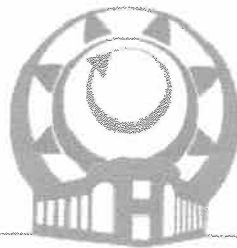


BUSINESS IMPROVEMENT DISTRICT NO. 32

**MARKETPLACE BID 32
PROPOSED OPERATING PLAN 2011**



**NORTH AVENUE
FOND DU LAC**

M A R K E T P L A C E B I D 3 2
Advancing Economic and Environmental Innovations

Date: September 1, 2010

TABLE OF CONTENTS

Introduction

1. Background
2. Physical Settings

District Boundaries

Proposed Operating Plan

1. Planned objective
2. Proposed Activities
3. Proposed Expenditures
4. Financing Method
5. Organization of the BID Board
6. Relationships and Partnerships

Method of Assessment

1. Assessment Rate and Method
2. Excluded and Exempt Property

Relationship to Milwaukee Comprehensive Plan and Orderly Development of the City

1. City Plans
2. City Role in District Operation

Plan Approval Process

1. Public Review Process
2. Petition Against Creation of the BID

Future Year Operating Plans

1. Phased Development
2. Amendment, severability and Expansion

Appendices

1. Annual Update
2. Audit
3. Proposed District Boundaries
4. Projected Assessment
5. BID Board of Directors

I. INTRODUCTION

A. Background

In 1984, the Wisconsin legislature created 66.1109 (formerly S. 66.608) of the Statutes (see Appendix A) enabling cities to establish Business Improvement Districts (BIDs). The purpose of the law is “to allow businesses within those districts to develop, to manage and promote the districts and to establish an assessment method to fund these activities.” (1983 Wisconsin Act 184, Section 1, legislative declaration.)

The City of Milwaukee has received a petition from property owners which requests creation of a Business Improvement District for the purpose of revitalizing and improving the Marketplace BID 32 business area on Milwaukee's North Side on North Avenue between I-43 and 27th Streets and Fond du Lac Avenue between 17th and 27th Street (see Appendix C). The BID law requires that every district have an annual Operating Plan. This document is the initial Operating Plan for the proposed Marketplace district. The BID proponents prepared this Plan with technical assistance from the City of Milwaukee Department of City Development.

B. Physical Setting

The Districts covers the retail and commercial corridors of North Avenue from I-43 to 27th and Fond du Lac from 17th to 27th Streets. This area involves several major commercial nodes; North and Fond du Lac Avenues, Center Street, 27th and Fond du Lac Ave and Teutonia and North Avenue. It creates a great opportunity for increasing human capital, business and employment growth.

II. DISTRICT BOUNDARIES

Boundaries of the proposed district are shown on the map in Appendix C of this plan. A listing of the properties included in the district is provided in Appendix D.

III. PROPOSED OPERATING PLAN

A. Plan Objectives

STRATEGIC GOALS

- Implementation of strategies outline in the comprehensive market analysis
- Allocate resources to continue implementation of BID 32's Strategic Plan
- Strategic outreach and engagement of BID Property Owners
- Strategic communication and engagement of BID Business Owners
- Implementation of BID Marketing Strategy

KEY STRATEGIC FOCUS AREAS

- Façade Improvement
- Commercial Corridors Clean and Green Initiatives
- Streetscaping and Lighting Project

- Business Development Supports
- Safety and Security Initiatives

FOCUS AREAS FOR 2011

- ✓ Continue to incorporate Main Street Operational approach in organizational development and planning
- ✓ Continuation of board and organizational development activities that strengthen the BID to better serve businesses and promote the target area
- ✓ Address existing and future issues concerning public improvements and safety projects taken on by the BID
- ✓ Develop relationship with various governmental and community based organizations that serve and support the target area
- ✓ Plan and implement projects and incentive programs that support area businesses
- ✓ Plan and implement programs and projects that promote a positive business climate for the area, based on surveys, feedback forms and market analysis

B. Proposed Activities

- Implement a Commercial Corridor Clean and Green initiatives
- Implement a façade and sign lighting Program
- Implement a safety and security Initiative
- Create Business development loan and matching grant fund

Principle activities to be engaged by the district for 2011 include:

Ongoing BID Marketing Plan

- Promote BID quarterly newsletter and other print media
- Sponsor community focused events
- Develop a Website
- Develop an online presence through contemporary social networking sites
- Security improvements and lighting enhancements recognized through the CPTED approach

C. Proposed 2011 Budget Expenditures – See Appendix E

Proposed Budget – \$92,875

D. Financing Method

It is proposed to raise \$92,875 through BID assessments (see Appendix D). If other resources are raised (grants, program revenue, etc.) they will also be used to fund projects

outlined in the BID budget. The BID Board shall have the authority and responsibility to prioritize expenditures and to revise the budget as necessary to match the funds actually available.

