

# 2016 Annual Report 2017 Operating Plan



Managed by: Downtown West Allis, Inc.

*A collaborative effort*

## Business Plan of Downtown West Allis Business Improvement District (DWABID)

This document forms the business plan of Downtown West Allis Business Improvement District, managed by Downtown West Allis, Inc. It will be used to document operations that show that our downtown is the hub that connects retail and service businesses with events, entertainment and residential opportunities. It is vibrant and progressive – serving visitors and community members who live, work, shop and play here.

*A Main Street Community*

# D O W N T O W N *West Allis* **BID**

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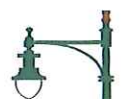
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*A MAIN STREET COMMUNITY*

*A 501(c) NON-PROFIT CORPORATION*

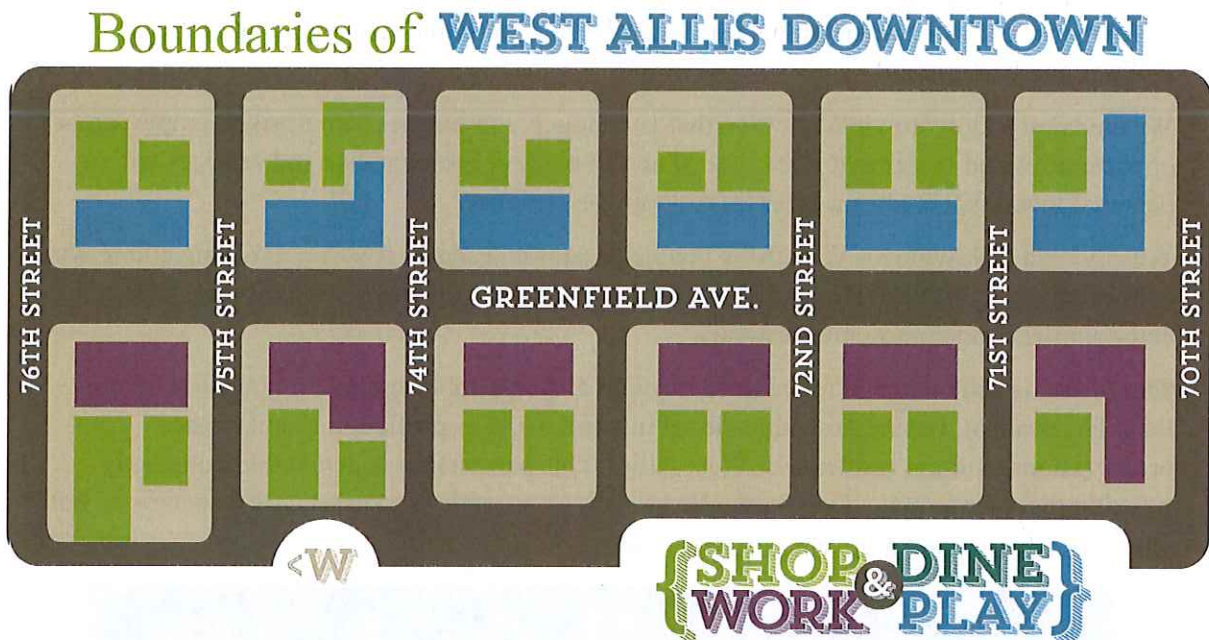
**BUILDING A POSITIVE IMAGE THAT ENCOURAGES CUSTOMER GROWTH AND**



**WELCOMES COMMUNITY INVOLVEMENT**

## Downtown West Allis Business Improvement District Boundaries

The geographic boundaries of the Downtown West Allis Business Improvement District (*DWA-BID*) are West Greenfield Avenue between 70<sup>th</sup> and 76<sup>th</sup> Streets. For the most part, it extends to the alleyways of the buildings on the north side of Greenfield Avenue and the alleyways of the buildings on the south side of Greenfield Avenue. The exception is 70<sup>th</sup> Street where our boundaries extend north to Madison Street and south to Orchard Street.



- **Downtown West Allis, Inc. (DWA, Inc.)** is a Wisconsin non-stock nonprofit corporation holding tax exempt charitable status under IRS 501 (c) 3.
- DWA, Inc is an active Wisconsin Business Improvement District (BID) under Wisconsin stats. Chapter 66.1109.
- DWA, Inc. is a designated Wisconsin Main Street organization <http://wedc.org/mainstreet> in good standing and has been accredited by National Main Street.



## *Mission Statement*

Our mission is “To build a positive image that encourages customer growth and welcomes community involvement.”

## *Vision Statement*

We envision a revitalized Downtown West Allis that, drawing on its unique and genuine sense of place, fosters economic opportunity, creative endeavors, and community spirit.

