



**West Bank Improvement District**



**CLEAN · SAFE · PEDESTRIAN-FRIENDLY · WELCOMING · ATTRACTIVE · VIBRANT**

# **-West Bank Improvement District- Business Plan**

# DRAFT

*for more information, please contact:*

**West Bank Business Association**  
1420 Washington Avenue South  
Minneapolis MN 55454  
thewestbank.org  
612.326.9652

Jamie Schumacher  
Executive Director  
jamie@thewestbank.org

*Last updated Monday, April 1, 2013.*

## Table of Contents

Mission Statement	3
Business Description	3
Business Plan	3
The WBID Model	3
Short Term and Long-Term Goals	4
District Governance	4
Conflict of Interest Policy	5
Financial Management	9
Service Implementation	10
Procurement Management	12
Job Description - WBID Program / District Manager	12
Public Realm Management	14
Ratepayer Engagement	15
Stakeholders	15
Marketing	15
Monitoring Transparency and Operations	16
Proposed Performance Measures	17
Additional Goals	17
Draft Budget	18
Budget Narrative	19
Contact Information	21

DRAFT

## **Mission Statement**

The West Bank neighborhood is one of Minneapolis's most vibrant and diverse neighborhoods. The West Bank Business Association, in partnership with the Cedar Riverside Partnership and with support from institutional partners such as the University of Minnesota, Augsburg College, and Fairview Hospital, seeks to improve the consistency of the visitors' experience of the area by establishing the West Bank Improvement District.

*The West Bank Improvement District (WBID) supports the vitality of the neighborhood by ensuring that it is a safe, clean and green place to live and work, capitalizing on its reputation as a center for arts, music and culture.*

## **Business Description**

The West Bank Improvement District (WBID) will provide a funding mechanism for enhanced services to the West Bank neighborhood that enhance neighborhood safety, improve the experience for residents and visitors, and maintain improvements.

## **Business Plan**

This Business Plan, an extension of the WBID Operational Plan, aims to address how the WBID will operate and in what ways the WBID will measure and achieve success. The plan details how transparency will be managed as well as outlines specific deliverables to measure successes of the district. The Business Plan will be updated on an annual basis.

## **The WBID Model**

The national success of business improvement districts and the success of the Downtown Improvement District paved the way for the West Bank Improvement District. These districts are shown to significantly enhance neighborhood safety, improve the experience for residents and visitors, and maintain improvements, all of which lead to increased economic vitality for the neighborhood. The West Bank Improvement District, a self-managed special service district, will allow for focused attention on community needs and responsiveness to local issues. Close collaboration between the WBID existing community organizations will ensure that regular updates on WBID services are shared with businesses and community members.

## Short Term and Long-Term Goals

The goal for the first year is to get operations of the WBID in order, including but not limited to:

- Establishing procedures and timeline for the governance board including annual meeting times and budgeting schedule
- Hiring of administrative/management personnel to oversee the district
- Contracts, bidding, and procurement of services

The WBID will be a mechanism for providing services and amenities in the public right of way needed by the commercial corridor but not available through traditional taxation methods.

## District Governance

*Description of the experience and qualifications of the person(s) and/or management company that will provide day-to-day management of the district's operations.*

The WBID Governing Board will be comprised by a mix of commercial property owners, proxies to commercial property owners as needed, and representatives from constituents that have opted in to assessments. The composition will be a minimum of 3/5 assessed property owners, such that a majority of board shall be comprised of property owners participating in the assessment.

### *Term and Responsibilities*

- The Board terms will be for a period of two years. (New board members will be staggered with the first governing board comprised of both 1 year and 2 year terms. After the first year of the WBID, board members will serve two year terms.)
- New Board Members will be recommended by the existing Board in consultation with the local City Council Member (or Members).
- Consistent with state laws for Special Service Districts, the Board will be approved by the City Council.
- Board Member responsibilities include providing feedback to the managing entity regarding services, participating in an annual pre-budget meeting, and participating in an annual board meeting at which the annual budget and work plan will be approved.
- The local City Council Member (or Members) are also encouraged to attend the annual pre-budget meeting and annual meeting.
- Board Members should help to identify their replacements upon stepping down from the Board.
- Bylaws will be adopted from the Articles of Incorporation and Bylaws of the WBBA, with updates filed annually with the Secretary of State.