E. Organization of BID Board

Upon creation of the BID, the Mayor will appoint members to the district board ("board"). The board's primary responsibility will be over see the process of implementation of this Operating Plan. This will require the board and staff to negotiate with providers of services and materials to carry out the Plan; to enter into various contracts; to monitor development activity; to periodically revise the Operating Plan; to ensure district compliance with the provisions of applicable statutes and regulations; and to make reimbursements for any overpayments of BID assessments.

State law requires that the board be composed of at least five members and no more than eleven and that a majority of the board members be owners or occupants of property within the district.

It is recommended that the BID board be structured and operate as follows:

1. Board Size – Five

2. Composition - At least three members shall be owners or occupants of property within the district. Any non-owner or non-occupant appointed to the board shall be a resident of the City of Milwaukee. The board shall elect its Chairperson from among its members.

3. Term - Appointments to the board shall be for a period of three years except that initially two members shall be appointed for a period of three years, two members shall be appointed for a period of two years, and one member shall be appointed for a period of one year.

4. Compensation – None

5. Meetings - All meetings of the board shall be governed by the Wisconsin Open Meetings Law.

6. Record Keeping - Files and records of the board's affairs shall be kept pursuant to public record requirements.

7. Staffing - The board may employ staff and/or contract for staffing services pursuant to this Plan and subsequent modifications thereof.

8. Meetings - The board shall meet regularly, at least twice each year. The board shall adopt rules of order ("by laws") to govern the conduct of its meetings.

F. Relationship to the Marketplace BID 32 and the local business association: there is no local business association formed at this time.

If a local business and merchants association is formed or created in the Marketplace BID area it shall be a separate entity from the local business association, notwithstanding the fact that members, officers and directors of each may be shared. The Association shall remain a private

organization, not subject to the open meeting law, and not subject to the public record law except for its records generated in connection with the BID board. The Association may, and it is intended, shall, contract with the BID to provide services to the BID, in accordance with this Plan.

IV. METHOD OF ASSESMENT

A. Assessment Rate and Method

Marketplace BID 32 assess the property in the district at a rate of .066/1000 of assessed value, subject to the maximum assessment of \$1,500 and a minimum assessment of \$300 for the purposes of the BID. DCD staff can assist in developing other methods to fit the proposed BID's circumstances.

The principle behind the assessment methodology is that each property should contribute to the BID in proportion to the benefit derived from the BID. After consideration of other assessment methods, it was determined that assessed value of a property was the characteristic most directly related to the potential benefit provided by the BID. Therefore, a fixed assessment on the assessed value of the property was selected as the basic assessment methodology for this BID.

However, maintaining an equitable relationship between the BID assessment and the expected benefits requires an adjustment to the basic assessment method. To prevent the disproportional assessment of a small number of high value properties, a maximum assessment of \$1,500 per parcel will be applied.

As of January 1, 2010, the property in the proposed district had a total assessed value of over \$28,000,000. This plan proposed to assess the property in the district at a rate of \$.066 per \$1,000.00 of assessed value, subject to the maximum assessment, for the purposes of the BID.

Appendix D shows the projected BID assessment for each property included in the district.

B. Excluded and Exempt Property

The BID law requires explicit consideration of certain classes of property. In compliance with the law the following statements are provided.

1. State Statute 66.1109(1) (f) 1m: The district will contain property used exclusively for manufacturing purposes, as well as properties used in part for manufacturing. These properties will be assessed according to the method set forth in this plan because it is assumed that they will benefit from development in the district.
2. State Statute 66.1109(5) (a): Property known to be used exclusively for residential purposes will not be assessed; such properties will be identified as BID Exempt Properties in Appendix D, as revised each year.
3. In accordance with the interpretation of the City Attorney regarding State Statute 66.1109(1) (b), property exempt from general real estate taxes has been excluded from the district. Privately owned tax-exempt property adjoining the district and which is expected to benefit from district activities

may be asked to make a financial contribution to the district on a voluntary basis.

