

ORDINANCE NO.: 2011-031

Establishing the City Center Business Improvement District

BE IT ORDAINED by the Mayor and Council this 16th day of August, 2011, that the City Center Business Improvement District is hereby established as follows:

Section 1. Pursuant to the authority granted by the South Carolina General Assembly in South Carolina Code §5-37-10, et. seq, there is hereby established a municipal improvement district to be known as the City Center Business Improvement District (hereinafter "BID").

Section 2. Findings of Fact

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

Section 3. District Boundaries

The BID shall include all properties within a boundary of:

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

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

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

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

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

Section 4. Adoption of Improvement Plan

The Improvement Plan for the City Center Improvement District dated May 11, 2011, (the "IMPROVEMENT PLAN"), a copy of which is attached hereto and made a part hereof by reference as Exhibit "B", is hereby adopted.

Section 5. Assessments Imposed

An initial annual assessment equal to .001844 per dollar of the fair market value (as established by the Richland County Assessor) of each parcel is hereby imposed for the purpose of funding the services and improvements contemplated by the Improvement Plan. In addition, all

ORIGINAL
STAMPED IN RED

properties subject to assessment which about Main Street shall be subject to an additional assessment of Four and 01/100 (\$4.01) Dollars per front footage on Main Street.

Section 6. Baseline of Services

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

Section 7. Termination of Assessments

The district hereby created and the assessments hereby imposed shall terminate on December 31, 2021, or upon the adoption of an ordinance otherwise terminating the district, whichever shall first occur.

Section 8. Modification of Assessments

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

Section 9. Contracts for Management

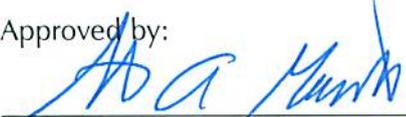
Contracts for the management and oversight for the delivery of services to the BID are hereby authorized. The City Manager is authorized to execute such contract upon approval by City Council.

This ordinance is effective as of the eighth (8th) day after publication in The State newspaper.

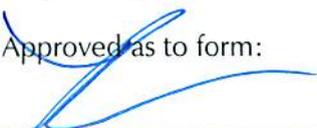
Requested by:
City Center Partnership _____



Mayor

Approved by:


City Manager

Approved as to form:


City Attorney

ATTEST:


City Clerk

Public Hearing: 8/2/2011
Introduced: 8/2/2011
Final Reading: 8/16/2011

**Improvement Plan
City Center
Business Improvement District
Columbia, SC**

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

FINAL 2011

REVISED: May 11, 2011

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

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Exhibit One:

BID Map

Section 1

Why Reauthorize a Business Improvement District for Downtown Columbia?

For many years, countless property owners, businesses, individuals and city leaders have worked on the revitalization of downtown and particularly - South Carolina's Main Street. Main Street and the downtown core is the heart of our community and should reflect everything that is positive and good about Columbia. The image of Columbia, as in most other cities, is reflected by strong development of our city's core pushing strong development into the region. Our Main Street is important, it is the heart of our city – the State Capital of South Carolina. Why would we accept anything less than a great Main Street? To continue to attract new investment and to protect and maintain the existing investment Downtown, property owners are proposing a second renewal and a ten-year reauthorization to continue assessing themselves to maintain a private sector, self-help improvement district established under the South Carolina Municipal Improvements Act. These districts are commonly called Business Improvement Districts (BIDS). Property owners have several reasons why they are taking this action.

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

Downtown Columbia is now perceived as safer and cleaner by customers, investors, and visitors and is well on its way to becoming a premier place to invest time and money. Much of the change in perception of Downtown Columbia is due directly to the efforts of the City Center Partnership. The Clean and Safe Program, familiarly known as "the Yellow Shirts," has contributed directly to this change. Taking action on the No. 1 issue to downtown property owners – homelessness – the City Center Partnership added a Homeless Outreach Coordinator who in one year (2010) working with other local service agencies placed more than 40 formerly homeless persons in permanent housing.

Downtown Columbia must continue to compete for investors, customers and visitors with clean, safe and attractive controlled areas such as shopping malls, lifestyle centers and office parks. Enhanced security and maintenance programs will further address both the reality and perception of Downtown as a premier place to live, work, play and worship.

