

Neenah Central City Business Improvement District Year Twenty Operating Plan- 2021

Approved

Future Neenah Board: 11.16.20

BID Board: 11.17.20

Council: 12.2.20

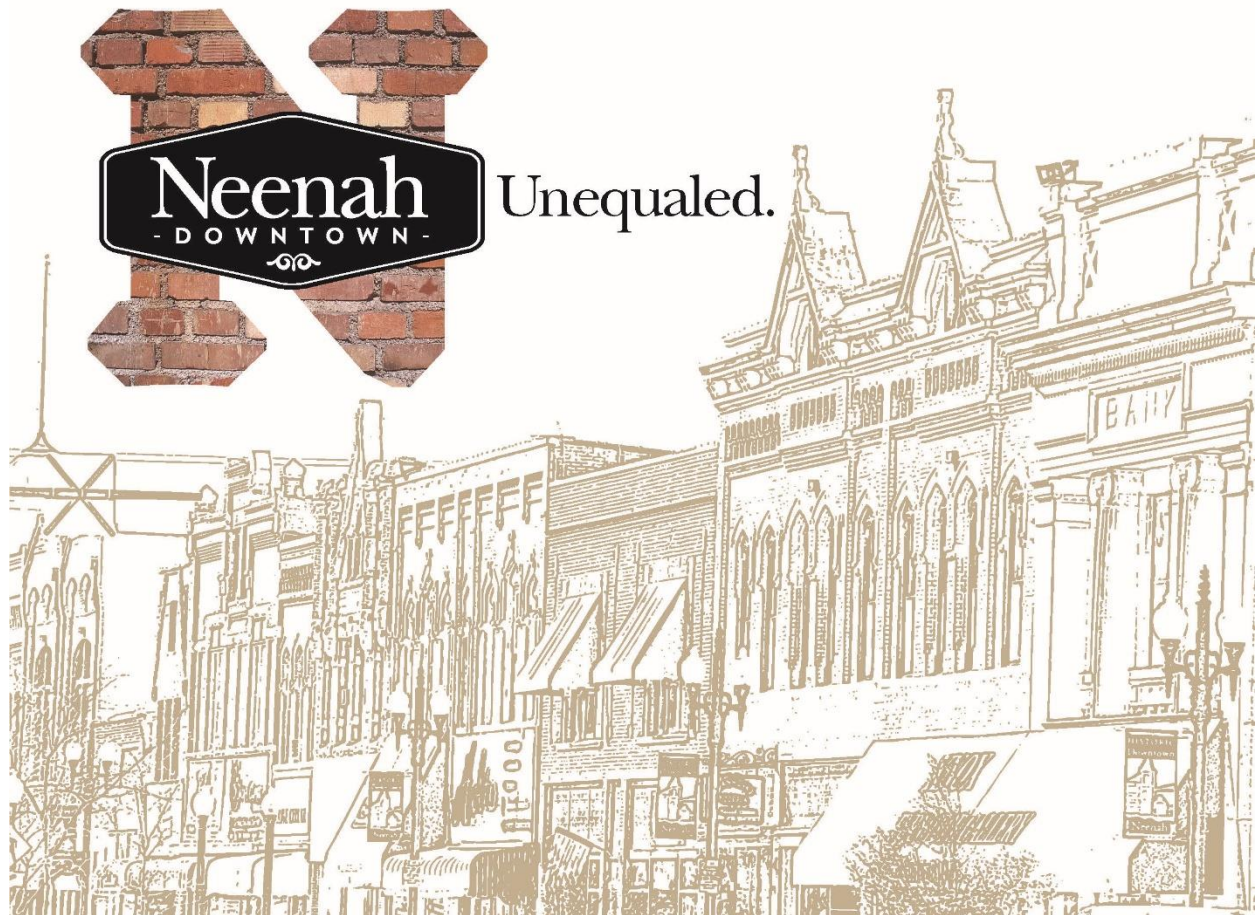


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Downtown Neenah Brand Statement

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.

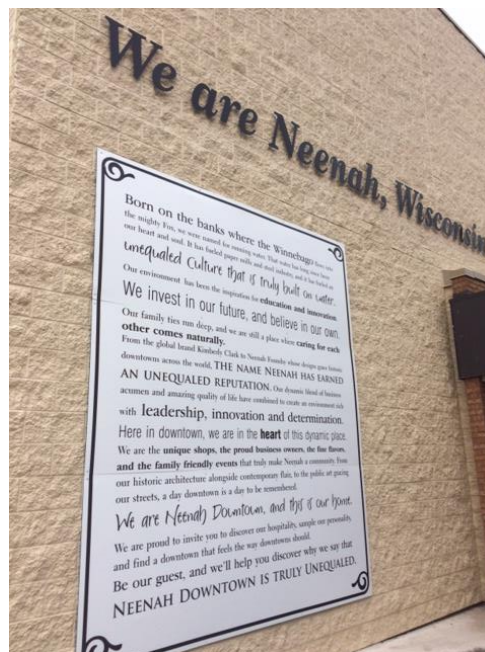
Our environment has been the inspiration for education and innovation. We invest in our future and believe in our own. Our family ties run deep, and we are still a place where caring for each other comes naturally.

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.

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



**2021
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 E, 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 2021 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, 2021, with the adoption of the 2021 Operating Plan. Future renewal is subject to the mutual agreement of all parties. A retreat of all parties involved (City/FNI/BID) was held May 21, 2019 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 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 2021.

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 2021

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 2021 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 or review 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. The Account is for long term capital needs or projects that may require extraordinary funding during a budget year. Also included are segregated funds 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, 2020.

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 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, 2020.

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 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 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 (app F) describing the current status of the BID, including expenditures and revenues (app A), 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 or review as specified by WI State Statute 66.1102 Sub. (3) (c) 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 (app F) as required by sec 66.1109(3)(c) of the WI Statutes. The report will include the required audit or review. The BID will be solely responsible for payment of any funds specified for the BID Audit or Review and related to BID activities for Audit or Review.

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 a firm to conduct the Audit or Review.
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 or reviews as required per 66.1109 (3) 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 2040 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.

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. The BID shall partner with community development toward the development of a Downtown plan in 2021.

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, 2020 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.

