

Neenah Central City Business Improvement District Year Seventeen Operating Plan- 2018

Approved

Future Neenah Board: November 20, 2017

BID Board: November 21, 2017

Council: December 6, 2017

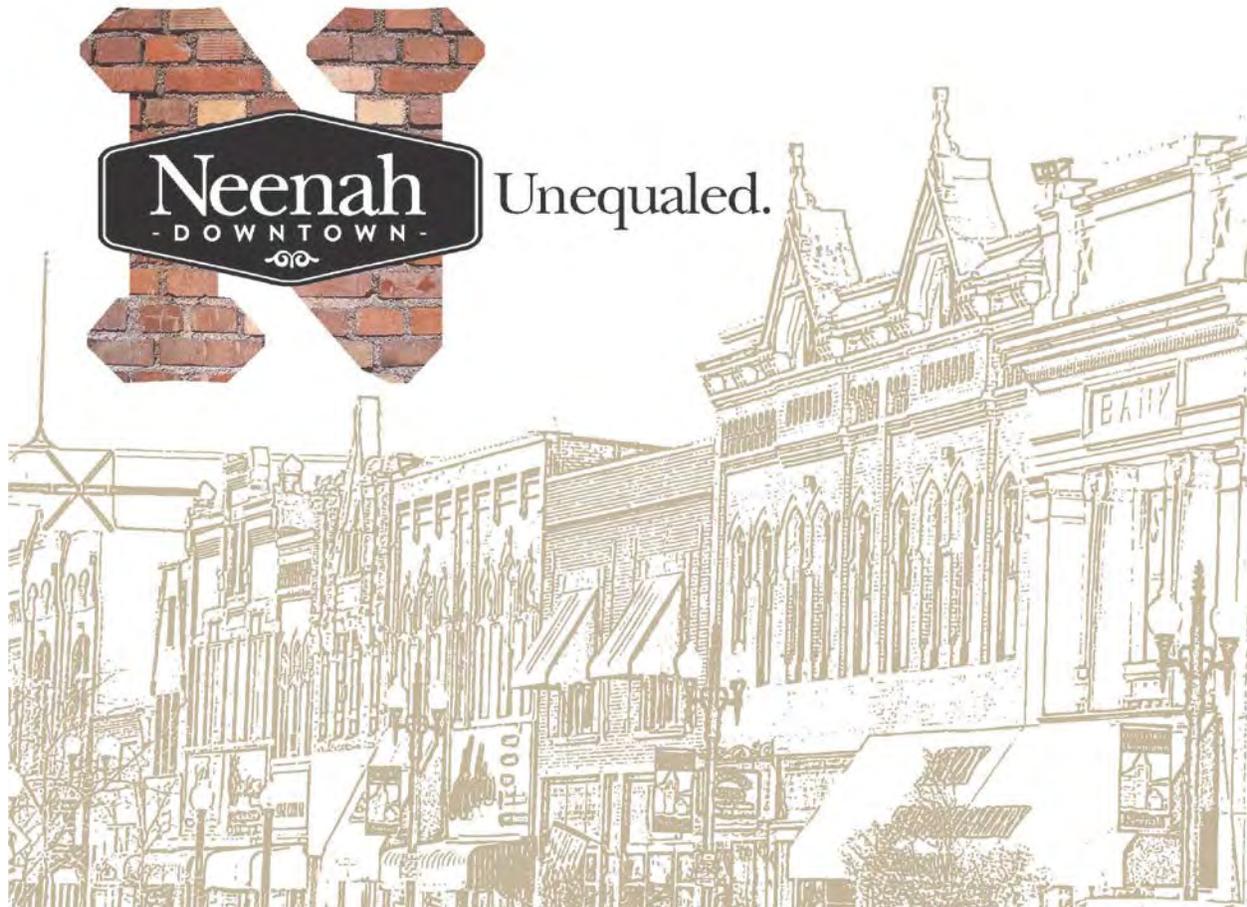


TABLE OF CONTENTS

| | Page |
|------------------------------------------------------------------------|-------|
| DOWNTOWN NEENAH BRAND | 2 |
| I. INTRODUCTION | 3 |
| A. Purpose of the BID | 3 |
| II. DEVELOPMENT PLANS | 4 |
| A. Plan Objectives | 4 |
| B. Plan of Action for 2018 | 4 |
| C. Benefits | 5 |
| D. BID Organization and Operating Board | 5 |
| E. Annual Review | 7 |
| F. Relationship to Plans for the Orderly Development of the City | 7 |
| G. Powers | 7 |
| H. Budget | 8 |
| III. DISTRICT BOUNDARIES | 8 |
| IV. FINANCING METHOD | 8 |
| V. METHOD OF ASSESSMENT | 8 |
| A. Parcels Assessed | 8 |
| B. Levy of Assessment | 9 |
| C. Schedule of Assessment | 9 |
| D. Assessment Collection and Dispersal | 9 |
| E. Annual Report | 10 |
| VI. CITY ROLE IN DISTRICT OPERATIONS | 10 |
| VII. REQUIRED STATEMENTS | 10 |
| VIII. RELATIONSHIP | 10 |
| A. Future Neenah, Incorporated | 10 |
| B. Binding Clause | 11 |
| IX. SEVERABILITY AND EXPANSION | |
| A. Measures of Success | 11 |
| B. Vision 2040 | 11 |
| C. Commercial Facilitation | 12 |
| D. Commercial Valuations | 12 |
| E. Occupancy Rates and Business Inventory | 12 |
| APPENDICES | |
| A. 2018 Budget | 13-14 |
| B. District Boundaries | 15 |
| C. Properties in the District (Incl. Exempt Properties) | 16-18 |
| D. Legal Opinion | 19 |
| E. Wisconsin Statutes Section 66.1109 | 20-21 |
| F. 2017 Annual Report | 22-24 |
| G. Work Plans of Standing Committees | 25-27 |
| H. BID Board Members | 28 |
| I. Common Council Resolution | 29 |
| J. 2016 BID Audit | 30-41 |
| K. Façade Improvement Grant | 42-43 |
| L. Co-Op Partners Work Plan | 44-51 |
| M. Flow Chart of BID at Work | 52-53 |

Downtown Neenah Brand Statement

We are Neenah, Wisconsin.

Born on the banks where the Winnebago flows into the mighty Fox, we were named for running water. And that water has long since been our heart and our soul. It has fueled paper mills and steel industry, and it has fueled an unequalled culture that is truly built on water.

Our environment has been the inspiration for education and innovation. We invest in our future, and believe in our own. Our family ties run deep, and we are still a place where caring for each other comes naturally.

From the global brand Kimberly-Clark to Neenah Foundry whose designs grace historic downtowns across the world the name Neenah has earned an unequalled reputation. Our dynamic blend of business acumen and amazing quality of life have combined to create an environment rich with leadership, innovation and determination.

And here in downtown, we are the heart of this dynamic place. We are the unique shops, the proud business owners, the fine flavors, and the family friendly events that truly make Neenah a community. From our historic architecture alongside contemporary flair to the public art gracing our streets, a day downtown is a day to be remembered.

We are Neenah Downtown, and this is our home. We are proud to invite you to discover our hospitality, sample our personality, and find a downtown that feels the way downtowns should. Be our guest, and we'll help you discover why we say that Neenah Downtown is truly Unequaled.

Fall 2017 New Brand Statement Sign on west wall of 100 West Wisconsin Avenue (below).



**2018
OPERATING PLAN
NEENAH CENTRAL CITY BUSINESS IMPROVEMENT DISTRICT**

I. INTRODUCTION

Under Wisconsin Act 184, signed into law in 1984, Wisconsin municipalities are authorized to create Business Improvement Districts (BIDs) upon petition of at least one property owner within the proposed district. The State Legislature created Section 66.1109 of the Wisconsin Statutes (the “BID Law”) to provide a mechanism “...to allow businesses within those districts to develop, to manage and promote the districts and to establish an assessment method to fund these activities.” See Appendix F, 1983 Wis. Act 184, Section 1, legislative declaration. In many instances, BIDs are designed to promote, develop, redevelop, manage, and maintain the district. BIDs use various methods to determine assessments. A majority of Wisconsin BID’s levy is based on each parcel’s assessed value. Under the BID law, properties used exclusively for residential purposes may not be assessed.

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, maintenance programs, parking utilization, services such as snow removal, façade renovations, as well as crime prevention and security activities.

In 2001, business and property owners located within the Neenah Central City Business Improvement District (the “District”) signed a petition requesting the creation of a Business Improvement District. The purpose of the District is to sustain the competitiveness of Downtown and ensure a safe, clean environment conducive to business and recreational activity. The petition was included as part of the Initial Operating Plan that was developed in accordance with the BID statutes. The Neenah Common Council approved the Plan and created the District on November 20, 2001. The BID District functions as a cooperative partnership with the City of Neenah (City) and Future Neenah, Inc. (FNI).

This 2018 Operating Plan will govern the operation and management of the BID for the next year. It is anticipated that the BID will be renewed for subsequent years with essentially the same terms and conditions (with options to modify work plans, budgets, etc.), and in the manner prescribed under section 66.1109 (3) (b) of the BID law.

The provisions set forth herein shall constitute the “Operating Plan” of the Neenah Central City BID. As used herein, “BID” shall refer to the business improvement district’s operating and governance mechanism and “District” shall refer to the real estate located within the physical boundaries of the business improvement district, as provided herein.

A. Purpose of the BID

Since its inception, the objectives of the BID have been and continue to be to attract merchants and entrepreneurs that will increase customer traffic downtown, better enabling the Downtown District to compete for customers with suburban, residential, and commercial areas, and to position it as a destination point. Key focus areas are management, retention, recruitment, marketing, public relations and physical maintenance of the District. These are proposed because

1. Use of the BID mechanism to create a broad based entity focused on achieving specified goals and objectives, and led by a volunteer Board of Directors will help ensure that a sustainable management, retention, recruitment, marketing and maintenance program will continue on a long-term basis.
2. The District includes a variety of properties in differing types and sizes. Existing public funding sources used to maintain and promote the District in the past have not been sufficient. Unified development efforts will have to be financed with new private resources as well as existing public and private dollars. A system of shared costs, responsibilities, and programs will provide for long-term results that would otherwise not be obtainable. An example of the benefit of this effort will be the District supplementing the maintenance provided by the City in order

to increase the appearance and cleanliness of Downtown. The City will continue to provide its current level of maintenance and service. The City, FNI, and the District have developed a Cooperation Agreement to address the common goal of maintaining a clean, safe, and vibrant central business district. This agreement defines roles and responsibilities among the parties, improves communication, makes efficient use of time and resources, and encourages success. The Cooperation Agreement will be extended for a one-year renewal, through December 31, 2018, with the adoption of the 2018 Operating Plan. Future renewal is subject to the mutual agreement of all parties. A retreat of all parties involved (City/FNI/BID) was held in October, 2017 to update this Cooperative Agreement. At that time, action was taken to replace this working document with an Agreement that more accurately reflects the partnership and shared duties/responsibilities. All parties agreed to meet every other year in similar fashion to renew this Cooperative Agreement. (Appendix L)

3. The BID law provides a mechanism whereby private property owners can work together in conjunction with the City of Neenah and Future Neenah, Inc. to develop and maintain the District. The goals and objectives of the newly completed 2040 Comprehensive Plan, the 2013 Market Analysis & Branding Study, the Waterfront Design and Development Master Plan, the 2008 Glatfelter Mill Redevelopment Master Plan, the 2014 parking study, and other programs that promote the economic vitality of the Downtown will be consulted in the management of the BID.
4. The continued use of the BID mechanism helps to ensure that the entire District will be promoted, managed and developed as expeditiously and cost effectively as possible, further ensuring that efforts to showcase and benefit the District continue into the future.
5. There have been more than 1000 BID's formed in North America, including 85 BIDs in Wisconsin. BIDs are a critical ingredient in commercial area revitalization and have proven to be successful by funding improvements and services that enhance the overall vitality of a business district. Success is measured by higher occupancies, sales, and property values.

II. DEVELOPMENT PLAN

This shall be the Business Improvement District Operating Plan for the Neenah Central City Business Improvement District, for the year 2018.

A. Plan Objectives

The BID seeks to protect public and private investments in Downtown Neenah, and to attract new investment to the District. The BID exists to promote the orderly development and physical maintenance of the District, including implementation of the Downtown Element of Neenah's 2040 Comprehensive Plan, and to develop, redevelop, maintain, operate and promote the District efficiently and effectively. 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, services and promotional activities that will help to acquire and grow sustainable consumer markets that Downtown Neenah can attract and serve, thus strengthening its competitiveness in the regional marketplace.

B. Plan of Action For 2018

The BID shall carry out its objectives by renewing the contract with FNI to carry out the administrative and management of the Plan of Action. It will be the task and responsibility of the BID Board and its standing committees to define and direct the implementation of the Plan of Action. The 2018 Plan of Action of the BID Board, as established by its four standing committees, is identified in the attached Appendix G.

C. Benefits

Funds collected by the BID under this plan will be spent for the benefit of the District.

Activities will:

1. Help District property owners secure and retain quality tenants.
2. Assist property owners and prospective tenants with governmental processes.
3. Assist property owners in retaining existing tenants by providing programs and services to troubleshoot, problem solve, and educate.
4. Assist property owners in recruiting new businesses to the District by using various proactive methods such as:
 - Track market trends, strengths, and weaknesses in order to target those new business sectors that should be recruited in the District.
 - Implement a marketing strategy and material to assist in attracting new businesses.
 - Continue to refine a database that tracks all property available within the BID. Use the database for informing potential new business of these locations.
5. Offer information and referral for financial assistance in developing and improving property.
6. Assist property owners in promoting not only their property, but also the District as a whole.
7. Address parking issues and concerns by working with City officials and recommending improvements to the Downtown Parking System.
8. Address safety issues through cooperative work with business owners and City officials in order to develop new programs aimed at keeping the BID safe for customers, owners, pedestrians, and residents.

Help increase the value of property in the District by:

1. Improving the image of the District.
 - Continue to implement and update the marketing and branding study to attract new customers, businesses, and pedestrian traffic to the area.
 - Continue to educate business and property owners, Downtown employees, and customers on parking availability, rules, and regulations.
2. Encouraging property owners and tenants to make improvements and enhancements to buildings in the District.
 - Continue to support the City's efforts at securing funding for continuation of the façade grant program.
 - Encourage and promote any new building improvements through the use of marketing campaigns, newsletters and media.
3. Expanding promotional and retail events that increase pedestrian traffic in the District.
 - Promote events such as Farmers Market, the Christmas Event, Ultimate Ladies Day, Shattuck Park Summer Concert Series, etc.
 - Work cooperatively with event organizers to develop new events and grow existing events that create public awareness of what businesses are located within the BID and encourage people to come to the District.

Help tenants and existing businesses in the District become stronger by:

1. Developing vacant property and land.
2. Working with business owners in finding and obtaining tenants/owners to purchase/lease available space.
3. Assisting in marketing the BID to the general public and to private developers.
4. Working with area businesses and City officials to develop solutions for undesirable property.
5. Monitoring the enforcement of codes on properties that are neglected due to absentee owners.

D. BID Organization and Operating Board

The Mayor of the City of Neenah, as outlined below, shall appoint the BID Board ("Board"), with input from the current BID Board membership, Future Neenah, Inc., City Officials and the property/business owners in the District. Appointments to the Board 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 and submitting the Operating Plan for the following Plan Year to the Common Council of the City of Neenah for approval. These responsibilities may require 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—11
2. Composition – The Board shall be made up of representatives from the following groups/interests:
 - Six (6) owners of property within the District.
 - One (1) representative from each of the following three (3) downtown business sectors:
 - Service/retail
 - Hospitality
 - Office
 - One (1) community representative with no direct property ownership or business interests within the District. This appointee shall be a City of Neenah resident.
 - One (1) representative of the City of Neenah administration, appointed by the Common Council.

Board appointments are made by the Mayor and confirmed by the Common Council. Any Board member who no longer meets the eligibility requirements associated with his/her particular appointment category (i.e. sale of property, employment change, etc.) shall be replaced. The Board shall recommend a replacement appointee to the Mayor, who will present a nominee for Council confirmation within 30 days.

