



Milwaukee Downtown  
**5 YEAR STRATEGIC PLAN**  
ADOPTED SEPTEMBER 2023







An aerial photograph of the Milwaukee downtown skyline, featuring a prominent building with a dark, pointed roof. The image is overlaid with a dark, semi-transparent filter. The text "Milwaukee Downtown" is in white, "5 YEAR STRATEGIC PLAN" is in large orange letters, and "ADOPTED SEPTEMBER 2023" is in smaller orange letters.

# Milwaukee Downtown **5 YEAR STRATEGIC PLAN** ADOPTED SEPTEMBER 2023





# Message From The Board Chair

## **DEAR VALUED STAKEHOLDERS,**

Last year, BID 21 celebrated its 25th year of operations. Over that quarter century, our programs, events and initiatives have had a transformational impact on our central business district. Today, Downtown is unquestionably the thriving, sustainable, inclusive, innovative and vibrant heart of Milwaukee. Our BID assessments have and will continue to fund critical programs focused on quality of life and economic impact. They not only benefit Downtown; they promote vitality in our city and region.

We remain focused on efforts and programs that keep the community safe and engaged. That begins with our quality of life and economic development initiatives, as well as our signature events, including Downtown Dining Week, Taste & Toast, the Milwaukee Holiday Lights Festival, and Downtown Employee Appreciation Week. These popular activities elevate awareness of what's happening Downtown, and they financially support our small businesses and our arts and cultural communities by driving traffic to the district. Ultimately, they reinforce positive perceptions of Downtown Milwaukee and the role of BID 21 as an economic catalyst that creates opportunities for all.

As we set out to plot the organization's next chapter with our new strategic plan, we made it a point to gather widespread feedback from employees, residents and visitors, as well as peer organizations, government officials and business executives. Between early June and late July, 2023, we distributed a general survey that generated more than 1,000 responses. We also conducted targeted outreach to business executives and community leaders through a survey and several roundtable discussions.



The feedback was clear. Respondents see value in Milwaukee Downtown's work, and they would like us to strengthen and expand our efforts in retention and recruitment, in public space management and in quality-of-life programs. We also learned that all respondents widely desire more walkable streets, expanded public transit access, and increased and improved green space. We're grateful for the opportunity to engage with you and our other stakeholders as we create a vision for our organization, and for how we allocate our resources, over the next five years and beyond.

Our new plan has five focus areas:

1. **Clean, Safe & Welcoming:** Milwaukee Downtown will continue to provide services and expand programs that keep our district clean, safe and welcoming for all.
2. **Economic Growth:** We will strengthen Downtown's role as the best place in the Great Lakes region to grow and thrive for local businesses, large employers, retail, daytime and nighttime entertainment, and tourism.
3. **Placemaking, Marketing & Events:** We will bring people together through new and exciting shared experiences by activating Downtown's publicly accessible open spaces.
4. **Arts, Culture, Entertainment & Sports:** We will grow Downtown Milwaukee's reputation as a premier district for visual and performing arts, entertainment, nightlife and sports.
5. **Neighborhood & District Partnerships:** We will leverage the exciting diversity of Downtown neighborhoods and the clout of collective action by strengthening existing partnerships and creating new ones with neighborhoods, community organizations and other districts.

All of this will ensure that, with your help and support, Downtown Milwaukee will continue to be the destination of choice to live, work, learn, play and stay.

Respectfully,

A handwritten signature in white ink, reading "Tammy Babisch". The signature is fluid and cursive, with a large, stylized "T" and "B".

**Tammy Babisch**  
Board Chair  
BID 21



# Message From The CEO

## DEAR VALUED STAKEHOLDERS,

The future of Downtown Milwaukee has never been brighter as we continue to be a national leader in post-pandemic recovery, with notable return-to-office percentages, new business recruitments, pedestrian counts and cleanliness.

Since 2020, more than 7,000 new jobs have relocated or committed to Downtown. Our worker return-to-office rate continues to lead in the Great Lakes region and nation with greater than 85% and when considering all Downtown users, our activity has returned to nearly 95% of what it was in 2019.

Our residential population is growing and our magnetic amenities are attracting young professionals. Since 2010, Downtown's residential population has increased 21.2%, and we're on track for a wave of new urban dwellers as more than 2,000 additional residential units are currently under construction and thousands more are in the pipeline. We're encouraged by this growth, and by Milwaukee's recent acclaim as Forbes magazine's 16th best city in America for young professionals.

This growth is paralleled by unprecedented Downtown investment across all industry sectors. Over \$4.6 billion has been invested in our central business district since 2010, and more than \$3.1 billion awaits in under-construction and proposed projects.





While Downtown Milwaukee's post-pandemic recovery outpaces peer cities of our size, we remain committed to being responsible stewards of our growth. Beginning in 2021, we partnered with the City of Milwaukee's Department of City Development to co-lead an update to the 2010 Downtown Area Plan.

After nearly two years of public outreach and engagement, the Connecting MKE: Downtown Plan 2040 was unanimously adopted by Milwaukee's Common Council. This update represents an inclusive vision of Downtown as a place for every resident, in every neighborhood, to feel welcome and connected to Milwaukee's city center.

Six "big ideas" were born from the plan, including growing Downtown's population, investing in parks and gathering spaces, expanding and enhancing transit, reconnecting places divided by human-made barriers, improving streets to support all users and redesigning streets as public places.

As Milwaukee Downtown prepared for the role it would play in implementing the plan's recommendations, the need to review our own organization's resource allocation arose as a priority. So, this past year, after celebrating our 25th anniversary, we engaged MIG Consulting to assist us in developing a new strategic plan for BID 21 that outlines how our resources should be prioritized and allocated over the next five years.

While clean, safe and friendly services will remain central to our operation, Milwaukee Downtown also has the opportunity to play a significant role in public space management, recruiting and retaining employers of all sizes, and convening partners for regional advancement.

We're grateful to all those who participated in our strategic plan process. The next quarter century of our organization is proving to be as transformational for downtown, the city and the region. Thank you for your support and confidence in our mission.

With gratitude,



**Beth Weirick**  
CEO  
BID 21

# Acknowledgments

## STAFF:

**Elizabeth A. Weirick**  
CEO

**Lesia Ryerson**  
CAP, OM, Administrative  
Operations Manager

**Matt Dorner**  
Economic Development  
Director

**Gabriel Yeager**  
Director of Public Space  
Initiatives

**Rebecca Sue Button**  
Marketing, Events  
& Social Media Director

**Greg Peterson**  
Director of Clean Sweep  
Ambassador Program

**Roosevelt Jenkins**  
Director of Public Service  
Ambassador Program

**Dennis Mulcahy**  
Public Service Ambassador  
Program - Operations  
Supervisor

**Brian Johnson**  
Public Service Ambassador -  
Homeless Outreach

## BID 21 - BOARD OF DIRECTORS:

**Tammy Babisch**  
Board Chair, Executive Committee  
Member, Colliers International

**Joe Ullrich**  
Executive Committee Member,  
Board Immediate Past Chair, U.S. Bank

**Kevin Kennedy**  
Executive Committee Member,  
Board Vice Chair, Northwestern Mutual

**John Creighton**  
Executive Committee Member,  
Board Secretary, CBRE | JCI

**Annette Adams**  
Executive Committee Member,  
Board Assistant Secretary, MGIC

**Kevin Behl**  
Executive Committee Member,  
Board Treasurer, East Town Association

**Steve Bartelt**  
Board Member, The Marcus Corporation

**Mark Flaherty**  
Board Member,  
Jackson Street Holdings LLC

**Kim Guerrero**  
Board Member,  
Colliers International | 833 East Michigan

**Tom Irgens**  
Board Member, Irgens

**Susan Johnson**  
Board Member, Colliers International

**Patricia Keating Kahn**  
Board Member, PK2group

**David Knight**  
Board Member,  
Associated Bank - River Center

**George Meyer**  
Board Member  
Kahler Slater | CEO Emeritus

**Phyllis M. Resop**  
Board Member, Pentagon Property  
Management

**Conor Ward**  
Board Member, WEC Energy Group

**Scott Welsh**  
Board Member,  
Inland Companies/Colliers-Wisconsin

**Marty Brooks**  
Ex-Officio Member,  
Wisconsin Center District

**Mark Niehaus**  
Ex-Officio Member, Milwaukee  
Symphony Orchestra

**Peggy Williams Smith**  
Ex-Officio Member, VISIT Milwaukee

**Deborah Tomczyk**  
Legal Counsel,  
Reinhart Boerner Van Deuren





## Contents

<u>Why</u>	<u>1</u>
------------	----------

<u>What</u>	<u>15</u>
-------------	-----------

<u>Who &amp; When</u>	<u>29</u>
-----------------------	-----------

# 1 Why

## OVERVIEW

Often described as the heart of a city, downtowns are where economic growth, opportunity, arts, culture, creativity and innovation converge. Downtowns are where the community goes to have new and unique experiences, and connect and learn from one another. Likewise, as the epicenter for culture, innovation, community and commerce, a strong downtown is critical for a successful city and region. Its vitality has rippling effects.