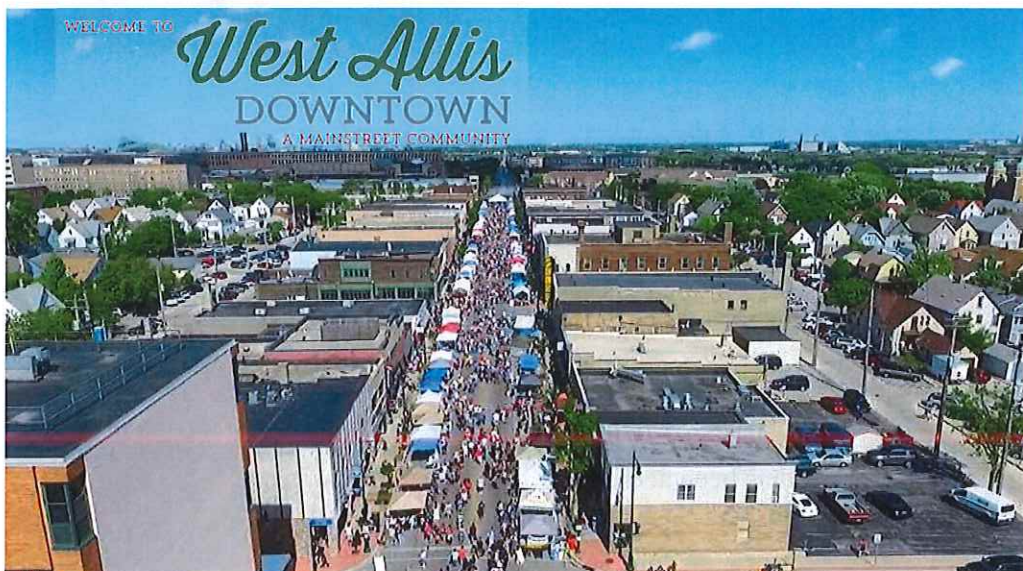
We envision a Downtown West Allis that enhances the quality of life for residents and visitors alike by offering a safe, clean and colorful setting and by providing a comfortable and attractive environment of accessible, pedestrian friendly streets.

We envision a Downtown West Allis that protects, preserves and promotes its heritage, historic assets, and wealth of fine architecture for the active enjoyment of current and future generations, and offers educational opportunities and enrichment to people of all ages, abilities and background.

We envision a Downtown West Allis that is conducive to business enterprises, employment opportunities and stores that offer special and distinctive merchandise and services with a personal touch that creates a pleasant shopping experience.

We envision a Downtown West Allis that celebrates and shares it’s ever evolving ethnic and cultural diversity by providing an urban setting and cultural experiences, diverse dining, entertainment and community festivals.

Our vision is achieved and maintained through a strong public-private partnership among local government, businesses, educational institutions, non-profit community based organizations, and the residents of West Allis. This partnership is devoted to constantly working together to make Downtown West Allis an attraction, an asset, and a success as both a business district and a thriving neighborhood.





**DOWNTOWN WEST ALLIS  
RECEIVES 2016 NATIONAL MAIN  
STREET ACCREDITATION**



*Downtown West Allis* has been designated as an accredited Main Street America™ program for meeting rigorous performance standards set by the National Main Street Center. Each year, the National Main Street Center and its Coordinating Program partners announce the list of accredited Main Street America programs in recognition of their exemplary commitment to preservation-based economic development and community revitalization through the Main Street Approach®.

“Once again, we are thrilled to recognize this year’s nationally accredited Main Street America communities for their outstanding work,” says Patrice Frey, President & CEO of the National Main Street Center. “We are experiencing an exciting era for America’s cities and towns, with a growing recognition of the importance of strong local enterprise, distinctive character, engaged residents, and sense of place. These are things that Main Street America programs have been working to protect and advance for years, strengthening the economic, social, and cultural fabric of communities across the country.”

The organization’s performance is annually evaluated by Wisconsin Main Street, which works in partnership with the National Main Street Center to identify the local programs that meet ten performance standards. Evaluation criteria determines the communities that are building comprehensive and sustainable revitalization efforts and include standards such as fostering strong public-private partnerships, securing an operating budget, tracking programmatic progress and actively preserving historic buildings.

Main Street America has been helping revitalize older and historic commercial districts for more than 35 years. Today, it is a network of more than 1,000 neighborhoods and communities, rural and urban, who share both a commitment to place and to building stronger communities through preservation-based economic development. Since 1980, communities participating in the program have leveraged more than \$65.6 billion in new public and private investment, generated 556,960 net new jobs and 126,476 net new businesses, and rehabilitated more than 260,000 buildings. Main Street America is a program of the nonprofit National Main Street Center, a subsidiary of the National Trust for Historic Preservation.





## DWABID / DWA, Inc

### 2016 Annual Report      2017 Operating Plan

**Goal: Improve and Define Downtown/West Allis Image**

**Objective:** Have a recognizable West Allis brand that works with both internal and external audiences.

**Measurement and Tracking:** Website hits, social media activity, event attendance, survey results

#### **1-Year Activities: Goal set for 2016 and accomplishments:**

- Create series of videos highlighting the West Allis experience – introducing business owners, highlighting neighborhood attractions, etc.
  - Commissioned to have a drone video, approximately 2 minutes long, created to depict the West Allis A la Carte experience.
  - Staff continues to use Facebook Live and Instagram for day-to-day videos.
- Grow ‘friends of’ program to engage businesses outside the BID and raise additional funds.
  - Working with Thera-Dynamics, we created two new activities that took place in West Allis Downtown.
- Expand outreach to residents, schools, community partners.
  - Increased our volunteers by using Sign-up Genius, Nextdoor.com and personally meeting other organizations.

#### **3-Year Activities: Goal set for 2018**

- Expand joint marketing activities among district businesses.
  - Working with 102.9 The Hog on discounted advertising for area businesses.
  - Working with the City of West Allis regarding billboard advertising.
- Have 100% buy-in from district businesses for branding and marketing activities.
  - Increased district business interest in marketing.
- Explore potential to create a visitor center and launch targeted advertising.
  - Prepared and presented to City of West Allis a concept for a West Allis Visitor Center.

#### **5-Year Activities: Goal set for 2020**

- Comprehensive advertising program in place. **In progress**
- Establish a formal partnership with the City/Chamber to market the City and identify a point person for various initiatives. **In progress**
- Expand the boundaries of the BID along Greenfield Ave. **In progress**

**Follow-up Comments & Recommendations:** As we continue to grow our West Allis Downtown, we will work closely with the City of West Allis and other organizations and together improve the image, perception and future growth of our community.



