



**INSPIRED LEADERS
SHAPING CITIES**

Municipal Partnerships

A 2019 TOP ISSUES COUNCIL **EXECUTIVE SUMMARY**

From their inception, urban place management organizations (UPMOs) have played a critical role in addressing issues that relate to the function and vitality of urban spaces and the investment of private funds to incentivize and benefit commercial activity in those spaces. The following report examines the nature of relationships between UPMOs and the local governments with whom they partner.

In this report, the Municipal Partnerships Top Issues Council, comprised of both professionals working as leaders in UPMOs and those working in municipal governments as UPMO partners, examines the fundamental nature of a variety of working relationships between these entities in an attempt to identify the best practices for producing the most beneficial and enterprising partnerships. The report is a useful toolkit for understanding the scope and breadth of these UPMO/government relationships, identifying the foundational characteristics of the most successful partnerships and finding inspiration in case studies from around the globe.

The Council begins by examining the context and current attitudes about UPMO/government relationships. Using testimonials from both sides and survey data, the Council characterizes different kinds and qualities of relationships, from most oppositional to most collaborative; uncovers the factors that most significantly influence partnerships; and begins to identify what the ideal end states might be as partnerships flex and grow.

The Council then presents a series of case studies that exemplify strong partnership in the areas of leadership development; organizational management; economic

development; policy and advocacy; public space management and operations; planning, design and infrastructure; and marketing, communications and events. These case studies provide readers with a series of tools that they can use to tweak and improve the relationships they experience in their own UPMO/government networks. One of the features of this toolkit is access to the agreements and templates featured in many of the case studies.

Finally, the Council examines other collaborative relationships of UPMOs that organize for collective action, such as business improvement district (BID) councils or professional associations. These entities are positioned to advocate for large changes in UPMO/government relationships and can help to pave the way to improved conditions and easier partnership for both parties while magnifying the impact of UPMOs regionally and internationally. These organizations can serve as training resources for their own members and can empower other organizations pursuing similar initiatives by broadly sharing knowledge of pitfalls and best practices.

No two partnerships are identical, even for multiple UPMOs within the same municipality. This toolkit is intended to function as a blueprint and guide for creating the conditions and processes that facilitate genuine partnership. The ultimate goal is to empower both partners to work collaboratively to achieve shared goals with clear expectations and transparency.

COUNCIL CHAIR

Amanda Elliott

Redevelopment Program Manager, Town of Gilbert, Arizona

Amanda Elliott has served in the Gilbert, Arizona Office of Economic Development since 2012 and leads the redevelopment efforts with a focus on the downtown Heritage District. Amanda brings 17 years of experience in the public and private sector focused on real estate development and marketing. She holds a Bachelor of Science in Marketing and a Certificate of International Business from Arizona State University. Amanda is a member of the Board of Directors for the Arizona Association for Economic Development, a fellow of the International Downtown Association Emerging Leaders Program and a member of the Urban Land Institute Next Program.

COUNCIL VICE CHAIR

Ryan Smolar

Placemaker, Downtown Inc., Downtown Santa Ana, California

Ryan Smolar has generated transformative ideas and approaches for his consulting clients including municipal governments, business districts, visitor bureaus, schools/colleges, and arts/food nonprofits. Ryan's work helps build local economies, expand local networks and enable community change. At Downtown Inc., Ryan directs the Downtown Santa Ana BID's event programming, public-private partnerships, economic development, strategy, management, organizational development and community relations. He has created and managed dozens of events, programs, marketing campaigns and technology initiatives including Savor Santa Ana, the historic Santa Ana Street Breakfast and production oversight of the monthly Artwalk event.

COUNCIL MEMBERS

Roxanne Earley

Director, Business Improvement District Program, New York City Department of Small Business Services

Roxanne Earley has served as the Director of the Business Improvement District Program for the New York City Department of Small Business Services since 2018. Roxanne brings 10 years of experience in all levels of New York City government; from hyperlocal community boards and merchants associations to the City Council. She holds a Masters of Science in City and Regional Planning from the Pratt Institute, and has a strong focus on community engagement, placemaking, and economic development.

