

Neighborhood Partnerships for Community Research

...a program of the Center for Urban and Regional Affairs (CURA)

West Bank Improvement District: A Technical Report

Prepared in partnership with
West Bank Business Association

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EXECUTIVE SUMMARY

This report seeks to provide the results of continued efforts by the West Bank Business Association (WBBA) to establish a Business Improvement District in the West Bank Neighborhood. As a technical report, it outlines the process steps the WBBA has taken in conjunction with the Cedar Riverside Partnership, the African Development Center, and with the support of research assistance provided by the Center for Urban and Regional Affairs, to research and implement a working BID model. Additionally, it provides the documentation utilized in these process steps. This work is ongoing as the West Bank Business Association continues to work with the City of Minneapolis to find the most applicable model of success for the neighborhood.

BACKGROUND

The work of establishing a business improvement district in the West Bank neighborhood was aided by prior efforts made by the Great Cities Collaborative, a local group committed to researching and implementing Business Improvement Districts in neighborhoods where they can be of most value. Collaboration with members of the Great Cities Collaborative has been instrumental in the West Bank Business Association's decision to pursue a BID presently. Further, a CHANCE report done by University of Minnesota students in the spring of 2011 provided the West Bank Business Association with needed preliminary information on the BID model, as well as outlining several measures of success.

The West Bank Business Association has partnered with the Cedar Riverside Partnership and the African Development Center to further explore the creation of a BID and has gained support from the West Bank Business Association steering committee.

METHODOLOGY

The West Bank Business Association began pursuing a Business Improvement District model in 2011. The proposed West Bank Business Improvement District sought to serve as an alternative to the City of Minneapolis' Special Service District model to allow local business owners and residents more control over improvements to the neighborhood. The Business Improvement District model, unlike the SSD model, allows greater autonomy to local business owners regarding services provided, vendor selection, and distribution of annual assessments. Further, past organizational efforts suggested that the West Bank community was less supportive of the SSD model, while several key stakeholders (including several members of the West Bank Business Association) have actively advocated for the establishment of West Bank BID.

Choosing to prioritize BID implementation for the West Bank neighborhood in 2012 was a result of several key factors:

- The WBBA had support of several large neighborhood institutions, including Augsburg College, Fairview Hospital, and the University of Minnesota to establish a business improvement district.
- Reconstruction of Riverside Avenue and construction of the Central Corridor Light Rail offered the neighborhood increased opportunities for additional streetscape items, if the West Bank neighborhood was able to support their ongoing maintenance
- Several key business-owners, including Sherman Associates, provided additional support based on an aggressive timeline for implementation

As a result of these opportunities, as well as the ongoing work of the Cedar Riverside Partnership in investigating revitalization options for the West Bank neighborhood, the West Bank Business Association began focusing on BID implementation in January 2012. This involved:

- Researching and drafting preliminary budgets and assessment models
- Establishing an implementation committee to meet regularly to achieve goals
- Reaching out to community members to ascertain levels of support
- Working with the City of Minneapolis to establish key deadlines and deliverables

The results of this ongoing work have established a clear path for implementation of the West Bank Improvement District within the next two years. The West Bank Business Association continues to work with the City of Minneapolis to provide needed documentation and key dates by which to implement the district, as well as continuing ongoing outreach to neighborhood business owners to ensure the needed level of support.

KEY DELIVERABLES

Beginning in January, the WBBA has collaborated closely with Cedar Riverside Partnership and the Africa Development Center to implement a West Bank Improvement District. Research assistance from CURA allowed the WBBA to bolster its efforts in implementation by conducting additional research and assisting in documenting key items to provide needed infrastructure for the implementation of the WBID. Project deliverables by this working group include:

- Research methods of assessment regarding costs of services
- Research best/most cost-effective mix of services to include in WBID
- Research entities needed to form/change to support WBID – what role will WBBA play
- Preliminary WBID budget
- Preliminary WBID assessment formula
- WBID ordinance language
- WBID operating manual

TIMELINE OF WEST BANK IMPROVEMENT DISTRICT EFFORTS

January 2012

- West Bank Business Association implementation committee began regular meetings
- Established key deliverables for implementation committee:
 - Determine best services and assessment methods, using relevant examples from other BIDs and editing and updating draft budgets
 - Draft West Bank BID ordinance, using relevant examples from other BIDs and adapting current Minneapolis Special Service District language
 - Assist in establishing regularly scheduled meetings for WBBA BID committee (later renamed as West Bank Improvement District implementation committee)

February 2012

- Collaborated with Cedar Riverside Partnership to consolidate and update existing outreach materials
- Constructed initial timeline for BID implementation
- Collaborated with Cedar Riverside Partnership to provide weekly emails to stakeholders
- Began 501c3 application
- Shared budget and outreach documentation in online formate (google docs) to facilitate greater communication and continued updates by members of implementation committee

March 2012

- Discussed BID implementation plan with representatives from City of Minneapolis (Andy Carlson) and Hennepin County (Robin Garwood)
- Formally named nascent BID West Bank Improvement District
- Drafted three assessment options, including:
 - Linear square footage
 - Assessed value
 - 50% combination of linear square footage and assessed value
- Identified key neighborhood stakeholders and began targeted outreach

