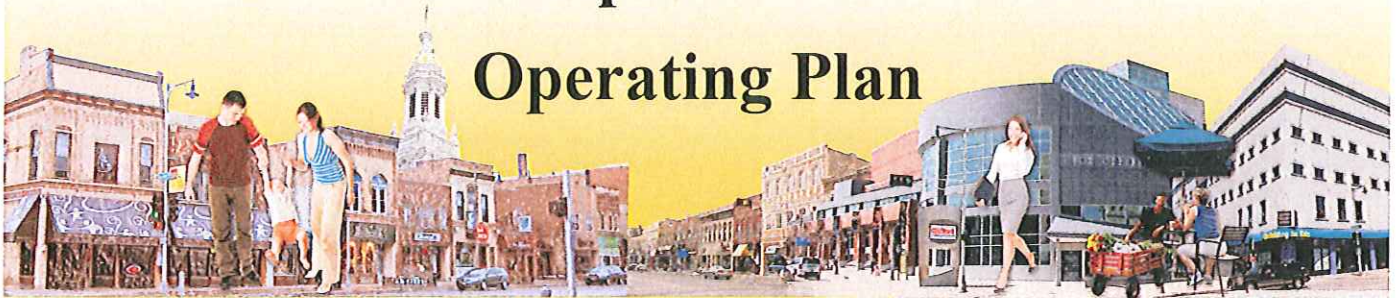


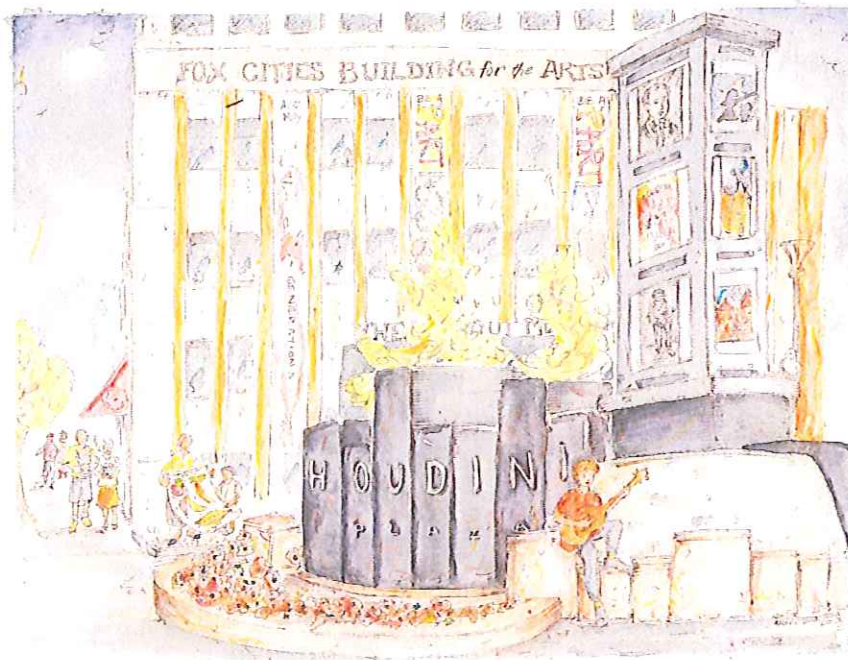
2014

Business Improvement District Operating Plan



*Guided by:
The City of Appleton Downtown Vision Plan for Appleton Downtown*

Downtown Appleton is the Heart of the Fox Valley, a destination for entertainment, business, shopping, education and recreation. The downtown is unique within the region and contains activities which are themselves unique. It is the center of the decisions regarding community and economy: it is busy, vital and attractive. Downtown is the premier urban neighborhood in the Fox Valley, offering an exceptional quality of life to its residents. Downtown Appleton is interesting and exciting to work in, fun to be at and live in, the pride of the Fox Valley.



Downtown Appleton Business Improvement District Operating Plan 2014

I. Preface

Wisconsin Act 184, signed into law in 1984, gives Wisconsin municipalities the power to establish business improvement districts (BIDs) within their communities upon petition of at least one property owner within the proposed district. The State Legislature created 66.1109 of the Wisconsin Statutes (the "BID Law") to provide a mechanism by which business properties within an established district could voluntarily assess themselves to pay for programs aimed at promoting, developing, redeveloping, managing and maintaining the district. In many instances, BIDs are established in downtowns so property owners can jointly attract tenants and increase the value of their properties.

