

Louisville Downtown Management District



Legend
— District Boundary

Louisville Central Business District

Prepared By: Louisville
Downtown Management District

Scale: 0 20 40 100

Walking Time: 0 1 2 3 4 5

Date: September, 2009

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* Denotes Executive Committee Member

FY 2010 Economic Improvement Plan

Introduction

The mission of the Louisville Downtown Management District is to collaboratively promote, market and advance the economic development business and residential vitality of Downtown Louisville, as we strive to become one of the nation's preeminent operating business improvement districts.

Founded in 1991, the Louisville Downtown Management District resides within a 61- block area of the Central Business District and offers services beyond the level currently provided by local government or voluntary efforts. The services enhance the physical environment of downtown by including improvements for better security, maintenance, cleanliness and marketing of downtown Louisville.

One of the challenges of the Louisville Downtown Management District has been to identify itself anew after a change in organization. In order to accomplish that end, LDMD has developed a new brand soon to be launched, to convey to its public not just where it resides, but what it does to enhance the management district. Stay tuned to see the big bang for the LDMD branding buck.

To further compound the challenges of the year, Mother Nature gave us some peculiar weather-oriented events to overcome. Ever ready for the task, LDMD came to the rescue on three different occasions, in the face of ice storms, wind damage and flooding. Our ambassadors cleared ice from intersections, trimmed branches from trees, and removed over 100 truckloads of debris from the path of pedestrians on their way to work or their favorite convention. As sidewalks became safer and more passable, businesses were able to return to normal operations more quickly, and visitors had a clean and safe downtown sidewalk to travel. Thank you clean and safe team!

Business address:

Louisville Downtown Management District
401 South Fourth Street, Suite 555, Louisville, Kentucky 40202

Phone: 502.583.1671 : Fax: 502.583.1677 : www.ldmd.org

Clean and Safe Team Service Hours:

Monday – Saturday 7:00 A.M. – 10:00 P.M.

Sunday 7:00 A.M. – 3:30 P.M.

Testimonials

“Louisville (Bike Rack Sculptures) has been our inspiration.”

— Hugh Moore, Owensboro Public Art Commission

“You need to look at Louisville because they’ve really done it right.”

— Lacy LaBorde, Downtown Austin Alliance

“As far as public art, thank goodness for Ken Herndon.”

— Scott Scarboro, bike rack artist (I’m partial to this one!) just funning,
let’s not use this.

Wasn’t sure where to send this but wanted to send an email to thank one of your staff that are downtown on bikes. Last Friday I had the chance to speak with Reggie Wood. He is very knowledgeable and a wonderful asset to make people want to visit downtown. He was very helpful in answering any questions and was very positive and upbeat. He makes a great ambassador for the city.

Kevin, I understand you are the one to send this comment to! While in Louisville for the ABC show I ran into 2 men on bikes that offered to help me with directions, or... I said I was fine and kept walking and then turned around and said, “I do have a comment!” Basically what I told them, they asked me to let you know...

I attend conferences all over:

New York,

Atlanta,

Boston,

LA,

Dallas,

Chicago,

Minneapolis,

Denver

Your city laid out the red carpet for us in every way... down to the slightest detail! Everyone was nice and helpful! Everyone was glad to have us there and glad to be a part of the DT effort. They smiled, looked me in the face and said hello, or good day... In so many of the towns I visit, the reception is cold, uncaring, and generally no one cares! Please pass on to your staff out on the streets: They made me feel welcome! Thank you for realizing that each and every one of you can make a difference!

Good afternoon Kevin —

I may have met you earlier today, but I wanted to again compliment your staff on their efforts to clean up a mess in front of my office on Main Street. Dante Mason, Ronnie Woods, and Charles Knox, did an outstanding job cleaning up the leaves/debris that had been dumped earlier by one of the sidewalk cleaning machines. I really appreciate all of you taking action and everyone should be commended!

Good deeds should not go unnoticed and this was an especially good deed!

My friend and I were in Louisville for a little vacation. She is from Indian and I am from Texas. We ran into a Safety & Clean guy on a bike Andy Cousins and he was very nice and helpful. He helped us find our way and a bathroom. The people there are very friendly and I wanted to thank you.

Ms. Eckert,

I just finished eating the entire box of Necco Sweethearts some nice person from the Louisville Downtown Management District gave me on Valentine’s Day. Very “sweet” and creative idea and much appreciated.

