Downtown Boise Association

STRATEGIC WORK PLAN

Photo: Joshua Roper Photography
Introduction

Downtown Boise Today

Value through Vibrancy

A great city has an energy that creates meaningful, highly desired connections; to place, to ideas, and most importantly, to one another.

Boise is a great city

Creating value through vibrancy and building connections are what the Downtown Boise Association does best. For more than 30 years, the Downtown Boise Association has been a key partner in downtown economic development.

Through downtown promotions, information collection and sharing, and overseeing services that keep downtown clean, safe and attractive, and signature downtown events, DBA program areas have evolved. The core mission, however, remains; Creating Value through vibrancy, Building Business and Community in Downtown Boise.

Downtown Boise is experiencing a period of growth unparalleled in the city’s history. The 2016-2017 State of Downtown Boise report presented data showing $1.3 Billion in investment downtown, capturing the value of projects completed, in construction, planned and conceptual from 2015 to 2020. The 2016-2017 DBA report was the first of what would be an ongoing effort by the DBA to present data, research, and successes to illustrate the extraordinary value of investing downtown, and affirming achievement of the goal titled “Vision 2020” documented in the DBA’s Strategic Plan crafted nearly two decades earlier:

Downtown Boise is diverse and vibrant; it is the political, business and financial capital of the state. Downtown Boise is an active pedestrian-friendly place, a social and visual focal point for the community, providing opportunities for living, dining, entertainment, shopping and personal services, as well as providing areas for hosting community events. Downtown Boise is the model for progressive urban growth and development. Downtown Boise is the central location for cultural and civic facilities, welcoming to visitors and a source of community pride for residents and businesses.

2002 DBA Strategic Plan, “Vision 2020”
In 2002, Downtown Boise was reeling, as much of the country was, in a post-9/11 recession. The bustling streets and sidewalks of Downtown Boise today were truly a vision.

The DBA can rightfully take credit for being a strong partner in 30-plus years of reinventing Boise’s downtown. DBA members, the retailers, restaurateurs, artists, entertainers, residents, professionals and property owners, have continued investing in downtown with both their heart and their pocketbook despite political and competitive changes, in good, not-so-good, and booming economic times.

In the 2017-18 State of Downtown Boise report, Mayor David Bieter recognized the success that’s come to downtown from consistent vision and effort.

“Boise is not only the civic and commercial capital of Idaho, it is also the cultural and artistic capital of our state – and the thriving heart of that cultural activity is right here in Downtown Boise. Downtown Boise’s vibrancy is the result of endless hard work on the part of our merchants, property owners, policy makers and many others whose continuing investment in our urban core’s potential ensures its vibrancy for years to come.”

Mayor David Bieter, 2017-18 State of Downtown Boise

The DBA promotional tag lines capture the feeling and authentic Boise experience of downtown:

Dine Well    Shop Unique    Be Something Special    Be Downtown Boise

2019 for many is a very good time to be in downtown Boise. Downtown businesses are growing and others want to locate here. Employers say downtown’s amenities attract both talented workers and customers. More people are living here, and others wish to. Developers are doing their best to accommodate both the residential and commercial demand.

More groups choose to meet in downtown Boise. A variety of educational options call downtown home, from pre-school to law school to coding classes. Museums and theaters, an acclaimed food scene, and a short trip to mountains, rivers, rocks and sand dunes, means more tourists are mixing with locals in enjoying Boise’s downtown.

The Downtown Boise Association is honored to be a partner in what keeps our city a special place people want to be: welcoming, clean, colorful, safe yet bustling, buzzing with the energy of opportunity and innovation, beckoning both natives and newcomers.
Today, the value of Downtown Boise is even greater than the sum of its parts. Downtown Boise is an economic driver fueling a fast-growing regional economy supplying jobs and both public and private investment. The density, mix of uses and vibrant streets create more than an attractive energy. The economic activity generated in Downtown Boise creates a strong, productive tax base that’s a key revenue generator for local government, and supporting neighborhood services throughout the region. Downtown Boise has indeed become Idaho’s economic powerhouse, radiating prosperity and sharing success throughout the state.

The City of Boise has three guiding principles for Downtown:

- **Innovation**
- **Transportation**
- **Celebration**.

You will see these three themes reflected in the initiatives and activities outlined in this 2018 – 2020 Strategic Work Plan. Amid today’s dynamic growth, The Downtown Boise Association is working hard to maintain the vibrancy so vital to economic prosperity, yet maintain the feel, the cool vibe, the sense of belonging that make our city a special place for generations to come.
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Organizational Overview

The Downtown Boise Association was established by members of the downtown Boise business community and city leaders in 1987. The Downtown Boise Association is a privately run non-profit organization authorized by the City of Boise to manage the Downtown Boise Business Improvement District. The BID supplements public service to improve shared, outdoor public spaces, and specifically to enhance the safety, cleanliness, image, vitality, and competitiveness of the economic engine and community heart of our city – downtown.

The DBA serves its members; property owners, businesses, and merchants, as well as customers and visitors. The DBA serves the BID by planting flowers and cleaning sidewalks, hosting lively, signature events, and marketing downtown as a destination experience. The DBA keeps members current on the ever evolving issues that impact a growing downtown. The DBA is a key partner in creating an environment that brings more business, more meetings and more guests downtown every day, while maintaining a downtown Boiseans are proud of.

In a downtown, like nowhere else, economic growth and business success is interconnected with community events, dining and shopping, and access to quality services, recreation and entertainment opportunities. That means the DBA staff works to enhance a downtown environment that promotes a flourishing business climate, innovation, collaboration, and support of the arts and philanthropy. The DBA staff is a small but energetic and dedicated team who enjoy working in one of the most dynamic downtowns in America.

**DOWNTOWN BOISE BID BOUNDARY:** The Downtown Boise business improvement district is 60 square blocks (186 acres): State Street to the north, 13th Street to the west, Myrtle Street to the south, to 6th Street north to Front, east on Front Street, with 5th Street the eastern district boundary.
Downtown Boise Association

2018 Economic Impact

<table>
<thead>
<tr>
<th>event</th>
<th>Description</th>
<th>Attendance/Participation</th>
<th>Notes</th>
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<tbody>
<tr>
<td><strong>$652,120</strong></td>
<td>Re-invested annually into marketing, programming, and promoting the business improvement district</td>
<td></td>
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<td><strong>112</strong></td>
<td>Free and family-friendly event &amp; promotion days Downtown</td>
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<td></td>
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<tr>
<td><strong>124,150</strong></td>
<td>Attendees at DBA produced events &amp; promotions</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>$250,968</strong></td>
<td>2018 Gift Card Sales</td>
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<tr>
<td><strong>$3,616,388</strong></td>
<td>total gift card sales re-invested into downtown merchants since 2001.</td>
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**DBA SIGNATURE EVENTS:**

Free Summer Concert Series June-August, 55,000 attendees, 27 bands, 33 yrs strong in 2019. >$18,000 in tips to 3 local nonprofits.

Retail promotion. Tastings, Art, Music, Shopping, Dining. 26 yrs. strong in 2019. 24,000 est. annual attendance. Up to 70 businesses participating.

17th Annual Downtown Boise Father’s Day Car Show in 2019. Attendance: 8,000. >150 Classic & electric vehicles. Family celebration and downtown dining promotion.

20,000 est. attendance on a Saturday in mid-July. 350 in Kids’ Race with Kristin Armstrong. 300+ pro & amateur racers..

Downtown Boise holiday tree lighting. 5,000 attendance. 5,200 lights. 1915 tags for the Giving Tree benefitting WCA.

