2011 OPERATING PLAN

MENOMONEE FALLS, WISCONSIN
VILLAGE CENTRE BUSINESS IMPROVEMENT DISTRICT

Adopted by the Village Board
November 2010
BUSINESS IMPROVEMENT DISTRICT
2011 OPERATING PLAN

SECTION I. INTRODUCTION

The following represents the Operating Plan for the Business Improvement District (BID) in the Village of Menomonee Falls, Wisconsin ("Village") for the calendar year 2011. The operating plan has been prepared to define the activities of this Business Improvement District. This operating plan complies with the requirements of §66.1109, Wis. Stats., ("BID Statute") which enables the creation and continuation of Business Improvement Districts. It provides a mechanism to assess property owners in the designated area to develop, manage and promote such district. The fiscal year for the BID coincides with the calendar year. The Business Improvement District is shown on the map attached hereto as Exhibit A.

SECTION II. PURPOSE

The purpose of this Business Improvement District Plan ("BID Plan") is to promote the development, redevelopment, maintenance, operation and promotion of the BID, for the economic benefit of all businesses and property owners within the BID.

The BID was created, and the BID Plan adopted, as a private sector initiative for implementing business recruitment and redevelopment opportunities, to promote the orderly development of the Village, and to carry out the economic development strategies in the “Land Use and Transportation System Plan For the Village of Menomonee Falls: 2010” adopted by the Plan Commission on September 27, 1989; and in the “Overall Economic Development Program Plan” adopted by the Village Board on April 20, 1987; and subsequent amendments and in the “Village Centre Master Plan” adopted by the Village Board on October 15, 1990.

Carrying out this purpose, and the goals set forth below, shall assist in the overall economic development strategy of the Village as identified in such plans. Revitalization and redevelopment in the BID is a key component to the overall master planning and development of the Village.

SECTION III. MISSION STATEMENT

The Mission Statement adopted on October 4, 2006 is stated as follows:

WE EXIST to enhance the economic conditions and the property values of the Village Centre by offering programs of economic development and redevelopment, marketing, maintenance and similar initiatives that meet the need of the businesses and property owners.
WE ARE DEDICATED to enhance the economic viability of the Village Centre and to work cooperatively with the Village of Menomonee Falls municipal government, property and business owners and other groups by implementing strategies that are effective and that have positive outcomes.

OUR FOCUS includes quality of life events for the benefit of the entire community. These events shall enhance tourism and provide a family friendly environment for the entire community.

SECTION IV. GOALS, PROJECTS AND ACTIVITIES

The purpose defined above will be carried out by working to achieve these goals:

Goals.

1. To foster, encourage and advocate development programs and a cooperative spirit between businesses, property owners, the community and Village government, as they relate to the BID.

2. To continue the physical development of the BID to ensure its commercial viability, both functionally and visually, and to specifically work toward minimizing the business vacancy rate, as well as promoting a business mix that is retail focused for the BID.

3. Have appointed, and maintain a BID Board representative of a variety of interests within the BID, to implement this 2011 Operating Plan and budget for the BID.

4. To promote and advance the mission statement of the Village Centre.

Specific Goals for 2011.

1. Enhance the current business mix, attract new downtown retail occupants and minimize vacancies. Review and evaluate the Village Centre retention and expansion plan for per Vandewalle & Associates’ December 1998 recommendations.

2. Create a professional image for the BID to include a carefully designed, aggressive, professional marketing plan, to promote existing businesses, create events and spaces to increase people traffic in the BID.

3. Explore the viability of outdoor seating for dining at Village Centre restaurants. Work with the Village’s Department of Community Development to create appropriate regulations, permit fees, and guidelines for such outdoor seating.

4. To work with the Community Development Authority to promote the Economic Development Master Fund (EDMF) TID #9 program to effectively encourage development and increase the tax base in the Village Centre.
5. Continue the flower basket, Christmas, and other seasonal decoration program throughout the Village Centre.

6. Continue our work with the Village to improve the functionality and aesthetics of all streets and alleys within the Village Centre confines.