Downtowns continually demonstrate their strength and resiliency despite an ever-changing list of economic and social challenges. Like many other parts of the world, Downtown Milwaukee navigated the COVID-19 pandemic, homelessness crisis, and the growing awareness of racial and social inequities. Fortunately, Downtown Milwaukee's recovery has been swift and remains a best-practice model for other cities, yet the work continues.

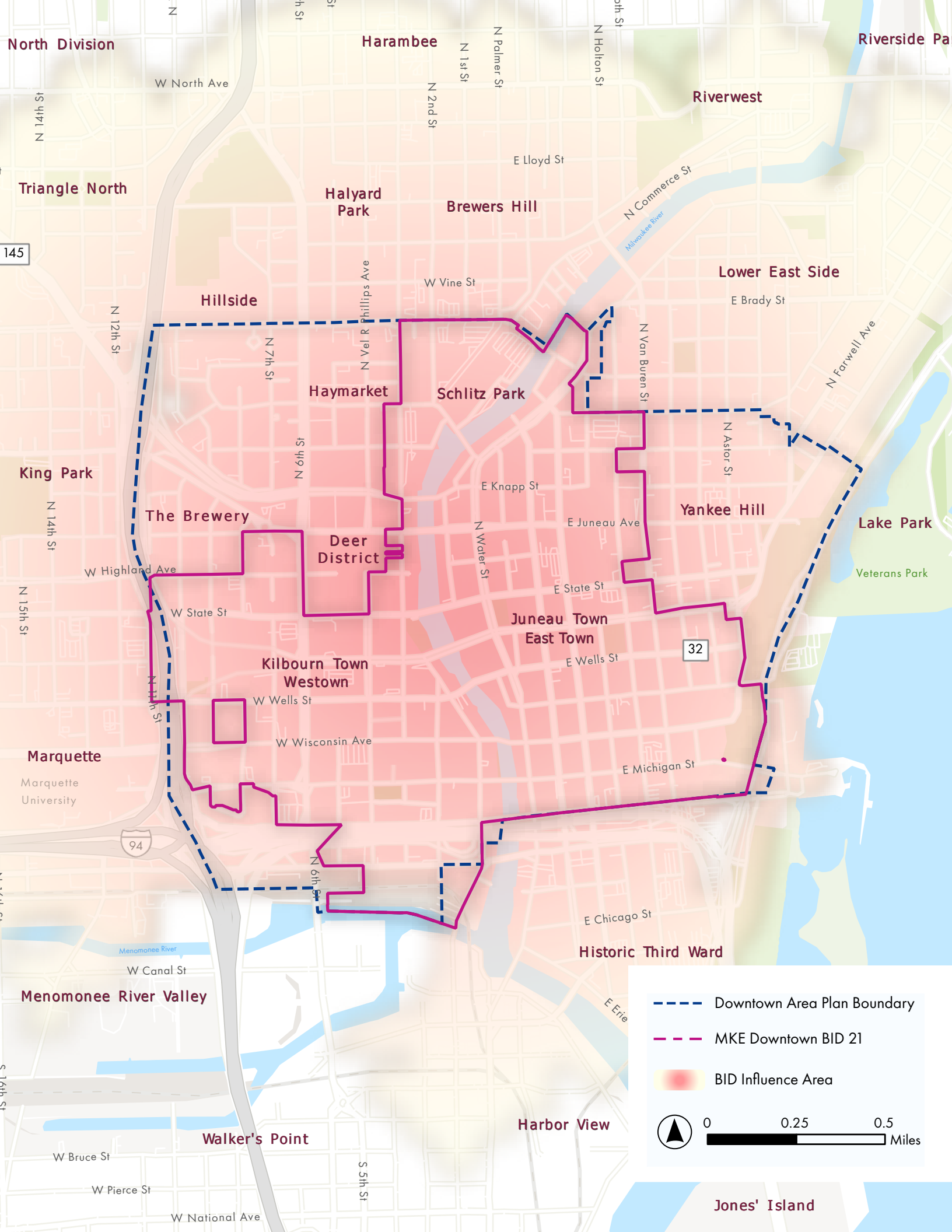
As a unique advocate and supporter of the interests of the Downtown Milwaukee business community, Milwaukee Downtown, Business Improvement District 21 (BID 21), is at an inflection point. With an established brand that recently celebrated 25 years, the organization has an opportunity to leverage its strong reputation and the momentum from recent successes to reinforce its impact in and on Downtown. This opportunity includes exploring new programmatic and geographic focus areas to expand the positive impacts BID 21 has on Downtown and the rest of the community, in turn setting the course for the organization's next chapter.

Through the update to the Downtown Area Plan and this strategic planning process, it is clear that BID 21 is well positioned and ready to rise to the task of advancing programs and initiatives that build on Downtown's momentum and take it to new heights. In order to do so, it is also clear that augmented support, including financial, will also be necessary for Downtown to reach its full potential.

This Milwaukee Downtown, Business Improvement District 21 Strategic Plan establishes a clear set of priorities, partnerships, programs and projects to ensure that the next phase of growth is consistent with the needs, values and overall vision for Downtown Milwaukee. The Plan articulates a framework for building upon assets and advances strategies and ideas to create new destinations and experiences that will elevate Downtown on regional, national and global stages. Another emphasis of the Plan is increasing opportunities for property owners, residents and entrepreneurs, while ensuring a coordinated, focused investment in major priorities.

*While BID 21's projects and programs are concentrated within the BID boundary, the influence of those projects and programs extend well beyond.*





# Value of Downtown Milwaukee

**54%** of Downtown residents are ages 18-34.

**21.2%** growth in Downtown's residential population since 2010.

**99** Downtown's average WalkScore.

**85%** of all finance and insurance jobs in the City of Milwaukee are located Downtown.

**31%** of all citywide jobs are located Downtown.

**13th of the 55** cities with activity up to 86% of 2019 levels, ranking 2nd in the Midwest, exceeding the national average by 12% according to an October 2023 University of Toronto/UC Berkeley study, all pointing to Downtown Milwaukee's strong recovery momentum.

**\$4.6 + billion** worth of completed projects in Downtown since 2010.

Approximately **17%** of housing units in Downtown are affordable.

**2,000+** new residential units under construction.

**86%** decrease from 2015 to 2022 in Milwaukee's unsheltered population.

## CONNEC+ING MKE: Downtown Plan 2040

The culmination of two years of public engagement that began in the Fall of 2021, the CONNEC+ING MKE: Downtown Plan 2040 sets the collective vision for Downtown Milwaukee. The process included the deep involvement of BID 21.

Amongst others, three critical strategic goals of the Plan include:

- **Growing the Downtown population to 40,000 residents by 2040**
- **Adding approximately 15,000 housing units in Downtown by 2040 with 20% of them being affordable**
- **Growing Downtown jobs to 100,000 by 2040**

As a key player in the development of the plan, BID 21 is also critical to the implementation of the Plan's eight goals and nine catalytic projects. Underscoring the importance of that role, BID 21 has been identified as either a lead or supporter of 15 strategic action items that will contribute and facilitate the growth of economic opportunities, ensure Downtown is sustainable and resilient, create and enhance a vibrant and active Downtown, identify improvements in the public realm for better connections with adjacent neighborhoods, participate in the redesign of Wisconsin Avenue streetscape, and implement projects and programs that will set a long-term vision and lead to investments in Downtown's public parks and green spaces.





**The Greater Downtown Area is approximately 3% of the City's landmass but produces over 21% of the City's total property tax base. BID 21 accounts for almost 52% of that total Greater Downtown Area property tax base. The programs, projects and initiatives the BID manages resonate in and around Downtown, emphasizing the importance of a coordinated and strategic partnership with the City, the County, other organizations, property owners, employers and residents.**



## Performing Arts Center Parking Garage Redevelopment Site

## Land Use & Development

- Replace the parking structure for the Marcus Center with a new high-density mixed-use development that adds density and vibrancy to the district.
- Encourage the development of underutilized sites in the area including surface parking lots along Water Street and the RiverWalk.

## Haymarket District

## Land Use & Development

- Encourage the redevelopment of underutilized properties throughout the Haymarket district, with an emphasis on high-density residential uses.
- Rezone industrial properties in the area to allow for mixed activity.

## 6th Street Complete Street

## Transportation & Mobility

- Redesign N. 6th Street as a priority transit street and enhanced bikeway.
- Reduce the number of motor vehicle lanes and vacate right turn bypasses.
- Consider transit lanes and enhanced transit stops in addition to fully separated bike lanes.

## Public Museum & State Office Building Redevelopment at MacArthur Square

## Streets &amp; Public Space, Land Use &amp; Development

- Redevelop the existing Milwaukee Public Museum Site with high-density mixed-use development that includes affordable housing and neighborhood supporting commercial uses on the ground floor.
- Extend the street grid north of Wells Street to connect to MacArthur Square.