Thanks again,

Tammy

Ever mindful of the challenging economic times this year, the Louisville Downtown Management District has carefully focused its energies and dollars on furthering its mission statement by implementing the Strategic Plan developed in 2009 as reflected in the following programs or enhancements in each of our primary service areas.

Keeping Downtown Clean and Safe

Program Goal:

Expand the current level of excellent clean and safe services.

The LDMD ambassadors provide our most visible presence on the street. With anything from friendly information on how to get to a special destination, to running the Clean Machine, LDMD provides our ratepayers the benefit of enhanced street-side maintenance and public safety services, along with information pertinent to the many audiences that live, work or play in downtown Louisville.

Program evaluation:

- Monitor statistics provided by our Clean and Safe Team identifying results for the parameters evaluated for Safety and Environmental Maintenance.
- Actively address any downward trends in the Safety and Maintenance parameters.

Keeping Downtown Beautiful

Program goal: Maintain and enhance softscape and hardscape features at the street level.

Our bike racks, information kiosks, and flowerpots are key beautification programs for LDMD. The bike rack program has received national recognition, while our constituents have received useful works of art right outside their offices. Cooperative ventures with other Downtown advocacy organizations have resulted in the placement of attractively designed and recognizable directional signs, around which are often clustered visitors looking for that next great attraction. Those gorgeous flowerpots on our sidewalks have been maintained by LDMD, and funded through significant fundraising efforts of Brightside, their partners and private property owners. The resultant program enhances our Downtown, due to the collaborative efforts and direction of the Downtown Beautification committee.

Program evaluation: Develop a plan that identifies key expansion areas and the means by which the capital expenditures for the flowerpot program become self-sustaining. Produce an inventory and maintenance plan for street level enhancements. Address institutional memory issues with regard to street level enhancements and the storage and inventory of related items.

Keeping Downtown Green

Program goal: Decrease downtown carbon footprints and increase recycling programs by developing collaborative relationships with Metro Government and other downtown partners.

A key strategic area for LDMD is Green Initiatives. Important to the development of Green Initiatives is developing programs and collaborations with downtown stakeholders and Metro Government. Utilizing database communications, planning facilities, and collaborative partnerships, LDMD can improve the carbon footprint and recycling opportunities in the downtown area.

Program evaluation: Development of partners and participation in programs that address downtown carbon footprints and recycling, are important measures of the greening of Louisville's downtown.

Keeping Downtown Growing

Program Goal: Utilize advanced technology and additional staffing to provide a more rapid turnaround of reports, an increased number of reports that can be generated in response to requests, and a more rapid update of database-related mapping.

The downtown economic development activities are enhanced by the efforts of our data mining, analysis and reporting of key indicators of business growth and opportunities including office and retail facts and opportunities and inventory of downtown amenities. To help maintain the conditions of our streets, detailed maps are available to identify the location of every enhancement element on the street and sidewalks of Louisville's downtown. Applauding the many developments in or about the Downtown and our District, we recognize and award significant new buildings, renovations or developments at the LDMD Annual Meeting.

Program evaluation: Develop a reporting mechanism that identifies the source of report requests, the number of requests, the corresponding turnaround time for reports, and the improved frequency of database and website updates, related to mapping.

Keeping Downtown Active

Program goal: Produce or co-sponsor at least one event, activity or promotion per month, ensuring that all our audiences are served by at least one event or promotion per year.

What would a downtown look like if it didn't have access to events? Special very popular LDMD events have been developed, including an umbrella promotion called Summer in the City. Activities during that promotion

feature LDMD-sponsored events and other key summer time activities. Some of LDMD's events have included the Downtown Living Tour, featuring downtown places to live, Fleur de Licious, a week of featured menus in our downtown restaurants, and a holiday promotion. The famous and fabulous First Friday Trolley Hop on Main and Market Streets is also a beneficiary of our attention, as is the Downtown Residents Association. All are identified and available for review on the new LDMD website, www.ldmd.org.

Program evaluation: Increase number of sponsors, collaborators, and participants engaged in producing and attending LDMD initiated events.

Keeping Downtown Informed

Program goal: Use enhanced technology to increase readership by increasing the type and frequency of produced and disseminated communications that relate to LDMD activities, promotions, events, and security issues.

Key to this year's communication efforts has been the utilization of technology to get the word out regarding the many areas of interests of the LDMD. A newly enhanced website will lead our downtown visitors, residents or employees, to all that downtown Louisville has to offer, whether during the day or for a particular evening performance. A monthly newsletter is now emailed to all our friends to keep them informed about what is really going on Downtown. An additional e-letter, The Flash gives a quick reference, on a monthly basis, of what are hot, not to be missed, downtown entertainment offerings.