3. Term — Appointments to the Board shall be for a period of three (3) years, on staggered terms, each ending on December 31 of the year of expiration except that the City of Neenah administration representative shall be appointed for a one year term at the annual April organizational meeting of the Common Council. The Board may remove by majority vote, any BID Board member who is absent from more than 3 meetings, without valid cause, and may recommend a replacement appointee to the Mayor, who will present a nominee for Council confirmation within 30 days.
4. Compensation —None.
5. Meetings — All meetings of the Board shall be conducted in strict adherence to the Wisconsin Open Meeting Law, Chapter 426, Laws of 1975. Minutes will be recorded and submitted to the City and the Board. The Board shall adopt Roberts Rules of Order to govern the conduct of its meetings, and shall meet regularly, at least annually.
6. Recordkeeping — Files and records of the Board’s affairs shall be kept pursuant to public record requirements.
7. Staffing — The Board will contract for services pursuant to this Plan and subsequent modifications thereof. Unless requested otherwise by the Board, 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, Vice-Chairman, Treasurer and Secretary, any two of the four 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 authorization for the writing of checks.
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.
10. Future Neenah, Inc. shall have a representative on the BID Board. Depending on that representative’s status, they may or may not be a voting member per the provisions of Section D. 2. above.

E. Annual Review

This Operating Plan, when adopted, shall be the governing plan for the Plan Year. Approval by the City's Common Council of such Plan shall be conclusive evidence of compliance of such Plan with the BID Law, Section 66.1109 (3) (b).

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. The proposed Operating Plan for the following Plan Year will be drafted by FNI as the administrative arm of the BID with input from the BID and FNI Boards as well as the City, then submitted to the BID Board and the FNI Board for review and input.
2. The Plan may be re-drafted and submitted to the BID Board for approval based on comments by the BID and FNI Boards.
3. The BID Board will review the proposed BID Plan and make a recommendation to the Common Council.
4. The Common Council will act on the proposed BID Operating Plan for the following Plan Year.
5. Mayoral appointment and Council confirmation of new members to the BID Board will be made 30 days prior to the expiration of outgoing Board members terms. It is anticipated that the BID Board 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. Included in these changes for later Plan Years will be changes in the BID budget and assessments.

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

Under Wisconsin Statutes Section 66.1109 (1)(f)(4), this Operating Plan is required to specify how the creation of a Business Improvement District promotes the orderly development of the City. The District will enhance the cleanliness, safety, development, and marketability of the Downtown, consequently, encouraging commerce in the City. Further, increased business activity in the City will increase sales tax revenues and property tax base. Orderly development of the City is consistent with the City of Neenah's 2040 Comprehensive Plan, the Waterfront Design and Development Master Plan, the 2008 Glatfelter Mill Redevelopment Master Plan, and will promote the orderly development of the City in general and the Downtown in particular.

G. 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 on behalf of the BID with Future Neenah Incorporated 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 the benefit of the District. This will be accomplished by utilizing FNI's 501 (c) 3 not-for-profit status.
8. To elect officers, hire employees and contract out work as necessary to achieve its goals.
9. To insure the security of the District.
10. To elect Officers to assist in carrying out the day-to-day work authorized by the BID Board, including authorizing the payment of invoices, bills, claims and contracts on behalf of the Board, and to adopt By-Laws governing the conduct of the BID Board, its Officers and the day-to-day operation of the BID Board and Board meetings.

H. Budget

All of the estimated expenditures of the BID are shown on Appendix A, the Budget. All of the expected expenditures will be financed by the collection of BID assessments and with other revenues generated by City participation, gifts, donations, in-kind services, grant applications, etc.

The BID will continue to contract with FNI for staff/administrative/management/implementation services. Funds collected through BID assessments shall be used to pay for this contract in order to implement a full-fledged, successful and sustainable downtown management program. The BID Board and FNI will cooperatively and jointly raise additional funds through public and private sources to cover the remaining funds needed for 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 BID Board. Any unused funds remaining at the end of the year shall be deposited into contingency funds or designated for specific uses in 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 BID Board and in keeping with the objectives of the BID Operating Plan. All physical improvements made with these funds shall be made in the District. The location of other expenditures shall be as determined by the BID Board, but for the benefit of the District.

In 2007, the BID Board created a Capital Reserve Account. Each year, the Board may approve a specific amount of the District's assessment or reserve to be set-aside and deposited in the Account. This Account is for long term capital needs and projects that may require extraordinary funding during a given budget year. Also included are segregated fund pools for snow emergency and sign/public art savings.

III. DISTRICT BOUNDARIES

The District is defined by the current configuration of those tax key parcels, listed in Appendix B, attached hereto and incorporated herein by this reference, reflecting the parcels as they preexisted and/or existed in the City of Neenah's Assessor's records as of November 1, 2017.

The District is generally bounded on the North by the Southern Water Canal, on the East by Oak and Walnut Streets, on the West by Millview Drive and Main Street, and extending South along Commercial Street to Jackson Street. Properties zoned for commercial use by the City of Neenah on both sides of boundary streets are included in the District. The District includes 79 taxable parcels subject to BID assessment. Notwithstanding the above, parcels of property that are not subject to general real estate taxes, and real properties used exclusively for residential purposes shall be excluded from the District by definition, even though they lie within the boundaries shown on Appendix B. Land parcels exempt from general real estate taxes, but which have taxable real estate improvements upon them, may have those improvements assessed.

IV. FINANCING METHOD

The proposed expenditures outlined in the Appendix A, Budget, will be financed with funds collected from the BID assessment. Monies collected from the BID assessment will also be used to contract for services from FNI in accordance with the Contract for Services between the BID and FNI.

V. METHOD OF ASSESSMENT

A. Parcels Assessed

All taxable property used for commercial purposes will be assessed. Properties used exclusively for residential purposes will not be assessed as required by the BID Law. Mixed-use properties containing some residential use will be fully assessed by the District. All real property used exclusively or in part for manufacturing will be assessed at this time. Property exempt from paying real estate taxes or owned by government agencies will not be assessed, as required by BID law.

B. Levy of Assessment

Special assessments under this Operating Plan are hereby levied, through the adoption of this Operating Plan by the City of Neenah against each taxable property within the District, in the amount shown on the assessment schedule, which is attached as Appendix C.

The 2017 assessments shown in Appendix C were calculated at the rate of \$2.95 per \$1000 of assessed value, with no parcel assessed more than \$7000.00 and no parcel assessed less than \$750.00. Property values used to calculate the BID assessment represent the assessed value of real property, as certified by the City of Neenah Assessor, as of January 1, 2017.

The principal behind the assessment methodology is that each non-exempt parcel's owner should pay for District development in proportion to the benefits 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. The Operating Plan projects that in the future, the annual maximum assessment per tax parcel, if increased, will not be adjusted by more than the prevailing Consumer Price Index for that given period.

C. Schedule of Assessments

Appendix C provides a Schedule of Assessments for 2017 of all non-exempt and non-taxable parcels within the BID, based on the formula described above.

D. Assessment Collection and Dispersal

The City of Neenah will make available a list of all of the non-exempt parcels assessed amounts which can be paid early, prior to being placed on the tax bill. Any assessments that remain unpaid from this separate billing shall be included as special assessments levied herein as a separate line item on the real estate tax bill for each parcel. The City shall collect such assessment with the taxes as a special assessment and in the same manner as such taxes, and shall turn over all funds so collected to the BID Board for distribution in accordance with the BID Plan.

All BID assessments shall be shown on the real estate tax bill as due and owing in full with the first installment of taxes (January 31), and shall carry the same penalties and interest if not so paid.

The City shall hold funds collected for BID assessments in a segregated account. Any BID assessments collected by the City before or after the Plan Year for which the assessments were made 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 by December prior to the applicable Plan Year, and/or delinquent and late payments made after the Plan Year.

The BID Board shall prepare and make available to the public and 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 will be paid out of the BID Budget.

Disbursement of BID funds shall be made in accordance with the approved BID Operating Plan and Budget. Disbursements for contracted services, such as those provided by Future Neenah, Incorporated, shall be made on a reimbursement basis. Invoices and documentation of services performed shall be submitted to the BID Board for approval of payment or reimbursement.

The presentation of the proposed Plan to the City shall be deemed 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 will prepare an annual report as required by sec 66.1109(3)(c) of the WI Statutes. The report will include the required audit. The BID will be solely responsible for payment of any funds specified for the BID Audit and related to BID activities for Audit.

VI. CITY ROLE IN DISTRICT OPERATIONS

The City of Neenah is committed to helping owners and occupants in the District promote the objectives outlined in this Operating Plan, while maintaining autonomy in the preparation and adoption of its annual budget. Historically, the City has made significant annual investments in the Central Business District for maintenance, upkeep, and infrastructure. The City will continue providing quality services, capital improvements, funds for maintenance, facade renovation, enhancement of the waterfront, and staff support for economic development. Details are provided in appendix L. In furtherance of its continued commitment, the City shall:

1. Assist with implementation and refinement of the Cooperation Agreement.
2. Encourage the County, State, and Federal Governments to support activities of the District.
3. Actively monitor and when appropriate, apply for outside funds, which could be used in support of the District.
4. Collect assessments and maintain a segregated account.
5. Provide disbursement of BID Funds to service providers in accordance with the BID Operating Plan and Budget.
6. Contract with an auditing firm to conduct the Audit.
7. Provide a cost estimate for said audit no later than October 1 for the following year.
8. Provide a separate monthly financial statement to the BID Board.
9. Review annual audits as required per 66.1109 (3) (e) of the BID Law.
10. Provide to the BID Board, through the Assessor's Office, no later than November 15th each Plan Year, the official City records on assessed value for each tax key number within the District, as of that date in each Plan Year, for the purposes of calculating the BID assessment.
11. Adopt this Plan in the manner required by the BID Law.
12. Appoint and confirm new BID Board members as required herein.

VII. REQUIRED STATEMENTS

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

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.

66.1109 (5) (a): Property known to be used exclusively for residential purposes will not be assessed under the initial and future years Operating Plan.

66.1109 (1) (f) 5: A legal opinion from Neenah City Attorney, indicating that the Operating Plan complies with all applicable provisions of Section 66.1109(1)(f)(1-4), is attached as Appendix D.

VIII. RELATIONSHIP

A. Future Neenah, Incorporated

The BID shall be a separate entity from Future Neenah Incorporated (FNI), notwithstanding the fact that officers and directors may be in part shared. FNI shall remain a private not-for-profit organization. Any contracting with FNI to provide services to BID shall be exempt from the requirements of 62.15, 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 section 66.1109 (3)(c), Stats, shall be deemed to fulfill the requirements under 62.15 (14) Stats. Ownership of assets of Future Neenah, Incorporated shall remain solely with Future Neenah, Incorporated.

B. Binding Clause

The adoption of this Operating Plan is subject to the BID Board renewal of the contract for services with Future Neenah, Incorporated to carry out this Operating Plan; and if said contract is not renewed, then this Plan shall be null and void.

IX. SEVERABILITY AND EXPANSION

The Business Improvement District has been created under authority of Section 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 Operating Plan will be amended to conform to the law without need of re-establishment.

Should any Legislature 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 a certain class or classes of properties, then this BID Plan may be amended by the Common Council of the City of Neenah as part of, and when it conducts its annual budget approval, and without necessity to undertake any other act.

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

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

All appendices are hereby incorporated by reference.

A. Measures of Success

The success of the BID is ultimately determined by the level of satisfaction of those who create it and who control the life of the BID. This measure of success is anecdotal and is indicated by efforts or lack thereof to dissolve the BID.

Other anecdotal information useful in understanding the success of the BID would measure the level of customer satisfaction with the goods and services provided in Downtown Neenah. This information can be attained through various surveys and questionnaires.

Efforts to track sales are burdensome because independent retail and hospitality providers are often unwilling to provide such information.

In addition to the anecdotal evidence suggested above, the following measures will be established and evaluated as quantifiable measures of success:

1. Vision 2040

The downtown element of the City of Neenah’s Comprehensive Plan contains action steps for both public and private sectors. Many of these actions are identified in this Operating Plan. The accomplishment of these objectives shall indicate one measure of success for the BID. (City is in process of updating Vision 2020 with a 2040 Comp Plan. BID to implement any directives from this Plan.)

In addition to the City of Neenah’s Comprehensive Plan, other planning tools offer benchmarks of success. The achievement of goals from the 2013 Downtown Market and Branding Analysis, the Waterfront Master Plan, the 2008 Glatfelter Mill Redevelopment Master Plan, and the 2014 Parking Study could serve a function in the evaluation of the BID implementation plan.

2. Commercial Facilitation

One measure that can easily be quantified is the number of businesses, both existing and new, that receive help, either financial or advocacy services, by the BID. (See Appendix F, 2017 Annual Report for commercial facilitation success in the past year.)

3. Commercial Valuations

One measure of success is related to the growth in value of private property in Downtown Neenah. Quantifiable valuation measures are calculated annually to measure success over time. (See Appendix C)

4. Occupancy Rates and Business Inventory

In addition to City of Neenah statistics, private sources offer insight as to the success of the BID. For these measures, 2002 data will serve as baseline. (See Appendix F)

