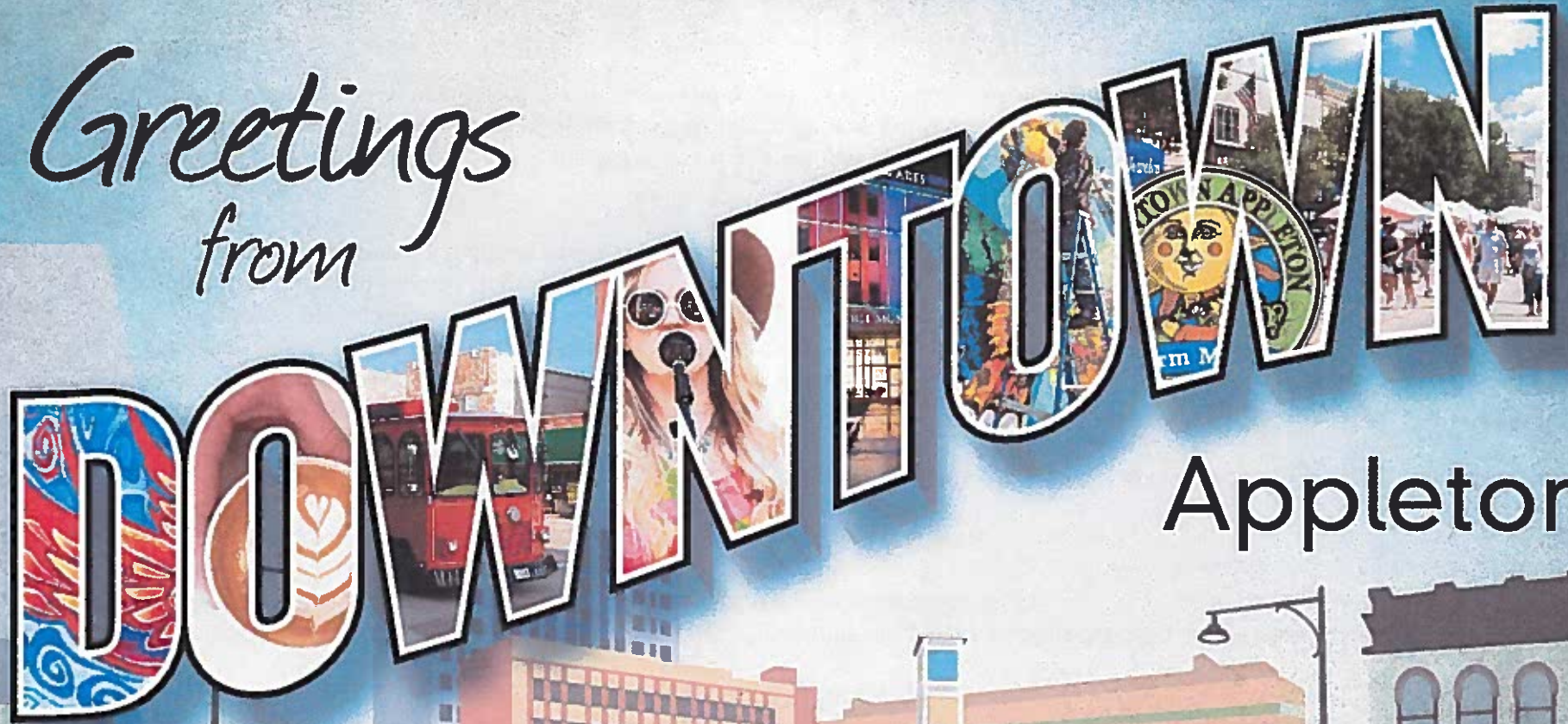


*Greetings  
from*

**DOWNTOWN**



**Appleton**

*One Great Place!*



**2021**

**Downtown Appleton Business  
Improvement District Operating Plan**

# **Downtown Appleton Business Improvement District Operating Plan 2021**

## **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 2021 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 2021 which shall be the Eighteenth “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 2021.

### A. Plan of Action

The Plan of Action Work Plan was developed by the BID 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 initiatives, strategies identified role and tasks are identified in the Work Plan and align with the City of Appleton Comprehensive plan Chapter 14. (Appendix A)

### B. 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 (Chapter 14 of the Comprehensive 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.

### C. 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 attract and retain tenants, keep downtown clean, safe and attractive, increase the value of property downtown and expand on a strong brand and marketing campaign for downtown. Appendix A outlines the initiatives, strategies and tasks for the plan year as they align with Chapter 14 Downtown Plan of the City of Appleton Comprehensive Plan.



#### D. 2019 Annual Report

The 2019 annual report is attached. The total assessed value of properties for the District for 2019 was \$132,601,200 a 2.2% increase over the previous year. The vacancy rate of 21% was calculated based on a total of 214 total BID properties and condominium units.

Also included as **Appendix B** is the 2020 Midyear update report

#### E. 2021 Budget

All of the estimated expenditures of the BID are shown on **Appendix C**, the Budget. All of the expected expenditures will be financed by the collection of BID assessments and with other revenues generated by Appleton Downtown Incorporated (ADI) and Creative Downtown Appleton Inc. (CDA) including but not limited to sponsorships and donations, ADI memberships, and by revenues of events and promotional activities. Ownership of all activities, programs, promotions, and events, along with any related revenues shall remain with ADI or CDA respectively but shall be applied to programs and services that further goals of the BID.

It is anticipated that the BID will contract with ADI to carry out the BID's Operational Plan, and that the BID will have no paid staff of its own. Funds collected through BID assessments shall be used to pay for this contracted and approved expenditures with ADI, and are expected to pay for about 30 percent of the projected by annual budget to implement a full downtown management program. Additional funds will be raised by ADI from public and private sources to cover the remaining 70 percent, and any other projects not identified herein.