Periodic street closings and particular safety and security notices go out to downtown stakeholders via our virtual block watch, to make sure they have the latest information available allowing their businesses and employees to proceed as smoothly and safely as possible.

Program evaluation: Increase website hits, utilizing the information as a measure of audience participation in LDMD communications. Produce timely LDMD communications scheduled to be relevant to the needs of ratepayers and tenants as well as employees.

So where is.....?

Program goal: Develop an information system that identifies retail or key tourist interests, to their location in the downtown and the LDMD.

Maps answering the question, "Where can I find...." are prepared and kept up to date by the LDMD and provide key concierge-related services. Identifying and categorizing special locations or businesses helps our everyday or occasional guests find or visit their favorite type of store, business or activity, keeping the downtown economic engine purring.

Keeping the maps updated is a daily activity so we are sure that a hometown or out-of-state visitor knows how to find the best of Louisville's downtown. Adding the map to our website makes sure the information is available to all information aficionados.

Through collaboration with the Convention and Visitors Bureau, LDMD provides another opportunity to get the retail word on the street. The i-Cart or Information Cart, will expand LDMD services during special downtown events. Functioning like a mobile concierge service, the i-Cart is right on the street where our visitors need us the most. We will provide maps, event and business brochures along with the capability to run video loops of our favorite street-side subjects, connect to our website for fast and timely information or make a reservation at a nearby hotel or restaurants.

Program evaluation: The quantity of the maps ordered and the hits on the website should be expected to increase for 2010 as they are the best measure that LDMD retail information is relevant and valued to the success of our downtown district. The number of requests for information should be monitored and enhanced by the i-Cart.

Keeping Downtown Responsive

Program goals: Provide an excellent downtown experience for the arena visitor and extend and expand their downtown experience to include visits to local retail providers.

So is Downtown growing? You bet. Did we say arena? The development of the downtown arena and its many activities will have a significant affect on the number of pedestrians walking to and from arena events within our downtown and district. With a good proportion of the parking serving the arena residing in the Management District, we anticipate there to be a sizable challenge keeping our new visitors informed regarding easy access and egress to accessible arena parking locations, as well as the best way to then journey to the arena. Equally great is the opportunity to entice those same pedestrians to expand their time spent downtown, visiting the many and varied restaurants and retail opportunities, to or from an arena event.

Ever on the lookout for potential challenges for our Clean and Safe Team, we know the arena sidewalks and pedestrian by-ways will require extra attention by our LDMD Ambassadors during the many arena events. LDMD is accepting the challenge of maintaining the current high quality experience that downtown Louisville provides, by proactively identifying and solving any difficulties that may face the new arena patrons. In partnership with other downtown stakeholders, and early in the arena's development phase, any barriers to a positive ticket holder's downtown experience will be identified and addressed. Anticipating many new hometown visitors and out of town guests, the LDMD wants to ensure that a visitor's first downtown Louisville experience is a positive and lasting one.

Program evaluation:

- Increase repeat ticket holder numbers.
- Have a zero tolerance for negative experiences during arena events.
- Increase retail numbers before and after arena events.

So now can you answer the question what does LDMD do? We proactively provide enhanced services that make us remember why we love Louisville’s Downtown: Our Downtown.



REVENUE PROJECTIONS

	2010 Budget	% of Total
Taxes and Assessments	975,205	76.6%
Contracts for Services (Metro, KICC, GSA)	175,005	13.8%
Program Revenue (Flowerpots, Sponsorships, Meetings, Partners)	114,500	9.0%
Other Income	8,000	0.6%
TOTAL REVENUE	1,272,710	100.0%

OPERATING EXPENSE PROJECTIONS

Personnel Expenses	474,496	37.3%
Facility and Administrative	172,844	13.6%
Marketing/promotions	79,500	6.2%
External Operations and Beautification	521,466	41.0%
TOTAL OPERATING EXPENSES	1,248,306	98.1%
REVENUE OVER/(UNDER) EXPENSES	24,405	1.9%

FY 2010 Key Budget Parameters

Projected Revenue

Taxes and Assessments

\$ 975,205



Adding Value

Revenue generated from property assessments within the district provides LDMD with approximately 75% of its revenue and operating budget. The stringent ordinance requirements constrain the upward or downward movement of the assessment rates. Property assessments for all but governmental properties pay the assessments as a function of the established assessment rates and certified property values obtained from the Property Valuation Authority. Governmental properties can be the beneficiaries of the LDMD services providing that contracts in lieu of the assessments are established. While contract services may only address some of the LDMD services, assessed properties are always served with clean, safe, beautification and promotional services, along with data research relevant to downtown district properties, and economic development opportunities. Promotional activities and events service the downtown and district tenants and consumers.

