

DOWNTOWN MILWAUKEE ECONOMIC REPORT

2009 - 2010

*“The reset button on the economy has been set
and we are ready to take on the challenge of bolstering
a community that people take ownership of.”*

– Tom Bernacchi, Chair of Milwaukee Downtown, BID #21



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2010 is our 13th year of operations in Downtown Milwaukee. It has been a joy to witness the revival and to see the steadfastness of this downtown community even in tough economic times.

Milwaukee Downtown, BID #21 continues to focus on its core mission to assure a clean and friendly environment, and promote Downtown Milwaukee as the gathering place to live, learn, work, dine and play. With expanded BID boundaries, renegotiated contracts, updated technology, a strong brand identity, a new retail recruiter, growing special events, an engaged stakeholder group, and promising research results, we are positioned to launch ourselves into a decade to remember.

The reset button on the economy has been set and we are ready to take on the challenge of bolstering a community that people take ownership of.

I am proud of the board and staff for making good solid decisions and for elevating the awareness of downtown as a great place. Downtown Milwaukee is the heart of our region and a place we can all be proud of. Thanks for your ongoing support.

Tom Bernacchi

CHAIR, MILWAUKEE DOWNTOWN, BID #21

*“When I think of Downtown Milwaukee,
I think of resiliency, stability and opportunity.
Downtown is a community that totally rocks.”*

– Beth Nicols, Executive Director of Milwaukee Downtown, BID #21





When I think of Downtown Milwaukee, I think of resiliency, stability and opportunity. Downtown is a community that totally rocks. With strong public and private partnerships, we continue to bring initiatives to the table that enhance our brand experience.

Milwaukee Downtown, BID #21 is focused on creating a remarkable and memorable urban experience. Research continually reminds us how important issues like quality of life, variety of things to do, feelings of safety, cleanliness, green and open space, parking, transit, community commitment, and stakeholder involvement are.

Our organization provides a forum for all of these issues to be addressed. Our property owners continue to invest in the Milwaukee Downtown Business Improvement District to the tune of \$3.5 million per year. The City and the County continue to work toward collaboration and partnership. Together, we are committed to making this downtown the best it can possibly be.

For more information, check us out at www.MilwaukeeDowntown.com. I'm excited to hear from you soon.

Beth Nicols
EXECUTIVE DIRECTOR,
MILWAUKEE DOWNTOWN, BID #21



Downtown is the heart of our region and Milwaukee's downtown is a vibrant, thriving community with unique neighborhood destinations. We are a Downtown rich with sports, arts and culture, a dynamic built environment and a Fresh Coast attitude. Our greatest assets are our people, our dedicated corporations and small businesses, the variety of things to do and our spectacular quality of life. Downtown Milwaukee is ramping up to grow retail, housing and jobs. Our RiverWalk, landscaped boulevards and avenues provide an enjoyable pedestrian experience. Join us in our spirit of innovation and celebration. Live here, work here, learn here, play here – just tap into the energy! See you 'round Downtown!

Tom Barrett
TOM BARRETT
MAYOR - CITY OF MILWAUKEE



Downtown Milwaukee is a great place to live, work, learn and play. Our Milwaukee County Parks System won the prestigious 2009 National Gold Medal award and much of that award-winning green space is located in the heart of our central business district. Downtown Milwaukee is truly blessed by the beauty of Lake Michigan, Bradford Beach, and our outstanding parks and trails. In an effort to help preserve that beauty, Milwaukee County Transit is adding 125 new green and clean buses, a key factor in getting people to and from work. The proposed Bus Rapid Transit line from the County Grounds through Downtown Milwaukee to the UWM campus will make Downtown Milwaukee even more accessible. Together, we are working to keep Downtown Milwaukee's economic engine humming. I hope you'll support us in that endeavor.

Scott Walker
SCOTT WALKER
MILWAUKEE COUNTY EXECUTIVE

2009-2010 Downtown Milwaukee Highlights

Downtown Milwaukee is the geographic, cultural and economic heart of the city, the core of a metropolitan area that is home to over 1.5 million people. Rebounding from decades of disinvestment, Downtown Milwaukee has experienced a renaissance over the last 15 years.

While downtown development and re-development is a continuous process involving a large number of potential stakeholders, the renewed public and private attention placed on Downtown Milwaukee has positioned it to maintain and grow its prominence in the regional, national and international economy.

The Brookings Institution, which has studied downtown population change in cities across the U.S., categorizes Milwaukee as a "Downtown on the Edge of Takeoff."