Except as identified herein, all expenditures will be incurred during the Plan Year. Any funds remaining on any line item above may be moved to another budget line item, as determined by the Board of the BID. Any unused funds remaining at the end of the year shall be deposited into a contingency fund for the following Plan Year. If any additional funds are received by the BID, whether from gifts, grants, government programs, or other sources, they shall be expended for the purposes identified herein, and in the manner required by the source of such funds, or, if the funds have no restrictions, in the manner determined by the Board of the BID, in keeping with the objectives of this BID Plan. All physical improvements made with these funds shall be made in the BID District. The location of other expenditures shall be determined by the BID Board, but for the benefit of the District.

#### F. Powers

The BID, and the Board managing the BID shall have all the powers authorized by law, and by this Plan, and shall have all powers necessary or convenient, to implement the Operating Plan, including, but not limited to, the following powers:

1. To manage the affairs of the District.
2. To promote new investment and appreciation in value of existing investments in the District.
3. To contract with Appleton Downtown Incorporated on behalf of the BID to implement the Operational Plan.
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.

G. 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.

H. 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 -**

The District is defined as those tax key parcels, which are outlined in red and indicated by property in blue on **Appendix F**, attached hereto and incorporated herein by this reference, reflecting the parcels as they existed in the City of Appleton Assessor's records as of June 2021. 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 206 contributing parcels and units. 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 F**.

**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 Plan Year will be drafted by Appleton downtown Incorporated Staff and submitted to the BID Board for review and input.
3. ADI Staff and Board will edit 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 submit to Planning Commission for approval.
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**

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**

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. 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.

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 BID Board of Directors approved BID rate for the 2021 plan year is \$2.75 per \$1000 of assessed value, minimum \$275 and maximum \$5500.

The 2021 assessment list **Appendix E** shows the calculation with the current rate at \$2.75 for each \$1000 of assessed value for each parcel in the District with no parcel assessed more than \$5,500 and no parcel assessed less than \$275, 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 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 2021 Operating Plan has attached as **Appendix E** are schedules of all the tax key numbers within the BID which are being assessed, and their assessment using this formula.

**The 2021 BID assessment total at current rate of \$2.75/\$1000 anticipated to be \$231,786**

**Assessment are attached in Appendix E**

**Adjustments from previous year:**

a) Ten parcels were removed (deleted parcel or use changed)

- 31-2-0327-01: 118 N. Durkee Street
- 31-2-0328-00: 309 E. Washington
- 31-2-0366-01: 200 E. Washington Unit 200
- 31-2-0366-02: 200 E. Washington Unit 300
- 31-2-0366-03: 200 E. Washington Unit 400
- 31-2-0366-04: 200 E. Washington Unit 500
- 31-2-0366-05: 200 E. Washington Unit 100-B
- 31-2-0419-00: 201 N. Appleton St
- 31-3-0943-02: 827 W. College
- 31-5-2226-01: 407 W. Franklin

b) Three parcels were added (new parcel or use changed)

- 31-2-0439-00: 303 N. Oneida St.
- 31-3-1005-00: 513 W. College Ave.
- 31-3-1006-00: 516 W. Lawrence St.

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 15<sup>th</sup> 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 2018 audit are available in the ADI office and a copy was submitted 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 monthly 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 2019 report is attached.

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

## 2021 Plan of Action





## **BUSINESS IMPROVEMENT DISTRICT 2021 Plan of Action**

### **Mission**

Our mission to establish a vibrant and accessible destination for business, learning, living and leisure is anchored in our focus to create an environment of success and sustainability for the new exhibition center, a robust employment center and a more livable Downtown. Our strategic initiatives build support for an exceptional visitor experience, a strong business climate and an attractive, accessible and inclusive downtown where more people want to live.

### **BID 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 (Chapter 14 of the Comprehensive 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.

### **The State of Downtown Appleton (7/2020)**

The state of Downtown Appleton is stable but fragile. In the coming months, consumer support for downtown businesses will need to increase to sustain economic stability. Surviving coronavirus disruption may be the most challenging experience any downtown will face because of its suddenness and impact on all commerce. While our strong momentum heading into coronavirus will help us survive, the district will need to continue to adapt to new consumer practices and business operations.

In a recent Main Street America study of over 5,800 small businesses, 57 percent reported a decline in revenues of more than 75 percent since the onset of the crisis. The BID and ADI remain committed to supporting downtown businesses through this difficult time of economic injury and instability. We continue to focus on sustaining a clean, safe livable environment, promoting quality consumer experiences and attracting and retaining a strong business mix within the district.

Business retention is at the core of our work. With some businesses still closed or operating with limited hours and staff, the employee base in Downtown Appleton is in a depressed state. In our most recent impact survey 50% indicated they were back open with pre-March staffing levels. Reduced staffing levels subsequently has an impact on hospitality, service and retail businesses in the district.

The future of commercial real estate is also of great concern as some employers may look to work at home solutions. Still others may look for additional space to distance employees. Monitoring trends and large employer plans will be an important focus. Adaptive reuse of commercial space may be a development shift in the future.

Our work to create One Great Place is also about talent attraction. As the premier arts and entertainment district of the Fox Cities, downtown is a quality of life benefit highlighted by employers throughout the region to attract and retain a talented workforce. Employees are more often making a decision on job selection based on community and quality of life. By adopting a creative placemaking approach to activating public spaces, recruiting a healthy business mix and integrating public art, we position downtown for employment growth and increased residential interest.

Across the nation the trend toward urban living amidst vibrant cultural districts continues. People, especially those without children, are desiring convenient, car-optional neighborhoods where residents can walk to work, shop and access entertainment. With several residential developments are under construction, Downtown Appleton is benefited from this trend and the ADI and BID boards are optimistic that we are emerging as a destination for urban living. A focus on providing the needed amenities to support residents such as grocery or public market, car or bike share, a dog park and others will need to be a priority with downtown partners.