**ANNUAL DBA PROMOTIONS:**

- Shop Small
- Bronco Game Day Shuttle
- Downtown Boise Capitol Table
- City Santa
- Mother’s Day Shopping Spree
- Dine Out
Strategic Work Plan

Planning Process

DBA BOARD RETREATS: Members of the Board of Directors of the Downtown Boise Association met on two occasions, in 2017 and 2018, for board retreats. With expert facilitators, board members discussed updating mission and vision statements, and reviewed the status and structure of DBA events, promotions, marketing, and board operations.

Exercises included consensus on DBA strengths, identifying priority projects, creating and defining board committees, defining key DBA messages, and a “premortem” and solution exercise.

The board retreats brought members together in casual yet productive, inspiring environments to best envision how the DBA can continue to be a valued partner in keeping Downtown Boise successful amid these times of unprecedented growth throughout the city.

BOARD OPERATIONS COMMITTEE REVIEW: Notes from the board retreats were formalized into a draft Strategic Work Plan presented to the Board Ops committee by the DBA Executive Director in the summer and fall of 2018. An updated draft was presented again in August, 2019.

STAFF WORKSHOP: The Board Ops review coincided with a day-long DBA staff workshop in September, 2018. Staff gave the draft SWP a methodical review, combining goals with a practical application, adding to the plan designed to take DBA operations to a higher level while maintaining focus on the DBA mission.

WHAT’S NEXT: To keep this plan an active part of what makes the Downtown Boise Association staff and board successful, the Activities, Projects and Programs outlined in this plan have been integrated into the work plan and goals of each individual employee.

The Activities, Projects and Programs also directs an annual plan review, decided by board leadership in 2018 to be in the fall of the year prior to budgeting, through a combined meeting of both the board and staff. Ideally the work plan and priorities are extended out a minimum of one year at each annual review, keeping the plan a living document that evolves with the growth and evolution of the downtown, the DBA staff and board.

The Downtown Boise Association can be a key influential partner in designing and promoting the promise and opportunity of the City of Boise offers to future generations of Idahoans.
DBA BOARD RETREAT, 2018: During the retreat a “Premortem” exercise was conducted, followed by a discussion of answers and opportunities. This discussion helped the Activities, Projects and Priorities in this Strategic Work Plan. Notes from the discussion are below.

Premortem Exercise:

*Potential problems that would prevent the DBA board from being an active, engaged board that supports the DBA staff and enhances the city of Boise. Participants were asked to think of every possible problem, no matter how unlikely.*

- Lack of support
- No connection to anything
- No money
- Not add value
- Satisfied with the status quo
- Lynn retires/Staff leaves
- Not enough bandwidth
- Moving backward
- DBA Members don’t see value
- Downtown businesses close
- Not being able to measure results
- DBA Office building closes
- Board fails to help staff evolve
- City shuts DBA down
- Failure to plan for the future
- AA5 is rained out
- Nobody likes downtown
- Reputation hit
- Fraud
- Advocacy issues
- No independence
- Not valued leaders
- New/renew BOD member not followed
- Seeing Value in BOD Members
- Future staff plans
- Disagreement with BOD

*After reviewing this list of potential problems and removing those that were either unlikely or beyond board control, participants discussed solutions to problems. Individual answers were often solutions to multiple problems.*

- Communicate – use social media, other channels, mix it up for different audiences
- Update talking points and data
- Be sensitive to bandwidth
  - Use board and staff time wisely
  - Share info in advance
  - Advance notice of needs
- Meeting with members
- Communicate value of BOD positions

- Staff support
  - Provide feedback and evaluations
  - Professional development/other orgs
  - Compensation review

- Advocacy
  - Knowledge/info (both sides)
  - Advocate for things that connect to the mission
  - Criteria/be supportive

- Update the bylaws
- Engage the board/show value
  - Provide goals and opportunities
  - Keep socials
  - Knowledge
  - Ask for input
  - Hold accountable
    - Show up
    - Participate
    - Contribute
    - Committee
    - Leadership Roles

- Branding/outreach
  - Consistent, two-way communication
    - Member feedback
    - One sheet to provide what the DBA does
  - Value to Bid Members V. Non
  - Data
  - Complete BID Coverage
  - Be thought leaders

- Revise DBA bylaws and create firm board expectations
- Think about the future
  - Plan for new executive committee
  - Keeping history/onboarding
  - New BOD/existing BOD: Skills, list of potentials
  - Develop SOPs/Playbook
  - Accountability of staff
The Strategic Work Plan provides decision making guidance for DBA staff and board. It provides the overarching organizational structure for advancing the activities that will keep DBA programs successful and effective amid a growing, changing downtown, allowing the business improvement district to reach its full potential.

The Strategic Work Plan identifies the DBA vision statement, mission statement, our “why”, values, core competencies, goals and objectives, and performance measures. Together, these elements are needed for continued success of DBA operations and management of its resources. The DBA Strategic Work Plan Framework at the end of this section illustrates the relationship among the Strategic Work Plan elements.

**Vision, Mission, Values and Core Competencies**

**Vision of the DBA**

The vision statement describes DBA’s vision for what the organization can ultimately become.

The Downtown Boise Association is a key partner in inviting people and investment downtown, in maintaining downtown as the catalyst for regional economic growth, and the place our community comes to celebrate all that makes Boise the most livable city in the country.

**Mission of the DBA**

The mission describes DBA’s fundamental purpose and primary role.

To create value through vibrancy; to build both business and community in downtown Boise.
Strategic Work Plan Framework

Our WHY

The DBA’s reason for existence:

Because the economic vitality of Downtown Boise drives growth and opportunity throughout the region.

Values

The DBA is guided by the following core values:

- **Value adding Service to Constituents**: We value the ability to provide consistent, quality services that add direct value to members and constituents and amplifies stakeholder investment in the BID and the DBA.

- **Connections with Creativity**: We value outreach across all sectors that builds relationships, collaborative stewardship and responsible management of BID and DBA resources, compels appreciation for BID services, and encourages participation in DBA promotions.

- **Inspiring Celebrations**: We value an environment that inspires and attracts success and celebration.

- **Best Team Ever**: We value a smart, collaborative team that’s mutually respectful, where team members encourage confidence and assist in each other’s success.

Core Competencies

- Connecting Business and Community
- Downtown Place Marketing
- Creating the Downtown Experience
- Association Management
DBA has a long history of success in key economic development areas unique to this organization; connecting businesses and the community, creatively and aggressively promoting the downtown experience, creating and producing signature events that attract both people and investment, and effective management of the business improvement district even with limited resources, with the guidance of an engaged, diverse board of directors.

These four core competencies encompass DBA’s proven assets and talents as an organization and represent the foundation for the board and staff in advancing the DBA vision and mission.

Connecting Business and Community

We understand that business success is dependent on attracting and keeping talented workers and loyal customers. In a successful downtown, economic growth is interconnected with arts festivals; exciting, unique options for dining and shopping; access to professional and personal services, recreation and entertainment opportunities. The DBA has a strong record of connecting businesses to business, business to community, and sharing information designed to give those who invest in Downtown Boise a greater opportunity for success.

Downtown Place/Destination Marketing

The DBA works to maintain and enhance a downtown atmosphere that’s appreciably authentic and sustainable. DBA marketing is designed to establish and expand the Downtown Boise brand; inviting, exciting, thriving.

The DBA promotes and markets downtown to locals and visitors, to build value for both community and business, to share the feeling and experience one only finds in the heart of Idaho’s Capital City, and to increase the pride Boiseans feel for their city and downtown. With a focus on the BID, but capturing the spirit of all downtown districts, DBA promotions are also designed to increase understanding of why support for downtown is important in keeping all parts of the city vibrant and livable.