**Goal: Aesthetics & Physical Function of Greenfield Ave.**

**Objectives:**

1. Optimize physical design of street and public spaces to encourage safe and effective circulation of traffic, bikes, pedestrians and accommodate community space and outdoor dining.
2. Improve physical appearance of buildings through façade restorations and storefront design.
3. Add flexible and programmable community space.

**Measurement and Tracking:** Number of buildings restored, pedestrian traffic, perception of safety, number of accidents, number of events (hosted by other organizations)

**1-Year Activities: Goal set for 2016**

- Complete circulation study to determine limitations in current signal timing, bike lanes, bike racks, pedestrian environment, parking and wayfinding systems.
- Work with UWM Planning students to explore renovation and redevelopment options, potential locations for community space.
- Consider using existing underutilized spaces as pop-up parks or event venues to test design concepts in district.
  - See page 8: 2016 UW-Milwaukee School of Architecture and Urban Planning
  - Completed step #1 on installing surveillance cameras in our Municipal Parking Lots.

**3-Year Activities: Goal set for 2018**

- Implement circulation and public space improvements to maximize traffic flow and space utilization in district. **In progress**
- Continue to incentivize façade improvement, consider additional property enhancement incentives. **In progress**
- Encourage other organizations to host events in downtown West Allis, including the ability to offer event facilitation services.
  - Worked with Cream City Clay on Art On The Avenue.
  - Looking to work with other organizations on having their events in West Allis Downtown

**5-Year Activities (6-10 year completion):**

- Complete recommendations from circulation and design studies. **In progress**
- Successful renovation of high profile properties. **In progress**

**Follow-up Comments & Recommendations:** The following page outlines the steps taken by the UW-Milwaukee students and their recommendations. Our organization will move forward on these ideas.





# 2016 UW-Milwaukee School of Architecture and Urban Planning



## PROJECT TASK

The mission for this project came from the Downtown West Allis Business Improvement District. Their guidance provided the foundation of the project's overarching goals:

*To help develop a more unique identity and physical space that promotes a more inviting environment for visitors to the downtown.*

## PROCESS & BACKGROUND

The project incorporated several forms of public engagement, including an online survey, in-person surveys on the street, stakeholder interviews and a public workshop.

## ANALYZATION AND RECOMMENDATIONS

**Municipal Parking Lots** - Recommendation: *All parking signs in the rear lots be redesigned and placed in different locations. Switch the order of the two major signs and make both of them much more explicit.*



**Bike Lanes** - Recommendation: *Adding a 1 1/2 foot buffer in between the existing bike lane and the vehicle travel lane. Adding this buffer will increase bicyclist safety and by moving the danger of speeding cars further from the bike lane. The change will reduce the vehicle travel lanes from 12 1/2 feet wide to 11 feet, which is the current NACTO recommended lane size for roads with significant bus and truck traffic. The visually narrower lane will also reduce automobile speeds slightly, which will improve safety for pedestrians, bicyclists, and vehicles alike.*



**Crosswalks** - Recommendation: *Use high-visibility thermoplastic in more complex, noticeable crosswalk patterns. This change will improve the visibility of crosswalks, Which improves driver yielding behavior to pedestrians and overall safety.*



**Gathering Space** - Recommendation: *Placement of wooden chairs and tables would be screwed into temporary flooring. Trees and other landscaping would create a friendly gathering space.*



**Public Art** - Recommendation: *Business murals present an opportunity for public art that has the incentive of greater promotion for business owners.*



**Kiosk Signage** - Recommendation: *Street level kiosks can provide information about businesses, maps and historical aspects of the area. They can both help define the area with a cohesive look and advertise specific events or businesses.*





**Goal: Grow Economic Mix and Vitality**

**Objective:** Expand business mix to include greater variety of businesses, add destination businesses and entertainment attractions to encourage longer customer visits.

**Measurement and Tracking:** Visitor survey, district rental rates and property values, addition of entertainment businesses

**1-Year Activities: Goal set for 2016**

- Complete inventory of spaces and properties to identify new business opportunities and match spaces to targets.
  - **Vacancy rate of 5% - continue to help property owners fill vacancies.**
- Identify short list of complementary businesses and target for recruitment (i.e. ice cream, deli, entertainment).
  - **Reaching out to business owners that are looking to expand or relocate.**
- Identify underutilized properties and conduct owner outreach to establish plan for renovation and/or leasing. Potentially identify private investors to purchase properties as needed.
  - **Two business owners downsized their operations to make room for two other business owners.**

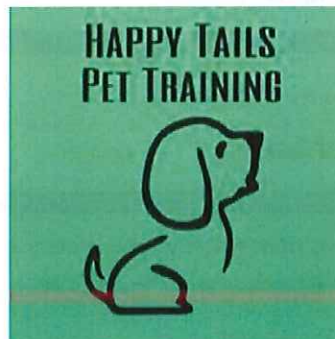
**3-Year Activities: Goal set for 2018**

- Launch matching grant/loan program to rehabilitate or build properties to create spaces necessary to expand commercial and residential options in district. **In progress**
- Identify underutilized parking lots or sites and promote redevelopment to include additional mixed-use and residential options. **In progress**

**5-Year Activities: Goal set for 2020**

- Explore opportunity for BID to purchase and rehabilitate property to serve as an incubator for entrepreneurs and small retailers in the district. **In progress**

**Follow-up Comments & Recommendations:** Identifying underutilized properties, talking to the owners and identifying several properties with willing owners which can be marketed for re-use, potentially together with incentive dollars will help move this initiative forward. In cases where current owners are not interested, able or willing to renovate but would consider selling, a pool of developers or local investors will need to be identified to help successfully transition these properties.



