



Downtown  
Improvement  
District

# Operating Plan 2019

Mpls Downtown  
Improvement District and  
a Vibrant & Safe Downtown

We are pleased to present you with this overview of DID services proposed for 2019. We are excited to continue providing services to our downtown community that add to the vibrancy of our city. DID's scope of work includes leading and collaborating on programs and initiatives with the mission of making downtown vibrant, safe, clean and green. DID Ambassadors influence this in many ways: By cleaning, watering plants and enhancing safety by providing a visible presence, aiding with directions, medical emergencies and reporting suspicious behavior. While the ambassador program is the most visible demonstration of the mission; the broader DID moves it forward by, advancing safety initiatives, enhancing downtown greening and developing innovative solutions to complex public space challenges including strategic activation. We thank you, and all of our stakeholders, for your partnership in helping us create and maintain an extraordinary downtown. We look forward to working with you again in 2019!



Learn more about the  
2019 Operating Plan at  
DID's Open House

**Tuesday,  
Sept 4th,  
2:30 – 3:30pm**

at the DID Pop-up  
Satellite Office,  
651 Nicollet Mall, #105



## New Initiatives

In 2019 we will see the continuation of many exciting and positive changes in the district. We remain committed to continuing our work to make all areas of the district attractive, safe and welcoming. The Livability team, street workers that help to guide individuals to services and discourage intimidating behaviors, will continue their work and previous investments will build efficiencies in the Safety Communications Center which serves as the communication hub for Ambassadors as well as our outreach and private security partners. We have continued to budget maintenance and greening costs at a low level due to the efficient new design of Nicollet and will grow our activation budget slightly as we continue to create, incubate, amplify and attract activities along Nicollet. Just as important we will continue our efforts to increase our capacity for developing stronger relationships and more personal contacts with you as a property owner and the community in general. All of these recommendations are consistent with the strategic plan that was approved by the Board of Directors in 2015.

## DID Mission

DID's mission is to support, preserve, create and enhance a vibrant, competitive and thriving downtown that attracts and retains businesses, employees, residents and visitors. To that end, DID pursues several goals: To create/support a competitive and thriving downtown through effective provision of clean, green, safe and better services; to pool resources and bring more effective implementation of services and initiatives; to bring a sustainable funding source to long-term initiatives; and to create and sustain an ecosystem that encourages a thriving public space in support of retailers, businesses, employees, visitors and residents.

## About DID Services and Budget

Frequency of service will be based on achieving a consistent standard throughout the district. Areas with higher pedestrian traffic or usage require greater frequency and/or faster response times. DID's service level areas have been determined, in part, based upon these anticipated response times and frequencies. On rare occasions, some DID services may occur on private property when doing so benefits the broader area, furthers the mission of DID and may be coordinated through a fee-for-service contract. As with any business, we must invest in added services to yield the greatest possible outcome. We must remain ever-vigilant in making downtown attractive to business investment. While focusing on our goal to provide service, we also seek competitive pricing and cost controls. The new programs that started in 2017 and 2018, namely the Livability team, Nicollet activation, and relationship management, add value to our services and will continue. With Nicollet now complete and our responsibilities for maintenance resumed, new pressures were put on the operating budget for 2019. With prudent allocation of our resources and a sound understanding of the services that fulfill our mission we are able to present a budget with a minimal annual increase over 2018 of \$310,000, a 4.6% increase in total budget. However, with the many variables affecting our budget year over year, it is important to view the increases in the DID budget over its lifetime – since its inception in 2009, the DID budget has increased annually an average of only 1.57%. In addition, the annual year-over-year percent variance for each property is impacted by its lineal frontage and gross building area relative to the overall district. Any annual changes to the assessor's data for properties or fluctuations in the budget relative to allocations between linear and gross building area services can also impact amounts applied. DID would like to thank the following members of the Budget and Operations Committee for their efforts in preparing this budget and providing on-going oversight of the services during 2018: Dave Wright (Chair) – U.S. Bank, Nancy Aleksuk – Swervo Development, John Campobasso – Kraus-Anderson, Jeff Gendreau – Baker Tilly Virchow Kraus, Dave Horsman – Minnesota Twins, Ken Jarka – Hilton Minneapolis, Joanne Kaufman – WDBA, Deb Kolar – Accesso, Mike Maney – Ryan Co., Jane Mauer – Tartan Investment, Eric Merriman – Thrivent Financial, Ronnie Ragoff – Shorenstein, Seth Redfield – Piedmont, Nils Snyder – Colliers International, Jennifer Swanson – City of Minneapolis, and John Sweeney – Brave New Workshop, Steve Trulen – Target, Joan Voderbruggen – Hennepin Theatre Trust.