## Place Management Organization for Park & Public Spaces

## Streets & Public Space

- Create a “place management organization,” and identify sustainable funding opportunities for the management and activation of public spaces.
- Collaborate with Milwaukee Downtown, Inc. to explore options for creating such an organization.



# CONNEC+ING MKE: Downtown Plan 2040 Catalytic Projects

## Legend

### Base Features

- Downtown Area Plan Boundary
- MKE Downtown BID 21
- The HOP Route

### Catalytic Project Type

- ★ Land Use & Development
- ★ Transportation & Mobility
- ★ Streets & Public Space

## Streetcar Extensions

### Transportation & Mobility

- Pursue the planned and future streetcar extensions, and work aggressively to secure funding and support for the projects: Westtown, Bronzeville, Walker's Point, East Side.
- Build physical and economic connections, enhance places based on local character and distinctiveness, and benefit existing residents through equitable and inclusive strategies.

## Water Street Entertainment District

### Streets & Public Space, Transportation & Mobility

- Redesign N. Water Street as a priority transit and pedestrian street.
- Reduce the number of motor-vehicle lanes and consider curb extensions, enhanced streetscaping, transit lanes and enhanced transit stops.
- North of Kilbourn Avenue include extra wide sidewalks for social gathering and enhanced bicycle lanes.

## Lakefront Gateway

### Streets & Public Space

- Build the proposed Lakefront Gateway Plaza in the area bound by Lincoln Memorial Drive, Art Museum Drive, Michigan Street and Clybourn Street.
- Integrate connections to the water and transitions to adjacent lakefront open spaces and civic uses.
- Enhance the cultural and recreational visitor experience at the lakefront.

## Clybourn Street & I-794 Corridor

### Land Use & Development, Transportation & Mobility

- Encourage new high-density development of underutilized land, in the area between Wisconsin Avenue and the Historic Third Ward.
- Identify and implement improvements in the public realm that will add connectivity to the Historic Third Ward and lakefront.

# Alignment with CONNEC+ING MKE: Downtown Plan 2040

As part of the process, survey participants were asked to rank their priority catalytic project from the Downtown Plan 2040 and the Strategic Action Items they think BID resources should be allocated to.

The following tables present those results by how survey respondents identify themselves.

TOP CATALYTIC PROJECTS	I Live & Work Downtown	I Live Downtown	I Work Downtown	I Visit Downtown	Focus Groups
Streetcar Extensions	●	●		●	
Public Museum & State Office Building Redevelopment at MacArthur Square		●	●	●	
Public Space Management Organization for Parks & Gathering Spaces		●	●	●	●
Water Street Entertainment District	●		●		●
I-794 Corridor & Clybourn Street	●	●			●





# 43.9%

**Of total respondents noted they would like the BID to proactively work to address equity and public safety concerns.**

TOP STRATEGIC ACTION ITEMS	I Live & Work Downtown	I Live Downtown	I Work Downtown	I Visit Downtown	Focus Groups
Activate Downtown parks with a variety of activities, including festivals, concerts, farmers markets and other experiences	●	●		●	
Proactively work to address equity and public safety concerns in Downtown and the surrounding neighborhoods	●	●	●	●	●
Create a Downtown business attraction and expansion coalition to attract new employers to Downtown	●		●		●
Engage business owners and other stakeholders to develop strategies for addressing public safety and quality of life concerns in and near active social districts, and continue to explore the potential creation, funding and location of an Office of Nightlife & Culture		●	●	●	●







# Milwaukee Downtown BID 21 Focus Areas and Highlights

With a total operating budget (2023) of \$4.4 million, BID 21 currently has five focus areas:

## CORE PROGRAMS

Keeping Downtown Milwaukee clean, safe and welcoming through the Public Service Ambassadors, Clean Sweep Ambassadors, Graffiti Removal Team, Landscape Crew, Homeless Outreach and Community Intervention Teams.

## EVENTS & MARKETING

Supporting and promoting events that define Downtown as a destination by highlighting the unique things to see and experience like Taste & Toast, Downtown Dining Week, Holiday Lights Festival and Downtown Employee Appreciation Week through social media, public relations and various marketing campaigns.

## ECONOMIC DEVELOPMENT

Attracting growth and investment by packaging and pitching Downtown's competitive advantages, collecting and disseminating market research to prospects, showcasing commercial properties and development opportunities, utilizing incentive tools such as the Business Development Loan Pool, supporting the nighttime economy and assisting businesses of all sizes by addressing their needs.

## PLACEMAKING

Creating everyday vibrancy in Downtown by curating unique urban experiences, including public art, public space activations and live music. Recent programming includes Heart(beats) of the City powered by MGIC, Jack-O-Lantern Jubilee, Big Truck Day, Rainbow Summer, PNC presents Tunes@Noon and the Ornament Trail.

"Lightfield" by HYBYCOZO serves as the organization's largest public art installation to date, featuring 24 light-emitting sculptures on display for 3.5 months in Cathedral Square in 2023. This installation was followed up by "Evanescent" by Atelier Sisu at the Marcus Performing Arts Center Outdoor Grounds that attracted more than 10,000 visitors over a summer weekend.

## QUALITY OF LIFE

Ensuring that Downtown employers, property owners, residents, visitors and workers have high quality programs and activities that address their needs.

## BID 21 QUICK FACTS

- Total operating budget: **\$4.4 million**
- Public Service Ambassadors provided over **65,000** hospitality assistance connections
- Clean Sweep Ambassadors performed regular **Super Block Cleanups** throughout the district
- Graffiti Removal Team removed **3,457** tags and stickers in the last year
- Landscape Crew managed **377** planters and beds and 75+ hanging baskets
- **\$3.8 Million** earned media value from September 2022 to August 2023
- **\$190,000** in Business Development Loan Pool funds have supported more than \$7.3 million in Downtown commercial reinvestment
- Assisted over 90 small businesses in receiving over **\$900,000** in grant funds through the WEDC Main Street Bounceback grant program
- **390,200+** social media impressions for Downtown Dining Week 2023, one of the most popular events managed by BID 21
- HYBYCOZO is the largest public art installation to date, featuring **24** light-emitting sculptures by the design studio
- Manages a portfolio of **25+** murals
- **Over \$1 million** raised or pledged in sponsorships, donations, grants and public funding to build downtown's first dog park



## PROJECT PROCESS

While the City finalized their comprehensive look at the next two decades of Downtown Milwaukee through the completion of *Connec+ing MKE: Downtown Plan 2040*, the BID 21 Strategic Plan got underway in the spring of 2023 with a robust seven-month engagement process that aimed to understand the current perceptions of Downtown, current challenges and opportunities, and strengths and areas of growth for the organization. These discussions were conducted in a two-day workshop with stakeholders and the Board, focus group conversations with employers and business executives of Downtown businesses, and multiple work sessions with the BID 21 staff and Board. To gather input from the larger downtown community, an online survey was distributed to Downtown employees, residents and visitors. A questionnaire was also created and distributed to business executives within the BID boundary to ensure their perspectives and input were included. The results of the stakeholder engagement was then used to inform a set of goals, big moves and strategies for BID 21.

From June through July 2023, over 1,000 completed surveys were collected from people that live, work and visit Downtown with broad representation among those that were between 25-39 years old (35.2%) and 40-59 (34.3%) years old.

## STAKEHOLDER ENGAGEMENT

BID 21's **Top Successes and Beneficial Outcomes** per participants:

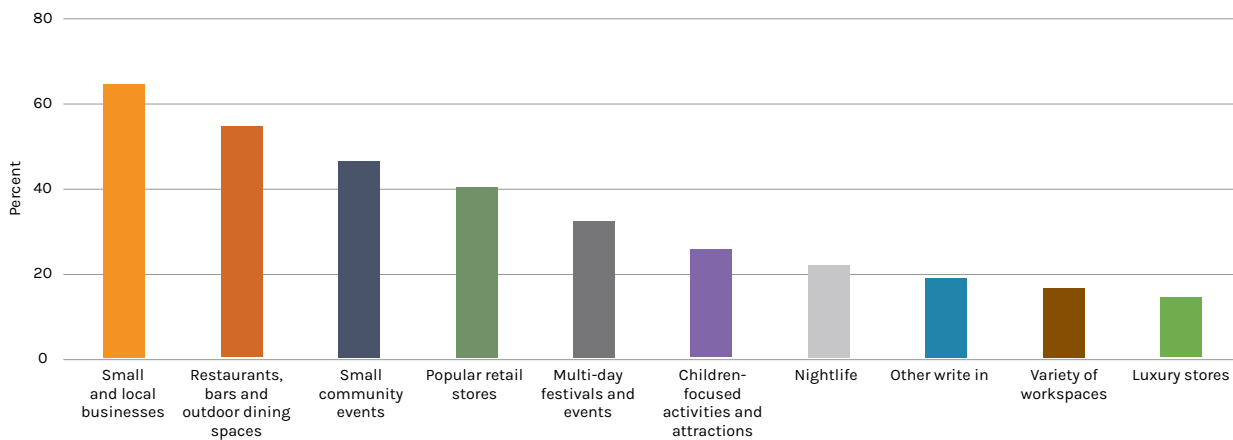
- Sustaining a safe, clean and welcoming Downtown
- Street, storefront and public space activation
- Facilitating and building partnerships
- Integrating public art throughout Downtown
- Homelessness support and solutions