April 2012

- Drafted WBID ordinance language
- Finalized outreach materials, including 1-page and longer formal versions
- Established WBID website to include:
 - Outreach materials
 - Proposed map of WBID
 - Key dates and timelines

- Researched administrative costs of WBID

May 2012

- Began concerted outreach effort to business owners by WBID implementation committee members
- Drafted petition document for WBID supporters
- Determined WBID governance model
- Reviewed WBID ordinance and petition language

June 2012

- Drafted WBID operation manual
- Drafted WBID Program Manager job description
- Drafted letter of support for WBID by key stakeholders
- Drafted budget narrative for use in outreach efforts
- Updated budget to reflect streetscape capital costs due to Riverside Avenue construction
- Assessed current streetscape inventory, including:
 - Benches
 - Trash receptacles
 - Bike racks

July/August 2012

- Revised WBID budget and outreach materials
- Met with City of Minneapolis representative (Andy Carlson) to review timeline for WBID implementation
- Continued efforts of outreach to neighborhood business owners
- Finalized job description, budget narrative, and current inventory

WEST BANK IMPROVEMENT DISTRICT DOCUMENTATION

- Appendix A: WBID outreach materials
- Appendix B: WBID budgets
- Appendix C: WBID ordinance language
- Appendix D: WBID operation manual
- Appendix E: WBBA petition for establishment of WBID
- Appendix F: WBBA letter of support
- Appendix G: WBBA WBID project manager job description

APPENDIX A



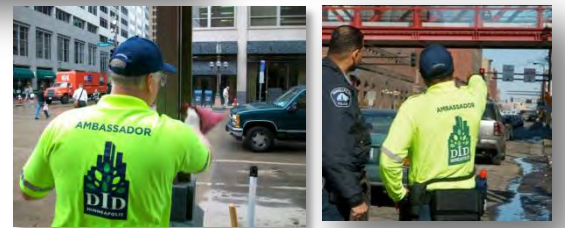
OVERVIEW

The West Bank Improvement District (WBID) would be able to provide services to the West Bank/Cedar Riverside neighborhood that enhance neighborhood safety, improve the experience for residents and visitors, and maintain improvements. The WBID will be formed upon a successful petition process to the City to establish the WBID.

What Services Might Be Included?

The following services are suggested for 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 identify for the neighborhood.
- Streetscape Greening Improvements**
 The WBID will green neighborhood streets by installing and maintaining new plantings. This will include plantings on the medians built as part of the Riverside Avenue reconstruction and plantings along Cedar Avenue.
- Program Management and Marketing**
 WBID program activities efforts will be locally managed to ensure prompt responses and community input. Marketing efforts can increase awareness of WBID activities and the West Bank.



Other services, although not listed in the current assumptions, could include directional signage, seasonal lighting, additional landscaping, and additional safety and security measures.



What is the West Bank Improvement District?

The West Bank Improvement District is a proposed self-managed special service district. A special service district is a mechanism through which property owners can pay for additional services above and beyond those that are provided by the City. With a self-managed district, a local organization can contract to manage the district. Unlike the traditional special service districts in Minneapolis, the WBID will be locally managed to ensure greater flexibility and community input. This is the approach used by the Downtown Improvement District.

Who would lead the West Bank Improvement District?

The WBID would be led by local businesses, property owners and other key stakeholders. The WBID will have a Board of Directors that is chosen to represent the district and be comprised of property and business stakeholders that are highly invested in their community. Neighborhood institutions are interested in participating and other can opt-in. A local organization would provide the district management and day-to-day administration.

How would the West Bank Improvement District Be Funded?

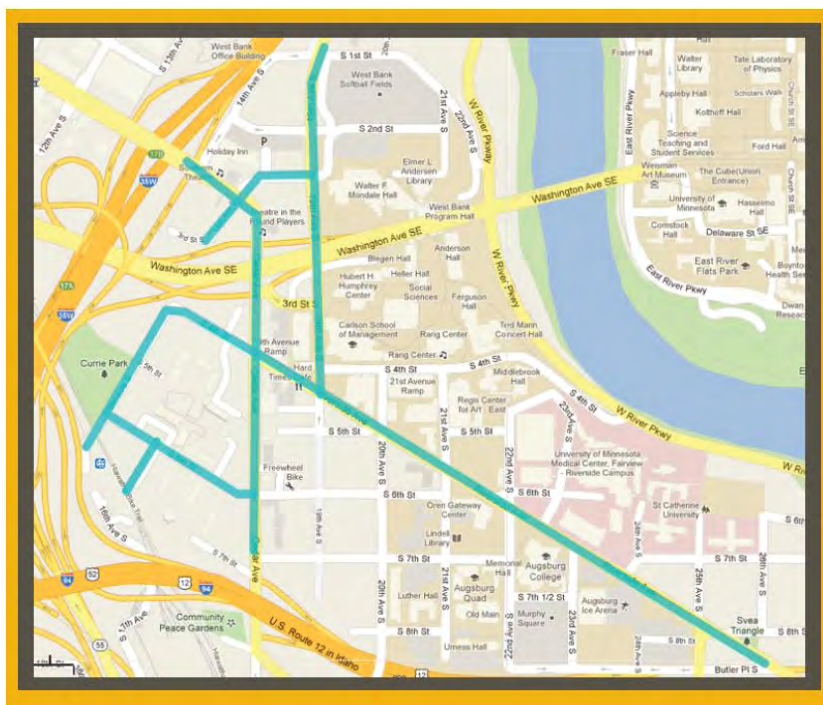
The WBID would be funded through an assessment to commercial and industrial property owners and funds from other property owners who opt-in to the WBID. The assessment would be based on an annual budget and assessment methodology approved by the Board of Directors. The estimate assumes that the assessment would be based on a combination of linear feet and market value for commercial properties and residential properties that opt in. Nontaxable properties would be based on linear feet.