APPENDIX A

CENTRAL CITY MANAGEMENT BUSINESS IMPROVEMENT DISTRICT PROPOSED 2021 BUDGET

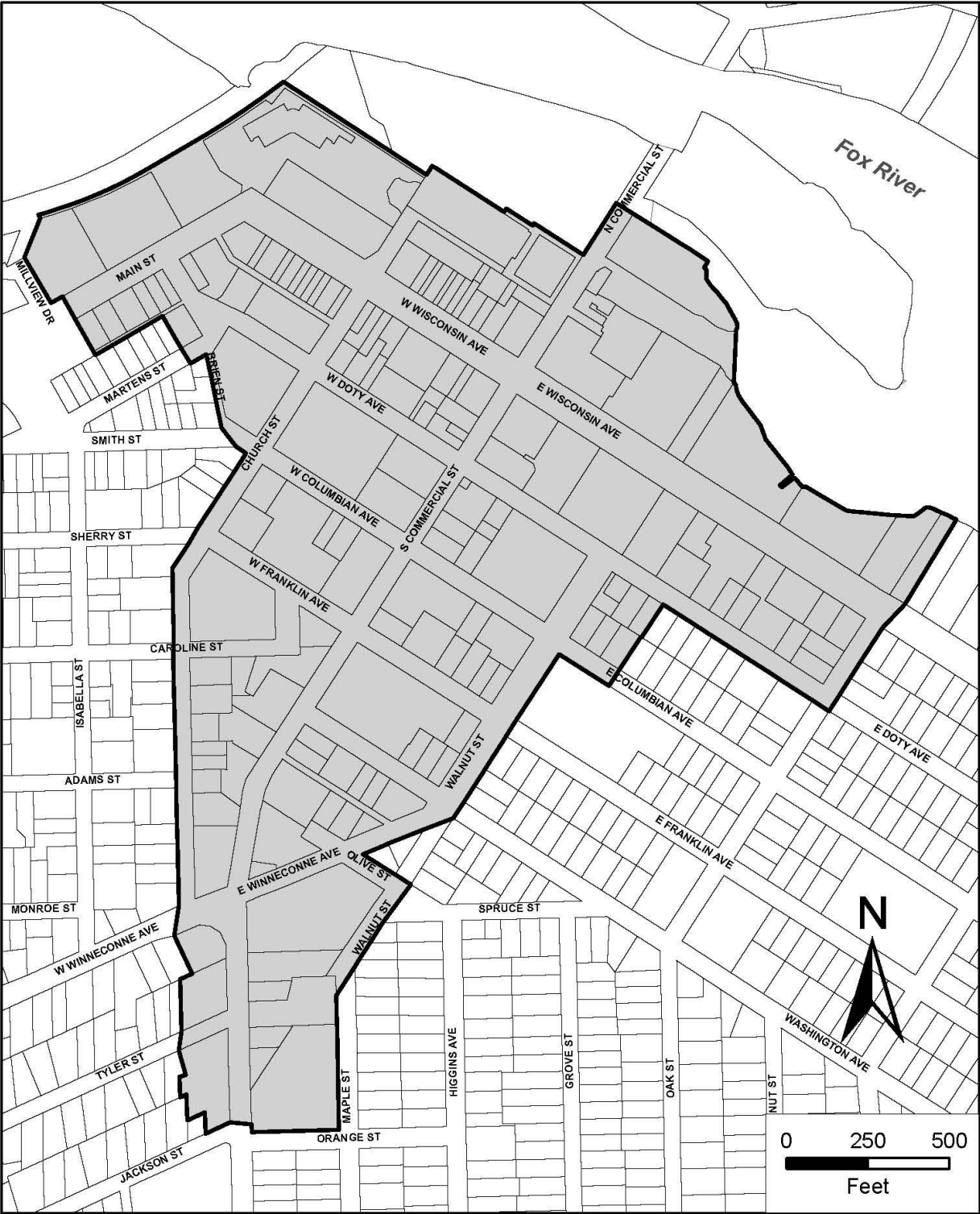
	ESTIMATED		
	YTD Total	2020	2021
	2020	Budget	BUDGET
Beginning Balance	\$ 17,273.51	\$ 14,542.45	\$ 22,122.16
INCOME			
BID assessment	\$143,268.31	\$ 143,268.00	\$ 143,534.00
Total Income	\$160,541.82	\$ 157,810.45	\$ 165,656.16
CENTRALIZED MANAGEMENT	63,475.36	63,970.00	64,005.00
PUBLIC RELATIONS	23,308.57	23,515.00	32,290.00
RETENTION and RECRUITMENT	6,010.96	18,300.00	26,500.00
MAINTENANCE	39,414.77	44,915.00	35,340.00
TRANSFER TO SAVINGS	7,110.00	7,110.00	7,500.00
Total Expenses	\$139,319.66	\$ 157,810.00	\$ 165,635.00
Remaining Funds Available	\$ 21,222.16		\$ 21.16
CENTRALIZED MANAGEMENT			
Auto Allowance	250.00	315.00	300.00
Postage	38.95	40.00	40.00
Conferences and Meetings	229.76	650.00	650.00
Review or Audit	2,600.00	2,600.00	2,650.00
Banking Fees	240.00	240.00	240.00
Professional	60,000.00	60,000.00	60,000.00
Office Supplies	116.65	125.00	125.00
Total - Centralized Management	\$ 63,475.36	\$ 63,970.00	64,005.00
PUBLIC RELATIONS			
Outside Printing	1,193.00	1,100.00	1,500.00
Advertising & Publications	1,910.00	2,800.00	3,750.00
Promotional Activities and Events	5,392.87	6,275.00	8,200.00
Outside Services	348.75	1,000.00	3,500.00
Secret Shopper	-	90.00	90.00
Gift Certificates	14,108.69	12,000.00	15,000.00
Brand Implementation	355.26	250.00	250.00
Total Public Relations	23,308.57	23,515.00	\$ 32,290.00

APPENDIX A

CENTRAL CITY MANAGEMENT BUSINESS IMPROVEMENT DISTRICT PROPOSED 2021 BUDGET

RETENTION and RECRUITMENT			
Misc. Expenditures	4,879.71	\$ 2,300.00	\$ 11,000.00
Awning / Sign Grant	\$ 1,100.00	\$ 3,500.00	\$ 2,500.00
Recruitment Tools	31.25	\$ 2,500.00	\$ 3,000.00
Retention Grant Program	-	\$ 10,000.00	\$ 10,000.00
Total Retention and Recruitment	\$ 6,010.96	\$ 18,300.00	\$ 26,500.00
MAINTENANCE			
Banners	2,599.68	2,780.00	2,780.00
Maint.of Equip / Snow Removal	1,398.75	3,250.00	3,000.00
Waste Removal/Recycle	6,105.00	7,250.00	7,250.00
Tree Lights & Holiday Décor	443.16	550.00	800.00
All Other Supplies	483.18	725.00	600.00
Storage Rental	720.00	720.00	720.00
Flower Beds	23,340.00	23,940.00	13,690.00
Fixtures & Facilities	4,325.00	5,700.00	6,500.00
Total Maintenance Task Force	\$ 39,414.77	\$ 44,915.00	\$ 35,340.00
Transfer to Savings	7,110.00	\$ 7,110.00	\$ 7,500.00
Total Expenses	\$139,319.66	\$ 157,810.00	\$ 165,635.00
	Balance		
Capital Reserve Fund	20,073.15	\$ 25,224.28	\$ 27,573.15
Interest Earnings	4.95	27.00	5.00
Savings - Signage	15,341.25	10,191.25	15,341.25
Maintenance Savings *	3,200.00	3,200.00	3,200.00
Reserve Fund Balances	\$ 38,619.35	\$ 38,642.53	\$ 46,119.40