8. Monitor all outside vendors and sub contractors.


10. Monitor and evaluate the BID Manager’s function and job description.

11. Increase participation of BID Board members by requiring each one to volunteer for 1 or more annual events or marketing strategies.

Projects.

1. To design, develop and implement a multi-media (print, television, radio, internet, special events) marketing program for the BID which promotes a prosperous image of the BID.

2. Look into providing an informational sign on the 4 corners of Main St. and Appleton Ave.

3. To reevaluate the projects and events of the BID on a timely fashion to determine if the goals of the current year's BID Plan are being met and to determine if these projects and events should be continued.

4. To provide the annual report and audit of the BID as requested by the BID Statute.

5. To take the assessments identified herein and collected by the Village, and apply them to the costs of carrying out this BID Plan.

Activities.

1. Hold monthly BID Board meetings and increase participation and communication with Village Centre owners and operators.

2. Target, develop and implement physical redevelopment projects such as our floral baskets, seasonal decorations, etc that will create an economically vibrant, convenient and attractive BID.

3. Maintain and nurture a productive working relationship among the BID Board, the BID Owners, and the Village Officials to better facilitate and communicate the growth and development of the BID.

4. Develop and implement a program to encourage the improvement of the competitive position of the existing businesses in the BID and to improve the retail mix of the BID through
refinements in merchandising and assisting in the establishment of competitive business practices.

5. Develop new revenue sources that address the financial needs of the BID.

6. Employ a manager of the BID and evaluate the job function and job description. Time to be spent on assisting soliciting new development and implement the goals, activities and projects of the BID as directed by the Board.

7. Develop and implement a comprehensive marketing strategy for the BID that economically benefits all the property owners and businesses in the BID, making it attractive to consumers and prospective businesses.

8. Recommend to the Village Community Development Authority ("CDA"), and the Village Board, long term and short term physical improvements that can be made in the BID—such as improvements to parking and infrastructure, to make the BID more physically and economically attractive for use by all property owners within the BID, and their customers. The BID will provide such recommendation to the CDA by the end of April so analysis and budget summaries can be considered for the subsequent funding year.

9. To take all further actions needed to carry out the general purposes of this BID Plan as are allowed by the BID Statute.

10. Activities as listed in Exhibit B –2011 BID Marketing Plan

SECTION V. METHOD OF FINANCING 2011 OPERATING PLAN SPECIAL ASSESSMENT METHOD

The projects proposed in the 2011 Operating Plan will be funded during the calendar year 2011 by:

a) The remainder of the budgeted amount shown below, by the special assessment process defined in the BID Statute, as applied below; and

b) The application of any contributions received by the BID Board, and the proceeds of any special grants, or special financing discovered by the BID Board.

The BID assessment is hereby levied by the Village, which shall be a lien against each of the tax parcels of real property contained in the BID, unless exempted as identified herein, under the power of §66.1109, Wis. Stats, calculated by multiplying the assessed value of the real property, as shown in the official records of the Village Assessor on January 1 of the year in which the BID Plan is adopted, by $2.90 per one thousand dollars ($1,000.00) of assessed valuation, as adjusted for the Cap formula that follows. If the calculation of the special assessment using this formula would result in an assessment of more than $2,900.00 ("Cap") for any one tax key number, then the assessment for such tax key number shall be $2,900.00. If
more than one tax key number is owned by the identical entity or person, and is used as one functional unit, such parcels are effectively one economic unit, and the Cap formula shall apply to such parcels as if they were one tax key number.

This cap is imposed because it is difficult to apportion the benefits of the BID’s activities to each property within the BID. The benefits accruing to BID members from the expenditure of these funds cannot be precisely quantified. Therefore, it is assumed that the burdens and benefits are shared equally by each member up to the level of the cap. For the purpose of the BID assessment, Tax Key Numbers 11.099 and 11.133.001 are considered one functional and economic unit and are assessed as such.