Downtown Appleton continues to be a critical central social district. ADI sponsored programs such as the Saturday Farm Market and sidewalk activities continue to offer opportunities to engage in the community and connect with local food and local arts. Public art projects like the Downtown Unites Mural and sidewalk chalk walk continue to bring vibrancy in an open air walkable environment. Statistics indicate that Appleton is one of the safest cities in the country. Downtown cleanliness is of utmost importance. Continuing our partnership with the CARE program is expected to improve downtown cleanliness. Ongoing safety measures are also an important focus for the BID, ADI and our business neighbors; monthly meetings that include Pillars, APD, the City of Appleton, Valley Transit and several other partners discuss and monitor activity.

The City of Appleton Dignity and Respect campaign continues to foster strong collaboration in our community's efforts to become more inclusive and welcome. ADI has much to learn and our goal continues to include a better understanding of how we can make positive improvements.

## **OUR BRIGHT FUTURE**

As the City, BID, ADI, CDA and its partners continue to plan and invest in downtown Appleton, they will be guided by the following vision and principles: "Downtown Appleton is a great American urban neighborhood and employment center with world class arts and entertainment."

1. Fully embrace and leverage the diverse arts, cultural, and educational assets of the community
2. Invest in the growth of downtown neighborhoods with diverse housing options and residential amenities
3. Increase connectivity, trails, and recreation opportunities between the downtown, the Fox River, and the region
4. Foster a culture of walking and biking

5. Promote quality development along the Fox River by embracing the region's industrial and natural heritage
6. Support diverse partnerships which make downtown more attractive for residents and visitors through: activities and events; public art and place making; on-going maintenance; and promotion and marketing
7. Create a safe, welcoming, inclusive and accessible downtown
8. Grow downtown as an employment center for the region
9. Continue to support events and entertainment which safely draw visitors to downtown Appleton
10. Support a destination Fox Cities Exhibition Center as a unique attraction and community asset
11. Support unique, independent businesses

## **MARKET FINDINGS**

The 2017 adopted Appleton Downtown Market Analysis identifies the following key assets and subsequent development and community priorities that reflect the public input and discussion throughout the plan development.

### **Key Assets**

1. Sizeable daytime workforce
2. A thriving arts/entertainment/culture/educational scene
3. The Fox River, an extensive parks system, and growing trail network
4. Diverse events and programs draw thousands of visitors
5. Strong diverse business mix
6. College Avenue, which is walkable and economically vibrant

### **Development Opportunities Priorities**

- Residential and commercial mixed-use development - A mix of multifamily, townhouse, and condo housing. Commercial and office space of a variety of sizes and amenities.
- Hospitality – fill vacant restaurant space and recruit an urban grocery store
- Retail/Commercial – A focus on a strong retail environment and pop up store opportunities in vacant spaces
- City Center Plaza/Public Market - Explore public market concept.
- The addition of accessible parking options for downtown employees and guests

### **Community Priorities**

- A strong local economy that supports small to large businesses.
- Successful Operation of the Fox Cities Exhibition Center
- Improved connectivity to the Riverfront
- New or remodeled Appleton Public Library
- Develop Ellen Kort Peace Park with a strong connection through Jones Park to Lawrence St.

- A more walkable Downtown
- Strong livable Downtown neighborhoods
- Traffic flow Improvements
- Accessible and affordable parking solutions
- Enhanced streetscapes throughout Downtown
- Expand Public Art & Creative Culture
- Continued Partnership with Lawrence University and Appleton Area School District

## **2021 BID Work Plan**

For the next year, the ADI and BID boards will continue to advance the four imperatives for advancing Downtown’s mission and supporting downtown businesses through the current economic recovery:

1. Play an integrated role in business retention and recruitment efforts to reactivate business and support job creation
2. Promote Downtown living options and curate livability enhancements to attract residents.
3. Collaborate with our community partners to reopen our downtown tourism economy
4. Increase communication and interaction with downtown business owners to encourage more engagement and cross promotion.

The Chapter 14 Downtown Plan will be implemented through seven initiatives and their associated strategies. The BID/ADI/CDA Plan aligns its work plan within the following initiatives and strategies. In the current COVID environment, ADI and CDA plans remain incomplete as we navigate the second half of the year and uncertain about 2021 events and funding. The Following is the BID portion of our cooperative plan.

<b>#1 Urban Form &amp; Design</b>
• Revisit installation of the message center if funding is available
• Street pole banner replacement for faded banners
• Annual flowers in the planters
• Manage the Façade grant program
<b>#2 Tourism, Arts, Entertainment &amp; Education</b>
• Maintain the Visitor Area kiosk within our office
• Continue to partner with the CVB and Chamber on increasing leisure travel to Appleton.
<b>#3 Neighborhood &amp; Residential Development</b>
• Partner with developers, HBA and Downtown residential spaces to feature a virtual Downtown Living Tour to promote options
• Promote and distribute Downtown Welcome packet for new residents

#### #4 Downtown Development & Business Retention

- Downtown Development and recruitment event, webinar or video created to share data and information with developers and business interests
- Cooperatively market the City TIF grant programs
- Promote and distribute Downtown Welcome packet for new employees
- Manage and promote the Gift Certificate Program
- Manage the Business Recruitment grant program
- Manage the matching marketing grant program
- Increase brand and image marketing to highlight our retail and dining nodes

#### #5 Mobility and Parking

- Work on improvement recommendations identified in the transitional areas walk audit and conduct another audit of additional side streets
- Include and promote accessibility improvements through the façade grant program inclusion
- Promote walking and biking routes and NO bikes on sidewalks

#### #6 Downtown Management

- Manage cooperative agreement between the BID and ADI. Management of:
- Image and event marketing to promote, shopping, dining, attractions, employment
- Weekly public and member Eblast
- Block captain / Business Watch program reboot
- Manage the Marketing committee
- Manage the Hospitality committee
- Manage the Washington Square committee
- Manage the Economic Development committee
- Coordinate the BID Board of Directors meetings
- Manage and fund the CARE team contract in partnership with Riverview Gardens and the City of Appleton, to ensure daily cleanup.
- Manage Cooperative garbage agreements for Johnston street and Soldiers Square

#### #7 Public Spaces & Riverfront

- Riverfront committee reconvened with a focus on enhancing walkability, connectivity and promotion between destination points.