## **Conflict of Interest Policy**

*For the West Bank Improvement District Governing Board*

### Article I -- Purpose

The purpose of this Board conflict of interest policy is to protect The WBID's interests when it is contemplating entering into a transaction or arrangement that might benefit the private interests of an officer or director of WBID or might result in a possible excess benefit transaction.

This policy is intended to supplement, but not replace, any applicable state and federal laws governing conflicts of interest applicable to nonprofit and charitable organizations. This policy is also intended to identify "independent" directors.

### Article II -- Definitions

Interested person -- Any director, principal officer, or member of a committee with governing board delegated powers, who has a direct or indirect financial interest, as defined below, is an interested person.

Financial interest -- A person has a financial interest if the person has, directly or indirectly, through business, investment, or family:

- a. An ownership or investment interest in any entity with which the WBID has a transaction or arrangement,
- b. A compensation arrangement with WBID or with any entity or individual with which WBID has a transaction or arrangement, or
- c. A potential ownership or investment interest in, or compensation arrangement with, any entity or individual with which WBID is negotiating a transaction or arrangement.

Compensation includes direct and indirect remuneration as well as gifts or favors that are not insubstantial.

A financial interest is not necessarily a conflict of interest. A person who has a financial interest may have a conflict of interest only if the Board decides that a conflict of interest exists, in accordance with this policy.

Independent Director -- A director shall be considered "independent" for the purposes of this policy if he or she is "independent" as defined in the instructions for the IRS 990 form or, until such definition is available, the director --

- a. is not, and has not been for a period of at least three years, an employee of WBID or any entity in which WBID has a financial interest;

<sup>1</sup> This policy is based on the IRS model Conflict of Interest policy, which is an attachment to Form 1023. It adds information needed to allow WBID to assess director independence in order to answer questions on Form 990.

- b. does not directly or indirectly have a significant business relationship with WBID, which might affect independence in decision-making;
- c. is not employed as an executive of another corporation where any of The WBID's executive officers or employees serve on that corporation's compensation committee; and
- d. does not have an immediate family member who is an executive officer or employee of WBID or who holds a position that has a significant financial relationship with WBID.

### Article III -- Procedures

Duty to Disclose -- In connection with any actual or possible conflict of interest, an interested person must disclose the existence of the financial interest and be given the opportunity to disclose all material facts to the Board.

Recusal of Self -- Any director may recuse himself or herself at any time from involvement in any decision or discussion in which the director believes he or she has or may have a conflict of interest, without going through the process for determining whether a conflict of interest exists.

Determining Whether a Conflict of Interest Exists -- After disclosure of the financial interest and all material facts, and after any discussion with the interested person, he/she shall leave the Board meeting while the determination of a conflict of interest is discussed and voted upon. The remaining Board members shall decide if a conflict of interest exists.

### Procedures for Addressing the Conflict of Interest

- a. An interested person may make a presentation at the Board meeting, but after the presentation, he/she shall leave the meeting during the discussion of, and the vote on, the transaction or arrangement involving the possible conflict of interest.
- b. The Chairperson of the Board shall, if appropriate, appoint a disinterested person or committee to investigate alternatives to the proposed transaction or arrangement.
- c. After exercising due diligence, the Board shall determine whether WBID can obtain with reasonable efforts a more advantageous transaction or arrangement from a person or entity that would not give rise to a conflict of interest.
- d. If a more advantageous transaction or arrangement is not reasonably possible under circumstances not producing a conflict of interest, the Board shall determine by a majority vote of the disinterested directors whether the transaction or arrangement is in The WBID's best interest, for its own benefit, and whether it is fair and reasonable. In conformity with the above determination, it shall make its decision as to whether to enter into the transaction or arrangement.

## Violations of the Conflicts of Interest Policy

- a. If the Board has reasonable cause to believe a member has failed to disclose actual or possible conflicts of interest, it shall inform the member of the basis for such belief and afford the member an opportunity to explain the alleged failure to disclose.
- b. If, after hearing the member's response and after making further investigation as warranted by the circumstances, the Board determines the member has failed to disclose an actual or possible conflict of interest, it shall take appropriate disciplinary and corrective action.