The assessments for 2011 are shown on Exhibit "D", attached. Such special assessments are hereby levied by the Village by adoption of this BID Plan. Beginning in 1995, and for any future years of the BID District, the amount of the assessment shall be given to the Village 60 days before the commencement of the year for which the new BID Plan is adopted, and the Village shall insert the amount of special assessment on the tax bill for each tax parcel in the BID. The assessment shall then be due with the first installment of real estate taxes, and shall carry the same penalties and interest if not so paid.

The Village shall collect such BID assessments, and release them to the BID Board by the 15th of each month following the month in which they are collected, along with an accounting of the amounts received, and the tax key numbers for which they were collected. While the Village is holding such assessments, they shall be held in a segregated account. The BID funds will be maintained and controlled by the BID Board which has all powers necessary to implement this BID operating plan.

Special assessments will be levied against all parcels of real property in the BID, except that tax exempt properties, as defined below, shall be excluded from the BID, and except that property used exclusively for residential purposes shall not be assessed. Property used exclusively for manufacturing purposes will be subject to BID assessments.

Private Property Owners and Organizations

The BID will accept and solicit contributions from private property owners and organizations outside of the BID, at a suggested rate of $0.20 per square foot of retail/commercial space, and will participate in fund raisers to contribute to their operating budget. The retail/commercial space square footage shall be calculated by using the records on the assessment roll with the Village of Menomonee Falls Assessing Department or in the case of Manufacture the State of Wisconsin Department of Administration.
SECTION VI. PROPOSED EXPENDITURES - 2011

The expenditures proposed in this 2011 Operating Plan, all of which will occur in 2011 and in, or for the benefit of the BID, are:

### 2011
Menomonee Falls BID
*Operating Budget*

<table>
<thead>
<tr>
<th>REVENUE</th>
<th>BID</th>
<th>Tourism &amp; Other</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>BID Assessment-actual ( )</td>
<td>$67,000</td>
<td></td>
<td>$67,000</td>
</tr>
<tr>
<td>Fund Raisers</td>
<td>$8,800</td>
<td>$8,800</td>
<td>8,800</td>
</tr>
<tr>
<td>Event Income</td>
<td>11,000</td>
<td></td>
<td>11,000</td>
</tr>
<tr>
<td>Carryover</td>
<td>65,000</td>
<td></td>
<td>65,000</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>143,000</strong></td>
<td><strong>$8,800</strong></td>
<td><strong>151,800</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>EXPENSES</th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Promotion/Advertising</td>
<td>64,980</td>
<td>$8,800</td>
<td>$73,780</td>
</tr>
<tr>
<td>Flowers/Decorations</td>
<td>10,000</td>
<td></td>
<td>10,000</td>
</tr>
<tr>
<td>Rent/Office &amp; Garage</td>
<td>5,220</td>
<td></td>
<td>5,220</td>
</tr>
<tr>
<td>Office Expenses/Supplies</td>
<td>2,500</td>
<td></td>
<td>2,500</td>
</tr>
<tr>
<td>Utilities</td>
<td>3,000</td>
<td></td>
<td>3,000</td>
</tr>
<tr>
<td>Expenses, Dues and Conferences</td>
<td>1,000</td>
<td></td>
<td>1,000</td>
</tr>
<tr>
<td>Liability Insurance</td>
<td>1,800</td>
<td></td>
<td>1,800</td>
</tr>
<tr>
<td>BID Management</td>
<td>35,000</td>
<td></td>
<td>35,000</td>
</tr>
<tr>
<td>Staff Consultant &amp; Recruitment</td>
<td>10,000</td>
<td></td>
<td>10,000</td>
</tr>
<tr>
<td>Payroll Taxes</td>
<td>8,500</td>
<td></td>
<td>8,500</td>
</tr>
<tr>
<td>Workers Comp</td>
<td>1,000</td>
<td></td>
<td>1,000</td>
</tr>
<tr>
<td>TOTAL</td>
<td>143,000</td>
<td>8,800</td>
<td>151,800</td>
</tr>
<tr>
<td>---------</td>
<td>---------</td>
<td>-------</td>
<td>---------</td>
</tr>
</tbody>
</table>

*2011 Assessment Rate $2.90/1000 Cap - $2,900*
These expenditures will cover the following types of costs:

1. Retaining a BID Manager and any necessary staff or outside contractors to undertake and perform specific activities and function as determined by the BID Board to carry out this BID Plan.