## West Allis Downtown

In addition to continue the execution and promotion of the successful events and initiatives, the 2017 Downtown West Allis work plan will feature the following:

- Host additional business educational classes (social media and event promotions)
- Host a volunteer recruitment night as well as a volunteer luncheon to recognize community partners.
- Market and promote Signage and Marketing funding opportunities.
- Complete security camera project in our municipal parking lots.



2015—2016

Downtown West Allis will continue to offer its small town flavor. It will promote a quality image of the Milwaukee metropolitan area's hometown downtown, where new energy and traditional values will meet to offer a genuine 'one of a kind' downtown experience.

Downtown West Allis works to build a positive image of the district that encourages customer growth and community involvement.

The following indicators highlight the strategic objectives that are part of Downtown West Allis' 5-year plan to enhance Greenfield Avenue.

### Benchmark Performance Measurements

#### Increase Private Investment



*Increased investment by \$59,600 in 2015-2016*

#### Improve District Image



*Worked with local businesses and organizations to bring awareness to the Downtown.*

#### Enhance District Aesthetics



*The following made façade improvement: The Furniture Store and Freese's Candy Shop.*

#### Grow Economic Mix & Vitality



*Increased property value by \$76,800 in 2016*

#### Expand Customer Base



*Increased Facebook Likes from 454 to approximately 1400*

#### Improve Physical Function of Greenfield Avenue



*Adding surveillance cameras in over half of our municipal parking lots.*

2015

2016



<b><u>2016 Board of Directors</u></b>	
Chet Parker – DWA-BID President The Wedding Centre 7140 W. Greenfield Avenue	Alex Geiger – DWABID Vice President Model Empire 7116 W. Greenfield Avenue
Douglas Persich, DWA, Inc. President West Allis Dental 7130 W. Greenfield Avenue	Tom Miller – DWA, Inc. Vice President Steakhouse 100 7244 W. Greenfield Avenue
Don Falk – Inc. & BID Secretary B & K Bar Supplies 7100 W. Greenfield Avenue	Timothy A. Klare – Inc. & BID Treasurer PyraMax Bank 8100 W. National Avenue
Jackie Ellington DC Ellington Company 7412 W. Greenfield Avenue	Gloria Hawkins Hawkins Clock Center 7301 W. Greenfield Avenue
Jennifer Larson Old National Bank 7401 W. Greenfield Avenue	Jim Mejchar Citizen 3200 S. 116 <sup>th</sup> Street
Patrick Schloss – Ex Officio City of West Allis 7525 W. Greenfield Avenue	

## **Summary**

- With a proposed total budget of \$127,200 we request a special assessment of \$101,767.
- Assessment shall be Five & 465/100 DOLLARS (\$5.465) PER THOUSAND DOLLARS OF ASSESSED VALUATION OF EACH SUCH PROPERTY AS PROVIDED BY LAW.
- The Executive Director, Program Assistant and one street cleaner are employees of the Business Improvement District. Our office allows these individuals to carry out the day to day activities. We have a meeting room for our Board and Committee members, and their subcommittees giving them an access to a professional working atmosphere.
- Our Board and Committee members are volunteers within this organization. Each volunteer gives freely of their time and expertise. The Board of Directors votes for a President, Vice-President, Secretary and Treasurer at our December meeting. All members of the Downtown West Allis Business Improvement District are welcome and encouraged to attend meetings via the newsletter and in discussion with the Executive Director and Board Members.
- The Downtown West Allis Business Improvement District is a quasi-governmental, not-for profit, community coalition dedicated to an economically strong, safe, attractive and exciting downtown. Through our four major promotional events we seek to strengthen the retail, cultural, educational and residential life of the city center. Leadership is energized by using human and financial resources, from both within our downtown neighborhood and the greater community.

# Assessment Method

## Financing Method

The proposed expenditures contained in the *2017 Downtown West Allis BID Approved Budget*, attached to the Operating Plan, will be financed from funds collected from the BID special assessment. It is estimated that \$101,767 will be raised through special assessments. Any other funds, which may be made available to the BID for the purposes contained herein, shall be collected and expended as identified in the *2017 Downtown West Allis BID Approved Budget*.

## Method of Assessment

All tax parcels within the Downtown West Allis Business Improvement District boundaries required to pay real estate taxes, with the exception of property used exclusively for manufacturing purposes, will be assessed. Real property used exclusively for residential purposes may not be assessed, as prescribed by the BID law. Property exempt from paying real estate taxes or owned by government agencies will not be assessed.

## Allocation of Assessments

Special assessments under this 2017 Operating Plan are hereby levied against each tax parcel property within the District that has a separate Parcel Identification Number. The assessment is based on the assessed value of the parcels (land and improvements) as shown in the record of the City Assessor's office on January 1, 2017 except as otherwise identified. Assessment shall be Five & 465/100 DOLLARS (\$5.465) PER THOUSAND DOLLARS OF ASSESSED VALUATION OF EACH SUCH PROPERTY AS PROVIDED BY LAW.

