



**PARKER AUTHORITY FOR REINVESTMENT
STUDY SESSION AGENDA**

September 12, 2022

5:00 p.m.

1. Authority Board Items

2. Study Session Items

A. Downtown Business Alliance (DBA) Funding Request - Omar Castillo - 30 minutes



Parker Authority for Reinvestment Study Session Memorandum

TO: Parker Authority for Reinvestment Board

FROM: Michelle Kivela, Executive Director

DATE: September 12, 2022

SUBJECT: Downtown Business Alliance (DBA) Request for BID Funding

ISSUE:

On August 16, 2022, the Downtown Business Alliance (DBA) submitted a letter of request to the Mayor, Town Council, and Town Manager's Office seeking support of \$75,000 from the Town to retain a consultant, Progressive Urban Management Associates (PUMA), to determine the feasibility of establishing a business improvement district (BID) in downtown Parker.

After Town staff reviewed the request and met with representatives of the DBA to gather additional information, it was recommended that the Parker Authority for Reinvestment (PAR) receive and consider the request from the DBA.

FISCAL/BUDGET IMPACT:

Approximately \$57,125.00

BACKGROUND:

The Downtown Business Alliance (DBA) is requesting funding in the amount of \$75,000 to retain a consultant, Progressive Urban Management Associates (PUMA), to determine the feasibility of establishing a business improvement district (BID) in downtown Parker. PUMA is proposing a three-step participatory process to assist the DBA and downtown stakeholders evaluate the feasibility of a BID, and if found feasible, create it.

Over the past year, the DBA has been working with Downtown Colorado, Inc. on a visioning exercise connecting and empowering local stakeholders including property owners and businesses throughout downtown to provide strategic insight on the next steps for the DBA to grow their organization. The results of this visioning workshop found that the DBA membership and stakeholders gravitated around some very clear goals and perspectives of Downtown Parker. This vision is aligned yet distinct from a vision for the Town of Parker, nuanced to appreciate the wide variety of unique businesses, celebrate the traditional downtown streetscape and facades, and enjoy the shopping and amenities with friends, family, and colleagues, and grow downtown Parker. Next steps towards implementing a sustainable downtown organization include the following:

- Fiscal analysis of revenue options and methods
- Research additional capacity and operations for new services
- Engage with local partners like the Town of Parker, Parker Arts, and regional business associations
- Empower local stakeholders to be champions of the shared vision for downtown
- Explore the creation of a business improvement district.

Total estimated fees and expenses, including all outreach, plan development, legal and production costs,

amount to \$75,000. Staff has reviewed the proposal and recommends funding of \$57,125 through the Parker Authority for Reinvestment (PAR). The DBA will look to fundraise the remaining balance needed for the proposed project.

OTHER INFORMATION

Business Improvement Districts (BIDS) are a type of special district created within a municipality to fund certain types of improvements that will, among other things, promote the continued vitality of existing business areas within the municipality.

BIDS are local organizations that have been revitalizing commercial areas for several decades in the United States. BIDS are a quasi-municipal corporation and political subdivision of the state, in which commercially assessed property owners elect to make a collective contribution to the maintenance, development, and promotion of their commercial area. The contributions create a steady and reliable funding source for enhanced services and programs. Certain advantages can result from this partnership, including a cleaner, safer, and more attractive business district.

BIDS are created to provide a higher level of service to a specific area that may include:

- Cleaning and maintenance of sidewalks, trash, and debris removal, etc. above those provided by local government.
- Provide security and/or ambassadors to help customers navigate through a business district, marketing, promotions, communications.
- Marketing, communications, and promotions to improve the overall image of a business district.
- Special events to enhance the districts drawing power as a destination.
- Business development efforts in partnership with a municipality to retain and grow businesses, attract jobs and investment to the business district.

A BID service plan will be based upon the framework provided by a BID operational plan that takes place through the feasibility process of establishing a BID. BIDS are funded through additional taxes, rates, fees, tolls, or charges on commercial property. Residential and agricultural properties cannot be part of a BID though they can enjoy the benefits.

Forming a BID should be a grassroots effort originated by commercial property owners and businesses. Since it involves commercial property owners voting to tax themselves for additional services, a municipality does not mandate a BID be created. BIDS are typically created by engaged commercial property owners with a merchant association or other membership organization facilitating similar BID activities. The need for a BID typically arises out of the limitations of the merchant association's ability to construct public improvements and a desire to provide greater services.

RECOMMENDATION:

If the PAR Board chooses to contribute to the BID project, staff recommends funding:

- Phase 1: Feasibility/BID Operation Plan at \$25,000
- Phase 2: Petition Prep & Campaign at \$7,125 (under Fair Campaign Practices Act can only participate in Phases 2.1 and 2.7)
- Phase 3: Assessment Election at \$25,000 (under Fair Campaign Practices Act can only participate in Phase 3.1)

REQUESTED DIRECTION:

Direction on financial support.