## Article IV – Records of Proceedings

The minutes of the Board and all committees with board delegated powers shall contain:

- a. The names of the persons who disclosed or otherwise were found to have a financial interest in connection with an actual or possible conflict of interest, the nature of the financial interest, any action taken to determine whether a conflict of interest was present, and the Board's decision as to whether a conflict of interest in fact existed.
- b. The names of the persons who were present for discussions and votes relating to the transaction or arrangement, the content of the discussion, including any alternatives to the proposed transaction or arrangement, and a record of any votes taken in connection with the proceedings.

## Article V – Compensation

- a. A voting member of the Board who receives compensation, directly or indirectly, from WBID for services is precluded from voting on matters pertaining to that member's compensation.
- b. A voting member of any committee whose jurisdiction includes compensation matters and who receives compensation, directly or indirectly, from WBID for services is precluded from voting on matters pertaining to that member's compensation.
- c. No voting member of the Board or any committee whose jurisdiction includes compensation matters and who receives compensation, directly or indirectly, from WBID, either individually or collectively, is prohibited from providing information to any committee regarding compensation.

## Article VI – Annual Statements

Each director, principal officer and member of a committee with Board delegated powers shall annually sign a statement which affirms such person:

- a. Has received a copy of the conflict of interest policy,
- b. Has read and understands the policy,
- c. Has agreed to comply with the policy, and

- d. Understands WBID is charitable and in order to maintain its federal tax exemption it must engage primarily in activities which accomplish one or more of its tax-exempt purposes.

Each voting member of the Board shall annually sign a statement which declares whether such person is an independent director.

If at any time during the year, the information in the annual statement changes materially, the director shall disclose such changes and revise the annual disclosure form.

The Board shall regularly and consistently monitor and enforce compliance with this policy by reviewing annual statements and taking such other actions as are necessary for effective oversight.

#### Article VII – Periodic Reviews

To ensure WBID operates in a manner consistent with charitable purposes and does not engage in activities that could jeopardize its tax-exempt status, periodic reviews shall be conducted. The periodic reviews shall, at a minimum, include the following subjects:

- a. Whether compensation arrangements and benefits are reasonable, based on competent survey information (if reasonably available), and the result of arm's length bargaining.
- b. Whether partnerships, joint ventures, and arrangements with management organizations, if any, conform to The WBID's written policies, are properly recorded, reflect reasonable investment or payments for goods and services, further charitable purposes and do not result in inurement or impermissible private benefit or in an excess benefit transaction.

#### Article VIII – Use of Outside Experts

When conducting the periodic reviews as provided for in Article VII, WBID may, but need not, use outside advisors. If outside experts are used, their use shall not relieve the Board of its responsibility for ensuring periodic reviews are conducted.

*Adapted from the recommended Conflict of Interest Policy via the MN Council of Nonprofits.*



## Financial Management

The West Bank Business Association adheres to the standards set for nonprofit organization. Our board structure and our procedures meet the requirements needed for nonprofit organizations. This model of transparency is continued throughout all of our programs and would be continued in managing the WBID.

In addition to the governing board of the WBID, the WBBA will retain an executive committee meeting the standard requirements for nonprofits at minimum or better: a board chair, secretary and treasurer. This adds an additional layer of oversight and accountability.

The WBBA and WBID, through the annual budgeting process and annual reporting processes, will ensure all applicable local, state, federal and industry rules, procedures and laws will be adhered to.

An independent financial audit will be completed when required by the City of Minneapolis or when the organization reaches the size to which an annual audit is required by the IRS, whichever comes first. Until that time, the organization will adhere to annual reporting following the guidelines set by the State of Minnesota and the IRS.

To ensure transparency and accessibility of financial information, monthly reports will be made available online, in addition to copies of the annual filing reports (form 990 and all respective schedules.)

Also public will be the assessment plan and methodology for developing and maintaining a fair and accurate service charge assessment methodology as well as related requirements and procedures. This will include but is not limited to - detailed budgets, calculations, property tax data and budget narratives.