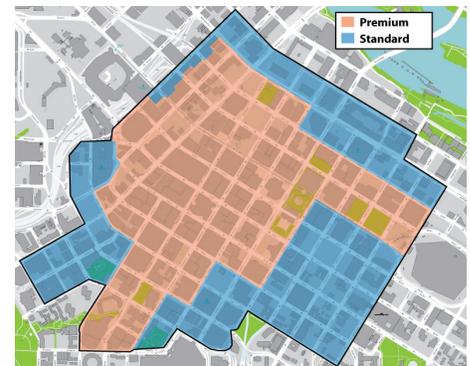
**"Your downtown is one of the nicest and cleanest that's we have seen. You have a great program and we plan to send DID information our Mayor's office when we get home"**

**– Downtown Visitor**

## DID Assessment Method & Payments

The assessment methodology charges properties proportionate to the costs of delivering the services needed for a consistent outcome throughout the district.

Services needed are related to the usage in each area and, in turn, usage is affected by the density of pedestrians. Pedestrian density is captured in three ways: 1) linear frontage, 2) gross building area, and 3) frequency/speed of services needed. The first two components are obtained from Hennepin County and City of Minneapolis records. The third, frequency of services needed, was determined as described in the service level area map (right). Costs are then allocated between those delivered on a linear basis (e.g. cleaning) and those whose delivery is more closely related to overall density (e.g. greening is placed where there are more eyes to enjoy it). A charge per linear foot and a charge per gross building square foot is calculated and then applied to each property pro-rated by service level area (Premium – 100 percent, Standard– 50 percent) Please contact DID with questions about the calculation for a specific property (or to identify the lineal frontage, GBA, or service level for the property). Subject to approval of the Operating Plan, 2019 DID charges will be combined with special assessments on Hennepin County property tax statements, payable 2019. Residential and certain non-profit properties are exempt from paying service charges for the DID (although many have opted to pay voluntarily since they too receive services). Please contact DID if you represent an exempt property and would like to contribute or would like DID to present the program to your board for consideration.



The district is divided into two service level areas: **Premium** and **Standard**. These areas were determined based upon the level of pedestrian activity and the resulting need for intensity of service to maintain a consistent standard. The service level areas can be modified annually as needed to reflect any land use changes that result in changes to pedestrian activity patterns and intensity.

## 2019 Services Plan & Estimated Budget

Service Charges	LF	GBA	TOTAL
Service Charges Assessed	\$ 1,873,297	\$ 4,396,998	\$ 6,270,295
Voluntary Opt-In charges Assessed	343,682	366,851	710,533
<b>Total Sources</b>	<b>\$ 2,216,979</b>	<b>\$ 4,763,849</b>	<b>\$ 6,980, 828</b>
<b>Cost of Delivering Services</b>			
<b>Safe:</b> Ambassadors & outreach to patrol sidewalks as “eyes & ears”; provide greeter/hospitality services; & address aggressive behaviors (panhandling, inebriates, intimidating behavior). Other Safe initiatives include: Radiolink, camera monitoring, security camera registration program, Street activations, Bar Watch, and Courtwatch.	1,015,664	1,257,741	2,273,404
<b>Livability and Outreach:</b> Police Reserves, Youth outreach, housing & treatment liaisons, Livability team, Downtown 100	—	839,864	839,864
<b>Clean:</b> Litter, trash and recycling programs; Graffiti abatement; Wash streetscape surfaces; Pressure-wash sidewalks; Sidewalk Weed removal; Snow tidying on sidewalk corners & pedestrian ramps (property owners will still manage first-response snow services.) Document; report, & follow-up on private property & public agency issues.	732,701	770,258	1,502,959
<b>Greening &amp; Public Realm:</b> Plan, provide, install, & maintain seasonal & permanent green features in multiple locations downtown. Serve as a resource to property owners who want to implementing greening. Tactical Urbanism.	—	375,000	375,000
<b>Public Area Maintenance</b>	—	140,100	140,100
<b>Snow:</b> Continue snow & ice melt services on Nicollet Mall.	—	261,500	261,500
<b>Communications:</b> Annual report, operating plan, maps, surveys, social media, public realm & issue specific awareness campaigns, awards, stakeholder outreach activities, website, etc.	—	73,000	73,000
<b>Program Management:</b> Staff & professional services for planning & implementation of new initiatives and DID operations.	378,090	803,910	1,182,000
<b>Administration:</b> Facilities, parking, supplies, postage, equipment, professional services, insurance, telephone, IT, financing costs, bank fees, & other administrative expenses.	90,524	192,476	283,000
<b>Contingency</b>	—	50,000	50,000
<b>Total Costs</b>	<b>\$ 2,216,979</b>	<b>\$ 4,763,849</b>	<b>\$ 6,980,828</b>

## The DID Model and Governance

DID is patterned after many other successful business improvement districts that exist in downtown areas nationwide, where services are performed to provide a cleaner, safer, greener and better downtown. Studies have reflected that businesses, employees and residents are more likely to want to locate where these services are performed. DID uses the same policies, quality and cost controls demanded by businesses when managing private properties. We provide transparency in all functions, efficiencies in procurement and implementation methods, as well as accountability. An independent audit of DID is delivered to the City of Minneapolis by March 31 each year. DID is a 501(c)6 non-profit organization with a wholly controlled 501(c)3 subsidiary, Vibrant & Safe Downtown (formerly Minneapolis SafeZone Collaborative). DID is governed by a Board of Directors comprised of business leadership who bring a broad depth and breadth of expertise to the oversight of DID operations. The membership of the Board will change from time to time as terms are filled or expire. The membership as of August 1, 2018 was as follows:

### Board of Directors

Phil Trier - U.S. Bank (Chair)	Meike Hengelfelt - CenterPoint Energy	Jon Pryor - Hennepin Healthcare
Laura Day - Minnesota Twins (Vice Chair)	Ted Johnson - Minnesota Timberwolves and Minnesota Lynx	Ronnie Ragoff - Shorenstein Realty Services, LP
Siyad Abdullahi - The Language Banc	Judy Karon - Downtown Resident	Matthew Rauenhurst - The Opus Group
Debra Barnes - HGA Architects and Engineers	Paul Kasbohm - Star Tribune Media Company, LLC	Joe Ravens - Wells Fargo Bank, NA
Melissa Barra - Sleep Number	Summer Kath - Cambria	Carl Runck - Ryan Companies US, Inc.
Jackie Barrett - Sherwin Williams	Steven Katz - Barnes & Thornburg LLP	Greg Russ - Minneapolis Public Housing Authority (MPHA)
Chris Behrens - YA	Shannon Knoepke - Entercom / WCCO Radio	Steven Ryan - Briggs & Morgan PA
Rick Bertram - Marriott City Center Hotel	Keith Kramar - CSM Corporation	Mike Ryan - Ryan Companies US, Inc.
Trisha Kirk - Guthrie Theater	Steve LaCroix - Minnesota Vikings	Mike Salmen - Transwestern
John Campobasso - Kraus-Anderson Construction Company	Adi Leviatan - McKinsey & Company	Bill Katter - United Properties
Anna Coskran - NTH, Inc.	Kevin Lewis - BOMA Greater Minneapolis	Mark Schindele - Target Corporation
John Cowles III - Knudsen   Cowles	Ben Lillie - TCF National Bank	Kathleen Schmidkofer - University of Minnesota Foundation
Shelly Crowley - Mpls.St.Paul Magazine	Mike Logan - Twin Cities In Motion	Tom Schnettler - Piper Jaffray
Jim Durda - Zeller Realty Group	Bob Lux - Alatus, LLC	Scott Schnuckle - HealthPartners
Beau Farrell - Haskell's & The Big Cheese Wine Bar	Tim Mahoney - The Loon Café	Tom Schulenberg - RBC Wealth Management
Brent Foerster - Meet Minneapolis	Brian Mallaro - Deloitte & Touche LLP	Erin Sexton - Mayo Clinic
Erik Forsberg - Empire Hospitality	John Marshall - Xcel Energy	Ari Silkey - Amazon - Technology Development Center
Luz Maria Frias - YWCA Of Minneapolis	Tim Marx - Catholic Charities	Kevin Smith - Minnesota Orchestra
Tucker Gerrick - Fulton Brewing Company	Kimberly Motes - Children's Theatre Company	Kirsten Spreck - Thrivent Financial
Jennifer Gilhoi - SparkTrack Consulting	John "Ozzie" Nelson - NELSON	Bruno Stumpf - Honeywell
Jay Gregerson - CenturyLink	Mark Nerenhausen - Hennepin Theatre Trust	Vincent Thomas - Minneapolis Community and Technical College (MCTC)
Kendall Griffith - Mortenson	Dave Norback - RSP Architects, Ltd	James Vos - Cresa Minneapolis
Scott Hagan - North Central University	Ravi Norman - Thor Construction	Jonathan Weinhagen - Mpls Regional Chamber
Mark Hamel - Dorsey & Whitney, LLP	Chris Passaro - Comcast Corporation	John Wheaton - Faegre Baker Daniels, LLP
Timothy Hart-Andersen - Westminster Presbyterian Church	Nick Pechman - JB Hudson Jewelers	Tom Whitlock - Damon Farber Associates
Blake Hastings - CBRE	Todd Peterson - Be The Match Foundation	David Wilson - Accenture
Michael Headrick - PCL Construction Services, Inc.	Robert Pfefferle - Hines Interests	David Wright - U.S. Bank
	Brian Pietsch - Ameriprise Financial	

**"It's wonderful to be walking and to see a friendly face, someone who is giving directions, or who scooping up litter – besides the specific positive action, it creates an atmosphere of caring and friendliness. Thank you for all you do to bring out the best in Minneapolis"**

**– Downtown Employee**

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Ambassador Hotline: 612.332.1111

info@mplsdid.com

[www.mplsdid.com](http://www.mplsdid.com)

DID is managed by a small staff of professionals with expertise in real estate and project management as well as services procurement and oversight. Services are implemented via contracts with vendors. Please visit the DID website for more information about services implementation, staffing, board, committee membership, etc.