# **Appendix B**

## **2020 Midyear Review**

## 2020 Business Improvement District Work Plan – Second Quarter updates

The following plan integrates Appleton Downtown Inc., Creative Downtown Appleton Inc. and the Business Improvement District. This work plan is aligned with the Initiatives and Strategies from Chapter 14 of the City of Appleton Comprehensive Plan.



- **Major Partner** – ADI/BID/CDA is a primary partner, organizer, and contributor.
- **Contributor** – Another stakeholder owns this initiative, but ADI/BID/CDA will have significant execution responsibilities.
- **Support and Promote** – Another stakeholder owns this initiative and there is no apparent ADI/BID/CDA work effort, but ADI/BID/CDA leadership will help promote the effort and be present at key times to help explain how the initiative impacts or benefits downtown and ADI/BID/CDA.

	Strategies	ADI/BID/CDA Role	DRAFT: 2019 Work Plan	BID Funded	2020 Second Quarter updates
#1 Urban Form & Design	1.1 Continue development of entry features on major routes into the downtown	Major Partner	Entry Signage for Downtown <ul style="list-style-type: none"> <li>• Maintain and program the Message Center on the Red Ramp</li> <li>• Replace damaged street banners</li> </ul>	x	LED message Board is on hold - \$4000 expense will need to wait
	1.2 Continue to enhance the civic campus south of Lawrence Street	Support and Promote			
	1.3 Implement appropriate streetscaping projects throughout the downtown	Contributor	<ul style="list-style-type: none"> <li>• Continue to fund the flowers in the planters along College Ave. Work with Riverview Gardens to grow them</li> <li>• Partner with DPW on sidewalk kiosk updates</li> <li>• Propose additional flexible seating options for seasonal use</li> </ul>	X	BID funded Flowers are in the planters  Kiosk updates will be on hold until the library project is decided.  No new seating proposed at this time.

	Strategies	ADI/BID/CDA Role	DRAFT: 2019 Work Plan	BID Funded	2020 Second Quarter updates																																																
	1.4 Install sculpture, murals, and other art in public locations throughout the downtown	Major Partner	<ul style="list-style-type: none"> <li>Be a partner on the Acre of Art program to support annual temporary sculptures.</li> <li>Promote and curate additional interactive public art</li> <li>Meet annually with City Public Art Committee</li> </ul>		Houdini Tower images - two ideas presented to the Public Art Committee – a photo contest and partnering with Rhythms of the World on featuring performer images. We will assist as we can to update the images by the end of August if possible.																																																
	1.5 Continue to encourage quality urban design throughout the downtown through voluntary measures	Contributor	<ul style="list-style-type: none"> <li>Continue to offer the Façade Grant program for exterior building and access improvements.</li> </ul>	X	<p><b>Façade Grants:</b></p> <table border="0"> <tr> <td>Mud and Prints paid</td> <td></td> <td>\$4812.50</td> </tr> <tr> <td>514 W. College</td> <td>Not complete</td> <td>\$2650</td> </tr> <tr> <td>Acoca Coffee</td> <td>In process</td> <td>\$5000</td> </tr> <tr> <td>Ivory Rose Boutique</td> <td>Paid</td> <td>\$2151.75</td> </tr> <tr> <td>Gibson Music Hall</td> <td>In process</td> <td>\$5000</td> </tr> <tr> <td>RX Link</td> <td>Paid</td> <td>\$2500</td> </tr> <tr> <td>113 E. College Ave</td> <td>In process</td> <td>\$5000</td> </tr> <tr> <td colspan="2"></td> <td style="border-top: 1px solid black;">Balance: 2885.75</td> </tr> <tr> <td colspan="3"><b>PENDING:</b></td> </tr> <tr> <td>101 E. College Ave</td> <td>Held</td> <td>\$3500</td> </tr> <tr> <td>Green Gecko</td> <td>Held</td> <td>\$5000</td> </tr> <tr> <td>733 W. College</td> <td>New</td> <td>\$5000</td> </tr> <tr> <td>Bent Keg</td> <td>New</td> <td>\$ 2125</td> </tr> <tr> <td>Judy's Italian Ice</td> <td></td> <td></td> </tr> <tr> <td>745 W. College</td> <td>New</td> <td>\$1887.50</td> </tr> <tr> <td colspan="2"></td> <td style="border-top: 1px solid black;">Total: \$17,512.50</td> </tr> </table>	Mud and Prints paid		\$4812.50	514 W. College	Not complete	\$2650	Acoca Coffee	In process	\$5000	Ivory Rose Boutique	Paid	\$2151.75	Gibson Music Hall	In process	\$5000	RX Link	Paid	\$2500	113 E. College Ave	In process	\$5000			Balance: 2885.75	<b>PENDING:</b>			101 E. College Ave	Held	\$3500	Green Gecko	Held	\$5000	733 W. College	New	\$5000	Bent Keg	New	\$ 2125	Judy's Italian Ice			745 W. College	New	\$1887.50			Total: \$17,512.50
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	1.6 Add flexible outdoor space throughout the downtown area	Major Partner	<ul style="list-style-type: none"> <li>Focus on adding seating options on the West end and riverfront</li> <li>Propose additional flexible seating options for seasonal use</li> </ul>		No new seating or amenities proposed at this time. No plastic chairs this year in Houdini Plaza																																																