Downtown West Allis Business Improvement District  
Managed by: Downtown West Allis, Inc.  
West Allis, WI  
2017 Approved Budget

	Proposed	% of Budget		Proposed	% of Budget
<b>PROFESSIONAL SERVICES</b>			<b>DESIGN</b>		
Executive Director's Salary	\$ 45,000.00	35.38%	<b>STREETScape - SAFETY</b>		
Program Assistant's Salary	\$ 10,000.00	7.86%	Security Camera Project	\$ 1,000.00	0.79%
Professional Incentives	\$ 4,000.00	3.14%	Snow Removal	\$ 10,000.00	7.86%
Administrative Support	\$ 100.00	0.08%	<b>STREETScape - BEAUTIFICATION</b>		
Professional Services (Accountant, Lawyer)	\$ 2,300.00	1.81%	Street Cleaning	\$ 5,700.00	4.48%
Professional Services (Audit)	\$ 3,000.00	2.36%	Maintenance Materials - Street Cleaning	\$ 500.00	0.39%
Payroll Tax Expense	\$ 4,100.00	3.22%	Planters/Planter Maintenance	\$ 2,000.00	1.57%
<b>TOTAL PROFESSIONAL SERVICES</b>	<b>\$ 68,500.00</b>	<b>53.85%</b>			
<b>SUPPORTING SERVICES</b>			<b>TOTAL DESIGN</b>	<b>\$ 19,200.00</b>	<b>15.09%</b>
Website Renovations	\$ 150.00	0.12%	<b>PROMOTIONS</b>		
Dues, Subscriptions & Memberships	\$ 750.00	0.59%	Promotions General Expenses	\$ 750.00	0.59%
Telephone and Internet	\$ 3,000.00	2.36%	Christmas On The Avenue	\$ 500.00	0.39%
Rent - BID Office	\$ 4,800.00	3.77%	Halloween Hunt	\$ 500.00	0.39%
Supplies and Printing	\$ 2,250.00	1.77%	<b>TOTAL PROMOTIONS</b>	<b>\$ 1,750.00</b>	<b>1.38%</b>
Copier - Maintenance	\$ 500.00	0.39%	<b>ECONOMIC DEVELOPMENT/ORGANIZATIONAL</b>		
Web Hosting & Email Support	\$ 1,000.00	0.79%	Marketing Media (radio, DMV, TV, etc.)	\$ 3,000.00	2.36%
Newsletter	\$ 500.00	0.39%	Marketing Materials (Brochures, rack cards, calendars, etc.)	\$ 3,500.00	2.75%
Postage	\$ 500.00	0.39%	Recruitment Materials (brochures, flyers, etc.)	\$ 500.00	0.39%
Insurance	\$ 2,500.00	1.97%	<b>TOTAL ECONOMIC DEV/ORGANIZATIONAL</b>	<b>\$ 7,000.00</b>	<b>5.50%</b>
Misc. Office Expenses	\$ 500.00	0.39%	<b>ASSISTANCE PROGRAMS</b>		
BOD Misc. Expenses	\$ 300.00	0.24%	Signage Assistance Program	\$ 10,000.00	7.86%
<b>TOTAL SUPPORTING SERVICES</b>	<b>\$ 16,750.00</b>	<b>13.17%</b>	AAGP (Advertising Assistance Grant)	\$ 3,000.00	2.36%
<b>MAIN STREET PROGRAM</b>			<b>TOTAL ASSISTANCE PROGRAMS</b>	<b>\$ 13,000.00</b>	<b>10.22%</b>
Education & Travel	\$ 1,000.00	0.79%	<b>Total Expenses</b>	<b>\$ 127,200.00</b>	
<b>TOTAL MAIN STREET PROGRAM</b>	<b>\$ 1,000.00</b>	<b>0.79%</b>	<b>ASSESSED VALUE FOR 2016</b>	<b>\$ 18,623,300.00</b>	
DWA, Inc Ex. Board of Directors	7/20/2016 Approved		<b>PROPOSED SPECIAL ASSESSMENT LEVY</b>	<b>\$ 101,767.04</b>	<b>80.01%</b>
DWA, Inc Board of Directors	7/27/2016 Approved		Additional Income:		
DWABID Ex. Board of Directors	8/17/2016 Approved		City of West Allis	\$ 10,000.00	7.86%
DWABID Board of Directors	8/31/2016 Approved		2015 DWABID budget unspent	\$ 5,432.96	4.27%
** Profits generated by special events			**DWA, Inc.	\$ 10,000.00	7.86%
			<b>Total Income</b>	<b>\$ 127,200.00</b>	<b>100.00%</b>
			<b>ASSESSMENT PER \$1,000 OF ASSESSED</b>	<b>\$ 5.465</b>	



## Kind, Number and Location of Expenditures

In 2017, the Business Improvement District will work on the implementation of the projects presented earlier in this report. All activities/projects will take place within the boundaries of the Downtown West Allis as stated on page 3 of this report.

In addition to the regular activities that provide a clean, safe and vibrant area, the BID must provide support to the businesses. With recent new business additions, there has been a focus on signage and marketing needs. The BID will, once again, offer both signage and marketing grants to our business owners.

Execution of and continued development of forward strategy based on the 2016-2020 Strategic Plan to:

- Be a collective voice in planning, policy and communications
- Work with City Administration and Elected Officials to identify and prioritize for incorporation into capitol projects.
- Advocate for inclusion in future City capitol budgets
- Foster relationship with elected officials and City Staff to maintain focus on capital improvement plans and encourage open dialogue between all entities.
- Work with City Traffic Engineering Department to develop plan for vehicle and pedestrian traffic flow.
- Meet with business and property owners on a regular basis to assess impact, provide information and seek feedback or input.
- Create and distribute regular and timely communication with information about district and local businesses.

Our Board of Directors is comprised of 10 members representing the following interests:

- 9 Business Owners/Occupants
- 1 Person-At-Large (West Allis resident)
- 1 City of West Allis Representative (Ex-Officio)

In addition, it is recommended that the DWBID board be structured and operate as follows:

- *Board size* – minimum of five
- *Composition* – At least 60% 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 West Allis. The board shall elect its Chairperson from among its members.
- *Term* – Appointments to the board shall be for a period of three years.
- *Compensation* – None
- *Meetings* – All meetings of the board shall be governed by the Wisconsin Open Meetings Law and held periodically.
- *Record Keeping* – Files and records of the board's affairs shall be kept pursuant to public record requirements.
- *Staffing* – The board will staff and/or contract for staffing services pursuant to this Plan and subsequent modifications thereof.
- *Relationship* – The DWABID shall be a separate entity from any association or organization, notwithstanding the fact that members, officers and directors of each may be shared. Downtown West Allis, Inc. 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. Downtown West Allis, Inc. has contracted with the DWABID to provide services to the DWABID, in accordance with this Plan.
- *Responsibilities* - Implement the Operating Plan, annually consider and make changes to the Operating Plan and Submit the Operating Plan to the Common Council for approval.