APPENDIX B
MAP OF DISTRICT BOUNDARIES
CENTRAL CITY BUSINESS IMPROVEMENT DISTRICT



APPENDIX C SCHEDULE OF ASSESSMENTS

APPENDIX C SCHEDULE OF ASSESSMENTS

Tax Key No.	Owner Name(s)	Property Address	Assessment Value (2020)	BID Tax Amount (2020)	Property Type
80200660000	GALLOWAY COMPANY	533 S COMMERCIAL ST	\$ 305,000	\$ 899.75	Commercial
80200870000	GB MINIMART LLC, A WISCONSIN LIMITED LIABILITY COMPANY	521 S COMMERCIAL ST	\$ 334,500	\$ 986.78	Commercial
80200900000	KT REAL ESTATE HOLDINGS LLC	501 S COMMERCIAL ST	\$ 352,500	\$ 1,039.88	Commercial
80800160100	WALTRUST PROPERTIES INC	500 S COMMERCIAL ST	\$ 1,500,000	\$ 4,425.00	Commercial
80800190000	BRIGHT STAR PROPERTIES LLC	512 S COMMERCIAL ST	\$ 129,000	\$ 750.00	Commercial
80800220000	COMMUNITY CR. UNION WINNEBAGO	526 S COMMERCIAL ST	\$ 600,000	\$ 1,770.00	Commercial
80800240000	COMMERCIAL STREET PROPERTY LLC	534 S COMMERCIAL ST	\$ -	\$ -	Exempt
80800270000	COMMERCIAL STREET PROPERTY LLC	600 S COMMERCIAL ST	\$ 1,200,000	\$ 3,540.00	Commercial
81000330000	GORDON E. STILLINGS & CLAUDETTE R. STILLINGS	251 E WISCONSIN AVE	\$ 276,000	\$ 814.20	Commercial
81000340000	R & R VALLEY PROPERTIES LLC	247 E WISCONSIN AVE	\$ 252,500	\$ 750.00	Commercial
81000350000	KANE LODGE #61	241 E WISCONSIN AVE	\$ -	\$ -	Exempt
81000360000	CITY OF NEENAH	231 E WISCONSIN AVE	\$ -	\$ -	Exempt
81000370000	UNLIMITED WORDS	219 E WISCONSIN AVE	\$ 660,000	\$ 1,947.00	Commercial
81000390000	MIX RESTAURANT LLC	211 E WISCONSIN AVE	\$ 220,000	\$ 750.00	Commercial
81000400000	RIVERWALK HOSPITALITY LLC	205 E WISCONSIN AVE	\$ 183,500	\$ 750.00	Commercial
81000540000	BIRCH FAMILY, LLC	244 E DOTY AVE	\$ 198,500	\$ 750.00	Commercial
81000580000	RIVERWALK HOSPITALITY, LLC	123 E WISCONSIN AVE	\$ 3,561,500	\$ 7,000.00	Commercial
81000650000	INVESTMENT CREATIONS, LLC, A WISCONSIN LLC	111 E WISCONSIN AVE	\$ 640,000	\$ 1,888.00	Commercial
81000670000	INVESTMENT CREATIONS, LLC, A WISCONSIN LLC	101 E WISCONSIN AVE	\$ 200,000	\$ 750.00	Commercial
81000690000	INVESTMENT CREATIONS LLC	116 S COMMERCIAL ST	\$ 732,500	\$ 2,160.88	Commercial
81000760000	ASSOCIATED BANK NATIONAL ASSOC	100 W WISCONSIN AVE	\$ 2,898,000	\$ 7,000.00	Commercial
81000790000	MIX RESTAURANT LLC	108 W WISCONSIN AVE	\$ 236,500	\$ 750.00	Commercial
81000810000	OLD NEENAH, LLC	112 W WISCONSIN AVE	\$ 354,500	\$ 1,045.78	Commercial
81000840000	NEENAH MARKETPLACE LLC	116 W WISCONSIN AVE	\$ 650,000	\$ 1,917.50	Commercial
81000840400	HISTORIC NEENAH PROPERTIES, LLC	116 1/2 W WISCONSIN AVE	\$ 346,500	\$ 1,022.18	Commercial
81000870000	HISTORIC NEENAH PROPERTIES, LLC	126 W WISCONSIN AVE	\$ 449,000	\$ 1,324.55	Commercial
81000890000	INVESTMENT CREATIONS LLC	130 W WISCONSIN AVE	\$ 230,000	\$ 750.00	Commercial
81000900000	BLACK & TAN HOLDINGS LLC	132 W WISCONSIN AVE	\$ 325,500	\$ 960.23	Commercial
81000900100	GREENERICHTER, LLC	134 W WISCONSIN AVE	\$ 472,500	\$ 1,393.88	Commercial
81000920000	CITY OF NEENAH		\$ -	\$ -	Exempt
81000940000	CITY OF NEENAH		\$ -	\$ -	Exempt
81000950000	CITY OF NEENAH		\$ -	\$ -	Exempt
81000960000	CITY OF NEENAH		\$ -	\$ -	Exempt
81000980000	WISCONSIN TELEPHONE		\$ -	\$ -	Exempt
81001000000	WISCONSIN TELEPHONE	117 S COMMERCIAL ST	\$ -	\$ -	Exempt
81001010000	FIRST UNITED METHODIST CHURCH	108 W DOTY AVE	\$ -	\$ -	Exempt
81001020000	FIRST PRESBYTERIAN CHURCH	200 S CHURCH ST	\$ -	\$ -	Exempt
81001050000	BOYS BRIGADE ASSOC	109 W COLUMBIAN AVE	\$ -	\$ -	Exempt
81001070000	CITY OF NEENAH	211 WALNUT ST	\$ -	\$ -	Exempt
81001120000	CITY OF NEENAH		\$ -	\$ -	Exempt
81001130000	FIRST NAT'L BANK NEENAH	109 E DOTY AVE	\$ 261,000	\$ 769.95	Commercial
81001130100	JAMES R. HACKSTOCK	115 E DOTY AVE	\$ 65,000	\$ 750.00	Commercial
81001130200	JAZ OF THE FOX VALLEY LLC	220 S COMMERCIAL ST	\$ 163,500	\$ 750.00	Commercial
81001130300	JAZ OF THE FOX VALLEY LLC	210 S COMMERCIAL ST	\$ 114,000	\$ 750.00	Commercial
81001140000	CITY OF NEENAH	200 S COMMERCIAL ST	\$ -	\$ -	Exempt
81001170000	CITY OF NEENAH	112 E COLUMBIAN AVE	\$ -	\$ -	Exempt
81001310000	CITY OF NEENAH		\$ -	\$ -	Exempt
81001320000	CITY OF NEENAH		\$ -	\$ -	Exempt
81001330000	CITY OF NEENAH		\$ -	\$ -	Exempt
81001340000	CITY OF NEENAH		\$ -	\$ -	Exempt
81001350000	CITY OF NEENAH		\$ -	\$ -	Exempt
81001360000	CITY OF NEENAH		\$ -	\$ -	Exempt
81001370000	CITY OF NEENAH		\$ -	\$ -	Exempt
81003400000	TWO NEENAH CENTER LLC	125 N COMMERCIAL ST	\$ 289,000	\$ 852.55	Commercial
81003420000	NEENAH DWNT WN RDV CORP-2		\$ -	\$ -	Exempt
81003430000	COMMUNITY DEVELOPMENT AUTHORITY OF THE CITY OF NEENAH		\$ -	\$ -	Exempt
81003460100	TWO NEENAH CENTER LLC	2 NEENAH CENTER	\$ 4,141,000	\$ 7,000.00	Commercial
81003500000	NEENAH DWNT WN RDV CORP-3 CNTR	3 NEENAH CENTER	\$ 3,700,000	\$ 7,000.00	Commercial
81003600100	NEENAH DWNT WN RDV CORP-1 CNTR	1 NEENAH CENTER	\$ 3,900,000	\$ 7,000.00	Commercial
81003600200	CITY OF NEENAH		\$ -	\$ -	Exempt
81003630000	CITY OF NEENAH	210 E WISCONSIN AVE	\$ -	\$ -	Exempt
81003640000	NEENAH LIBRARY	240 E WISCONSIN AVE	\$ -	\$ -	Exempt
81003650000	CITY OF NEENAH		\$ -	\$ -	Exempt
81003660000	CITY OF NEENAH		\$ -	\$ -	Exempt
81003780000	COMMUNITY DEVELOPMENT AUTHORITY OF THE CITY OF NEENAH		\$ -	\$ -	Exempt
81003780100	ALTA RESOURCES	120 N COMMERCIAL ST	\$ 15,644,500	\$ 7,000.00	Commercial
81003790000	COMMUNITY DEVELOPMENT AUTHORITY OF THE CITY OF NEENAH		\$ -	\$ -	Exempt
81003840000	ALTA REALTY, LLC	112 N COMMERCIAL ST	\$ 50,500	\$ 750.00	Commercial
81003900000	ALTA REALTY, LLC	101 W WISCONSIN AVE	\$ 574,500	\$ 1,694.78	Commercial
81003920000	KNOX HOLDINGS, LLC	109 W WISCONSIN AVE	\$ 589,500	\$ 1,739.03	Commercial
81003930100	CITY OF NEENAH		\$ -	\$ -	Exempt
81003940000	DCF INVESTMENTS, LLC	113 W WISCONSIN AVE	\$ 264,000	\$ 778.80	Commercial
81003940100	CITY OF NEENAH		\$ -	\$ -	Exempt
81003950000	RAMOS ENTERPRISES LLC	119 W WISCONSIN AVE	\$ 337,500	\$ 995.63	Commercial
81003960000	CITY OF NEENAH		\$ -	\$ -	Exempt
81003970000	WISC. AVE. PROPERTIES, LLC	121 W WISCONSIN AVE	\$ 267,000	\$ 787.65	Commercial
81003980000	WISC. AVE. PROPERTIES, LLC	123 W WISCONSIN AVE	\$ 257,500	\$ 759.63	Commercial
81003990000	PM PROPERTIES LLP	125 W WISCONSIN AVE	\$ 225,000	\$ 750.00	Commercial
81004000000	OLD NEENAH, LLC	127 W WISCONSIN AVE	\$ 161,000	\$ 750.00	Commercial
81004010000	INVESTMENT CREATIONS LLC	129 W WISCONSIN AVE	\$ 300,500	\$ 886.48	Commercial
81004020000	AJP PROPERTIES LLC	133 W WISCONSIN AVE	\$ 157,500	\$ 750.00	Commercial
81004030000	FUTURE NEENAH DEV CORP		\$ -	\$ -	Exempt
81004040000	HISTORIC NEENAH PROPERTIES, LLC	145 W WISCONSIN AVE	\$ 813,500	\$ 2,399.83	Commercial
81004160000	CITY OF NEENAH		\$ -	\$ -	Exempt