	Strategies	ADI/BID/CDA Role	DRAFT: 2019 Work Plan	BID Funded	2020 Second Quarter updates
#2 Tourism, Arts, Entertainment & Education	2.1 Maintain and strengthen the vitality of the arts and entertainment niche	Major Partner	<ul style="list-style-type: none"> <li>Continue to host 100+ events annually.</li> <li>Facilitate an events committee with our collaborative partners.</li> <li>Continue to partner with Mile of Music and Octoberfest on event coordination.</li> <li>Evolve AOTT into a sidewalk version of a Night Market</li> </ul>		Events reschedule: <ul style="list-style-type: none"> <li>Farm Market July 4- October 31</li> <li>Concert series is currently virtual July - Sept</li> <li>Mini Golf – will be rescheduled</li> <li>Sidewalk Sales monthly Friday July 17</li> <li>3<sup>rd</sup> Friday features: June: mural, July: chalk walk, August: music and dance</li> <li>Golf Outing August 31 at Reid Golf Course</li> </ul>
	2.2 Pursue opportunities to attract more artists and arts related businesses to the downtown	Contributor	<ul style="list-style-type: none"> <li>Provide exhibit and sales opportunities for local artisans.</li> <li>Promote and support pop up galleries and events</li> </ul>		Craft & artisan vendors are not allowed at Farm Market under the Safer at Home order as the order is lifted we will include opportunity for local artists at Farm Market, third Friday events, Octoberfest
	2.3 Create new venues for arts and entertainment activities in the downtown	Contributor	<ul style="list-style-type: none"> <li>Partner with Rotary to relaunch the effort for a cover in Houdini Plaza</li> <li>Apply for a grant for a cultural performer series hosted at the sidewalk Night Market events</li> </ul>		Rotary Board has moved on to a different project. Potential for ADI to pick up the project and fundraising in the future.  Limited on live performance options at this time. Focused on features that don't gather a crowd.
	2.4 Continue to support the Fox Cities Exhibition Center as a vital component of the downtown	Contributor	<ul style="list-style-type: none"> <li>Assist the Convention and Visitors Bureau and Red Lion Hotel with convention and event attraction.</li> <li>Extend our office hours with volunteer help when convention groups are arriving</li> </ul>	X	The Exhibition Center remains closed due to COVID  Very few visitors to Downtown this summer and very low traffic in the Hotel.
#2 Tourism, Arts, Entertainment & Education	2.5 Foster an arts education focus downtown	Support and Promote	<ul style="list-style-type: none"> <li>Continue to offer Creative Kids program a Night Market events</li> <li>Promote art offerings within our district</li> </ul>		Creative kids to go craft packets will continue to be handed out. July we will distribute 200 kits.

	Strategies	ADI/BID/CDA Role	DRAFT: 2019 Work Plan	BID Funded	2020 Second Quarter updates
	2.6 Create more Fox River to Downtown tourism opportunities and connections	Contributor	<ul style="list-style-type: none"> <li>Continue to fund 40% of the trolley service for Thursday night, Friday night and all-day Saturday.</li> <li>Create a new promo video: Explore Downtown's backyard - The Fox Riverfront</li> </ul>		Trolley is running and will run a full season.
	2.7 Support creation of a new or remodeled library downtown, which will significantly contribute to the arts and culture of downtown Appleton	Support and Promote	<ul style="list-style-type: none"> <li>Continue to be an advocate for a new library in Downtown Appleton</li> <li>Provide communication to our members about library developments</li> </ul>		No new updates
	2.8 Establish an Arts and Culture Plan for the City	Contributor	<ul style="list-style-type: none"> <li>Submit project opportunities to the City Public Art Committee</li> <li>Actively seek multicultural inclusion in events and public art projects</li> </ul>		Proposed the idea of featuring images of cultural performers from past Rhythms of the World in the Houdini Tower
#3 Neighborhood & Residential Development	3.1 Encourage mixed-use and mid-density residential redevelopment on under-utilized sites on the edge of downtown	Contributor	<ul style="list-style-type: none"> <li>Continue to offer Façade Grant program for exterior building and access improvements</li> <li>Host an Annual Downtown Summit</li> <li>Partner with developers, HBA and Downtown residential spaces to feature a virtual Downtown Living Tour</li> </ul>	X  X	<p>Grant summary information in 1.5</p> <p>Will work with the City Community Development Department to create a webinar or video update to share with developers and business interests. Fall project</p> <p>Home Builders Association average pricing for producing virtual tour videos is \$250/member - \$350/nonmember. Request to include in the marketing grant for the match.</p>
	3.2 Preserve and enhance historic neighborhoods adjacent to downtown	Support and Promote			



	Strategies	ADI/BID/CDA Role	DRAFT: 2019 Work Plan	BID Funded	2020 Second Quarter updates
<b>#3 Neighborhood &amp; Residential Development</b>	<b>3.3 Promote development of neighborhood serving businesses to meet the basic shopping and service needs of downtown and nearby residents</b>	<b>Major Partner</b>	<ul style="list-style-type: none"> <li>• Host quarterly outreach or social event for Downtown Residents to also discuss needs and services</li> <li>• Distribute the Welcome to Downtown packet to new residents</li> <li>• Continue efforts to make downtown pet-friendly</li> </ul>		<p>These events will need to wait to be in person but we will be launching a Facebook Downtown Resident group we manage.</p> <p>Welcome packets distributed to new Gabriel Loft tenants and for some of the newly renovated second floor apartments. Well received!</p> <p>No new pet friendly amenities at this time.</p>
	<b>3.4 Evaluate the need to amend the Zoning Code and other tools to facilitate redevelopment in mixed-use areas bordering the downtown CBD</b>	<b>Support and Promote</b>			
	<b>3.5 As future housing is added downtown, coordinate efforts with the Appleton Area School District (AASD)</b>	<b>Support and Promote</b>			
	<b>3.6 Enhance the image of downtown north of College Avenue</b>	<b>Contributor</b>	<ul style="list-style-type: none"> <li>• Host monthly Washington Square committee meetings</li> <li>• Work on improvement recommendations identified in the transitional areas walk audit</li> </ul>		<p>Washington Square committee meetings continue with good participation. Concerns continue regarding over night activity in the ramps, Jones Park and other areas. Pillars is going through many staffing changings and the outreach team is again out on the streets.</p>
	<b>3.7 Support green energy and sustainable infrastructure development</b>	<b>Support and Promote</b>	<ul style="list-style-type: none"> <li>• Add a solar powered charging station downtown</li> </ul>		<p>No solar chargers proposed at this time. They now make sanitizing and charging in one stations.</p>