The administrative staff of the WBID will be responsible for the planning of meetings, meeting notification, meeting materials and records management. The administrative staff will also be responsible for handling response requests for documentation to ensure efficiency and transparency.

## Service Implementation

A detailed list of our services can also be found in our annual Operating Plan and in the budget narrative below.

The following services will be included in the WBID.

- **Snow Clearing**  
Snow will be cleared along the main sidewalk path, at curbs, and at parking meter boxes. The application of sand and/or deicing chemicals will be used when needed.
- **Safety Ambassadors**  
Safety Ambassadors promote a safe and clean West Bank. They can help with providing direction and notifying police of problem activity as well as some cleaning efforts such as trash removal and graffiti removal.
- **Streetscape Furniture** (bike loops, trash bins, benches)  
The WBID will install and maintain streetscape items such as bike loops, trash cans, and benches. In addition to providing bicyclists with parking options and keeping trash off the streets, the streetscape furniture can help form a unifying identity for the neighborhood. Plan includes budget for furniture maintenance.
- **Streetscape Greening Improvements**  
The WBID will green neighborhood streets by installing and maintaining new plantings. As a start, this will include plantings on the medians built as part of the Riverside Avenue reconstruction and plantings along Cedar Avenue.
- **Marketing**  
The WBID will advertise businesses and events on the West Bank through branding and special promotions. This may include but is not limited to: wayfinding or directional signage, area directories, coupon promotions, events, website promotions and advertisements.

Other services, although not listed in the current assumptions, could include seasonal lighting, additional landscaping, and additional safety and security measures. The services will be reviewed by the Board on an annual basis for changes as needed. These services will be managed locally to ensure prompt service and optimum community engagement via internal program management and marketing. Internal management of WBID will also emphasize and seek competitive pricing and cost controls while maintaining a consistent standard of service throughout the district.

## Potential Services

*Supplemental services/Improvements may include:*

- Maintenance
- Street/sidewalk cleaning
- Public Safety/Hospitality
- Public safety officers
- Visitor assistance
- Business Development
- Vacancy reduction
- Business mix improvement
- District public relations
- Seasonal decorations
- Capital Improvements
- Improved streetlights
- Custom trash receptacles
- Street signage
- Parking Management
- Custom newsboxes
- Flower boxes
- Landscaping
- Planting trees/flowers
- Treepit maintenance
- Community Service
- Fundraising
- Charitable events
- Homeless and youth services

The operating plan will be implemented incrementally over the first year of operations. The WBBA is already gearing up to build this organizational capacity by procuring sample quotes and RFPs from vendors and other districts.

Work will be completed by a combination of employees and subcontractors.

Staff will be responsible for monitoring and reporting on performance, and ensuring compliance with all applicable local, state and federal laws related to the implementation of the district's services are adhered to.

## Procurement Management

Contracts for services will be based on a combination of factors

- Area needs
- Budget constraints and scale
- Like services in other business districts

Initial contacts will be developed during the startup phase of the Business Improvement District. Oversight of this process will be led by the WBID Program / District Manager (sample job description follows.)

## Job Description - WBID Program / District Manager

*The WBID is seeking a part-time Director to represent the organization to the public, business and property owners, and community organizations. The manager will lead organizational development and strategic planning, provide guidance to neighborhood ambassadors and volunteers, optimize financial performance and oversee personnel. The Director works closely with the Board of Directors and is responsible for day-to-day operations and implementation of all policies and initiatives of the organization and Board of Directors.*

The Director will collaborate with internal staff, organization members, volunteers and external constituents resulting in cooperative and effective collaborations that further the organization's mission. The Director reports WBID Board. Director will be responsible for ensuring all goods and services are procured using fair, ethical and legal procedures and processes in accordance with City bidding requirements and organizational bylaws.