- **DOWNTOWN EMPLOYMENT** - Compared to the MSA (Milwaukee Metropolitan Statistical Area) and State, downtown significantly leads in the percentage of higher paid employees. Roughly 54% of downtown's 81,947 employees earn more than \$3,333 per month.
- **DEVELOPMENT COMPLETED DOWNTOWN SINCE 2005** - From new construction to multi-million dollar renovations, more than \$1.8 billion has been invested since 2005. This includes office, residential, recreational, retail and infrastructure developments.
- **DEVELOPMENT PLANS IN THE PIPELINE** - Downtown is poised for growth as projects under construction tally more than \$397 million. Another \$192 million awaits in proposed developments. Neighborhoods with the most growth potential include the Park East Corridor and The Brewery.
- **RESIDENTIAL GROWTH** - Despite problems in the housing market, 2009 downtown condo sales were comparable to 2005 with 230 units sold.
- **HOME TO THE REGION'S CIVIC AND CULTURAL ICONS** - Art, architecture, museums, cafes, theater, sports, the Lakefront and weekend festivals bring over 6 million visitors to the city annually. Over a half-million visitors per year are convention attendees.
- **EXPANDED BID BOUNDARIES** - January 2009 marked the adoption of new boundaries for BID #21. Growing by 30% to the north and west, East Pointe Marketplace was the largest area added to the BID.
- **CRUCIAL ROLE AS TRANSPORTATION HUB** - A balanced transportation plan that provides attractive options into and out of Downtown Milwaukee is vital for local and regional economic development.
- **RETAIL RECRUITMENT EFFORT UNDERWAY** - Since February 2009, Milwaukee Downtown's new retail recruiter has made over 220 prospect/retail visits, qualified 80% with 2% expressing sincere interest, and scored one retail deal.
- **CENTER FOR HIGHER EDUCATION** - The large number of regional college students (97,000) provides downtown with a large spending potential and prospective labor pool with a variety of fresh skills.



RANKED AMONG THE BEST

- **2ND SAFEST CITY**
Among the 40 Largest Metropolitan Areas in the U.S. – Forbes.com (2009)
- **9TH BEST CITY FOR YOUNG PROFESSIONALS IN THE U.S.**
– Forbes.com (2008)
- **12TH MOST SUSTAINABLE CITY IN THE U.S.**
– SustainLane.com (2008)
- **5TH BEST UP-AND-COMING TECH CITY IN THE U.S.**
– Forbes.com (2008)
- **5TH BEST CITY TO RETIRE IN THE U.S.**
– AARP The Magazine (2007)
- **#1 SEXIEST CITY IN THE U.S.**
– Marie Claire (2008)
- **10TH FITTEST CITY IN THE U.S.**
– Men's Fitness (2008)
- **12TH BEST CITY IN THE U.S. FOR THE GREATEST NUMBER OF SIX-FIGURE JOBS**
– CNNMoney.com (2006)



“It is essential that the firm have a downtown location. Downtown Milwaukee is considered the business center of the state.”

– Downtown CEO



Downtown Employment

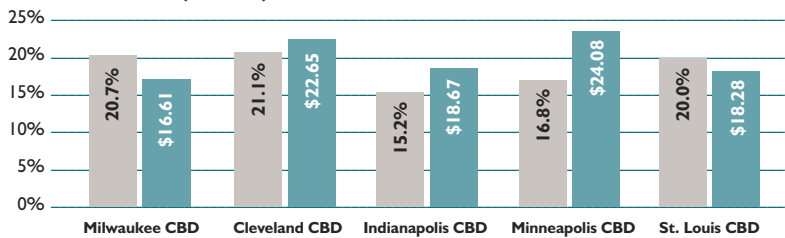
- **LEADING THE REGION IN HIGHER WAGES** - Compared to the MSA and State, downtown significantly leads in the percentage of higher paid employees. Roughly 54% of downtown’s 81,947 employees earn more than \$3,333 per month.
- **SPENDING POTENTIAL** - On the national average, office workers spend \$96 per week. Downtown Milwaukee employees represent \$344 million in retail spending potential annually.
- **YOUNG PROFESSIONALS** - In contrast to national and regional trends, between 1990 and 2006, downtown increased its 25 to 34 age population from 22.4% to 32.2% – almost 2,000 residents.

Downtown Office Market

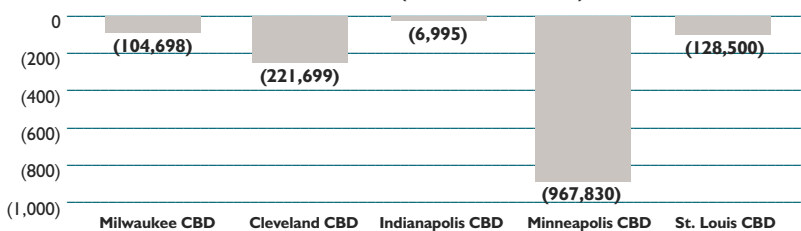
- **12.5 MILLION SQUARE FEET OF SPACE** - 5.6 million sq. ft. (44%) of office space is Class A space.
- **VACANCY RATE** - While overall, Downtown Milwaukee vacancy levels are higher than peer cities, Downtown’s East Town neighborhood (class A, B and C) was only 15.7% in 2009 – comparable to vacancy rates of Indianapolis and Minneapolis. Additionally, when compared to peer cities, Downtown Milwaukee offers affordable Class A rents. Averaging \$16.61 sq. ft., Class A rents in Downtown Milwaukee are a good value for business expansion and relocation.
- **DOWNTOWN VS. SUBURBS** - Regionally, office space vacancies have increased faster in the suburbs and nationwide. Per NAI Global, downtown’s class A vacancy of 10.3% is better than the national average of 13.9%.