### Administrative Committee Objectives

The Administrative Committee will focus on the following 2017 goals:

- To continue to **employ** a full-time Executive Director and part-time Program Assistant.
- Maintain **partnerships** with the City of West Allis, WA/WM Chamber of Commerce, West Allis Police, Fire and Health Departments.
- Continue to maintain and improve the **WestAllisDowntown.com website, The Downtowner newsletter, Twitter, Instagram and Facebook** accounts.

### Promotion Committee Objectives

The Promotions Committee will focus on the following 2017 goals:

- Maintain our **traditional family events**: West Allis Ala Carte, Classic Car Show, Halloween Hunt and Christmas on the Avenue.
- Promote *DWABID* by **participating in West Allis activities** such as: parades, National Night Out, Settlers Weekend, Hank Aaron Walk/Run and other community activities.
- Helping other organizations/businesses raise awareness through smaller monthly events.

### Design Committee Objectives

The Design committee will focus on the following 2017 goals:

- **Maintain Brick Flower Planters and Street Level Planters.** We will continue to maintain the brick planters as well as adding new mulch to the tree beds.
- **Maintain Sidewalks through Snow Removal and Cleanup.** We will continue to keep our area clean by having the snow removed in the winter and the weeds and trash picked up on a weekly basis.
- **Sound System/WIFI/Cameras.** We will continue to work with the City of West Allis in finalizing the installation of the security cameras in the municipal parking lots.
- **Signage Assistance.** We will bring back our Signage Assistance Grant Program that will help fund façade signage or removal of old signage.

### Economic Restructuring Committee Objectives

The Economic Development Committee will focus on the following 2017 goals:

- Work with Downtown West Allis property owners in **recruiting businesses** to fill vacancies.
- Work with the City of West Allis regarding **façade improvements** to buildings.
- Utilize **Main Street's** assistance in developing programs to strengthen small businesses through Shop Local and Small Business Saturday campaigns.

### Organization Committee Objectives

The *DWA-BID* Marketing Committee will focus on the following 2017 goals:

- Increase **volunteer participation** and encourage community support with an annual volunteer recruitment night.
- Improve **business to business communication** through our quarterly newsletter, periodic email blasts, meetings and outside marketing projects.
- Update the web page to keep the **calendar of events** most current. We will continue working on branding our area and spread the word about West Allis Downtown.
- Continue to **reach out to the community** through press releases in the West Allis NOW, DWA-Inc. Facebook and Twitter.
- **Advertising Assistance.** We will offer financial assistance to business owners for their promoting and marketing projects.



# Assessment Collection

- The City of West Allis shall include the special assessment levied herein as a separate line on the real estate tax bill for each parcel. The City shall collect such assessment with the taxes as a special charge, 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 Operating Plan by the 15<sup>th</sup> day of the month following such collection.
- Any BID assessment collected by the City before or after the Operating Plan year for which the assessments were made shall be delivered to the BID Board by the 15th of the month following the month during which such sums were collected and are to be used by the BID Board in the same manner as if received during the applicable Operating Plan year. This provision is intended to govern BID assessments prepaid in December prior to the applicable Operating Plan year, as well as delinquent and late payment made after the Operating Plan year.
- The BID Board shall prepare and make available to the public and the City's Council annual reports describing the current status of the BID, including expenditures and revenues, at the time it submits its amended Operating Plan to the City for the following Operating Plan year. This report shall include an independent certified audit of the implementation of the Operating Plan, which shall be paid for out of the BID budget.
- The presentation of this proposed Operating Plan to the City shall be deemed a standing order of the Board under Wis. Stat. sec. 66.1109(4) 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. Disbursements made under this Plan shall be shown in the City's budget as a line item. Other than as specified herein, the disbursement procedures shall follow standard City disbursement policy.