Business improvement district assessments are quite similar to traditional special assessments wherein property owners are assessed for improvements or services that benefit them. Unlike traditional special assessments, however, business improvement district assessments can be used to finance a wide range of activities, services, and improvements. Business improvement districts in Wisconsin have been used to fund a broad scope of activity including business retention and recruitment programs, marketing and promotional activities, environmental enhancement and maintenance programs, and crime prevention and security activities.

Pursuant to the BID Law, this shall be, when adopted, the 2014 Operating Plan for the Downtown Appleton Business Improvement District. This Operating Plan has been prepared by Appleton Downtown Incorporated (ADI).

As used herein, BID shall refer to the business improvement district's operating and governance mechanism, and "District" shall refer to the property located within the physical boundaries of the business improvement district, as provided herein.

Further development of the District through establishment of the BID is proposed because:

1. The BID law provides a mechanism whereby private property owners can work together in conjunction with the City to develop the district.
2. Existing public funding sources used to maintain and promote the district may not be sufficient. Unified development efforts will have to be financed with new private resources as well as existing public dollars.
3. The District is dynamic, including properties of varying types and sizes. Some form of cost sharing is necessary because it is not feasible for a small group alone or the City of Appleton to support District development efforts. The BID Plan provides a fair and equitable mechanism for cost sharing which will benefit all businesses and properties within the district.
4. Use of the BID mechanism helps to ensure that the entire District will be promoted, programmed and developed as expeditiously as possible.

The property owners advocating the continuation of the BID view it as a method to build on work previously done in the community to improve the downtown. These property owners and the board of directors of Appleton Downtown Inc. have pledged to work cooperatively with other organizations and the City of Appleton to enhance the vibrancy and overall health of downtown Appleton.

This Plan, when adopted by the City Council of the City of Appleton, after public hearing and recommendation of the Plan Commission in the manner required by the BID Law, shall govern the BID for the calendar year of 2014 which shall be the twelve "Plan Year". However, it is anticipated that the BID shall continue to be so successful that it will be renewed, upon essentially the same terms and conditions for subsequent years, each of which shall be the "Plan Year". In the manner allowed under Section 66.1109 (3)(b) of the BID Law, although with changes to the budget, work plans and assessment Appendices.

II. Plan Development

This shall be the Business Improvement District Operating Plan for the Downtown Appleton Business Improvement District, for the year 2014.

A. Goals and Objectives

The BID seeks to protect public and private investments in downtown Appleton and to attract new investment to the district. The BID exists to promote the orderly development of the district in cooperation with the City of Appleton, including implementation of the Downtown Plan and to develop, redevelop, maintain, operate, and promote the District. The BID shall work to preserve and improve economic, cultural, and social conditions within the District by facilitating partnerships of people and organizations to achieve mutual goals. The BID provides the necessary funding to plan, evaluate, facilitate and implement District development projects, planning activities, and promotional activities that fit within the identified mixed-use strategy for developing viable and sustainable markets that the District in downtown Appleton can serve.

B. Plan of Action

The Plan of Action was developed by the ADI Board of Directors and Standing Committees with approval from the BID and ADI Board of Directors. Those participating in this process were ever conscious of the need to represent the full membership of the BID and of ADI. The following Primary objectives, key performance indicators, goals and tasks, not listed in priority, are identified in the Plan of Action (**Appendix A**)

C. 2012 Annual Report

The 2012 annual report is attached. The Vitality Index containing success indicators for the plan year 2012 is attached as **Appendix B**. The overall value of the district Several additional key performance indicators have also been added to the vitality index and we hope will continue to give us a clearer image of the BID's success.

D. Benefits

Money collected by the BID under this plan will be spent within the District or for the benefit of the District, and used to:

Help property owners get and keep tenants by:

1. Assisting property owners retain existing tenants by providing programs and services that help businesses to thrive in the District.
2. Assisting property owners recruit new businesses to downtown Appleton by using various marketing tools, web page, LinkedIn, downtown space available list and business recruitment grants. Grants are equal to one month or rent or mortgage up to \$2000 each with a total expenditure of \$10,000 for the plan year.
3. Offering façade improvement and sign grants to new and current businesses in the district up to \$1000 in a 50/50 matching grant
4. Conduct one-on-one meetings in conjunction with the City Development Department with developers and property owners to distribute and discuss recruitment information and strategies as well as explain our services and programs.
5. Conduct 50 recruitment contacts throughout the plan year.
6. Make 16 retention contacts a month by visit or phone
7. Continue to reduce current vacancy rates by maintaining a positive number of businesses coming into the district.
8. Invest and participate in the Fox Cities Regional Partnership initiatives and committees.
9. Design a retail recruitment program focused on statewide businesses opening second locations in Downtown Appleton