	Strategies	ADI/BID/CDA Role	DRAFT: 2019 Work Plan	BID Funded	2020 Second Quarter updates
	3.8 Promote a broad spectrum of housing types within the downtown study area	Contributor	<ul style="list-style-type: none"> <li>Partner with developers, HBA and Downtown residential spaces to feature a virtual Downtown Living Tour to promote options</li> </ul>		Update in 3.1
	3.9 Fund and implement a "Quiet Zone"	Support and Promote			
	3.10 Promote well-designed transitional areas between higher density development downtown and adjacent, largely single family neighborhoods	Support and Promote	<ul style="list-style-type: none"> <li>Work on improvement recommendations identified in the transitional areas walk audit and conduct another audit of additional side streets</li> </ul>		Would still like to complete the Walk Audit this year – AARP just released new worksheets to make it more streamlined and could be done as individuals verses in groups. Working on a plan to assemble a team based on the neighborhood watch zones.
#4 Downtown Development & Business Retention	4.1 Sustain and grow the retail niches which have formed downtown	Major Partner	<ul style="list-style-type: none"> <li>Manage the block captain program and conduct Weekly business visits by ADI staff to improve communication</li> <li>Continue to offer business Recruitment grant program</li> <li>Continue to offer marketing grant program</li> <li>Increase brand and image marketing to highlight our retail nodes Shop &amp; Retain</li> <li>Recruit and promote retail pop up shops in vacant store fronts</li> <li>Evolve AOTT into a sidewalk night market featuring a sidewalk sale, vendors and performers</li> <li>Manage and promote the Gift Certificate Program</li> </ul>	<p>X</p> <p>X</p> <p>X</p> <p>X</p>	<p>Walk Audit will be presented to zones. Still working on identifying the block captains.</p> <p>Virtual Shop Hop was also hosted in May and June. May went well. June was light. We learned it was time to pivot again and move to sidewalk sales. sidewalk sale: July 17</p> <p>Application for WEDC Connect Communities to participate in more of their support programs available to Main Streets.</p>



	Strategies	ADI/BID/CDA Role	DRAFT: 2019 Work Plan	BID Funded	2020 Second Quarter updates
#4 Downtown Development & Business Retention	4.2 Identify and aggressively recruit target industries	Major Partner	<ul style="list-style-type: none"> <li>Invite vacant property owners to monthly Econ Dev meetings to assist in recruitment</li> <li>Business recruitment focus on retail and residential needs</li> </ul>	X X	<p>New retail store opening in September: shoes and clothing</p> <p>Julies Italian ice opening soon. 745 W. College</p> <p>Empower Yoga closed after COVID shut down</p>
	4.3 Protect the existing retail blocks on College Avenue	Major Partner	See 4.1		
	4.4 Add depth to retail nodes beyond College Avenue by encouraging new businesses on side streets and fronting Soldier's Square	Major Partner	<ul style="list-style-type: none"> <li>Manage vacant property tracking and outreach to offer recruitment assistance and grant support for improvements and tenant attraction</li> </ul>	X	<p>Concern about the future of office space as work from home options increase. Adaptive reuse of commercial space may be an important topic to add to the summit webinar of video in the fall</p> <p>Brooklings Institute research points to strength in residential growth in downtowns will help us survive and maintain our momentum.</p>
	4.5 Facilitate and pursue entrepreneurial business development in the downtown	Contributor	<ul style="list-style-type: none"> <li>Supply ESeed program and Gbeta with Downtown resources for available space and grant programs</li> </ul>		No new efforts with ESeed at this time
	4.6 Create opportunities for smaller offices and business services to locate downtown, including north of College Avenue	Major Partner	<ul style="list-style-type: none"> <li>Continue to host an annual State of the Downtown event</li> <li>Continue façade and recruitment grant programs</li> <li>Create an internal system for tracking available properties</li> </ul>	X	<p>Concern about potential business loss. Recruitment efforts will need to increase. Permanent loss is 1 so far.</p> <p>There is a possibility that rent rates will reduce in the aftermath of COVID. We are seeing some evidence of this.</p> <p>Proximity is still a driver for downtown recruitment and retention. Businesses will still need a home base and some could need more space to distance employees.</p>

	Strategies	ADI/BID/CDA Role	DRAFT: 2019 Work Plan	BID Funded	2020 Second Quarter updates
	4.7 Maintain an environment favorable to larger employers in the downtown	Major Partner	<ul style="list-style-type: none"> <li>Expand our message about the role downtown and ADI's work plays in talent attraction for the region</li> <li>Promote and distribute Downtown Welcome packet for new employees</li> <li>Continue to encourage additional parking solutions and affordable permit rates</li> <li>Connect into New North and encourage inclusion in regional messaging</li> </ul>	X X	<p>Welcome packets distributed to new residents of Gabriel Loft apartments</p> <p>Talent attraction has improved as employee pools grew in the aftermath of COVID</p>
	4.8 Support private sector efforts to redevelop and invest in downtown	Contributor	<ul style="list-style-type: none"> <li>Continue to host an annual State of the Downtown event and actively distribute recruitment and market analysis materials to brokers and developers</li> <li>Continue grant programs: business recruitment and façade improvement,</li> <li>Cooperatively market the City TIF grant program</li> </ul>	X  X	<p>Update in 3.1 Current Recruitment grants \$3000 distributed and \$1000 pending:</p> <p>Miss Browns Fine Food II \$1000 Author's Kitchen + Bar \$1000 RX Link Pharmacy \$1000 Julies Italian Ice – pending \$1000</p> <p>Interest in grant programs continues to be high this year. City TIF programs also experiencing high demand.</p>
	4.9 Implement the block level conceptual ideas contained in Section 4 of the full chapter	Support and Promote			
#5 Mobility and Parking	5.1 Support Access Appleton initiatives through the City & BID	Contributor	<ul style="list-style-type: none"> <li>Continue to include accessibility improvements in façade grant criteria.</li> <li>Conduct Walk Audit of side streets and transitional areas</li> </ul>	X	