Tax Key No.	Owner Name(s)	Property Address	Assessment Value (2020)	BID Tax Amount (2020)	Property Type
81004380000	NEENAH DOWNTOWN REDEVELOPMENT ASSOCIATES	120 MAIN ST	\$ 13,436,500	\$ 7,000.00	Commercial
81004420000	WOLFGANG INVESTMENTS LLC	200 MAIN ST	\$ 140,000	\$ 750.00	Commercial
81004430000	STEVEN ERATO V	206 MAIN ST	\$ 129,500	\$ 750.00	Commercial
81004440000	COMMUNITY DEVELOPMENT AUTHORITY OF THE CITY OF NEENAH	208 MAIN ST	\$ -	\$ -	Exempt
81004450000	PAULA J. PITSCH	210 MAIN ST	\$ 176,500	\$ 750.00	Commercial
81004470100	COMMUNITY DEVELOPMENT AUTHORITY OF THE CITY OF NEENAH	220 MAIN ST	\$ -	\$ -	Exempt
81004640000	JAMES W. MARTIN & JESSICA A. MARTIN	300 W DOTY AVE	\$ 121,000	\$ 750.00	Commercial
81004660000	INVESTMENT CREATIONS LLC	200 W WISCONSIN AVE	\$ 234,500	\$ 750.00	Commercial
81004670000	WILLIAM J. CASPER	202 W WISCONSIN AVE	\$ 276,500	\$ 815.68	Commercial
81004680000	SHERY J. HASKETT	206 W WISCONSIN AVE	\$ 126,500	\$ 750.00	Commercial
81004690000	CYS ASIAN BISTRO LLC	208 W WISCONSIN AVE	\$ 229,500	\$ 750.00	Commercial
81004700000	FOX MEADOWS LLP	210 W WISCONSIN AVE	\$ 160,000	\$ 750.00	Commercial
81004710000	FOX MEADOWS LLP	212 W WISCONSIN AVE	\$ 205,500	\$ 750.00	Commercial
81004720000	WARREN TRAN LLC	214 W WISCONSIN AVE	\$ 244,500	\$ 750.00	Commercial
81004730000	RELOAD OF WISCONSIN LLC	218 W WISCONSIN AVE	\$ 217,000	\$ 750.00	Commercial
81004740000	BMG PROPERTIES LLC	224 W WISCONSIN AVE	\$ 561,000	\$ 1,654.95	Commercial
81004800000	KARRMANN PROPERTIES, LLC	205 W DOTY AVE	\$ 749,500	\$ 2,211.03	Commercial
81004840000	FIRST PRESBYTERIAN CHURCH	213 S CHURCH ST	\$ -	\$ -	Exempt
81005210000	IGWTF, LLC/ROUTE 41 PIZZA, LLC	436 S COMMERCIAL ST	\$ 297,000	\$ 876.15	Commercial
81005300000	NEENAH REALTY DQ, LLC	450 S COMMERCIAL ST	\$ 625,000	\$ 1,843.75	Commercial
81005310000	CITY OF NEENAH	464 S COMMERCIAL ST	\$ -	\$ -	Exempt
81005330000	NEENAH FIRE STATION 1	125 E COLUMBIAN AVE	\$ -	\$ -	Exempt
81005450000	VDF ENTERPRISES, LLC	304 S COMMERCIAL ST	\$ 581,500	\$ 1,715.43	Commercial
81005460000	GEORGE W. KESSLER REVOCABLE TRUST	314 S COMMERCIAL ST	\$ 110,500	\$ 750.00	Commercial
81005480000	GFP LLC	307 S COMMERCIAL ST	\$ 500,000	\$ 1,475.00	Commercial
81005490000	BOYS BRIGADE ASSOC		\$ -	\$ -	Exempt
81005500000	CARRIE L. ABEL & CHRISTOPHER ABEL	116 W COLUMBIAN AVE	\$ 170,000	\$ 750.00	Commercial
81005510000	FIRST NAT'L BANK NEENAH	118 W COLUMBIAN AVE	\$ 202,000	\$ 750.00	Commercial
81005640000	FOX VALLEY PROPERTIES LLC	411 S COMMERCIAL ST	\$ 250,000	\$ 750.00	Commercial
81005730000	NEENAH JOINT SCHOOL DISTRICT	410 S COMMERCIAL ST	\$ -	\$ -	Exempt
81005810000	CHANGJIANG LEE LLC	415 S COMMERCIAL ST	\$ 188,000	\$ 750.00	Commercial
81005820000	TMV PROPERTIES, LLC	425 S COMMERCIAL ST	\$ 865,000	\$ 2,551.75	Commercial
81005840000	DANIEL R. GOGGIN SR	429 S COMMERCIAL ST	\$ 180,500	\$ 750.00	Commercial
81005850000	SCANLAN PROPERTIES LLC	433 S COMMERCIAL ST	\$ 186,000	\$ 750.00	Commercial
81005860000	THE TAILORED HIDE CUSTOM LEATHER AND REPAIR, LLC	447 S COMMERCIAL ST	\$ 181,000	\$ 750.00	Commercial
81006020000	B.I.L. HOLDINGS, LLC, A NEW YORK LIMITED LIABILITY COMP	130 W FRANKLIN AVE	\$ 729,500	\$ 2,152.03	Commercial
81006130000	COMPUTER CORNER HOLDINGS LLC	105 W WINNECONNE AVE	\$ 318,000	\$ 938.10	Commercial
81007000000	PLEXUS	1 PLEXUS WAY	\$ 14,780,500	\$ 7,000.00	Commercial
81007000100	CITY OF NEENAH		\$ -	\$ -	Exempt
81007000200	COMMUNITY DEVELOPMENT AUTHORITY OF THE CITY OF NEENAH		\$ -	\$ -	Exempt
81007010000	CITY OF NEENAH	225 W WISCONSIN AVE	\$ -	\$ -	Exempt
81007040100	CITY OF NEENAH		\$ -	\$ -	Exempt
81007040200	AFFINITY MEDICAL GROUP	101 MAIN ST	\$ 8,060,000	\$ 7,000.00	Commercial
81007040201	CITY OF NEENAH		\$ -	\$ -	Exempt
81007040300	AFFINITY MEDICAL GROUP		\$ -	\$ -	Exempt
81007040301	CITY OF NEENAH		\$ -	\$ -	Exempt
TOTALS			\$ 94,816,500.00	\$ 143,533.73	



APPENDIX D
LEGAL OPINION

November 12, 2020

Mr. George Brownel
Chair, Neenah Central City BID Board
c/o Community Development Department
211 Walnut Street
Neenah, WI 54956


RE: Neenah Central City Business Improvement District

Dear Mr. Brownel:

You have asked me for a legal opinion as to the legal sufficiency and statutory compliance of the 2021 Operating Plan for the Neenah Central City Business Improvement District. I have reviewed the 2021 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 2021 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.