Sources: U.S. Census Bureau, LED OnTheMap Origin-Destination Database (Beginning of 2nd Quarter 2008 Employment); Downtown Works, Downtown Milwaukee Retail Strategy, 2009; UW-Extension Center for Community & Economic Development, Downtown Milwaukee Market Analysis, 2007; Milwaukee Development Corporation, Small Business CEOs Talk About Downtown, 2009

TOTAL OFFICE VACANCY COMPARISON (4TH QUARTER 2009) ASKING RENT (CLASS A)



OFFICE ABSORPTION YEAR-TO-DATE (4TH QUARTER 2009)



Source: GRUBB & ELLIS: Apex Commercial; and Xceligent

DOWNTOWN BUSINESS CLIMATE RATING

Evaluation Factor Rating: 5 = Very Important, 1 = Not Important

1. Feeling of safety	4.79
2. Police/fire protection & responsiveness	4.47
3. Cleanliness	4.44
4. Parking access	4.39
5. Visual attractiveness of downtown	4.34
6. Downtown atmosphere	4.18
7. Graffiti removal / vandalism control	4.15
8. Commercial lease rates	4.13
9. Inebriate, transient, vagrant control	4.01
10. Parking expense	4.01
11. Restaurant selection	4.00
12. Special assessments, taxes, fees	3.85
13. Arts and cultural amenities	3.79
14. Public transportation	3.77
15. Pedestrian access	3.65

Source: Milwaukee CEOs Talk About Downtown, April 2007

BENEFITS OF A DOWNTOWN LOCATION

Location Benefit	Companies	Percentage
1. Proximity to clients or employees	60	70%
2. Downtown is central	41	48%
3. Prestige / credibility	36	42%
4. Downtown vibrancy	22	26%
5. Transportation access	13	15%
6. Entertainment	13	15%

Source: Milwaukee CEOs Talk About Downtown, April 2007

*Some companies provided multiple answers

DOWNTOWN MILWAUKEE EMPLOYEES

Occupation (2000)	Downtown Study Area Number of Workers	Percent of Workers
White Collar	60,054	77.0%
Management / Business / Financial	17,080	21.9%
Professional	18,517	23.8%
Sales	6,419	8.2%
Administrative Support	18,037	23.1%
Services	9,477	12.2%
Blue Collar	8,474	10.9%
Farming / Forestry / Fishing	124	0.2%
Construction / Extraction	1,619	2.1%
Installation / Maintenance	1,661	2.1%
Production	2,649	3.4%
Transportation / Moving	2,411	3.1%
Armed Forces	10	<0.1%
Total Employees	78,005	100.0%

Source: 2000 Census Bureau Transportation Planning Package

Downtown Residential Market

The residential market is an essential component to downtown revitalization. New downtown residents create a captive consumer market, signal investment and improve safety perceptions.

Between 1990 and 2006, Downtown Milwaukee had the second largest downtown population in comparison to peer cities. Residents in Downtown Milwaukee run the gamut from single, young professionals who enjoy living close to their jobs to married condominium owners aged 50 to 64 who reverse commute to their jobs outside the city center.

“Living downtown has just been absolutely wonderful. The biggest surprise about living downtown is the city at night. The lights are absolutely spectacular.”

– Barry Mandel, president of Mandel Group Inc.

- **CONDO SALES STEADY** - Despite problems in the housing market, 2009 downtown condo sales were comparable to 2005 with 230 units sold. Condo sales were at their peak in 2006 with 460 units sold.
- **HIGHLY EDUCATED** - Downtown Milwaukee residents lead peer cities in higher education – 28.9% hold a bachelor’s degree and 15.9% earned a master’s, professional or doctoral degree. This highly-educated population provides a pool of knowledgeable workers in direct proximity to downtown businesses and lends a competitive advantage for attracting and retaining knowledge-based industries.
- **MAGNET FOR YOUNG PROFESSIONALS AND EMPTY NESTERS** - Downtown Milwaukee’s predominant lifestyle segment is *Metro Renters*, which comprises 56.2% of the population. The second and third largest lifestyle segments are *City Commons* and *Dorms to Diplomas* respectively. These three lifestyle segments comprise 76% of downtown’s population.
- **MILWAUKEE STANDS TALL WHEN COMPARED TO PEER CITIES** - In comparison to peer cities, Downtown Milwaukee residents have the second highest per capita income (\$34,035) and average household income (\$62,140). Not surprisingly, the vast majority of Downtown Milwaukee residents (76.9%) are employed in “white-collar” occupations.
- **GROWING RESIDENTIAL MARKET SUPPORTS PRIMARY TRADE AREA** - More than 2,000 new residential units have been added downtown within the last two decades and more than 3,700 new residential units have been built within a half-mile of the central business district.