ATTACHMENT:

1. DBA Request Letter
2. BID Scope PUMA Sept10-22
3. DBA Visioning Report



Mayor Toborg,
Town Council,
Town Administrator Kivela,
Deputy Town Administrator Martinez,
20120 E. Mainstreet
Parker, CO 80138

Dear Mayor Toborg, Town Council, & Town Administrator Kivela, Deputy Town Administrator Martinez, Foundation's mission in (field of interest and other funded projects). Established in 2015, the Downtown Business Alliance of Parker (DBA) serves the downtown Parker community. Downtown Parker has more than 50 shops, services, and restaurants in the downtown footprint. The concentration and diversity of options puts Parker on the same level as other regional shopping districts in communities like Castle Rock, Lone Tree, Castle Pines, Highlands Ranch, Aurora, and Centennial. With more than 1,000,000 residents within a 30-minute drive of Downtown Parker, it is important to understand who is most closely associated with the downtown district, and focus outreach and marketing efforts strategically.

The DBA recently completed a visioning exercise with Downtown Colorado INC., (DCI) our DBA membership and Town leaders. The DBA engaged DCI to provide strategic insight on next steps for the downtown stakeholders to develop an organization with more predictable funding and capacity. The final result of the exercise was a recommendation from DCI to the have the DBA attempt to create a Business Improvement District (BID) for Downtown Parker.

We are seeking support of \$75,000.00 from the Town of Parker for the DBA in working with Progressive Urban Management Associates (PUMA) to assist in determining the feasibility for establishing a BID in downtown Parker. P.U.M.A. is a national leader in the field of downtown and business district management. In the past 29 years, they have provided services for more than 300 clients in 38 states. PUMA's specialties is the creation of BIDs. They have had success managing BID creation, renewal and consolidation for more than 80 downtowns and business districts throughout the nation. We believe this project is aligned with the DBA vision for Downtown Parker, with partners to support the ongoing efforts of the organization. These partners include the Town of Parker, local property and business owners, and those interested in supporting downtown Parker.

Support for this next step and exciting project will need to come from the Town of Parker. The project will be completed by Q4 of 2023 following the TABOR election and at that time will be fully supported in the future with funding by the BID.

The project will take 1-year starting this fall, totaling \$75,000.00 and we expect to see the following outcomes:

Phase 1: Feasibility/BID Plan

Phase 2: Petition Prep/Campaign
Phase 3: TABOR Election

The project for which we request funds will make a difference in the lives of Parker residents and its businesses. Participants and stakeholders throughout the process found agreement on the desire for improved services for the Downtown area, a desire for more marketing, communication, and to raise the profile of the district, opportunities for costsavings through shared services, and a desire to continue strong partnerships with the Town and community. Members appreciate the ability and capacity of the Parker DBA to perform on a volunteer basis, and generally agree that the organization and the Downtown district at large would benefit from a steady revenue model and professional staff. A Business Improvement District would serve many of the needs envisioned by Downtown Parker stakeholders.

We appreciate your consideration of this request and would be happy to meet with you to discuss the request in more detail at a Study Session.

Sincerely,

Omar Castillo
Chairman of the Board
Downtown Parker Business Alliance Board
19501 E. Mainstreet Avenue,
Suite 200
Parker, CO 80134



September 9, 2022

Omar Castillo
Chairman
Downtown Business Alliance of Parker
19501 E. Mainstreet Avenue, Suite 200
Parker, CO 80134

Dear Omar:

On behalf of Progressive Urban Management Associates (P.U.M.A.), I am pleased to submit the attached consulting proposal in response to the Downtown Business Alliance's interest in working with a consultant to assist in determining the feasibility for establishing a business improvement district (BID) in downtown Parker.

P.U.M.A. is a national leader in the field of downtown and business district management. In the past 29 years, we have provided services for more than 300 clients in 38 states. One of our firm specialties is the creation of BIDs. We have enjoyed success managing BID creation, renewal and consolidation processes for more than 80 downtowns and business districts throughout the nation, including the Colorado communities of Arvada, Aurora, Boulder, Colorado Springs, Denver, Englewood, Grand Junction and Lakewood.

As president of P.U.M.A., I bring 35 years of experience in the downtown development and management field. Joining me in this project would be our associate vice president and BID project manager Ryann Anderson. A firm profile is attached and additional firm information, including team resumes and project profiles, are available at our website at pumaworldhq.com. For legal counsel, we routinely work with Tom George of the Denver firm Spencer Fane LLP.

We are proposing a three-step participatory process to assist the Downtown Business Alliance and downtown stakeholders evaluate the feasibility of a BID, and if found feasible, create it. Total estimated fees and expenses, including all outreach, plan development, legal and production costs, amount to \$75,000. The BID work can be completed in three phases:

Phase	PUMA Fees	Estimated Legal	TOTAL
Phase 1: Feasibility/BID Plan	\$ 24,000	\$ 1,000	\$ 25,000
Phase 2: Petition Drive	\$ 15,375	\$ 3,625	\$ 19,000
Phase 3: TABOR Election	\$ 6,000	\$ 25,000	\$ 31,000
Total	\$ 45,375	\$ 29,625	\$ 75,000

A detailed scope of services, fee matrix and timetable are attached. Please contact me at (303) 997-8754 or via email at brad@pumaworldhq.com if I can provide any additional information.