**"I wanted to send a note of appreciation for being asked to complete the Strategic Plan Survey for Milwaukee Downtown BID 21...The survey included information that I do not have immediate access to, and do not hear Milwaukee leaders asking for this kind of insight from their constituents. Thank you for sending it ... and entrusting them to gather more information from people like me!"**

-Survey respondent





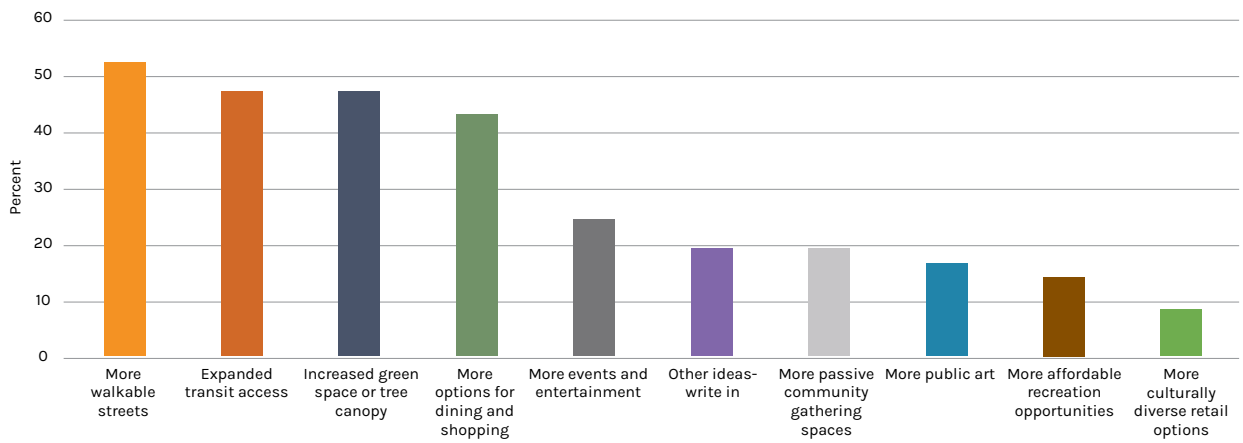


The Downtown Milwaukee Business Executive Questionnaire found that one of the most important aspects in ensuring their business is successful Downtown is **vibrancy and atmosphere (69.2%)**.

Workshop participants were asked about the competitive advantages of Downtown Milwaukee. The larger the words are, the more frequently the words were used.







## KEY DRIVERS

- Of those who live and work Downtown, when asked to select their top three amenities that they would like to see Downtown that don't currently exist, the number one response was **"More walkable streets"** (53.5%), followed by **"Expanded transit access"** and **"Increased green space or tree canopy"** (48.7%), as depicted above.
- The Downtown Milwaukee Business Executive Questionnaire found that one of the top aspects of Downtown that would **ensure their business is successful** is walkability and connectivity (61.5%).
- Whether real or perceived, some have a **concern about safety**, in particular crime and traffic.
- **Diverse and affordable options** for dining and shopping are important to Downtown visitors, residents and employees.
- **A streamlined development process** is needed to facilitate Downtown growth and opportunities.
- **Actively incorporate housing** as both a funding source and key component of a successful downtown (options and affordability).
- **Build and diversify BID funding** to ensure long-term success, sustainability and maintenance of initiatives, programs, investments and the potential for expanded programming.
- While participants agreed that Downtown is clean, safe and friendly and feel the impact of BID services, there seems to be an opportunity to **expand the reach and visibility of the Public Service Ambassador program**.
- There is a need for **expanded public transportation** options and prioritizing transit outside of personal vehicles to mitigate traffic concerns.
- Participants collectively **value greenspace** and desire more of it and repeatedly cited parks, tree canopy and general urban greening as examples.

# 2 What

## MISSION

We lead and inspire Milwaukee to engage in efforts that build Downtown as the thriving, sustainable, inclusive, innovative and vibrant heart of the community.

## VISION

Milwaukee Downtown is an economic catalyst creating opportunities for all. Downtown continues to be a premier destination of choice to live, work, learn, play and stay. Milwaukee is a renowned world-class city adding value to the Great Lakes region and the state.

## BIG MOVES

The Strategic Plan coalesces a wealth of ideas, analysis, strategy and focus to help position both BID 21 and Downtown Milwaukee for continued success now and well into the future. Core to this plan is a focused set of Big Moves that will help leverage resources, organize collaborations and connections, and foster positive economic development, placemaking and connections aimed at benefiting everyone. These Big Moves build from recent efforts and successes and respond to immediate needs, all of which are intended to elevate the presence and impact of the BID. They are key initiatives that will ensure BID 21 is focused on the most important near- and longer-term actions.

## STRATEGIC PRIORITIES

- **Clean, Safe & Welcoming**
- **Economic Growth**
- **Placemaking, Marketing & Events**
- **Arts, Culture, Entertainment & Sports**
- **Downtown Living**
- **Neighborhood and District Partnerships**







# Clean, Safe & Welcoming

Whether real or perceived, feelings of safety can be a big deterrent for people when considering where to work, spend time or live. As downtowns continue to evolve and bounce back from the impacts of the COVID-19 pandemic, issues of clean, safe and welcoming will continue to be a central factor in recovery and activation. Providing a clean, safe and welcoming Downtown is a core focus area and one of the central values for the BID. Faring better than other downtowns, the efforts that BID 21 has made towards this goal were confirmed through the engagement and outreach. However, participants acknowledged that there are opportunities to expand and strengthen this core service.

## KEY ACCOMPLISHMENTS

- The CSA team has assisted in the set-up, maintenance needs and tear-down of MKE BID 21 hosted events and has collected 416,100+ gallons of trash in the last year.
- PSAs are an extra set of eyes and ears for Milwaukee's police and fire departments, have connected with Downtown businesses over 7,100 times, disinfected 2,021 touchpoints in the public right-of-way and have regular communications with the Downtown Security Network.
- The PSA Homeless Outreach Coordinator has recorded 770 interactions with people experiencing housing instability and has made 518 referrals to service providers.
- Since 2000, the Graffiti Removal Team has eliminated 30,897 tags and maintains a record of removing tags within 24 hours of discovery.
- The Landscape Team continues to assist in spring, summer, fall and holiday arrangements, in addition to the planting for the Active Streets for Businesses program.
- The Community Intervention Team with support from the Community Prosecutor position strives to address the needs of the homeless population in a compassionate manner by identifying best practice programs, standard operating procedures and communication tools to address homelessness and public nuisance behaviors. The group participates in monthly meetings with key representatives from the County, City and State, and VISIT Milwaukee and other downtown neighborhood organizations.

## GOAL:

Continue to provide BID 21 services and expand programs that keep Downtown Milwaukee clean, safe and welcoming for all.

## BIG MOVE:

Milwaukee Downtown BID 21 will act as the steward for Downtown's public realm – expanding beautification services; identifying and advocating for needed repairs and improvements; and activating the RiverWalk.

## STRATEGIES

1. **Be the catalyst for necessary public realm maintenance, enhancements and infrastructure improvements so that Downtown is the premier example of a clean, safe and welcoming experience.**
2. **Track, monitor and identify repeat criminal and public nuisance offenders through ongoing support and collaboration with the Community Partnership Unit (CPU).**
3. Expand the work of the Community Intervention Team to inform, educate and emphasize compassion for all that work, live and come Downtown and support holistic and community-based approaches for the unhoused people in Downtown.
4. Develop a response strategy to improve locations with cleanliness and safety challenges.
5. Activate vacant storefronts.







# Economic Growth

Over the last few years, Milwaukee has seen tremendous success in recruiting major industries and employers to Downtown. With the CONNEC+ING MKE: Downtown Plan 2040 goal to nearly double Downtown jobs to 100,000, the goal and strategies for economic growth leverages these recent successes and positions BID 21 at the forefront of creative and progressive solutions to continue to support employers who are currently located or want to locate Downtown.

The impacts of shutting down the economy during the COVID-19 pandemic has changed how Downtowns are perceived and managed, calling for a change in how businesses, property owners, employees and residents experience Downtown. Recent trends show:

- The return to the office is rebounding, but is unlikely to return to pre-pandemic levels. The national office vacancy rate reached an all-time high in 2022 and current trends show that there may be a greater demand for flex spaces and flexible terms for the foreseeable future. The Kastle Back to Work Barometer shows, nationally, office occupancy has hovered at around 50% since January with the lowest occupancy on Fridays and the highest on Tuesdays. A recent study (October 2023) conducted by University of Toronto/UC Berkeley, using mobile phone data, shows Milwaukee at an activity of 86%.
- With the popularity and accessibility of online shopping, retail stores are being more selective where they are located and property owners are more willing to cut underperformers to use existing space more efficiently.
- Ensuring that there are multi-modal options available to connect homes to offices, stores and businesses and that those connections are accessible and safe is important to the continued growth of Downtown.

