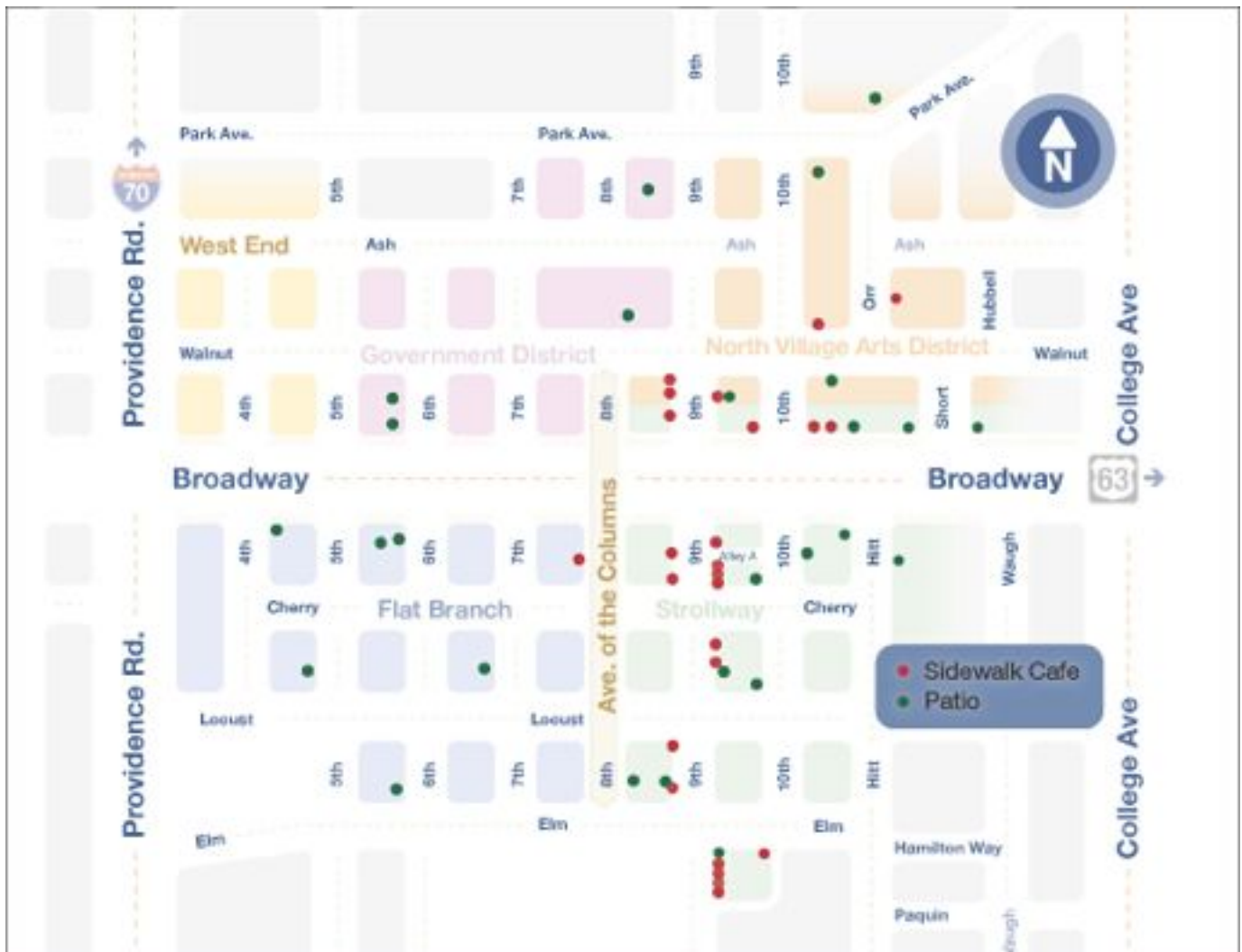
study. Out of 103 bars and restaurants 26—a full 25%—had sidewalk cafes. An additional 24 boasted enough space for private outdoor patios.

In the process of mapping the cafes and patios, it was clear that most of the sidewalk cafes were located in the older, historic sections of The District for the simple reason that space is more limited in these areas. While newer developments may have room for a patio (or a surface parking lot that's better used as a patio), the core areas were simply too built up for this type of open space. Sidewalk cafes offer a nice alternative.

