

Alameda Corridor Business Improvement District 2024 OPERATING PLAN

I. INTRODUCTION

The Alameda Corridor Business Improvement District (ACBID) 2024 Operating Plan and Budget:

Pursuant to the Colorado Business Improvement District Act at Section 31-25-1202, Colorado Revised Statutes, ACBID serves the public purposes of promoting the health, safety, prosperity, security and general welfare of the inhabitants of the ACBID service area, the property owners therein, and all the people of the state; will promote the continued vitality of commercial business areas within the City of Lakewood; and will be of special benefit to the property within the boundaries of the district.

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

ACBID and AC are two separate organizations working together with similar missions of promoting a vibrant business corridor. AC is a non-profit 501(c) (6) business and community membership organization, with professional staff providing ACBID management services. AC works in close partnership with the City of Lakewood and its various departments.

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

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

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

The ACBID service area includes the core of Downtown Lakewood along West Alameda Avenue at Wadsworth Blvd. The major attractions and community institutions of this core area include:

- Lakewood City Commons, including Civic, Cultural and Heritage Centers, Civic Center Plaza and Lakewood City Commons Shopping Center;
- Belmar;
- Belmar Crossing Shopping Center;
- Village at Belmar;
- Jeffco Public Library Belmar;
- St. Anthony/Centura Neighborhood Health Center;
- Belmar Park;
- Young Americans Center for Financial Education; and

2024 ACBID Operating Plan

- mindSpark Learning.

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

II. EXECUTIVE SUMMARY

Introduction: The ACBID Board of Directors has identified four, top-priority, long-term major initiatives for its service area:

- Economic Development and Marketing;
- Corridor Beautification;
- Sustainability; and
- Corridor Safety.

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

A multi-modal transportation system serving all users is vital to economic development. West Alameda Avenue provides a safe corridor for all forms of travel including bicycle, pedestrian, wheelchair, motorized bicycle and transit. In 2024 ACBID will continue to work with the City of Lakewood and other partners to expand transportation choices and mobility as well as foster pedestrian and driver safety along the Alameda Corridor.

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

In March of 2022 ACBID assumed responsibility for management of maintenance of the extensive landscape improvements built for the Alameda Streetscape Project from Wadsworth Blvd. to Sheridan Blvd. ACBID's goal is sustainable, water wise maintenance of Alameda corridor landscaping.

Additionally, since 2007, major ACBID public art installations have added to the creative landscape in the service area as part of the Arts Along Alameda program. Additionally, in the past five years ACBID has expanded its public art programs to include wall murals, mobile murals, traffic box art wraps and sidewalk history icons.

ACBID public art installations are a major component of the Lakewood Public Art Master Plan (2013). ACBID is now partnering with Lakewood Stormwater Management on a program to enhance stormwater infrastructure with colorful artwork and educate the public on stormwater and the importance of protecting water quality. This project furthers ACBID's established priorities of street beautification and sustainability.

Further, in 2022 ACBID officially launched the *Discover Alameda* trail. *Discover Alameda* brings together all the public art, history and landscape elements on the Alameda Corridor to create a unique user experience with wayfinding signage. ACBID will continue with implementation of Discover Alameda in 2024.

Corridor Safety: ACBID, since its inception, has aligned with and promoted the programs and initiatives of the Lakewood Police Department including Crime Prevention Through Environmental Design (CPTED). In 2023 ACBID launched a Safety/Security Grants program for improvements such as security lighting, surveillance cameras, and fencing. Thus far the program has awarded several grants for business security projects. This program will be expanded in 2024.

In response to increasing retail crime, in April of 2023 ACBID began holding quarterly business crime roundtable meetings for Alameda corridor businesses. The BID's primary goal with these roundtables is to facilitate discussion on crime challenges, concerns, and best practices on retail security. These roundtables will continue in 2024.

Finally, since 2022 ACBID has followed a zero-tolerance policy for graffiti in its service area. ACBID intends to continue this successful policy in 2024.