V. RELATIONSHIP TO MILWAUKEE COMPREHENSIVE PLAN AND ORDERLY DEVELOPMENT OF THE CITY

A. City Plans

In February 1978, the Common Council of the City of Milwaukee adopted a Preservation Policy as the policy basis for its Comprehensive Plan and as a guide for its planning, programming and budgeting decisions. The Common Council reaffirmed and expanded the Preservation Policy in Resolution File Number 881978, adopted January 24, 1989.

The Preservation Policy emphasizes maintaining Milwaukee's present housing, jobs, neighborhoods, services, and tax base rather than passively accepting loss of jobs and population, or emphasizing massive new development. In its January 1989 reaffirmation of the policy, the Common Council gave new emphasis to forging new public and private partnerships as a means to accomplish preservation.

The district is a means of formalizing and funding the public-private partnership between the City and property owners in the Marketplace BID 32 business area and for furthering preservation and redevelopment in this portion of the City of Milwaukee. Therefore, it is fully consistent with the City's Comprehensive Plan and Preservation Policy.

B. City Role in District Operation

The City of Milwaukee has committed to helping private property owners in the district promote its development. To this end, the City expected to play a significant role in the creation of the Business Improvement district and in the implementation of the Operating Plan. In particular, the City will:

1. Provide technical assistance to the proponents of the district through adoption of the Plan and provide assistance as appropriate thereafter.
2. Monitor and when appropriate, apply for outside funds that could be used in support of the district.
3. Collect assessments, maintain in a segregated account, and disburse the monies of the district.
4. Receive annual audits as required per sec. 66.1109 (3) (c) of the BID law.
5. Provide the board, through the Tax Commissioner's Office on or before June 30th of each Plan year, with the official City records and the assessed value of each tax key number with the district, as of January 1st of each Plan year, for purposes of calculating the BID assessments.
6. Encourage the State of Wisconsin, Milwaukee County and other units of government to support the activities of the district.

7. VI. PLAN APPROVAL PROCESS

A. Public Review Process

The Wisconsin Business Improvement district law establishes a specific process for reviewing and approving proposed districts. Pursuant to the statutory requirements, the following process will be followed:

1. The Milwaukee City Plan Commission will review the proposed district boundaries and proposed Operating Plan and will then set a date for a formal public hearing.
2. The City Plan Commission will send, by certified mail, a public hearing notice and a copy of the proposed Operating Plan to all owners of real property within the proposed district. In addition a Class 2 notice of the public hearing will be published in a local newspaper of general circulation.
3. The City Plan Commission will hold a public hearing, will approve or disapprove the Plan, and will report its action to the Common Council.
4. The Economic Development Committee of the Common Council will review the proposed BID Plan at a public meeting and will make a recommendation to the full Common Council.
5. The Common Council will act on the proposed BID Plan.
6. If adopted by the Common Council, the proposed BID Plan is sent to the Mayor for his approval.
7. If approved by the Mayor, the BID is created and the Mayor will appoint members to the district board established to implement the Plan.

B. Petition against Creation of the BID

The City may not create the Business Improvement district if, within 30 days of the City Plan Commission's hearing, a petition is filed with the City containing signatures of:

Owners of property to be assessed under the proposed initial Operating Plan having a valuation equal to more than 40% of the valuation of all property to be assessed under the proposed initial Operating Plan, using the method of valuation specified in the proposed initial Operating Plan; or

Owners of property to be assessed under the proposed initial Operating Plan having an assessed valuation equal to more than 40% of the assessed valuation of all property to be assessed under the proposed Operating Plan.

VII. FUTURE YEAR OPERATING PLANS

A. Phased Development

It is anticipated that the BID will continue to revise and develop the Operating Plan annually, in response to changing development needs and opportunities in the district, in accordance with the purposes and objectives defined in this initial Operating Plan.