	Strategies	ADI/BID/CDA Role	DRAFT: 2019 Work Plan	BID Funded	2020 Second Quarter updates
	5.2 Continue to proactively address real and perceived parking needs as they arise	Support and Promote	<ul style="list-style-type: none"> <li>Lobby for temporary surface parking on previous blue ramp location.</li> <li>Work with DPW on loading zone and handicap parking needs</li> <li>Continue to encourage additional parking solutions and affordable permit rates</li> </ul>		<p>Meeting with Merge Urban Development July 15 to learn more about their plan for behind City Center</p> <p>Parking demand obviously drastically reduced with COVID and employees working from home as well as low consumer confidence keeping people at home.</p>
	5.3 Improve pedestrian and bicycle connections to and through the downtown	Contributor	<ul style="list-style-type: none"> <li>Promote walking and biking routes and NO bikes on sidewalks</li> <li>Conduct a walk audit and implement recommendations</li> <li>Work with city on adding bike friendly amenities: ie racks, fix stations, lockers etc..</li> </ul>		Sidewalk bike and skateboard riding has increased greatly. APD has increased CSO presence downtown and has been issuing warnings and tickets for sidewalk riding. Additional concerns have been expressed to APD regarding the group that takes over the fountain and climbs all over it and puts soap in it.
	5.4 Implement the recommendations contained in the 2016 Downtown Mobility Plan	Support and Promote	<ul style="list-style-type: none"> <li>Share communication on intersection work in 2020 and other street improvement projects on Lawrence St.</li> </ul>		Shared communication to property owners and members about 800 block closure for development project. June 29-July 10 as well as future closings: 7/17 to 7/24
	5.5 Endorse a system of public transportation centered on downtown	Support and Promote	<ul style="list-style-type: none"> <li>Continue to fund 40% of the trolley service for Thursday night, Friday night and all-day Saturday.</li> <li>Recruit an additional funding partner to continue the trolley service</li> </ul>		Full Trolley season with support of Valley Transit.
	5.6 Plan, design, and implement bike and pedestrian wayfinding signage	Contributor	<ul style="list-style-type: none"> <li>Design a system of riverfront pedestrian wayfinding signage to propose with the Riverfront BID</li> </ul>		Recent discussion with the City, county, chamber and the CVB regarding potential to apply for a US Economic Development Administration Grant. Exploring option for including destination tourism planning, riverfront destination planning along with other city development area planning.

	Strategies	ADI/BID/CDA Role	DRAFT: 2019 Work Plan	BID Funded	2020 Second Quarter updates
	5.7 Promote downtown development best practices which encourage walkability	Contributor	<ul style="list-style-type: none"> <li>• Walkability projects: walk audit, west end seating, riverfront pedestrian wayfinding signage</li> <li>• Continue support for CARE program to keep Downtown clean (see #6)</li> </ul>	X  X	Walk Audit update - 3.10 CARE program update – 6.3
#6 Downtown Management	6.1 Update the Downtown Plan as initiatives are completed or new opportunities arise	Support and Promote	<ul style="list-style-type: none"> <li>• Participate in annual plan reviews</li> </ul>		

	Strategies	ADI/BID/CDA Role	DRAFT: 2019 Work Plan	BID Funded	2020 Second Quarter updates
#6 Downtown Management	6.2 Uphold support for Appleton Downtown, Inc. and the Business Improvement District	Major Partner	<ul style="list-style-type: none"> <li>• Manage cooperative agreement between the BID and ADI</li> <li>• ADI management of: <ul style="list-style-type: none"> <li>• Image and event marketing</li> <li>• Weekly public Eblast</li> <li>• Block captain / Business Watch program</li> <li>• Marketing committee</li> <li>• Hospitality committee</li> <li>• Washington Square committee</li> <li>• Economic Development committee</li> <li>• Creative Downtown committee</li> <li>• ADI Board of Directors</li> <li>• BID Board of Directors</li> <li>• Sponsors recruitment and engagement</li> <li>• Volunteers</li> </ul> </li> <li>• ADI organizational projects <ul style="list-style-type: none"> <li>• Update employee handbook</li> <li>• Restructure investment / membership support</li> </ul> </li> </ul>	X	<p>Weekly communication to our members continue.</p> <p>Now looking for sharable resources for reopening best practices and marketing strategies during COVID.</p> <p>Looking to assemble panels on various topics related to adaptive business practices: marketing, online shopping, take out, employee safety and cleanliness. Peer learning series. Sign up and or recommend a topic.</p> <p>Committees have lost attendance with zoom calls. Hospitality meeting will use the Hotel Court Yard to distance an in person meeting. Zoom will also be available.</p> <p>ADI Committee page added to the Doing Business section of the website. Hospitality, Marketing, Economic Development and Creative featured.</p> <p>Sponsor and event revenue loss has significantly impacted the ADI budget. Short fall anticipated range of \$15,000 to \$40,000 depending on ability to still host some of the fall and winter activities.</p>