III. PROGRAMS AND INITIATIVES

A. ECONOMIC DEVELOPMENT AND MARKETING

Introduction:

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

- Communication/marketing services
- Business outreach and engagement
- Business support services
- Grants programs
- Strategic event sponsorships
- Strategic community partnerships with nonprofits
- Transportation and mobility

2024 ACBID Operating Plan

The 2024 ACBID operating plan recognizes the continued support of the Belmar District, (Downtown Lakewood); Lakewood City Commons; and continued redevelopment efforts among properties along the Alameda Corridor, including Belmar Crossing and Alameda Crossing Shopping Centers. ACBID will identify and support programs that strengthen the marketing efforts of area merchants.

Additionally, ACBID will continue to search for opportunities to partner with new businesses and developers looking to move into the greater West Alameda Avenue Corridor.

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

Economic Development and the Arts:

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

By design, Downtown Lakewood is home to its Civic, Cultural and Heritage Centers, as well as the Bonfils-Stanton Amphitheatre, Lakewood Civic Center Plaza and The Plaza at Belmar. The Belmar District is recognized worldwide for its superior community design. The district includes the popular Arts on Belmar Arts District; and The Plaza at Belmar, featuring arts and cultural events.

Economic Development and Marketing Programs and Initiatives:

Communication/Marketing Services- ACBID

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

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

- Website and Branding- Alameda Connects and ACBID maintain their separate websites with some shared content. ACBID uses its website to promote the mission and vision of the BID; provide information regarding BID board meetings, board member listings and descriptions of the BID; a map of the service area and BID projects along the corridor. The website also features links on ACBID public art programs with photos of the artwork.

2024 ACBID Operating Plan

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

Grants Programs- In 2021 ACBID and Alameda Connects jointly expanded their strategic grants programs to invest in businesses and non-profits on the Alameda Corridor. 2024 grants programs will include:

- Alameda Connects Small but Mighty Business Grants and Make a Difference Grants for non-profit organizations and public schools.
- ACBID Grow Grants for transformational improvements to commercial properties on the Alameda Corridor.
- ACBID Fix It Up Reinvestment Grants for businesses located in the Phase I West Alameda Reinvestment Area. Funding for this program is from \$300,000 allocated to the BID by the LRA for blight remediation in 2023.

Strategic Public Event Sponsorships and Promotion- In 2023 ACBID continued and expanded its strategic sponsorship and promotion of public events on the Alameda corridor. Sponsored events for 2024 will include:

- Farmers' Market at Mile-Hi Church
- City of Lakewood Events:
 - Lakewood Earth Day Celebration
 - Lakewood Rockin' Block Party
 - Lakewood Cider Days, Americana Music Stage (New)
 - Mayor's Tree Lighting
 - Lakewood Sounds Exciting Summer Concert Series
 - Summer Bike to Work-Day.
- Belmar Events
 - Monthly Second Friday Community Cruiser Bike Rides in the summer starting and ending in Belmar
 - Belmar concerts and events
 - Blarney on Belmar St. Patrick's Day Festival
 - Locals Live Music series.
- ACBID/Alameda Connects Events
 - Alameda Connects Free Summer Movie in the Park
 - Public Art Dedication Program – Free community, public official, and business dedication ceremonies to promote public art along the corridor
 - Free Haunted History walking tours of Heritage Lakewood in October.
 - Pints and Weird Lakewood History – Informal history talks at a local watering hole in the Alameda Corridor area.

2024 ACBID Operating Plan

In addition, ACBID actively promotes corridor events through its email newsletters and social media. In 2024 the emphasis will remain on evaluation of strategic event sponsorships to highlight and promote the Alameda Corridor. In addition, ACBID is working in partnership with AC, the City of Lakewood, and other partners to look for opportunities to bring exciting new events to the Alameda Corridor.

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

ACBID and AC work in close partnership with the City of Lakewood, West Metro Fire Rescue, Jefferson County, Jefferson County Public Schools, Jeffco Schools Foundation, Jeffco Boys and Girls Club, Jeffco Public Libraries, Jeffco Economic Development Council, West Metro Chamber, Metro West Housing Solutions, Young Americans Center for Financial Education, Bicycle Colorado, Jeffco Career Paths Program, Colorado Christian University, Kaiser Permanente and other Denver metro area corporations and non-profit organizations, with an emphasis on promoting local giving partnerships and collaborations.