Sincerely,

A handwritten signature in dark ink, appearing to read "BRAD Segal", written over a light blue horizontal line.

M. Bradley Segal, President

Downtown Parker Business Improvement District

Proposed Scope of Work

I. FEASIBILITY/BID OPERATION PLAN

- 1.1 Downtown Parker BID Committee:** The Downtown Business Alliance of Parker will create a Downtown Parker BID Committee comprised of downtown property and business owners and key representatives from the Town of Parker. BID Committee members are expected to bring an open mind to the concept and be willing to meet three or four times during the process to create a BID Operating Plan. Roles for the BID Committee include 1) provide creative input into the process; 2) help identify and mobilize downtown stakeholders that should be involved in the feasibility process and 3) provide a “reality check” on district concepts.
- 1.2 Database Development:** The consultant team will work with Town staff to develop a comprehensive database of property and business owners within the study area. Database fields will include information on property ownership for both owners of real and personal property and include valuation, lot acreage, tax-exemption status and physical characteristics (i.e. linear frontage, building square footage, etc.). Database refinement will continue throughout the process as new information is obtained from the Town and County Assessor.
- 1.3 Develop Stakeholder Priorities:** A series of community outreach techniques are proposed to seek property and business owner input into the development of a BID Operations Plan. The community consensus process will include:
- A. **One-on-One Meetings:** One-on-one meetings will be convened with key property and business owners to discuss the potential BID. Up to 10 one-on-one meetings are budgeted.
 - B. **Property Owner Focus Groups:** Up to three (3) focus groups will be convened with owners of real and personal property within the BID study area. The focus groups will aim to identify property owner issues, explain the BID concept, identify property owner priorities and the willingness to pay for new BID services.
 - C. **Online Survey:** An online survey will be developed and sent to all owners of real and personal property within the BID study area to solicit their opinions on a potential BID.
- 1.4 Draft BID Operational Plan:** Based upon information gained from the consensus process and the BID Committee, the consultant will draft an operational plan for the BID that will provide recommendations for the following BID parameters:
- i. Mission and objectives for a Downtown Parker BID;
 - ii. Summary of the community consensus process;
 - iii. Recommended BID boundaries;
 - iv. Narrative work program;
 - v. Work program budget;

- vi. Assessment and/or tax methodology;
- vii. BID governance structure;
- viii. Town and tax-exempt participation issues;
- ix. Recommended program management structure.

The draft Operational Plan will be reviewed by the BID Committee and legal counsel prior to Plan Review Workshops (see 1.6).

- 1.5 Plan Review Workshops, Property Owner Meetings and Final Operational Plan:** The draft BID operational plan will be presented to property and business owners in a series of two Plan Review Workshops. One-on-one meetings with key property owners will also be convened. Comments from the workshops and meetings will be incorporated into a final draft of the operational plan. A meeting will be held with the Town's special districts team to finalize timing and deadlines for a BID petition drive.

At this point of the process, the consultant team will make a final recommendation to the BID Committee on the overall prospects for success, along with a "Go" or "No Go" recommendation for moving forward to the petition phase.

II. PETITION PREPARATION & DISTRIBUTION

- 2.1 Service Plan:** The BID service plan is based upon the framework provided by the BID operational plan. The service plan is a legal document that will accompany the BID petition. The consultant will draft a service plan document and form of petition, to be reviewed by legal counsel and the Town Attorney. *If needed, a legal description of the BID will be provided by the client.*
- 2.2 Petition/Legal Review:** Legal counsel will review the BID petition form, review the service plan document and work with the Town Attorney to prepare for the BID petition drive.
- 2.3 BID Newsletter/Fact Sheet:** A two-page BID newsletter and fact sheet will be produced providing a visual summary of the BID operational plan. The newsletter will be widely disseminated throughout the affected area and will assist the BID Committee in presentations and discussions.
- 2.4 Printing and Packaging:** Petition packets for property owners will include: Cover letter from BID Committee; BID petition; BID petition instructions; estimate of BID assessment for recipient property(ies); BID newsletter.
- 2.5 BID Steering Committee Coordination:** The BID Steering Committee will undertake petition distribution, led by property owner "captains". Distribution training will include the identification of support inclinations by each property owner (i.e. supportive, leaning support, leaning opposed, opposed) and talking points to guide a consistent message. Progress will be monitored frequently through meetings, tracking reports, phone trees and other techniques.

- 2.6 **Database Management:** Database management activities will include monitoring the progress of the petitions and preparation of periodic updates to the BID Committee
- 2.7 **Town Council Presentation:** Completed petitions will be submitted to the Town Council for consideration and adoption of a BID formation ordinance. Legal counsel will be required to work with the Town Attorney to draft appropriate resolutions and/or ordinances and monitor progress on behalf of the BID Committee.