What area would be included in the West Bank Improvement District?

The map highlights the streets included in the WBID, including Cedar Avenue, Riverside Avenue, 19th Avenue, Washington Avenue S, 15th Avenue, 4th Street, 16th Avenue, and 6th Street. Any property abutting these streets would be included.

When Could a West Bank Improvement District Start Operating?

The petition submittal is currently anticipated for Fall 2012, which would be followed by petition review and approval by the City Council. Operations could begin as early as January 1, 2014.



Why a West Bank Improvement District Now?

- The reconstruction of Riverside Avenue offers the opportunities for additional improvements – such as green planted medians, bike loops, and – that can be added after the sidewalk is rebuilt but requires ongoing maintenance by local property owners. The WBID can provide maintenance.
- The proposed Cedar Avenue streetscape renovation offers similar possibilities to install new streetscape furniture after the sidewalk construction is complete.
- Sherman Associations has agreed to voluntarily opt-in to the WBID if one is created by 2012.

September 26, 2012





FREQUENTLY ASKED QUESTIONS

Why should we pay for additional services? Aren't these services the responsibility of the city?

WBID will be able to provide services that are above and beyond what the City provides, such as litter removal, snow clearing and bike parking. Similar districts nationwide have yielded long-term results such as higher property values, decreased vacancies, and higher customer traffic. These results are widespread among established districts and add lasting value to neighborhoods in which they operate.

Will city services be reduced if the WBID is providing similar services?

No. The City will continue to provide all previous services. WBID services are supplementary. For example, if the City will continue to provide all spring and fall street cleaning while the WBID will provide sidewalk cleaning.

How can the WBID be established?

The West Bank Business Association, Cedar Riverside Partnership and African Development Center are working together to circulate a petition requesting the Minneapolis City Council establish the WBID. The petition must be signed by commercial and industrial property owners to meet 25% of the total assessment. The goal is to obtain signatures from at least 65% of these property owners to ensure strong support.

Can institutional, non-profit, and residential properties participate?

Yes. Although institutional, non-profit, and residential properties are not required to participate, Augsburg College, Fairview Hospital, the University of Minnesota, and Sherman Associates have expressed their support for a WBID. Contributions from these entities would diversify the revenue base above just assessments from commercial and industrial properties.

What is the difference between a self-managed and a regular special service district?

A self-managed special service district has more flexibility in the services it can provide and can go above and beyond the 16 choices in the City ordinance. More importantly, a self-managed district will allow for focused attention on community needs and responsiveness to local issues. Close collaboration with existing community organizations can ensure that regular updates on the WBID are shared with businesses and community members.



WBID: FINANCIAL ASSUMPTIONS

What is included in the WBID budget?

The WBID budget options currently include high, medium and low scenarios. The WBID Steering Committee can review these options and provide guidance on the best scenario moving forward. A 10 percent variation is included in the low and high categories in the budget below. This reflects that there may be some variation in the service provider proposals and in the annual budget due to fluctuations in annual snowfall. Please note: these are estimates that will change as the scope of services is refined.

	Low	Medium	High
Snow Clearing	\$117,642	\$130,713	\$143,784
Safety Ambassadors	\$146,127	\$162,363	\$178,599
Streetscape Furniture	\$27,686	\$30,762	\$33,838
Streetscape Greening Improvements	\$20,322	\$22,580	\$24,838
Program Management & Marketing	\$62,355	\$69,284	\$76,212
Total	\$374,131	\$415,701	\$457,272

What would be the cost of the WBID to property owners? How would it be distributed?

The revenue for the WBID would be split among commercial, residential, institutional, nonprofit and governmental property owners. The commercial users would be required to participate while other users would opt-in.

Cost Examples:

Example 1: 400 Bar: Total annual cost = \$998 (low) - \$1,220 (high)

Example 2: Nomad Pub: Total annual cost = \$1,541 (low) - \$1,883 (high)

Example 3: Holiday Inn: Total annual cost = \$11,240 (low) - \$13,694 (high)

Revenue Assumptions:

- The commercial (and industrial) property cost would be based on an average of its proportion of commercial linear feet (50%) and its proportion of commercial market value (50%).
- Requests for residential property owners to opt-in would be based on an average of its proportion of commercial linear feet (50%) and its proportion of residential market value (50%).
- Requests for institutional, non-profit and governmental property owners would be based on linear feet only (these properties do not have market value assigned).
- The institutional property owners will opt-in to support the WBID. This support may be contributed in a variety of ways (in-kind, cash, etc.).
- 50% of the residential, non-profit and governmental property owners will opt in.
- Property data used in this analysis was obtained in November 2011. Updated property data may change results depending on how property values changed.

Questions? 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 or 612.326.9652.