Creating the Downtown Experience

The vibe and vitality of downtown matters; it breeds and spreads economic success and increases the value of downtown to both business and the community. That’s where the DBA comes in.

The DBA creates high-performing urban experiences through signature events that showcase downtown as the place to celebrate, captivate, inspire and invest. DBA events are produced and designed to build community, raise awareness and drive traffic to downtown business; to support innovation, collaboration, the arts and philanthropy, enhance the friendly, cooperative business climate, and build pride in the City of Boise.
Association Management

The DBA has a skilled, creative, collaborative, and hardworking staff that leverages the perspective of a diverse board of directors to manage a successful urban place marketing and management organization. The DBA successfully oversees a number of programs that keep downtown safe, clean, attractive, vibrant and welcoming, and provide value to members in both dollars and ambiance, well beyond what might be expected with the small number of staff. As the downtown managers, the DBA advocates for and works to create a unique and strong sense of urban place and a connection to our community designed to support a prosperous, competitive business climate.

Program Areas

Four program areas provide overall direction for the DBA. This section highlights the structure for organizing DBA staff and board committees in support of the strategic initiative areas.

Program A: Communications/Advocacy for Economic Development

Goal: TO PROVIDE DBA MEMBERS, DOWNTOWN STAKEHOLDERS, AND INTERESTED COMMUNITY MEMBERS WITH DATA, INFORMATION, EDUCATION AND OPPORTUNITY FOR INVOLVEMENT IN PROGRAMS AND PROJECTS THAT DEMONSTRATE AND PROMOTE THE VALUE OF DOWNTOWN INVESTMENT AND PROVIDES DOWNTOWN BUSINESSES GUIDANCE AND CONNECTIONS WITH CUSTOMERS AND THE COMMUNITY.

Ongoing Objectives:

- Serve as a centralized source for downtown data relevant to commercial, residential, or other investment.
- Provide reliable sharing of information relevant to downtown business, development, maintenance and safety.
- Be a key and influential partner in discussions and projects relevant to downtown growth and development.
- Share information between government, other downtown agencies and the downtown business and residential community, including notice of project meetings or open houses, constituent surveys, and opportunity for involvement in relevant planning or public input opportunities.
• Manage a dynamic web presence that promotes businesses through individual listings, DBA event pages with sponsor and participating business information, a comprehensive calendar of downtown events, relevant informational pages for the business improvement district, and value of DBA membership.
• E-news communications to DBA members weekly with useful, timely updated information to assist with informed decision making, including downtown events, meetings and conferences, opportunities for promotion or business building training, road and construction updates, etc.
• Regular communication to community members interested in downtown events, promotions and happenings.

Program B: Promote Downtown as a Desired Destination

Goal: PROMOTE DOWNTOWN AS A PLACE AND EXPERIENCE WHERE BOTH VISITORS AND LOCALS FEEL A SENSE OF VALUE, BELONGING AND A COMMUNITY CONNECTION THAT’S UNIQUELY BOISE, PROVIDING DOWNTOWN BUSINESS ONGOING EXPOSURE TO CUSTOMERS AND CLIENTS.

Ongoing Objectives:
• To promote downtown Boise as welcoming place for both business and guests.
• Promote downtown as a highly desired place to gather for community celebrations.
• Connect visitors and customers to downtown business through an enhanced, inviting downtown experience.
• To utilize a variety of platforms to reach targeted audiences with planned, deliberate and consistent messaging.
• To manage and promote a successful Downtown Boise gift card program, which is a direct investment into downtown business.
• To produce an updated, attractive, easy-to-use Downtown Boise map & business directory, requested and utilized by hotels and meeting planners; seen as a helpful tool in enhancing the visitor experience; and increasing exposure to downtown establishments and amenities.
• To increase value for DBA event sponsors including sponsor-specific messaging, data, and community exposure.
• To track marketing initiatives to improve reach and engagement with target audiences.

Program C: Producing Signature Showcase Events

Goal: TO PRODUCE EVENTS THAT SHOWCASE DOWNTOWN BOISE AS THE PLACE TO CELEBRATE, CAPTIVATE, INNOVATE, BUILD COMMUNITY PRIDE. THERE’S NO BETTER WAY TO BUILD BUSINESS THAN TO BUILD COMMUNITY AROUND IT.
Ongoing Objectives:

- Produce events that enhance the downtown experience with a diverse mix of guests who feel a welcome connection to the event and to downtown.
- Produce events that showcase, drive traffic to, and increase public connection to downtown businesses.
- To be recognized as providing the highest quality of event production services.
- Encourage activation of public and private spaces through education and planning resources for those producing large-scale community events hosted in the downtown.
- Produce events that are financially viable and provide great sponsor value. DBA produced events are self-supporting and may even raise funds to support other DBA events and promotions, or community partners.

Program D: Beautification & Enhanced BID Services

Goal: MAINTAIN AND WHERE POSSIBLE, IMPROVE AND EXPAND SERVICES THAT KEEP DOWNTOWN BOISE CLEAN, SAFE, ATTRACTIVE, INVITING AND COMPETITIVE.

Ongoing Objectives:

- Monitor and manage clean and beautification programs, to increase visibility and share success of the Downtown Maintenance Matters Team.
- Assist with education, monitoring and enforcement of ordinances intended to improve street and public safety and enhance the downtown business and community experience.
- Manage a streetlamp banner program to assist in streetscape vibrancy, promote downtown public events, and enhance the identity of downtown neighborhoods and the business district.
- Manage the downtown holiday lighting program, including both streetlamp and intersection lighting.
- Manage the downtown flower planters as a year-round amenity adding beauty to streetscapes throughout the business improvement district.
The Downtown Boise Association is a key partner in inviting people and investment downtown, in maintaining downtown as the catalyst for regional economic growth, and the place our community comes to celebrate all that makes Boise the most livable city in the country.

Create Value through Vibrancy; to build both business and community in Downtown Boise.

Because the economic vitality of Downtown Boise drives growth and opportunity throughout the region.

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Catalytic Initiatives

The Strategic Work Plan framework is where the vision and mission get put into action.

This section outlines DBA’s program areas and associated catalytic initiatives. Each program area also includes a set of specific actions, projects and programs necessary for achieving the broad goals and objectives previously outlined.

Catalytic initiatives are “cross-cutting” projects with the potential to advance multiple goals and objectives across all four program areas. These initiatives include the action steps intended to keep the DBA moving forward with meaningful and lasting improvements and represent the goals of the recent staff and DBA board restructuring that combined, will result in additional value to downtown stakeholders. As part of this plan, these initiatives will be implemented in employee work plans, reviewed annually by board members, and will likely evolve over time to adapt to downtown’s dynamic conditions and opportunities.

Each catalytic initiative is described below along with its associated program area and project priorities.

**Catalytic Initiative #1: CREATE A MORE ROBUST DISTRICT FOR DOING BUSINESS**

**Program A: Communications/Advocacy for Economic Development**

The DBA’s role as the City of Boise’s manager for the Downtown Boise Business Improvement District means the DBA must constantly look for innovative ways to add value to the downtown and to provide consistent, reliable services and make that value visible to district businesses and property owners. Adding value to Boise’s downtown, for both investment and community, will have a major impact on virtually all Strategic Work Plan objectives.
Key components of this effort include:

- Leading the narrative on the value of downtown investment from business, government, arts, culture, entertainment and higher education.
- Providing updated data and information positioning the DBA as the go-to source for reliable, timely, useful downtown focused data.
- Partnering in downtown economic development efforts development, business attraction and retention. Key partners include the City of Boise, Boise Metro Chamber of Commerce, Boise Valley Economic Partnership, Boise State University, Boise Convention & Visitors Bureau, Boise Centre, the Urban Land Institute and Downtown Boise Neighborhood Association.
- Engaging with members of the Downtown Boise Neighborhood Association to include the increasing number of residents in educational outreach and discussions regarding downtown’s growth and development as a vibrant 24-hour neighborhood and business district.