III. ASSESSMENT ELECTION

- 3.1 **Election Preparation and Legal Costs:** The assessment election will be held by the BID via mail ballot within the District on the day of the November general election. Legal counsel will be required to draft and record appropriate notices, ballot language and ensure that election regulations and protocol are respected.
- 3.2 **Community Outreach:** Community outreach will continue through the assessment election process with continued presentations, editorial board meetings, etc.
- 3.3 **BID Steering Committee Coordination:** An election strategy will be coordinated by the BID Committee. Committee membership should be expanded to include lessees in addition to property owners. BID supporters will be identified and other efforts undertaken as necessary to attract supportive votes.

Project Support Required from the Town of Parker and/or Downtown Business Alliance

- Access to Town, County and other real estate information to review and/or obtain data of affected property owners, including data on assessed value and ownership characteristics that would aide in the development of the district assessment methodology. Assistance will also be sought to complete a site survey to verify property and ownership data, if necessary.
- Creation of maps, ownership rosters, legal descriptions and other technical requirements of state law.
- Administrative and clerical support for the project, including developing project mailing lists, coordinating meetings, mailing agendas and taking minutes, if desired, of public meetings.
- Administrative expenses associated with the BID formation process, including postage for all mailings (i.e. committees, newsletter, property owner communications, meeting notices, etc.) and copying and printing expense for agendas, newsletter, information and reports.

Timetable

Timeline	BID Formation Steps
Q4 2022	1. Identify Study Area & Create Database 2. Form BID Committee
Q1 2023	3. Develop Stakeholder Priorities 4. Draft Operational Plan 5. Plan Review Workshops (<i>Go/No Go Decision</i>)
Q2 2023	6. Draft Final BID Service Plan, Petition Form, Fact Sheet 7. Property Owner Petition Drive
Q3 2023	8. Town Council Ordinance/Public Hearing 9. Form BID & BID Board 10. Preparations for TABOR Election
Q4 2023	11. TABOR Election
January 2024	12. BID begins budgeted operations

Estimated Fees

TASK	Segal		Anderson		Legal	TOTAL
	Hrs	Rate	Hrs	Rate	Costs	
<i>Feasibility/BID Plan</i>						
1.2 Database Development			20	150		3,000
1.3 Stakeholder Priorities	20	225	20	150		7,500
1.4 Draft Operational Plan	15	225	25	150	1,000	8,125
1.5 Plan Review Workshops	15	225	20	150		6,375
<i>Sub-Total: Feasibility/BID Plan</i>	50	225	85	150	1,000	25,000
<i>Petition Drive</i>						
2.1/2 Service Plan/Petition/Review	10	225	15	150	3,625	8,125
2.3 BID Fact Sheet			15	150		2,250
2.4/6 Petition Coordination	10	225	25	150		6,000
2.7 Town Council Presentation	5	225	10	150		2,625
<i>Sub-Total Petition Drive</i>	25	225	65	150	3,625	19,000
<i>Assessment Election</i>						
3.1 Election Prep & Legal Costs					25,000	25,000
3.2/3 Election Support	10	225	25	150		6,000
<i>Sub-Total Assessment Election</i>	10	225	25	150	25,000	31,000
<i>TOTAL PROJECT</i>	85	225	175	150	29,625	75,000

PROGRESSIVE URBAN MANAGEMENT ASSOCIATES

Immersive | Market-Based | Tactical

Progressive Urban Management Associates (P.U.M.A.) is a national leader in helping communities and organizations create and sustain thriving places. We advise clients on a wide range of community planning, economic development, organizational management, and financial solutions.

SERVICES



DOWNTOWN STRATEGIC PLANS

Utilizing our prior experience working as practitioners in the field, we support downtown management organizations in developing tactical strategic plans to guide their evolution, blending local aspirations with national best practices.



BID FORMATION & RENEWAL

For nearly 30 years, we have worked across the country to create more than 80 business improvement districts (BIDs) that collectively generate more than \$100 million annually to maintain, market, and activate downtowns and other commercial areas.



COMMUNITY VISION & ACTION PLANS

Using our market-based approach, we are experts in leading the development of downtown, neighborhood, and corridor master plans in cities and towns of all sizes.



ECONOMIC DEVELOPMENT & RESILIENCY

Building upon a community's inherent strengths and competitive advantages, we develop tailored strategies for economic growth and resiliency in urban, suburban and rural settings.



MARKET ASSESSMENTS & TRENDS

Our market assessments are easily-digestible, blending hard data with stakeholder insights to reveal unique opportunities to the community. We incorporate a national perspective on the forces shaping cities and downtowns by using research from *P.U.M.A.'s Global Trends Report*.



HEALTHY COMMUNITY STRATEGIES

We provide planning and technical assistance to aid communities with equitable access to fresh foods, development of local food systems, and design of places that encourage physical activity and community connection.