APPENDIX B

West Bank Improvement District Budget

September 26, 2012

Item/ Service	#	Units	Unit Cost	Total Cost	Comments
Snow Clearing					
Annual snow clearing and ice melt	19,805	ln ft	\$6	\$118,830	Includes clearing the main sidewalk path, at corners & at new meters; ice melt application
Contingency	10%			\$11,883	
Snow Removal Total Annual Cost				\$130,713	
Safety Ambassadors					
Safety Ambassadors Capital Cost					
Operations Center	0	ea	\$0	\$0	donated space
Safety Ambassadors Total Capital Cost				\$0	
Safety Ambassadors Annual Cost					
Annualized Capital Expense	5	yrs		\$0	
Safety Ambassadors Staff Cost	3	people	\$48,419	\$145,258	Includes walkie-talkies, uniforms, and cleaning equipment
Safety Ambassadors Overtime Contingency	0.25	people	\$48,419	\$12,105	
Additional Graffiti Removal	50	tags	\$100	\$5,000	
Safety Ambassadors Total Annual Cost				\$162,363	
Streetscape Furniture					
Streetscape Capital Cost					
Bike Loops	50	ea	\$175	\$8,750	Assumes 1-3 loops per block for most blocks
Adopted Bike Loops on Meters	50	ea	\$50	\$2,500	Assumes 1-3 loops per block for most blocks
Trash Cans (City supplied)	75	ea	\$0	\$0	Assumes 1-3 trash cans based on frequency of peds
Benches	15	ea	\$1,750	\$26,250	Locations to be reviewed
Banners	0	ea	\$150	\$0	Add in future year
Streetscape Total Capital Cost				\$37,500	
Streetscape Annual Cost					
Annualized Capital Expense	15	yrs		\$3,612	
Banners Annualized Capital Expense	3	yrs		\$0	
Streetscape Maintenance	10%			\$3,750	
Trash removal (2x week)	7800	empties	\$3	\$23,400	
Streetscape Total Annual Cost				\$30,762	
Streetscape Greening					
Streetscape Greening Capital Cost					
Green Median Landscape Design	1		\$1,500	\$1,500	
Green Median Planting- shrubs	2	medians	\$4,000	\$8,000	Detailed design TBD
Green Median Planting- flowers	2	medians	\$3,000	\$6,000	Detailed design TBD
Streetscape Greening Total Capital Cost				\$15,500	
Streetscape Greening Annual Cost					
Green Median Annualized Capital Expense	5	yrs		\$3,580	
Green Median Planting- maintenance	2	medians	\$5,000	\$10,000	
Cedar Avenue Planters	30	planters	\$150	\$4,500	Locations to be reviewed
Cedar Avenue Planters - maintenance	30	planters	\$150	\$4,500	
Streetscape Greening Total Annual Cost				\$22,580	
Capital Cost Subtotal					
Annualized Capital Cost				\$53,000	
Annual Cost Subtotal					
Program Management, Marketing & Communications	20%			\$7,192	
Total Cost				\$346,418	
				\$69,284	
Total Cost				\$415,701	

West Bank Improvement District Cost Comparison <i>September 27, 2012</i>	Scenario A (High) \$457,272						Scenario B (Medium) \$415,701						Scenario C (Low) \$374,131					
	By Market Value		By Lineal Feet		By L.Ft & MktV (50/50)		By Market Value		By Lineal Feet		By L.Ft & MktV (50/50)		By Market Value		By Lineal Feet		By L.Ft & MktV (50/50)	
	Total Market Summary	% of Total Value Cost	Linear Feet Summary	% of Total Lft Cost	% of Total Value Cost	Cost (50% Res, Gov, Nprft Opt-In)	Total Market Summary	% of Total Value Cost	Linear Feet Summary	% of Total Lft Cost	% of Total Value Cost	Cost (50% Res, Gov, Nprft Opt-In)	Total Market Summary	% of Total Value Cost	Linear Feet Summary	% of Total Lft Cost	% of Total Value Cost	Cost (50% Res, Gov, Nprft Opt-In)
Owner Name (Business)																		

- * Requests for residential property owners to opt-in would be based on an average of its proportion of commercial linear feet (50%) and its proportion of residential market value (50%).
- * Requests for institutional, non-profit and governmental property owners would be based on linear feet only (these properties do not have market value assigned).
- * All institutional (I) property owners will opt-in.
- * 50% of the residential, non-profit and governmental (R,N,G) property owners will opt in. Results of the Assumption reflected in "Cost (50% Res, Gov, Nprft Opt-In)" Columns
- * Property data used in this analysis was obtained in November 2011. Updated property data may change results depending on how property values changed.

APPENDIX C

Draft Language – West Bank Improvement District

465.10. - Establishment.

Pursuant to the authority granted by Minnesota Statutes, Chapter 428A, sections 428A.01 through 428A.10, there is hereby established a West Bank District (otherwise referred to herein as the "district") wherein services may be furnished of a kind or to a degree not required or performed elsewhere in the city. The district shall consist of the following area:

TBD

465.20. - Special services to be performed; operating plan; service agreement.