Overall, sidewalk cafes have proven so popular, the CID has requested the City Council extend the hours sidewalk cafes are allowed to operate and ease some of the restrictions involved.

**“If you want to seed a place with activity, put out food. Food attracts people who attract more people.”**

*William H. Whyte  
Social Life of Small Urban Spaces*



# The District: Neighborhood + Connections

## Residential Trends

For the first time in a century, cities are growing at a faster rate than the suburbs. This is partly the result of the housing decline but demographics trends favoring downtowns can't be ignored.

The National Main Street Center estimates that 1 - 2% of a city's total population prefers to live downtown while the Urban Land Institute reports that an impressive 75% of Millennials want to live in a central city or a close-in neighborhood, citing walkability, diversity, and proximity to jobs as the major reasons. Millennials are also more willing to give up square footage in exchange for living in an interesting and dynamic neighborhood.

A live/work/play philosophy doesn't just help create a 24/7 downtown—it allows people to make a conscious decision about everything from walkability to sustainability to community engagement.

Given how these demographic trends are influencing downtowns across the nation, it's clear that The District has long been underserved on the residential side, with demand far outstripping supply. Even before the housing slump, one of the most common queries we received was regarding residential.

Lacking the older warehouses common in St. Louis, Kansas City, and even Springfield, Columbia must rely on infill development to meet demand. Surface parking lots and other under-utilized parcels are quickly disappearing as we realize the best and highest use of central city land is not a field of asphalt.



While college-oriented housing has received the most notice, apartments geared toward other demographic groups are also being developed, largely in the more historic buildings and often appeal to people associated with the colleges or the hospitals. A stroll down Alley A or through the North Village Arts District will reveal a hidden world of urban apartments and rooftop patios.

## Demographic Mix

As with the rest of Columbia, population in The District trends towards younger residents, many looking for a home close to one of the three colleges.

Not surprisingly, 51% of residents are 24 or younger. However, another 43% are between the ages of 25 and 59. In fact, the CID has a higher median age than our other four study areas. This may be due to fewer families with children (here and in central cities across the nation) but it does reveal more diversity among District residents than one might expect. Dorms or apartment buildings catering to students are typically located just outside the CID, closer to the colleges, while a wider range of options exists within the CID. Certainly, the fact that 55% of residents have either a bachelor's or advanced degree demonstrates this as well.

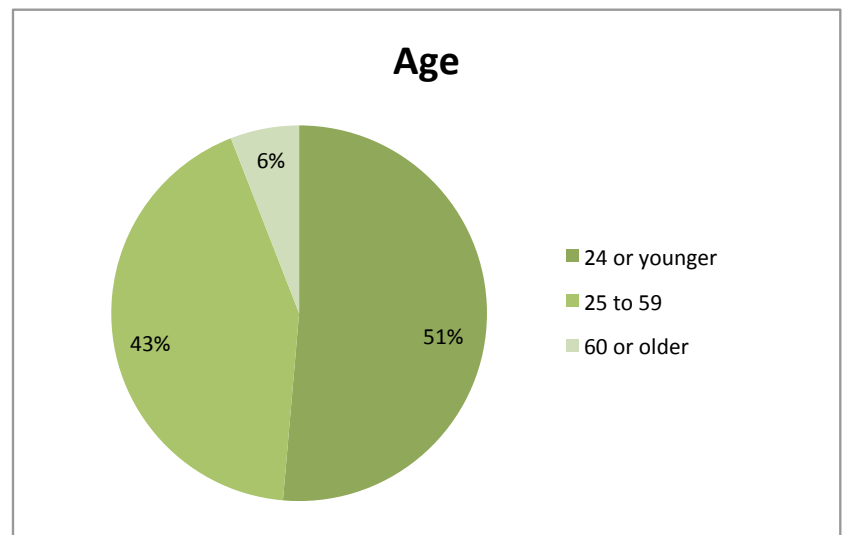
A full 86% of residents are renters while 8% are in dorms and 5% own. This is partly the result of a favorable housing market here in Columbia. A house in a close-in neighborhood is very affordable, especially in comparison to the high cost of downtown property, sending the market of potential buyers to areas just outside the central core. Here they can find a more urban, connected lifestyle for a fraction of the cost.