According to Worklife, 72% of companies have mandated a return to the office, but flexible schedules are seemingly here to stay, therefore underscoring the need for strong programs and incentives for employees to return to Downtown with a work-from-home option.

- Downtown Milwaukee is fortunate in its strength as an employment center. To keep these employers convinced that Downtown is the most competitive location for their company and its employees will take a thoughtful and more proactive communications strategy. Forming a peer-to-peer recruitment program and partnering with regional economic development recruitment programs will ensure Downtown Milwaukee maintains its position as a convener and leader in addressing the needs of the Downtown business community.

## KEY ACCOMPLISHMENTS

- Since just 2020, with most happening over the last year, companies opening new locations or relocating offices are bringing more than 7,000 jobs to the Downtown area. Companies including but not limited to Milwaukee Tool, Fiserv and Northwestern Mutual.
- Four significant market research studies have been conducted, ensuring we understand our position in the Great Lakes Region and nationally.
- Since 2010, completed projects in Downtown have brought in over \$4.6 billion, and \$3.1 billion worth of investment is under construction or proposed.
- BID 21 manages, in partnership with Bank Five Nine, a low interest loan pool that has successfully deployed \$190,000 of funds to support over \$7.3 million in private investment. Through the WEDC Main Street Bounceback Program, BID 21 was a main conduit deploying over \$900,000 to over 90 small businesses.
- Milwaukee has a very similar, or even greater concentration of businesses and jobs related to the nighttime economy industry than numerous peer cities, generating approximately \$1.37 billion in consumer spending on nightlife, according to the Nighttime Economy Fiscal Impact Statement.
- The BID has led several public space improvement projects intended to generate revenue, create unique and distinct spaces, and meet the needs of the workforce, residents and visitors, such as Downtown's first Dog Park, anticipated to open in 2024.



## GOAL

- Strengthen Downtown's role as the best place in the Great Lakes region for local businesses, large and small employers, start-ups, retail, daytime and nighttime entertainment, and tourism to grow and thrive.

## BIG MOVE

- Milwaukee Downtown BID 21 will take the lead in establishing an Economic Development Coalition (peer organizations, government officials and business executives) that will prioritize recruiting, retaining and supporting employers of all sizes, and will help recruit, retain and support a strong, diverse and creative workforce.

## STRATEGIES

1. **Support and provide resources to help existing Downtown businesses expand and to grow and attract new companies and entrepreneurs.**
2. **Engage in and lead ongoing research and data collection to create marketing materials for use by the Economic Development Coalition when recruiting potential businesses.**
3. Advocate for increased transportation choices, access and mobility into and around Downtown that is beneficial to support a cohesive and well-connected workforce.
4. Regularly measure Downtown leaders' and users' experiences/perceptions.
5. Advocate for an improved business climate with the City of Milwaukee.
6. Support the success of independent street-level businesses, including specific efforts to engage women and minority entrepreneurs.





## The Next Chapter in Downtown Parking

Parking is not a simple issue of supply and demand, especially within dense and prosperous urban areas. It is an important component of overall land use across a city, is key to the customer experience and can serve important purposes such as creating ease-of-access for business patrons and downtown employees. It can also influence things such as transit congestion, housing affordability and the overall look and feel of a neighborhood. Direct adverse impacts of surface parking lots can include the contribution to water pollution and the urban heat island effect. Generating enough parking for a city's automobile needs and balancing the city's overall goals can be a challenge to getting people Downtown and activating spaces and increasing patronage to establishments.

As infill space becomes more and more limited in Downtown Milwaukee, it is important to look into innovative parking strategies that focus on directing and marketing existing parking more efficiently, imagining other parking technologies, and ensuring customer experience, connectivity, mobility, and accessibility goals are met for pedestrian, bike, and transportation infrastructure in the city.



## STRATEGIC PARKING PLAN

Consider creating a Parking Strategy Plan to best understand current conditions and future needs, underline city-wide walkability and transit goals, and suggest resource allocation looking to the future.

## TECH RESOURCES

Integrating increased technology capabilities into parking solutions is geared towards better utilizing existing parking spaces throughout the city, rather than building additional parking. Examples of successful programs in other cities are crowdsourced-based apps that can inform users where the cheapest and available parking spaces are. These types of apps have also been shown to improve traffic flow on busy urban streets. The SpotHero app is one example of this type of technology. Other types of technology that have assisted in more efficient parking and traffic management in urban centers (it is estimated that 25% of cars driving within an urban center are looking for parking!) include vehicle sensors like dual channel loop detectors, ultrasonic vehicle presence sensors or LiDAR vehicle sensors that monitor parking lots and display parking spot occupancy and availability on signage or mapping software.

## WHOLE SYSTEM INTEGRATION

Parking and urbanism experts advise that all aspects of parking and vehicle integration are combined to create more efficient and streamlined systems. This includes the management of parking zones, rates and restrictions, meters, apps, and others to ensure that data is being aggregated and integrated together to show the full picture of parking successes and gaps throughout the city.

## OFFERING CARPOOL INCENTIVES FOR DOWNTOWN EMPLOYEES

Some larger companies have provided internal online tools where employees can make carpool arrangements for driving to and from their place of business. Create a larger building or neighborhood-wide database for this service to decrease the amount of cars needing parking spaces downtown.

## MOBILITY AND TRANSIT

Despite all technologies or innovations to ease parking woes or help traffic flow, it is important for Milwaukee to determine a unified vision for the future and stay true to future mobility goals. Although it has been long noted among urban design and planning circles that increased parking is correlated to increased driving (and subsequently, less use of public transit, micro mobility, or bike options), but in 2021, researchers at UCLA concluded that reduced parking often reduces housing costs, pollution and traffic congestion while prioritizing the use and investment into socially and environmentally responsible modes of transit. With the understanding that increasing parking may not increase the good of the city, policymakers and planners have the responsibility to uplift the functionality of existing parking, whether that means better use or adaptive reuse, and focus energy into what makes cities desirable to residents, employees and visitors — walkability and access to transit. This includes ensuring connected and accessible sidewalks and paths, exploring complete street models where pedestrians have hierarchy over cars, and the coordination of and investment into modern and efficient transit networks.

# Placemaking, Marketing & Events

Placemaking has emerged as a key recovery strategy for downtowns. Downtown Milwaukee is no exception, with the strong programs and projects, BID 21 is well positioned to be a catalyst to ensure the implementation of a placemaking strategy in Downtown. Underscoring its importance to the vitality of Downtown and the BID work, Placemaking is also a goal in the CONNEC+ING MKE: Downtown Plan 2040. Downtown Milwaukee has all the components of a quality place — its walkability, unique neighborhoods, parks, history and water adjacency are significant competitive advantages. Embracing placemaking would enable BID 21 to ensure that there is a wholistic, comprehensive and coordinated approach which is essential to realizing these opportunities.

## KEY ACCOMPLISHMENTS

- Collaborated with property owners to activate privately-owned public spaces, including Tunes@Noon at 411 East Wisconsin Center, the GO Kart! and Westown Holiday Tree at 310W, and Downtown Employee Appreciation Week activations at Chase Tower.
- Coordinated 25+ murals throughout the district since 2017, including creating visitor destinations, such as Westown in Bloom, Heart & Sol, Schlitz Park Mural, Brighten the Passage and the Giannis Mural.
- Commissioned four large-scale public art and sculpture installations since 2020, including Massimals MKE and Lightfield by HYBYCOZO at Cathedral Square Park, Evanescent by Atelier Sisu at the Marcus Performing Arts Center and The Ornament Trail along Wisconsin Avenue and Water Street.
- Completed district-wide wayfinding update, in partnership with Corbin Design, VISIT Milwaukee and the City of Milwaukee in 2020. The wayfinding system includes 20 vehicular wayfinding signs and 40 pedestrian maps attached to existing infrastructure.
- Improved Downtown's nighttime appeal with aesthetic lighting enhancements in the Old World 3rd Street District on MLK Drive and Brighten the Passage between the central business district and the Historic Third Ward.
- The recently launched Downtown Blogs series published 21 blogs in 2023 that garnered over 23,100 pageviews.

- Social media continues to be a strong platform to promote Downtown Milwaukee BID hosted events.
- Launched a new experiential focused marketing campaign on what people can see, hear, taste, smell and feel in Downtown.

## GOAL

Bring people together through new and exciting shared experiences by activating Downtown's public and privately owned/publicly accessible open spaces.

## BIG MOVE

Milwaukee Downtown BID 21 will take the lead in establishing a public space management initiative to develop, maintain and activate inclusive public spaces in a financially and environmentally sustainable manner.