Emily Edwards

Senior Program Manager, Business Improvement District Program, New York City Department of Small Business Services

Emily Edwards has been a member of the New York City Department of Small Business Services's team devoted to the Business Improvement District Program since 2016. As a Senior Program Manager, she focuses on external communications, interagency coordination, best practice sharing, and liaising with the NYC BID Association. Prior to joining the City, Emily worked for a small BID in Upper Manhattan, where she managed business marketing initiatives and public events. She earned a Bachelor of Arts in Urban Studies and Economics from Barnard College.

Jennifer Lindley

Downtown Development Manager, Town of Queen Creek, Arizona

Jennifer Lindley is the Town of Queen Creek's Downtown Development Manager and serves as the key staff member for all downtown issues and development. Jennifer has over 15 years of experience in nonprofit leadership and economic development. Her expertise in redevelopment, economic and community development links people together to solve high profile local and regional challenges across the East Valley. Before joining the Town of Queen Creek, Jennifer was the Executive Director for the Downtown Chandler Community Partnership and served as the Vice President of the East Valley Partnership. Jennifer is a member of the Board of Directors for the Arizona Association for Economic Development, Vice Chair of the Board of Directors for Neighbors Who Care and a fellow of the International Downtown Association Emerging Leaders Program.

Paul MacKinnon

Executive Director, Downtown Halifax Business Commission, Halifax, Nova Scotia

Paul MacKinnon has been the Executive Director of Downtown Halifax Business Commission (DHBC), since 2002. DHBC focuses on advocacy, beautification, marketing & communication, and membership engagement for 1,600 member businesses in eastern Canada's largest city. He is also currently serving as the President of Downtowns Atlantic Canada, was a board member of the International Downtown Association (2006-2012), and is the past chair of IDA Canada, the Canadian advocacy and research arm of IDA.

COUNCIL MEMBERS

Billy Richling

Constituent & Communications Manager,
Times Square Alliance

Billy Richling is the Constituent & Communications Manager of the Times Square Alliance, where he supports local businesses of all shapes and sizes. He worked with Times Square and IDA colleagues to organize the 2018 IDA NYC Ideas Forum, a two-day exploration of the relationships between place management organizations and government. Beyond Times Square, he serves on Brooklyn Community Board 14 and is involved in several community initiatives in his home neighborhood of Flatbush, Brooklyn.

Tim Tompkins

President, Times Square Alliance

Tim Tompkins has been the President of the Times Square Alliance since 2002. He is a board member of the NYC BID Association and the International Downtown Association. Prior to joining the Alliance, he was the Founder and Director of Partnerships for Parks, and has also worked at New York City's Economic Development Corporation, the New York City Charter Revision Commission, and was briefly the Nationals Editor at the Mexico City News. He currently teaches "Transforming Cities" and "The Arts and Artist in Urban Revitalization" at the NYU Wagner Graduate School of Public Service.

Chris Watts

Vice President of Mobility, Pittsburgh
Downtown Partnership

Chris Watts has served as the Vice President of Mobility for the Pittsburgh Downtown Partnership since April 2018. Chris has held several leadership roles facilitating public-private collaborations for community development, including as Executive Director of the National Fitness Foundation and a fellow in the Obama Administration. He earned an MBA from George Washington University and began his career working on sustainability and transportation after graduating from Carnegie Mellon University (CMU). Chris's passion is working to improve the quality of life for the Pittsburgh area and he is actively involved with Strip District Neighbors, Walk Bike Shaler, Social Venture Partners, and CMU's Civil and Environmental Engineering Department.