Sources: UW-Extension - Center for Community & Economic Development, Downtown Milwaukee Market Analysis, 2007 Greater Milwaukee Association of REALTORS®



DOWNTOWN EDUCATION ATTAINMENT COMPARISON IN 2000

Comparable Downtown	Bachelor's Degree	Master's Degree or Higher	White* Collar
Milwaukee	28.9%	15.9%	76.9%
Charlotte	20.2%	11.2%	68.7%
Cincinnati	12.7%	8.1%	58.1%
Cleveland	16.7%	10.6%	80.2%
Columbus	23.9%	15.2%	63.4%
Indianapolis	15.5%	11.4%	73.0%
Kansas City	16.8%	8.0%	64.6%
Memphis	12.0%	8.6%	59.7%
Nashville	15.9%	3.5%	60.6%
Pittsburgh	13.6%	10.9%	71.4%

Sources: ESRI Business Information Systems (ESRI BIS) and U.S. Census Bureau
*Downtown Occupational Comparison in 2006 - ESRI Business Information Systems

DOWNTOWN POPULATION TRENDS 1990 - 2006

Comparable Downtown	2006 Population	Population Change 2000-2006	Population Change 2000-2006
Milwaukee	14,898	1,069	1.3%
Charlotte	9,210	2,342	5.7%
Cincinnati	18,495	-683	-0.6%
Cleveland	7,325	982	2.6%
Columbus	6,579	260	0.7%
Indianapolis	11,415	717	1.1%
Kansas City	8,731	870	1.8%
Memphis	9,080	1,449	3.2%
Nashville	5,064	254	0.9%
Pittsburgh	14,647	-1,757	-1.8%

Source: ESRI Business Information Systems (ESRI BIS) and U.S. Census Bureau

DOWNTOWN INCOME COMPARISON IN 2006

Comparable Downtown	Per Capita Income	Average Household
Milwaukee	\$34,035	\$62,140
Charlotte	\$37,333	\$68,845
Cincinnati	\$21,867	\$41,097
Cleveland	\$29,386	\$55,500
Columbus	\$25,905	\$41,798
Indianapolis	\$28,572	\$60,041
Kansas City	\$25,643	\$44,193
Memphis	\$20,485	\$40,460
Nashville	\$20,578	\$43,252
Pittsburgh	\$23,106	\$49,243

Source: ESRI Business Information Systems (ESRI BIS)



Photo credit: Jessica Kaminski
Dancers: David Hovhannisyan and Luz San Miguel



Photo credit: Todd Dacquoise

Arts, Attractions and Visitors

The visitor and tourist market is a vital component of urban economies. For many cities, tourism is one engine behind downtown revitalization, job creation and reinvestment.

Downtown Milwaukee offers diverse visitor experiences. Art, architecture, museums, cafes, theater, sports, the Lakefront and weekend festivals bring over 6 million visitors to the city annually. More than a half-million visitors per year are convention attendees.

- MILWAUKEE COUNTY IS TOP IN STATE FOR TRAVEL SPENDING** - In Wisconsin, the tourism industry contributed roughly \$2 billion in state and local revenues in 2005. Milwaukee County ranks first in the state for traveler spending, contributing 13% of all traveler expenditures.
- TOURISM SUPPORTS 39,000 JOBS IN MILWAUKEE** - Traveler spending in 2005 supported 38,700 full-time equivalent jobs. Employees earned an estimated \$914 million in wages from tourist spending.
- PERFORMING ARTS GET HIGH MARKS** - The performing arts have consistently been a top rated activity throughout the six-county area. In 2005, area residents scored performing arts as the “best top-of-mind thing” about downtown at 24%. Behind performing arts were restaurants and bars at 20%.

Sources: UW-Extension - Center for Community & Economic Development, Downtown Market Analysis, 2007
Monalco Inc., Milwaukee Downtown Survey of the Six-County Area, 2005

DOWNTOWN ATTRACTION ATTENDANCE

Select Milwaukee Attractions	2008	2009
Potawatomi Bingo Casino	4,800,000	5,900,000
Milwaukee County Zoo	1,314,283	1,291,242
Milwaukee Public Museum	611,836	542,626
Pettit National Ice Center	500,000	500,000
Discovery World at Pier Wisconsin	266,000	266,000
Milwaukee Art Museum	274,615	274,615
IMAX / Planetarium	220,354	210,274