(2m) A municipality may annex territory to an existing business improvement district if all of the following are met:

(a) An owner of real property used for commercial purposes and located in the territory proposed to be annexed has petitioned the municipality for annexation.

(b) The planning commission has approved the annexation.

(c) At least 30 days before annexation of the territory, the planning commission has held a public hearing on the proposed annexation. 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 a detail map showing the boundaries of the territory proposed to be annexed to the business improvement district shall be sent by certified mail to all owners of real property within the territory proposed to be annexed. The notice shall state the boundaries of the territory proposed to be annexed.

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

(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 one of the following:

1. If the cash balance in the segregated account described under sub. (4) equaled or exceeded \$300,000 at any time during the period covered by the report, the municipality shall obtain an independent certified audit of the implementation of the operating plan.
 2. If the cash balance in the segregated account described under sub. (4) was less than \$300,000 at all times during the period covered by the report, the municipality shall obtain a reviewed financial statement for the most recently completed fiscal year. The statement shall be prepared in accordance with generally accepted accounting principles and include a review of the financial statement by an independent certified public accountant.
- (cg) For calendar years beginning after December 31, 2018, the dollar amount at which a municipality is required to obtain an independent certified audit under par. (c) 1. and the dollar amount at which a municipality is required to obtain a reviewed financial statement under par. (c) 2. shall be increased each year by a percentage equal to the percentage change between the U.S. consumer price index for all urban consumers, U.S. city average, for the month of August of the previous year and the U.S. consumer price index for all urban consumers, U.S. city average, for the month of August 2017, as determined by the federal department of labor. Each amount that is revised under this paragraph shall be rounded to the nearest multiple of \$10 if the revised amount is not a multiple of \$10 or, if the revised amount is a multiple of \$5, such an amount shall be increased to the next higher multiple of \$10.
- (cr) The municipality shall obtain an additional independent certified audit of the implementation of the operating plan 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 and reviewed financial statements 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.
- (4g) A municipality may convert a business improvement district under s. 66.1110 if an owner of real property that is subject to general real estate taxes, that is used exclusively for residential purposes, and that is located in the business improvement district petitions the municipality for the conversion. If the municipality approves the petition, the board shall consider and may make changes to the operating plan under s. 66.1110 (4) (b).
- (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

2020 ANNUAL REPORT

The Neenah Central City Business Improvement District (BID) has successfully completed 19 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:

- 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. (Next meeting 2021.)
- Hosted BID annual meeting at the office on March 10. Event is a casual, social gathering of district business where information about the year in review is presented.
- Continued investment in the Downtown community of over \$143,268.
- Director Hessel participated in virtual meetings relative to Covid with the Chamber, Visitors Bureau, City, State and County.
- Future Neenah awarded Adam Shea the 2019 Downtown Business of the Year.
- In accordance with state statute 66.1108, conducted a review of the BID's 2019 financials. With an annual budget of under \$300,000 and a change in the statute, we were able to save money with a review rather than an audit.
- Staff and BID board members represented Downtown Neenah at the Convention & Visitors Bureau annual meeting.
- Continued distribution of email blasts and newsletters to district businesses.
- Future Neenah continued its 37-year history of supporting the Downtown and BID through administrative support.

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 (1,582 followers on November 1 * a 18% increase over 2019)
- From 1/1/20 to 11/1/20, the FNI website had 25,505 sessions and 48,393 page views. The top requested BID pages were in order from most popular: Gift Certificates, Ladies Day, Business List, Shopping, Summer Madness Sale, Warm Your Heart and Dining/Entertainment.
*This site includes a password protected page exclusively for use by BID businesses.
- Utilized Future Neenah's 'MailChimp' email blast program (1,703 subscribers) to promote Downtown events and activities such as the Ladies Day, Warm Your Heart, Summer Madness Sale and Gift Certificate Sales.
- Utilized Facebook to implement a Small Business Saturday promotion the week prior to November 28 and a Countdown to Christmas Facebook promotion leading up to Christmas. We also paid to 'boost' exposure on the posts.

Events:

- Hosted the sixth Warm Your Heart event on February 8 to drive traffic in the district during the shoulder season. It was sold out with 285 in attendance. Sourced local mugs from Sunset Hill.
- Hosted 15th Annual Ultimate Ladies Love Local with 183 in attendance.
- Future Neenah Farm Market sponsor. To effectively translate market traffic (15,000 attendees) to district shoppers, we used a gift certificate sale opening day of the market (see stats below).
- Sponsored Horse Drawn Carriage Rides at Future Neenah's A Very Neenah December Event. Businesses participated with a window display. Events all month long.
- Hosted the 7th annual Summer Madness Sale, *Great Places, Great Prices, Great Fun*, on August 6-8 (3 days this year).
- Hosted a successful 4th annual Downtown Neenah Employee Appreciation Day on June 25. Had to adapt the day's activities due to Covid.
- Third annual luminary pop-up event with a cookie crawl on December 17, 2020.
- Customer Service: Offering a Secret Shopper Program.

Market analysis and branding study. Year 7 of implementation:

- Purchased additional personalized branded open/closed signs, window clings and note cards as needed/requested.

Community Partnerships:

- Welcome new ThedaCare employees to Three Neenah Center.
- Representation in west end developments.

APPENDIX F

2020 ANNUAL REPORT

Continued...

Destination Advertising/Marketing:

- Partnered with the Convention & Visitors Bureau:
 - Full page co-op ad in the upcoming 2021 Convention & Visitors Bureau Guide with participating businesses and Downtown Neenah editorial copy featuring our brand/logo.
 - Kiosk display at Fox River Mall during the month of September.
- Quarter page ad in the quarterly Future Neenah Magazine (circulation 6,000 & online).
- Supported the Navigate Neenah-Menasha project whenever possible. The Navigate Loop the Little Lake Trestle project brings trail users directly into our Downtown. Future Neenah hosted a Log Your Loops challenge for the two-year anniversary of the trestle loop to encourage traffic and awareness of the recreational trail. 700 people registered to Log their Loops and 230 completed 50+ loops.
- Reprinted Downtown directory brochure.
- Completed the design and placement of directional/informational kiosks and signs for Gateway Plaza (to drive traffic into the district) and bump out (to provide district info such as directions and shopping/dining options).

2020 Gift Certificate Program:

Sales Promotion Results:

- January 25 sale to boost post-holiday shoulder season sale at Downtown Businesses. 79 Sold. 8 customers were new to the program. District impact of \$3,950+
- June 13: 144 customers with a district impact of \$7,200+

Rewards Promotion Results:

- April 17 & 18 Covid Online Rewards of \$10 or \$25: 169 customers redeemed over \$25,000 in receipts. 26 businesses were represented on 211 separate receipts.
- November 6 & 7: 409 rewards distributed with sales receipts totaling \$30,062+. Distributed popular holiday happenings flier with BID business open houses/events to rewards customers.

Overall Program:

- Through October 31, 2020: Certificates valued at \$36,440 were issued.

Examined & pursued opportunities for business assistance, retention & recruitment:

- Toured and connected business prospects looking to relocate to the BID.
- Partnered with Relocate Fox Cities to recruit and retain talent.
- Because the aesthetics of the district are so important to our image, in 2020 the district continued the \$500 sign / awning grant to repair, replace or remove business signs or awnings that were in disrepair and the \$100 sandwich board sign grant. As of November 1, 2020, 3 grants were issued (1 sign & 1 sandwich board & 1 awning).
- 11 new businesses were recruited to the district. 6 business closed. 2 relocated within and 3 relocated out of the district.
- Promoted Retention & Recruitment Grant Program. App. G.
- Downtown Neenah 'Snapshot' on the City's website.
- Promoted the façade improvement grant program and assisted businesses with the application process. Since program inception, 35 grant applications have been received. \$203,519 has been granted toward projects valued at \$455,672. Currently 2 projects are under review and 1 is in progress. No new apps in 2020. See Appendix K.
- Announcement of 3 district developments; 1 residential, 1 mixed use, 1 public amenity.