CORE VALUES

Recognizing that planning is a dynamic process, we are continuously learning and adjusting our approach. As a team, we aspire to bring the following values to each of our projects:

- » Focus on building consensus through wide-reaching, inclusive outreach to the community
- » Listen deeply and learn from the experience of people who live and work in the community before drawing conclusions
- » Promote accessible, equitable physical and social spaces for all community members
- » Equip ourselves – and our client communities – with data and analysis to inform decision-making
- » Focus on the “how” in addition to the “what,” so that our plans are actionable and achievable



Downtown Colorado, Inc.

Downtown Business Alliance Visioning Workshop Report

March 2022 - July 2022

BUILDING BETTER COMMUNITIES BY PROVIDING ASSISTANCE TO DOWNTOWNS, COMMERCIAL DISTRICTS AND TOWN CENTERS IN COLORADO THROUGH EDUCATION, ADVOCACY, INFORMATION AND COLLABORATION

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TEAM MEMBERS

The Parker Downtown Business Alliance was instrumental in the success of the Downtown Parker Visioning Workshop. Noted participants from the Parker DBA and other support members include the following:

OMAR CASTILLO, Chair
BRANDI WILKS, Vice Chair
HAYLEY MONTERFERRANTE, Treasurer
ASHLEY NAGY, Secretary
DENISE HAACK, Member-at-Large
SHELLY MANGO, Member-at-Large
CARRIE GLASSBURN, Member-at-Large
KRISTOPHER SCHNELL
HILARIE PORTELL, Portell Works
STEPHANIE OWENS, Downtown Colorado, Inc.
BILL SHRUM, Downtown Colorado, Inc.



PROCESS OVERVIEW

Downtown Colorado, Inc. (DCI) was pleased to work with the Parker Downtown Business Alliance (DBA) to conduct a stakeholder engagement and visioning exercise, connecting and empowering local stakeholders, and provide strategic insight on the next steps for the Parker DBA to grow their organization in alignment with the vision of their downtown membership. This process consisted of the following steps:

- Qualitative review, analysis, and discussion of a previously-administered survey by the DBA
- Two community and membership information sessions to discuss different downtown organization features
- Focused outreach and survey on the vision and stakeholders of Downtown Parker
- A visioning workshop conducted over two hours with stakeholders from the city staff, elected officials, and DBA membership
- Summary vision statement discussion and review

PROCESS GOALS

The Downtown Business Alliance engaged DCI to provide strategic insight on next steps for the downtown stakeholders to develop an organization with more predictable funding and capacity. Future efforts must represent a shared vision of the downtown community as well as strategic improvement. Therefore, the DBA sought to specifically address the following topics through the exercises:

- Connect with and assess interest from private sector stakeholders in a more developed downtown business support organization;
- Identify data needs to improve communication;
- Collect and review supplemental data and existing surveys

The goal for the Parker DBA was to establish recommendations for next steps to improve the organization that are in alignment with a shared vision for Downtown Parker, and share this vision with a coalition of partners to support the ongoing efforts of the organization. These partners include the City of Parker, local arts and culture organizations, local property and business owners, and those broadly interested in supporting downtown Parker.

Through the visioning process with DCI, Downtown Parker achieved the following results:

- **VISION STATEMENT.** Refreshed a vision statement that received unanimous approval from workshop attendees
- **ACTION STEPS.** Developed action steps for future engagement to support a thriving business climate
- **SERVICE DELIVERY.** Identified clear service delivery goals to improve Downtown Parker
- **UNIQUE OFFERINGS.** Discovered key sentiments that make Downtown Parker unique
- **OUTREACH + COMMUNICATION.** Developed an outreach and communication strategy to expand and improve the perception of Downtown Parker in the broader community

FINDINGS IN BRIEF

Participants and stakeholders throughout the process found agreement on the desire for improved services for the Downtown area, a desire for more robust marketing, communication, and to raise the profile of the district, interest in opportunities for cost-savings through shared services, and a desire to continue strong partnerships with the City and community. Members appreciate the ability and capacity of the Parker DBA to perform on a volunteer basis, and generally agree that the organization and the Downtown district at large would benefit from a steady revenue model and professional staff. A Business Improvement District would serve many of the needs envisioned by Downtown Parker stakeholders.



DELIVERABLE #1: THE VISION STATEMENT

The City of Parker has a vision statement representing the entire community, and it is duplicated on the Downtown Parker website with additional language about the Downtown. This statement served as a framework to test if the community identity, characteristics, amenities, and sentiment held by DBA stakeholders was similar to that which was written, or should be amended to reflect a new vision for the downtown. The following statement was the result of an exercise at the workshop where visioning elements were suggested organically, voted upon, and used to reconstitute a vision that better captures stakeholders today.

Parker, located in Douglas County with easy access to the Denver metropolitan area, is known for its charm and its hometown community feel.

Whatever you're looking for, we think you'll find it here in Parker. From our historic downtown and boutique shops and restaurants, accessible walking and biking trail network and community events, to our award-winning library and cultural arts center, as well as engaging activities like local farmer's markets and community events, you're sure to find that Parker is indeed your kind of place.

