



Downtown  
Improvement  
District

# Operating Plan 2020

Mpls Downtown  
Improvement District and  
Vibrant & Safe Downtown

We are pleased to present you with this overview of DID services proposed for 2020. 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 clean, green, safe and vibrant. 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 2020!

Learn more about the  
2020 Operating Plan  
at DID's Open House

**Tuesday,  
Sept 3,  
4-5:00pm**

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



# New Initiatives

Over the past several years, DID has launched new initiatives and expanded our scope of work to fulfill our mission in new ways. This includes the Livability team, robust communications tools and management in the Safety Communication Center, the responsibility for activation of the newly designed Nicollet, and an ongoing office presence at street level on Nicollet. In 2020, we remain committed to continuing our work to make all areas of the district attractive, safe and welcoming. The Livability team's efforts continue, guiding individuals to services, discourage intimidating behaviors, and working effectively with our law enforcement partners. Our operations will be enhanced with our street level office on Nicollet, allowing Ambassador, maintenance and activation services to be delivered more efficiently. This office adds visibility to our program and helps us to develop stronger relationships and more personal contacts with you as property owners and the community in general. Budgeted maintenance and greening costs are seeing a slight increase due to the completion of warranty periods and the desire for additional greening elements. All of these recommendations are consistent with our mission and responsibility to serve the district daily and provide the best possible results.



**“We really want to thank you and your staff for having people like the Ambassadors to help others. It can be intimidating coming from somewhere so far away, and they made us feel right at home.”**

**—Downtown Visitor**

## 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

The frequency of services delivered is determined based upon what is needed to achieve 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 DID Livability team, Nicollet activation, and relationship management, add value to our services and will continue along with our core services of clean, green and safe. The effect of the new Nicollet on our budget continues to evolve as our responsibilities for maintenance has resumed and most warranties are expiring in 2019. However, 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 2019 of \$314,800—a 4.5% 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 1.79%. 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: Deb Kolar (Chair)—Accesso, Nancy Aleksuk—Swervo Development, Mike Dwyer—Newmark, Jeff Gendreau—Baker Tilly Virchow Kraus, Dave Horsman—Minnesota Twins, Ken Jarka—Hilton Minneapolis, Joanne Kaufman—WDBA, Mike Maney—Ryan Cos., Jane Mauer—Tartan Investment, Eric Merriman—Thrivent Financial, Ronnie Ragoff—Shorenstein, Seth Redfield—Piedmont, Amy Remely—Kraus-Anderson, Nils Snyder—Kenwood Commercial, Jennifer Swanson—City of Minneapolis, John Sweeney—Brave New Workshop, Steve Trulen—Target, and Joan Vorderbruggen—Hennepin Theatre Trust.

## 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, 2020 DID charges will be combined with special assessments on Hennepin County property tax statements, payable 2020. 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.

## 2020 Services Plan & Estimated Budget

Service Charges	LF	GBA	TOTAL
Service Charges Assessed	\$1,929,775	\$4,588,522	\$6,518,297
Voluntary Opt-In charges Assessed	361,606	415,754	777,360
<b>Total Sources</b>	<b>\$2,291,381</b>	<b>\$5,004,276</b>	<b>\$7,295,657</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.	1,033,177	1,295,456	2,328,633
<b>Livability and Outreach:</b> Police Reserves, Youth outreach, housing & treatment liaisons, Livability team, Downtown 100	—	799,550	799,550
<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.	746,570	745,571	1,492,139
<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 implement greening. Tactical Urbanism.	—	406,000	406,000
<b>Public Area Maintenance</b>	—	221,333	221,333
<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.	—	118,647	118,647
<b>Program Management:</b> Staff & professional services for planning & implementation of new initiatives and DID operations.	400,047	864,953	1,265,000
<b>Administration:</b> Facilities, parking, supplies, postage, equipment, professional services, insurance, telephone, IT, financing costs, bank fees, & other administrative expenses.	111,587	241,267	352,854
<b>Contingency</b>	—	50,000	50,000
<b>Total Costs</b>	<b>\$2,291,381</b>	<b>\$5,004,276</b>	<b>\$7,295,657</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, greener, safer 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 April 30 each year. DID is a 501(c)6 non-profit organization with a wholly controlled 501(c)3 subsidiary, Vibrant & Safe Downtown. 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, 2019 was as follows:

### Board of Directors

Laura Day—Minnesota Twins (Chair)	Steve Herron—Zeller Realty Group	Susan Oguche—Sleep Number
Siyad Abdullahi—The Language Banc	Ted Johnson—Minnesota Timberwolves and Minnesota Lynx	Bill O'Keefe—McKinsey & Company
Chris Behrens—YA	Tom Jollie—Padilla	Nick Pechman—JB Hudson Jewelers
Rick Bertram—Marriott City Center Hotel	Paul Kasbohm—Star Tribune Media Company, LLC	Todd Peterson—Be The Match Foundation
John Campobasso—Kraus-Anderson Construction Company	Summer Kath—Cambria	Robert Pfefferle—Hines Interests
Joseph Cecere—Little & Company	Bill Katter—United Properties	Brian Pietsch—Ameriprise Financial
Kerry Cooley Bruggemann—Michaud Cooley Erickson	Steven Katz—Barnes & Thornburg LLP	Ronnie Ragoff—Shorenstein Realty Services, LP
Anna Coskran—NTH, Inc.	Joanne Kaufman—Warehouse District Business Association (WDBA)	Matthew Rauenhorst—The Opus Group
John Cowles III—Knudsen   Cowles	Trisha Kirk—Guthrie Theater	Joe Ravens—Wells Fargo Bank, NA
Steve Cramer—mpls downtown council	Shannon Knoepke—Entercom / WCCO Radio	Carl Runck—Ryan Companies US, Inc.
Shelly Crowley—Mpls.St.Paul Magazine	Deb Kolar—Accesso Services Inc.	Steven Ryan—Briggs and Morgan PA
Nathan Dahms—Honeywell	Keith Kramar—CSM Corporation	Mike Ryan—Ryan Companies US, Inc.
Lynette Dumlalag—JLL	Steve LaCroix—Minnesota Vikings	Mike Salmen—Transwestern
Beau Farrell—Haskell's & The Big Cheese Wine Bar	Kevin Lewis—BOMA Greater Minneapolis	Mark Schindele—Target Corporation
Brent Foerster—Meet Minneapolis	Ben Lillie—TCF National Bank	Tom Schnettler—Piper Jaffray
Erik Forsberg—Empire Hospitality	Mike Logan—Twin Cities In Motion	Scott Schnuckle—HealthPartners
Tucker Gerrick—Fulton Brewing Company	Karin Lucas—SPS Commerce	Tom Schulenberg—RBC Wealth Management
Jennifer Gilhoi—SparkTrack Consulting	Bob Lux—Alatus, LLC	Erin Sexton—Mayo Clinic
Kendall Griffith—Mortenson	Brian Mallaro—Deloitte & Touche LLP	Ari Silkey—Amazon - Technology Development Center
Jennifer Haferbecker—HGA	Jonathan Marks—Johnson Controls	Kirsten Spreck—Thrivent Financial
Scott Hagan—North Central University	John Marshall—Xcel Energy	Vincent Thomas—Minneapolis College (MCTC)
Mark Hamel—Dorsey & Whitney, LLP	Tim Marx—Catholic Charities	Phil Trier—U.S. Bank
Timothy Hart-Andersen—Westminster Presbyterian Church	Kimberly Motes—Children's Theatre Company	James Vos—Cresa Minneapolis
Michael Headrick—PCL Construction Services, Inc.	John "Ozzie" Nelson—NELSON	Jonathan Weinhagen—Mpls Regional Chamber
Meike Hengelfelt—CenterPoint Energy	Mark Nerenhausen—Hennepin Theatre Trust	Jonathan Wendroff—Comcast Corporation
	Dave Norback—RSP Architects, Ltd	John Wheaton—Faegre Baker Daniels, LLP
		Tom Whitlock—Damon Farber Associates
		David Wilson—Accenture

**"Many times I have needed your service—  
during the construction of Nicollet Mall,  
during bad weather or simply if I feel the need  
for assistance walking to the Public Library.  
Your service to me is the best part of Minneapolis."**

**—Downtown Resident**

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Ambassador Hotline: 612.332.1111

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[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.