## STRATEGIES

1. **Be the catalyst for the development and implementation of a public space management organization.**
2. **Raise Downtown Milwaukee's reputation as the place for innovative, creative and delightful art experiences.**
3. Identify and prioritize public and private realm improvement projects.
4. Continue to develop and implement innovative and refreshed Downtown brand identity campaigns, including the new Downtown sensory and experiential brand identity.
5. Advocate, and be a partner, when possible, for the "greening" and sustainability of Downtown and transitional spaces with a robust mix of street trees, planters, climate appropriate landscaping and community gardens.
6. Increase the number of creative seasonal and culturally diverse events and programming that are unique to the identity of Downtown, Milwaukee and Wisconsin to better activate existing green and public spaces.





**“Yet in every crisis lies opportunity – to flip the script, to forge a new pathway, to do the previously impossible in a manner unthinkable. Business improvement districts’ (BIDs) stable revenue sources equipped them to pivot more quickly and develop new and innovative ways to support their communities. From... to reshaping physical spaces for social purposes and economic recovery, this creative and transformative work to create vibrant, active and inclusive places during the most challenging time in our industry’s memory proved the very definition of Bold Placemaking.”**

*-Bold Placemaking - International Downtown Association publication*





# Arts, Culture, Entertainment & Sports

The New York Times notes that across the country, arts and culture performance audiences are still below pre-pandemic levels. However, there are opportunities. BID 21's May 2023 Nighttime Economic Impact Study shows that the nighttime and entertainment sector is a major economic engine for the city, and with support, can continue to grow and prosper. Centering and leveraging arts, culture, entertainment and sports in Milwaukee is a competitive advantage. The restaurant/foodie scene, entertainment, robust arts and culture offerings, including art in the public realm, makes this a competitive differentiator for Downtown. Maximizing the economic and community benefits of this sector will need a more inclusive name/brand for messaging and strategies that reflect all the opportunities.

## KEY ACCOMPLISHMENTS

- Since 2017, Milwaukee Downtown has leveraged more than \$750,000 to support new murals, public art installations, public space activations and other placemaking initiatives.
- Developed an interactive online map featuring 145+ murals, sculptures and monuments located Downtown and in near-Downtown neighborhoods.
- During the COVID-19 pandemic, BID 21 doubled down on placemaking efforts to support local artists in 2020, including completing the Schlitz Park Mural - Downtown's largest mural to date, four freeway pier murals as part of the Brighten the Passage initiative and the "Hero in You" at MacArthur Square.
- Implemented downtown busker programs with like-minded partners, including "Buskerfest" in 2020 and "It's Alive on the RiverWalk" in 2023.
- Served as a founding member of the Milwaukee Theater District in 2022, in collaboration with VISIT Milwaukee, Marcus Hotels & Resorts, and Downtown's arts and culture venues. The Milwaukee Theater District is a placemaking and branding initiative to promote Downtown's 15,000+ theater seats. Collaborations have included a district street pole banner project, Broadway Skates at the Red Arrow Park ice rink and the launch of Milwaukee Theater Week.

## GOAL

Grow Downtown Milwaukee's reputation as a premier location for arts, culture, entertainment, nightlife and sports.

## BIG MOVE

Milwaukee Downtown BID 21 will continue and increase its role in elevating and promoting Downtown as a world-class destination for entertainment, the public and performing arts, music, film and TV, and sporting events.

## STRATEGIES

1. **Promote the nighttime economy and explore the potential creation, funding and location of an Office of Nightlife & Culture.**
2. Be a key resource for non-profits, community, and arts and culture organizations.
3. Support the efforts of Imagine MKE to create a welcoming and supportive environment for the film industry in Milwaukee.
4. Advocate for enhanced collaboration between sports teams and the Downtown community.
5. Leverage the expansion of Great Lakes cruises and large national events hosted in Milwaukee to ensure the increase in visitors benefits a large array of Downtown businesses.





**“Brighten the Passage”, a BID 21 led project that installed 75 dynamic aesthetic lighting units and created four large murals on the I-794 bridge piers at Broadway and Water streets, won an Award of Excellence from the International Downtown Association for creating a new place that strengthened the connections between Downtown and the Historic Third Ward.**



Steve Hall © Hall + Merrick Photographers

# Downtown Living

Downtowns have become diverse neighborhoods with growing residential populations. This is a trend that is expected to increase in Downtown Milwaukee, especially with the CONNEC+ING MKE: Downtown Plan 2040 goal of adding approximately 15,000 housing units with 20% of them being affordable units. The Plan also proposes growing the Downtown population to 40,000 residents. Data from the International Downtown Association shows that downtowns outpaced their cities in residential growth between 2000 and 2020, growing an average of 46% against the citywide average of 15%. Facing demand and affordability challenges, policy makers are actively developing strategies to turn vacant office buildings into residential.

Already with a strong residential base, Downtown Milwaukee is a proven place where people choose to live. Downtown is continuing to grow this base to become a genuinely diverse neighborhood through new construction and commercial building conversations to new residential units. Further engaging residents and the residential-focused developers/owners will take new resources and strategies but will be a benefit to the health of Downtown in the long-term. Residents are strong advocates and customers for amenities that make a great place – parks, quality pedestrian experiences, safety and great retail and restaurants – strategies that elevate these amenities are integrated throughout the Plan and also distinctively establishes Downtown living as a priority area for the BID.

## KEY ACCOMPLISHMENTS

- Since 2010, over 10,000 new housing units have been added in Downtown and over 5,000 are under construction or in the pipeline, including the tallest residential towers in the State's history.
- Milwaukee ranked as the 7th most competitive apartment rental market in the United States out of the 137 areas included in a 2023 RentCafe study.

## GOAL

Further engage residential developers and residents in the ongoing revitalization and activation of Downtown through meaningful financial contributions and active participation.

## BIG MOVE

Milwaukee Downtown BID 21 will further engage Downtown residential developers and residents to better fund, create and advocate for a complete Downtown neighborhood with vibrant, accessible and affordable programs, events and services for Downtown residents.

## STRATEGIES

1. **Create a residential developer and owner investment strategy to financially support Downtown priorities that strengthen the residential growth Downtown.**
2. **Work with residents, residential developers, property managers, Downtown Neighbors Association (DNA) and other neighborhood associations to identify and prioritize services, programs and exceptional quality of life amenities that will further enhance the appeal of Downtown living.**
3. Identify tools and mechanisms to attract developers and grow Downtown's residential density to achieve the goal of doubling Downtown's residential population by 2040.
4. Advocate for the establishment of a Downtown (K – 12) school.
5. Support the residential-focused organizations like the Downtown Neighbors Association (DNA) and other neighborhood associations with two-way communications, including formal and informal mechanisms for sharing information, soliciting input and feedback, and facilitating conversations.



# Neighborhood and District Partnerships

Issues are larger and more complex in downtowns. This requires both neighborhoods and organizations located in Downtown and those that are adjacent to work together. Many issues, such as homelessness, are not a topic that is isolated within boundaries and can spread from downtown cores to adjacent neighborhoods. As a response, coalitions have been created to address the direct and indirect impacts and collectively discuss solutions.

A 2019 National Institutes of Health study of 24 communities on building the capability of community coalitions to advance health, well-being and equity stated, “When effective, collaborations enable communities to take on larger social agendas, tougher issues and longer-term challenges; encourage greater local participation and control; enhance efficiency and effectiveness by reducing duplication and competition; and stimulate creativity among stakeholders.”

BID 21 is the strongest and most well-positioned organization in the greater Downtown area, and is ideal to take a leadership role in convening adjacent neighborhoods to discuss issues like residential growth, safety, business recruitment and strengthen connections across neighborhood boundaries. By focusing on deepening relationships with adjacent neighborhoods and Business Improvement Districts, the benefits of a thriving and resilient Downtown that takes care of its people will resonate throughout the City of Milwaukee.

## KEY ACCOMPLISHMENTS

- With neighborhood partners that include Boyle Fredrickson, Germania Apartments, The Chalet at the River and other area stakeholders, the BID secured funds from the City of Milwaukee to complete the activation of Postman Square traffic triangle. New improvements included a brick seat wall, old-world brick pavers, dog-friendly turf and aesthetic lighting.
- Milwaukee Downtown and the Historic Third Ward BIDs continue their active partnership on improvements under I-794 that are strengthening connections between the two neighborhoods. Aesthetic lighting, public art, programmable space, pickleball courts and the future downtown dog park are all examples of partnerships that are creating positive impacts for Downtown and its adjacent neighborhoods.

## GOAL

Leverage the exciting diversity of Downtown neighborhoods and the potential for collective action by strengthening existing partnerships and creating new relationships with neighborhoods, community organizations and other districts.

## BIG MOVE

Milwaukee Downtown BID 21 will continue to and further take the lead in convening partners and coordinating efforts to strengthen Downtown, community and district connections.

## STRATEGIES

1. Convene leadership from adjacent neighborhood and Business Improvement Districts to organize around common Downtown and center city issues and opportunities.
2. Strengthen the interaction and collaboration with Downtown-area educational institutions and sports teams to identify mutually beneficial opportunities.