Executive Summary	8
Section One: Defining The Partnership	
Brief History of Urban Place Management Organizations	10
Municipal/Urban Place Management Organization Partnerships Today	11
The Ideal Partnership	12
A Spectrum of UPMO Relationships	12
True Partnership	12
Collaboration between Government and UPMO	12
Support from Government for UPMO	13
Oversight of UPMO by Government	13
Municipalities with No UPMOs	13
Section Two: Two Sides of the Coin	
Municipal & Urban Place Management Organization Best Practices	
Leadership Development	17
Champions: The Municipal Advocate— New York City, New York	17
Connectors: The Municipal Liaison— Arizona	18
Organizational Management	20
Eliminating Redundancy: How Downtown El Paso Crafted an	
Interlocal Agreement to Define Roles— El Paso, Texas	20
Finding Downtown Success Through Chamber Contract— Glendale, Arizona	21
All Partners at the Table: Multiple BIDs, One Municipality— Halifax, Nova Scotia	22
Economic Development	23
Involving Urban Place Management Organizations in City Economic	
Development and Entrepreneurship Strategies— Long Beach, California	23
Leasing a City Building to the BID as a Multi-Use Space— Long Beach, California	25
Funding Partnerships Encourage Local Economic	
Development Projects— Milwaukee, Wisconsin	26
Policy and Advocacy	27
Piloting Scalable Homeless Outreach Programs— Seattle, Washington	27
Tapping Into Micromobility Devices for Shared Data— Gilbert, Arizona	28

Public Space Management and Operations	29
Reducing Maintenance Response Times Enhances	
Safety and Aesthetics— Georgetown, Washington DC	29
Don't Forget the Small Spaces: Activating a Grassy	
Knoll and Public Sidewalk— Santa Monica, California	30
Simple Solutions Like Seating Create Joyful Public Spaces— Halifax, Nova Scotia	31
Sharing Parking Meter Revenue to Bring the	
Pratt Street Patio to Life— Hartford, Connecticut	32
Paw-Pup Dog Park— Phoenix, Arizona	33
Planning, Design and Infrastructure	35
Envision Downtown: Advancing Mobility and Livability— Pittsburgh, Pennsylvania	35
Connecting Multiple Levels of Government to Study	
a Problem, Envision a Solution and Obtain Funding— New York City, New York	36
Sharing the Wealth: A Downtown Parking Revenue Story— Santa Ana, California	37
Looking for Infrastructure Dollars? Consider	
Parking Meter Revenue— Saskatoon, Saskatchewan	38
Piloting a Street Concept Leads to Municipal Investment— Halifax, Nova Scotia	39
Building Partnerships to Rebuild Public Space— Philadelphia, Pennsylvania	40
Marketing, Communications and Events	41
Flexible Permits = Better Entrepreneurial Events— Tampa, Florida	41
Free Parking and Goodwill During the Holidays	
Bring Good Feedback— Downtown Victoria, British Columbia	41
A Win-Win-Win: Sharing Revenues and Increasing Tourism— Chandler, Arizona	42
Making Innovative Programming a Reality— Milwaukee, Wisconsin	43
Section Three: The Power of Collectively Organizing	46
Local/City-Level Coordination	47
NYC BID Association	47
DC BID Council	48
Toronto Association of Business Improvement Areas	49
Johannesburg CID Forum	50
State/Province-Level Coordination	51
California Downtown Association	51
North Carolina Downtown Development Association	52

Texas Downtown Association	52
AZDowntowns	52
Ontario Business Improvement Area Association	53
Business Improvement Areas of British Columbia	54
Other Regional Organizations in Canada	54
National Coordination	55
Svenska Stads-kärnor - Swedish Association of Towns & Cities	55
Japan Area Management Network	56
Scotland Towns Partnerships & Scotland's Improvement Districts	56
British BIDs	56
Association of Town and City Management	57
The BID Foundation	58
IDA Canada	58
International Coordination	59
International Downtown Association	59
Conclusion	61
Appendix	65
References	
Endnotes	70
Photo Credits	70