Catalytic Initiative #2: MARKETING AND BRANDING
Program B: Promote Downtown as a Desired Destination

Promoting a highly satisfying downtown experience to include events, activities, and business participation with deliberate, planned and consistent voice and messaging that supports community involvement, tourism, and prioritizes downtown economic development.

Key components of this effort include:

- Expanding the reach of advertising and promotional efforts and improving measurements of campaign effectiveness with the goal of making Downtown Boise an even more desired destination for shopping, dining, entertainment, arts and culture programs, and other activities the attract more consumers and support downtown retail.
- Consider hiring a marketing/advertising firm to work with DBA marketing staff for maximum effectiveness of promotional efforts.
- Energizing marketing for First Thursday:
  - Consistency of branding with messaging that makes each month stand out as a “don’t-miss” for guests, i.e. optional monthly themes to keep monthly promotions fresh and unique.
  - Connecting participating retailers with marketing, i.e. optional monthly themes.
  - Improving the user experience through downtownboise.org.
- Increase gift card sales through focused marketing; explore options for additional sales outlets.
- Creating and follow a Communication Plan that identifies key messages, partners, and outlines promotion plans.
- Research options to ensure DBA promotion and marketing programs are most effective and cost-efficient, including additional tracking programs and consistent evaluation of campaigns and programs including the downtown Map & Directory and the Downtown Boise gift card program.
- Influence the downtown brand through connection with programs that enhance the overall economic success of the entire Boise Valley and reinforce downtown as the central catalyst for business creation, inspiration and innovation.
- Engage DBA members to ensure participation and maximum success of DBA retail, dining and service promotions.

Catalytic Initiative #3: ACTIVATING PUBLIC SPACES
Program C: Producing Signature Showcase Events

High-performing community events downtown have the potential to advance multiple Strategic Work Plan objectives, including attracting more people to downtown, increase exposure of downtown businesses, and leveraging downtown amenities to build community connection and pride.

Key components of this effort include:

- Encouraging activation of downtown’s largest public square, The Grove Plaza.
- Improve sponsor services related to fulfillment, business connection, and further event sponsor development.
- Encourage activation of more of downtown’s public spaces.
- Creating a framework to define DBA involvement and maintain staff capacity as demand for specialized events and event management increases.
- Continually review events to assure they meet the mission and purpose of DBA business improvement district services.
- Invite sponsor and participating retailer retention and attraction in promotional events or campaigns with web, event reviews and other means to share the opportunities and success of involvement.
- Develop and operational structure for the Twilight Criterium that ensures future success and allows the event to grow and remain in Downtown Boise without undue demand on DBA staff’s limited resources.

Catalytic Initiative #4: ENHANCING BID MANAGEMENT
Program D: Beautification & Enhanced BID Services

Downtown Boise and the BID is experiencing unprecedented growth. As the downtown evolves, the board of directors and DBA staff must continue to ensure BID management shows proven value to members, is efficient, effective and transparent in using of assessment
and sponsor dollars; and provides professional development opportunities to help retain and attract quality staff.

**Key components of this effort include:**

- Engaging the DBA Board as enthusiastic and informed ambassadors for the downtown and the DBA mission and supports staff to enhance the city via its vital downtown, including awareness of key messages, and active participation on board committees.
- Annual fall board review of Strategic Work Plan entering into new year’s budget prep, to include annual review of effectiveness and mission focus of events, promotions and other efforts.
- Ensuring board operations and member expectations and are consistent with local, state and federal 501c6 requirements.
- Exploring options for additional support for event revenue including a 501c3 structure for community events, with BID essential services including staff, maintenance and marketing separated in the 501c6 budget.
- Maximizing efficiency of newly expanded DBA staff and provide beneficial professional development opportunities.
- Explore creation of Downtown Boise Ambassador program to welcome and direct guests during major conferences and events.
- Consider rebranding the Downtown Boise Association as the Downtown Boise Alliance to indicate partnership and inclusion.
- Engaging new business members with a timely, useful welcome program and explanation of member benefits.
- Utilizing downtownboise.org to increase both visitor and member value with easy-to-access information and resources.
- Exploring new ways to increase sponsor and public financial support for DBA events and programs.
- Review DBA employee handbook to update policies and current best practices.
- Review DBA insurance to make sure coverage matches current needs.
- Review DBA bank accounts to maximize return on business savings accounts.
- Preparing for possible BID expansion by actively sharing promotion successes and other data demonstrating the value DBA/BID services bring to businesses and property owners.
Strategic Work Plan

Activities, Projects, Priorities 2018-2022

To put the Catalytic Initiatives into motion, the Downtown Boise Association Strategic Workplan is accompanied by a set of Activities, Projects and Priorities that are intended to create positive, lasting improvements to further the DBA Mission of Creating Value through Vibrancy; Building both Business and Community in Downtown Boise.

This is a working list of activities and action steps that should be achievable between 2018 – 2022. As part of this plan, these steps will also be reviewed annually will evolve over time to adapt to downtown’s dynamic conditions and opportunities. While some aspects of downtown can be anticipated and planned, other aspects cannot. Costs associated with the Activities and Projects are reported to the DBA Board of Directors monthly. Accomplishments of these Activities, Projects and Priorities will be reported to the board monthly and in the DBA Annual Reports.

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<td><strong>ENERGIZING MARKETING FOR FIRST THURSDAY</strong></td>
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<td><strong>Program Area B: Promoting Downtown as a desired destination</strong></td>
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First Thursday in Downtown Boise was created in 1993 by a committee of merchants working with the Downtown Boise Association. The goals of the monthly promotion remain:
- To showcase the diversity of downtown businesses;
- To attract guests with an engaging, unique experience that generates repeat customers.

Through a unique retail experience, First Thursday promotes a true, mixed-use downtown. First Thursday makes downtown attractive for working, visiting and living, all functions that support a healthy retail environment. Music, art & culture continue to be a big part of the First Thursday experience. The most effective, albeit challenging opportunity for successful promotion of First Thursday is to capture that diversity in a succinct, compelling campaign. An expanded First Thursday marketing budget was approved by the DBA board of directors in November, 2018.
### Activities, Projects

**New Tagline:** Discover the First Thursday Experience of Downtown Boise

**Assigned:** Staff

**Monthly Themes:** Fresh and new each month, the themes are designed to promote First Thursday as a “must-do” each month, giving visitors incentive to attend regularly. Participating retailers are welcome to incorporate the theme into their First Thursday customer experience or to create the unique customer experience that works best for them.

First Thursday promotional themes were implemented and March, 2019 to include:

- **March** – Treefort Window Walk
- **April** – Craft Beer Month & Idaho Brewers United
- **May** – Idaho Gives Day
- **June** – Idaho Wine & Cider Month
- **July** – First Thursday in July, 2019 is July 4 and will not be promoted by the DBA. For 2020, July will feature a cycling theme that also promotes the upcoming ASWD Twilight Criterium.
- **August** – Back to School / shopping focus
- **September** – Idaho Bites, food focus, starting the buzz for Capitol Table and Dine Out Downtown Boise Restaurant Week in October
- **October** – Idaho Arts & Humanities, a partnership with Boise City Arts & History raising awareness among businesses of partnering with local artists and including the arts in their First Thursday customer experience.
- **November** – Bronco Nation, partnering with Boise State & Boise State Athletics to cheer and celebrate the pride we take in our hometown university.
- **December** – Holiday shopping, City Santa promotion.