Since the CCP BID began operating in 2002, three new office towers have been constructed, retaining and attracting thousands of jobs in the city core. More than 200 residents now call Columbia's Main Street home. Several legacy downtown congregations have renovated or added new facilities including the dramatic new Holy Trinity Greek Orthodox Church and attractions such as the Columbia Museum of Art have seen record attendance at unprecedented blockbuster exhibits such as *From Turner to Cezanne*.

2. An opportunity to Strengthen Private Sector management and Accountability in Downtown

The district will continue to be managed by a non-profit, private sector corporation known as the City Center Partnership. District work plans and budgets, based on this 10-year plan, will be refined annually by a board of directors representative of the property owners who are paying the assessment with direct accountability to those who are paying into the district. Services provided by the district will be subject to private sector performance standards and controls including annual audits where no findings have occurred in almost 10 years of operations.

3. The Need to be Proactive in Determining the Future of Downtown

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

4. The Need to Continue to Attract New Business and Investment

Downtown Columbia competes with suburban shopping centers and office parks in the region, as well as against managed downtown areas in other states for tenants, visitors and investors. The City Center Partnership has proven itself a valuable asset in helping to attract new business and investment to the Central Business District.

Since the inception of the BID, Main Street has seen the construction of three new office towers, totaling more than 700,000 square feet; an adaptive reuse of a Historic tower for a “boutique Hotel;” and the renovation and rebranding of Columbia’s largest hotel resulting in more than \$250 million of new investment in the area. On the retail side, Mast General Store, which was recruited by CCP, will move into the renovated Lourie’s building on Main Street and the Nickelodeon movie theater is moving into the renovated Fox Theater. Total investments in these projects, major street and sidewalk improvements by the City of Columbia, and multiple church and nonprofit investments including a major addition to Palmetto Health Baptist Hospital represent more than \$100 million in additional investment in the area.

If Downtown is to continue to remain competitive and viable as an alternative location, it must pursue its own well-financed, proactive strategy to retain business and tenants as well as to attract new business and investment. A Business Improvement District provides the financial resources to develop and implement a Downtown focused economic development strategy to reduce building vacancies and attract new business. This return on investment is quite significant.

While total investment by CCP and the City over the past decade has approached \$20 million, the private investment leveraged has been more than 10 times this amount, perhaps a stronger return on investment than in any other part of our city during the same time period. The City Center Partnership is well positioned to act as a convener for agencies involved in economic development in the central business district, as well as to serve as a resource for the creation of a focused economic development strategy. CCP can also help facilitate city-funded programs to improve the appearance of downtown and attract and retain businesses, such as the Façade Improvement Program. CCP will continue to implement its very successful retail recruitment program, which has resulted in a net gain of more than 20 new retailers and restaurants since 2007 in very difficult national economic conditions.

Section 2

What Is a Business Improvement District?

A 2011 study done by Rutgers University for the International Downtown Association estimates that more than 1,000 property-based business improvement districts (BIDs) or BID-like organizations are functioning throughout the United States. These are organizations led by the private sector and supported by special assessments. BIDs exist in nearly every state and nearly 100 were established in the last 10 years with more than 60 in the process of being created. A Business Improvement District provides enhanced improvements and activities such as security, maintenance and marketing, in addition to those provided by local government.

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

BIDs allow for a wide range of service options, including security, maintenance, marketing, economic and housing development, special events, etc.

BIDs offer a number of unique advantages. They are:

- Designed and created by those who will pay the assessment
- Governed by those who pay through a property and business board that supervises operations and submits a yearly implementation plan.
- Implemented by those who pay...through a non-profit, private sector, management organization.
- Established through the support of the property owners who will pay the proposed property assessments.
- Established for a predetermined number of years with a sunset clause that requires a new approval by those who pay to renew the BID

Section 3 City Center Improvement Plan Summary

Improvement Plan Summary

Developed by property owners in Downtown Columbia, the City Center Improvement District Plan improves and conveys special benefits to properties located within the boundaries of the BID. The City Center Improvement District provides new and enhanced improvements and activities including: maintenance, security, homeless outreach, transportation, marketing, retail recruitment, promotion and economic development services above and beyond those currently provided by the City.