In addition, the lack of residential inventory downtown leads to higher costs per unit. Increasing the number of apartments may help bring average costs down, opening up the option of housing for young professionals and even “start-up” housing—an affordable, shared living environment designed to help bridge the gap between dorms and traditional rental units.

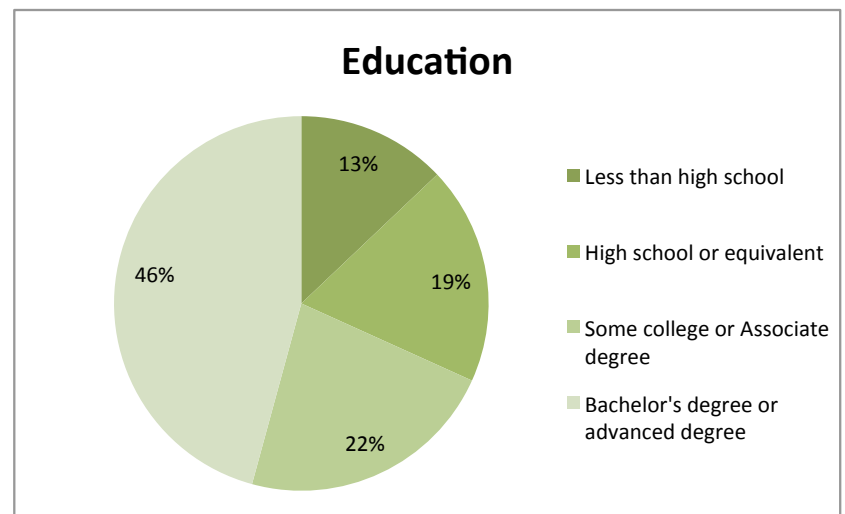
**“We had tenants there before we put our first two-by-four up. To be honest with you, my wife and I have been talking about moving downtown.”**

*Alex Waigandt*

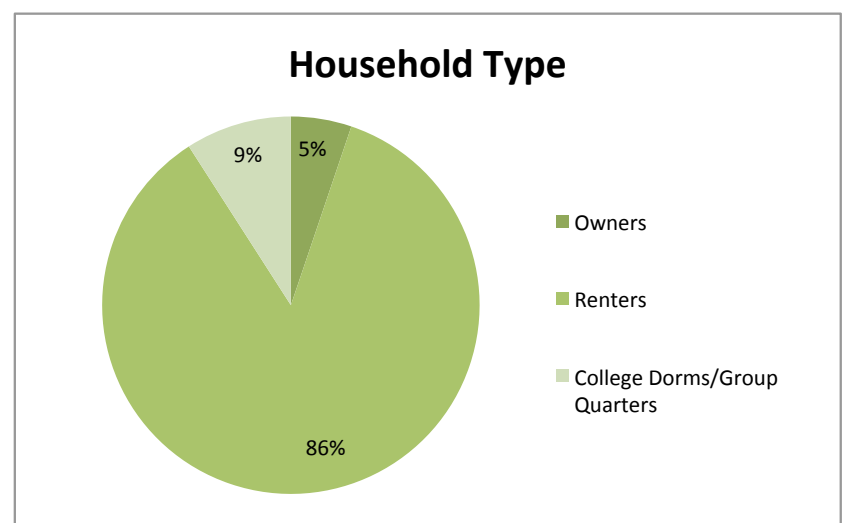
*Co-owner of apartments in The District, quoted in the Columbia Daily Tribune.*



Source: U.S. Census 2010; Missouri Census Data Center 2010; American Community Survey 2007-2011.



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	Columbia	1 mile from City Hall	1/2 mile from City Hall	1/3 mile from City Hall
<b>Population</b>				
Total Residents	108,841	18,706	3,653	693
Population Density	2,134	5,951	4,922	2,641
<b>Gender</b>				
Male	49%	48%	49%	58%
Female	52%	52%	51%	42%
<b>Age</b>				
24 or younger	47%	69%	65%	51%
25 to 59	43%	25%	31%	43%
60 or older	12%	6%	4%	6%
Median Age	26.8	25.6	23.9	27.2
<b>Education</b>				
Less than high school	8%	14%	16%	17%
High school or equivalent	14%	22%	24%	16%
Some college or Associate degree	24%	21%	19%	12%
Bachelor's degree or advanced degree	53%	44%	40%	55%
<b>Household Income</b>				
Median Household Income	47,202	20,652	10,500	13,807
Average Household Income	62,979	27,077	16,419	18,745
<b>Housing</b>				
Total Housing Units	47,868	6,029	1,609	372
Owners	49,753	2,422	142	36
Renters	49,299	8,533	2,654	594
College Dorms/Group Quarters	8,615	7,751	857	63

Source: U.S. Census 2010; Missouri Census Data Center 2010; American Community Survey 2007-2011.