Analyzed, improved and responded to maintenance issues:

- Banners. Ordered 30x60 Spirit Unequaled banners and 24x44 N banners to augment existing inventory. Ordered additional bracketing systems.
- Maintained alley lighting for safety.
- Saved 138 bulbs from the landfill with our florescent bulb recycling program – spring and fall.
- Executed a single year contract to professionally plant and maintain flowers in hanging lamp post planters, mulch and grade tree beds, and move grasses.

APPENDIX F
2020 ANNUAL REPORT
Continued...

Downtown Refuse & Recycling:

- Contracted for recycling services with Vans for three years to 12/31/21.
- Worked with the city to obtain trash cans compatible with the new automated trucks. Purchased 8 new cans on a cost share.
- Removed 4,368 yards of recycling from 3 common use refuse stations.
- Monitored corrals for cleanliness and misuse.

- Researched most effective snow removal practices. Updated the snow removal map and routes.

- Annual walking inspection tour of the district.

- Worked with the City of Neenah to maintain seasonal décor such as white tree lighting on Wisconsin Avenue, red tree lighting in Gateway and lamp post garland.
- Fall – added cornstalks and bows to lamp posts at bump outs.

- Contracted with Sparkle Wash for sidewalk cleaning. (½ in 2019 and ½ in 2020) 2020 = 100 block of East Wisconsin Avenue, one corral and automated cans.

- Work with city to replace tree lighting every other year. 2021 will be a full replacement year.

- Welcome monument at Winneconne and Commercial painted/sealed.

- Continue dialog with city toward WIFI and cameras.

- 19-year maintenance committee chair, Grant Birch relocated out of the district ending his service. Thank you, Grant.

Unique 2020 Covid Related Activities:

- Host 3 virtual online shopping spree events.
- Social media – encourage sharing and online participation during quarantine with contests and gift certificate prizes.
- Website updates with business information and assistance.
- Host a special April gift certificate rewards.
- Order window signs for businesses with dry erase areas for businesses to communicate with customers.
- Offer \$250 visual ad grants.
- Adapt all special events to allow for safety and distancing.
- Order signs with messages of encouragement and positivity placed near public downtown art.
- Participate in “Downtown Faces Forward.”
- December 12 gift with purchase promotion. Free 4imprint holiday tumbler with downtown logo if you spend \$20+.
- Promote educational workshops with StellarBlue.
- Promote expanded outdoor seating for restaurants and outdoor displays for retail.
- Promote city, county, state and federal grant programs.
- Start “You Neenah To Know” YouTube video program to educate the public about what they Neenah to Know about our local businesses.

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	Vintique	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	Vintique	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 Prop	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.	\$3,390.00	\$3,390.00	\$12,180.00	complete
35	2017	Umer Sheikh	Polka Dot Umbrella	114.5 W. WI Ave.	\$3,333.00	\$3,333.00	\$30,350.00	complete
36	2017*	Mary Powell	Vacant/Open Space	123 W. WI Ave.	\$5,000.00	\$5,000.00	\$26,315.00	complete
37	2017**	Mary Powell	Apt.	121 W. WI Ave.	\$2,500.00	\$2,500.00	\$23,208.78	complete
38	2018	Umer Sheikh	Jessie's Beauty & Barber	103 Church Street	\$633.00	\$633.00	\$1,900.00	complete
39	2018	Umer Sheikh	My Sole Loves	124 W. WI Ave.	\$1,500.00	\$1,476.67	\$4,500.00	complete
40	2018	Umer Sheikh	Investment Creations	124 W. WI Ave.	\$766.00	\$766.00	\$2,300.00	complete
41	2018	Umer Sheikh	Chase Bank	111 E. WI Ave	\$5,000.00	\$5,000.00	\$100,000.00	complete

*paid out in June 2018

**paid out in March 2019

Total Approved	\$151,570.35	
Total Grants Awarded		\$146,461.94
Total Project Value		\$1,015,821.46

APPENDIX G

Work Plans of Standing Committees

MAINTENANCE TASK FORCE **2021 WORK PLAN PRIORITIES**

- Year 3 of 3 contract for comingle removal.
- Continue ongoing work with the City toward WIFI and placement of cameras.
- Manage garbage/trash and recycling. BID contracts for comingle recycling services in 3 corrals and the City contracts for garbage/trash.
- 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.
- Continue schedule of steam cleaning of sidewalks, corrals, and cans with professional company.
- 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.
- 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, sidewalk sweeping/scrubbing, snow removal, weed control, and leaf pickup).
- Continue implementation of on-going banner program and seasonal banner and bracket 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 9. 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 **2021 WORK PLAN PRIORITIES**

- Continue sign, sandwich board and awning grant programs to accept requests for either/both in 2021 for uniformity and aesthetics.
- Order professional photos of the district for recruitment, retention and promotional purposes.
- Work with Community Development on a new downtown plan.
- 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 9. 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. Also, use this information as a benchmark and update it on a bi-annual basis with newest Claritas data and by repeating the business survey. Collect testimonials from property owners to use in collateral materials.
- Continue to monitor the need for refinements to parking and trash management policies with the City. Utilize data gathered by the LPR systems. Advocate for parking solutions including a new ramp.
- 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.
- Host open house as needed to fill vacancies if needed. Work with City, developers, businesses, and residents to capitalize on West end developments to benefit the district.

APPENDIX G Work Plans of Standing Committees

MARKETING & PUBLIC RELATIONS COMMITTEE 2021 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.

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

Welcome any new employee groups that may join the district with potential West End developments.

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 brand. Effectively manage and promote the use of website in conjunction with the FNI web site. Continue to grow Instagram numbers. Obtain a social media plan.

Communication, including periodic District mailings or e blasts to keep businesses and property owners informed and updated on projects and initiatives. Continue use of newsletter format to distribute info to district businesses. Connect with residents of new developments to foster 24/7 live, work play environment.

Support of Special Events (both new and existing) that bring attention to the District and encourage visitors to shop, dine and play. Grand opening of The Plaza in October.

Navigate Neenah-Menasha work to connect the loop with and to the district and our activities.

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

Work to implement the Market Analysis and Branding Study as it pertains to marketing and PR for year 9. 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 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. Work toward online sales capability.

EXECUTIVE COMMITTEE 2021 WORK PLAN PRIORITIES

The Executive Committee of the Board will undertake activities in 2021 to strengthen the BID and improve service to businesses by:

- Co-op partners meeting year.
- Across all committees, ongoing Covid mitigation efforts.
- Partner with the city to promote any new parking and residential developments.
- Work to implement the Market Analysis and Branding Study during year 9.
- 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 2021 MAYORAL BID BOARD APPOINTEES

Name	Company	Category	Term (years)	Term Expiration
Alex Noskowiak	Bergstrom Corporation	Property Owner	3	12/31/23
George Brownell	Associated Bank	Property Owner	3	12/31/22
Bob Gillespie	Knox Furniture Gallery of Neenah	Property Owner	3	12/31/21
Umer Sheikh	Investment Creations	Property Owner	3	12/31/22
Leeann Wasinger	The Tailored Hide/The Gift Gallery	Property Owner	3	12/31/21
Joe Ziemba	J. Anthony Jewelers	Property Owner	3	12/31/21
Beth Stubing	Thrivent	Business (Office/Professional)	3	12/31/22
Alex Wenzel	Lions Tail Brewing Co.	Business (Hospitality)	3	12/31/22
TBA	TBA	Business (Service/Retail)	3	12/31/23
Michelle Bauer		Community Representative	3	12/31/22
Jane Lang	Third District Alderperson	City of Neenah Representative	1	4/1/21

**APPENDIX I
RESOLUTION**



RESOLUTION NO. 2020-17

A RESOLUTION APPROVING THE NEENAH CENTRAL CITY BUSINESS IMPROVEMENT DISTRICT 2021 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 17, 2020, approve the 2021 Operating Plan for the District and recommend its adoption by the Common Council of the City of Neenah.