Help increase the value of property downtown by:

1. Improving the image of downtown through our amenities, events and maintenance efforts
2. Adopt and implement a plan for public art installations in downtown Appleton
3. Offering Façade Improvement grants that add value to the properties and encourage aesthetic improvements. A total of \$20,000 for 2014.
4. Offering attractive amenities like flowers for the planters, additional seating areas, tree lights, bike racks, and banners.
5. Keeping downtown clean through maintenance, contracted power washing annually and clean up days throughout the year

Create a strong Brand and marketing campaign for downtown by:

1. Conduct a rebranding exercise and build an image marketing campaign.
2. Conducting successful traffic building community events.
3. Conducting successful retail and hospitality marketing campaigns
4. Retention efforts by offering Marketing grant to our current BID members of up to a \$350 match to enhance an individual marketing campaign for their business. Total of \$10,000 for 2013
5. Maintaining an updated user friendly website for the district that promotes businesses as well as the district as a destination
6. Maintain two active facebook pages and other social media outlets that promote downtown businesses, encourage conversation about downtown and promote events.

4. To develop, advertise and promote the existing and potential benefits of the District.
5. To acquire, improve, lease and sell properties within the District, and otherwise deal in real estate.
6. To undertake on its own account, public improvements and/or to assist in development, underwriting or guaranteeing public improvements within the District.
7. To apply for, accept, and use grants and gifts for these purposes.
8. To elect officers, and contract out work as necessary to carry out these goals.
9. To add to the security of the district.
10. To elect Officers to carry out the day to day work authorized by the BID Board, including signing checks and contracts on behalf of the Board, and to adopt, if the Board wishes, By-Laws governing the conduct of the Board and its Officers, not inconsistent with this Operating Plan.
11. To adopt by-laws related to the day to day operation of the Board and Board meetings.

F. Relationship to Plans for the Orderly Development of the City

Creation of a business improvement district to facilitate District development is consistent with the City of Appleton's Downtown Plan and will promote the orderly development of the City in general and downtown in particular.

G. Public Review Process

The BID Law establishes a specific process for reviewing and approving the proposed Operating Plan, and the boundaries of the proposed District. All statutory requirements to create the BID were followed.

III. District Boundaries - – no change has been made to this section from the previous year.

The District is defined as those tax key parcels, which are outlined in pink and indicated by property in blue on **Appendix G**, attached hereto and incorporated herein by this reference, reflecting the parcels as they existed in the City of Appleton Assessor's records as of September 1, 2001. The District is generally bounded on the south by the south right of way line of Lawrence Street, on the north by the north right of way line of Franklin Street, on the east by the right of way line of Drew Street and on the west by the west right of way line of Richmond Street/Memorial Drive, with additional corridors extending north on Richmond Street to Packard Street and west along college Avenue to Badger Avenue. Properties zoned for commercial use by the City of Appleton Assessor on both sides of boundary streets are included in the District. The District includes 230 contributing parcels, including the condominium separation. Notwithstanding the parcels of property which are not subject to general real estate taxes, shall be excluded from the District by definition, even though they lie within the boundaries of the BID as in the map in **Appendix G**.

IV. Organization – no change has been made to this section from the previous year.

A. Operating Board

The BID Board (“Board”) as defined below, shall be appointed by the Mayor of the City of Appleton, with substantial input from ADI and the property owners in the District. Appointments by the Mayor must be confirmed by the City Council and voted in by the BID Board. The appointments and confirmation shall be made before the commencement of the Plan Year for which the Operating Plan was adopted.

This Board’s primary responsibility shall be to implement the current year’s Operating Plan, to contract for the carrying out of the Operating Plan, contracting for preparation of an annual report and audit on the District, annually considering and making changes to the Operating Plan including suggestions made by Appleton Downtown Incorporated and submitting the Operating Plan for the following Plan Year to the Common Council of the City of Appleton for approval, and other powers granted in this Plan. This requires the Board to negotiate with providers of service and materials to carry out the Plan; to enter into various contracts; to monitor development activity; and to ensure District compliance with provisions of applicable statutes and regulations.