(a) The special services to be furnished within the district may include:

(1)

Clean and safe programs, including, but not limited to, sweeping, litter pick up, trash removal, sidewalk cleaning, graffiti abatement, snipe and poster bill removal, snow services, security services, closed circuit television (CCTV) systems and monitoring, etc;

(2)

Marketing/promotion/special events, including, but not limited to, event programming, websites, newsletters, etc, district area business recruitment and retention programs, coordination of street markets and street vendors within the district, etc;

(3)

Physical enhancements, including, but not limited to, hanging baskets, landscape planters, trash receptacles, etc;

(4)

Maintenance of enhanced streetscape components above city standard, including, but not limited to, fixtures, sidewalks, electrical and irrigation systems, landscaping, fountains, etc; and

(5) Management and oversight services and administrative services, including usual and customary start-up and on-going administrative costs.

(b) Each year, prior to imposition of any service charge, the city council will adopt by resolution an operating plan that describes with particularity the special services to be performed. Any physical enhancements to be installed by the district shall be maintained by the district, and to the extent they are not maintained, the city shall have the right to remove them. The district shall not be obligated to maintain any physical enhancements installed by parties other than the district unless and until said maintenance is included in the adopted operating plan. The operating plan, and any amendments that may be made from time to time by subsequent resolution, is hereby incorporated into this chapter. The special services to be furnished in the district may not include a service that is ordinarily provided throughout the city unless an increased level of the service is provided in the district.

(c) The special services described in the operating plan will be furnished by the West Bank Improvement District its subsidiary or an approved assignee (the "district entity"), in accordance with a service agreement to be entered between the district entity and the city. Notwithstanding any other ordinance provision, the service agreement provided for in this section is hereby exempt from the requirements of the following provisions of the Minneapolis Code of Ordinances: section 18.200 (equal benefits provisions in contracts); section 24.220 (prevailing wage); section 139.50(non-discrimination and affirmative action provisions in contracts); and Chapter 423 (small and underutilized business enterprise program). Provided, however, that the service agreement shall contain provisions that require the district entity to do the following:

(1) When the district entity seeks competitive bids for special services in the district, in addition to any other bids sought, it shall seek bids from, but not limited to, vendors

- on a list of small and underutilized businesses provided by the city;
- (2) The district entity shall have a modified affirmative action plan that meets city ordinance section 139.50
 - (3) The district entity shall notify and extend any benefits offered to its employees based on marital status to employees with domestic partners registered as such pursuant to Minneapolis Code of Ordinances: section 142.30 and shall require its contractors and subcontractors to notify and extend the same benefits to any of their employees providing services to the district; and
 - (4) The district entity shall apply the prevailing wage provisions of section 24.220 to any construction work that requires funding from more than one (1) year's assessment cycle. (2008-Or-102, § 1, 12-12-08)

Service charge.

The city council hereby finds and determines that the annual costs of providing the services specified in section 465.20 hereof will provide benefits primarily to properties located within the district, rather than to the city as a whole, and that the costs of said services may be recovered by the city by the imposition of service charges to be assessed against properties located within the district pursuant to Minnesota Statutes, sections 428A.01 through 428A.10, and as authorized by any applicable charter, special law, or statutory authority including Minnesota Statutes, Chapter 429, and Laws of Minnesota, 1969, Chapter 499. (2008-Or-102, § 1, 12-12-08)

Notice of veto power.

Within five (5) days after adoption of this chapter the city clerk shall mail a summary of this chapter to the owner of each parcel included in the district and any individual or business organization subject to a service charge. The notice must meet the requirements of Minnesota Statutes, section 428A.09. (2008-Or-102, § 1, 12-12-08)

Imposition of service charge; levy.

The service charges shall be levied annually prior to November 30th upon properties within the district, in an aggregate sum, which, combined with any property tax levied under section [462.60](#) hereof, will equal the estimated total costs of the city in providing the services referred to in section [462.20](#) for the next ensuing calendar year. Prior to imposing the service charges, a public hearing shall be held with respect thereto at which all interested persons may appear and be heard. Notice of the public hearing shall be given in at least two (2) separate publications of the city's official newspaper two (2) weeks apart and the public hearing shall not be held less than three (3) days after the last publication. Not less than ten (10) days prior to the hearing, notice shall be mailed to the owner of each parcel of real estate within the area of the proposed district. For the purpose of giving such mailed notice, owners shall be those shown on the records of the county auditor. Other records may be used to supply the necessary information. Notices must be provided as required by the applicable notice provisions of Minnesota Statutes, Chapter 428A. For properties which are tax exempt or subject to taxation on a gross earnings basis in lieu of property tax and are not listed on the records of the county auditor, the owners shall be ascertained by any practical means, and mailed notice given them. The notice of public hearing shall include:

- (1) A statement that all interested persons will be given an opportunity to be heard at the hearing regarding a proposed service charge;
- (2) The proposed rate or amount of the proposed service charge to be imposed in the district during the calendar year and the nature and character of special service to be rendered in the district during the calendar year in which the service charge is to be collected
- (3) A statement that the petition requirements of Minnesota Statutes, section 428A.08 have either been met or do not apply to the proposed service charge; and
- (4)

A statement that an owner may appeal an assessment of the service charge to district court including the procedure for appeal.

Within six (6) months of the public hearing, the city may adopt a resolution imposing a service charge within the district not exceeding the amount or rate expressed in the notice issued under this section. (2008-Or-102, § 1, 12-12-08)

The service charge may be levied at any time not later than six (6) months after the public hearing by a vote of a majority of all members of the city council. (2008-Or-050, § 1, 7-11-08)

Assessment of service charges.