## A Note on the Numbers

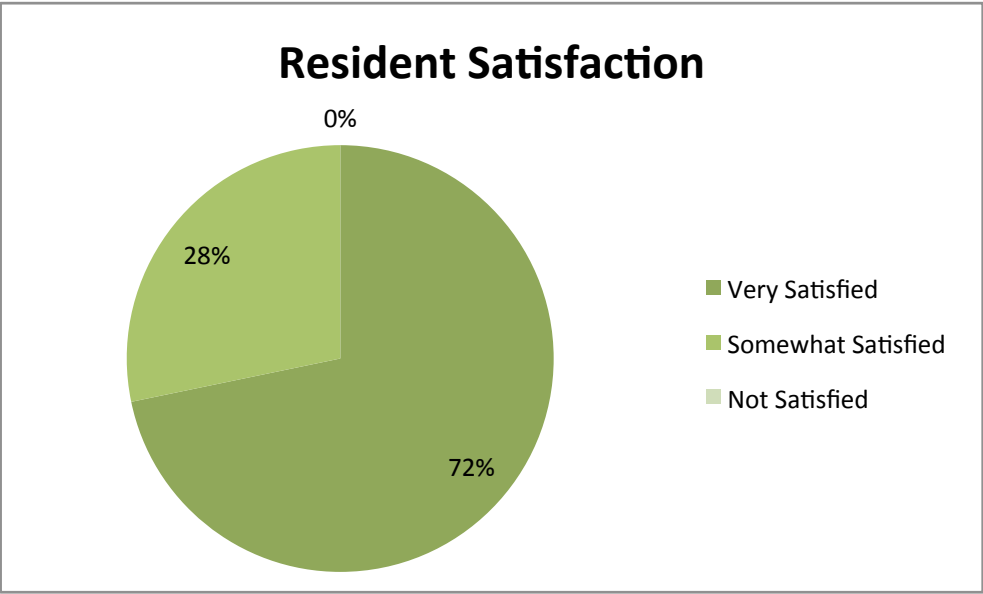
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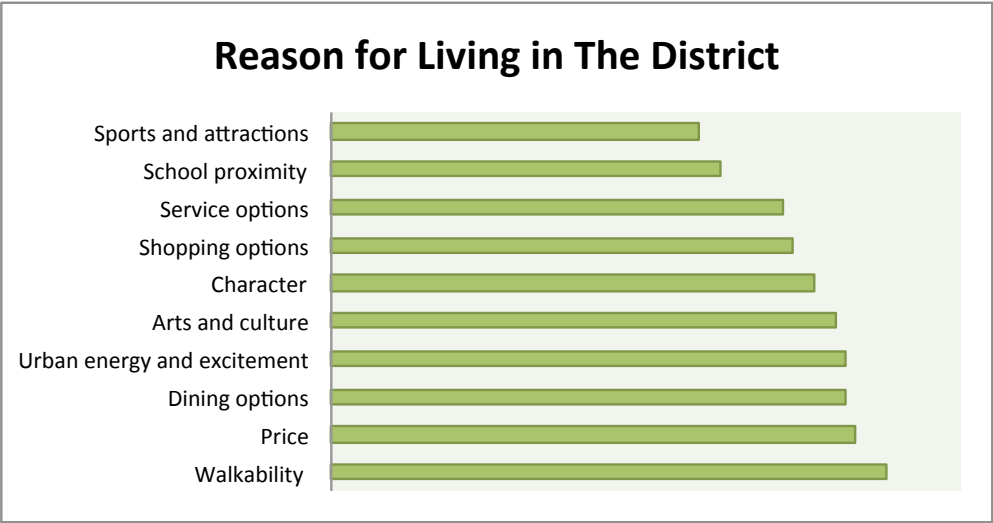
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Source: District Residential Survey, 2010



Source: District Residential Survey, 2010

**This town simply has great spirit... I have someplace to go out each night of the week that is welcoming to me."**

*District Resident*



**“I still don’t think we’ve got enough people living downtown. I think the demand has surpassed the availability...”**

*Marti Waigandt*

*Co-owner of apartments in The District, quoted in the Columbia Daily Tribune.*

That said, the residents are highly satisfied with their choice to live downtown and many cite price as one of the determining factors for doing so. Walkability, urban energy, arts and culture, shopping and dining options, and central city character are all reasons why people chose to live here in The District. It’s clear that we’re offering a lifestyle that isn’t available elsewhere and will only increase in popularity.