## PRIMARY RESPONSIBILITIES

### Organization Management Responsibilities

- Oversee recruiting, training, development, and evaluation of staff and volunteers
  - Effectively develop business systems and strategies and ensure appropriate implementation
  - Maintain ethical standards and accountability, manage risk, perform due diligence, and implement operational best practices
  - Ensure that the organization is in compliance with all laws and guidelines governing nonprofit organizations and business improvement districts
  - Participate in the strategic planning process with the board to ensure that the organization has a long term strategy to achieve its mission and makes consistent and timely progress toward the plan
  - Ensure that the organization has an annual operations plan that is aligned with its strategic plan. Carry out plans and achieve results authorized by the board
  - Monitor and adapt to changes in the business environment
- Programs and Special Events - with appropriate staff, committees and board

- Develop and oversee special events to benefit the community. Create and approve schedules, timelines, advertisements, budgets, and entertainment
- Oversee responsibilities of staff and volunteers regarding programs and special events
- Provide oversight of the community programs including the landscape and sidewalk maintenance, as well as seasonal decorations
- Develop collaborative projects/partnerships with other community providers

## Finance

- Along with the WBID board, develop and manage annual budget
- Ensure optimal financial performance of the organization
- Maintain proper record keeping and ensure internal financial controls
- Review and report all financial activities to the board on a monthly basis; oversee the annual audit and payroll.
- Coordinate and ensure proper BID funding in collaboration with City of Minneapolis and other organizations.
- Review analysis of financial activities (income and expense) to discern trends, identify areas for improvement and address problems

## Public relations

- Work with West Bank Business Association to provide marketing
- Function as the primary spokesperson for West Bank Business District
- Attend WBID meetings and represent the organization at other community events and venues
- Create an annual communication plan that includes advertising and a social media strategy
- Develop media relations; identify and maximize appropriate opportunities

## Membership

- Prepare for all meetings, including Annual, quarterly, and security meetings
- Create all communications to membership and coordinates new member reports
- Coordinate new member visits and new member packets
- Create press releases announcing new businesses

## Fundraising

- Develop and draft grants
- Work with West Bank Business Association to provide sustainable revenue streams

## Board of Directors

- Participate in and support Board of Directors and committee meetings as appropriate
- Partner with the Board of Directors to accomplish goals
- Create agendas and reports for Board and committee meetings
- Develop the annual report
- Oversee the annual board elections and 5-year renewals

## REQUIREMENTS

### Experience

- Demonstrated knowledge of business improvement districts, non-profit management, economic development, and/or commercial district and place-based marketing is also preferred.
- Minimum of 3-5 years professional experience including non-profit governance, commercial district revitalization or commercial district management experience is required.

### Qualifications

- Ability to be strategic and maintain a view of the whole organization while managing daily operations
- Excellent communication skills, including written, verbal and public speaking skills
- Ability to build consensus among complex, politically sensitive, and sometimes competing public and private sector interests and stakeholder groups
- Interpersonal skills and ability to work well with a diverse population
- A high degree of integrity that garners the trust and respect of others
- A professional nature with the ability to meet deadlines and quickly establish priorities
- Organizational skills with thoroughness, timeliness, and attention to detail when working under pressure
- Proficiency in Microsoft Office (Word, Excel, PowerPoint)
- Prior experience working with or reporting to a board of directors
- Direct exposure to volunteer-driven organizations a plus

### **Public Realm Management**

The WBID will be responsible for maintaining up to date knowledge on industry standards for working in the public realm. This includes but is not limited to

- Safety compliance
- Traffic Control
- Permitting compliance
- First amendment considerations

The WBID should maintain a familiarity and communication with local private property owners. While district services are intended for public right-of-way, the WBID can serve as a liaison between private property owners and service providers to make sure improvements are made accessible throughout the district. Funds and resources are limited to those affecting services in the public right of way.

## **Ratepayer Engagement**

Ratepayer engagement shall include (but is not limited to)

- Annual meeting and budget setting
- Monthly financial reporting (including dashboards, income-and-expense statements, balance sheets and profit & loss statements)
- Quarterly reporting (including service metrics)
- Annual reporting (including completed annual financials, 990 information, a report on service metrics and a budget summary dashboard.)
- Financial information as listed above will be sent via email and posted publicly online on the WBID website.

Additional opportunities include but are not limited to:

- Monthly updates via the WBBA monthly member meeting
- Individual outreach

The WBID should also maintain currently established connections to other districts to make sure knowledge and familiarity with business improvement district industry reflects best practices in the area of ratepayer engagement.