APPENDIX A

CENTRAL CITY MANAGEMENT BUSINESS IMPROVEMENT DISTRICT PROPOSED 2018 BUDGET

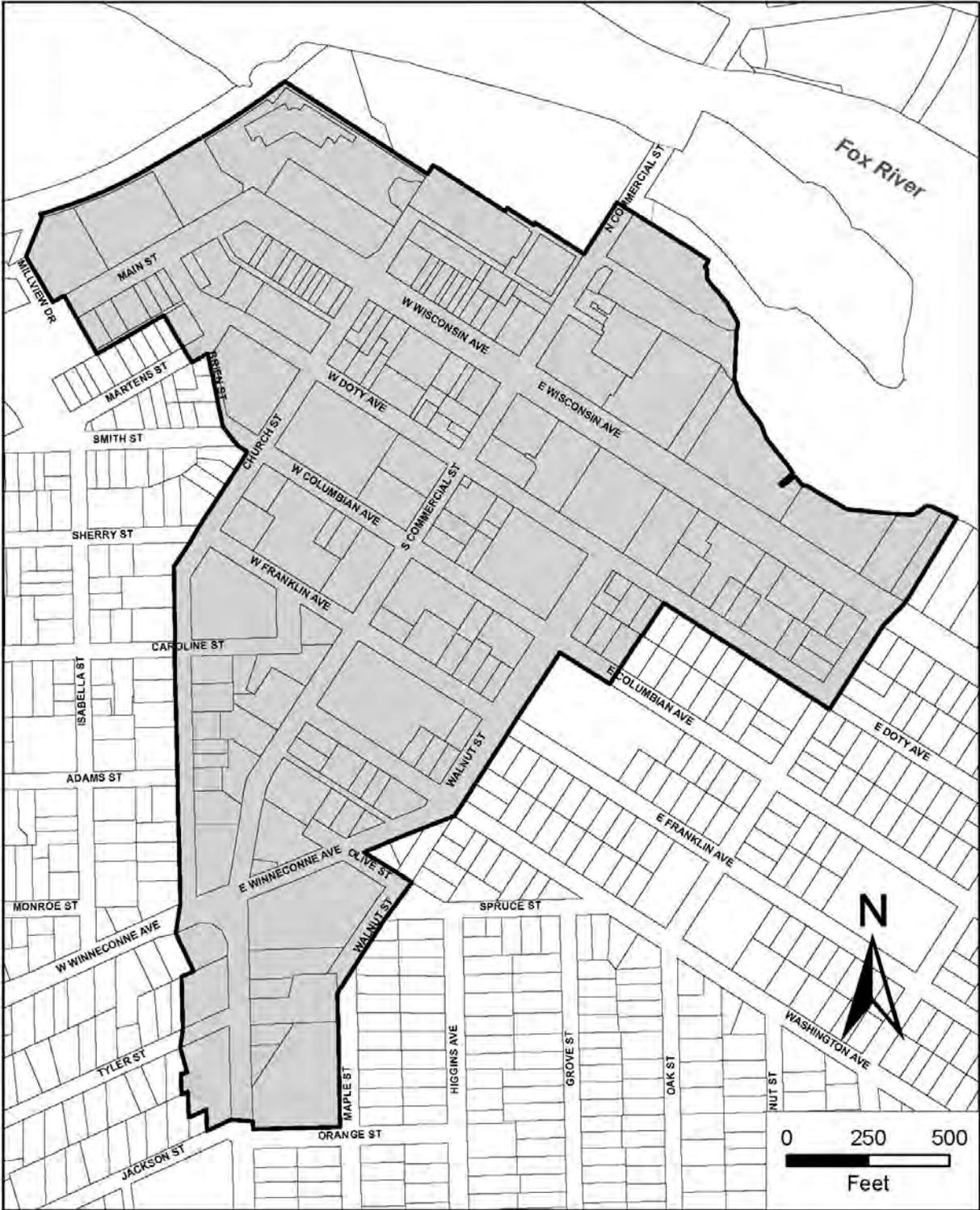
| | ESTIMATED | | |
|---------------------------------------|---------------------|---------------------|---------------------|
| | YTD Total | | |
| | 2017 | 2017 | 2018 |
| | | BUDGET | BUDGET |
| Beginning Balance | \$8,866.69 | \$9,298.00 | \$1,561.00 |
| | | | |
| INCOME | | | |
| BID assessment | \$130,378.74 | \$130,379.00 | \$136,529.00 |
| Total Income | \$139,245.43 | \$139,677.00 | \$138,090.00 |
| | | | |
| CENTRALIZED MANAGEMENT | \$61,932.77 | \$61,305.00 | \$64,635.00 |
| PUBLIC RELATIONS | \$21,601.87 | \$21,335.00 | \$21,725.00 |
| RETENTION and RECRUITMENT | \$17,873.00 | \$17,500.00 | \$17,500.00 |
| MAINTENANCE | \$30,473.28 | \$33,302.00 | \$32,727.00 |
| TRANSFER TO SAVINGS | \$7,000.00 | \$7,000.00 | \$1,500.00 |
| Total Expenses | \$138,880.92 | \$140,442.00 | \$138,087.00 |
| | | | |
| Remaining Funds Available | \$364.51 | | \$3.00 |
| | | | |
| CENTRALIZED MANAGEMENT | | | |
| Auto Allowance | \$15.00 | \$15.00 | \$15.00 |
| Postage | \$52.00 | \$60.00 | \$55.00 |
| Conferences and Meetings | \$602.00 | \$225.00 | \$805.00 |
| Auditing | \$3,300.00 | \$3,200.00 | \$3,300.00 |
| Banking Fees | \$180.00 | \$180.00 | \$180.00 |
| Professional | \$57,500.00 | \$57,500.00 | \$60,000.00 |
| Office Supplies | \$283.77 | \$125.00 | \$280.00 |
| Total - Centralized Management | \$61,932.77 | \$61,305.00 | \$64,635.00 |
| | | | |
| PUBLIC RELATIONS | | | |
| Outside Printing | \$667.48 | \$800.00 | \$750.00 |
| Advertising & Publications | \$2,445.37 | \$3,750.00 | \$5,500.00 |
| Promotional Activities and Events | \$5,001.00 | \$4,500.00 | \$5,100.00 |
| Outside Services | \$225.00 | \$225.00 | \$225.00 |
| Secret Shopper | \$60.00 | \$60.00 | \$75.00 |
| Gift Certificates | \$9,026.37 | \$8,500.00 | \$9,075.00 |
| Brand Implementation | \$4,176.65 | \$3,500.00 | \$1,000.00 |
| Total Public Relations | \$21,601.87 | \$21,335.00 | \$21,725.00 |

APPENDIX A

CENTRAL CITY MANAGEMENT BUSINESS IMPROVEMENT DISTRICT PROPOSED 2018 BUDGET

| | | | |
|----------------------------------|----------------------------|----------------------------|----------------------------|
| RETENTION and RECRUITMENT | | | |
| Misc. Expenditures | \$150.00 | \$2,000.00 | \$500.00 |
| Awning / Sign Grant | \$3,500.00 | \$3,000.00 | \$2,000.00 |
| Retention Grant Program | <u>\$14,223.00</u> | <u>\$12,500.00</u> | <u>\$15,000.00</u> |
| Total Retention and Recruitment | \$17,873.00 | \$17,500.00 | \$17,500.00 |
| MAINTENANCE | | | |
| Banners | \$3,080.16 | \$3,000.00 | \$3,250.00 |
| Snow Removal | \$1,813.85 | \$4,000.00 | \$4,000.00 |
| Misc. Insurance | \$0.00 | \$220.00 | \$220.00 |
| Waste Removal/Recycle | \$6,028.51 | \$6,300.00 | \$6,500.00 |
| Tree Lights & Holiday Décor | \$650.00 | \$750.00 | \$800.00 |
| All Other Supplies | \$566.76 | \$700.00 | \$575.00 |
| Storage Rental | \$720.00 | \$720.00 | \$720.00 |
| Flower Beds | \$14,212.00 | \$14,212.00 | \$14,212.00 |
| Maint of equipm and streetscape | <u>\$3,402.00</u> | <u>\$3,400.00</u> | <u>\$2,450.00</u> |
| Total Maintenance Task Force | \$30,473.28 | \$33,302.00 | \$32,727.00 |
| Total Expenses | <u>\$131,880.92</u> | <u>\$133,442.00</u> | <u>\$136,587.00</u> |
| Capital Reserve Fund | \$19,948.19 | \$19,950.00 | \$19,970.00 |
| Interest Earnings | \$50.19 | \$20.00 | \$50.00 |
| Savings - Signage | \$22,000.00 | \$22,000.00 | \$22,000.00 |
| Maintenance Savings * | \$3,200.00 | \$3,200.00 | \$3,200.00 |
| Reserve Fund Balance | <u>\$45,198.38</u> | <u>\$45,170.00</u> | <u>\$45,220.00</u> |

APPENDIX B
MAP OF DISTRICT BOUNDARIES
CENTRAL CITY BUSINESS IMPROVEMENT DISTRICT



**APPENDIX C
SCHEDULE OF ASSESSMENTS - PROGRAM YEAR 2017**

| Tax Key No. | Address | Owner | Type | Asm. Value | B.ID. Tax Amount |
|--------------------|----------------------|--------------------------------|-------------|-------------------|-------------------------|
| 02-0066-00-00 | 533 S. COMMERCIAL ST | GALLOWAY COMPANY | C | 293,600 | 866.12 |
| 02-0087-00-00 | 521 S. COMMERCIAL ST | US OIL CO INC | C | 337,900 | 996.81 |
| 02-0090-00-00 | 501 S. COMMERCIAL ST | KT REAL ESTATE HOLDINGS LLC | C | 326,900 | 964.36 |
| 08-0016-01-00 | 500 S. COMMERCIAL ST | WALTRUST PROPERTIES INC | C | 1,447,300 | 4,269.54 |
| 08-0018-00-00 | 512 S. COMMERCIAL ST | BRIGHT STAR PROPERTIES LLC | C | 75,000 | 750.00 |
| 08-0022-00-00 | 526 S. COMMERCIAL ST | COMMUNITY CR. UNION WINNEBAGO | C | 557,300 | 1,644.04 |
| 08-0027-00-00 | 600 S. COMMERCIAL ST | COMMERCIAL STREET PROPERTY LLC | C | 1,171,100 | 3,454.75 |
| 10-0033-00-00 | 251 E. WISCONSIN AVE | GORDON E. STILLINGS | C | 246,100 | 750.00 |
| 10-0034-00-00 | 247 E. WISCONSIN AVE | R & R VALLEY PROPERTIES LLC | C | 216,800 | 750.00 |
| 10-0035-00-00 | 241 E. WISCONSIN AVE | KANE LODGE #61 | X | | |
| 10-0036-00-00 | 231 E. WISCONSIN AVE | CITY OF NEENAH | X | | |
| 10-0037-00-00 | 219 E. WISCONSIN AVE | UNLIMITED WORDS | C | 521,500 | 1,538.43 |
| 10-0039-00-00 | 211 E. WISCONSIN AVE | MIX RESTAURANT, LLC | C | 181,800 | 750.00 |
| 10-0040-00-00 | 205 E. WISCONSIN AVE | RIVERWALK HOSPITALITY LLC | C | 151,400 | 750.00 |
| 10-0054-00-00 | 244 E. DOTY AVE | BIRTCHE FAMILY, LLC | C | 193,000 | 750.00 |
| 10-0058-00-00 | 123 E. WISCONSIN AVE | RIVERWALK HOSPITALITY, LLC | C | 2,673,600 | 7,000.00 |
| 10-0065-00-00 | 111 E. WISCONSIN AVE | CERTIFIED PARTS CORPORATION | C | 530,000 | 1,563.50 |
| 10-0067-00-00 | 101 E. WISCONSIN AVE | CERTIFIED PARTS CORPORATION | C | 140,900 | 750.00 |
| 10-0069-00-00 | 116 S. COMMERCIAL ST | INVESTMENT CREATIONS LLC | C | 625,000 | 1,843.75 |
| 10-0076-00-00 | 100 W. WISCONSIN AVE | ASSOCIATED BANK NATIONAL ASSOC | C | 1,864,800 | 5,501.16 |
| 10-0079-00-00 | 108 W. WISCONSIN AVE | MIX RESTAURANT LLC | C | 199,200 | 750.00 |
| 10-0081-00-00 | 110 W. WISCONSIN AVE | OLD NEENAH LLC | C | 288,200 | 850.19 |
| 10-0084-00-00 | 124 W. WISCONSIN AVE | NEENAH MARKETPLACE LLC | C | 600,000 | 1,770.00 |
| 10-0084-04-00 | 116 W. WISCONSIN AVE | HISTORIC NEENAH PROPERTIES, LL | C | 161,500 | 750.00 |
| 10-0087-00-00 | 126 W. WISCONSIN AVE | HISTORIC NEENAH PROPERTIES, LL | C | 420,000 | 1,239.00 |
| 10-0089-00-00 | 130 W. WISCONSIN AVE | INVESTMENT CREATIONS LLC | C | 173,400 | 750.00 |
| 10-0090-00-00 | 132 W. WISCONSIN AVE | BLACK & TAN HOLDINGS LLC | C | 228,500 | 750.00 |
| 10-0090-01-00 | 134 W. WISCONSIN AVE | GREENERICHTER, LLC | C | 326,900 | 964.36 |
| 10-0092-00-00 | 120 S. CHURCH ST | CITY OF NEENAH | X | | |
| 10-0094-00-00 | 129 W. DOTY AVE | CITY OF NEENAH | X | | |
| 10-0095-00-00 | 127 W. DOTY AVE | CITY OF NEENAH | X | | |
| 10-0096-00-00 | 119 W. DOTY AVE | CITY OF NEENAH | X | | |
| 10-0098-00-00 | 117 S. COMMERCIAL ST | WISCONSIN TELEPHONE | X | | |
| 10-0100-00-00 | 117 S. COMMERCIAL ST | WISCONSIN TELEPHONE | X | | |
| 10-0101-00-00 | 108 W. DOTY AVE | FIRST UNITED METHODIST CHURCH | X | | |
| 10-0102-00-00 | 200 S. CHURCH ST | FIRST PRESBYTERIAN CHURCH | X | | |
| 10-0105-00-00 | 109 W. COLUMBIAN AVE | BOYS BRIGADE ASSOC | X | | |
| 10-0107-00-00 | 211 WALNUT ST | CITY OF NEENAH | X | | |
| 10-0112-00-00 | 115 E. DOTY AVE | CITY OF NEENAH | X | | |
| 10-0113-00-00 | 109 E. DOTY AVE | FIRST NAT'L BANK NEENAH | C | 234,800 | 750.00 |
| 10-0113-01-00 | 115 E. DOTY AVE | JAMES R. HACKSTOCK | C | 58,600 | 750.00 |
| 10-0113-02-00 | 220 S. COMMERCIAL ST | JAZ OF THE FOX VALLEY LLC | C | 140,100 | 750.00 |
| 10-0113-03-00 | 210 S. COMMERCIAL ST | JAZ OF THE FOX VALLEY LLC | C | 126,700 | 750.00 |
| 10-0114-00-00 | 200 S. COMMERCIAL ST | CITY OF NEENAH | X | | |
| 10-0117-00-00 | 112 E. COLUMBIAN AVE | CITY OF NEENAH | X | | |

**APPENDIX C
SCHEDULE OF ASSESSMENTS - PROGRAM YEAR 2017**

| Tax Key No. | Address | Owner | Type | Asm. Value | B.ID. Tax Amount |
|---------------|----------------------|--------------------------------|------|------------|------------------|
| 10-0131-00-00 | 213 E. DOTY AVE | CITY OF NEENAH | X | | |
| 10-0132-00-00 | 207 E. DOTY AVE | CITY OF NEENAH | X | | |
| 10-0133-00-00 | 205 E. DOTY AVE | CITY OF NEENAH | X | | |
| 10-0134-00-00 | 216 WALNUT ST | CITY OF NEENAH | X | | |
| 10-0135-00-00 | 214 WALNUT ST | CITY OF NEENAH | X | | |
| 10-0136-00-00 | 206 E. COLUMBIAN AVE | CITY OF NEENAH | X | | |
| 10-0137-00-00 | 210 E. COLUMBIAN AVE | CITY OF NEENAH | X | | |
| 10-0340-00-00 | 125 N. COMMERCIAL ST | TWO NEENAH CENTER LLC | C | 286,200 | 844.29 |
| 10-0343-00-00 | N. COMMERCIAL ST | COMMUNITY DEVELOPMENT AUTHORIT | X | | |
| 10-0346-01-00 | 2 NEENAH CTR | TWO NEENAH CENTER LLC | C | 3,465,000 | 7,000.00 |
| 10-0350-00-00 | 3 NEENAH CTR | NEENAH DWNTWN RDV CORP-3 CNTR | C | 4,230,100 | 7,000.00 |
| 10-0360-01-00 | 1 NEENAH CTR | NEENAH DWNTWN RDV CORP-1 CNTR | C | 4,069,800 | 7,000.00 |
| 10-0360-02-00 | E. WISCONSIN AVE | CITY OF NEENAH | X | | |
| 10-0363-00-00 | 210 E. WISCONSIN AVE | CITY OF NEENAH | X | | |
| 10-0364-00-00 | 240 E. WISCONSIN AVE | NEENAH LIBRARY | X | | |
| 10-0365-00-00 | 250 E. WISCONSIN AVE | CITY OF NEENAH | X | | |
| 10-0366-00-00 | E. WISCONSIN AVE | CITY OF NEENAH | X | | |
| 10-0378-00-00 | 135 N. CHURCH ST | CITY OF NEENAH | X | | |
| 10-0378-01-00 | 120 N. COMMERCIAL ST | RESOURCES ALTA | C | 15,365,700 | 7,000.00 |
| 10-0379-00-00 | 120 N. COMMERCIAL ST | CITY OF NEENAH | X | | |
| 10-0384-00-00 | 112 N. COMMERCIAL ST | ALTA REALTY, LLC | C | 36,400 | 750.00 |
| 10-0390-00-00 | 101 W. WISCONSIN AVE | ALTA REALTY, LLC | C | 507,500 | 1,497.13 |
| 10-0392-00-00 | 109 W. WISCONSIN AVE | KNOX HOLDINGS, LLC | C | 561,500 | 1,656.43 |
| 10-0393-01-00 | 110 W. CANAL ST | CITY OF NEENAH | X | | |
| 10-0394-00-00 | 113 W. WISCONSIN AVE | DCF INVESTMENTS, LLC | C | 227,900 | 750.00 |
| 10-0394-01-00 | 116 W. CANAL ST | CITY OF NEENAH | X | | |
| 10-0395-00-00 | 119 W. WISCONSIN AVE | RAMOS ENTERPRISES LLC | C | 294,100 | 867.60 |
| 10-0396-00-00 | 120 W. CANAL ST | CITY OF NEENAH | X | | |
| 10-0397-00-00 | 121 W. WISCONSIN AVE | WISC. AVE. PROPERTIES, LLC | C | 161,400 | 750.00 |
| 10-0398-00-00 | 123 W. WISCONSIN AVE | WISC. AVE. PROPERTIES, LLC | C | 148,400 | 750.00 |
| 10-0399-00-00 | 125 W. WISCONSIN AVE | PM PROPERTIES LLP | C | 183,900 | 750.00 |
| 10-0400-00-00 | 127 W. WISCONSIN AVE | G.J.C PROPERTIES LLC | C | 100,100 | 750.00 |
| 10-0401-00-00 | 129 W. WISCONSIN AVE | INVESTMENT CREATIONS LLC | C | 241,300 | 750.00 |
| 10-0402-00-00 | 133 W. WISCONSIN AVE | AJP PROPERTIES LLC | C | 109,600 | 750.00 |
| 10-0403-00-00 | 135 W. WISCONSIN AVE | FUTURE NEENAH DEV CORP | X | | |
| 10-0404-00-00 | 145 W. WISCONSIN AVE | HISTORIC NEENAH PROPERTIES, LL | C | 746,200 | 2,201.29 |
| 10-0416-00-00 | 109 N. CHURCH ST | CITY OF NEENAH | X | | |
| 10-0438-00-00 | 120 MAIN ST | NEENAH DOWNTOWN REDEVELOPMENT | C | 3,779,500 | 7,000.00 |
| 10-0442-00-00 | 200 MAIN ST | WOLFGANG INVESTMENTS LLC. | C | 121,800 | 750.00 |
| 10-0443-00-00 | 206 MAIN ST | STEVEN ERATO V | C | 114,800 | 750.00 |
| 10-0444-00-00 | 208 MAIN ST | COMMUNITY DEVELOPMENT AUTHORIT | X | | |
| 10-0445-00-00 | 210 MAIN ST | PAULA J. PITSCHE | C | 149,500 | 750.00 |
| 10-0447-00-00 | 220 MAIN ST | COMMUNITY DEVELOPMENT AUTHORIT | X | | |
| 10-0464-00-00 | 300 W. DOTY AVE | JAMES HEAD | C | 62,800 | 750.00 |
| 10-0466-00-00 | 200 W. WISCONSIN AVE | INVESTMENT CREATIONS LLC | C | 190,000 | 750.00 |