**Boise Weekly:** First Thursday reconnected with the Boise Weekly for a 12-month ad campaign. The new half-page ad is more colorful and attention-getting and placed in the calendar section adjacent to First Thursday event listings. Boise Weekly is a partner in this promotion, offering the DBA ad discounted rates.

**Website – Improved User Experience:** The DBA First Thursday web page is a vast improvement over two years ago, and the page continues to see a steady increase in views. In September, 2019, downtownboise.org will offer First Thursday attendees the option of creating their own personalized favorites available for sharing on users social media and customized printing and mapping. This is a vast improvement in the First Thursday user experience.

**Assigned:** Staff

**Targeted E-Blast** – Working with media partner KTVB on a highly targeted email campaign to 10,000 addresses who have opted in for community event information. This promotion began in June, 2019.

**Assigned:** Staff
The Downtown Boise Gift Card is a marketing effort to drive traffic directly to those businesses who take the card, which is some 250 locations, mostly street-level retailers.

The program began in 2003 with paper gift certificates and is now automated pre-paid Visa and Mastercards programmed to only be redeemed at participating DBA Business Member or Associate Member merchants. As of December 31, 2018, the Downtown Boise Gift Card program has invested $3,616,388 directly into sales for participating downtown retailers.

### Activities, Projects

**Gift Card Holder:** To make the gift cards more attractive for purchase and giving, design a colorful gift card holder that reflects the vibrancy of Downtown Boise and the many ways users can enjoy the card, and includes useful information like how to find the card balance, dates the card must be used before losing the original balance, suggestions for tipping servers using the gifts cards, etc. Consider two designs to reflect the seasons; spring/summer, fall/winter.

Assigned: Staff

**Increase Sales Options & Locations:** In 2019, two new sales locations have been added:
- JD’s Bodega, 161 N. Capitol Blvd. (new in May, 2019)
- Bodega Boise, 1007 W. Main (new in June, 2019)

These two businesses bring the number of sales options for the Downtown Boise Gift card to seven including:
- DBA office, US Bank building
- The Grove Hotel
- Old Boise office, 6th & Main
- Vandal Store, Idaho Street

And Online at [www.downtownboise.org](http://www.downtownboise.org)

Assigned: Staff

Review procedures to streamline and make most accurate and efficient the accounting and reconciliation process tracking for gift card sales. As sales and purchase locations increase, financial accountability and reporting of the program takes on added importance.

Assigned: Staff, Board

Broaden marketing messaging to include targeted promotions for sales opportunities including administrative professionals day, end-of-school year gifts for teachers & coaches, employee incentives, client appreciation, and others.

Assigned: Staff, Board
### Priority 2019

#### Improve New Member and Associate Member Outreach

**Program Area D: Beautification and Enhanced BID Services**

Unprecedented growth in Boise’s downtown means increased demand for BID services and presents an opportunity to create new ways to welcome new businesses, both retail and professional.

After board and staff discussions, the need was identified for an additional staff member to direct DBA member services. This staff position would also provide an additional resource for event sponsor services. In November, 2018, the DBA Board of Directors approved adding a fifth FTE to the DBA. The new position of DBA Business Relations & Development Manager was hired in early February 2019.

#### Activities, Projects

<table>
<thead>
<tr>
<th>Task</th>
<th>Assigned:</th>
</tr>
</thead>
<tbody>
<tr>
<td>More timely connection with new Business Members in the BID. Present information on BID services, the benefits of DBA membership, signed up to receive the DBA weekly e-news, participation in the Downtown Boise gift card program. For professional offices, may include sharing DBA e-news with employees to raise awareness of DBA events and promotions.</td>
<td>Staff</td>
</tr>
<tr>
<td>Increase outreach to potential new Associate Member. Present information and benefits of participation in DBA promotions.</td>
<td>Staff</td>
</tr>
<tr>
<td>Develop a program to welcome employees of new downtown professional offices. Program may include gift bags with branded DBA item like a plastic cup, candies, DBA one-sheet, map &amp; directory, information on downtownboise.org, and inviting employees to enjoy First Thursday, Alive After Five, Dine Out Downtown Boise Restaurant Week, etc., with the goal of making these workers feel invited to be an active part of the Downtown Boise experience.</td>
<td>Staff, Board</td>
</tr>
</tbody>
</table>

### Priority 2019

#### Review & Revise DBA Bylaws

**Program Area D: Enhancing BID Management**

Dynamic development downtown means the governance of the Downtown Boise Association must remain in alignment with all codes and statutes and reflect best practices in efficient board and association management.

#### Activities, Projects

<table>
<thead>
<tr>
<th>Task</th>
<th>Assigned:</th>
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</thead>
<tbody>
<tr>
<td>In 2018, the Board Operations Committee tasked itself with review of the organization’s bylaws. The review has included several committee meetings and reviews with DBA legal counsel.</td>
<td>Board, DBA ED</td>
</tr>
</tbody>
</table>
Priority 2019

**Build synergy among staff and confirm responsibilities align with new job descriptions**

*Program Area D: Enhancing BID Management*

Unprecedented growth and increased demand for BID and DBA services, the expansion and restructuring of the DBA staff has, by necessity, been continual since mid-2016. Staff has expanded from three full time employees in 2016 to five FTE’s in 2019. DBA staff positions have been reorganized into mission critical, task focused positions. The effort for 2019 is to make sure job descriptions are indeed designed to provide effective, reliable delivery of services and DBA employees feel their efforts are appreciated and successful.

**Activities, Projects**

<table>
<thead>
<tr>
<th>Activity</th>
<th>Assigned:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regular reviews of task assignments. Adjust as necessary.</td>
<td>Staff</td>
</tr>
<tr>
<td>Provide opportunity for staff professional development. Consider Gallup Strengths Finder or other strength-based program to develop individual and team building.</td>
<td>Staff</td>
</tr>
</tbody>
</table>

Priority 2019

**“Go Green” at Alive After Five**

*Program Area C: Producing Signature Showcase Events*

Strong desire from Alive After Five attendees, new restrictions in recycling and efforts from other Boise events and festivals combine to create an opportunity for Alive After Five to join in efforts to lead production of a vibrant, sustainable large-scale community event.

**Activities, Projects**

- Reusable Stainless steel cups offered for sale to fans for beverage purchases.
- Proud Source Water for sale in aluminum cans.
- Sawtooth Wine also offered for sale in aluminum cans.

**Activities, Projects and Priorities for 2020 - 2022**

The following have been identified and assigned keeping in mind these steps will also be reviewed annually will evolve over time to adapt to downtown’s dynamic conditions and opportunities.

S- Short Term: 2020  L- Long Term: 2021-22
Program Area A:
Communications/Advocacy for Economic Development

**Program Goal:** TO PROVIDE DBA MEMBERS, DOWNTOWN STAKEHOLDERS, AND INTERESTED COMMUNITY MEMBERS WITH DATA, INFORMATION, EDUCATION AND OPPORTUNITY FOR INVOLVEMENT IN PROGRAMS AND PROJECTS THAT DEMONSTRATE AND PROMOTE THE VALUE OF DOWNTOWN INVESTMENT AND PROVIDES DOWNTOWN BUSINESSES GUIDANCE AND CONNECTIONS WITH CUSTOMERS AND THE COMMUNITY.

**Catalytic Initiative #1: CREATE A MORE ROBUST DISTRICT FOR DOING BUSINESS**
The DBA’s role as the City of Boise’s manager for the Downtown Boise Business Improvement District means the DBA must constantly look for innovative ways to add value to the downtown and to provide consistent, reliable services and make that value visible to district businesses and property owners. Adding value to Boise’s downtown, for both investment and community, will have a major impact on virtually all Strategic Work Plan objectives.