### **Population Density**

In a central city landlocked by three colleges, density becomes a goal shared by both developers and smart growth advocates. Building up and integrating a mix of uses within a single project makes smart financial sense as residents evaluate living options based on nearby amenities. Likewise, higher numbers of residents help create a more compact, walkable neighborhood that can support much needed services like transit.

The density of an area is defined by the average population per square mile. Although the greater downtown area has well over twice the density of the entire city, the CID has surprisingly low density, with

averages more akin to the suburbs. Again, this traces back to the limited amount of housing (less than 400 units) here in The District. Until fairly recently, the majority of space in the CID was dedicated to parking.

Increasing population density is key to attracting services that residents, employees, and visitors need. More feet on the street means more restaurants and retail, including much needed grocery and pharmacy options. It also gives us the critical mass necessary for creative parking and transit options such as FastCAT, zip cars, or a bike share program.

In fact, higher density actually reduces traffic and parking problems because people are living closer to their jobs or to key services. According to the Institute of Traffic Engineers, the average number of daily car trips for someone in a single family house in the suburbs is 10, but drops down to 6.3 when that person lives in an apartment downtown. It’s a much simpler task to walk when you’re located in the center of things.

Even though our population density is lower than optimal, we still boast high Walk and Bike Scores, 99 and 92

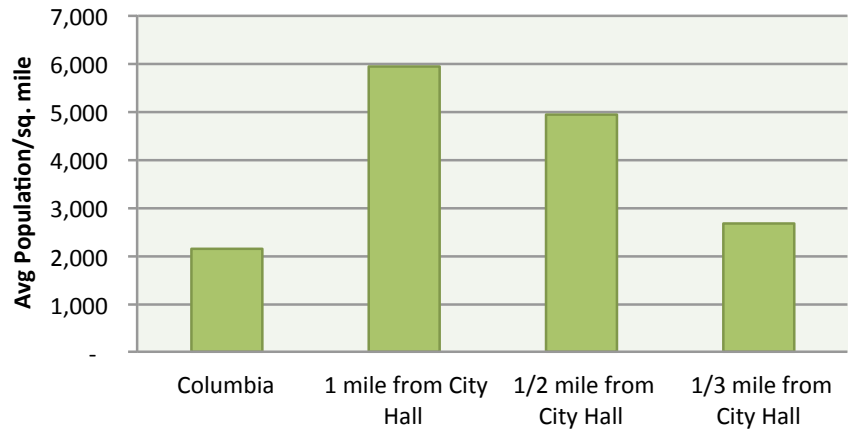
out of 100. In comparison, Columbia as a whole scores only 38 and 49, respectively. Much of this is due to the pedestrian and bike friendly infrastructure here in The District—shorter blocks, more intersections, and plenty of sidewalks and bike lanes. We even sport the first bike boulevard in the city, taking people from downtown through the Stephens campus into Stephens Lake Park. In addition, The District scores at the top of all major walkability categories and is designated a “Walker’s Paradise.”

All totaled, there are plenty of reasons someone would like to live downtown. And more residents means livelier public spaces as people gather in city parks or sidewalk cafes. This not only makes a place safer, this type of vitality is key to economic growth. And, simply put, it’s a lot more fun.