Section 66.1109 (3) (a) of the BID law requires the board and the City to annually review and make changes as appropriate in the Operating Plan. Therefore, while this document outlines in general terms the complete development program, it focuses upon Year One activities, and information on specific assessed values, budget amounts and assessment amounts are based on Year One conditions. Greater detail about subsequent year's activities will be provided in the required annual Plan updates, and approval by the Common Council of such Plan updates shall be conclusive evidence of compliance with this Plan and the BID law.

In later years, the BID Operating Plan will continue to apply the assessment formula, as adjusted, to raise funds to meet the next annual budget. However, the method of assessing shall not be materially altered, except with the consent of the City of Milwaukee.

B.Amendment, Severability and Expansion

This BID has been created under authority of Section 66.1109 of the Statutes of the State of Wisconsin. Should any court find any portion of this Statute invalid or unconstitutional its decision will not invalidate or terminate the BID and this BID Plan shall be amended to conform to the law without need of reestablishment.

Should the legislature amend the Statute to narrow or broaden the process of a BID so as to exclude or include as assessable properties a certain class or classes of properties, then this BID Plan may be amended by the Common Council of the City of Milwaukee as and when it conducts its annual Operating Plan approval and without necessity to undertake any other act. This is specifically authorized under Section 66.1109(3) (b).

APPENDICES

A - Annual Report and Report of Activities and Accomplishments

B – 2009 Audit: presented upon completion

C – District Boundaries Map

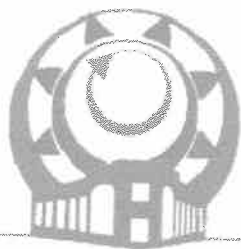
D – Projected Assessment

E – Proposed Budget

F – Marketplace BID 32 Boards of Directors

Appendix A

Marketplace Business Improvement
District 32
Annual Report 2010



NORTH AVENUE
FOND DU LAC

M A R K E T P L A C E B I D 3 2

Advancing Economic and Environmental Innovations

September 1, 2011

Marketplace Business Improvement District 32 **2010 Annual Report**



Strategic Goals:

Develop a comprehensive BID 32 Commercial Property Inventory

- ✓ **Outcome:** In the process of completing a comprehensive market analysis. The analysis is a collaborative project with the Lindsay Heights Neighborhood Initiative.

Cultivate and enhance resources to implement BID 32's Strategic Plan

- ✓ **Outcome:** Developed an incentive program for business and property owners to utilize that included resources for Technical Assistance and consulting in marketing, accounting, business plans, beautification, workshops, professional development etc.

Active engagement of BID Property Owners

- ✓ **Outcome:** Consistent outreach and communication by phone and mail to property owners to engage them in activities in the BID, information sharing, and resource opportunities.

Active engagement of BID Business Owners

- ✓ **Outcome:** Consistent outreach and communication to business owners, by phone, in person, electronically and by mail to engage them in business development opportunities available to them.

Develop comprehensive BID Marketing Strategy

- ✓ **Outcome:** The BID developed a beautiful business directory, that many others BID's are interested in creating. The BID have held several workshops, some in collaboration with the 30th Street ICC BID, with the purpose developing the businesses in the corridor, but to also interest others in locating their businesses in the area. The BID has had two major business mixers with the purpose of highlighting the BID to its constituents. Between the two events nearly two hundred diverse constituents or potential stakeholders participated.

Activities:

- Coordinated weekly clean-up of the Bid through NAP program.
- Consultation with Artists, Web Designers and others to develop marketing direction.
- Attended community outreach meetings regarding strategies for improving image and marketing for Marketplace BID 32; CPC, CRAG, Make Milwaukee Green Coalition (Campaign against Violence) and the BID Council
- Consistent neighborhood business walks to communicate goals and on-going activities of the BID that are helping promote a more positive image of the area

Goal: Improve the negative perceptions of crime and safety in the Target Area



Activities:

- Met with District 3 Community Prosecution unit to develop strategies to improve consumer confidence regarding safety along North Avenue and Fond du Lac
- Worked with District Three Community Liaison Officers to increase number of safety and security inspections done by police and to encourage businesses to access matching safety and security grants. The BID expect five businesses to participate in the security program this year, that is a 500% increase over last year
- Attended community outreach meetings regarding strategies for improving image and marketing for Marketplace BID 32

- Coordinate Neighborhood Business walks to communicate goals and ongoing activities of the BID that are helping promote a more positive image of the area.