**APPENDIX D
LEGAL OPINION**



**APPENDIX D
LEGAL OPINION**

November 21, 2017

Ms. Tina Palmer
Chair, Neenah Central City BID Board
c/o Department of Community Development & Assessment
211 Walnut Street
Neenah, WI 54956

RE: Neenah Central City Business Improvement District

Dear Ms. Palmer:

You have asked me for a legal opinion as to the legal sufficiency and statutory compliance of the 2018 Operating Plan for the Neenah Central City Business Improvement District. I have reviewed the 2018 Operating Plan for said district as well as the appendices attached thereto in relation to their compliance with the provisions of Section 66.1109 (1) (f) 1 – 4, Wis. Stats. It is my opinion that the 2018 Operating Plan is in compliance with all of the provisions of Section 66.1109 (1) (f) 1 – 4, Wis. Stats. This opinion is being offered in accordance with the requirements of Section 66.1109 (1) (f) 5, Wis. Stats.

If you have any questions concerning this matter, please contact me at your convenience.

Sincerely,



James G. Godlewski
City Attorney

JGG

APPENDIX E

Wisconsin State BID Statute

66.1109 Business improvement districts. (1) In this section:

(a) "Board" means a business improvement district board appointed under sub. (3) (a).

(b) "Business improvement district" means an area within a municipality consisting of contiguous parcels and may include railroad rights-of-way, rivers, or highways continuously bounded by the parcels on at least one side, and shall include parcels that are contiguous to the district but that were not included in the original or amended boundaries of the district because the parcels were tax-exempt when the boundaries were determined and such parcels became taxable after the original or amended boundaries of the district were determined.

(c) "Chief executive officer" means a mayor, city manager, village president or town chairperson.

(d) "Local legislative body" means a common council, village board of trustees or town board of supervisors.

(e) "Municipality" means a city, village or town.

(f) "Operating plan" means a plan adopted or amended under this section for the development, redevelopment, maintenance, operation and promotion of a business improvement district, including all of the following:

1. The special assessment method applicable to the business improvement district.

1m. Whether real property used exclusively for manufacturing purposes will be specially assessed.

2. The kind, number and location of all proposed expenditures within the business improvement district.

3. A description of the methods of financing all estimated expenditures and the time when related costs will be incurred.

4. A description of how the creation of the business improvement district promotes the orderly development of the municipality, including its relationship to any municipal master plan.

5. A legal opinion that subds. 1. to 4. have been complied with.

(g) "Planning commission" means a plan commission under s. 62.23, or if none a board of public land commissioners, or if none a planning committee of the local legislative body.

(2) A municipality may create a business improvement district and adopt its operating plan if all of the following are met:

(a) An owner of real property used for commercial purposes and located in the proposed business improvement district designated under par. (b) has petitioned the municipality for creation of a business improvement district.

(b) The planning commission has designated a proposed business improvement district and adopted its proposed initial operating plan.

(c) At least 30 days before creation of the business improvement district and adoption of its initial operating plan by the municipality, the planning commission has held a public hearing on its proposed business improvement district and initial operating plan. Notice of the hearing shall be published as a class 2 notice under ch. 985. Before publication, a copy of the notice together with a copy of the proposed initial operating plan and a copy of a detail map showing the boundaries of the proposed business improvement district shall be sent by certified mail to all owners of real property within the proposed business improvement district. The notice shall state the boundaries of the proposed business improvement district and shall indicate that copies of the proposed initial operating plan are available from the planning commission on request.

(d) Within 30 days after the hearing under par. (c), the owners of property to be assessed under the proposed initial operating plan having a valuation equal to more than 40 percent of the valuation of all property to be assessed under the proposed initial operating plan, using the method of valuation specified in the proposed initial operating plan, or the owners of property to be assessed under the proposed initial operating plan having an assessed valuation equal to more than 40 percent of the assessed valuation of all property to be assessed under the proposed initial operating plan, have not filed a petition with the planning commission protesting the proposed business improvement district or its proposed initial operating plan.

(e) The local legislative body has voted to adopt the proposed initial operating plan for the municipality. (3)

(a) The chief executive officer shall appoint members to a business improvement district board to implement the operating plan. Board members shall be confirmed by the local legislative body and shall serve staggered terms designated by the local legislative body. The board shall have at least 5 members. A majority of board members shall own or occupy real property in the business improvement district.

(b) The board shall annually consider and may make changes to the operating plan, which may include termination of the plan, for its business improvement district. The board shall then submit the operating plan to the local legislative body for its approval. If the local legislative body disapproves the operating plan, the board shall consider and may make changes to the operating plan and may continue to resubmit the operating plan until local legislative body approval is obtained. Any change to the special assessment method applicable to the business improvement district shall be approved by the local legislative body.

(c) The board shall prepare and make available to the public annual reports describing the current status of the business improvement district, including expenditures and revenues. The report shall include an independent certified audit of the implementation of the operating plan obtained by the municipality. The municipality shall obtain an additional independent certified audit upon termination of the business improvement district.

(d) Either the board or the municipality, as specified in the operating plan as adopted, or amended and approved under this section, has all powers necessary or convenient to implement the operating plan, including the power to contract.

(4) All special assessments received from a business improvement district and all other appropriations by the municipality or other moneys received for the benefit of the business improvement district shall be placed in a segregated account in the municipal treasury. No disbursements from the account may be made except to reimburse the municipality for appropriations other than special assessments, to pay the costs of audits required under sub. (3) (c) or on order of the board for the purpose of implementing the operating plan. On termination of the business improvement district by the municipality, all moneys collected by special assessment remaining in the account shall be disbursed to the owners of specially assessed property in the business improvement district, in the same proportion as the last collected special assessment.

(4m) A municipality shall terminate a business improvement district if the owners of property assessed under the operating plan having a valuation equal to more than 50 percent of the valuation of all property assessed under the operating plan, using the method of valuation specified in the operating plan, or the owners of property assessed under the operating plan having an assessed valuation equal to more than 50 percent of the assessed valuation of all property assessed under the operating plan, file a petition with the planning commission requesting termination of the business improvement district, subject to all of the following conditions:

(a) A petition may not be filed under this subsection earlier than one year after the date the municipality first adopts the operating plan for the business improvement district.

(b) On and after the date a petition is filed under this subsection, neither the board nor the municipality may enter into any new obligations by contract or otherwise to implement the operating plan until the expiration of 30 days after the date of hearing under par. (c) and unless the business improvement district is not terminated under par. (e).

(c) Within 30 days after the filing of a petition under this subsection, the planning commission shall hold a public hearing on the proposed termination. Notice of the hearing shall be published as a class 2 notice under ch. 985. Before publication, a copy of the notice together with a copy of the operating plan and

a copy of a detail map showing the boundaries of the business improvement district shall be sent by certified mail to all owners of real property within the business improvement district. The notice shall state the boundaries of the business improvement district and shall indicate that copies of the operating plan are available from the planning commission on request.

(d) Within 30 days after the date of hearing under par. (c), every owner of property assessed under the operating plan may send written notice to the planning commission indicating, if the owner signed a petition under this subsection, that the owner retracts the owner's request to terminate the business improvement district, or, if the owner did not sign the petition, that the owner requests termination of the business improvement district.

(e) If after the expiration of 30 days after the date of hearing under par. (c), by petition under this subsection or subsequent notification under par. (d), and after subtracting any retractions under par. (d), the owners of property assessed under the operating plan having a valuation equal to more than 50 percent of the valuation of all property assessed under the operating plan, using the method of valuation specified in the operating plan, or the owners of property assessed under the operating plan having an assessed valuation equal to more than 50 percent of the assessed valuation of all property assessed under the operating plan, have requested the termination of the business improvement district, the municipality shall terminate the business improvement district on the date that the obligation with the latest completion date entered into to implement the operating plan expires.

(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 for purposes of this section.

(b) A municipality may terminate a business improvement district at any time.

(c) This section does not limit the power of a municipality under other law to regulate the use of or specially assess real property.

(d) If real property that is specially assessed as authorized under this section is of mixed use such that part of the real property is exempted from general property taxes under s. 70.11 or is residential, or both, and part of the real property is taxable, the municipality may specially assess as authorized under this section only the percentage of the real property that is not tax-exempt or residential. This paragraph applies only to a 1st class city.

APPENDIX F

2017 ANNUAL REPORT

The Neenah Central City Business Improvement District (BID) has successfully completed 16 full years of operation. We are pleased to report that as we review the accomplishments of this past year, many challenges and opportunities were addressed, and new partnerships were formed. Significant progress was made toward attaining the four goals and objectives of the BID, while also ensuring the long-term sustainability of the Neenah City Central Business Improvement District.

Served the Downtown as the central administrative hub:

- Future Neenah staff served on the steering committee for the City's 2040 Comp Plan process. Downtown businesses participated in public visioning workshops.
- Continued implementation of a multi-party Cooperative Agreement between the BID, FNI and the City of Neenah to address volunteer and staffing solutions for maintenance and programming in the District. (All 3 parties met in October of 2017, next meeting 2019.)
- Hosted reformatted BID annual meeting at Greene's in March. Event is now a casual, social gathering of district business where information about the year in review is presented.
- Continued investment in the Downtown community of over \$139,677.
- Future Neenah staff attended the Fall WDAC Downtown Summit in Sheboygan.

Sustained the competitiveness of Downtown through an ongoing program of marketing:

Enhanced the availability of BID information on the web:

- Media Management: Instagram account for Downtown Neenah. #downtownneenah (437 followers * a 74% increase)
- From 1/1/17 to 10/2/17, the FNI website has had 34,429 visitors and 68,851 page views. The top requested BID pages were in order from most popular: the Downtown business list, gift certificates and Warm Your Heart. *This site includes a password protected page exclusively for use by BID businesses.
- Utilized Future Neenah's 'MailChimp' email blast program (1,460 subscribers) to promote Downtown events and activities such as the Ladies Day, Warm Your Heart and Gift Certificate Sales.
- Utilized Facebook to implement a Small Business Saturday promotion the week prior to November 25 and a Countdown to Christmas Facebook promotion leading up to Christmas. We also paid to 'boost' exposure on the posts.

Events:

- Hosted the third Warm Your Heart event on February 11 to drive traffic in the district during the shoulder season. It was sold out with 225 in attendance. Sourced local mugs from Sunset Hill.
 - Hosted 12th Annual Ultimate Ladies Day with over 250 in attendance.
 - Partnered with the Future Neenah Farmers Market (15,000 attendees). As a Farm Market sponsor, Central City businesses were also invited to utilize the BID booth for promotion at the Market. To effectively translate market traffic to district shoppers, we used a gift certificate sale at the market (see stats below).
 - Sponsored Horse Drawn Carriage Rides at Future Neenah's A Very Neenah Christmas Event. 30 businesses participated with a living window mannequin display. (over 10,000 attendees).
 - Participated in the 5th Annual Neenah Vintage Adventure Event held September 23, 2017 in partnership with the Neenah Historical Society. Businesses hosted hands on and interactive Neenah history displays and activities. The Pow Wow drew large crowds at Shattuck Park.
 - Hosted the fourth annual Summer Madness Sale, *Great Places, Great Prices, Great Fun*, on August 3.
 - BID businesses partnered with the Boys' & Girls' Brigade for the fourth annual Deck the District Wreath Decorating Contest.
 - BID businesses participated in the BooFest Trick or Treat on October 21. Record crowds on a warm day!
 - Hosted the very first Downtown Neenah Employee Appreciation Day on September 14.
- Continued distribution of a monthly newsletter to district businesses including the meet your neighbor feature.
 - Customer Service: Secret Shopper Program. (4 shops in '17) Training with the Visitors Bureau.

Market analysis and branding study. Spent the year in implementation with new 2017 budget cycle:

- Purchased additional personalized branded open/closed signs, window clings and note cards.
- Purchased a holiday mixed media promotional package with Fox 11 that included a 117,600 email blast, television advertising and a web presence.
- Distributed branded messenger bags filled with Downtown fliers, coupons and info to new Plexus employee in the Gateway Development.

APPENDIX F
2017 ANNUAL REPORT
Continued...

Destination Advertising/Marketing:

- Worked with the Convention & Visitors Bureau to host travel writers' tours in April and October. Writers from Wisconsin, the greater Midwest and Canada toured the Valley with Neenah as a prominent stop. April Tour: Writers attended our Ultimate Ladies Day event. October Tour: This was a small general focus group tour. Toured the Museum and Downtown. Both were a success. Another similar tour will occur in 2018.
- A two full page co-op ad in the upcoming '18 Convention & Visitors Bureau Guide with participating businesses and a Downtown Neenah banner featuring our brand/logo.
- Quarter page ad in the quarterly Future Neenah Magazine (circulation 6,000 & online).
- Ad in the 2017 Riverside Players playbill booklet.
- Support the Navigate Neenah-Menasha project whenever possible. When completed in 2018, the Navigate Loop the Little Lake Trestle project will bring trail users directly into our Downtown.
- Downtown Neenah board and committee members attended the Convention and Visitors Bureau annual meeting breakfast.
- Updated printed Downtown directory brochure.
- Continue process with WI DOT of securing N&S bound I41 directional signage.

2017 Gift Certificate Program:

Sales Promotion Results:

- New January 28 sale to boost post-holiday shoulder season sale at Downtown Businesses. 81 Sold. 26 customers were new to the program.
- July 15: 80 customers with a district impact of \$4,000+

Rewards Promotion Results:

- April 22: 162 rewards distributed.
- November 3 & 4: 314 rewards distributed with sales receipts totaling \$23,894+

Overall Program:

- Through October 31, 2017: Certificates valued at \$28,265 were redeemed.