The BID Board shall be structured as follows:

1. Board size maximum of 9
2. Composition – A majority (at least 5) members shall be owners or occupants of the property within the District. Any non-owner, non-occupant appointee to the Board shall be a resident of the City of Appleton. At least 2 members shall be representative of each of the 3 identified market sectors, service/retail, hospitality, and office. One member shall be a representative of the Mayor or City Council. Any Board member who because of transfer of ownership of property is no longer eligible to act as a representative for a particular sector, or where such transfer of property shall cause the make-up of the Board to fall out of compliance with this Operational Plan shall be replaced. The Board shall make a recommendation for replacement to the Mayor who shall appoint a new Board member within 30 days of the recommendation.
3. Term – Appointments to the Board shall be for a period of 3 years-for staggered terms, each ending on December 31 of the applicable year. The Board may remove by majority vote, any BID Board member who is absent for more than 3 meetings, without a valid excuse, and may recommend to the Mayor replacement members, which the Mayor shall act upon within 30 days of the recommendation.
4. Compensation – None.
5. Meetings – all Meetings of the Board shall be governed by Wisconsin Open Meetings Law. Minutes will be recorded and submitted to the City and the Board. The Board shall adopt rules of order to govern the conduct of its meetings and meet regularly, at least annually.
6. Record keeping – Files and records of the Board’s affairs shall be kept pursuant to public records requirements.
7. Staffing – The Board may employ staff and/or contract for staffing services pursuant to this Plan and subsequent modifications thereof. Unless requested otherwise by the Board, and any staff members or employees of contractors may attend all meetings of the Board, but will not have voting authority.

8. Officers – The Board shall appoint a Chairman, Treasurer and Secretary, any two of the three of which shall have the authority to execute documents on behalf of the full Board, for the purposes authorized by the full Board, including the writing of checks. Attached Board list **Appendix D**
9. For purposes of this section “person” means an individual owner of a parcel, or a representative of an entity owner of such parcel. No one individual, and no more than one representative of any entity, may hold more than one Board position. If, during the course of a term, a Board member’s situation changes, so that they no longer fit the definition for that seat, such as by selling their parcel, they shall resign within 10 days of selling their parcel.

B. Amendments

This Operating Plan, when adopted, shall be the governing plan for the Plan Year. However, section 66.1109 (3) (b) of the BID Law requires the Board of the city to annually review and make changes as appropriate to the district Plan, when adopting a new Operating Plan for later Plan Years. Approval by the City’s Common Council of such Plan updates shall be conclusive evidence of compliance of such Plan with the BID Law.

The BID Law allows the BID to annually present amendments to its Plan. The following process for approval of the amended Plan will be followed.

1. A joint strategy session of the BID Board and the ADI Board of Directors will develop the objectives of the Operational Plan for the next Plan Year.
2. The proposed Goals and Objectives for the following Plan Year will be drafted by Appleton downtown Incorporated and submitted to the BID Board for review and input.
3. ADI will re-draft the plan and submit it to the BID Board for approval based on comments by the BID Board.
4. The BID Board will review the proposed BID Plan and make a recommendation to Planning Commission and the full Common Council.
5. The Common Council will act on the proposed BID Operational Plan for the following Plan Year.
6. The Mayor of Appleton will appoint new members to the BID Board at least 30 days prior to the expiration of outgoing Board members’ terms.

It is anticipated that the BID will continue to revise and develop the master Operating Plan for later Plan Years, in response to changing development needs and opportunities in the District, within the purpose and objectives defined herein and therein.

Included in these changes for later Plan years will be changes in the BID budget and assessments.

V. Finance Method - no change has been made to this section from the previous year.

The proposed expenditures contained in Section II (D) above, will be financed with moneys collected from the BID assessment, and will be made, from time to time, throughout the year, in accordance with the BID Budget, attached hereto as Appendix C.

Moneys collected from BID assessments by the City will be used to pay Appleton Downtown Incorporated in accordance with the implementation contract between the BID and ADI

VI. Method of Assessment - no change has been made to this section from the previous year.

A. Parcels Assessed – Appendix E

All tax parcels within the District required to pay real estate taxes, including those taxed by the State as manufacturing, will be assessed with the exception of those parcels used solely for parking and those parcels subject to a recorded condominium declaration, and zoned for commercial use as shown on the City of Appleton Assessors records, as so indicated on **Appendix F** (“Commercial Condominiums”). Commercial Condominiums shall be assessed as if the entire building in which the Commercial Condominiums are located were not subject to the Condominium act and instead were assessed as one building, and the assessment for that entire building shall be levied against each Commercial Condominium unit in such proportion as the condominium assessments of that condominium are prorated, as defined in the Declaration of Condominium for that building. Real property used exclusively for residential purposes may not be assessed, as required by the BID Law. Property exempt from paying real estate taxes or owned by government agencies will not be assessed.