**“There are a number of ways that new development can encourage the reclamation of experience: by connecting existing neighborhoods to allow for growth and cross pollination of visitors and residents, by preserving diverse neighborhood character and connecting it back to the story of the city, and by providing cultural and entertainment hubs that speak to the culture and authenticity of the city’s identity.”**

-Gensler (June 2023) “Why Connected Neighborhoods Are Key to Urban Revitalization”

# 3

## Who & When

### IMPLEMENTATION

This section presents BID 21's top priority strategies and immediate actions for the next 5 years. While each of the strategies presented in Chapter 2 (What) will be initiated within the 5 years of this Plan's adoption, the 10 presented in the following pages were identified by the Board and staff as the key strategies to implement the Big Moves and elevate the impact of BID 21.

Each of the top 10 strategies includes a series of specific actions that are needed for implementation and a set of success measures that BID 21 will track. The table format identifies the lead and supporting BID areas and partners and timing.

To facilitate and support implementation of the Plan, the process considered the existing BID 21's organizational structure, staffing and resource needs. The following organizational chart arranges the existing structure under each core area:

- Clean, Safe and Welcoming
- Economic Growth
- Placemaking, Marketing and Events
- Arts, Culture, Entertainment and Sports

Neighborhood and District Partnerships are layered into each of these core areas.

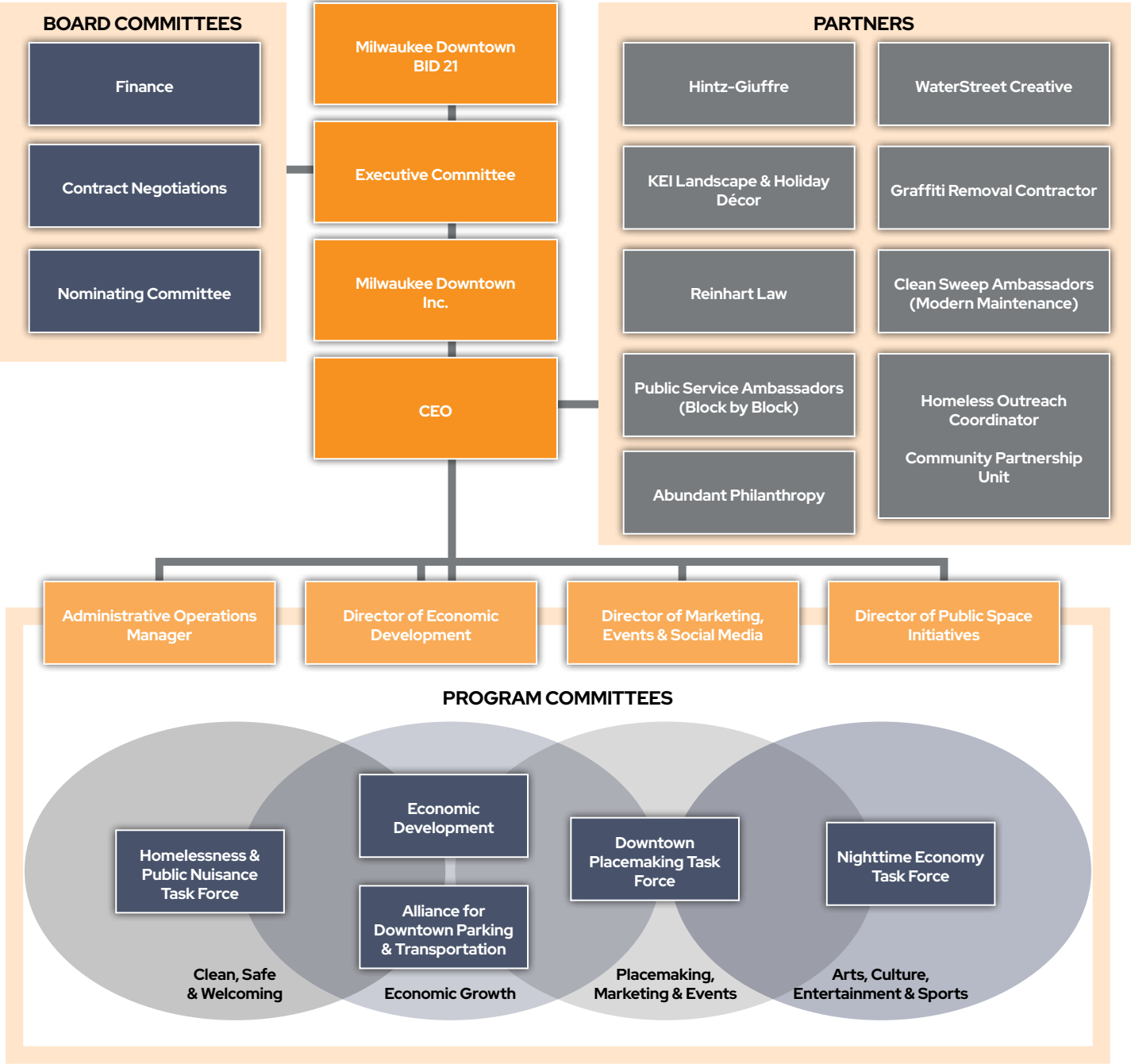






# MILWAUKEE DOWNTOWN BID 21

# Organizational Chart





GOAL A - CLEAN, SAFE & WELCOMING Continue to provide BID 21 services and expand programs that keep Downtown Milwaukee clean, safe and welcoming for all.  Big Move Milwaukee Downtown BID 21 will act as the steward for Downtown's public realm -- expanding beautification services; identifying and advocating for needed repairs and improvements; and activating the RiverWalk.		Leading/Supporting Key: Lead ● Support ◐								Project Initiated			
		BID Areas				Partners							
		Organization & Administration	Economic Development	Placemaking & Design	Communication & Marketing	Public Service Ambassadors	Clean Sweep Ambassadors	CIT	WaterStreet Creative	Others	2024 (Immediate)	2025-2026 (Short-term)	2027-2028 (Mid-Term)
A.1	<b>STRATEGY</b> Be the catalyst for necessary public realm maintenance, enhancements and infrastructure improvements so that Downtown is the premier example of a clean, safe & welcoming experience.	●	◐	◐		●	●	●	●	• City • County	On-going		
	<b>ACTIONS</b>												
A.1.a	Identify and inventory areas in need of maintenance and enhancements.												
A.1.b	Develop and implement technology to inventory and manage repairs.												
A.1.c	Define maintenance and beautification standards.												
A.1.d	Create a punch list of needed repairs in the public realm and meet regularly with the City to check progress.												
A.1.e	Identify opportunities to leverage planned adjacent public and private investments and push to align opportunities.												
A.1.f	Advocate for the reduction of deferred maintenance in the Downtown Core and along the Riverfront during the City's Annual Budgeting process.												
A.1.g	Develop a process to utilize TIF and other funding sources, where available and applicable, to implement priority improvements.												
	<b>PERFORMANCE / SUCCESS MEASURES</b>												
	A list of needed repairs and future improvements is created and annually updated.  Plan for repairs and improvements is implemented and includes timeline (including check-ins/follow-up), partners, city budget commitments and other possible funding strategies and additional needed resources.  Street infrastructure condition improves throughout Downtown.												
A.2	<b>STRATEGY</b> Track, monitor and identify repeat criminal and public nuisance offenders through ongoing support and collaboration with the Community Partnership Unit (CPU). Where possible, aim to assess root causes and motivations to support rehabilitation.	●	◐		●	●	●		●	• CPU • Social service agencies • Justice system entities • Downtown Security Network • Milwaukee Police Department	X		
	<b>ACTIONS</b>												
A.2.a	Collaborate with CPU to identify a list of partner human/social service agencies or organizations.												
A.2.b	Implement a required de-escalation and harm reduction training for all BID 21 employees and contractors.												
A.2.c	Promote the CPU program to Downtown businesses and organizations and routinely check-in to identify repeat or new behaviors/offenders.												
A.2.d	Assist the District Attorney's office by writing community impact statements.												
	<b>PERFORMANCE / SUCCESS MEASURES</b>												
	Number of frequent offenders declines.  System established for tracking, monitoring and identifying frequent offenders (2025).												