**Examined and proactively pursued opportunities for
business assistance, retention and recruitment:**

- Toured and connected business prospects looking to relocate to the BID.
- Partner with Relocate Fox Cities to recruit and retain talent.
- Partner with the Fox Cities Convention and Visitors Bureau to offer educational workshops to businesses including topics such as Instagram, Email Marketing, Video and Branding.
- Because the aesthetics of the district are so important to our image, in 2017 the district continued a short term \$500 sign only grant to repair, replace or remove business signs or awnings that were in disrepair. As of Nov. 1, 4 grants were issued.
- 6 new businesses were recruited to the district. 2 businesses closed. 1 was demolished. 1 business expanded. 2 rebranded and reopened.
- Worked with the City of Neenah to gain a greater understanding of the district's parking challenges and potential solutions including ongoing representation on the City of Neenah parking task force. License Plate Reader System was installed in 2017. Worked with the City to communicate LPR parking changes to the businesses.
- Promoted Retention & Recruitment Grant Program. See Appendix H.: Approved 3 grant applications for requests totaling \$11,723 for projects valued at an estimated \$68,845.
- Job creation; employment increased in the district.
- Promoted the façade improvement grant program and assisted businesses with the application process. Since program inception, 33 grant applications have been received. \$148,519 has been granted toward projects valued at \$296,397. Currently 1 project is pending. See Appendix L.

APPENDIX F
2017 ANNUAL REPORT
Continued...

Analyzed, improved and responded to maintenance issues:

- Banners. Order banners to augment existing welcome snowflake 30” x 60” banner supply. Order banners to augment existing blue snowflake 24” x 48” banner supply. Started a schedule for replacement of banner bracket systems.
- Maintained alley lighting for safety.
- Saved 634 bulbs from the landfill with our florescent bulb recycling program – spring and fall.
- Executed a contract to professionally plant and maintain flowers and tree beds including a new perennial mix. 2017 = Year 2 of a 3year contract.

Downtown Refuse & Recycling:

- Contracted for recycling services with Vans for one year to 12/31/17.
- City truck crews changed out 21 garbage liners weekly, for a total of 1092 bags of garbage annually (60,060 gallons).
- Removed 4,368 yards of recycling from 3 common use refuse stations.
- Ongoing discussions about trash including corrals and fees.
- Power wash curbside cans spring and fall.
- Monitor corrals for cleanliness and misuse.

- Researched most effective snow removal practices. Updated the snow removal map and routes. 2017 = Addressed changing needs with development on West end of the district.
- Annual walking inspection tour of the district.
- Work with the City of Neenah to maintain seasonal décor such as tree lighting and lamp post garland.
- Fall – added cornstalks and bows to lamp posts at bump outs.
- Purchased 3 new trash cans to accommodate additional foot traffic and refuse.
- Received gift of 2 new, branded signs with N logo and brand statement on West wall of 101 West Wisconsin.
- Addressed ongoing graffiti issues.

APPENDIX G

Work Plans of Standing Committees

MAINTENANCE TASK FORCE **2018 WORK PLAN PRIORITIES**

- Address new/emerging maintenance issues that may arise with ongoing west end development.
- Coordinate efforts and manage snow removal process. Businesses=under 2”; Future Neenah Staff=common areas such as bumpouts, crosswalks and garbage corrals; Service Company=over 2”; City=public areas and parking lots.
- Explore options for steam cleaning sidewalks for gum.
- Investigate sandblasting and recoating of older trash cans to prevent rust.
- Manage garbage/trash and recycling. BID contracts for comingle recycling services in 3 corrals and the City contracts for garbage/trash.
- Upkeep of black & wooden district fixtures (cans & tables) including washing, painting, removing rust.
- Promote full utilization and maintenance of district green areas, especially tree and flower bed areas, through private contracted services. Investigate flower options including hanging baskets.
- Continue ongoing clean-up work as needed to maintain a clean, attractive, inviting business district, and perform seasonal maintenance tasks (i.e. monitor dumpster corrals, power wash trash cans, sidewalk sweeping/scrubbing, snow removal, weed control, and leaf pickup).
- Continue implementation of on-going banner program and seasonal banner rotation plan.
- Work jointly with the City of Neenah on the holiday program of banners, lighting and décor.
- Continue florescent bulb recycling program.
- Stress personal business responsibility for property maintenance and upkeep of common areas.
- Showcase cleanliness of district prior to major community events, parade, marathon, etc.
- Continue to implement the updated Market Analysis and Branding Study as it pertains to maintenance during year 4. Such items may include, but are not limited to: Uniform maintenance personnel in branded attire to demonstrate the value of Future Neenah and the BID at work. Incorporate branding system graphics and elements in streetscape furnishings, seasonal décor, way finding signage/markers interpretive elements and Navigate Neenah-Menasha. Work to enhance and maintain the district’s common areas, public spaces and special features.

RECRUITMENT AND RETENTION COMMITTEE **2018 WORK PLAN PRIORITIES**

- Follow up successful 2015 awning grant program and 2016 sign grant program with a grant program to accept requests for either/both in 2018 for uniformity and aesthetics. Research and create sign standards.
- Host a joint meeting with the BID PR and Marketing Committee.
- Promote BID Recruitment and Retention and Facade Grant Funds and the small business loan program to new and existing businesses.
- Augment those important retention tools such as snow and recycling as needed.
- Ambassador visits both in and outside of the district.
- Continue to work with the BID to implement the updated Market Analysis and Branding Study as it pertains to retention & recruitment for year 5. Such items may include, but are not limited to: Sharing information collected in the market analysis with businesses so they can track our market trends. Additionally, use this information as a benchmark and update it on a bi-annual basis with new Claritas data and by repeating the business survey. Continue to maintain the list of available properties and distribute info to brokers. Collect testimonials from property owners to use in collateral materials. Devise fact sheet incorporating the new branding system which can be readily updated to promote our available tools such as our grant programs.
- Continue to monitor the need for refinements to parking and trash management policies with the City. Utilize data gathered by the new LPR systems.
- Educate. Conduct workshops/seminars & provide other educational opportunities and information.
- Continue exit interviews with businesses that leave the BID due to business closure or relocation.
- Assist service sector businesses in attracting and retaining employees.
- Host spring open house as needed to fill vacancies.

Retention & Recruitment Grant Program Results:

| Project # | Calendar Year | Property Owner | Business Name | Address | Grant Approved | Grant Awarded | Total Project Value | Status |
|-----------|---------------|------------------------|----------------------------|--------------------|----------------|---------------|---------------------|----------|
| 1 | 2005 | Cy & Vong Thounsavath | Art Affair | 108 W. WI Ave. | \$5,000.00 | \$5,000.00 | \$25,000.00 | complete |
| 2 | 2005 | James Busch | The Saint James | 211 E. WI Ave. | \$5,000.00 | \$5,000.00 | \$250,000.00 | complete |
| 3 | 2005 | Kyle & Debbie Rasmus | Cannova's | 113 W. WI Ave. | \$5,000.00 | \$5,000.00 | \$40,000.00 | complete |
| 4 | 2007 | Lester Fink | Mom & Pop Place | 119 W. WI Ave. | \$5,000.00 | \$5,000.00 | \$45,000.00 | complete |
| 5 | 2007 | Lester Fink | Mom & Pop Place | 117 W. WI Ave. | \$5,000.00 | \$4,076.69 | \$15,000.00 | complete |
| 6 | 2008 | Umer Sheikh | Investment Creations | 107 Church Street | \$5,000.00 | \$5,000.00 | \$85,000.00 | complete |
| 7 | 2008 | Jim & Sheila Hackstock | Appearances | 206 S. Commercial | \$1,000.00 | \$1,287.88 | \$4,000.00 | complete |
| 8 | 2009 | Cy & Vong Thounsavath | uncorked | 108 W. WI Ave. | \$5,000.00 | \$5,000.00 | \$31,660.00 | complete |
| 9 | 2009 | Ron Phillips | Vintage | 131 W. WI Ave. | \$2,042.00 | \$2,042.00 | \$4,084.00 | complete |
| 10 | 2009 | Ron Phillips | Lucy's Closet | 129 W. WI Ave. | \$5,000.00 | \$5,000.00 | \$11,236.10 | complete |
| 11 | 2009 | Jim Fletcher | Five Generations | 134 W. WI Ave. | \$5,000.00 | \$5,000.00 | \$16,000.00 | complete |
| 12 | 2009 | Ron Phillips | Vintage | 131 W. WI Ave. | \$2,571.54 | \$2,571.54 | \$5,143.08 | complete |
| 13 | 2009 | Amy Marrazzo | Red Radish | 447 S. Commercial | \$5,000.00 | \$5,000.00 | \$12,469.00 | complete |
| 14 | 2010 | Sherry Haskett | Cheveux | 206 W. WI Ave. | \$2,487.50 | \$2,487.50 | \$4,975.00 | complete |
| 15 | 2010 | Umer Sheikh | Investment Creations | 130 W. WI Ave. | \$5,000.00 | \$5,000.00 | \$23,968.00 | complete |
| 16 | 2010 | Sherry Haskett | Cheveux | 206 W. WI Ave. | \$950.00 | \$950.00 | \$2,135.00 | complete |
| 17 | 2010* | John Skyrms | Historic Neenah Properties | 128 W. WI Ave. | \$5,000.00 | \$5,000.00 | \$15,900.00 | complete |
| 18 | 2011 | John Skyrms | Historic Neenah Prop | 145 W. WI Ave. | \$5,000.00 | \$5,000.00 | \$21,235.05 | complete |
| 19 | 2012 | Kyle & Debbie Rasmus | Cannova's | 113 W. WI Ave. | \$4,317.00 | \$3,596.33 | \$10,789.00 | complete |
| 20 | 2012 | TaylorGreene, LLC | Greene's Pour House | 134 W. WI Ave. | \$5,000.00 | \$5,000.00 | \$17,595.00 | complete |
| 21 | 2012 | Umer Sheikh | Investment Creations | 124 W. WI Ave. | \$5,000.00 | \$5,000.00 | \$27,694.50 | complete |
| 22 | 2012 | John Powell | Holt's Jewelry | 121 W. WI Ave. | \$1,108.33 | \$1,075.00 | \$3,225.00 | complete |
| 23 | 2013 | Shelly Stone | Signature Events | 125 W. WI Ave. | \$4,500.00 | \$4,450.00 | \$13,350.00 | complete |
| 24 | 2013 | Future Neenah, Inc. | Future Neenah, Inc. | 135 W. WI. Ave. | \$5,000.00 | \$5,000.00 | \$16,501.00 | complete |
| 25 | 2014 | Umer Sheikh | Investment Creations | 116 S. Commercial | \$5,000.00 | \$5,000.00 | \$41,450.00 | complete |
| 26 | 2014 | Bill Casper | Ignite Nutrition | 202 W. WI Ave. | \$5,000.00 | \$2,219.00 | \$6,657.00 | complete |
| 27 | 2014 | Adria Ramos | Mom & Pop Place | 117/119 W. WI Ave. | \$1,894.00 | \$1,894.00 | \$5,682.00 | complete |
| 28 | 2014 | Umer Sheikh | Investment Creations | 124 W. WI Ave. | \$1,917.00 | \$1,917.00 | \$5,750.00 | complete |
| 29 | 2015 | Bill Casper | Ignite Nutrition | 202 W. WI Ave. | \$2,781.00 | \$2,781.00 | \$9,035.00 | complete |
| 30 | 2015 | John Skyrms | Great Harvest | 116 W. WI Ave. | \$5,000.00 | \$5,000.00 | \$16,994.00 | complete |
| 31 | 2016 | Umer Sheikh | Red Door Mercantile | 130 W. WI Ave. | \$1,752.08 | \$1,652.08 | \$4,956.25 | complete |
| 32 | 2016 | Warren Tran | Pastry Pixie | 214 W. WI Ave. | \$5,000.00 | \$5,000.00 | \$16,200.00 | complete |
| 33 | 2016 | Leeann Wasinger | Tailored Hide | 447 S. Commercial | \$2,127.90 | \$1,363.25 | \$6,383.70 | complete |
| 34 | 2017 | Morgan Wiswall | The Natural Boutique | 125 W. WI Ave. | \$3,390 | \$3,390.00 | \$12,180 | complete |
| 35 | 2017 | Umer Sheikh | Polka Dot Umbrella | 114.5 W. WI Ave. | \$3,333 | \$3,333.00 | \$30,350 | Pending |
| 36 | 2017 | Mary Powell | Vacant/Open Space | 123 W. WI Ave. | \$5,000 | | \$26,315 | Pending |
| 37 | 2017 | Mary Powell | Residential | 125 W. WI Ave. | | | | Pending |

| | | | |
|----------------------|--------------|--------------|--------------|
| Total Approved | \$141,171.35 | | |
| Total Grants Awarded | | \$131,086.27 | |
| Total Project Value | | | \$883,912.68 |

*paid out in January 2011

APPENDIX G Work Plans of Standing Committees

MARKETING & PUBLIC RELATIONS COMMITTEE 2018 WORK PLAN PRIORITIES

Initiatives are ongoing to enhance the overall image and marketability of the District, as a way to attract a wide array of consumers, promote BID shops, restaurants, and other attractions and leverage the many positive changes in the District. New businesses and new investment opportunities are working together to create an exciting business mix.

Public Relations to raise awareness of the District and its unique shopping, dining, business and entertainment opportunities including the new hotel brand in 2018. Look into options for public signage including but not limited to Hwy 41 signage, Navigate trail and bump out signs.

Update Map and Directory (print & online) to help consumers find their way around and to locate specific businesses incorporating the new brand system.

Collaborative Marketing among a diverse group of merchants and vendors in an effort to leverage marketing funds and resources.

Website & Social Media that maintains current information on area businesses and contact information. Integrate elements of new brand. Effectively manage and promote the use of website in conjunction with the FNI web site. Investigate possible uses for Pinterest in promotion of the district. Continue to grow Instagram numbers.

Communication, including periodic District mailings or e blasts to keep businesses and property owners informed and updated on projects and initiatives. Continue use of new newsletter format to distribute info to district businesses.

Support of Special Events (both new and existing) that bring attention to the District and encourage visitors to shop, dine and play. 2018 – collaborate with Future Neenah for the Manhole Cover event.

Navigate Neenah-Menasha work with the project group for effective implementation of this community effort which will offer improved access to trails and waterfront while also bringing additional traffic into the district including the use of a wayfinding and informational kiosk for the district as part of the continued trail plan. Trestle completion is June 2018.

Secret Shopper Program to look at your business through a customer's eyes and provide feedback about your business' experience.

Host another group of travel writers.

Work to implement the updated Market Analysis and Branding Study as it pertains to marketing and PR for year 4. Ideas to include, but not limited to: Enhance the presence of Downtown Neenah in social media applications including promotions such VIE (very important employee) or Facebook Friday. Engage Downtown employees with an ongoing event or loyalty rewards

Brand Identity (Continued): Activities may include, but are not limited to: Create a limited-time marketing grant program offering a rebate to businesses utilizing branding system graphics in marketing materials and advertisements. Provide new branded elements for businesses to utilize such as: tags, store hours signs, window clings, branded merchandise (logoed shirts). Track brand usage investments made by Downtown area businesses. Promote public art projects.

Promote gift certificate program to increase district sales.

EXECUTIVE COMMITTEE 2018 WORK PLAN PRIORITIES

The Executive Committee of the Board will undertake activities in 2018 to strengthen the BID and improve service to businesses by:

- Work to implement the updated Market Analysis and Branding Study during year 5.
- Monitor long term savings for continued investment.
- Assist with implementation of the recommendations in the City's 2040 comp plan.
- Remain involved with district development especially as it pertains to the district's western corridor.
- Do an annual compensation review for centralized management.
- Analyze BID priorities and allocate budget accordingly.