## **Stakeholders**

Our stakeholders include, but are not limited to:

- Commercial Property Owners
- West Bank Businesses
- West Bank Residents
- Institutional Partners
- Nonprofit Partners
- Cultural and Religious Partners
- Guests of the West Bank

## **Marketing**

One of the core components of the West Bank Improvement District will be Marketing. Marketing will include but is not limited to activities that create and sustain the perception of the West Bank as a vibrant area.

## Monitoring Transparency and Operations

In an effort to ensure compliance and effectiveness with the above stated goals, The District Management Entity shall submit the following information to the City for each calendar year:

- a) Financial reports including, but not limited to, income statement, balance statement, general ledger, individual transaction and expenditure spreadsheets, and bank statements.
- b) Year-end annual report detailing the prior year's services, activities, performance measurements, and accomplishments.
- c) Copies of its annual IRS 990 filings.
- d) Audited financials prepared by an independent CPA if one has been completed.
- e) Any and all additional information and documentation requested by the City, including, but not limited to, bidding documents and procedures, individual contracts, subcontracts, invoices, and expenditure details.

The District Management Entity shall maintain at all times a public website with the following information:

- a) Annual operating plan(s).
- b) Annual report(s).
- c) Schedule of upcoming board and committee meetings.
- d) Minutes from past board and committee meetings.
- e) District management contact information.

The District Management Entity shall provide access to the public upon request any and all documents and materials produced by and/or related to the District, including but not limited to the following:

- a) Bidding documents
- b) Contracts and agreements, including subcontracts and agreements
- c) Invoices and billing statements

*Source: Transportation City of Minneapolis Department of Public Works Self-Managed Special Service District Policy*

The District Management Entity shall set a standards policy for turnaround time and delivery of all requested documents, so as not to disrupt workflow. To manage costs, documents may be delivered digitally. Any requests for printed materials are subject to printing and/or duplication charges to cover printing expenses. Requests must be submitted in writing and shall be subject to a turnaround time of 7 days or more, depending on the volume of information requested. (Consideration should be given to documents requiring additional processing time before availability, such as year-end financials, monthly statements and audit documents.)



## Proposed Performance Measures

For the first year of operations, the following criteria will be used to measure and evaluate success:

- Documentation of snow clearing (including but not limited to, image capture, rate of removal, response time, application of sand/de-icing.) An expectation is set that snow services, such as clearing, de-icing and/or sanding should occur before 9am on the morning after a snowfall.
- Documentation of trash and graffiti removal services including weights and quantities of trash removed, graffiti removed.
- Numbers of streetscape furniture installed and record of maintenance.
- Documentation of streetscape greening improvements and numbers associated with installation and maintenance.
- Marketing related success will be measured in signage installed and/or maintained. Online success will be measured using analytics and other measures for tracking.
- Financial Analysis: our first year goal is to establish cashflow and budgeting procedures for services implementation. As such, we've planned for a step-by-step increase in services utilized.

## Additional Goals

During the first year of operations, the WBID will also research the following

- Local, State, and Federal grant resources that may be used to supplement and enhance the budget of the WBID, increase services, or provide support for streetscape and capital improvements
- Investigate additional revenue-generating programs such as parking management, events management and fundraising opportunities to help the ongoing support of the district.

## Draft Budget

The suggested WBID budget includes the best estimate for initial services available at this time. Services will begin on May 1, 2014 in order for the district to create a reserve that will be available to cover snow costs in the first year in the event of a higher than average snowfall. The budget will be a not-to-exceed amount for the first year.