A small town with a big heart, Parker is a place rooted in community and traditions. The spirit of the west that lives here is matched in character only by our friendliness. This rare balance offers experiences that are unique even for Colorado, making Parker the ideal place to live, work, and play.

Whether you seek genuine connection with our year-round community and family events, inspiration in our downtown Mainstreet, solitude in our beautiful parks and trails or unique locally owned businesses, shops, and restaurants, a day in Parker will be remembered for a lifetime.

Entertainment. Memories. Friends. Fun. Community. They're all created in Downtown Parker.

Using an inductive, in vivo qualitative coding analysis to review the language naturally used by stakeholders who participated in the workshop suggestions coupled with long-form responses to a previous community survey, several characteristics and identities of Downtown Parker rose to the surface as having the strongest correlation to elements of downtown when discussed by the local community. Vision statements are most powerful when representing an authentic perspective of the community it represents, and the findings of this coding analysis reinforces authenticity in Downtown Parker on several key elements of the refreshed vision statement. These sentiments are recommended in any narrative about Downtown Parker as earnest representations of the local community, and align well with the vision statement above.

Correlated Identities to Downtown Parker Elements

Character		Sentiment		Amenities		Places		Activities	
Charm	0.46	Connection	0.47	Walking + Biking	0.59	Unique	0.49	Events	0.59
Community	0.39	Memories	0.42	Arts + Culture	0.47	Locally-Owned	0.33	Community	0.56
Hometown Feel	0.34	Welcoming	0.39	Community Events	0.41	Parks + Trails	0.31	Arts + Culture	0.44
Connection	0.29	Hometown Feel	0.39	Locally-Owned	0.35	Boutique	0.27	Fun	0.37
Boutiques	0.27	Friendly	0.39	Community	0.29	Access	0.27	Entertain	0.37

DELIVERABLE #2:

SERVICE DELIVERY GOALS

The Parker Downtown Business Alliance asked Downtown Colorado, Inc. to engage local stakeholders and understand challenges facing the local business and property owners. Many downtown organizations provide collective solutions to common challenges, but to do so effectively there should be agreement among stakeholders about the most important challenges facing the downtown. As a part of the visioning exercises, DCI implemented survey and workshop activities to better understand these challenges.

The following challenges rose to the top of the list of concerns among DBA stakeholders, with various degrees of intensity based on individual roles or business industry. The overwhelming emphasis on improved marketing, advertising, and awareness of the types of businesses downtown aligns with Downtown Parker growing into a mature and established downtown. There is a unique mix of robust shops, restaurants, and amenities, and they want others to know about it! Common downtown organizations look to overcome challenges related to service delivery, infrastructure, and business development, recruitment, and retention. The findings are grouped according to these categories and displayed with the intensity or priority expressed by the downtown stakeholders.

SERVICE DELIVERY

Collective Marketing + Advertising

More Events, Entertainment Options

More Arts + Cultural Activities

Communal Liquor License for Events

Build Awareness of Downtown

More Public Art

Collective Savings on Shared Services

Build on Connections with the Town

Voice in Redevelopment Plans

Improve Recycling + Trash Service

INFRASTRUCTURE

Improve Parking Availability / Awareness

Improve Walkability / Connections

Improve Public Transit Options + Service

Parking Garage / Lots

More Access to Parks + Trails

BUSINESS RECRUITMENT, RETENTION + DEVELOPMENT

More Retail + Restaurants

Recruit + Incentivize Unique Businesses

Existing Business Retention + Support

UNDERSTANDING DOWNTOWNS' CONDITIONS*

District Lifecycle	General Conditions	Organizational Component
Stagnant	Challenged, with high vacancies, underutilized properties, uninviting public realm and poor regional image	Grass-roots organizing, volunteer committees, tax increment financing, Local government support, both money and services, grants, earned income from development
Growing	Up and coming, with a sprinkling of new businesses, pioneering new investments and an image of a district in transition	Property or business assessments, revenue generating promotions and special events, membership dues
Mature	Established, with a strong mix of retail, restaurants and jobs, inviting public realm and strong regional image	Parking revenue, local improvement bonds, merchandising the district

A mix of characteristics of both a growing and mature downtown are echoed in the challenges and opportunities reported by the DBA stakeholders.

A question in the DCI pre-workshop survey that received the most unified response in the entire survey was,

"On a scale of 1-9, how important is the image of Downtown Parker to you?"

The resulting average score was 8.78 out of 9 meaning highly important and a unified desire to build a strong image of downtown Parker.

The concern with projecting a strong regional image further demonstrates that Downtown Parker is moving from the growing stages to a mature stage of downtown formation.

The predominance of desires for additional service delivery options as well as business development, recruitment, and retention support makes a Business Improvement District a well-suited organizational tool in Downtown Parker. Any organization working to promote the findings detailed here will find support among the DBA membership.

*District Lifecycle Chart developed by Progressive Urban Management Associates.