Goal: Increase the number and variety of businesses in the Target Area



Activities:

- Held business consultation meetings with current and potential business owners
- Ongoing meetings with Great Lakes Capital Fund for future investments in BID 32
- Held meetings with sales reps, and businesses interested in the BID
- Met with several property owners regarding their vacant properties and how to help get them occupied
- Meetings and presentations with African Women Entrepreneurs (AWE) about an African Village Concept to be developed in BID 32 area
- Supported and participated in the groundbreaking of a new housing development on Fond du Lac.
- Conducted walking Neighborhood Tours with various developers and investors.

Goal: Coordinate public improvements in the Marketplace District



Activities:

- Meetings with DCD and DPW regarding various improvement projects on North Avenue and Fond du Lac
- Coordinating activities with DCD regarding Streetscape projects on North Avenue and Fond du Lac

Goal: Façade improvement

Activities:

- Revised and refined the Safety and Security and Façade Grant application for Bid 32 Businesses

Goal: Commercial Corridor Clean-up



Activities:

- Coordinated Neighborhood Ambassador Program with NACDC to do neighborhood clean-up and work with the Department of Neighborhood Services on nuisance properties in the area.
- Ordered new lids and liners for waste containers to help keep area clean and garbage collected by DPW
- Ongoing partnership with DNS and DPW resolving any concerns related to cleanliness and code issues in BID 32

Goal: Support Business Development (Through Classes and Workshops)



Activities:

- Developed business workshops and collaborated with new partners to make presentation. Some of the partners are: IRS, Milwaukee Bar Association, Atzlan Business Plans, and Milwaukee Police Department, including the CPU, We Energies, Asset Builders of America, and Lida Accounting Services
- Developed documents and protocols for business development workshops
- Created/Developed Marketplace BID Survey to gather information regarding needs and input of BID 32 businesses
- Consultation with Businesses on in the BID area in preparation to go before CPC.
- Business survey and outreach to business on Fond Du Lac Avenue



Marketplace Business Improvement District 32 Area Map



Appendix E

Budget Narrative BID 32 2011

Total Revenue **\$92,875**

Sponsorship	2,000
Accounting Fees	8,000
Audit Fees	2,500
Ambassador Contract Services	8,500
Administrative/Staff	51,000
Legal	2,000
Office Supplies	500
Program Supplies	600
Telephone & Internet	1,500
Postage	350
Equipment & Maintenance	600
Printing & Copying	500
Rent Expense	8,125
Other Utilities	1,200
Insurance - D&O/Gen Liability	2,500
Conference & Meetings	800
Travel	400
License & Permit Fees	200
Publications & Subscriptions	150
Membership Dues	250
Website Development & Maintenance	850
Board & Staff Development	350

Total Expenses **\$92,875**

Incentives for Businesses **45,000 (carry over from 2009 and 2010)**

Grand Total **\$137,875**

Appendix F

**Marketplace Business Improvement District 32
2010 Board of Directors**

Karl Tatum, Chair
Community Financial Service Center
4535 W. North Ave.
Milwaukee, WI 53208
414-449-5646
karl@cfsc-online.com

Tony Gibson, Vice Chair
Johnson Park Neighborhood Assoc.
1739 N. 19th St.
Milwaukee, WI 53205
414-333-7009
tgibson4@msn.com

John Mullarkey, Treasurer
Gold Rush Chicken, Owner
2625 W. North Ave.
Milwaukee, WI 53205
414-933-1717
jmullarkey@sbcglobal.net

Young Kim, Secretary
Fondy Farmer's Co-Op
2242 N. 17th St.
Milwaukee, WI 53205
414-562-2282
young@fondymarket.org

Sharon Adams
Walnut Way CDC
2240 N. 17th St.
Milwaukee, WI 53205
414-264-2326
joannrls@sbcglobal.net

Joann Harris
Residential Living Services
2014 W. North Ave.
Milwaukee, WI 53206
414-933-3929
sharon@walnutway.org

Mark Teper
Galst Foods
2420 W. Woodbury Lane
Glendale, WI 53209
414-659-0080
galstfoods@aol.com

Representative
Legacy Redevelopment Corp.
2102 W. Fond du Lac Ave.
Milwaukee, WI 53206
414-343-3041