The Business Improvement District reassessment was completed by the City of Appleton Assessor’s Office. The current property assessment list was generated by the Assessor’s office and reviewed by the Finance Department and BID Board. As is stated below, the assessment rate of \$2.50 for each \$1000 of assessed value remains for the tenth year with no increase recommended. The minimum and maximum also remain with no increase recommended.

B. Levy of Assessments

Special assessments under this Operating Plan are hereby levied, by the adoption of this Operating Plan by the City Council against each tax parcel of property within the District which has a separate tax key number, in the amount shown on the assessment schedule which is attached hereto as Appendix E.

The 2014 assessment shown in appendix E was calculated as \$2.50 for each \$1000 of assessed value for each parcel in the District with no parcel assessed more than \$5,000 and no parcel assessed less than \$250, with parcels used solely for parking excluded, with parcels solely used for residences excluded, and with the adjustments for the Commercial Condominiums and adjustments for relocation of the caps and minimums. The assessment was based on the assessed value of that parcel (land and improvements) as shown in the records of the City Assessor’s Office except as otherwise identified below. It is understood that some properties within the BID may be re-assessed. The changes in the tax assessment may impact the BID assessment for these properties.

The 2014 BID assessment total is anticipated to be \$206,368.75

The principal behind the assessment methodology is that each non-exempt parcel's owner should pay for District development in proportion to the benefit derived. Obviously, not every parcel in the District will benefit equally, nor should each parcel, regardless of size or value contribute in exact ratio of property value. It is assumed that a minimum and maximum benefit can be achieved for each parcel, thus, minimum and maximum BID assessments have been established.

For those parcels identified as Commercial Condominiums, the minimum and maximum assessments shall be established for the entire building of which the Commercial Condominium is a part, in the ratios identified above.

C. Schedule of Assessments

The final form of this 2014 Operating Plan has attached as **Appendix E and Appendix F** are schedules of all the tax key numbers within the BID which are being assessed, and their assessment using this formula.

D. Assessment Collection and Dispersal

The City of Appleton shall include the special assessment levied herein as a separate line item on the real estate bill for each parcel. The City shall collect such assessments with the taxes as a special assessment, and in the same manner as such taxes, and shall turn over all moneys so collected to the BID Board for distribution in accordance with the BID Plan.

All BID assessments shall be shown on the tax bill as due and owing with the first installment of taxes and shall carry the same penalties and interest if not so paid.

Any money collected by the City of Appleton for BID assessments shall be held by the City in a segregated account.

The City of Appleton Finance Department shall provide to the BID Board by the 15th day of each month or as requested a separate financial statement for the BID along with a list of collections and source of such collections identified by tax parcel number for which the amount was collected.

Any BID assessments collected by the City before or after the Plan Year for which the assessments were made shall be held by the city in a segregated account and are to be used by the BID Board in the manner as if received during the applicable Plan Year. This provision is intended to govern BID assessments prepaid in December prior to the applicable Plan Year, as well as to delinquent and late payments made after the Plan Year.

The BID Board shall prepare and make available to the public and the City Council annual reports describing the current status of the BID, including expenditures and revenues, at the time it submits its amended Plan to the City for the following year. Following the end of the fiscal year an independent certified audit shall be obtained by the Board, and which shall be paid for out of the BID Budget. Copies of the 2012 audit are

available in the ADI office and a copy was submit to the Community Development Department with this plan.

Disbursement of BID funds shall be made in accordance with approved BID Operational Plan and Budget. Disbursements for contracted services such as those provided by Appleton Downtown Incorporated shall be done on a reimbursement basis. Invoices and documentation of services performed shall be submitted on a regular basis to the BID Board. The BID Board shall forward these invoices for payment to the City of Appleton Finance Department. The Finance Department shall issue payment on the invoice once it has received evidence that the expenditures are eligible for reimbursement in accordance with the BID Operational Plan and Budget. This reimbursement shall be made to the service provider within seven business days of the submittal of the request to the City.