Except as otherwise provided herein, the service charges imposed under sections [465.30](#) and [465.40](#) shall be assessed against parcels of real estate within the district in the manner and subject to the procedures provided in Minnesota Statutes, sections 429.061, 429.071 and 429.081; provided that each assessment shall be payable in a single tax year. Pursuant to the provisions of said statutes, within thirty (30) days after the adoption of the assessment, any person aggrieved may appeal to the district court by serving a notice of appeal upon the mayor or city clerk; provided that no appeal may be taken unless the person appealing shall have filed a signed, written, objection with the city clerk prior to the assessment hearing or shall have presented it to the presiding officer at the hearing, unless a reasonable cause shall exist for such person's failure to do so. (2008-Or-102, § 1, 12-12-08)

Ad valorem property tax.

The city may, in each calendar year, levy a tax on taxable property in the district based upon the assessed value of the property and such tax shall be assessed and collected in the same manner as other property taxes on property located within the district. The tax shall be levied at a rate that will raise an aggregate sum, which, when combined with any service charges levied in the district, will equal the total costs of the city in providing the services specified in this chapter for the next ensuing calendar year; provided, however, that taxes may be levied in the year 2010 for services rendered and to be rendered in the calendar years 2009 and 2010. Prior to

the levy of such a tax a public hearing shall be held. The requirements for the public hearing and the notice of public hearing shall be the same as specified in section [465.40](#) with respect to the levy of special service charges, and the tax may be levied not later than six (6) months after the public hearing by a majority vote of all of the members of the city council.

For purposes of determining the appropriate tax rate, taxable property or value shall be determined under Minnesota Statutes. Property exempt from taxation by Minnesota Statute shall be exempt from such tax. (2008-Or-102, § 1, 12-12-08)

Revenue surplus or deficit.

In the event that the cost of services rendered in the district in any calendar year exceed the total taxes and service charges levied and collected with respect to such calendar year, an amount necessary to recoup the excess costs shall be levied as taxes, service charges, or both within the next two (2) years; to the extent that the total taxes and service charges exceed the cost of services, the next ensuing year's levy of taxes and service charges shall be decreased by a corresponding amount. (2008-Or-102, § 1, 12-12-08)

Limitation.

Taxes and service charges may be levied pursuant to this chapter to finance special services ordinarily provided by the city only if the services are provided in the district at an increased level and, then, only in an amount sufficient to pay for the increase. (2008-Or-102, § 1, 12-12-08)

Petitions and notices.

Petitions and notices required for hearings, petitions, or notices under this chapter, and for the resolution setting any service charges, fees, or rates, shall be in compliance with any applicable petition and notice requirements imposed pursuant to Minnesota Statutes, sections 428A.01 through 428A.10. Within five (5) days of adoption of the ordinance or any resolution setting rates or fees, in accordance with Minnesota Statutes, sections 428A.01 through 428A.10, a summary of the ordinance or resolution must be mailed to the owner of each parcel included in the district and any individual or business organization subject to a service charge in the same manner that notice is mailed under Minnesota Statutes, section 428A.02.

The mailing must include notice that owners subject to the service charge have a right to veto the ordinance by filing the required number of objections with the city clerk before the effective date of the ordinance or resolution and that a copy of the ordinance or resolution is on file with the city clerk for public inspection. (2008-Or-102, § 1, 12-12-08)

Annual reports.

During the term of the services agreement referenced in section [465.20](#), the district entity shall submit to the city finance officer as soon as practical after each calendar year end but prior to adoption of the next year's budget, an annual report of services activity and an independent audit of financial activity for each calendar year in which services are performed in the district. (2008-Or-102, § 1, 12-12-08)

Advisory board.

(a) An advisory board to be known as the WBID Advisory Board consisting of eleven (11) members, who are residents of the **district**, owners of property within the **district**, owners or operators of a business located within the **district** or their designated representative may be appointed by the city council for terms of two (2) years each odd-numbered year, the first term to commence in 2____. All board members shall be appointed in conformance with the city's open appointments ordinance as outlined in Minneapolis Code of Ordinances [Title 2](#), Chapter [14.180](#). Any vacancy in an unexpired term shall be filled in the same manner as the original appointment was made and shall be for the unexpired term. Board members shall serve until their successors are appointed.

(b)

The advisory board shall advise the city council in connection with the construction, maintenance, and operation of improvements and the furnishing of **special services** in the **district**. It shall make recommendations to the city council on requests and complaints of owners, occupants, and users of property within the **district** and members of the public.

(c)

Before the adoption of any proposal by the city council to provide **services** or **service** charges within the **district**, the advisory board of the **district** must have an opportunity to review and comment upon the proposal.

(d)

Upon or after the effective date of this chapter, the city council may appoint a temporary advisory board consisting of nine (9) members who shall be required to have the qualifications specified in paragraph (a) of this section. Said temporary advisory board shall have all of the powers, duties and responsibilities of, and shall be known as, the West Bank Improvement District Advisory Board from its date of appointment through December 31, 2___. In appointing the temporary advisory board members, the city council shall not be bound by the provisions of Minneapolis Code of Ordinances, Section [14.180](#). (2008-Or-050, § 1, 7-11-08; 2010-Or-036, § 1, 4-16-10)

Definitions and construction.