In 2024 ACBID will continue its strategic financial support for the Jefferson County Boys and Girls Clubs and Young Americans Center for Financial Education. These sponsorships serve the public purposes of helping to reduce crime in the district and surrounding areas, alleviating the effects of poverty, improving educational outcomes for local youth, and developing community leaders for the future.

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

ACBID continues to support multi-modal transportation on the Alameda Corridor. ACBID supports transportation mobility through the following programs:

- Sponsorship of activities for Lakewood's Bike to Work-Day.
- Sponsorship of summer Second Friday Cruiser bike rides in Belmar to encourage cycling on the Alameda Corridor.
- Installation of bicycle facilities including bike racks at Belmar; a bike repair station at the Alameda public bench area at S. Chase St. and W. Alameda Ave; and a new bike rack and bike repair station at Belmar Crossing Shopping Center.
- Educational outreach on pedestrian and cyclist safety in partnership with the City of Lakewood Traffic Operations.
- Shift in focus of ACBID's Discover Alameda app to use by cyclists.

B. SUSTAINABILITY

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

Sustainability Programs and Initiatives Ongoing in 2024:

- *Promotion of Business Energy Audits-* Partnering with the Lakewood Sustainability Division to promote free energy audits from Xcel Energy for all businesses on the Alameda Corridor.
- *Business Energy Grants Program-* Energy efficiency grants program for businesses completing energy audits to help them implement audit recommendations.
- *Promotion of Recycling-* ACBID is committed to making all of its events as close to zero waste as possible with recycling containers donated by Zero Waste Services in 2020.
- *Sponsorship of Lakewood's Earth Day Celebration-* ACBID has been a financial sponsor of Lakewood's Earth Day Celebration since 2017 and will continue as a sponsor in 2024. Additionally, ACBID staff participate as volunteers for Lakewood's Earth Day Celebration.
- *Stormwater Art Program-* Program to enhance stormwater infrastructure with colorful artwork and educate the public on stormwater and the importance of protecting water quality. This project furthers ACBID's established priorities of street beautification and sustainability.

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

C. CORRIDOR BEAUTIFICATION

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

Public Art Programs and Initiatives:

Landscape Management: In March of 2022 ACBID assumed responsibility for maintenance of landscaping installed by the Lakewood Reinvestment Authority for

2024 ACBID Operating Plan

the Alameda Streetscape Project. The improvements installed for this project are a key component of ACBID's street beautification program. ACBID is working with its contractor and the City of Lakewood on planning for the sustainable, long-term management of landscape improvements on West Alameda.

Landscaping on the corridor includes a designed mix of trees, planting beds with low water use deciduous shrubs and ornamental grasses along with native grass areas planted with a native grass mix or Blue Grama, Colorado's official state grass. The intention behind the native grass areas is to create a prairie grassland appearance similar to the short grass prairie of Colorado's eastern plains.

ACBID's landscape management includes weekly landscape inspections by staff and bi-weekly meetings with its landscape contractor and City of Lakewood liaison. ACBID also works closely with the Lakewood City Forestry staff to maintain the tree canopy on the corridor.

Arts Along Alameda- Beginning in 2007, ACBID initiated outdoor art streetscape improvements with the Arts Along Alameda program. ACBID financial investments in public art to date total over \$750,000. Under this program, ACBID purchases or commissions sculptures for placement at locations on the Alameda Corridor. This program began with "Flow" – the corridor art entry feature at Sheridan and Alameda. Additional installations as part of Arts Along Alameda are:

- "Actors" - Allison/Alameda median (2009);
- "Aspens and the Moon" - Allison north Civic Center round-a-bout (2009);
- "Joyfully Dancing" - Belmar Library round-a-bout (2010);
- "Rayonism" - Belmar Crossing Shopping Center (2011);
- "A Girls Best Friend" - 7301 W. Alameda – D'Anelli Bridal (2014);
- "Griesal Grasses" - north end of the Civic Center Plaza (2016);
- "Girasoles" (Sunflowers) - Metro West Housing Solutions 5800 (2018);
- "Tree of Life" - Village at Belmar (2018);
- "American Primitive" - Young Americans Center for Financial Education (2018);
- "Eye on the Ball" - All Star Park (2019);
- "Desert Plants" - Belmar Crossing Shopping Center at Saulsbury and Alameda (2019);
- "Arc of Peace"- in front of the Village at Belmar on the northwest corner of Yarrow and Alameda (2019);
- "Steel Dream" – Belmarsh Pond in the far SE corner of Belmar (2021); and
- "Windy Daze" - Belmarsh Pond in the far SE corner of Belmar (2021).

In 2018 ACBID added murals to its arts program including:

- Wall mural on the Belmar Whole Foods parking garage across from Chuy's (2018);
- Wall mural at Panaderia Rodriguez (2018);
- Wall mural at Village Roaster (2018);
- Mobile plywood mural of bison on the east wall of the Belmar Hyatt, (2020);
- Eight mobile murals created for display in Belmar (2020)
- Murals on the back of 8 bus shelters on Alameda (2021)

2024 ACBID Operating Plan

All of ACBID's public artworks now have a QR code with a link to the name of the artwork, year of installation and name of artist. Some include a short description of the artist's inspiration for the artwork in their own words.

Discover Alameda- Arts and Nature Trail Experience- In 2022 ACBID formally launched *Discover Alameda*. The goals for *Discover Alameda* are three-fold. First, to promote the health of the community by providing opportunities for safe, active, and sustainable transportation and recreation on the Alameda corridor. Second, to advance the economic development goal of drawing more visitors to the corridor to benefit businesses in the service area. Finally, to serve the general welfare of the community by creating an educational resource for outdoor public art, history, and nature education.

Discover Alameda includes both outdoor signage and a smart phone application to allow users to experience the trail. In 2022 ACBID completed design and installation of *Discover Alameda* wayfinding signs on vinyl wraps on the backup electrical boxes at intersections with a map showing attractions and landmarks within a twenty-minute walking radius. The signs also feature a QR code allowing trail users to access the ACBID website for information on ACBID's extensive public artworks collection and sidewalk history icons. Additional signage for Discover Alameda includes digitally printed high pressure laminate signs mounted on existing signposts. The *Discover Alameda* smart phone app launched in 2022 and is available to the public for free download on Google Play and the Apple App Store.

In 2024 Discover Alameda will shift focus to promotion of cycling on the Alameda corridor. ACBID's goal is to make the Alameda corridor the most bike friendly business corridor in the Denver Metro Area with additional bike parking, bike repair stations and maps.

The major elements of *Discover Alameda* include:

- *History on the Alameda Corridor-* The *Discover Alameda* experience includes sandblasted blue sidewalk history icons placed to allow the public to take self-guided history tours and participate in organized bike and walking tours. These Icons and the vinyl box wraps have QR codes with a link to the ACBID website for photos and historical information. ACBID has installed a total of 16 history icons to date with more planned for 2024.
- *Pocket Parks Program-* In 2021 ACBID completed installation of the first pocket park at the Chase Street benches location with new matching benches and trash can, a bike repair station, and inspirational historic nature quotes in the concrete. The purpose of this program is to create pedestrian and cyclist rest and gathering spaces to enhance the *Discover Alameda* experience.

This year ACBID completed a new pocket park at Belmar Crossing Shopping Center featuring new benches, a bike rack, and bike repair station. Additionally, in 2022 ACBID was awarded a \$12,000 AARP Community Challenge Grant to install a new concrete pad with a bench, trash can and ground mural at Metro West 5800. The grant will also fund ground murals for

2024 ACBID Operating Plan

the existing bench areas at Easter Seals and at Pierce and Alameda. Additionally, ACBID will install wood carving art around the Pierce and Alameda pocket park.

- *Traffic Box Art Wraps*- In 2019 ACBID launched a program to wrap city electrical boxes on Alameda with colorful art wraps as part of its *Discover Alameda* vision. ACBID completed the first phase in 2019-2020 with installation of nature themed art wraps on a total of twelve electrical boxes at ten intersections on Alameda from Depew to Garrison. In 2021 ACBID added seven additional box art wraps bringing the total to 19.