Select Festivals

Wisconsin State Fair	872,458	833,285
Summerfest	831,024	835,679

Select Sporting Events

Milwaukee Brewers	3,068,458	3,037,451
Milwaukee Bucks	651,516	614,721

Source: Representatives of individual attractions

CULTURAL ATTRACTIONS TICKET SALES

Performing Arts Organization	2008	2009
Milwaukee Symphony Orchestra	\$3,312,000	\$3,600,000
Milwaukee Repertory Theater	\$5,356,000	\$4,770,000
Milwaukee Ballet	\$1,500,000	\$1,400,000
First Stage Children's Theater	\$1,020,000	\$1,844,091
Florentine Opera Company	\$740,000	\$823,000
Skylight Opera Theatre	\$1,054,556	\$1,232,235

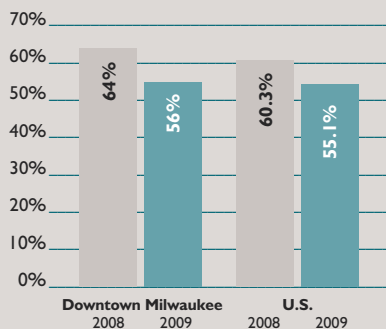
Source: The Business Journal "Book of Lists"

“Milwaukee proved to be an excellent laboratory for attendees and the Ambassadors, volunteers, speakers and staff did a great job highlighting the community’s downtown development effort.”

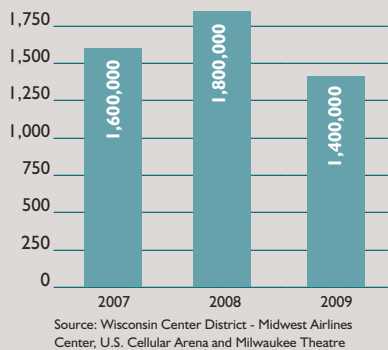
– International Downtown Association Conference Delegate



HOTEL OCCUPANCY



CONVENTION ATTENDEES - WISCONSIN CENTER DISTRICT



Downtown Retail

Recognizing the potential for retail growth, Milwaukee Downtown hired Downtown Works, a Washington D.C.-based consulting firm that specializes in cultivating retail districts in urban centers, to conduct a Streetfront Retail Strategy.

Milwaukee Downtown also hired its first retail recruiter in February 2009 to put Downtown Works' recommendations into motion. By serving as a conduit between potential retailers and property owners, the retail recruiter acts as a matchmaker, filling existing streetfront vacancies and building contiguous retail.

“There’s no better place than the heart of Milwaukee to serve our guests who make downtown a destination. We are extremely honored and proud to be part of a great city with even greater people.”

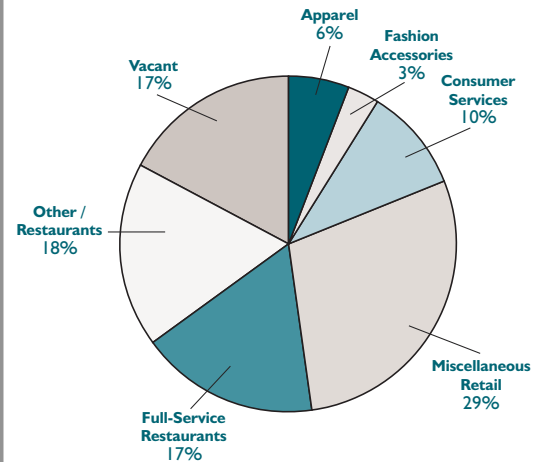
– Omar Shaikh, owner of *Carnevor, Umami Moto, and Charro Tacos & Tequila*

- **EXISTING RETAIL MIX SHOWS RESTAURANT DENSITY** - A quantitative analysis of downtown’s current retail mix shows restaurants comprise 35% of the mix. The “apparel” and “fashion accessories” categories need to grow – currently, only 9%.
- **\$607 MILLION IN SPENDING POTENTIAL FOR DOWNTOWN** - In 2008, downtown area residents, trade area residents (Milwaukee, Waukesha, Ozaukee counties), downtown white-collar workers, and visitors yielded a total achievable volume of \$607 million for Downtown Milwaukee.
- **97,000 COLLEGE STUDENTS, AN IMPORTANT SEGMENT FOR DOWNTOWN** - According to the 360 Youth College Explorer Study, conducted by Harris Interactive during the fall 2003 semester, U.S. college students aged 18 to 24 have \$122 billion in spending power, including \$24 billion in discretionary spending. These figures translate to \$13,000 in annual spending per student, 19% of which is discretionary spending (\$211 per month).
- **RECRUITMENT EFFORTS UNDERWAY** - Since February 2009, Milwaukee Downtown’s new retail recruiter has made over 220 prospect/retail visits, qualified 80% with 2% expressing sincere interest, and scored one retail deal – a women’s boutique. Retail incentives are also being developed to foster and promote retail growth.