Location

Approximately 36 blocks, an area defined in Section 4 of this plan. (See map on Exhibit 1).

Value of District

The total estimated fair market value of the private properties within the proposed district as appraised by the Richland County Assessor as of December 31, 2010, is \$414,501,682.

Improvements, Activities, Services

Public Space Management

Enhanced Security Programs:

- Downtown Ambassadors
- Security Patrols
- Homeless Outreach Coordination
- Courtesy Shuttle Service
- Visitor, Pedestrian, and Motorist Assistance
- Enhancements to street lighting and parking

Enhanced Maintenance programs:

- Graffiti Removal; Poster and Handbill Removal
- Sidewalk/Gutter Cleaning
- Sidewalk Pressure Washing
- Trash Removal
- Cleaning of Newspaper Racks
- Collection of Cigarette Debris from special receptacles

Enhanced Landscape Programs

- Tree Grate Maintenance
- Landscape Maintenance in Special Areas

- Plant and Maintain Flower Baskets, Flower Planters
- Sidewalk Weeding

Special Projects

- Additional Trash Cans
- Public Art Installation
- Install Cigarette Butt receptacles

Economic Development

Communication/Marketing

- Distribution of Visitor Guides
- Clean and Safe Promotions
- Public Relations Services
- City Center Marketing Campaigns
- Street Banners and Holiday Decorations
- Improved Signage
- Produce Special events and coordinate/promote other events in district

Business Development

- Business & Retail Recruitment & Retention
- Developer & Investor Recruitment
- Market Research & Data Collection
- Residential Recruitment & Demographics
- Coordinate implementation of Commercial Façade Improvement Program

Planning

- Grant Writing
- Public/Private Planning Activities
- Work with city and other partners to reinstate trolleys and improve connections to other districts

Method of Financing:

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

Budget:

Anticipated district budget contribution from private property assessment for the year 2012 of operation is **\$780,000**.

In addition to private property assessment it is anticipated that public property owners (City, County, State and Federal) will contribute at least **\$405,718** to the year 2012 operations budget.

It is also anticipated that non-profit property owners (Churches, Hospitals) will contribute at least **\$75,000** to the year 2012 Operations budget.

Anticipated miscellaneous revenue and grants will contribute \$17,800 to the year 2012 Operations budget.

Total Operations Budget year 2012: \$1,278,518

Cost:

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

The annual yearly assessments are not expected to exceed the rates listed below during the full term of the BID unless specifically authorized by City Council.

Assessment Rate

Per Dollar of Fair Market Value	\$.001844
Per Foot of Property Frontage on Main Street	\$4.01

****Both assessments apply to properties fronting on Main Street****

City Services:

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

District Formation:

A District may be formed by either of two processes.

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

This plan anticipates that the City will form the district using Process No. 2, the same process used when the district was reauthorized in 2006.

Duration:

The Business Improvement District will have a 10-year life (January 1, 2012 through December 31, 2021). After nine years, a new implementation plan must be developed and the approval process must be repeated in order to continue beyond the tenth year.

Governance:

The City of Columbia as the governing body must approve the 10-year implementation plan. City Center Improvement District budgets may be refined annually within the limitations set forth in the district implementation plan, by the board of the private sector management/implementation organization. Any changes to the implementation plan during the term of the district that are not within the limitations set forth for changes in the plan, must be approved by the City Council acting as the governing body.

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

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

Section 4
CITY CENTER IMPROVEMENT DISTRICT BOUNDARIES

An approximate 36-block area has been identified for the City Center Improvement District. The map on Exhibit 1 of this report identifies district boundaries.

District Boundaries

The District includes all properties within an area defined by the following boundaries:

The Western boundary is:

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

The Northern boundary is:

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

The Eastern boundary is:

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

The Southern boundary is:

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

For a graphic representation of the boundaries of the City Center Improvement District see the map labeled "Exhibit 1."