DELIVERABLE #3: OUTREACH + COALITION BUILDING STRATEGY

Downtown Parker boasts more than 50 shops, services, and restaurants in the downtown footprint. The concentration and diversity of options puts Parker on the same level as other regional shopping districts in communities like Castle Rock, Lone Tree, Castle Pines, Highlands Ranch, Aurora, Centennial and more in the South Denver metropolitan area. With more than 1,000,000 residents within a 30 minute drive of Downtown Parker, it is important to understand who is most closely associated with the downtown district, and focus outreach and marketing efforts strategically.

CLOSE ASSOCIATION

Community	Population
Parker	55,460
Franktown	214
Elizabeth	1,754
Lone Tree	13,381
Castle Rock	65,176
Castle Pines	10,507
Total Pop.	146,492

SIGNIFICANT ASSOCIATION

Community	Population
Aurora	379,434
Centennial	111,331
Highlands Ranch	107,017
Kiowa	663
Total Pop.	598,445

One exercise within the stakeholder survey sampled downtown stakeholders to self-report the regional areas they associate with, and that their customers come from. The City of Parker, a community of over 55,000 residents, itself stands out as a prime opportunity to increase awareness among local residents and add to the repeat customer base for downtown. Other communities mentioned in survey feedback fell into four natural tiers of a close association, significant association, moderate association, and nominal association with Downtown Parker.

MODERATE ASSOCIATION

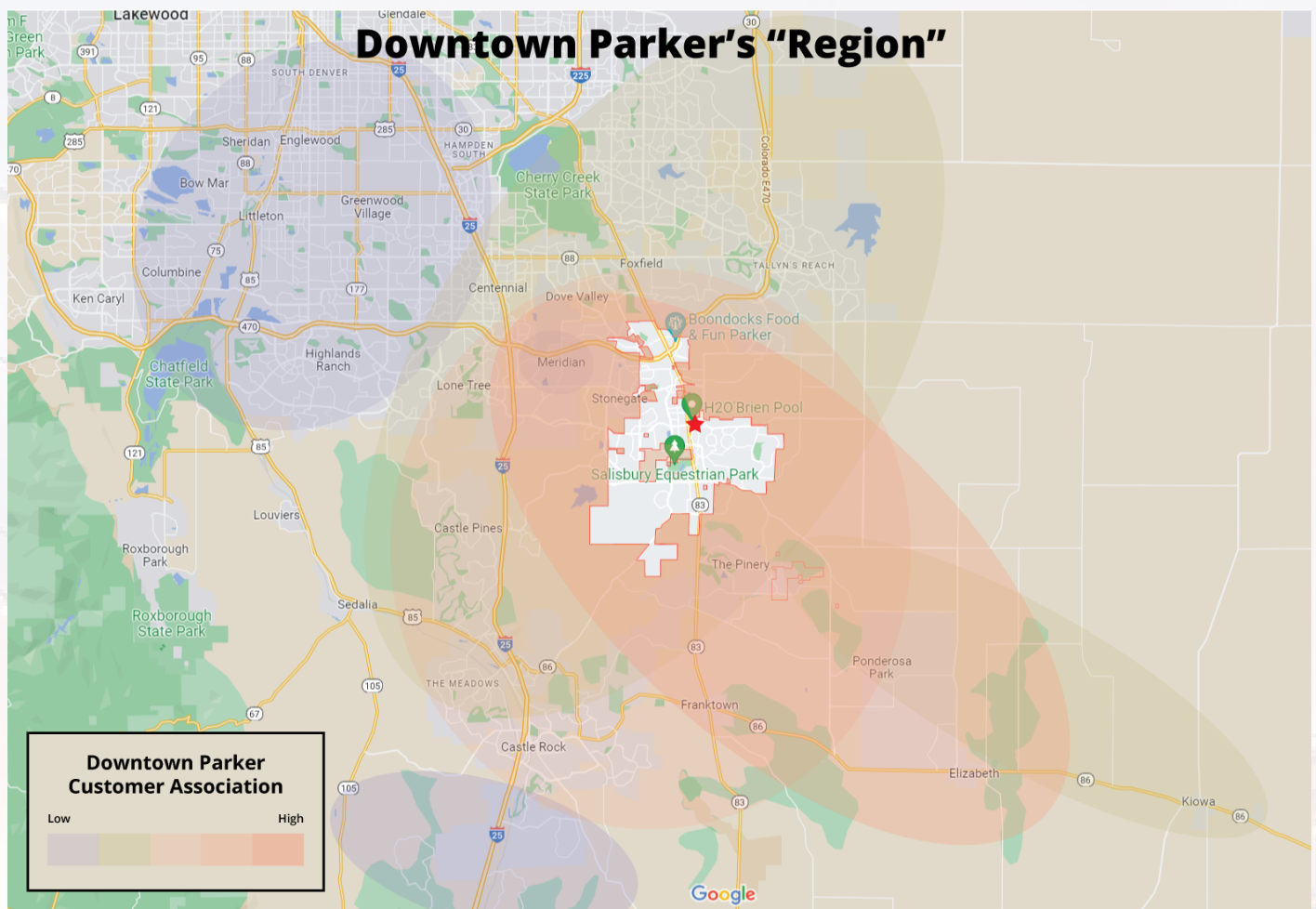
Community	Population
Englewood	34,840
Littleton	46,208
Meridian	4,792
Greenwood Village	15,100
Total Pop.	100,940

Including the City of Parker, downtown has more than 150,000 residents considered to be in close association with the district and should be the immediate consideration for outreach, communication, and marketing. Those within the areas of close and significant association total nearly 750,000 residents, and the sum of communities considered to be within Downtown Parker's region total 1,579,357 residents and is in one of the fastest growing regions in the state. Targeted communication to communities in close and significant association to downtown have tremendous potential to bring more customers, event-goers, and tourists to the district.