ACBID Grow Grants Program- In 2022 ACBID launched its Grow Grants program to facilitate transformational improvements on commercial properties in the Alameda service area. Grow Grants provide funding for projects including facade improvements, outdoor lighting, and wall murals. A total of \$40,000 in Grow Grants were awarded for 2022. ACBID will expand its Grow Grants program in 2024 to increase the pace of major improvements to the appearance of the corridor.

Fix it Up Reinvestment Grants- By intergovernmental agreement in 2023, the LRA paid to ACBID \$300,000 for blight remediation activities within the Phase I West Alameda Reinvestment Area. In 2023 ACBID launched its Fix it Up Reinvestment grant program designed to improve blighted properties. This program will continue through 2024.

New Street Beautification Programs for 2024

- *Stormwater Infrastructure Art*- ACBID is partnering with Lakewood Public Works in a pilot program to add water themed artwork to storm drains and manholes on the Alameda corridor. This program is intended to enhance stormwater infrastructure with colorful artwork and educate the public on stormwater and the importance of protecting water quality.

D. CORRIDOR SAFETY

Introduction: As the West Metro Denver region continues to grow, corridor safety remains of paramount importance to ACBID, AC, the Lakewood Police Department (LPD), City of Lakewood and its partners. Long-term partnerships with LPD and other safety minded partners provide a continuous pathway for making public safety improvements throughout the West Alameda Corridor. Crime trends such as graffiti, retail, and auto theft continue to be cyclical and fluid in nature, necessitating flexibility and adaptability in response. As conditions change and evolve, ACBID will continue to work with its partners on new initiatives to improve safety on the West Alameda Corridor now and in the future.

Corridor Safety Programs:

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

2024 ACBID Operating Plan

AC Community Meetings held on the first Wednesdays in January-June and September-November. These updates include valuable information and tips on crime trends, crime prevention and safety for businesses and the public.

(CPTED) Grants Program- In 2021, ACBID launched a pilot CPTED grants program to facilitate crime prevention in key areas on the corridor.

Quarterly Business Crime Roundtables- In 2023 ACBID began holding quarterly business crime roundtables for corridor businesses with representatives from the Lakewood Police Department and Jefferson County District Attorney's office. Our goals are to give businesses an opportunity to discuss their challenges and concerns and share best practices for crime prevention. These quarterly roundtables will continue in 2024.

Zero Tolerance Graffiti Removal Policy- In response to an increase in graffiti in early 2022 ACBID adopted a zero tolerance approach to graffiti. All graffiti on ACBID artworks, benches and other structures is removed immediately by ACBID staff or contractors. Graffiti on other public property and private property is reported the same day through Request Lakewood. This approach so far has reduced graffiti by 75-80% in the ACBID service area.

IV. SUMMARY

ACBID will work with our community to confront challenges while moving forward with planned projects for corridor improvement. ACBID will continue its street beautification, economic development, sustainability, and public safety initiatives in 2024 and beyond.

V. CORRIDOR MANAGEMENT

The Colorado Business Improvement District Act provides for the establishment of the ACBID board of directors, which is responsible for submitting the ACBID annual operating plan and budget for review by the Lakewood City Council.

The current ACBID directors are:

Director	Term
Ed Boyle – <i>Belmar Crossing Shp Ctr</i>	3 years-07/01/23-6/30/26
Max De La Bruyere – <i>Alameda Crossing Shp Ctr</i>	3 years-07/01/22-6/30/25
Sonya Estes- <i>Runner's Roost</i>	3 years-07/01/21-6/30/24
Patty Denny – <i>Telluride Truffle</i>	3 years-07/01/23-6/30/26
Phillip D. Shapiro- <i>Village at Belmar</i>	3 years-07/01/22-6/30/25
Ryan Williams – <i>Lakewood City Commons</i>	3 years-07/01/22-6/30/25
Heidi Westlund– <i>Belmar/Bridge 33 Capital</i>	3 years-07/01/22-06/30/25

Additional duties and responsibilities include:

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