In order to continue the high quality of services provided by the Management District, a revenue neutral condition was maintained by slightly increasing the assessment rate from last years .0717 per \$100 property value, to this year’s .0745 per \$100 property value, or an increase of .04 cents per \$1,000 property value for LDMD in 2010. LDMD is proactively engaged in expanding the district to anticipate its extensive usage during arena events, as well as focusing its attention on current district constituents to ensure that the everyday downtown patron, business and employee is well served by the many new economic developments expected in 2010.

Contracts for Services

\$ 175,005

Developing Collaborations

LDMD actively solicits and secures governmental agency contracts, to ensure seamless services within our district. Always on the lookout for potential impacts on our district, LDMD takes a proactive stance with regard to services provided near property moving in or out of the private and public sectors. Interests and interested parties near and within the district are actively engaged and recruited to enhance the experience of downtown, while conserving the dollars spent to generate an excellent downtown experience.

Program Revenue

\$ 114,500

Enhancing Downtown

Funding is essential for the many programs enhancing streetscape and sidewalk beautification, including those great flowerpots, bike racks, and information kiosks, and events like the First Friday Trolley Hop or the Downtown Living Tour. LDMD ensures those enhancements continue using a proactive approach to solving any sidewalk or neighborhood impediment. Sponsorships, development of Downtown Partners, and nurturing collaborative relationships with other downtown stakeholders, within and adjacent to the district, are essential to our downtown's success and to achieving recognition for all of Metro Louisville. Awards recognizing key development activity and improvements to downtown helping keep the heart of our metropolis beating.

Other Income

\$ 8,000

LDMD is a responsible steward of any available cash flow and utilizes secure investment vehicles to generate income.

Projected Operating Costs

Overhead

\$ 647,340

Personnel, Facility and Administrative

Ever mindful of administrative costs, LDMD conservatively keeps close to 50% of its operational costs for facility and personnel expenses. Experienced personnel are directed to maintain the excellent level of services our rate payers are accustomed to receiving. LDMD offices are located in the heart of downtown, at the corner of Fourth and Liberty Street on the Fifth floor of the Brown and Williamson Tower. Office hours are 8:30 AM to 5:00 PM, Monday through Friday. Personnel include: Jim Baines, Research Director; Leslie Cissell, Accountant; Joanne Gonzalez, Vice President of Creative Services; Ken Herndon, Director of Operations; Diane Stampel, Executive Assistant; and Deb DeLor, Executive Director.

Marketing and Promotions



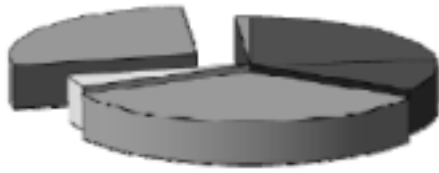
Administrative

Promoting Downtown

Ever wonder how the word gets out? Over the past year many new promotional programs have been developed. To better answer, "Who is LDMD?" a new branding initiative has been launched and will continue to be implemented. Adding to the new, more cohesive message is a new vehicle on the street, the "i-Cart" or information cart, a collaborative venture with the Convention and Visitors Bureau, to make LDMD more mobile and to provide street level concierge services. Along with the stronger message will come an activity every month of the year, each month serving a different segment of the LDMD audience, and demonstrating a different aspect of LDMD excellence.

External Operations and Beautification

\$ 521,466



Collaborating for a clean, safe and beautiful Downtown

Clean and Safe - you bet. Beautiful - better yet. An essential service is provided by our Clean and Safe team ambassadors. They can be recognized by their bright shirts and friendly smiles or maybe operating one of our cleaning machines. Their hours are 7:00 A.M. to 10:00 P.M. Monday through Saturday, and 7:00 A.M. – 3:30 P.M. on Sundays. Partnering with Louisville Metro Police, they help keep the downtown business district crime statistics one of the lowest in Metro Louisville. Partnering with Metro Public Works, Brightside and the Downtown Beautification Committee, they help to keep our streets maintained and colorful. Partnering with the Convention and Visitors Bureau, they keep information on the street by helping to staff the i-Cart. Our on street presence provides our downtown visitors, employees and business owners a venue that is hard to beat. We not only serve our local customers, but the visitors from far and wide, and we do it with a smile and panache.