Sources: Downtown Works, Downtown Milwaukee Retail Strategy, 2009
UW-Extension - Center for Community & Economic Development, Downtown Milwaukee Market Analysis, 2007



DOWNTOWN MILWAUKEE STREETFRONT RETAIL USES - 2009



PRIMARY TRADE AREA

- Likely frequent customers
- Base of market support
- More dense than secondary trade area

	2008	2013
Population	938,490	959,434
Households	386,210	398,105
Household Size	2.43	2.41
Average Household Income	\$62,799	\$74,294

SECONDARY TRADE AREA

- Less frequent customers
- Attractive income levels
- Retailers must make the distance worth the drive

	2008	2013
Population	476,999	496,523
Households	183,461	193,001
Household Size	2.6	2.6
Average Household Income	\$105,012	\$132,174

Source: Downtown Works, Downtown Milwaukee Retail Strategy, 2009





Helping to increase the frequency of visits by occasional visitors, the Public Service Ambassadors make downtown user-friendly and inviting. Awareness of Public Service Ambassadors increases feelings of safety.

– Monalco Research Findings

Public Service Ambassadors

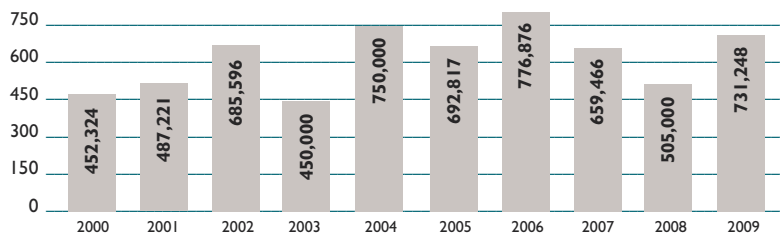
As walking concierges, Milwaukee Downtown's Public Service Ambassadors (PSAs) are at the forefront of downtown's hospitality. Equipped with literature and extensive downtown knowledge, they inform visitors, workers and residents on things to do and places to try – even how to get there. On average, these interactions total more than 23,000 each month.

Included in their 41,460 hours of service is the staffing of the Traveling Information Kiosk (TIK) and Bicycle Information Kiosk (BIK). Both vehicles serve as official information stations at festivals and events in and around downtown. The PSAs' high visibility and partnerships with Milwaukee's police and fire departments make the central business district one of the safest neighborhoods in the city.

- **TIK & BIK DEPLOYMENTS** - Throughout spring and summer months, Milwaukee Downtown deployed the Traveling Information Kiosk (TIK) and Bicycle Information Kiosk (BIK) to more than 120 farm markets, festivals and special events. These pop-up trailers are chock full of informational brochures and a magnet for downtown visitors, residents and workers.
- **WELCOMING NEWCOMERS** - Milwaukee Downtown, along with the East Town, Westtown and Historic Third Ward associations, assembled welcome baskets and bags for new residents and businesses. Downtown welcomed 39 new households and 35 new employees in 2009.
- **1,166 GRAFFITI TAGS REMOVED** - The PSA Graffiti Removal Team tackles 99% of reported tags within 24 hours of discovery. Only 16 tags required the assistance of an outside contractor.

LITERATURE DISTRIBUTION - 730,000 PIECES DISTRIBUTED IN 2009

Collateral distribution has proven to be effective in enticing the occasional visitor to visit more frequently.



MILWAUKEE TROLLEY LOOP

Downtown's free summer trolley service began 2009 with an extended season and expanded route. Connecting residents, workers and visitors to attractions and events, it also linked hundreds of street-level retail outlets, restaurants, spas and salons throughout Westtown, East Town and the Historic Third Ward.

- **RIDERSHIP EXCEEDED 22,500** – Trolleys operated Wednesdays – Saturdays, June 3 through September 5, with 20-minute headways.
- **SEASON EXTENDED THREE WEEKS** – Through the continued support of downtown businesses and neighborhood organizations, service for the 2009 season was extended through early September.
- **EXPANDED ROUTE LINKED SCHLITZ PARK** – Connecting employees to neighborhood eateries and attractions, trolley service was extended to Schlitz Park Wednesdays – Fridays from 11 a.m. to 5 p.m.
- **66% WERE OUT-OF-TOWN GUESTS** – More than half of all trolley riders were out-of-town guests.*
- **RIDE FREE SERVICES SPONSORED BY:**
 - Milwaukee Downtown, BID #21
 - Historic Third Ward Association
 - East Town Association
 - Westtown Association
 - VISIT Milwaukee
 - Hilton Milwaukee City Center
 - Hyatt Regency Milwaukee
 - InterContinental Milwaukee
 - Pfister Hotel
 - Milwaukee RiverWalk District
 - Old World Third Street Organization
 - Usinger Foundation
 - Milwaukee County Transit System

*2005 Milwaukee Trolley Loop ridership survey

Clean Sweep Ambassadors

From sunup to sundown, Milwaukee Downtown's Clean Sweep Ambassadors (CSAs) ensure the central business district is inviting to visitors, workers and residents. Armed with brooms, dustpans, pressure washers, three Litter Hawks and two Gumbusters, CSAs keep downtown's walkways spotless.

Besides sweeping away litter, the CSAs work behind the scenes on the set-up and breakdown of events. They also install the lights and holiday décor for the six-week Milwaukee Holiday Lights Festival.