### Activities, Projects

Leading the narrative on the value of downtown investment from business, government, arts, culture, entertainment and higher education.

- Develop programs to sustain promotion of key messages and data collection.
- Increase engagement

  Assigned: Board, Staff  
  Timeline: Short Term

Partnering in downtown economic development efforts development, business attraction and retention. Key partners include the City of Boise, Boise Metro Chamber of Commerce, Boise Valley Economic Partnership, Boise State University, Boise Convention & Visitors Bureau, Boise Centre, the Urban Land Institute and Downtown Boise Neighborhood Association.

- Increase engagement with partners to increase DBA involvement, influence and opportunity for educational outreach and/or involvement in downtown development and growth planning, issues that impact downtown vibrancy and success as a 24-hour business and residential community.

  Assigned: Board, DBA ED  
  Timeline: Long Term

Refine and Implement ongoing activation of board committees.

- Implement process that ensures issues presented at meetings align with DBA mission; where DBA can have impact, affect change, show support for downtown business.
- Plan for new executive committee and officer succession.
- Annual Review of DBA events and promotions to ensure the meet and are successful in promoting DBA mission.

  Assigned: Board, Staff  
  Timeline: Short Term
# Program Area B: Promoting Downtown as a Desired Destination

## Program Goal:
PROMOTE DOWNTOWN AS A PLACE AND EXPERIENCE WHERE BOTH VISITORS AND LOCALS FEEL A SENSE OF VALUE, BELONGING AND A COMMUNITY CONNECTION THAT’S UNIQUELY BOISE, PROVIDING DOWNTOWN BUSINESS ONGOING EXPOSURE TO CUSTOMERS AND CLIENTS.

## Catalytic Initiative #2: MARKETING AND BRANDING

Promoting a highly satisfying downtown experience to include events, activities, and business participation with deliberate, planned and consistent voice and messaging that supports community involvement, tourism, and prioritizes downtown economic development.

### Activities, Projects

| Communication Plan; Create and implement comprehensive plan that includes timeline for event and promotion messaging; a purposeful, deliberate, consistent voice that establishes and expands DBA brand of an inviting, exciting, valuable downtown; creates an emotional connection to the downtown experience; attracting visitors; and stimulating investment across all sectors. | Assigned: Staff  
Timeline: Short Term |
<table>
<thead>
<tr>
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<tbody>
<tr>
<td>• Plan focuses on retail promotions including First Thursday, gift card program.</td>
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</tbody>
</table>
| Expand reach of advertising and promotional efforts; improve measurements of campaign effectiveness with the goal of making Downtown Boise an even more desired destination for shopping, dining, entertainment, arts and culture programs, and other activities the attract more consumers and support downtown retail. | Assigned: Board, DBA ED  
Timeline: Long Term |
| • Consider hiring a marketing/advertising firm to work with DBA marketing staff for maximum effectiveness of promotional efforts. | |
| Invite sponsor and participating retailer retention and attraction in promotional events or campaigns with web, event reviews and other means to share the opportunities and success of involvement. | Assigned: Board, Staff  
Timeline: Short Term |
| • Improve existing or create new methods for demonstrating value of DBA events and promotions i.e. timely sponsor value reviews, web page, testimonials. | |
| Increase gift cards sales through robust marketing; Explore increasing retail visibility of program: | Assigned: Board, Staff  
Timeline: Long Term |
| • Newly branded gift card window clings. | |
| • Holiday packages that may include arts & culture, hotel stay or other gift themed packages. | |
| • Re-design gift card itself to reflect vibrant image of Downtown Boise. | |
| Create remote sales options using square or other mobile service to sell gift cards at events like Alive After Five, Saturday markets, etc. | |

**S- Short Term: 2020**  
**L- Long Term: 2021-22**
## Program Area C: Producing Signature Showcase Events

**Program Goal:** TO PRODUCE EVENTS THAT SHOWCASE DOWNTOWN BOISE AS THE PLACE TO CELEBRATE, CAPTIVATE, INNOVATE, BUILD COMMUNITY PRIDE. THERE’S NO BETTER WAY TO BUILD BUSINESS THAN TO BUILD COMMUNITY AROUND IT.

### Catalytic Initiative #3: ACTIVATING PUBLIC SPACES

High-performing community events downtown have the potential to advance multiple Strategic Work Plan objectives, including attracting more people to downtown, increase exposure of downtown businesses, and leveraging downtown amenities to build community connection and pride.

### Activities, Projects

<table>
<thead>
<tr>
<th>Activity</th>
<th>Assigned:</th>
<th>Timeline:</th>
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</thead>
<tbody>
<tr>
<td>Identify new organizational structure to allow for continued growth of the Twilight Criterium, an event produced to promote cycling as a healthy, lifetime sport and enhance Boise’s vibrant cycling culture</td>
<td>Staff</td>
<td>Short Term</td>
</tr>
<tr>
<td>Encouraging activation of downtown’s largest public square, The Grove Plaza, as well as other downtown public spaces.</td>
<td>Staff</td>
<td>Short Term</td>
</tr>
<tr>
<td>• Expand education to organizers of downtown events as to available spaces, opportunities, and requirements to produce events that build community while coordinating and complimenting the downtown business and residential community.</td>
<td>Staff</td>
<td>Long Term</td>
</tr>
<tr>
<td>Invite sponsor and participating retailer retention and attraction in promotional events or campaigns with web, event reviews and other means to share the opportunities and success of involvement.</td>
<td>Board, Staff</td>
<td>Short Term</td>
</tr>
<tr>
<td>• Create web page with benefits, costs, details of participation in DBA events and promotions.</td>
<td>Board, Staff</td>
<td>Short Term</td>
</tr>
<tr>
<td>Create framework to define DBA involvement and maintain staff capacity as demand for specialized events and event management increases.</td>
<td>Board, DBA ED</td>
<td>Short Term</td>
</tr>
<tr>
<td>• Board Events Committee and DBA ED review events to assure they meet the mission and purpose of DBA business improvement district services.</td>
<td>Board, DBA ED</td>
<td>Short Term</td>
</tr>
<tr>
<td>Protect assets and organization liability.</td>
<td>Board</td>
<td>Short Term</td>
</tr>
<tr>
<td>• Ensure DBA, programs, events, promotions are protected with trademarks, domain names.</td>
<td>Board</td>
<td>Short Term</td>
</tr>
<tr>
<td>• Review DBA insurance to ensure it meets current organization needs.</td>
<td>Board</td>
<td>Short Term</td>
</tr>
<tr>
<td>Intern Program: Expand capacity and create learning opportunity with ongoing event intern programs. Program must provide student with project and value-adding experience and allow for student credit.</td>
<td>Staff</td>
<td>Long Term</td>
</tr>
</tbody>
</table>
**Program Area D:**
**Beautification and Enhanced BID Services**

**Program Goal:** MAINTAIN AND WHERE POSSIBLE, IMPROVE ANS EXPAND SERVICES THAT KEEP DOWNTOWN BOISE CLEAN, SAFE, ATTRACTIVE, INVITING AND COMPETITIVE.

**Catalytic Initiative #4: ENHANCING BID MANAGEMENT**
Downtown Boise and the BID is experiencing unprecedented growth. As the downtown evolves, the board of directors and DBA staff must continue to ensure BID management shows proven value to members, is efficient, effective and transparent in using of assessment and sponsor dollars; and provides professional development opportunities to help retain and attract quality staff.