Section 5

PROGRAMS AND SERVICES TO BE PROVIDED

Process to Establish the Improvement District Plan

Through a series of focus group meetings and BID-Advisory Committee meetings of the City Center Partnership Long Range Planning Committee and ongoing discussion with the Board of Directors, Downtown Columbia stakeholders collectively determined the priority for improvements and activities to be delivered by the City Center Improvement District. The primary needs as determined by the stakeholders were safety/security, maintenance, marketing/communications, homeless outreach, connectivity, economic development and retail recruitment.

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

What We Will Do!

PUBLIC SPACE MANAGEMENT

Public Safety Program

City Center Public Safety Program

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

Integration with the Columbia Police Department

The Downtown Columbia security program will work closely with The Columbia Police Department and integrate the Downtown Columbia program with that of the Department as an effective "force multiplier."

Bicycle/T-3 Scooter/Foot Patrol

These patrols deter aggressive panhandling and other unsuitable street behavior. Their presence is a deterrent to theft and burglary from motor vehicles and has made an impact to reduce this cyclical problem. They also deter and report illegal street vending, illegal dumping and code violations. They handle a myriad of quality of life problems, including: drinking in public, urinating in public, indecent exposure, trespassing, aggressive panhandling, prostitution and scavenging.

They perform goodwill gestures such as escorting employees and visitors to their vehicles or places of work, helping lost persons, changing flat tires, jumping dead batteries, and conducting tours. These patrols also assist with traffic control in the event of accidents, fires or unusual occurrences as well as homeless outreach coordination. They patrol assigned routes, covering all of the district. They are professional, assertive, friendly, courteous, people-oriented individuals in excellent physical condition. The bike patrol officers complete customized classroom district training and additional hours of field training.

Evening Safety patrol

The Evening Patrol has increased the sense of safety for downtown residents and the patrons of the restaurants, churches, hospital, hotels and other businesses that cater to a nighttime clientele.

Maintenance Program

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

Sidewalk Maintenance: Uniformed, radio-equipped personnel sweep litter, debris and refuse from sidewalks and gutters of the district. Collector truck personnel collect trash and debris as necessary, including maintaining pet “comfort stations.”

Graffiti Removal: Painters remove graffiti by painting, using solvent and pressure washing. The District maintains a zero tolerance graffiti policy. All tags will be removed within 24 hours once the team is notified of the presence of graffiti.

Sidewalk Pressure Washing: The district standard is to have all sidewalks cleaned as necessary to maintain a “just cleaned” appearance at all times.

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

Special Collections: A district truck is available to collect items illegally dumped in the district.

Maintenance Problems Requiring Third Party Intervention: Problems are monitored that create blighted or unsafe conditions in the district, but are outside of the jurisdiction of the District to repair. Requests are made to the responsible party for repair.

Types of problems include blocked or damaged sewers or drains, damaged sidewalks/streets/alleys, non-operating streetlights, damaged or missing street signs, etc.

Landscape Maintenance Program

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

Seasonal Planting: A program of seasonal plantings of colorful flowers has been developed – 201 planters and baskets are maintained.

Special Projects Program

Public Art: A program has been developed to facilitate the installation of public art within the district.

Street Furniture: Additional street furniture such as trashcans and cigarette receptacles have been added and are serviced as necessary.

ECONOMIC DEVELOPMENT

Communications/Marketing

Programs will continue to be developed that will tell the story of change and improvement in Downtown Columbia. The program that is developed by the property owners includes:

- Street Banner Program
- LED Holiday Lights installed at major intersections along Main Street and Seasonal Decorations purchased.
- Visitor Guide distribution
- Website
- Business directory on website
- Use of Social Media to promote the BID area including Facebook and Twitter
- Monthly Electronic Newsletters and Printed Annual Report
- Tours
- Public and Media Relations
- Development of Downtown Columbia Image Pieces
- Special Events such as the annual Urban Tour, Seasonal Main Street Markets, and First Thursdays have been established and are continually upgraded
- Improved Signage

- Participation in Regional Marketing Campaigns such as “Shop Columbia”
- Participation in the Regional Branding Campaign: Columbia SC “Famously Hot”

Business Development

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

- Market Research & Data Collection
- Defined Business and Retail Recruitment and Retention Strategy implemented by full-time recruitment staff
- Investor, Tenant and Broker Recruitment Support Packets
- Residential Recruitment and Demographics Development
- One Stop Resource Center

Planning

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

ADMINISTRATION

Management Personnel

A professional staff that requires centralized administrative support manages the City Center improvements and activities. Additionally, this staff serves as a liaison between property owners, businesses and public agencies. District services are delivered a minimum of 16 hours a day, seven days a week and require management staff 16 hours a day, seven days a week.