APPENDIX H

NEENAH CENTRAL CITY BUSINESS IMPROVEMENT DISTRICT 2018 MAYORAL BID BOARD APPOINTEES

| Name | Company | Category | Term (years) | Term Expiration |
|----------------|----------------------------------|--------------------------------|--------------|-----------------|
| Marc Snyder | Bergstrom Corporation | Property Owner | 3 | 12/31/17 |
| Keith Peters | Associated Bank | Property Owner | 3 | 12/31/19 |
| Bob Gillespie | Knox Furniture Gallery of Neenah | Property Owner | 3 | 12/31/18 |
| Umer Sheikh | Investment Creations | Property Owner | 3 | 12/31/19 |
| Steve Gries | Gries Architectural Group, Inc. | Property Owner | 3 | 12/31/18 |
| John Skyrms | Historic Neenah Properties | Property Owner | 3 | 12/31/18 |
| Grant Birtch | Hesson & Birtch, LLC | Business (Office/Professional) | 3 | 12/31/16 |
| Brian Gajewski | Subway | Business (Hospitality) | 3 | 12/31/19 |
| Tina Palmer | Vintage | Business (Service/Retail) | 3 | 12/31/17 |
| Michelle Bauer | | Community Representative | 3 | 12/31/19 |
| Jane Lang | Third District Alderperson | City of Neenah Representative | 1 | 4/1/18 |

**APPENDIX I
RESOLUTION**



RESOLUTION NO. 2017-34

A RESOLUTION APPROVING THE NEENAH CENTRAL CITY BUSINESS IMPROVEMENT DISTRICT 2018 OPERATING PLAN

WHEREAS, the Neenah Central City Business Improvement District was created to establish a stable stream of revenue from a broad base of benefactors aimed at achieving common objectives for the benefit of district property and business owners; and

WHEREAS, the Neenah Central City Business Improvement District has four operating goals, namely District Maintenance, Retention and Recruitment, Public Relations and Marketing, and Centralized Management; and

WHEREAS, the Business Improvement District Board of Directors exists to implement programs and activities in accordance with the annual Operating Plan for the District; and

WHEREAS, the Business Improvement District Board of Directors did, on November 21, 2017, approve the 2018 Operating Plan for the District and recommend its adoption by the Common Council of the City of Neenah.

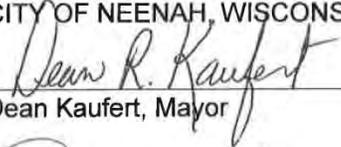
NOW THEREFORE, BE IT RESOLVED BY THE COMMON COUNCIL OF THE CITY OF NEENAH, WISCONSIN this 6th day of December 2017, that the Neenah Central City Business Improvement District Operating Plan for calendar year 2018 is hereby adopted.

Recommended by: **Finance & Personnel Committee**

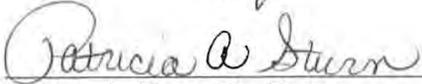
Moved: Ald. Pollnow / Erickson

Passed: 9-0 December 6, 2017

CITY OF NEENAH, WISCONSIN



Dean Kaufert, Mayor



Patricia A. Sturn, City Clerk

APPENDIX J

**CITY OF NEENAH
NEENAH CENTRAL CITY
BUSINESS IMPROVEMENT DISTRICT**
(A Component Unit of the City of Neenah)
Neenah, Wisconsin

FINANCIAL STATEMENTS

Including Independent Auditors' Report

As of and for the Year Ended December 31, 2016

CITY OF NEENAH
NEENAH CENTRAL CITY BUSINESS IMPROVEMENT DISTRICT
(A Component Unit of the City of Neenah)

TABLE OF CONTENTS

| | |
|-------------------------------------------------------------------------------------|-------|
| Independent Auditors' Report | 1 – 2 |
| Financial Statements | |
| Statement of Net Position | 3 |
| Statement of Revenues, Expenses, and Changes in Net Position – Actual and Budget | 4 |
| Statement of Cash Flows | 5 |
| Notes to Financial Statements | 6 – 9 |
| Independent Auditors' Report on Compliance | 10 |



INDEPENDENT AUDITORS' REPORT

To the Board of Directors
City of Neenah
Neenah Central City Business Improvement District
Neenah, Wisconsin

Report on the Financial Statements

We have audited the accompanying financial statements of the Neenah Central City Business Improvement District (the "district"), a component unit of the City of Neenah, Wisconsin, as of and for the year ended December 31, 2016, and the related notes to the financial statements, which collectively comprise the district's basic financial statements as listed in the table of contents.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditors' Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the district's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances but not for the purpose of expressing an opinion on the effectiveness of the district's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

To the Board of Directors
City of Neenah
Neenah Central City Business Improvement District

Opinion

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of the district as of December 31, 2016, and the changes in financial position and its cash flows and budgetary comparison for the year then ended in accordance with accounting principles generally accepted in the United States of America.

Other Matters

Required Supplementary Information

Management has omitted the management's discussion and analysis that accounting principles generally accepted in the United States of America require to be presented to supplement the basic financial statements. Such missing information, although not a part of the basic financial statements, is required by the Governmental Accounting Standards Board who considers it to be an essential part of financial reporting for placing the basic financial statements in an appropriate operational, economic, or historical context. Our opinion on the basic financial statements is not affected by this missing information.

Report on Other Legal and Regulatory Requirements

We have also issued our report dated August 4, 2017 on our tests of its compliance with Wisconsin State Statutes Section 66.1109. The purpose of that report is to describe the scope of our testing of compliance and the results of that testing, and not to provide an opinion on compliance.

Baker Tilly Virchow Krause, LLP

Madison, Wisconsin
August 4, 2017

**CITY OF NEENAH
NEENAH CENTRAL CITY BUSINESS IMPROVEMENT DISTRICT**

STATEMENT OF NET POSITION
As of December 31, 2016

| | |
|--------------------------------------|------------------|
| ASSETS | |
| Current Assets | |
| Cash and investments | \$ 54,911 |
| Taxes receivable | <u>130,379</u> |
| Total Current Assets | <u>185,290</u> |
| Noncurrent Assets | |
| Capital assets | 11,000 |
| Less: Accumulated depreciation | <u>(6,051)</u> |
| Total Noncurrent Assets | <u>4,949</u> |
| Total Assets | <u>190,239</u> |
| LIABILITIES | |
| Current Liabilities | |
| Accounts payable | <u>8,609</u> |
| Total Current Liabilities | <u>8,609</u> |
| DEFERRED INFLOWS OF RESOURCES | |
| Unearned revenue | <u>130,379</u> |
| Total Deferred Inflows of Resources | <u>130,379</u> |
| NET POSITION | |
| Net investment in capital assets | 4,949 |
| Unrestricted | <u>46,302</u> |
| TOTAL NET POSITION | <u>\$ 51,251</u> |

See accompanying notes to financial statements.

CITY OF NEENAH
NEENAH CENTRAL CITY BUSINESS IMPROVEMENT DISTRICT

STATEMENT OF REVENUES, EXPENSES, AND CHANGES IN
NET POSITION - ACTUAL AND BUDGET
For the Year Ended December 31, 2016

| | 2016 Actual | 2016 Budget | Variance |
|-----------------------------------------|------------------|------------------|-----------------|
| OPERATING REVENUES | | | |
| Taxes | \$ 129,993 | \$ 129,993 | \$ - |
| Bench sponsorship revenue | - | 744 | (744) |
| Total Operating Revenues | <u>129,993</u> | <u>130,737</u> | <u>(744)</u> |
| OPERATING EXPENSES | | | |
| Auto allowance | 70 | 15 | (55) |
| Postage | 45 | 65 | 20 |
| Conferences and meetings | 39 | 75 | 36 |
| Auditing | 1,425 | 1,425 | - |
| Banking fees | 180 | 180 | - |
| Office supplies | 41 | 100 | 59 |
| Professional | 57,500 | 57,500 | - |
| Outside printing | 587 | 900 | 313 |
| Advertising & publications | 7,361 | 3,250 | (4,111) |
| Promotional activities & events | 4,275 | 4,750 | 475 |
| Outside services | 504 | 225 | (279) |
| Secret shopper | 25 | 75 | 50 |
| Gift certificates | 7,679 | 8,850 | 1,171 |
| Brand implementation | 3,995 | 5,000 | 1,005 |
| Miscellaneous expenditures | - | 2,000 | 2,000 |
| Awning grant | 2,500 | 3,000 | 500 |
| Recruitment tools & workshops | 885 | 2,000 | 1,115 |
| Grant program | 8,016 | 10,000 | 1,984 |
| Update market analysis | - | 1,500 | 1,500 |
| Ambassador visits | 2 | 500 | 498 |
| Banners | 2,658 | 3,150 | 492 |
| Maintenance of equipment/snow removal | 4,120 | 3,500 | (620) |
| Misc. insurance | - | 270 | 270 |
| Waste removal/recycle | 5,960 | 6,150 | 190 |
| Tree lights & holiday décor | 224 | 750 | 526 |
| All other supplies | 975 | 750 | (225) |
| Storage rental | 443 | 720 | 277 |
| Flower beds | 14,972 | 15,450 | 478 |
| Paint and stain monument & tables | 721 | 2,500 | 1,779 |
| Depreciation | 550 | - | (550) |
| Total Operating Expenses | <u>125,752</u> | <u>134,650</u> | <u>8,898</u> |
| OPERATING INCOME (LOSS) | <u>4,241</u> | <u>(3,913)</u> | <u>8,154</u> |
| NONOPERATING REVENUES | | | |
| Investment income | 17 | 20 | (3) |
| Total Nonoperating Revenues | <u>17</u> | <u>20</u> | <u>(3)</u> |
| Change in Net Position | <u>4,258</u> | <u>(3,893)</u> | <u>8,151</u> |
| NET POSITION - Beginning of Year | <u>46,993</u> | <u>46,993</u> | <u>-</u> |
| NET POSITION - END OF YEAR | <u>\$ 51,251</u> | <u>\$ 43,100</u> | <u>\$ 8,151</u> |

See accompanying notes to financial statements.

**CITY OF NEENAH
NEENAH CENTRAL CITY BUSINESS IMPROVEMENT DISTRICT**

STATEMENT OF CASH FLOWS
For the Year Ended December 31, 2016

| | |
|------------------------------------------------------------------------------------------|------------------|
| CASH FLOWS FROM OPERATING ACTIVITIES | |
| Received from customers | \$ 130,030 |
| Paid to suppliers for goods and services | <u>(124,679)</u> |
| Net Cash Flows From Operating Activities | <u>5,351</u> |
| CASH FLOWS FROM INVESTING ACTIVITIES | |
| Investment income | <u>17</u> |
| Net Cash Flows From Investing Activities | <u>17</u> |
| Net Change in Cash and Cash Equivalents | 5,368 |
| CASH AND CASH EQUIVALENTS - Beginning of Year | <u>49,543</u> |
| CASH AND CASH EQUIVALENTS - END OF YEAR | <u>\$ 54,911</u> |
| RECONCILIATION OF OPERATING LOSS TO NET CASH PROVIDED BY OPERATING ACTIVITIES | |
| Operating income | \$ 4,241 |
| Adjustments to reconcile operating income to net cash provided from operating activities | |
| Depreciation expense | 550 |
| Change in assets and liabilities | |
| Taxes receivable | (349) |
| Accounts payable | 523 |
| Unearned revenues | <u>386</u> |
| NET CASH PROVIDED BY OPERATING ACTIVITIES | <u>\$ 5,351</u> |

NONCASH CAPITAL AND FINANCING ACTIVITIES

None

See accompanying notes to financial statements.

Page 5

**CITY OF NEENAH
NEENAH CENTRAL CITY BUSINESS IMPROVEMENT DISTRICT**

NOTES TO FINANCIAL STATEMENTS
As of and for the Year Ended December 31, 2016

NOTE 1 – SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The accounting policies of the City of Neenah's Central City Business Improvement District (the "district") conform to accounting principles as applicable to governmental units. The accepted standard-setting body for establishing governmental accounting and financial reporting principles is the Government Auditing Standards Board (GASB).

A. DESCRIPTION OF REPORTING ENTITY

This report contains the financial information of the City of Neenah's Business Improvement District, which is a component unit of the City of Neenah, Wisconsin.

The district was created under the provisions of Wisconsin Statute Section 66.1109. It is the purpose of that section to authorize municipalities to create one or more business improvement districts to allow businesses within those districts to develop, manage, and promote the districts and to establish an assessment method to fund these activities.

The district is a legal entity separate and distinct from the City of Neenah, Wisconsin. The district is governed by an eleven-member board appointed and approved by the common council. The members serve staggered, three-year terms. A majority of the board members shall own or occupy real property in the district.

B. BASIS OF ACCOUNTING/MEASUREMENT FOCUS

The accounting and financial reporting treatment applied to the Business Improvement District is determined by its measurement focus. The transactions of the district are accounted for on a flow of economic resources measurement focus. With this measurement focus, all assets, deferred outflows of resources, liabilities, and deferred inflows of resources associated with the operations are included on the statement of net position. Net position (i.e., total assets net of total liabilities) is segregated into "net investment in capital assets", "restricted", and "unrestricted" components.

The statement of net position and statement of revenues, expenses, and changes in net position are reported using the accrual basis of accounting. Under the accrual basis of accounting, revenues are recognized when earned and expenses are recorded when the liability is incurred or economic asset used. Revenues, expenses, gains, losses, assets, and liabilities resulting from exchange and exchange-like transactions are recognized when the exchange takes place. Assessments are levied upon all property within the district and are recognized as revenues in the year for which they are levied. Taxes receivable for the following year are recorded as receivables and unearned revenue. Grants and similar items are recognized as revenue as soon as all eligibility requirements imposed by the provider are met. Special assessments are recorded as revenue when earned. Unbilled receivables are recorded as revenues when services are provided.

**CITY OF NEENAH
NEENAH CENTRAL CITY BUSINESS IMPROVEMENT DISTRICT**

NOTES TO FINANCIAL STATEMENTS
As of and for the Year Ended December 31, 2016

NOTE 1 – SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (cont.)

B. BASIS OF ACCOUNTING/MEASUREMENT FOCUS (cont.)

The district distinguishes *operating* revenues and expenses from *nonoperating* items. Operating revenues and expenses generally result from providing services in connection with the district's principal ongoing operations. The principal operating revenues of the district are charges to the district members. Operating expenses for the district include professional services, operation and maintenance, business development, and promotions. All revenues and expenses not meeting this definition are reported as non-operating revenues and expenses.

The preparation of financial statements in conformity with generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from those estimates.

C. SPECIAL ASSESSMENT METHOD

The district is authorized to levy special assessments to fund its operations. The method of levy is based on assessed valuation of all real property within the district except property used exclusively for residential and manufacturing purposes.

D. CAPITAL ASSETS

Capital assets are defined by the district as assets with an initial cost of more than \$5,000 and an estimated useful life in excess of one year. All capital assets are valued at historical cost, or estimated historical cost if actual amounts are unavailable. Donated capital assets are recorded at their estimated fair value at the date of donation.

Depreciation of all exhaustible capital assets is recorded as an expense in the Statement of Revenues, Expenses, and Changes in Net Position, with accumulated depreciation reflected in the Statement of Net Position. Depreciation is provided over the assets' estimated useful lives using the straight-line method of depreciation. The estimated useful lives by type of asset are as follows:

| | |
|-------------------------|----------|
| Land Improvements | 20 Years |
| Machinery and Equipment | 15 Years |

E. DEFERRED INFLOWS OF RESOURCES

A deferred inflow of resources represents an acquisition of net position that applies to a future time period and, therefore, will not be recognized as an inflow of resources (revenue) until that future time.

**CITY OF NEENAH
NEENAH CENTRAL CITY BUSINESS IMPROVEMENT DISTRICT**

NOTES TO FINANCIAL STATEMENTS
As of and for the Year Ended December 31, 2016

NOTE 1 – SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (cont.)

F. EQUITY CLASSIFICATIONS

Equity is classified as net position and displayed in three components:

- a. Net investment in capital assets – Consists of capital assets including restricted capital assets, net of accumulated depreciation and reduced by the outstanding balances (excluding unspent debt proceeds) of any bonds, mortgages, notes, or other borrowings that are attributable to the acquisition, construction, or improvement of those assets.
- b. Restricted net position – Consists of net position with constraints placed on their use either by 1) external groups such as creditors, grantors, contributors, or laws or regulations of other governments or, 2) law through constitutional provisions or enabling legislation.
- c. Unrestricted net position – All other net position that do not meet the definition of “restricted” or “invested in capital assets, net of related debt”.

When both restricted and unrestricted resources are available for use, it is the district's policy to use restricted resources first, then unrestricted resources as they are needed. The district did not have equity in restricted net position as of year end.

G. CLAIMS AND JUDGMENTS

Claims and judgments are recorded as expenses when the related liabilities are incurred.

H. OPERATING PLAN BUDGET

The budgetary information is derived from the annual operating plan budget and is presented using the same basis of accounting as described in Note 1.B.

NOTE 2 – DEPOSITS AND INVESTMENTS

For purposes of the statement of cash flows, the district considers all highly liquid investments with an initial maturity of three months or less when acquired to be cash equivalents.