**Activities, Projects**

<table>
<thead>
<tr>
<th>Description</th>
<th>Assigned</th>
<th>Timeline</th>
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<tbody>
<tr>
<td>Energized Board Operations: Includes engaging the DBA Board as enthusiastic and informed ambassadors for the downtown and the DBA mission and supports staff to enhance the city via its vital downtown, including:</td>
<td>Board, DBA ED</td>
<td>Short Term</td>
</tr>
<tr>
<td>• Awareness of key messages;</td>
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<tr>
<td>• Active participation on board committees.</td>
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<tr>
<td>• Annual fall board review of Strategic Work Plan entering into budget prep;</td>
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<tr>
<td>• Annual review of effectiveness and mission focus of events, promotions;</td>
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<tr>
<td>• Ensuring board operations are consistent with local, state and federal 501c6 requirements.</td>
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</tr>
<tr>
<td>Explore options for additional support for event revenue, adding a 501c3 structure for community events, separating BID essential services including staff, maintenance and marketing separated in the 501c6 budget.</td>
<td>Board, DBA ED</td>
<td>Long Term</td>
</tr>
<tr>
<td>Review DBA employee handbook to update policies and current best practices.</td>
<td>Board, DBA ED</td>
<td>Long Term</td>
</tr>
<tr>
<td>Review DBA insurance to make sure coverage matches current needs.</td>
<td>Board, DBA ED</td>
<td>Long Term</td>
</tr>
<tr>
<td>Review DBA bank accounts to maximize return on business savings accounts.</td>
<td>Board, DBA ED</td>
<td>Long Term</td>
</tr>
<tr>
<td>Explore creation of Downtown Boise Ambassador program, a volunteer effort activated as necessary to welcome and direct guests during major conferences and events.</td>
<td>Board, Staff</td>
<td>Long Term</td>
</tr>
<tr>
<td>Explore options for increasing income with additional revenue streams:</td>
<td>Board, Staff</td>
<td>Long Term</td>
</tr>
<tr>
<td>Ads in weekly e-news</td>
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<tr>
<td>Ads/sponsored DBA publications</td>
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</tbody>
</table>
Members of the Downtown Boise Association, City of Boise leadership and employees, and staff and boards from partner agencies can rightfully take credit for helping build the vibrant, world class downtown fueling economic growth throughout the Treasure Valley. Maintaining public investments, leveraging assessment dollars for increased marketing and events that build both business and community have a record of success spanning more than 30 years. DBA members have continued to support board and staff efforts since 1987 during good and not-so-good economic times. Downtown Boise today is thriving because of that vision, collaboration and focused effort.

Downtown Boise is currently experiencing a period of growth unparalleled in the city’s history. To adapt to the rapid changes, the Downtown Boise Association staff and board members have taken on the extraordinary task the past four years building a downtown place marketing and maintenance organization that’s as dynamic an organization as the environment it supports,

As this report outlines direction for the Downtown Boise Association into the next decade, the activity and achievements of the DBA staff and board from 2016 through 2019 are worth noting. They represent more than long work hours; they show a dedication to keeping Boise a city of opportunity, and maintaining Downtown Boise as a place for innovation, celebration and success. These achievements were possible only with the support of members and merchants, partner agencies and people from all around the city who believe in the power of a strong urban heart for their growing community.

The staff and board remain dedicated to the mission of the Downtown Boise Association; To Create Value through Vibrancy; to Build both Business and Community in downtown Boise. The DBA will continue to support Boise in becoming the most livable city in the country.

Our achievements are worth celebrating! Thank you for your support. Let’s keep the great vibe going!
**DBA Achievements 2016-2019**

**Program Area A: Communications/Advocacy for Economic Development**

**Economic Impact Data:** Since 2017, the DBA staff has engaged in an energetic effort to development and ongoing collection of updated data and economic information presented to demonstrate the increasing value Downtown Boise brings to a growing, healthy economy, jobs and opportunity throughout the City of Boise and the Treasure Valley. Efforts include:

- **Value of US Downtowns, International Downtown Association:** Downtown Boise joined this study with 20+ other US cities in 2019. Data collected by both the DBA and IDA, and analyzed by the IDA helps further demonstrate the value of Boise’s strong downtown;
- **Updated Key Economic Figures** in each DBA Annual Report beginning in 2017;
- **DBA/BID One-Sheet:** developed in 2018 and updated for 2019, for board member, new member education;
- **Key Messages** on DBA programs and the value of BID services developed during board member retreat, February 2018.

**DBA Board of Directors reenergized, reengaged:**

- New board member info packet that includes info on BID, DBA history, map, board member expectations. Developed May, 2018;
- 2 board retreats in 2017 & 2018 designed to build board member relations, engage members as brand ambassadors, review goals of DBA programs, outline priorities for updated Strategic Work Plan;
- Created new board committees, Feb, 2018. Committee goals and objectives developed, implementation begun;
- Boise Young Professionals and JUMP representatives added as Ex Officio members;
- Effort to revise DBA Strategic Work Plan begins mid-2018;

**Re-energized board meetings:**

- Board meetings held at members businesses from time to time to acquaint board members with new or existing business members, and raise awareness of DBA board and services to business members;
- DBA, BID, board member intros and downtown trivia added as “contest” at meetings to increase board knowledge of important DBA info;
- Partner nonprofits who’ve benefitted from DBA events are invited to receive checks at board meetings, raises board member awareness of added financial value DBA events bring to the community;
- Every third meeting moved to 4:00pm, allows improved attendance for some members. These afternoon meetings are often at locations that allow for board members to enjoy food and beverages and build relationships during and after the meeting;
- June board meeting moved to 4:00pm on a Wednesday, adjournment at 5:00pm allows members to enjoy Alive After Five.
Building partner relationships:

- Consistent representation on the City Special Event Committee
- Although not a sponsoring organization, to support our key partners, the DBA has budgeted for sponsoring partner events, including:
  - Bike Love Film Fest, 2018
  - Rose Awards, 2018, 2019
  - X-Games, 2017 & 2018
  - Treefort, 2017 - 2019
  - Big Sky Basketball Tournament, 2019
  - Membership to Boise Convention & Visitors Bureau, 2017, 2018, 2019
- Hotel Tours, partner with BCVB

Advocacy issues have included:

- Downtown Mobility Collaborative;
- 5th & 6th Street – advocating the Blueprint Boise plan to ACHD to change streets from one to two-way;
- Bike share programs;
- Additional Bike lanes;
- Parking: 2016 implementation of parking rate plan devised by 2013 DBA task force.

Program Area B: Promoting Downtown as a Desired Destination

Consistency: Logos, hashtags, and messaging is consistently carried over year to year. Messaging may be refined, but repetition and consistency create increased awareness of DBA events and services.

Taglines revised to market the unique downtown experience:

Shop Unique    Dine Well    Be Something Special    Be Downtown Boise

Branding DBA promotions for maximum visibility: DBA logo and branding is now on:

- Banners - the DBA is using our own banner program to promote DBA events and programs;
- Pop-up Tents, table covers, stage banners: DBA logo is now branded onto event equipment for increased visibility and brand value.

Emphasis on DBA regaining ownership of events: Using tools that bring consumers into DBA owned products, like social media and downtownboise.org, and revising emphasis of agreements with media partners, awareness has increased that signature events and promotions are indeed produced by the DBA and not products of the media partners that promoted them.

Marketing now includes defining what the DBA is: “Brought to you by the members and merchants of the Downtown Boise Association.”
**Video:** The DBA has now produced a number of videos for use as social media content and other promotion.

**Widen Marketing Outreach: Boise Airport, Increased social platforms:** The DBA has run a promotional video during the holiday season and special events like March Madness and the Big Sky Conference on the terminals at the Boise Airport since 2017.