**Downtown West Allis Business Improvement District  
2017 Time Table for Planned Expenditures**

	Jan.	Feb.	Mar.	Apr.	May	Jun.	Jul.	Aug.	Sept.	Oct.	Nov.	Dec.	Total
<b>Professional Services</b>	\$ 6,933.34	\$ 7,968.33	\$ 4,933.33	\$ 4,933.33	\$ 4,933.33	\$ 4,933.34	\$ 4,933.33	\$ 6,264.33	\$ 4,933.33	\$ 4,933.34	\$ 4,908.33	\$ 6,933.34	\$ 68,600.00
Executive Director's Salary	\$ 3,750.00	\$ 3,750.00	\$ 3,750.00	\$ 3,750.00	\$ 3,750.00	\$ 3,750.00	\$ 3,750.00	\$ 3,750.00	\$ 3,750.00	\$ 3,750.00	\$ 3,750.00	\$ 3,750.00	\$ 45,000.00
Program Assistant's Salary	\$ 833.34	\$ 833.33	\$ 833.33	\$ 833.33	\$ 833.33	\$ 833.34	\$ 833.33	\$ 833.33	\$ 833.33	\$ 833.34	\$ 833.33	\$ 833.34	\$ 10,000.00
Professional Incentives	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,000.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,000.00
FICA Unemploy & Work Comp	\$ 350.00	\$ 300.00	\$ 350.00	\$ 350.00	\$ 350.00	\$ 350.00	\$ 350.00	\$ 350.00	\$ 350.00	\$ 350.00	\$ 300.00	\$ 350.00	\$ 4,100.00
Professional Services	\$ 2,000.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 300.00	\$ -	\$ -	\$ -	\$ -	\$ 2,300.00
Professional Services (Audit)	\$ -	\$ 3,000.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,000.00
Administrative Support	\$ -	\$ 25.00	\$ -	\$ -	\$ 25.00	\$ -	\$ -	\$ 25.00	\$ -	\$ -	\$ 25.00	\$ -	\$ 100.00
<b>Supporting Services</b>	\$ 2,125.00	\$ 760.00	\$ 1,000.00	\$ 875.00	\$ 825.00	\$ 2,325.00	\$ 1,450.00	\$ 850.00	\$ 1,075.00	\$ 760.00	\$ 650.00	\$ 3,125.00	\$ 18,760.00
Website Renovations	\$ -	\$ -	\$ 50.00	\$ -	\$ -	\$ 50.00	\$ -	\$ 50.00	\$ -	\$ -	\$ -	\$ -	\$ 150.00
Data, Subscriptions & Membership	\$ -	\$ 100.00	\$ -	\$ 200.00	\$ -	\$ 150.00	\$ -	\$ 200.00	\$ 100.00	\$ -	\$ -	\$ -	\$ 750.00
Telephone & Internet	\$ 250.00	\$ 250.00	\$ 250.00	\$ 250.00	\$ 250.00	\$ 250.00	\$ 250.00	\$ 250.00	\$ 250.00	\$ 250.00	\$ 250.00	\$ 250.00	\$ 3,000.00
Rent	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,400.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,400.00
Supplies & Printing	\$ 150.00	\$ 200.00	\$ 150.00	\$ 200.00	\$ 150.00	\$ 200.00	\$ 200.00	\$ 200.00	\$ 200.00	\$ 200.00	\$ 200.00	\$ 200.00	\$ 2,300.00
Copier Maintenance	\$ -	\$ -	\$ 250.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 250.00	\$ -	\$ -	\$ -	\$ 500.00
Webhosting & Email Support	\$ 100.00	\$ 75.00	\$ 100.00	\$ 100.00	\$ 100.00	\$ 75.00	\$ 75.00	\$ 75.00	\$ 75.00	\$ 75.00	\$ 75.00	\$ 75.00	\$ 1,000.00
Newsletter	\$ -	\$ -	\$ 125.00	\$ -	\$ -	\$ 125.00	\$ -	\$ -	\$ 125.00	\$ -	\$ -	\$ -	\$ 500.00
Postage	\$ 125.00	\$ -	\$ -	\$ 125.00	\$ -	\$ -	\$ 125.00	\$ -	\$ -	\$ 125.00	\$ -	\$ -	\$ 500.00
Insurance	\$ 1,500.00	\$ -	\$ -	\$ -	\$ -	\$ 1,000.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,500.00
Misc. Office Supplies	\$ 125.00	\$ -	\$ -	\$ -	\$ 125.00	\$ -	\$ -	\$ 125.00	\$ -	\$ -	\$ 125.00	\$ -	\$ 500.00
BID Misc. Expense	\$ -	\$ 75.00	\$ -	\$ -	\$ -	\$ 75.00	\$ -	\$ -	\$ 75.00	\$ -	\$ -	\$ -	\$ 300.00
<b>Design Committee</b>	\$ 2,400.00	\$ 2,575.00	\$ 1,500.00	\$ 675.00	\$ 2,600.00	\$ 1,725.00	\$ 850.00	\$ 625.00	\$ 600.00	\$ 1,575.00	\$ 2,700.00	\$ 2,575.00	\$ 19,200.00
Maintenance Materials	\$ 50.00	\$ -	\$ 50.00	\$ -	\$ 50.00	\$ 150.00	\$ -	\$ -	\$ 50.00	\$ -	\$ -	\$ -	\$ 500.00
Snow Removal	\$ 2,000.00	\$ 2,000.00	\$ 1,000.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,000.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 10,000.00
Security Camera (Maintenance)	\$ 75.00	\$ 100.00	\$ 75.00	\$ 100.00	\$ 75.00	\$ 100.00	\$ 75.00	\$ 50.00	\$ 75.00	\$ 100.00	\$ 75.00	\$ 100.00	\$ 1,000.00
Street Cleaning	\$ 475.00	\$ 475.00	\$ 475.00	\$ 475.00	\$ 475.00	\$ 475.00	\$ 475.00	\$ 475.00	\$ 475.00	\$ 475.00	\$ 475.00	\$ 475.00	\$ 5,000.00
Brick Paver (Maintenance)	\$ -	\$ -	\$ -	\$ -	\$ 2,000.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,000.00
<b>Economic Development Committee</b>	\$ -	\$ -	\$ 750.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 250.00	\$ -	\$ -	\$ -	\$ 1,000.00
Recruitment Materials	\$ -	\$ 250.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 250.00	\$ -	\$ -	\$ -	\$ 500.00
<b>Organizational Committee</b>	\$ 850.00	\$ 550.00	\$ 600.00	\$ 600.00	\$ 660.00	\$ 600.00	\$ 850.00	\$ 850.00	\$ 830.00	\$ 680.00	\$ 500.00	\$ 670.00	\$ 6,000.00
Marketing Media	\$ 250.00	\$ 250.00	\$ 250.00	\$ 250.00	\$ 250.00	\$ 250.00	\$ 250.00	\$ 250.00	\$ 250.00	\$ 250.00	\$ 250.00	\$ 250.00	\$ 3,000.00
Marketing Material	\$ 300.00	\$ 300.00	\$ 250.00	\$ 350.00	\$ 300.00	\$ 300.00	\$ 300.00	\$ 300.00	\$ 275.00	\$ 300.00	\$ 250.00	\$ 325.00	\$ 3,000.00
<b>Promotions Committee</b>	\$ 300.00	\$ -	\$ -	\$ 250.00	\$ 250.00	\$ -	\$ -	\$ -	\$ 250.00	\$ 200.00	\$ -	\$ -	\$ 1,200.00
General Expenses	\$ -	\$ -	\$ -	\$ 250.00	\$ 250.00	\$ -	\$ -	\$ -	\$ 250.00	\$ -	\$ -	\$ -	\$ 750.00
Halloween Hunt	\$ 300.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 200.00	\$ -	\$ -	\$ 500.00
Christmas On The Avenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 500.00	\$ 500.00
<b>Assistance Programs</b>	\$ 1,300.00	\$ 1,200.00	\$ 1,300.00	\$ 200.00	\$ 1,300.00	\$ 1,200.00	\$ 1,300.00	\$ 200.00	\$ 1,300.00	\$ 1,200.00	\$ 1,300.00	\$ 1,200.00	\$ 13,000.00
Signage Assistance	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ -	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ -	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 10,000.00
Advertising Assistance (AAGP)	\$ 300.00	\$ 200.00	\$ 300.00	\$ 200.00	\$ 300.00	\$ 200.00	\$ 300.00	\$ 200.00	\$ 300.00	\$ 200.00	\$ 300.00	\$ 200.00	\$ 3,000.00
<b>Main Street Program</b>	\$ -	\$ -	\$ 250.00	\$ -	\$ -	\$ 250.00	\$ -	\$ -	\$ 250.00	\$ -	\$ -	\$ 250.00	\$ 1,000.00
Education & Travel	\$ -	\$ -	\$ 250.00	\$ -	\$ -	\$ 250.00	\$ -	\$ -	\$ 250.00	\$ -	\$ -	\$ 250.00	\$ 1,000.00
<b>TOTAL</b>	\$ 12,508.34	\$ 11,783.33	\$ 8,533.33	\$ 7,233.33	\$ 8,983.33	\$ 11,733.34	\$ 7,483.33	\$ 7,183.33	\$ 7,833.33	\$ 8,008.34	\$ 8,758.33	\$ 12,958.34	\$ 127,000.00