Investment of district funds is restricted by state statutes. Available investments are limited to:

- a. Time deposits in any credit union, bank, savings bank, trust company or savings and loan association maturing in three years or less.
- b. Bonds or securities of any county, city, drainage district, technical college district, village, town, or school district of the state. Also, bonds issued by a local exposition district, a local professional baseball park district, a local professional football stadium district, a local cultural arts district, the University of Wisconsin Hospitals and Clinics Authority, or the Wisconsin Aerospace Authority.
- c. Bonds or securities issued or guaranteed by the federal government.
- d. The local government investment pool.
- e. Any security maturing in seven years or less and having the highest or second highest rating category of a nationally recognized rating agency.

**CITY OF NEENAH
NEENAH CENTRAL CITY BUSINESS IMPROVEMENT DISTRICT**

NOTES TO FINANCIAL STATEMENTS
As of and for the Year Ended December 31, 2016

NOTE 2 – DEPOSITS AND INVESTMENTS (cont.)

- f. Securities of an open-end management investment company or investment trust, subject to various conditions and investment options.
- g. Repurchase agreements with public depositories, with certain conditions.

The district has not adopted an investment policy.

The district's deposits at year end were comprised of the following:

| | Carrying Value | Bank Balance | Associated Risks |
|----------|-------------------|-----------------|-----------------------|
| Deposits | \$ 54,911 | \$ 54,911 | Custodial credit risk |

Deposits in each local and area bank are insured by the FDIC in the amount of \$250,000 for time and savings accounts (including NOW accounts), and \$250,000 for demand deposit accounts (interest bearing and noninterest bearing). In addition, if deposits are held in an institution outside of the state in which the government is located, insured amounts are further limited to a total of \$250,000 for the combined amount of all deposit accounts.

Bank accounts are also insured by the State Deposit Guarantee Fund in the amount of \$400,000. However, due to the nature of this fund, recovery of material principal losses may not be significant to individual municipalities. This coverage has not been considered in computing custodial credit risk.

Custodial Credit Risk

Deposits – Custodial credit risk is the risk that in the event of a financial institution failure, the district's deposits may not be returned to the district.

The district does not have any deposits exposed to custodial credit risk.

NOTE 3 – CAPITAL ASSETS

| | Beginning Balance | Additions | Deletions | Ending Balance |
|-----------------------------------------|----------------------|-----------|-----------|-------------------|
| Capital assets being depreciated | | | | |
| Land improvements | \$ 11,000 | \$ - | \$ - | \$ 11,000 |
| Total Capital Assets | 11,000 | - | - | 11,000 |
| Less: Accumulated depreciation for | | | | |
| Land improvements | (5,501) | (550) | - | (6,051) |
| Total Accumulated Depreciation | (5,501) | (550) | - | (6,051) |
| Net Capital Assets Being Depreciated | \$ 5,499 | | | \$ 4,949 |



INDEPENDENT AUDITORS' REPORT ON COMPLIANCE

To the Board of Directors
City of Neenah
Neenah Central City Business Improvement District
Neenah, Wisconsin

We have audited the financial statements of the Neenah Central City Business Improvement District (district), a component unit of the City of Neenah, Wisconsin as of and for the year ended December 31, 2016, and have issued our report thereon dated August 4, 2017. We conducted our audit in accordance with auditing standards generally accepted in the United States of America.

In connection with our audit, nothing came to our attention that caused us to believe that the district failed to comply with Wisconsin State Statutes Section 66.1109, insofar as it relates to accounting matters. However, our audit was not directed primarily toward obtaining knowledge of such noncompliance. Accordingly, had we performed additional procedures, other matters may have come to our attention regarding the district's noncompliance with the above-referenced statutes, insofar as it relates to accounting matters.

This report is intended solely for the information and use of the Neenah Central City Business Improvement District's Board and management and is not intended to be, and should not be, used by anyone other than these specified parties.

Baker Tilly Veitchau Krause, LLP

Madison, Wisconsin
August 4, 2017

APPENDIX K

| NEENAH FAÇADE IMPROVEMENT PROGRAM | | | | | | | | | | |
|-----------------------------------|---------------|---------------------------------------------|------------------------------------|-------------------------------------------|-----------------------|---------------|--------------------|---------------------|---------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------|
| Project No. | Calendar Year | Owner/Agent | Business Name | Address | Action/Grant Approved | Grant Awarded | Owner Contribution | Total Project Value | Status | Improvements |
| 1 | 2002/2005 | Patrick and Sherry Haskett | Cheveux | 206 W. Wisconsin Ave. | \$3,041.03 | \$3,041.03 | \$3,041.03 | \$6,082.06 | complete | Rear siding replacement, storm window replacement, install rear awning, replace light fixtures, move gas meter, replace front entrance floor |
| 2 | 2002 | Sally Callaway Dey | Sassy Saf's | 133 W. Wisconsin Ave. | \$2,182.50 | \$2,182.50 | \$2,182.50 | \$4,365.00 | complete | Tuckpoint front façade masonry |
| 3 | 2003 | James Busch | The Saint James | 211 E. Wisconsin Ave. | \$10,000.00 | \$10,000.00 | \$10,000.00 | \$24,000.00 | complete | Concrete and masonry work to extend front entrance, construct entrance roof |
| 4 | 2004 | Isaac Pabst | Scharpf's Office Supply | 130 W. Wisconsin Ave. | \$2,500.00 | \$2,500.00 | \$2,500.00 | \$5,000.00 | complete | Replace 6 upper story windows, exterior and interior trim |
| 5 | 2005 | Les Fink | Erika's Bridal | 117-119 W. Wisconsin Ave | \$10,000.00 | \$10,000.00 | \$10,000.00 | \$21,506.40 | complete | Replace storefront windows, trim, 3 doors, sill |
| 6 | 2005 | Cy and Vong Thounsavath | Art Affair | 108 W. Wisconsin Ave. | \$2,386.00 | \$2,386.00 | \$2,386.00 | \$4,772.00 | complete | Remove shutters, repair and paint front and rear lower facades |
| 7 | 2006 | Fox Meadows LLP | Paper City Pub | 212 W. Wisconsin Ave. | \$7,000.00 | \$7,000.00 | \$7,000.00 | \$14,000.00 | complete | Restoration of lower façade glass |
| 8 | 2006 | Harry Kelderman | Soccer Locker | 127 W. Wisconsin Ave. | \$7,237.75 | \$7,237.75 | \$7,237.75 | \$14,475.50 | complete | Tuckpointing, glass replacement, upper story window replacement |
| 9 | 2006 | Downtown Neenah Properties | Planet Perk | 124 W. Wisconsin Ave. | \$1,000.00 | NA | NA | NA | withdrawn | Replace west door |
| 10 | 2006 | Downtown Neenah Properties | Great Harvest | 116 W. Wisconsin Ave. | \$997.50 | \$997.50 | \$997.50 | \$1,995.00 | complete | Front door repairs |
| 11 | 2006 | Downtown Neenah Properties | Smile Creations | 126 W. Wisconsin Ave. | NA | NA | NA | NA | app. withdrawn | |
| 12 | 2007 | Patrick and Sherry Haskett | Cheveux | 206 W. Wisconsin Ave. | \$6,958.97 | \$6,958.97 | \$7,441.03 | \$14,400.00 | complete | Upper story façade renovation |
| 13 | 2007 | Robert and Peter Gillespie | Knox Furniture | 111 W. Wisconsin Ave. | \$2,952.50 | \$2,952.50 | \$2,952.50 | \$5,905.00 | complete | Upper story window replacement |
| 14 | 2007 | David Priest | Cannova's | 113-115 W. Wisconsin Ave. | \$3,592.50 | \$3,592.50 | \$3,592.50 | \$7,185.00 | complete | Upper story window replacement |
| 15 | 2008 | Umer Sheikh/Investment Creations | | 200 W. Wisconsin Ave. / 107 S. Church St. | \$20,000.00 | \$18,753.00 | \$18,753.00 | \$37,506.00 | complete | Upper and lower story windows, EIFS, cleaning of brick |
| 16 | 2008 | Pinnacle Photo and Portraits/Edward Scanlon | Pinnacle | 433 S. Commercial St. | \$10,000.00 | \$8,118.00 | \$8,118.00 | \$16,236.00 | complete | Paint trim and cedar shakes, replace windows |
| 17 | 2008 | Gordon Stillings | Stillings and Buchinger Law Office | 251 E. Wisconsin Ave. | \$5,000.00 | \$3,925.00 | \$11,562.61 | \$11,562.61 | complete | Reconstruct 2 stone columns, replace front steps (railing also installed) |
| 18 | 2008 | Daniel Goggin | Goggin Law Office | 429 S. Commercial St | \$5,500.00 | \$4,686.00 | \$4,686.00 | \$9,372.00 | complete | Replacement of windows |
| 19 | 2008 | Bill Casper | Hang Up | 202/204 W. Wisconsin Ave | \$10,000.00 | | | | pending owner approval, WHS review and estimating | Replacement of windows |
| 20 | 2009 | Gina Vendola | Cranked | 200 Main Street | \$7,500.00 | \$6,439.33 | \$6,439.32 | \$12,878.65 | complete | Masonry repairs, window and door replacement |
| 21 | 2009 | Keith Miller/Thounsavath | UnCorked Bistro | 108 W. Wisconsin Ave. | \$2,700.00 | \$2,690.47 | \$2,690.48 | \$5,380.95 | complete | Door and awning replacement |
| 22 | 2009 | Ron Phillips/Mike Law | Cook/Mintique | 129-131 W. Wisconsin | \$7,800.00 | na | na | na | app. withdrawn | Window replacement |
| 23 | 2009 | Shannon Zambrano | Five Generations | 134 W. Wisconsin Av | \$10,000.00 | na | na | na | withdrawn | Masonry repairs |

| | | | | | | | | | | |
|----|------|---------------------------------------------------------|----------------------------|---------------------------------------------------------|--------------|-------------|-------------|-------------|-------------|---------------------------------------------|
| 24 | 2010 | Dr. Chris Abel & Dr. Carrie Richter-Abel | Neenah Family Chiropractic | 116 W. Columbian Ave. | \$3,500.00 | \$2,072.50 | \$2,072.50 | \$4,145.00 | complete | Painting/staining |
| 25 | 2010 | Kelly Mjaanes, Sandi Johnson, Sue Brautigam/Warren Tran | The French Flea | 214 W. Wisconsin Ave. | \$275.00 | NA | NA | NA | withdrawn | Replacement of awning |
| 26 | 2010 | Stacy Frakes/John Powell | Holt's Jewelry | 121 W. Wisconsin Ave. | \$4,000.00 | \$3,700.00 | \$3,700.00 | \$7,400.00 | complete | Replacement of awning and lower façade tile |
| 27 | 2011 | Winnebago Community Credit Union | same | 526 S. Commercial St. | App. Denied | NA | NA | NA | app. denied | Entrance |
| 28 | 2012 | Morgan Wiswall | | 125 W. Wisconsin Ave. | \$8,135.50 | \$8,135.50 | \$8,135.50 | \$17,796.00 | complete | Window and door replacement |
| 29 | 2014 | Future Neenah | same | 135 W. Wisconsin Ave. | \$10,000.00 | \$10,000.00 | \$16,859.00 | \$26,859.00 | complete | Windows, door, cornice, bulkhead |
| 30 | 2015 | Bill Casper | Ignite Nutrition | 204 W. Wisconsin Ave. | | \$1,150.00 | \$1,450.00 | \$2,600.00 | complete | Door and window replacement |
| 31 | 2015 | Investment Creations | Historic ERA | 116 S. Commercial St. | \$10,000.00 | \$10,000.00 | \$10,975.00 | \$20,975.00 | complete | Doty Avenue entrance |
| 32 | 2015 | John and Deb Skyrms | Great Harvest | 116 W. Wisconsin Ave. | \$10,000.00 | \$10,000.00 | \$38,275.00 | \$48,275.00 | complete | Storefront windows |
| 33 | 2016 | Cy and Vong Thounsavath | Copperstill | 211 E. Wisconsin Ave. | \$8,050.00 | | | | | Gutter and trim replacement |
| | | | | | | | | | | |
| | | | | Total Grant (01, 02, 04, 05, 08, 09, 12, 13, 14, 15,16) | \$195,397.00 | | | | | |
| | | | | Total Approved | \$184,259.25 | | | | | |
| | | | | Total Granted | \$148,518.55 | | | | | |
| | | | | Total Owner Contrib. | \$143,797.22 | | | | | |
| | | | | Total Project Value | \$296,397.17 | | | | | |
| | | | | | | | | | | |
| | | | | Total Projects In Progress /Pending | \$8,050.00 | | | | | |
| | | | | Total Properties Assisted | 24 | | | | | |
| | | | | Projects In Progress | 1 | | | | | |
| | | | | Projects Pending | | | | | | |
| | | | | Projects Under Review | | | | | | |
| | | | | Balance Available | \$46,878.45 | | | | | |
| | | | | Balance Less Committed | \$38,828.45 | 9/30/17 | | | | |

APPENDIX L

City of Neenah/BID/FNI Cooperation Agreement Original Approval 10/1/03

Amended 2011
Amended March 2013, March 2015, October 2017

PARTNERS WORK PLAN

| ITEM # | SERVICE PERFORMED | FREQUENCY | RESPONSIBLE PARTY | SCOPE OF DUTIES |
|--------|-----------------------------------|-----------------------------|-----------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | Street Sweeping: | | | |
| 1 | Machine Sweeping Streets & Alleys | Fridays-beginning at 2 a.m. | DPW | The BID Maintenance Committee will work with the businesses and City in how best to have leaves, debris, cigarette butts etc pushed into the street by Thursday p.m. or as sweeper is scheduled. |
| 2 | Special Purpose/Special Event | As needed/or requested | FNI/City + Event Host | The City and FNI/BID will coordinate scheduled street sweepings to coincide with special events when feasible. Special events permit will include an enforceable requirement for cleanup/garbage pickup at events like parades & marathon. (Reline cans, pick up candy, wrappers from candy tossed from floats, etc.) – reiterate this. |
| | Refuse Collection: | | | |
| 3 | Schedule & Route of Vendor & City | As Scheduled | DPW; Private | Garbage collected by City from centralized dumpster locations. Revised commercial collection passed council on 9/7/11. There's now a fee (presently 25% of the businesses carry 100% of the costs on an escalating fee structure.) Dumpster pick up schedule is M/W/F. Container lease from Waste Mngt is to June of 2018. Schedule a separate joint meeting to discuss waste collection fee assessment mechanism. |
| 4 | Recycling | | BID/FNI/Private/DPW | BID/FNI currently coordinates a centralized co-mingle recycling dumpster program. Current Vans recycling contract runs to 12/31/17. One year extension through 2018. For the long term, explore removing recycling as a BID responsibility. BID hosts 2 annual florescent bulb recycling weeks (spring & fall). Coordinate with Alta. |
| 5 | Maintenance/Repair of Corrals | Seasonal, as needed | City/DPW | Difficult to close rolling gates on Church Street lot corral in winter due to buildup of ice and snow. Gates remain open in winter and post holes filled with pea gravel. Monitor access to corral in Gateway development – vehicles blocking it? |

KEY: BID = Business Improvement District, CD = Community Development, DPW = Department of Public Works, FNI = Future Neenah, Inc., PD = Police Department, PR = Parks & Recreation