	Strategies	ADI/BID/CDA Role	DRAFT: 2019 Work Plan	BID Funded	2020 Second Quarter updates
	6.3 Ensure the cleanliness and safety of the downtown and surrounding neighborhoods	Major Partner	<ul style="list-style-type: none"> <li>Support and funding for the CARE program, in partnership with Riverview Gardens and the City of Appleton, to ensure daily clean up of all downtown areas.</li> <li>Start CARE team &amp; block captain block walkability evaluations for cleanliness, weeds, graffiti, storefronts,</li> <li>Downtown Business Watch program with Block Captains</li> <li>Provide Business Inclusion training sessions to encourage ALL businesses to adopt a culture of Dignity and Respect and be certified by the City as an Inclusive Business</li> </ul>	X	<p>CARE team resumed April 13 with a three person crew: gloves, masks, divided blocks. Cleaning and safety measures: identifying any damage or graffiti.</p> <p>Riverview Gardens experiencing employee loss and cut backs will impact their hours this year. Currently doing 3 days a week. Will reduce contract by \$5000 to start and more evaluation next quarter.</p>
	6.4 Continue to explore potential for formation of a Riverfront Business Improvement District (BID)	Major Partner	<ul style="list-style-type: none"> <li>Reconvene quarterly riverfront committee meetings</li> <li>Adoption of riverfront BID in 2020 for budget year 2021</li> </ul>		No meetings have been held yet. Targeting late August start with 5-6 business reps from riverfront. Request to have Board Member Bill Wetzel participate as a new riverfront business owner! Congratulations Bill!
#7 Public Spaces & Riverfront	7.1 Complete proposed trail segments along the Fox River	Support and Promote	<ul style="list-style-type: none"> <li>Continue involvement in Ellen Kort Park planning and encourage the trail connection to Jones Park</li> <li>Support City efforts for trail development</li> </ul>		City of Appleton to review \$500,000 grant option July 15 from the Nelson Family Foundation for Edison trestle trail across the Fox River.
	7.2 Construct a grand stair case and similar stair and ramp linkages which connect downtown to the river	Support and Promote			No updates on US Venture project at this time.

	Strategies	ADI/BID/CDA Role	DRAFT: 2019 Work Plan	BID Funded	2020 Second Quarter updates
	7.3 Consider developing a civic plaza on a portion of the YMCA ramp site when it comes down	Support and Promote	<ul style="list-style-type: none"> <li>Continue to participate on the library planning team</li> </ul>		No update on library project at this time
	7.4 Plan, design, and construct improvements to Jones Park and Ellen Kort Peace Park	Contributor	<ul style="list-style-type: none"> <li>Continue involvement in Ellen Kort Park planning and encourage the trail connection to Jones Park</li> </ul>		Trail development update in 7.1
	7.5 Continue to support public and private efforts to identify and develop pocket parks, alleyways, and other pedestrian opportunity zones off of College Avenue	Major Partner	<ul style="list-style-type: none"> <li>Propose, fundraise for and implement a parklet or sidewalk seating on the west end of College Ave.</li> <li>Encourage more sidewalk café seating on the west end of College Ave.</li> <li>Approach the Red Lion Hotel about alley improvement options</li> </ul>		<p>City Council approved expedited expanded Sidewalk cafés with approval from adjacent business. No expansions yet.</p> <p>Interest in new cafes but process did not improve for new cafes.</p> <p>Would like to revisit parking stall parklet policy with DPW.</p>
	7.6 Promote the identity of the riverfront through creative use of lighting	Support and Promote	<ul style="list-style-type: none"> <li></li> </ul>		
	7.7 Support creation of a new or remodeled library downtown providing space for contemplation, creation & collaboration.	Support and Promote	<ul style="list-style-type: none"> <li>Participate in APL planning process and assist with communication with neighboring businesses</li> </ul>		No update on library at this time.
	7.8 Continue both public and private redevelopment along the Fox River Corridor	Major Partner	<ul style="list-style-type: none"> <li>Reconvene quarterly riverfront committee meetings</li> <li>Adoption of riverfront BID in 2020 for budget year 2021</li> <li>Facilitate a riverfront project to launch the BID plan</li> </ul>		Update in 6.4

# **APPENDIX C**

**2021**

**Budget**



**BUSINESS IMPROVEMENT DISTRICT PROPOSED 2021 BUDGET**

**REVENUE**

BID Assessments	
Carry Over from Prior Year	
Cancelled Special Assessment	
Interest Income	
<b>Total</b>	

**2021 Proposed Budget**

231,786

**231,786**

**EXPENSES**

**Contracted Services**

ADI Staff	
Security	

50,000

**Administrative**

Telephone	
Office Supplies	
Postage	
Conferences/Workshops	
Dues, Fees, Subscriptions	
Space Lease/Rental Fees	
General Insurance	
Internet Fees	

6,286

**BID Audit/Accounting Services**

2,500

**Marketing**

73,000

Website & Social Media	
Image Advertising	
Design services	

**Economic Development**

Façade Grants	
Marketing Grant	
Recruitment Grant	
Business Recruitment	
- New Employee & Resident Packets	
- Advertising / agent meetings	

35,000

10,000

15,000

10,000

**Maintenance & Concierge services**

Maintenance, CARE team, Flowers, garbage graffiti	
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30,000

**231,786**

# APPENDIX D

## 2021 BID Board List

<b>Board Member</b>	<b>Business</b>	<b>Category</b>
Monica Stage – Treasurer	City of Appleton	City Government
Pam Ulness	Ulness Health and Downtown Resident	Property owner / Business Owner – service / Downtown Resident
Brad Schweb	Newmark Grubb Pfefferle	Property owner representative
Gary Schmitz – President	Universal Insurance	Business office / service
Marcie Harris	Triumph Engineering	Property and Business Owner – office
Bill Wetzel	Acoca Coffee	Property Owner / Business Owner Hospitality
Jason Druxman– Secretary	Avenue Jewelers	Retail & property/co-owner
Leah Fogle	Appleton Beer Factory	Business Owner : Hospitality
Nate Weyenberg	Angels Forever Windows of Light	Property Owner / Business Owner: Retail

# **Appendix E**

## **Schedule of Assessments**

# **Appendix F**

## **Map of District**