GOAL B – ECONOMIC GROWTH Strengthen Downtown’s role as the best place in the Great Lakes region for local businesses, large and small employers, start-ups, retail, daytime and nighttime entertainment, and tourism to grow and thrive.  Big Move Milwaukee Downtown BID 21 will take the lead in establishing an Economic Development Coalition (peer organizations, government officials and business executives) that will prioritize recruiting, retaining and supporting employers of all sizes, and will help recruit, retain and support a strong, diverse and creative workforce.		Leading/Supporting Key: Lead ● Support ◐								Project Initiated			
		BID Areas				Partners							
		Organization & Administration	Economic Development	Placemaking & Design	Communication & Marketing	Public Service Ambassadors	Clean Sweep Ambassadors	CIT	WaterStreet Creative	Others	2024 (Immediate)	2025-2026 (Short-term)	2027-2028 (Mid-Term)
B.1	STRATEGY Support and provide resources to help existing Downtown businesses expand and to grow and attract new companies and entrepreneurs.	◐	●		◐					• City of Milwaukee • Regional Economic Development Agencies	X		
ACTIONS													
B.1.a	Expand the Business Development Loan Pool program with a focus on supporting local and emerging businesses that would like to locate Downtown.												
B.1.b	Develop a team of Downtown business executives, commercial brokers, and public and private economic development professionals who are willing to proactively participate in recruitment meetings with the leaders of large companies considering a Downtown location.												
B.1.c	Proactively target large companies that would benefit from a Downtown satellite office location to elevate their brand as an employer of choice, gain greater access to Downtown’s talent pool, and take advantage of all the benefits that come with a Downtown office location.												
B.1.d	Allocate resources to support the Active Streets Program and other public realm enhancements that result in increased business.												
PERFORMANCE / SUCCESS MEASURES													
Number of Downtown Business Executive Leaders participating in recruit.  Net number of businesses open and close.  Net number of jobs.  Number of utilizers of the Business Development Loan Pool increases annually.													
B.2	STRATEGY Engage in and lead ongoing research and data collection to create marketing materials for use by the Economic Development Coalition when recruiting potential businesses.		●	◐	◐				◐	• CPU • Social service agencies • Justice system entities • Downtown Security Network • Milwaukee Police Department		X	
ACTIONS													
B.2.a	Identify areas of excellence, industry clusters and competitive advantages.												
B.2.b	Create targeted marketing materials for specific sectors.												
B.2.c	Unveil a “State of Downtown” at the annual meeting.												
B.2.d	Develop an “Investor and Broker” event.												
B.2.e	Issue an annual brokers survey.												
PERFORMANCE / SUCCESS MEASURES													
Increased number of page views, citations by other organizations, and social media and website impressions.  The “State of Downtown” is realized at the annual meeting.  Brokers/Investors use materials when looking for funding.													



<b>GOAL C – PLACEMAKING, MARKETING &amp; EVENTS</b> Bring people together through new and exciting shared experiences by activating Downtown's public and privately owned/publicly accessible open spaces.  <b>Big Move</b> Milwaukee Downtown BID 21 will take the lead in establishing a public space management initiative to develop, maintain and activate inclusive public spaces in a financially and environmentally sustainable manner.		Leading/Supporting Key: Lead ● Support ◐								Project Initiated		
		BID Areas				Partners				2024 (Immediate)	2025-2026 (Short-term)	2027-2028 (Mid-Term)
		Organization & Administration	Economic Development	Placemaking & Design	Communication & Marketing	Public Service Ambassadors	Clean Sweep Ambassadors	CIT	WaterStreet Creative			
C.1	<b>STRATEGY</b> Be the catalyst for the development and implementation of a public space management organization.	●	◐	●						• City of Milwaukee • County Parks • Neighboring Corporate Partners and Friends Groups • Parks Foundation	X	
	<b>ACTIONS</b>											
C.1.a	Work with community partners and draft a white paper on the benefits and lessons learned from best practices for successful placemaking strategies and public space management organizational structures and develop a Downtown placemaking implementation plan.											
	<b>PERFORMANCE / SUCCESS MEASURES</b>											
	Public space management strategy developed and implemented.											
C.2	<b>STRATEGY</b> Raise Downtown Milwaukee's reputation as the place for innovative, creative and delightful experiences.	◐		◐	●				◐	• Local Artists • National museums and galleries		X
	<b>ACTIONS</b>											
C.2.a	Identify key intersections, blocks, alleys and gateways for the installation of public art and signage that defines Downtown as an active, vibrant and culturally distinct and diverse place for all.											
C.2.b	Install QR codes on or near art installations that link to a public art information page, hosted on the website.											
	<b>PERFORMANCE / SUCCESS MEASURES</b>											
	Downtown is viewed as a walkable, destination-filled district with elements that engage, inspire and provide delight.  2 new innovative and collaborative installations annually.											

GOAL D - ARTS, CULTURE, ENTERTAINMENT & SPORTS Grow Downtown Milwaukee's reputation as a premier location for arts, culture, entertainment, film, nightlife and sports.  Big Move Milwaukee Downtown BID 21 will continue and increase its role in elevating and promoting Downtown as a world-class destination for the public and performing arts, music, film and TV, and sporting events.		Leading/Supporting Key: Lead ● Support ◐								Project Initiated				
		BID Areas				Partners								
		Organization & Administration	Economic Development	Placemaking & Design	Communication & Marketing	Public Service Ambassadors	Clean Sweep Ambassadors	CIT	WaterStreet Creative	Others	2024 (Immediate)	2025-2026 (Short-term)	2027-2028 (Mid-Term)	
D.1	<b>STRATEGY</b> Promote the nighttime economy and explore the potential creation, funding and location of an Office of Nightlife & Culture.	●	●	◐	◐					• City of Milwaukee • County • Arts organizations • Restaurants and bars • Sports and entertainment providers and venues	X			
ACTIONS														
D.1.a	Educate local leaders on successful existing nightlife offices.													
D.1.b	Convene nightlife, entertainment, arts and cultural businesses in Milwaukee to assess, advocate and shape the framework for the need of an Office of Nightlife & Culture.													
D.1.c	Develop a roadmap and checklist with technical resources to assist new restaurants, bars and entertainment venues to navigate the permitting process effectively and efficiently.													
PERFORMANCE / SUCCESS MEASURES														
City commits resources to support Downtown arts, culture, entertainment, film and sports.														
Partnership with BID 21 and City developed with clear roles and responsibilities for the ACES initiative.														
Permit time for restaurants, bars and entertainment venues decreases.														



<b>GOAL E – DOWNTOWN LIVING</b> Engage residential developers and residents in the revitalization and activation of Downtown through meaningful financial contributions and active participation.  <b>Big Move</b> Milwaukee Downtown BID 21 will engage Downtown residential developers and residents to better fund, create and advocate for a complete Downtown neighborhood with vibrant, accessible and affordable programs, events and services for Downtown residents.		Leading/Supporting Key: Lead ● Support ◐								Project Initiated		
		BID Areas				Partners				2024 (Immediate)	2025-2026 (Short-term)	2027-2028 (Mid-Term)
		Organization & Administration	Economic Development	Placemaking & Design	Communication & Marketing	Public Service Ambassadors	Clean Sweep Ambassadors	CIT	WaterStreet Creative			
E.1	<b>STRATEGY</b> Create a residential developer and owner investment strategy to financially support Downtown priorities that strengthen the residential growth Downtown.	●	●	◐	◐					• Residential developers • Residents	X	
	<b>ACTIONS</b>											
E.1.a	Develop an investment proposal that outlines why the participation and investment from residential developers is needed, the investments requested, the proposed budget and expenditures, the projected outcomes and benefits.											
	<b>PERFORMANCE / SUCCESS MEASURES</b>											
	Sufficient, long-term and predictable funding is developed to adequately serve this sector.  Participation by residential developers and residents increases.											
E.2	<b>STRATEGY</b> Work with residents, residential developers, property managers, Downtown Neighbors Association (DNA) and other neighborhood associations to identify and prioritize services, programs and exceptional quality of life amenities that will further enhance the appeal of Downtown living.	●	◐	◐	◐						X	
	<b>ACTIONS</b>											
E.2.a	Produce biannual get-togethers for residents featuring speakers on Downtown issues.											
	<b>PERFORMANCE / SUCCESS MEASURES</b>											
	Residential events are well attended.  Residential engagement in strategic plan initiatives increases.											

GOAL F – NEIGHBORHOOD AND DISTRICT PARTNERSHIPS Leverage the exciting diversity of Downtown neighborhoods and the potential for collective action by strengthening existing partnerships and creating new relationships with neighborhoods, community organizations and other districts.  Big Move Milwaukee Downtown BID 21 will continue to and further take the lead in convening partners and coordinating efforts to strengthen Downtown, community and district connections.		Leading/Supporting Key: Lead ● Support ◐											
		BID Areas				Partners				Project Initiated			
		Organization & Administration	Economic Development	Placemaking & Design	Communication & Marketing	Public Service Ambassadors	Clean Sweep Ambassadors	CIT	WaterStreet Creative	Others	2024 (Immediate)	2025-2026 (Short-term)	2027-2028 (Mid-Term)
F.1	STRATEGY Convene leadership from adjacent neighborhoods and Business Improvement Districts to organize around common Downtown and center city issues and opportunities.	●	◐	◐	●						X		
	ACTIONS												
F.1.a	Identify transitional spaces between districts and neighborhoods and advocate for the implementation of context sensitive solutions that celebrate the area's physical, cultural and historical identity to bring communities together.												
F.1.b	Advocate for a Lakefront Action Plan to increase access to and interaction with the Lakefront from Downtown and vice versa.												
F.1.c	Cross promote community, district and Downtown events.												
	PERFORMANCE / SUCCESS MEASURES												
	Action agenda developed and implemented.  List of priority actions.  Implementation of priority actions.												







301 W. WISCONSIN AVENUE, SUITE 106  
MILWAUKEE, WI 53203

P 414.220.4700  
F 414.220.4710

[MILWAUKEEDOWNTOWN.COM](http://MILWAUKEEDOWNTOWN.COM)