The terms used herein shall be defined as provided in Minnesota Statutes, sections 428A.01 through 428A.10 and said statute shall in all respects govern the creation, existence and operation of the district and the manner imposing service charges therein and this chapter shall be construed consistently therewith. (2008-Or-102, § 1, 12-12-08)

Notice to commissioner of revenue.

Within thirty (30) days after adoption of this chapter, the city clerk shall send a copy of this chapter to the commissioner of revenue. (2008-Or-102, § 1, 12-12-08)

Notice to commissioner of revenue.

Within thirty (30) days after adoption of this chapter, the city clerk shall send a copy of this chapter to the commissioner of revenue. (2008-Or-050, § 1, 7-11-08)

Exemption of certain properties from taxes and service charges.

Only property that is classified under Minnesota Statute section 273.12 and used for commercial, industrial, or public utility purposes, or is vacant land zoned or designated on a land use plan for commercial or industrial use and located in the district may be subject to the charges imposed on the district. Property exempt from taxation by Minnesota Statute, section

272.02 is exempt from any service charges based on net tax capacity imposed under this chapter. (2008-Or-102, § 1, 12-12-08)

Collection of service charges

Service charges may be imposed on the basis of the net tax capacity of the property on which the **service** charge is imposed but must be spread only upon the net tax capacity of the taxable property located in the geographic area described in the ordinance. **Service** charges based on net tax capacity may be payable and collected at the same time and in the same manner as provided for payment and collection of ad valorem taxes. When made payable in the same manner as ad valorem taxes, **service** charges not paid on or before the applicable due date shall be subject to the same penalty and interest as in the case of ad valorem tax amounts not paid by the respective due date. The due date for a **service** charge payable in the same manner as ad valorem taxes is the due date given in law for the real or personal property tax for the property on which the **service** charge is imposed. **Service** charges imposed on net tax capacity which are to become payable in the following year must be certified to the county auditor by the date provided in section [462.50](#) for the annual certification of **special** assessment installments.

Other **service** charges imposed must be collected as provided by ordinance. For the purpose of this section, "net tax capacity" means the net tax capacity most recently determined at the time that tax rates are determined under Minnesota Statutes, Chapter 275, section 08. (2008-Or-050, § 1, 7-11-08)

Expiration of district.

The district shall expire five (5) years after the effective date of this chapter unless it is renewed by following the procedure as set forth in Minnesota Statutes, section 428A or as permitted by applicable law. (2008-Or-102, § 1, 12-12-08)

Effective date.

This chapter shall become effective forty-five (45) days from and after its date of publication in the official newspaper of the City of Minneapolis. (2008-Or-102, § 1, 12-12-08)

APPENDIX D

WBID Operating Manual

WBID MISSION

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 the African Development Center, 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. On behalf of neighborhood property owners and residents, the West Bank Improvement District (WBID) supports long-term economic growth of the neighborhood, as well as capitalizing on its reputation as a center for arts, music, and culture and creating a long term strategic vision for the neighborhood's future.

{Insert information about # of residents, # of business owners, # of visitors annually}

WBID MODEL AND GOVERNANCE

The national success of business improvement districts paved the way for the West Bank Improvement District. Business improvement 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 with existing community organizations can ensure that regular updates on the WBID are shared with businesses and community members. The WBID will provide transparency in all functions, efficiencies in procurement methods, and accountability toward its Board and neighborhood residents, business-owners, and institutions. An independent audit of WBID will be delivered to the City of Minneapolis on the 31st of March each year. WBID is a private 501c6 organization, and will be governed by a Board of Directors comprised of four business-owners, three institutional representatives, one non-profit representative, and one residential property representative. Board members will each fill a two-year term; the constitution of the Board will change as each term expires or is refilled. WBID's inaugural Board members include:

{names and associated organization}

WBID will be managed by an Executive Director with expertise in project management and economic development, as well as community engagement and administrative oversight. More information regarding service implementation, staff, board, committee membership, and financial transparency will be available through WBID's website.

Governance structure information will be inserted here

WBID ASSESSMENT MODEL AND PAYMENTS

Assessments for business-owners are based on a combination of commercial linear feet (50%) and each property’s proportion of commercial market value (50%). Nontaxable properties, including institutional, non-profit, and governmental properties, will be based on linear feet, as they do not have assigned market value. Institutional property owners may opt in to support the WBID via multiple methods including but not limited to in-kind or cash contributions. Residential properties may opt in to the WBID assessment based on a combination of residential linear feet (50%) and each property’s proportion of residential market value (50%).

WBID SERVICES

The following services are suggested for 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.
- **Streetscape Greening Improvements**
The WBID will green neighborhood streets by installing and maintaining new plantings. This will include plantings on the medians built as part of the Riverside Avenue reconstruction and plantings along Cedar Avenue.

Other services, although not listed in the current assumptions, could include directional signage, seasonal lighting, additional landscaping, and additional safety and security measures. 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.

WBID BUDGET

The suggested WBID budget currently includes high, medium and low scenarios. The WBID Steering Committee will review these options and provide guidance on the best scenario moving forward. A 10 percent variation is included in the low and high categories in the budget below. This reflects that there may be some variation in the service provider proposals and in the annual budget due to fluctuations in annual snowfall or other variable conditions.