The presentation of the proposed Plan to the City shall deem a standing order of the Board under 66.1109 (4) Wis. Stats. To disburse the BID assessments in the manner provided herein. This section shall be sufficient instruction to the City to disburse the BID assessment, without necessity of an additional disbursement agreement, disbursement method, or accounting method. Other than as specified herein, the disbursement procedures shall follow standard City disbursement policy.

E. Annual Report

The Board shall prepare an annual report as required by section 66.1109 (3) (c) of the Wisconsin Statutes. A copy of the 2012 report is attached. Also included in this document is a Vitality Index containing success indicators for 2012. **Appendix B.**

The index indicates the following:

- A decline in taxable property value of \$1,701,500. This raises concern as it is the highest valued properties we saw decline.
- An increase in employees in the district by 54. A good sign that downtown continues to draw new employers.
- A reduction in our vacancy rate by .7% Downtown continues to struggle with filling vacant buildings. The slight reduction has it moving in the right direction.
- An overall increase in event attendance at downtown events. Downtown continues to be a hub for community events and entertainment.
- A 70% increase in unique visitors to the ADI website. Social media continues to be an increasingly important component to reach customers, visitors and our members.
- An increase in APD calls for service by 86 in the district which we account for in part due to the addition of the security guard in Washington Square.

The report shall include the required audit. The required audit shall be prepared by the auditing firm conducting the annual audit for the City of Appleton. The BID shall be solely responsible for payment of any funds specified for the BID Audit related to BID activities for said BID Audit.

The City of Appleton Finance Department shall provide an estimate of the cost of said BID audit for the following year to the BID Board no later than September 1 of the previous year.

VII. City Role

The City of Appleton is committed to helping private property owners in the District promote development. To this end, the City intends to play a significant role in the implementation of the Downtown plan. In particular, the City will:

1. Encourage the County and State Governments to support activities of the district.
2. Monitor and when appropriate, apply for outside funds, which could be used in support of the district.
3. Collect assessments and maintain a segregated account.
4. Provide disbursement of BID funds to service providers in accordance with the BID Operational Plan and Budget.
5. Contract with an auditing firm to conduct the Audit. Said firm shall be the same firm that conducts the City of Appleton annual audit.
6. Provide a cost estimate for said audit no later than September 1 for the following year.
7. Provide a separate monthly financial statement to the BID Board.
8. Review annual audits as required per 66.1109 (3) (c) of the BID Law.
9. Provide the BID Board through the Assessor's Office on or before June 1 each Plan Year, with the official City records on assessed value for each tax key number within the District, as of that date in each Plan Year, for purposes of calculating the BID assessment.
10. Adopt this plan in the manner required by the BID Law.
11. Appoint and confirm new BID Board members as required herein.

VIII. Required Statements - no change has been made to this section from the previous year.

The Business Improvement District Law requires the Plan to include several specific statements.

66.1109 (1) (f) (1.m): The District will contain property used exclusively for manufacturing purpose, as well as properties used in part for manufacturing. These properties will be assessed according to the formula contained herein because it is assumed that they will benefit from development in the District.

66.1109 (5) (a) Property known to be used exclusively for residential purposes may not be assessed, and such properties will be identified as BID exempt properties.

66.1109(1)(f)(5): Michael, Best & Friedrich, LLP has previously opined that the Operating Plan complies with the provisions of Wis Stat. sec. 66.1109(1)(f)(1-4). Michael, Best & Friedrich, LLP has confirmed that, because no substantive changes are proposed in this amendment, no additional opinion is required.

IX. Appleton Downtown Incorporated - no change has been made to this section from the previous year.

A. Appleton Downtown Incorporated

The BID shall be a separate entity from Appleton Downtown Incorporated (ADI). ADI shall remain a private not-for-profit organization, not subject to the open meeting law, and not subject to the public records law except for its records generated in connection with its contract with the BID Board, and may, and it is intended, shall contract with the BID to provide services to the BID in accordance with the Plan. Any contracting with ADI to provide services to BID shall be exempt from the requirements of sec. 62.15, Wis. Stats., because such contracts shall not be for the construction of improvements or provision of materials. If the BID does contract for the construction of improvements or provisions of material, it shall follow the requirements of such statutes to the extent applicable to assure open, competitive procurement of contracts and purchases. Further, the annual accounting required under 66.1109 (3) (c) Wis. Stats. Shall be deemed to fulfill the requirement of 62.15 (14) Wis. Stats. Ownership of assets of Appleton Downtown Incorporated shall remain solely with Appleton Downtown Incorporated.