**“I really love the walkability, I don't actually need a car. I fully enjoy the variety of things to do downtown, the events like Summerfest, Earth Day, and True/False Film Festival.”**

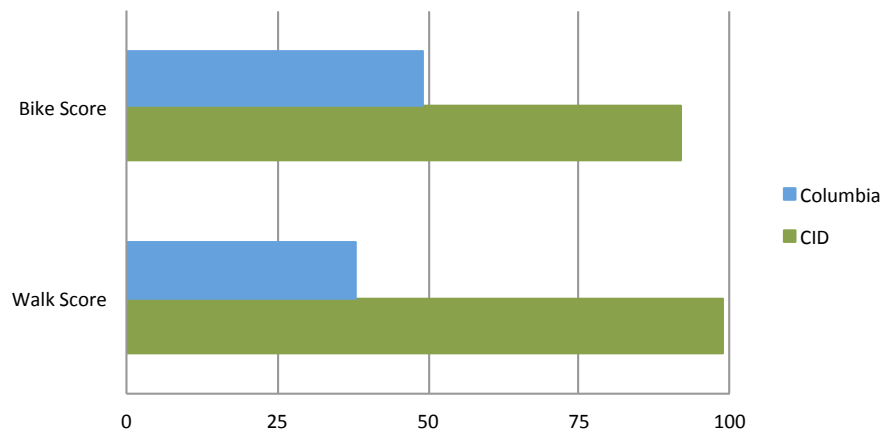
*District Resident*

## Population Density



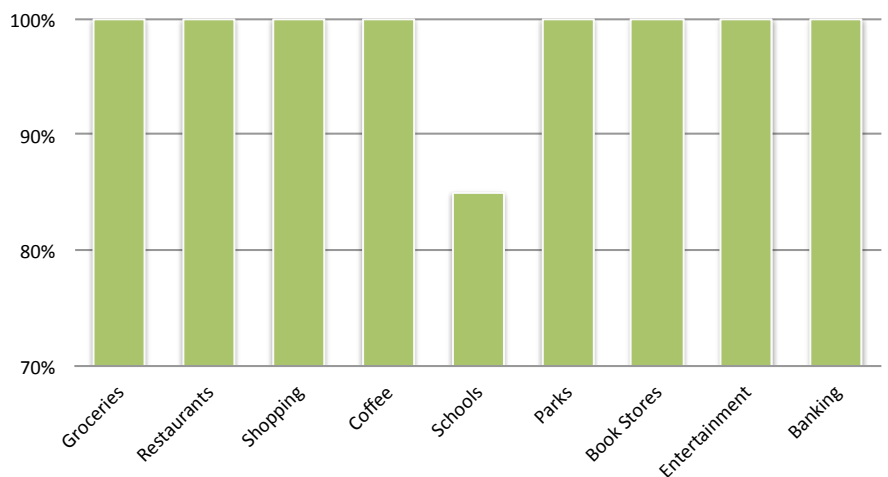
Source: U.S. Census 2010; Missouri Census Data Center 2010; American Community Survey 2007-2011.

## Walk and Bike Scores



Source: Walk Score, 2013

## Walkability by Category



Source: Walk Score, 2013



Providence Rd.

← To Stadium



College Ave



← To Stadium



**DOWNTOWN COLUMBIA COMMUNITY IMPROVEMENT DISTRICT**

[www.DiscoverTheDistrict.com](http://www.DiscoverTheDistrict.com)

11 S. Tenth Street, top floor  
(573) 442-6816

[info@discoverthedistrict.com](mailto:info@discoverthedistrict.com)

# *Missouri Revised Statutes*

## **Chapter 67** **Political Subdivisions, Miscellaneous Powers** **Section 67.1471**

August 28, 2013

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### **Fiscal year--budget--meeting--report.**

67.1471. 1. The fiscal year for the district shall be the same as the fiscal year of the municipality.

2. No earlier than one hundred eighty days and no later than ninety days prior to the first day of each fiscal year, the board shall submit to the governing body of the city a proposed annual budget, setting forth expected expenditures, revenues, and rates of assessments and taxes, if any, for such fiscal year. The governing body may review and comment to the board on this proposed budget, but if such comments are given, the governing body of the municipality shall provide such written comments to the board no later than sixty days prior to the first day of the relevant fiscal year; such comments shall not constitute requirements but shall only be recommendations.

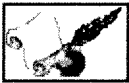
3. The board shall hold an annual meeting and adopt an annual budget no later than thirty days prior to the first day of each fiscal year.

4. Within one hundred twenty days after the end of each fiscal year, the district shall submit a report to the municipal clerk and the Missouri department of economic development stating the services provided, revenues collected and expenditures made by the district during such fiscal year, and copies of written resolutions approved by the board during the fiscal year. The municipal clerk shall retain this report as part of the official records of the municipality and shall also cause this report to be spread upon the records of the governing body.

(L. 1998 H.B. 1636 § 8)

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Missouri General Assembly