With the hiring of a Marketing Manager in 2018, the DBA began expanding presence on social platforms with tools like Insta-stories and Snapchat filters.

**Targeting Audiences:**

- Media Buyer - The DBA began using a specialized media ad buy in 2018. All TV and radio campaigns have been revised and targeted for maximum target audience exposure.
- Social Media – The DBA’s new Marketing Coordinator has received training and implemented targeted ads across platforms, also allowing improved analytics to share with promotion sponsors.

**Event Guides:** Visitors to downtown events now have a Dine Out, Alive After Five, and a Holiday Event Guide that can be printed or available for download. The Guides consolidate information and include how-to info for event and promotion participation and an enhanced user experience.

**Downtown Boise Gift Cards:** new gift card holder redesigned with a photo and bright, attractive colors to better represent the vibrancy Downtown Boise offers. The holder also includes gift card how-to’s and user tips.

**Downtown Boise Map & Directory**

- Partnering with City of Boise Dept. of Arts & History, added Downtown Public Art locations;
- Added Breweries & Taproom listings, Spirit/Wine/Cider listings
- Expanded Idaho products
- Complete review of Map & Directory in winter, 2019 eliminated duplication, consolidated categories, eliminating the need to for a costly expansion of the directory.

**downtownboise.org, new DBA website** debut in June, 2017. Improvements have been continual:

- Mobile responsive;
- Able to update, manage own content unlike previous website;
- Attractive, bold images to engage the user experience;
- Calendar function is comprehensive to promote all downtown happenings;
- New Dine Out function for improved user experience choosing preferred dining options;
- A Number of new pages including:
  - New member/property owner pages.
  - News Releases
  - Board of Director page
Program Area C: Producing Signature Showcase Events

New Events*

- Twilight Trifecta
- Capitol Table
- Father’s Day Car Show
- Added Special Event Shuttles with Boise State University: March Madness, Lion King, Garth Brooks concert

*New events also expand opportunity to give back to local nonprofits:
Capitol Table to Create Common Good, Father’s Day Car Show to Radio Boise

Alive After Five

- 2016 - moved event to the Basque Block;
- 2017 - moved back to The Grove Plaza;
  coordinated AA5 as plaza Grand Re-Opening Celebration;
- Direct control of booking bands: allowed for improved relationship and coordination between bands and DBA staff;
- Increased Awareness of AA5 and a service of the DBA through marketing and branding event equipment including tents, table covers, stage banners;
- Transitioned to CCDC stage. Bigger, more professional appearance;
- Hired new sound techs, 2017. Improved relationship with bands as well as sound quality.
- Go Green with stainless, reusable cups, wine & water go from glass and plastic to reusable aluminum cans, 2019.
- First AA5 Military Appreciation Night with Navy Band Northwest, 2019.
- Complete

First Thursday:

- Complete restructure of marketing. See 2019 Priorities;
- First Thursday now has it’s own logo designed by downtown artist Ward Hooper;
- Hire & sponsored roving entertainment for added vibrancy;
- Obtained TV sponsor – KBOI Ch 2, 2018;
- Eliminated outdated printed flyers. Replaced with listing on downtownboise.org;
- First Thursday event listings now on mobile DBA website, can be made favorites, shared on social, favorites can be mapped or downloaded and printed
- Added Staff Pix to add interest in monthly FT e-blast;
- Held two retail meetings focused on First Thursday: cross-promotion & alcohol compliance
Small Business Saturday:

DBA brought in additional partners for expanded outreach, promotion and participation: SBA, SBDA, Buy Idaho, Saturday Markets, joined the DBA.

Dine Out Downtown Boise Restaurant Week:

- Added social hour;
- Re-branded Dine Out logo, poster & web design;
- Restructured web menus for easier user experience;
- New How-to Dine Out guide;
- Devour added in 2016 as a special, invitation only event for media to increase promotion.

Twilight Criterium:

- Moved location, Start-Finish line to Jefferson Street in front of the Statehouse 2016;
- Added beer garden & fan expo in Capitol/Andrus Park;
- Added GreenBike, Handcycle & other races;
- Added KTVB as TV sponsor in 2018 for noticeable boost in marketing;
- Creative new sponsor appreciation gifts, moving away from the repeated gift of signed jerseys;
- Plan to transition production of the Twilight to reduce summer event burden on DBA staff; 2019.

Program Area D: Beautification & Enhanced BID Services

Downtown Maintenance Matters Team:
Established with City of Boise Department of Parks & Recreation, Oct, 2017

- One-stop customer service for DBA members; from 13 phone numbers to one all-purpose email contact;
- 8,500 hours of downtown maintenance services annually, an increase from 2,550 hours in 2016;
- Concerns/complaints about cleanliness decreased dramatically (to almost zero);
- Notable increase in reliability of banner installation program;
- Monitoring of clean up following special events.

Banner Program:

- Consistent banner size and production quality standards implemented throughout BID;
- Mapped banner locations to allow for accurate planning /installation of campaigns;
- Expanded number of banner arms; filling in missing arms and adding arms to fiberglass poles has added approx. 100 poles to the downtown street banner program;
- Management improvements mean community banner campaigns Increased from 9 campaigns in 2015 to 30 campaigns in 2018, with 2019 set to add even more banner campaigns.
Flower Planters:

- Mapped planter locations; identified clusters or areas without planters within BID;
- For the first time, planters cover corner to corner of BID.

Holiday Lights:

- Expanded: 4 intersections in 2015 to 10 intersections 2018.
- Added string lights to an additional 100 streetlight poles, decorating a total of >200 poles with wrapped white holiday lights.

Budget:

- Doubled DBA reserve/ rainy day fund
- Revised bylaws allow for board option to approve deficit budget for special, one-time expenditures.

Member Services:

- Facilitated two trainings for alcohol service compliance.
- Partnered with SBDA on several Google marketing workshops.
- 2018: Partnering with Chamber, participated in seven inner-city visits including tours and presentations.

State of Downtown Boise

- State of Downtown report has, since 2017 included Key Economic Indicators and additional data to demonstrate the increasing importance the downtown economy has as a driver to and catalyst for economic growth, jobs and opportunity throughout Boise and the Treasure Valley.
- Since 2016, the DBA Annual Meeting; the State of Downtown Boise has focused on themes to raise awareness of the importance of investing and building a strong, healthy downtown economy. The event moved to the afternoon, with the “Happy Hour meets Ted Talk” format helping to increase attendance.

DBA Staff:

- Staff expansion with creation of mission focused positions.
  - Marketing Coordinator (new, Jan, 2018).
  - Events Manager (new, June, 2016).
  - Office Manager (revised job description, fall, 2017).
  - Business Relations & Development Manager (news, Feb, 2019)
- Implement new Goal Achievement based employee review.
- Established Internet-based shared drive for photo and document sharing among staff as well as remote working access.
• Professional Development:
  • CFRE program certification (Intl’ Festivals & Events Assoc.) For DBA Event Manager, completed in 2019;
  • Added IDA College Town conference attendance to professional development in 2018;
  • Marketing Manager receives focused training on maximizing social and digital media marketing investment;
  • Full management staff attendance at IDA, Chamber Leadership Conference;
  • Gallup Strength Finders staff training, Aug, 2019.

For a list of the DBA Board of Director: visit https://downtownboise.org/about/board-of-directors

To all who have contributed inspiration, direction, support and effort to complete this report and the accomplishment it represents, and to all whose dedication to Boise’s downtown will further the directives included in this report, and those yet to be included, and will aide in keeping this a living document of community growth, Thank You.

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