PARTNERS WORK PLAN

| ITEM # | SERVICE PERFORMED | FREQUENCY | RESPONSIBLE PARTY | SCOPE OF DUTIES |
|--------|---------------------------------------------|--------------------------------------------------|-------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 6 | Clean-Up of Corrals | As needed/requested | DPW, FNI/BID | Spring/Fall (semiannual) power wash of corrals by City. City to do large item pick up. BID/FNI to perform ongoing upkeep. Public dumping issues esp. after weekends have resulted in overflow charges. Possibly add cameras as a deterrent. |
| 7 | Dumpster Change out/Replacement | Annually | FNI/BID/DPW | As requested. |
| 8 | Grease-Trap Barrels Change out /Clean Up | As needed/requested Minimally Annually | BID/FNI/DPW | City will supply "oil dry" drying agent for FNI/BID to apply when grease barrels overflow. City to clean up any large overflows or spills. |
| 9 | Sidewalk Trash Receptacles | Weekly bag replacement Mon- E. WI, Wed. W. WI | FNI/BID/DPW | City presently picks up full bags weekly. City truck staff to relines cans. City evaluating automated collection in future, would necessitate need to re-evaluate this method. FNI Maint. pressure washes can liners spring & fall. Sandblast & recoat rusty cans when needed. |
| | Snow Removal: | | | |
| 10 | Snow Removal – Municipal Lots & Ramps | As needed | City/DPW | Option to offer overnight snow emergency parking in the Church Street Ramp. |
| 11 | Snow Removal - Streets | As needed | City/DPW | Snow amount, timing of snowfall and size of available crew dictates removal method. |
| 12 | Snow Removal off Curb into Streets | As needed | BID/FNI | FNI/BID maintenance contractor and City to coordinate removal of snow from sidewalk/curb into street on a timely basis. Snow throw onto sidewalk from trucks a concern in areas where no terrace is present. |
| 13 | Snow Removal – Sidewalks | As needed | FNI/BID | BID/FNI to provide snow removal by use of a private maintenance contractor on a tiered priority list of areas. Routes changed due to new parking lots in outlying areas. Over 2" in coordination with City removal from parking lots and public area. Include City Maintenance in annual BID fall snow removal memo. Keep lines of communication open among all parties. Personal Responsibility -- Stress business engagement & pride in ownership in regards to cleanliness and snow removal. Provide incentives |

PARTNERS WORK PLAN

| ITEM # | SERVICE PERFORMED | FREQUENCY | RESPONSIBLE PARTY | SCOPE OF DUTIES |
|--------|------------------------------------------------|-----------------|--------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | <i>Snow Removal – Sidewalks continued...</i> | | | or fines to make business more resp for removing their own snow up to the 2 nd threshold. City fine is \$105 for snow related complaints within 24 hours. City supplies 4 salt boxes, one at the bus stop and one at the Marketplace bump out. Desire to re-evaluate 24 hour period to possibly reduce timeframe to lesser amount of hours or to begin assessing snow removal fine. Critical pedestrian areas should be evaluated differently. City / BID to work together to maintain curbside accessibility to busses on Church Street for the handicapped bus riders. |
| | Municipal Parking Lots: | | | |
| 14 | Permit Program Management | On-going | City/Finance,PD,CD | Parking management modifications and added supply are vital to the continued success of the Downtown district. Implement changes as outlined in the 2014 parking study including signing the parking ramp to indicate free parking after 5pm and on weekends. Ramp signage now indicates free parking after 7pm – need follow up as to when this changed, what impact is. |
| 15 | Parking Enforcement | Daily/weekdays | PD BID/FNI to monitor | LPR system now operational Fall 2017. Re-parking now enforced, albeit selectively. 1 st citation for re-parking is a warning, not a ticket. Desire to evaluate need for ticketing in 4:00-7:00 pm window – potentially has a negative effect on dinner traffic. |
| 16 | Removal of Illegally Parked/Abandoned Vehicles | Complaint based | PD | |
| 17 | Graffiti Removal | Within 24 hours | FNI/BID; DPW | Personal/private property owner's responsibility. FNI to report graffiti on public spaces. Neenah Police Dept. responsible for regularly communicating information related to incidents in BID to BID leadership. BID will in turn communicate information outward to businesses. |
| 18 | Landscape Area Maintenance | As needed | PR | Public spaces exclusive of Wisconsin Ave flowerbeds. 2018 is final year of three year contract with landscaping partner. |

PARTNERS WORK PLAN

| ITEM # | SERVICE PERFORMED | FREQUENCY | RESPONSIBLE PARTY | SCOPE OF DUTIES |
|--------|---------------------------------------------------------------|------------------------------------------------------------------------------------|-------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | Traffic Control: | | | |
| 19 | Pedestrian Crossings | As needed | PD/DPW | BID/FNI to monitor for safety and report back esp. in regard to events. Replacements made on red stamped cross walks on WI Ave. Monitor pedestrian crossing near Affinity. Flashing crosswalk added by Gateway. Spot patrols have been done to reduce future pedestrian incidents. |
| 20 | Traffic Signal Maint. | As needed | DPW | |
| | Sidewalks: | | | |
| 21 | Sweeping | Core Weekly, seasonal. Coordinate with street sweeper schedule., Outer – As needed | FNI/BID | There is a tiered priority schedule of areas to be cleaned within the district. Personal respons. -- Stress business engagement & pride in ownership in regards to cleanliness and snow removal. Fall leaves – blow into gutter Thursday pm or garbage trucks can pick up yard waste bags from corrals. Ongoing “Roundup” of weeds. BID will be exploring steam gum removal. |
| 22 | Repair & Replacement | Annual based on need | DPW | BID to monitor conditions for lg cracks or shifts. |
| 23 | Sandwich Board & Other Private Advertising | Enforcement compl based | CD/BID | BID R&R has offered sandwich board sign grants in the past. City issued permits, code enforcement is responsibility of city. |
| 24 | Sidewalk Occupancy Permits- Ex: Benches/flowerpots/trash cans | Permit requests reviewed as received | DPW, CD | Streetscape ordinance is in place. – BID purchased and installed new benches and cans in '10. Ongoing maint. Stain wood fixtures e/o year. |
| 25 | Sidewalk Cafes/Outdoor Food & Beverage | Ordinance review underway | CD, City Council | New ordinance in place for licensing and regulation. 2011 New mobile vending ordinance passed spring '13. |
| | Trees and Flowers: | | | |
| 26 | Tree Plantings & Maintenance | As needed | PR | Back of sidewalk to building is property owner responsibility. Sidewalk to street is City responsibility. |
| 27 | Watering Trees | 2X weekly initially. Routine sched. long term | PR | n/a Memorial waters the flower beds as part of BID contract which helps the trees. |

PARTNERS WORK PLAN

| ITEM # | SERVICE PERFORMED | FREQUENCY | RESPONSIBLE PARTY | SCOPE OF DUTIES |
|--------|------------------------------------------------------------|---------------------------------------------|-------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 28 | Flower Planting/Maintenance | Routine care as needed | FNI/BID | BID/FNI contracts with professional landscape service for planting, watering and maintenance of flowers and perennial mix in beds. Current contract runs through fall 2018. Explore coordinating with Parks & Rec for <i>maintenance</i> of beds after 2015. BID conducting a walkthrough of flower beds to evaluate progress under three year private contract which concludes in 2018. Evaluate installing hanging baskets on light poles. |
| 29 | Pruning | Scheduled as needed | PR | Trees aging growing larger – more difficult to light & impedes sight line to businesses. |
| 30 | Mulch | Scheduled as needed | BID/FNI | This is part of private contract for flowerbeds. |
| 31 | Tree Lights | Annual | City;BID | City/BID to share equally the annual light purchase costs equally. DPW installation. FNI to coordinate placement. Remove lights every other year to allow for tree growth. |
| 32 | Tree Light Controller Boxes, Electrical System Maintenance | | | Annual / Ongoing Maintenance. |
| | Glatfelter Mill Site: | As needed, On-going scheduled routine care. | City/BID/FNI | Resp. for the Mill site need to be listed & identified in agreement until site is developed. |
| 33 | Gateway Plaza | Ongoing development | PR/DPW/BID/FNI | Low frequency/higher cost (City) vs hi frequency/lower cost (BID) maintenance. BID = snow on the major thoroughfare with main fire access. City = trees & plantings. 2 trash cans (1 curbside & 1 interior), Evaluate if there are more accessible locations for trash pickup in this area as receptacles are heavily utilized. Joint monitoring for sweeping (partnership). Ongoing monitoring of this relationship w/ future projects. Trees does snow. |
| | Banners, Public Decorations/Displays: | | | |
| 34 | Purchase/Ownership | Initial purch/season chgs | FNI/BID | Banners replaced as needed. |
| 35 | Installation | Seasonal changes | DPW | |
| 36 | Hardware | New purchase, repair/repl | DPW; FNI/BID | BID buys repl parts (brackets, etc), City installs. Purchased in cycle to ensure regular replacement. |

PARTNERS WORK PLAN

| ITEM # | SERVICE PERFORMED | FREQUENCY | RESPONSIBLE PARTY | SCOPE OF DUTIES |
|------------------------------|------------------------------------------------------------------------------------------------------------|-----------------------------------|--------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 37 | Banner and Snowflake Cleaning/Storage | As needed | BID/FNI; DPW | |
| 38 | Policy Management | On-going | DPW, CD; FNI/BID | Banner and Decoration policy now in place. |
| 39 | Maintenance of Monument at Commercial & Winnebago | On-going | BID/FNI; Dairy Queen | Jim Reiser maintains landscaping. BID seals/paints every 3 yr. |
| Bus Depot | | | | |
| 40 | Cleaning | Daily | Valley Transit | BID picks up cigarette butts. City owns bldg. VT cleans. |
| 41 | Routine Maintenance | As needed | City/DPW; Valley Transit | BID to monitor and communicate any issues with Valley Transit. See #13 above. Addtl coord. needed to address handicapped bus access during snow removal season. BID removes snow, City monitors for ice buildup. 2016 interior structure maint. thru Rock the Block. |
| 42 | Locking/Building security | Daily | Valley Transit | |
| 43 | Capital Upgrades | As needed | Valley Transit | Desire for restrooms still present, but perhaps could be included in a future ramp with bus depot? If restroom installed, would need regular (3x daily) cleaning. Concerns present that this intersection not the safest/most conducive location for bus stop. Will be addressed in 2017/2018 City traffic study. |
| Partnership Building: | | | | |
| 44 | Joint Meetings | E/O Year or as needed | City; FNI | City/BID/FNI reps meet again in 2017 – partners appreciate format and want to keep to every other year meeting frequency. Will meet again in 2019. |
| 45 | Pre-Construction Conferences; Detour Route Planning & Signing; Communication to Property Owners/Businesses | Regularly scheduled with projects | DPW; BID/FNI | Reference successful joint effort of City/BID/FNI with 2010 W WI Ave reconstruction & 2013 S. Commercial Street Road Constr. Public works good at notification of periodic short term constr. Monthly email newsletter. |
| 46 | Communication & Contact Protocol | To be documented and implemented | City; FNI/BID | Share information, i.e., prioritized list of BID sidewalk snow removal, list of business owners and tenants, district-wide e-mail addresses. Keep City Maintenance & public works in the loop as well. New lit info sign nice addition. |

PARTNERS WORK PLAN

| ITEM # | SERVICE PERFORMED | FREQUENCY | RESPONSIBLE PARTY | SCOPE OF DUTIES |
|--------|--------------------------------------------------------------------------------------------|-----------|----------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | Marketing/Public Relations: | On-Going | City, FNI/BID | Explore use of joint resources, including City newsletter, FNI website, Neenah Magazine, etc. |
| 47 | District & Destination Advertising | As Needed | FNI/BID | Wayfinding Signage off of I-41, Partner with Visitors Bureau |
| 48 | Maintain Web Site and Social Media Presence | On-Going | FNI/BID | |
| 49 | Host annual BID events | Annually | FNI/BID | Warm Your Heart, Ultimate Ladies Day, Employee Appreciation, Summer Madness, Small Business Saturday |
| 50 | Sponsor partner events with FNI & Other Entities | Annually | FNI/BID | A Very Neenah Christmas, Farmers Market, Vintage Adventure. |
| 51 | Directory Updates | Annually | FNI/BID | Website updated monthly (or more frequently) to reflect business changes, print guide and scanned version of print guide updated yearly. |
| 52 | Secret Shopper Program | On-Going | FNI/BID | |
| 53 | Gift Certificate Program | On-Going | FNI/BID | Explore every other year if moving to gift cards is more efficient than certificate program. |
| | Business Retention/Recruitment: | On-Going | City, FNI/BID | |
| 54 | Ret. & Recr. Grant Program | On-Going | FNI/BID | |
| 54.5 | Revolving Grant Programs | On-Going | FNI/BID | Awning, Sign, Sandw Bd – Based on needs each year |
| 55 | Exit Interviews | As Needed | FNI/BID | |
| 56 | Promote Façade Impr. Grants, Awning Grants | On-Going | City, FNI/BID | 2017: Funds still available from federal program |
| 57 | Ambassador Visits | As Needed | FNI/BID | |
| 58 | Recr. New Businesses & Retain Existing Businesses including second floor and office spaces | On-Going | CD, FNI/BID | Promote SBA loan program and other financial incentives including grant programs. Hold open houses in spring as needed. Discussed flow for handling conversations surrounding business inquiries in Neenah, regular communication between FNI/City good, perhaps a way to solidify communication flows for future. |
| 59 | Market Analysis & Branding Study | As Needed | FNI, BID, Volunteer Steering Cmte., CD | In '13, update study done in 2003. ESRI data updated in end of 2016. Note City has this software. Discussion on ownership of the "N Unequaled." brand. Agreed it can be shared for community purposes, when there is an existing partnership and when used to promote Neenah as a destination. |

PARTNERS WORK PLAN

| ITEM # | SERVICE PERFORMED | FREQUENCY | RESPONSIBLE PARTY | SCOPE OF DUTIES |
|--------|--------------------------------------------------------|-----------------------------|-------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | Centralized District Management: | | | |
| 60 | Meeting Agendas & Minutes | On-going | City; FNI; BID | Comm Dev staff to take meeting Board minutes, FNI staff all other cmtes. City to post and publicly distribute Bd. agendas, FNI posts cmtes. |
| 61 | Meetings | Monthly/Quarterly/As Needed | City; FNI/BID | Annual meeting format changed to a more fun / engaging format in 2017. |
| 62 | Bill Payment & Reimb. | On-Going | FNI; Finance | FNI Acct. - Packet Assembly Effective '14 - City reimbursement to FNI is now annually. Brought up whether or not timing of special assessments being mailed valuable (do assessed parties want to see assessments sent out earlier? On tax bill?) |
| 63 | Create Ann. Op Plan | Annually | City;FNI/BID | |
| 64 | Manage Gift Cert. Program | On-Going | FNI/BID | |
| 65 | Information Services | On-Going | FNI | BID page on Website, mo. newsletter, periodic emails. |
| 66 | Manage Bills & Budget | On-Going | Finance;FNI/BID | |
| 67 | Overhead - office, phone, computer, software, building | On-Going | FNI/BID | |

APPENDIX M

| Your Business Improvement District (BID) Investment At Work | | | |
|--------------------------------------------------------------------------------------------------------------|---------------------------------------------------------|------------------------------------------|------------------------------------------------------------------------------|
| Public Relations & Marketing | Maintenance | Retention & Recruitment | Administration |
| Downtown Directory Brochure | Keep district clean: sweep, weed, etc. | Grant Programs: | Office/Staff People/Information Services |
| BID Activities: | Purchase Banners | Retention & Recruitment Grant | Host BID annual meeting |
| Warm Your Heart (February) | Contract Flowers in Tree Bed | Facade Grant Program | Communicate w/BID |
| Ultimate Ladies Day (April) | Contract Centralized Recycling | Awning & Sign Grant Programs | Annual Operating Plan |
| Summer Madness Sale (August) | Snow removal over 2" | Office Space Open House & Ads | Monthly Newsletter |
| Small Business Saturday (November) | Bulb Recycling Program | Recruit New & Retain Existing Businesses | Agendas & Minutes |
| Employee Appreciation (Sept) | Seasonal decor: lights, bows, garland | | Bi-annual Co-op Meetings w/City, BID & Future Neenah |
| Community Event Partner: Vintage Adventure w/Historical Society, BooFest, and Neenah High School Art Display | Purchase & maintain: benches, picnic tables, trash cans | | Represent Downtown Neenah: WDAC & City of Neenah : Parking, Trash, 2040 Comp |
| Gift Certificate Program | Welcome monument at entrance to district | | |

Public Relations & Marketing Continued next page...

Destination Marketing:

Partner w/Convention & Visitors
Bureau: Host Travel Writers &
Advertise in Annual Guide

I41 Signage

Market analysis and branding
study w/new logo identity

Increase Awareness & Visibility:

MailChimp & email blasts

Updated website &
Online Presence incl. Instagram
Acct.

Facebook posts

Exposure In Future Neenah
Magazine

Advertising to Promote District

Customer Service

Secret Shopper Program &
CVB Training