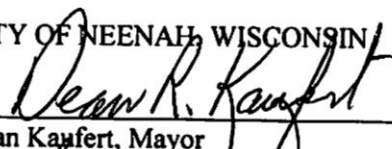
NOW THEREFORE, BE IT RESOLVED BY THE COMMON COUNCIL OF THE CITY OF NEENAH, WISCONSIN this 2nd day of December 2020, that the Neenah Central City Business Improvement District Operating Plan for calendar year 2021 is hereby adopted.

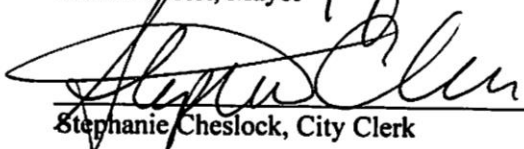
Recommended by:

Moved: Erickson/Borchardt 9-0

Passed: 12/2/2020

CITY OF NEENAH, WISCONSIN


Dean Kaufert, Mayor


Stephanie Cheslock, City Clerk

APPENDIX J REVIEW



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

FINANCIAL STATEMENTS

Including Independent Accountants' Review Report

As of and for the Year Ended December 31, 2019

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

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INDEPENDENT ACCOUNTANTS' REVIEW REPORT

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

We have reviewed the accompanying 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, 2019, and the related notes to the financial statements, which collectively comprise the District's basic financial statements as listed in the table of contents. A review includes primarily applying analytical procedures to management's financial data and making inquiries of district management. A review is substantially less in scope than an audit, the objective of which is the expression of an opinion regarding the financial statements as a whole. Accordingly, we do not express such an opinion.

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.

Accountants' Responsibility

Our responsibility is to conduct the review engagement in accordance with Statements on Standards for Accounting and Review Services promulgated by the Accounting and Review Services Committee of the AICPA. Those standards require us to perform procedures to obtain limited assurance as a basis for reporting whether we are aware of any material modifications that should be made to the financial statements for them to be in accordance with accounting principles generally accepted in the United States of America. We believe that the results of our procedures provide a reasonable basis for our conclusion.

Accountants' Conclusion

Based on our reviews, we are not aware of any material modifications that should be made to the accompanying financial statements in order for them to be in accordance with accounting principles generally accepted in the United States of America.

Report on Other Legal and Regulatory Requirements

We have also issued our report dated May 28, 2020 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
May 28, 2020

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**NEENAH CENTRAL CITY
BUSINESS IMPROVEMENT DISTRICT**

STATEMENT OF NET POSITION
As of December 31, 2019

ASSETS

Current Assets	
Cash and investments	\$ 57,413
Assessment receivable	<u>143,268</u>
Total Current Assets	<u>200,681</u>
 Noncurrent Assets	
Capital assets	11,000
Less: Accumulated depreciation	<u>(7,700)</u>
Total Noncurrent Assets	<u>3,300</u>
 Total Assets	<u>203,981</u>

LIABILITIES

Current Liabilities	
Accounts payable	<u>8,635</u>
Total Current Liabilities	<u>8,635</u>

DEFERRED INFLOWS OF RESOURCES

Unearned revenue	<u>143,268</u>
Total Deferred Inflows of Resources	<u>143,268</u>

NET POSITION

Net investment in capital assets	3,300
Unrestricted	<u>48,778</u>

TOTAL NET POSITION	<u>\$ 52,078</u>
---------------------------	------------------

See accompanying notes to financial statements.

**NEENAH CENTRAL CITY
BUSINESS IMPROVEMENT DISTRICT**

STATEMENT OF REVENUES, EXPENSES, AND CHANGES IN
NET POSITION - ACTUAL AND BUDGET
For the Year Ended December 31, 2019

	Actual	Budget (Original and Final)	Variance
OPERATING REVENUES			
Assessments	\$ 136,694	\$ 136,529	\$ 165
Total Operating Revenues	<u>136,694</u>	<u>136,529</u>	<u>165</u>
OPERATING EXPENSES			
Auto Allowance	230	50	(180)
Postage	-	40	40
Conferences and Meetings	1,025	550	(475)
Auditing	2,302	3,400	1,098
Banking Fees	150	240	90
Office Supplies	8	240	232
Professional	60,000	60,000	-
Outside Printing	475	1,100	625
Advertising and Publications	2,170	3,375	1,205
Promotional Activities and Events	6,513	6,000	(513)
Outside Services	235	2,475	2,240
Misc Expenditures	6,482	3,200	(3,282)
Secret Shopper	35	115	80
Gift Certificates	12,350	10,475	(1,875)
Brand Implementation	79	250	171
Awning Grant	2,140	3,500	1,360
Recruitment Tools & Workshops	2,243	5,000	2,757
Grant Program	4,833	8,425	3,592
Banners	1,009	2,750	1,741
Maintenance of Equipment	1,755	3,250	1,495
Waste Removal/Recycle	6,792	6,800	8
Tree Lights and Holiday Décor	1,526	800	(726)
All Other Supplies	795	755	(40)
Storage Rental	720	720	-
Flower Beds	16,490	16,490	-
Fixtures and Facilities	5,718	3,400	(2,318)
Depreciation	550	-	(550)
Non-cash expenses	3,617	-	(3,617)
Total Operating Expenses	<u>140,242</u>	<u>143,400</u>	<u>3,158</u>
OPERATING INCOME (LOSS)	<u>(3,548)</u>	<u>(6,871)</u>	<u>3,323</u>
NONOPERATING REVENUES			
Investment Income	36	50	(14)
Total Nonoperating Revenues	<u>36</u>	<u>50</u>	<u>(14)</u>
Change in Net Position	<u>(3,512)</u>	<u>(6,821)</u>	<u>3,309</u>
NET POSITION - Beginning of Year	<u>55,590</u>	<u>55,590</u>	<u>-</u>
NET POSITION - END OF YEAR	<u>\$ 52,078</u>	<u>\$ 48,769</u>	<u>\$ 3,309</u>

See accompanying notes to financial statements.

**NEENAH CENTRAL CITY
BUSINESS IMPROVEMENT DISTRICT**

STATEMENT OF CASH FLOWS
For the Year Ended December 31, 2019

CASH FLOWS FROM OPERATING ACTIVITIES	
Received from customers	\$ 136,694
Paid to suppliers for goods and services	<u>(152,594)</u>
Net Cash Flows From Operating Activities	<u>(15,900)</u>
CASH FLOWS FROM INVESTING ACTIVITIES	
Investment income	<u>36</u>
Net Cash Flows From Investing Activities	<u>36</u>
Net Change in Cash and Cash Equivalents	(15,864)
CASH AND CASH EQUIVALENTS - Beginning of Year	<u>73,277</u>
CASH AND CASH EQUIVALENTS - END OF YEAR	<u>\$ 57,413</u>
RECONCILIATION OF OPERATING LOSS TO NET CASH FLOWS FROM OPERATING ACTIVITIES	
Operating loss	\$ (3,548)
Adjustments to reconcile operating loss to net cash provided from operating activities	
Depreciation expense	550
Change in assets, liabilities and deferred inflows or resources	
Assessments receivable	(6,574)
Accounts payable	(12,902)
Unearned revenues	<u>6,574</u>
NET CASH FLOWS FROM OPERATING ACTIVITIES	<u>\$ (15,900)</u>
NONCASH ACTIVITIES	
None	

See accompanying notes to financial statements.

**NEENAH CENTRAL CITY
BUSINESS IMPROVEMENT DISTRICT**

NOTES TO FINANCIAL STATEMENTS
As of and for the Year Ended December 31, 2019

NOTE 1 – SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The accounting policies of the Neenah 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 Neenah Central City Business Improvement District, which is a component unit of the City of Neenah, Wisconsin (the "city"). The financial activities of the district are not material to the city, and therefore have not been included in the city's financial statements.