- **COLLECTED MORE THAN 141,950 GALLONS OF TRASH** - The CSAs removed over 141,950 gallons of trash, bringing their total to nearly 1.9 million gallons since 1998.
- **POWERWASHED SIDEWALKS QUARTERLY** - The CSAs scrub and powerwash all 160 blocks within the central business district at least once a quarter.
- **INSTALLED AND MAINTAINED OVER 500,000 LIGHTS** - It took the CSAs over 1,400 hours to decorate downtown for the six-week Milwaukee Holiday Lights Festival. This included décor in Cathedral Square Park, Pere Marquette Park, Zeidler Union Square, and along Wisconsin Avenue, Jefferson Street and Old World Third Street. Over a half-million square feet received some splash of color.



GRAFFITI REMOVAL

Milwaukee Downtown's Public Service Ambassadors (PSAs) are single-handedly responsible for removing 99% of downtown's graffiti. The remaining 1% (16 tags) were outsourced to a graffiti removal contractor.

- **REMOVED WITHIN 24 HOURS** – *Using a combination of eco-friendly chemical removers, paint and pressure washers, the PSAs remove tags within 24 hours of being reported.*
- **10,249 TAGS REMOVED SINCE 2000** – *The PSA Graffiti Removal Team has removed 10,249 tags since 2000, saving Milwaukee Downtown approximately \$190,218 in removal services.*
- **EXPANDED BOUNDARIES PRESENT UNTREATED AREAS** – *With the expansion of Milwaukee Downtown's boundaries, the initial clean-up required in the new areas nearly quadrupled graffiti totals for 2009.*

“Cleanliness is a hallmark of Downtown Milwaukee and has consistently been in the top three attributes that influence people to come downtown.”

– Monalco Research Findings



Landscape Team

The Landscape Crew tends to over 100 hanging baskets, 200 on-grade beds and over 150 individual pots/containers along the RiverWalk, Wisconsin Avenue and Old World Third Street. These areas are serviced on a four-season rotation consisting of spring, summer and fall colors and winter greens.

- **180,000 PLANTS ROTATED SEASONALLY** - To keep downtown bright with flowers and foliage year-round, more than 180,000 new pieces of live stock are planted quarterly and some 500 pieces of replacement stock brought in weekly.
- **PROJECT EVERGREEN AWARD** - Milwaukee Downtown received a “Because Green Matters” Award from Project EverGreen for ongoing efforts in making Milwaukee a greener place.



“As a little girl, I remember coming downtown with my parents to see all the Christmas decorations at Gimbels. Now, we are making our own holiday memories with our twin girls, taking them past all the light displays.”

– Laura Witek, winner of the WISN 12 Flip the Switch Challenge



Downtown Events

Milwaukee Downtown sponsors and coordinates several events throughout the year to target audience segments. These events aim to elevate awareness of downtown's amenities and position Milwaukee Downtown as the marketing arm of the central business district.

DOWNTOWN DINING WEEK

- **PARTICIPATION GROWS TO 40 RESTAURANTS** - The 4th Annual Downtown Dining Week offered three-course menus at \$10 for lunch and \$20 for dinner at 40 restaurants.
- **74% RATE EXPERIENCE AS EXCELLENT*** - Patron surveys analyzed the experiences of diners based on food, service, presentation and ambiance. Of the 45,000 diners, 73.7% ranked the overall experience as “excellent.”
- **4.4 MILLION WEB HITS** - The Downtown Dining Week Web site averaged 2,800 sessions per day with visitors spending an average of 8 minutes browsing menus.

DOWNTOWN EMPLOYEE APPRECIATION WEEK

- **MILWAUKEE GETS NATIONAL RECOGNITION AS DENVER REPLICATES EVENT** - After receiving an Outstanding Achievement Award from the International Downtown Association, Milwaukee Downtown assisted Denver in developing their own version. The two events overlapped allowing cross-media coverage.
- **NEW SPONSORS HELP BUILD AND SUSTAIN EVENT** - New media and business sponsors helped increase exposure and offer greater incentives for participation.

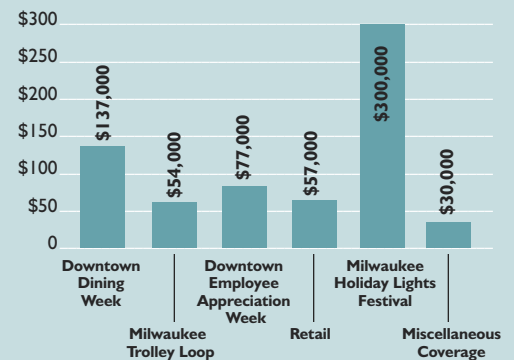
DOWNTOWN HOLIDAY LIGHTS FESTIVAL

- **NEW FAMILY FASHION PRE-SHOW** - Prior to the kick-off at Pere Marquette Park, a family fashion show highlighted over a dozen retail destinations downtown.
- **FLIP THE SWITCH CONTEST AND LIVE COVERAGE ON WISN 12** - Milwaukee Downtown challenged families to submit their favorite holiday memory downtown. The winning entry had the opportunity to “flip the switch” at the kick-off ceremony. The switch-flipping also aired live during WISN 12's 6 p.m. newscast.
- **JINGLE BUS AVERAGED 109 PASSENGERS PER HOUR** - At just \$1 per person, the Jingle Bus has quickly become one of southeastern Wisconsin's most popular and affordable holiday attractions. Operating Thursdays – Sundays for six weeks, the service averaged 109 passengers per hour.