2. Maintain BID office space to carry out these functions, and perform other requirements as dictated by the BID Statute.

3. Implement the projects and activities as detailed in this 2011 BID Operating Plan and budgeted for in the 2011 BID Budget.

SECTION VII. GENERAL

Legal opinion is shown in Exhibit C verifying that State statutes have been followed in preparation of this plan.

The BID is within the Village, and is composed of contiguous parcels subject to general real estate taxes. Parcels of property located within the boundaries of the BID as shown on Exhibit A, but not subject to general real estate taxes, on the date the BID Plan for each year is adopted by the Village Board, are hereby excluded from the BID by definition, and are not assessed.

The BID Board shall prepare and present to the Village each year, as required by the BID Statute, an accounting of funds previously expended, recommendations for any seats on the BID Board becoming vacant, and a proposed budget and Plan for the following calendar year, containing such amendments as they feel are proper.

The Village Manger should continue to designate a Village employee to record the meetings of the Board of Directors of the BID.

SECTION VIII. GENERAL AUTHORITY OF THE BOARD OF DIRECTORS

As authorized by Wisconsin Statue Section 66.1109(3)(d), the Board of Directors of the BID shall have all powers necessary or convenient to implement the operating plan, including the authority to contract.
EXHIBIT A

Menomonee Falls Business Improvement District
(Village Centre)

EXHIBIT B

2011 BID MARKETING PLAN
CALENDAR OF EVENTS

FEBRUARY 19, 2011 – CHILLY FEST INCLUDING ICE CARVING CONTEST, CHILI COMPETITION AND GAMES AND FOOD AND REFRESHMENTS HELD THROUGHOUT THE VILLAGE CENTRE

APRIL 22, 2011 – EASTER EGG HUNT HELD IN VILLAGE PARK

MAY 28, 2011 – SIDEWALK SALES DAY/ART FAIR, HELP SPONSOR DUCK DERBY

MAY THRU NOVEMBER – WEDNESDAY FARMERS’ MARKET

JUNE – AUGUST – SUMMER CONCERT SERIES IN THE PARKS – THURSDAY EVENINGS IN VILLAGE PARK AND FRIDAY NOON AT MILL POND PARK

JULY THRU OCTOBER – SUNDAY FARMERS’ MARKET

JULY 20, 2011 – BLOOD DRIVE AT ST. MARY’S PARISH CENTER
OCTOBER 27, 2011 – HALLOWEEN CELEBRATION INCLUDING TRICK OR TREAT, SCAVENGER HUNT AND SPOOKY WALK THROUGH LIME KILN PARK

NOVEMBER 27, 2011 – CHRISTMAS DOWNTOWN INCLUDING MERCHANT OPEN HOUSES, ENTERTAINMENT, GAMES, TREE LIGHTING, PARADE

CONTINUE OR EXPAND -
• KEEP THE WEBSITE CURRENT AND CONTINUE REVISING (2 TIMES PER YEAR) - A 3 MINUTE VIDEO TO PROMOTE DOWNTOWN
• BUSINESS OF THE MONTH HIGHLIGHTED IN NEWSLETTER
• ADVERTISING IN PROFESSIONAL PAPERS LISTING AVAILABLE SPACE
• USE OF PROPERTY AVAILABLE SIGNS
• SANDWICH BOARD SIGNS
• WELCOMING OF NEW MERCHANTS
• COUPON PAMPHLETS
• CUSTOMER APPRECIATION DAYS AT THE FARMERS MARKET
• BUSINESS DIRECTORY LISTING ALL BID BUSINESSES WITH MAP
• MONTHLY NEWSLETTER
• BUSINESSES INTERACTING DOWNTOWN FUNCTION(S) AS DEEMED NECESSARY