A. Binding Clause

The adoption of this Operating Plan is subject to the BID Board contracting with Appleton Downtown Incorporated to carry out this Operational Plan, and if such contract is not entered into by the first day of the Plan Year, then the Plan shall be null and void.

X. Severability and Expansion - no change has been made to this section from the previous year.

The Business Improvement District has been created under authority of 66.1109 of the Statutes of the State of Wisconsin.

Should any court find any portion of the BID Law or this Plan invalid or unconstitutional, said decision will not invalidate or terminate the Business Improvement District and this Business Improvement District Operating Plan should be amended by the Common Council of the City of Appleton as and when it conducts its annual budget approval and without necessity to undertake any other act.

All of the above is specifically authorized under 66.1109 (3) (b) of the BID Law.

If it is determined by a court or administrative body that the parcel of property not be subject to general real estate taxes may not be included within the District, then said parcels shall be excluded from the definition of the district.

All appendices are hereby incorporated by this reference.

APPENDIX A

2014 Plan of Action

APPLETON DOWNTOWN INC. and BUSINESS IMPROVEMENT DISTRICT

2014 Strategic Plan of Action

ADI's mission is to make Downtown Appleton a vibrant and accessible destination for business, learning, living and leisure

Top Priorities:	
	- Establish a comprehensive action plan for Downtown's growth and vitality - Evaluate and bend the organization to strengthen our leadership role in downtown's development - Engage our partners to effectively manage the Downtown district for the benefit of our members

Goal: Be a resource to enhance business vitality in the Downtown	
	Key Performance Indicators: - Vision Plan is introduced in January 2014 - Employment growth indicated at the time of fall count - Tax base for the Business Improvement District is sustained or experiences growth - Property vacancy rate declines - Member satisfaction rates "above average" in ADI member survey - Riverfront BID is established for first assessment year of 2015
BID BID BID* $\frac{1}{2}$ BID	Tasks: - ADI Advisory Council comprehensive downtown and riverfront vision plan is introduced - Manage the business recruitment grant and property improvement façade/signage grant - Market available properties as well as business and entrepreneurial opportunities - Continue business recruitment efforts and member retention visits - Participate actively in a community-wide economic development strategy - Riverfront task force is established and a riverfront BID district is proposed and adopted by property owners and City Council

Goal: Establish a strong unified brand for Downtown and the Riverfront	
	Key Performance Indicators: - A new brand is introduced and new banners in place by June 2014 - Social media & website engagement numbers continue to increase and number of members engaged in our social media efforts increases - Marketing impressions increase
$\frac{1}{2}$ BID BID BID	Tasks: - Rebranding process is completed - Manage the marketing grant - Implement a measureable social media engagement plan - Annual brand marketing plan is established and implemented

<u>BID</u> <u>BID</u>	Continue CEO Ad program – featuring downtown business owners and testimonials for WHY they chose downtown to locate their business.
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<u>Goal:</u> Improve access for all people experiencing Downtown	
<u>Key Performance Indicators:</u> - Walkability task force conducts annual appraisal and compares to benchmarks set in 2013 - Parking ticket revenue declines and user revenue increases - APD calls for service declines for the CBD - Public art plan is adopted and first installation is completed	
<u>BID</u> <u>BID*</u>	<u>Tasks:</u> - Continue streetscape maintenance program: sidewalks, planters, tree lights - Continue Washington Square improvement and security initiatives - Work with City staff to improve parking system education of LUKE, ramps, prepaid cards etc.. - Continue the Walkability Task Force and annual evaluation - Together with the City of Appleton to establish a public art plan to identify funding sources and an annual public art installation to complete.

<u>Goal:</u> Establish Downtown as a regional and statewide destination	
<u>Key Performance Indicators:</u> - Downtown hotel room nights increase - Downtown calendar is full with a variety of events - Increase attendance at Downtown events - Zip code survey indicates visitors from beyond the Fox Cities - Vision Plan is introduced 501c3 status is acquired	
<u>Tasks:</u> - Continue to host: Golf on the Town, Farm Market, lunch & evening concerts, Death by Chocolate, Soup Walk, Octoberfest Arts & Crafts, parades, BYGD and Art on the Town. - Introduce a mid-week Farm Market in Houdini Plaza - Community event recruitment piece is distributed and a volunteer committee established to assist with new events to downtown - ADI Advisory Council comprehensive downtown and riverfront vision plan is introduced - Participate in improved way-finding signage for the district including the riverfront	