*Source: Downtown Dining Week patron survey, 2007

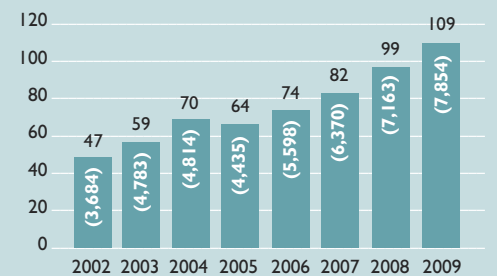


PUBLIC RELATIONS MEDIA EXPOSURE



Source: Valuations based on industry standard formula

JINGLE BUS PASSENGERS PER HOUR (TOTAL PASSENGERS)



Source: Based on Jingle Bus ticket sales

Marketing Milwaukee Downtown

In addition to events, Milwaukee Downtown coordinates a number of e-communication tools to keep stakeholders and loyalists “in the know.” Collaborations with other community organizations have helped to further Milwaukee Downtown’s mission and broaden reach.

- **HOTLIST CAMPAIGN CONNECTS LOYALISTS** - Downtown’s bi-weekly e-postcard program has kept over 10,000 loyalists in the loop on unique events and activities. As an added bonus, subscribers are rewarded with discounts to restaurants, attractions and boutiques.

Events and programs of Milwaukee Downtown are measured and benchmarked by attendance and participation. Awareness is generated through advertising, public relations and community outreach.

- **MONTHLY E-RIPPLE EFFECT SUPPORTS ONGOING PROGRAMS** - A vehicle to communicate topical events and happenings to internal audiences, Milwaukee Downtown’s e-Ripple Effect has a 39% open rate and a 15.5% click-through rate – both above industry standards.
- **ANNUAL MEETING RECAPS SUCCESSES** - Held in spring, Milwaukee Downtown uses the platform of its annual meeting to recap successes, introduce new initiatives and honor Downtown Achievement Award winners. A great networking event, typical attendance is 250+ stakeholders.
- **PARTNERSHIPS WITH ORGANIZATIONS OUTSIDE BID BOUNDARIES** - Throughout 2009, Milwaukee Downtown worked with Wisconsin State Fair, Greater Milwaukee Association of REALTORS® and the Milwaukee Brewers on cross-promotions.
- **MINI SUMMER CALENDAR** - While comparable cities experience a dip in occupancy during the summer as commercial travel slows, Downtown Milwaukee’s occupancy steadily increases. For this reason, Milwaukee Downtown organizes all summer events, concerts, festivals and farm markets into a pocket-sized calendar and prints 50,000 copies for distribution.
- **PARKMILWAUKEE.COM UPDATED** - Milwaukee Downtown and the East Town, Westown, and Historic Third Ward associations revamped ParkMilwaukee.com to keep the site user-friendly and up-to-date.
- **MILWAUKEE PLEIN AIR** - In September, 83 artists descended on downtown to use its natural beauty as their backdrop. Canvases were later auctioned to benefit Artists Working in Education.
- **MILWAUKEE HOSTED IDA FALL CONFERENCE** - Milwaukee Downtown and the East Town, Westown, and Historic Third Ward associations hosted over 500 downtown management professionals for the International Downtown Association Fall Conference in September.
- **ASSISTING IN RETAIL RECRUITMENT** - Given the extensive research done by Downtown Works, Milwaukee Downtown is packaging findings into a leave-behind piece for prospective retailers.
- **SOCIAL MEDIA** - Milwaukee Downtown recognizes the importance of engaging consumers in online networks. Twitter and Facebook strategies have been integrated into the organization’s communications mix.



MILWAUKEE DOWNTOWN

- **MISSION:**

To assure a clean and friendly environment and promote Downtown Milwaukee as the gathering place to live, learn, work, eat and play.

- **VISION:**

To be the leading force in creating a dynamic atmosphere in which to live, work, play and visit 24 hours a day, every day.

- **GOALS:**

- *Market and promote Downtown Milwaukee as a clean, safe and friendly destination.*
- *Position the Downtown Milwaukee management district to provide leadership for collaborative efforts to significantly improve the quality of life.*
- *Provide a positive, productive and nurturing environment that will attract new business and retain existing businesses downtown.*
- *Promote physical changes to make downtown a more comfortable and exciting place.*



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