NOMINAL ASSOCIATION

Community	Population
Strasburg	2,987
Cherry Hills Village	6,680
Larkspur	244
Denver	715,878
Monument	7,691
Total Pop.	733,480

In addition to a regional association, the DBA stakeholder survey sampled how people would prefer to get their information about Downtown Parker from a variety of sources. Friends and word of mouth communication was the most preferred and trusted means of communication, followed by Facebook. Nearly all respondents in these categories responded with a 5/10 or higher, meaning that with these two strategies there is a high likelihood of reaching everyone on a medium that they would respond favorably to. Only slightly behind Facebook, the Town of Parker communications and email newsletters also ranked highly as a trusted and welcome source of information.



The Downtown Parker DBA already has a strong email newsletter so this should reaffirm the efforts and investment made in that category, and highlight that partnering with the Town of Parker communication channels would be a strategic move with a strong return. Combining these preferred methods of communication with targeted regional messaging as highlighted above should give the Downtown Parker businesses and DBA organization a great strategy for increasing awareness, driving customers and engagement with the downtown shops, restaurants, and services.

Media	Strength of Preference
Friends / Word of Mouth	8.478
Facebook	7.695
Town of Parker	7.26
Email Newsletters	7.217
Instagram	5.434
News Website	3.869
Local Paper	2.913

CONCLUSION

The impetus for the Parker Downtown Business Alliance to begin a visioning process was a response to community desires to evolve the current organization with a sustainable funding model and a more permanent structure. While leadership and the Town of Parker were interested in supporting this cause, they wanted to do so only if there was enough of a united vision among the downtown stakeholders to justify the process.

The results of this visioning workshop found that the DBA membership and stakeholders gravitated around some very clear goals and perspectives of Downtown Parker. This vision is aligned yet distinct from a vision for the Town of Parker, nuanced to appreciate the wide variety of unique businesses, celebrate the traditional downtown streetscape and facades, and enjoy the shopping and amenities with friends, family, and colleagues.

The challenges faced by businesses in the district demonstrate a refined ability to conduct business with their own unique identity, and a desire to achieve more. More shoppers, more locals frequenting the district, more events, and a higher profile among the communities around the region.

These desires align nicely with the abilities of a Business Improvement District to provide service delivery and business support. Funding mechanisms for such an organization were not researched in this study, but it was clear that stakeholders would support a fee-for-service model, non-traditional service fee, or other methods that do not directly increase the cost of doing business in the community. Conversely, any programs that recognize a cost savings for business and property owners through shared services and consolidation would be greatly received.

Downtown Parker Business and Property owners are proud of their unique downtown, the community and connections they have, and the lifestyle provided by the district. They are looking to increase foot traffic, awareness among the local communities of the amenities and independent shops available, and partnerships among public, private, and non-profit partners who can help be a part of the evolution of the downtown from a growing and thriving district to a mature lifestyle attraction around the region.

NEXT STEPS

The Parker Downtown Business Alliance is actively looking for public, private, and non-profit partners to help it achieve its vision of a more sustainable funding mechanism and organizational structure for downtown Parker. If you are a part of their community and are interested in joining the DBA as they pursue this vision of Downtown Parker, please reach out to them. They welcome your support!

Next steps towards implementing a sustainable downtown organization include the following:

- Fiscal analysis of revenue options and methods
- Research additional capacity and operations for new services
- Empower local stakeholders to be champions of the shared vision for downtown
- Utilize strategic messaging and marketing to reach local and nearby area residents
- Engage with local partners like the Town of Parker, Arts + Culture Organizations, and regional business associations
- Reach out to other downtown districts around Colorado to learn and model best practices

ABOUT DCI

Downtown Colorado, Inc. is a non-profit member driven organization representing downtowns, special districts, municipalities, and downtown champions for more than 40 years.

We are the Doers, named as such by the hundreds of communities we have worked with.

We are committed to building downtowns that are prosperous, equitable, creative, and welcoming. United in cause, we are Colorado's downtown champions.

Downtown Colorado, Inc. provides five core services to organizations and individuals engaged in downtown + commercial district development:

- Advisory Services
- Educational Events
- Advocacy and Information
- BID, DDA, URA Formation + Training Assistance
- Colorado Challenge Program

For more information about Downtown Colorado, Inc. check out our website at downtowncoloradoinc.org.