## Development Plan - Benefits

The funds collected by the BID through special property assessments will be used to benefit the Downtown West Allis District in the following manner:



- Assist property owners to attract and retain tenants by providing an attractive environment in which customers and clients are drawn for a pleasant working, shopping, dining, living and recreating experience.
- Play an active role in marketing West Allis Downtown to existing and potential tenants and customers.
- Provide a culture of open communication and inclusiveness for all BID members.
- Maintain an inventory listing of currently available office and retail space availability and prospective sharing, information with owners and prospects.
- Increase the value of West Allis Downtown property by encouraging building improvements and linking property owners to the City of West Allis Economic Development Department or other financing options for design enhancements. A vibrant West Allis Downtown will also attract interested buyers further driving up demand and property values.
- On-going efforts which establish strong, collaborative working relationships with the City of West Allis. Advocacy for business.





### City Role

The City of West Allis is committed to helping private property owners in the District promote its development. To this end, the City intends to play a significant role in the creation of the Business Improvement District and in implementation of the Operating Plan. In particular, the City will:

- Encourage the County and State governments to support the activities of the District.
- Monitor and when appropriate, apply for outside funds that could be used in support of the District.
- Collect assessments, maintain the funds, and disburse the funds of the District to the BID along with an identification of those BID assessments included in the disbursement.
- Obtain and review annual audits as required per Wis. Stat. sec. 66.1109(3) (c).
- Provide the BID Board through the Assessor's Office on or before September 1 of each Operating Plan year with the official City records on assessed value for each Parcel Identification Number within the District, as of that date in each plan year, for purposes of calculating the BID assessments.
- Adopt this Operating Plan in the manner required by Wis. Stat. sec. 66.1109.

### Required Statements

- The Business Improvement District law requires the Operating Plan to include several specific statements:
- Wis. Stat. sec. 66.1109(1)(f)1m: 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.
- Wis. Stat. sec. 66.1109(5)(a): Real property used exclusively for residential purposes and real property that is exempted from general property taxes under s. 70.11 may not be specially assessed.

### Severability and Expansion

- This BID has been created under authority of Wis. Stat. sec. 66.1109.
- Should any court find any portion of the BID law or this Operating Plan invalid or unconstitutional, said decision will not invalidate or terminate the BID and this BID Operating Plan should be amended to conform to the law without the need to reestablish the Operating Plan.
- Should the State amend the statute to narrow or broaden the purposes of a Business Improvement District so as to, among other things, exclude or include as assessable properties of a certain class or classes of properties, then this BID Operating Plan may be amended by the Common Council of the City of West Allis as and when it conducts its annual budget approval without necessity to undertake any other act.
- All of the above is specifically authorized by Wis. Stat. sec. 66.1109(3) (b).
- If it is determined by a court or administrative body that a parcel of property not subject to general real estate taxes may not be included within the District, then such parcels shall be excluded from the definition of the District.

### Legal Option

I hereby certify that the 2017 Operating Plan for the *Downtown West Allis Business Improvement District* is complete and complies with Section 66.1109(1) (f) of the Wisconsin Statutes.

  
\_\_\_\_\_  
Scott Post  
City Attorney  
City of West Allis

10-12-16  
\_\_\_\_\_  
Date