	Low	Medium	High
Snow Clearing	\$117,642	\$130,713	\$143,784
Safety Ambassadors	\$147,474	\$163,860	\$180,246
Streetscape Furniture	\$3,912	\$4,347	\$4,782
Streetscape Greening Improvements	\$14,922	\$16,580	\$18,238
Program Management & Marketing	\$56,790	\$63,100	\$69,410
Total	\$340,740	\$378,600	\$416,460

WBID 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 or 612.326.9652.

NOTICE OF PUBLIC HEARING

A notice of public hearing will be added to this draft when it is determined.

APPENDIX E

**WEST BANK
IMPROVEMENT SPECIAL SERVICE DISTRICT
PETITION FOR ESTABLISHMENT OF NEW DISTRICT AND
IMPOSITION OF 2013 SERVICE CHARGES**

HONORABLE MAYOR AND MEMBERS OF THE MINNEAPOLIS CITY COUNCIL

The undersigned, who is the owner of real property in the above-named West Bank Improvement Special Service District (also known as **West Bank Improvement District**), respectfully files this petition requesting that the City of Minneapolis, Minnesota convene a public hearing, including requisite notice and publications, regarding the establishment of the above-named special service district by ordinance AND to adopt a resolution authorizing the imposition of service charges for the year 2013 in accordance with Minnesota Statutes, Chapter 428A.

Owner's Property Address(es)	Property Identification Number(s):

(Attach a separate sheet for additional properties)

Signature of Owner or Authorize Representative

Date

Printed Name of Owner

Printed Name of Authorized Signor

The individual whose signature appears represents and warrants that he or she is authorized to execute this Petition on behalf of the property owner named.

Petitions should be executed, notarized, and returned to:

Andy Carlson
Project Manager – Special Service Districts
City of Minneapolis, Department of Public Works
1901 East 26th Street, Minneapolis, MN 55404
andrew.carlson@ci.minneapolis.mn.us
Office: (612)673-2836

****PETITION MUST BE NOTARIZED. PLEASE SEE SECOND PAGE****

**WEST BANK IMPROVEMENT SPECIAL SERVICE DISTRICT
PETITION FOR ESTABLISHMENT OF NEW DISTRICT AND
IMPOSITION OF 2013 SERVICE CHARGES**

This petition was completed by (please print):
Name _____
Company _____
Address _____ _____
Phone _____
Email _____

STATE OF _____

COUNTY OF _____

This instrument was acknowledged before me on _____
(date)

By _____ as _____ and
(printed name) (Title)

_____ as _____ and
(printed name) (Title)

of _____
(Corporation Name if necessary)

(Notary Public)

APPENDIX F



West Bank Business Association ★ 1808 Riverside Ave S. #213 ★ Minneapolis MN 55454 ★ 612.326.9652 ★ thewestbank.org

Mr. Andrew Carlson
105 5th Ave S #200
Minneapolis, MN 55401

September 27, 2012

Dear Andrew,

Thank you for your help in the development of the West Bank Improvement District. As requested, we are sending this letter to express the strong interest among the community for installing a West Bank Improvement District.

We are conducting an extensive amount of outreach to the West Bank community. This includes outreach to business members, property owners, institutions, non-profits and community groups.

Thus far, we've received the following support for a self-managed West Bank Improvement District, including:

- A vote in support of the WBID by the West Bank Business Association in August 2012
- A vote in support of the WBID by the West Bank Community Coalition in August 2012;
- A unanimous vote in support of the WBID from the West Bank Safety Committee, a group comprised of representatives from the West Bank Community Coalition, the West Bank Business Association, West Bank residents, and Cedar Riverside NRP, for the purpose of providing Safety Ambassadors, in May 2012.
- A letter sent to the WBBA and ADC in July 2011 expressing institutional support from Augsburg College, Fairview, and Sherman Associates for the Special Services District concept (since renamed the WBID) and highlighting that the University has traditionally contributed to special services districts by providing equivalent services on its property and is in discussions about how it may contribute toward the WBID effort in a variety of ways;
- A resolution passed by Cedar Riverside Partnership in May 2011 to endorse the concept of a Cedar Riverside Special Service District (since renamed the WBID), support further outreach, and support the preparation of a petition;
- Support from the business owners surveyed to date, of which 74% favor the creation of the WBID;
- Support from neighborhood non-profit institutions, including The Cedar Cultural Center and Pillsbury United Communities, for future contributions to the WBID; and
- Supplementary support from our business association colleagues in Minneapolis and St. Paul: SPARC on Rice Street, Lake Street Council, University United, the West Broadway Business and Area Coalition, and the Northeast CDC.

A self-managed West Bank Improvement District would greatly benefit the area, and we are excited to work alongside our supporters and the City of Minneapolis to make it happen. As

recommended by the city, we are currently in the process of getting formal letters of support in anticipation of a petition-signing event in the coming months.

If you have any questions please don't hesitate to contact us.

Sincerely,

Jamie Schumacher

Executive Director

West Bank Business Association

On behalf of the West Bank Improvement District planning committee

APPENDIX G

JOB DESCRIPTION – WBID PROGRAM MANAGER/DISTRICT MANAGER

The West Bank Improvement District is seeking a part-time Executive 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, optimizes financial performance and oversees personnel. The Executive 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 Executive 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 Executive Director reports to the ten-member board comprised of property owners, neighborhood non-profit and educational representatives, as well as residents.

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

- 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 stream

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 election 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