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. 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 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. Unbilled receivables are recorded as revenues when services are provided.

**NEENAH CENTRAL CITY
BUSINESS IMPROVEMENT DISTRICT**

NOTES TO FINANCIAL STATEMENTS
As of and for the Year Ended December 31, 2019

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 nonoperating 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.

**NEENAH CENTRAL CITY
BUSINESS IMPROVEMENT DISTRICT**

NOTES TO FINANCIAL STATEMENTS
As of and for the Year Ended December 31, 2019

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.
- 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.

**NEENAH CENTRAL CITY
BUSINESS IMPROVEMENT DISTRICT**

NOTES TO FINANCIAL STATEMENTS
As of and for the Year Ended December 31, 2019

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	\$ 57,413	\$ 57,413	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	-	-	-
Less: Accumulated depreciation for				
Land improvements	(7,150)	(550)	-	(7,700)
Total Accumulated Depreciation	(7,150)	(550)	-	(7,700)
Net Capital Assets Being Depreciated	\$ 3,850			\$ 3,300



INDEPENDENT ACCOUNTANTS' REVIEW REPORT ON COMPLIANCE

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

We have reviewed the 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, 2019, and have issued our report thereon dated May 28, 2020. We conduct the review engagement in accordance with Statements on Standards for Accounting and Review Services promulgated by the Accounting and Review Services Committee of the AICPA.

In connection with our review, 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 review 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 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 Virchow Krause, LLP

Madison, Wisconsin
May 28, 2020

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APPENDIX K FAÇADE IMPROVEMENT PROGRAM

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 Sal'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 Yong 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 facade 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/Vintage	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	\$1,150.00	\$1,450.00	\$2,600.00	complete	door and window replacement
31	2015	26	Investment Creations	Historic ERA	116 S. Commercial St.	\$10,000.00	\$10,000.00	\$10,000.00	\$20,975.00	complete	Doty Avenue entrance
32	2016	27	Historic Neenah Properties	Great Harvest	116 W. Wisconsin Ave.	\$10,000.00	\$10,000.00	\$10,000.00	\$48,275.00	complete	Storefront entrance/windows
33	2017	28	Mix Restaurant	Copperstill	211 E. Wisconsin Ave.	\$10,000.00	\$10,000.00	\$10,000.00	\$21,000.00	complete	Trim replacement
34	2018	29	Wisconsin Avenue Properties		121-123 W Wisconsin Ave	\$15,000.00	\$15,000.00	\$15,000.00	\$30,000.00	complete	window replacement
35	2019	30	Investment Creations		111 E. Wisconsin Ave	\$30,000.00	\$30,000.00	\$30,000.00	\$60,000.00	complete	window installation
					Total Grant (01, 02, 04, 05, 08, 09, 12, 13, 14, 15,16,17,18,19,20)	\$275,397.00					
					Total Approved	\$240,409.25					
					Total Granted	\$203,518.55					
					Total Owner Contrib.	\$218,797.22					
					Total Project Value	\$455,672.17					
					Total Projects In Progress /Pending						
					Total Projects	28					
					Projects in Progress	1					
					Projects Pending						
					Projects Under Review	2					
					Balance Available	\$71,878.45					
					Balance Less Committed	\$71,878.45	9/30/20				

APPENDIX L CO-OP PARTNERS WORK PLAN
(e/o year updated)

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

Amended 2011
Amended March 2013, March 2015, October 2017, May 2019

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 3 centralized dumpster locations. Commercial collection - there's a fee structure in place for trash. There have been recent charges for overages.
4	Recycling		BID/FNI/Private/DPW	BID/FNI currently coordinates a centralized co-mingle recycling dumpster program. Current Vans recycling contract runs to 12/31/21. 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	Monitor gates in winter with snow /ice.

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 city automated truck pick up + FNI staff removal of bags from nonautomated cans.	FNI/BID/DPW	City presently using automated pick up. FNI maintenance staff manually pulling bags from non-automated cans. Phase in purchase of automated cans over the next 2 years with a cost share.
	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 reflect high traffic foot 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 – Continue to stress business engagement for snow removal

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 2nd threshold. City fine is \$105 for snow related complaints within 24 hours. City supplies 6 salt boxes. 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. Investigating future needs for another ramp.
15	Parking Enforcement	Daily/weekdays	PD BID/FNI to monitor	LPR system in place. 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. 2019 = single 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. Flashing crosswalk added by Gateway. Spot patrols have been done to reduce future pedestrian incidents.
20	Traffic Signal Maint.	As needed	DPW	Bases of some posts and signals need painting.
	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 regard 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 working with SparkleWash for cleaning of sidewalks.
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. Public works filing claim on table hit by car.
25	Sidewalk Cafes/Outdoor Food & Beverage	Permit requests reviewed as received	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	City to be responsible for watering trees after BID moves to hanging flower baskets.

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 2019. Evaluate installing hanging baskets on light poles. If BID discontinues flower beds – who maintains the beds? Some curb surrounds are crumbling/cracked.
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	BID to level mulch once after vacating beds to use hanging planters.
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. BID working with Historical Society to get 2 traffic boxes at Church & WI wrapped.
	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. Ongoing monitoring of this relationship w/ future projects. Treos does snow. Trestle loop completed June 2018.
	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.
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.

PARTNERS WORK PLAN

ITEM #	SERVICE PERFORMED	FREQUENCY	RESPONSIBLE PARTY	SCOPE OF DUTIES
39	Maintenance of Monument at Commercial & Winnec.	On-going	BID/FNI; Dairy Queen	Jim Reiser maintains landscaping. BID seals/paints every 3 yr. Start planning/saving now for when/if the monument needs to be replaced.
	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 build up.
42	Locking/Building security	Daily	Valley Transit	Security RE incident in Appleton
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 2019 – partners appreciate format and want to keep to every other year meeting frequency. Will meet again in 2021.
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 completed 7/18, Partner with Visitors Bureau
48	Maintain Web Site and Social Media Presence	On-Going	FNI/BID	Work with City Hall on cross calendar population of events.
49	Host annual BID events	Annually	FNI/BID	Warm Your Heart, Ultimate Ladies Day, Employee Appreciation, Summer Madness, Small Business Saturday, Luminary Pop-Up
50	Sponsor partner events with FNI & Other Entities	Annually	FNI/BID	A Very Neenah Christmas, Farmers Market, Historical Society PowWow
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	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.

PARTNERS WORK PLAN

ITEM #	SERVICE PERFORMED	FREQUENCY	RESPONSIBLE PARTY	SCOPE OF DUTIES
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. Begin budgeting now for a future update to the current mkt analysis (2021?) BID contracted with Element in 2019 to create a web landing page, info folder and to update the directory brochure.
	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.
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	For the last two years, the City has not sent out letters regarding the BID Assessment fee and reminding business owners to pay it before it rolls onto taxes if they prefer. This has not been a problem and Future Neenah has not received any complaints. With a change in state statue, the BID does not need an annual audit, a review is sufficient thereby saving those extra fees that an audit brings.
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	Facade Grant Program	Communicate w/BID Newsletters & Email Updates
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	Agendas & Minutes
Small Business Saturday (November)	Bulb Recycling Program	Recruit New & Retain Existing Businesses	Bi-annual Co-op Meetings w/City, BID & Future Neenah
Employee Appreciation (Sept)	Seasonal decor: lights, bows, garland		Represent Downtown Neenah: WDAC & City of Neenah : Parking
Luminary Pop-Up & Cookie Crawl (Dec)	Purchase & maintain: benches, picnic tables, trash cans		
	Welcome monument at entrance to district		

Public Relations & Marketing Continued Next Page...

Community Event Partner: Pow Wow
w/Historical Society, BooFest, Fishing
Tourney & More

Gift Certificate Program

Destination Marketing:

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

Loop & Bumpout Signage

Market analysis and branding
study ongoing implementation

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