Appendix B

2012 BID Vitality Index

Downtown BID Vitality Index 2012

Measurement		2012	2011	Source
Downtown Employment		7684	7630	ADI
Student count		1570	1570	LU/Valley New School
BID District property value		\$123,883,500	\$125,585,000	City of Appleton
Annual New Businesses		19	22	ADI
Annual Business loss		10	12	ADI
Overall vacancy rate based on total number of available units (91/412)		22%	22.7%	ADI –tracking based on 412 total units in the BID
Business Mix		By unit	By unit	
Office		32%	30%	
Attractions		3%	3%	
Hospitality		22%	22%	
Retail		20%	19.5%	
Service		23%	24.6%	
ADI Event Attendance				
Death by Chocolate		350	360	tickets sold
Farm Market Summer		9000	8000	
Farm Market Winter		1500	1200	
Concerts in the Park		1500	1000	
Art on the Town		400	350	
Soup Walk		450	400	tickets sold
BYGD		180	160	tickets sold
ADI Online Marketing				
Website Unique visitors		103,413	60,899	Google Analytics
Facebook Likes		12,152	8514	Facebook
Twitter followers		2554	2167	Twitter
Image Impressions chart non-event ads & articles		222	217	ADI
Accessibility and Safety				
Walkability Score will measure				NEW ADI committee

cleanliness, connectivity, amenities etc... score out of 100				to create for 2013
Parking stall count	No change	3230 Ramp 665 meters		City of Appleton
Parking user revenue		1,816,734		City of Appleton
Parking fine revenue		515,864		City of Appleton
Traffic count on College Avenue	14,400	14,400		2009 City Traffic Counts
Downtown Cool Trolley riders	6256	10,839		Lamers
APD calls for service CBD	283	197 reported		APD
Meeting and convention activity				
Meeting & convention attendees visited downtown		25,410		Fox Cities Convention and Visitors Bureau
Convention room nights in downtown Appleton		18,662		Fox Cities Convention and Visitors Bureau
Estimated convention visitor spending		\$4.1 Million		Fox Cities Convention and Visitors Bureau
Attraction visitor count				Overall decline in attendance at downtown attractions
Performing Arts Center attendees	158,881	166,870		
Building for Kids	115,000	116,000		
Trout Museum				
History Museum at the Castle	34,214	57,342		
License to Cruise	75,000	70,000		
Octoberfest	100,000	100,000		
Art at the Park	17,000	17,000		
Gift Certificates sold	\$62,473	\$64,347		ADI

APPENDIX C

2014

Budget

BUSINESS IMPROVEMENT DISTRICT BUDGET

REVENUE		2013 Budget	2014 Proposed
	BID Assessments	205,570.00	206,368
	Carry Over from Prior Year		
	Cancelled Special Assessment		
	Interest Income		
		205,570.00	206,368
EXPENSES			
Contracted Services		46,570.00	
	ADI Staff		40,000
	Washington Square Security		2,500
Administrative		7,000.00	7,000
	Telephone		
	Food/Provisions		
	Office Supplies		
	Postage		
	Conferences/Workshops		
	Dues, Fees, Subscriptions		
	Space Lease/Rental Fees		
	General Insurance		
	Parking Permits		
	Internet Fees		
	Office Equipment Repairs & Maint.		
BID Audit/Accounting Services		3,000.00	2,000
Marketing		90,000.00	85,000
	Printing		
	Website		
	Advertising		
	Rebranding		10,000
Economic Development			
	Façade Grants	20,000.00	20,000
	Marketing Grant	10,000.00	10,000
	Recruitment Grant	10,000.00	10,000
	Sidewalk, trees, flowers	11,500.00	12,369
	Business Recruitment	7,500.00	7,500
		205,570.00	206,368

APPENDIX D

2014 BID Board List

Board Member	Business	Category
Monica Klaeser – Treasuer	City of Appleton	Government
Pam Ulness	Ulness Health and Downtown Resident	Property owner/ service
Brad Schweb	Grubb Ellis Pfefferle	Property owner rep
Gary Schmitz – President	Universal Insurance	Business office / service
Steve Winter	Real Estate developer	Property Owner / retail
Mark Behnke – Secretary	Behnke Enterprises	Property Owner / hospitality
Paul Heid	Heid Music	Property Owner / retail
John Reader	Good Company	Property Owner / hospitality
Nate Weyenberg	Angels Forever Windows of Light	Property Owner / retail

Appendix E

Schedule of Assessments