*(Draft budget below for example only. Please see full budget for complete information.)*

<b>West Bank Improvement District DRAFT Budget</b>				
<i>February 12, 2013</i>				
<b>Item/ Service</b>	<b>#</b>	<b>Units</b>	<b>Unit Cost</b>	<b>Total Cost</b>
<b>Snow Clearing</b>				
Annual snow clearing and ice melt	13,140	ln ft	\$6	\$78,840
Contingency	10%			\$7,884
<b>Snow Removal Total Annual Cost</b>				<b>\$86,724</b>
<b>Safety Ambassadors</b>				
<b>Safety Ambassadors Capital Cost</b>				
Operations Center	0	ea	\$0	\$0
<b>Safety Ambassadors Total Capital Cost</b>				<b>\$0</b>
<b>Safety Ambassadors Annual Cost</b>				
Annualized Capital Expense	5	yrs		\$0
Safety Ambassadors Staff Cost	3	people	\$48,419	\$145,258
Safety Ambassadors Overtime Contingency	0.25	people	\$48,419	\$12,105
Additional Graffiti Removal	50	tags	\$100	\$5,000
<b>Safety Ambassadors Total Annual Cost</b>				<b>\$162,363</b>
<b>Streetscape Furniture</b>				
<b>Streetscape Capital Cost</b>				
Bike Loops	40	ea	\$105	\$4,200
Branded Bike Loops	10	ea	\$400	\$4,000
Adopted Bike Loops on Meters	50	ea	\$50	\$2,500
Trash Cans (City supplied)	75	ea	\$0	\$0
Benches	15	ea	\$1,750	\$26,250
Banners	0	ea	\$150	\$0
<b>Streetscape Total Capital Cost</b>				<b>\$36,950</b>
<b>Streetscape Annual Cost</b>				
Annualized Capital Expense	15	yrs		\$3,559
Banners Annualized Capital Expense	3	yrs		\$0
Streetscape Maintenance	10%			\$3,695
Trash Removal (2x week)	7800	empties	\$3	\$23,400
<b>Streetscape Total Annual Cost</b>				<b>\$30,654</b>
<b>Streetscape Greening</b>				
<b>Streetscape Greening Capital Cost</b>				
Green Median Landscape Design	1		\$1,500	\$1,500
Green Median Planting- shrubs	2	medians	\$4,000	\$8,000
Green Median Planting- flowers	2	medians	\$3,000	\$6,000
Cedar Avenue Planters	30	planters	\$1,500	\$45,000
<b>Streetscape Greening Total Capital Cost</b>				<b>\$60,500</b>
<b>Streetscape Greening Annual Cost</b>				
Green Median Annualized Capital Expense	5	yrs		\$13,973
Green Median Planting - maintenance	2	medians	\$5,000	\$10,000
Cedar Avenue Planters - maintenance	30	planters	\$250	\$7,500
<b>Streetscape Greening Total Annual Cost</b>				<b>\$31,473</b>
<b>Capital Cost Subtotal</b>				
Annualized Capital Cost				\$17,532
<b>Annual Cost Subtotal</b>				<b>\$311,214</b>
<b>Program Management, Marketing &amp; Communications</b>				
Annual Report / Accounting / Audit				\$5,000
General and Contract Management, District Supervision				\$25,000
Property Owner Outreach, Meetings, & Follow Up				\$10,000
Website Maintenance & Bi-Monthly E-news				\$10,000
District Promotion & Annual Area Directory				\$5,000
Wayfinding / Signage				\$10,000
<b>Program Annual Cost Subtotal</b>				<b>\$65,000</b>
<b>Total Cost</b>				<b>\$376,214</b>

*The budget total will be a not-to-exceed amount. Please note these cost assumptions for specific items will be refined until the WBID begins operations.*

## Budget Narrative

This budget narrative information below provides information about the current budget assumptions for the West Bank Improvement District (WBID). These assumptions will continue to be refined until the WBID begins operations.

### Snow Clearing

- Snow will be cleared along the main path of sidewalks. Snow will be removed at crosswalks and centralized parking meters. Depending on the level of snow, some snow may be mounded between the main walkway and the curb. Removal of snow mounds may be considered if severe accumulation occurs. Ice melt will be applied as needed.
- The intent for snow service is to hire a local business that employs local residents to provide this service.
- The cost of \$6 per linear foot of sidewalk is based on assumptions used by the City for other SSDs. A contingency of 10% is also included in the event of a severe winter.