Section 6 Operating Budget

FY 2012 Operating Budget Summary

The summary of the FY 2012 operating budget for the City Center Improvement District is provided. The total improvement and activity plan budget for 2012 is projected at \$1,278,518 made up of the following components:

PUBLIC SPACE MANAGEMENT	Budget Total	\$586,555
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- **Enhanced Security Programs**

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

The budget for the public safety program is **\$403,588** or **30%** of the total District budget.

- **Enhanced Maintenance**

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

The budget for the maintenance program is **\$172,966** or **13%** of the total District budget.

- **Enhanced Landscape Services**

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

The budget for the landscape program is **\$10,000** or **.05%** of the total District budget.

- **Special Projects**

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

The budget for special projects is **\$10,000** or **.05%** of the total budget.

ECONOMIC DEVELOPMENT

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

The budget for economic development programs is \$511,407 or 39% of the total District budget.

ADMINISTRATION

In order to manage the day-to-day activities of the BID a professional administrative staff and office is necessary to ensure the delivery of quality services. The budget for administration is \$230,133 or 18% of the total District budget.

Section 7 ASSESSMENT METHODOLOGY

Assessment Methodology

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

Calculation of Assessments

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

1. Property data was first obtained from the County Assessor's Office
2. County Assessor property data was cross-checked with reliable private sector data sources
3. A site survey was undertaken to verify selective data.

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

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

Assessment Rate	
Per Dollar of Fair Market Value	\$.001844

Assessment Rate	
Per Foot Frontage on Main Street	\$4.01

In future years, assessments may change, up or down, if appraised value information changes. We do not anticipate any increases in the assessment rates unless unforeseen circumstances occur.

Budget Adjustments

Any annual budget surplus will be rolled into the following year's District budget. Yearly expenditures and budgets shall be set so that at the end of each year there will not be a deficit at the end of any year.

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

Time and Manner for Collecting Assessments

As provided by state law, the City Center BID assessment will appear as a separate line item on annual property tax bills.

Government Assessments

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

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

Residential Assessments

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

Non-profit Assessments

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

Section 8

GOVERNING THE BUSINESS IMPROVEMENT DISTRICT

Private Sector, Management/Implementation Organization

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

The City of Columbia as the governing body must approve the 10-year implementation plan. City Center Improvement District budgets and policies may be refined annually within the limitations set forth in the district implementation plan, by the board of the private sector management/implementation organization. During the term of the District, any changes to the implementation plan that are not within the limitations set forth for changes in the Plan must be approved by the City Council, acting as the governing body.

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

Section 9
CONTINUATION OF CITY SERVICES

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

Yrs: 2012-2021
City Center Partnership, Inc.
Business Improvement District Grid

Zone 3			Zone 2			Zone 1		
Marion Street	1300 block	Eirwood Avenue	Marion Street	Sumter Street	1300 block	Marion Street	Sumter Street	1300 block
1200 block	2000 block	Cathoun Street	1700 block	Blanding Street	1600 block	1400 block	Washington Street	1300 block
1900 block	1800 block	Richland Street	1500 block	Taylor Street	1500 block	1300 block	Lady Street	1200 block
1100 block	1800 block	Laurel Street	Hampton Street	Hampton Street	1400 block	1400 block	1200 block	Gervais Street
Main Street	Main Street	Laurel Street	Main Street	Main Street	Main Street	Main Street	Main Street	Main Street
Assembly Street	Assembly Street							
2000 block	1900 block	1800 block	1700 block	1600 block	1500 block	1400 block	1300 block	1200 block
Zone 3			Zone 2			Zone 1		