### Safety Ambassadors

- Safety Ambassador services are set to increase incrementally along with the growth of the WBID.
- The intent for safety ambassadors is to hire locally and provide ambassadors with community knowledge.
- Janitorial closet space is assumed to be donated. The location of this space will need to be determined.
- Safety and hospitality services include:
  - Report incidents or disturbances
  - Connect with district businesses and share safety information
  - Document activities and patrols by foot or bike in the district
  - Provide public safety escorts
  - Share information with local government, social services and partner organizations
  - Engage the public with friendly greetings, offering directions and answering questions
  - Log daily activities and accomplishments
- Cleaning services include:
  - Litter removal (i.e. loose trash, cigarette butts)
  - Weed removal between sidewalk cracks and buildings lines
  - Graffiti removal on public fixtures and graffiti reported for follow up on private property
- The cost assumptions for safety ambassadors are based on a proposal from Block by Block, the vendor that provides the safety ambassador program for the Downtown Improvement District.

## Streetscape Furniture

- **Bike Loops.** There are 100 bike loops proposed with a combination of 50 loops on meters (\$50), 40 regular loops (\$105) and 10 specialty loops (\$400) with the West Bank brand. This allows for around 1-3 loops per block face although more may be concentrated in areas of high demand. The loops on meters and regular loops are discounted through a City match program.
- **Trash cans.** There are 75 proposed which would allow for at least one per block face although more may be concentrated in areas of high demand. These trash cans will utilize the City's Adopt a Litter Container program and be emptied twice per week at a cost of \$3 per empty.
- **Benches.** There are 15 benches or other seating structures proposed at a cost of \$1,750. Locations have yet to be determined.
- Cost estimates are based on a combination of similar projects in the City, City rates on trash can service, and information from Dero Bike Rack Company.
- Next Steps: A discussion about streetscape item placement is planned for 2013. This is likely to result in revised quantities and is anticipated to coincide with discussions about the Cedar Avenue sidewalk project and the 4<sup>th</sup>/15<sup>th</sup>/6<sup>th</sup> reconstruction.

## Streetscape Greening

- **Green medians.** Green median installation includes design, plants, and maintenance. Design is estimated at a cost of \$1,500 for a local landscape designer. Plants are estimated at a cost of \$14,000, with the planting to be completed by volunteers. Native plants will be preferred. For the first three years, maintenance will include regular watering and weeding at a cost of \$5,000 per median.
- **Cedar Avenue Planters.** Planters on Cedar Avenue would include \$1,500 a year for 30 planters. More planters could be added the second year with the savings from only having to buy plants. The cost of new plants and watering planters is estimated at \$250 per planter per season.
- Cost estimates are based on information from Giving Tree Gardens and a review of planters and plants available for sale online. The streetscape discussion is likely to inform the type of planters, plants and placement.

## Program Management & Communications

- **Startup Costs.** The WBID budget allows for 3-4 months in the first quarter of 2014 for startup and operations. This includes but is not limited the creation of RFPs for services, review of contracts, selection of vendors and assignment of duties.
- **Administrative and Management Costs.** The program management, marketing and communications are assumed to be about 20% of other budget items, which is slightly less than the equivalent Downtown Improvement District cost of 24%.
- **Program Management.** The WBID program management, provided through the WBBA, will include professional staff to oversee general operations, contracts, and day-to-day district issues. It includes outreach to property owners and follow up on any

district related issues. This also includes the preparation of key WBID documents such as an annual report, annual financial statements, and contracted accounting/audit services. These funds may also be used for items such as insurance, professional services, telephone, IT, financing costs, bank fees, facilities, supplies, equipment, and other administrative expenses.

- **Marketing and Communications.** Marketing and communications activities will include creating a new WBID website and providing bi-monthly e-news. It will also include publishing the annual report, operating plan and other district information. It may also include surveys or other outreach. These efforts will be coordinated with other WBBA activities so that they are complementary to existing efforts.

### **Contact Information**

For more information about local business outreach about the WBID in West Bank/Cedar Riverside, contact Jamie Schumacher of the WBBA at [info@thewestbank.org](mailto:info@thewestbank.org) or 612.326.9652.

#### **West Bank Business Association**

1420 Washington Avenue South

Minneapolis MN 55454

[thewestbank.org](http://thewestbank.org)

612.326.9652

DRAFT