

# MOSAIC

INTERNATIONAL  
BISTRO + SOCIAL

BUSINESS PLAN 2025



## INTRODUCTION

The Mosaic: International Bistro + Social is poised to become a cornerstone of Milwaukee's international and cultural renaissance. Located in the heart of Cathedral Square, The Mosaic will be a gathering place where the city's global influences converge.

Through her operating company, Cross Culture Hospitality LLC, Sierra Pecor will transform the property into a vibrant, two-floor destination featuring globally inspired cuisine, crafted cocktails, and an atmosphere that seamlessly blends cultures, music, sports, and social connection.



The Mosaic is imagined as a cultural gathering place. Approachable, inclusive, and rooted in community.

### **The Global Living Room (First Floor)**

On the first floor, the Global Living Room will serve as the cornerstone of The Mosaic's identity. Open throughout the day, the first floor will provide Milwaukee with an intimate, welcoming space that feels as comfortable as a living room but as dynamic as an international bistro.



Guests can work, meet, or relax during the day over coffee and light bites, then return in the evening to enjoy globally inspired small plates and cocktails in a lively yet conversational setting.

Ms. Pecor has been working with a local international chef and culinary consultant in developing a creative and intentional menu. Menu offerings will highlight approachable



global flavors, from signature West African Jollof rice and South Asian bites, to Latin American–style tapas, Middle Eastern street foods, and reimagined American favorites. Each menu item is designed to be shareable and engaging, sparking conversation, cultural discovery, and community connection. With an atmosphere built around connection and inclusivity, the Global Living Room will become Milwaukee’s front porch to the world: a place *where the city meets, eats, and belongs*.

### **The Global Exchange (Second Floor)**

The Global Exchange will occupy the second floor of The Mosaic, offering an elevated evening experience that celebrates Milwaukee’s diversity through music and culture.

On weekends and select evenings, the Global Exchange will come alive with curated international programming that reflects the rhythms of the world. Milwaukee currently lacks a dedicated venue where global music flourishes, yet the appetite for international sound has never been higher. The Mosaic will fill that gap, showcasing genres such as Afrobeats/Afrohouse, Eurohouse, Lo-fi, and other major styles shaping music and dance across the globe.

### **International Sports/Weekend Brunch Programming**

A part of The Mosaic’s identity will be its celebration of international sports, especially soccer, the world’s most unifying game. Our space will feature well-placed screens throughout the venue, spotlighting European competitions, international tournaments, and major sporting events. Unlike traditional sports bars, the atmosphere will remain conversational and elevated, blending the energy of live sports with the comfort of a social bistro. With the United States preparing to co-host the FIFA World Cup in 2026, interest in the game has never been higher.

On weekends, The Mosaic will introduce **International Brunch**, designed as a brunch experience unlike anything currently offered in Downtown Milwaukee. The menu will pair global flavors with familiar brunch staples, offering guests the chance to explore dishes from West Africa, Latin America, the Mediterranean, and beyond, alongside reimagined classics. By combining creativity in the kitchen with an inviting weekend vibe, The Mosaic will be a



welcome addition to the Milwaukee’s brunch scene, attracting young professionals, and visitors seeking something fresh, vibrant, and memorable.

This business plan will further describe the proposal for Mosaic – International Bistro + Social, including ownership structure, management, target market, marketing initiatives, operations, and financial planning.

## BUSINESS PLAN

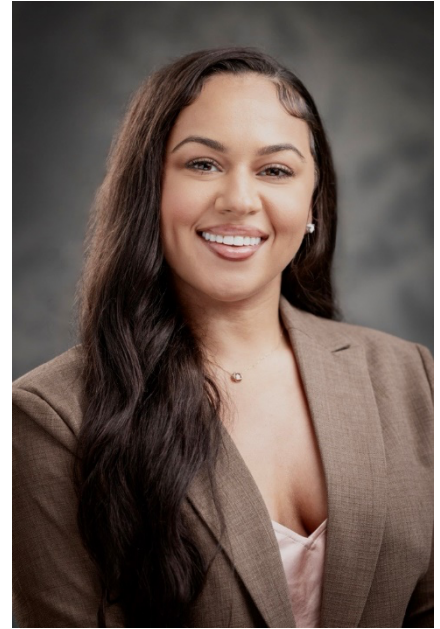
- Owner Experience and Company Overview
- Target Consumer Base and Community Outreach
- Competition Analysis
- Inventory and Sales Strategies
- Marketing and Sales Plan
- Facilities
- Financial Plan



## ABOUT THE OWNER

Sierra Pecor, a lifelong Milwaukee resident and traveler, is the visionary behind The Mosaic. She is the sole owner of Cross Culture Hospitality LLC, the venue's operating entity.

Ms. Pecor brings together nearly a decade of hands-on experience in hospitality, customer service, and small business ownership. Her career has been built behind the bar, on the floor, and in the back office, giving her a full 360-degree understanding of what it takes to operate a thriving hospitality concept.



### **Sierra Pecor's Experience:**

- **September 2015 to April 2016 – Blackjack Dealer, *Potawatomi Casino***

Operated blackjack tables in compliance with casino regulations. Maintained accuracy in financial transactions, provided friendly guest support, and developed interpersonal skills in a fast-paced entertainment setting.

- **April 2016 to March 2023 – Lead Bartender, *The Stage***

Mixed and served cocktails, created custom recipes, and maintained bar cleanliness. Supervised staff, managed schedules, ordered supplies, and trained new employees. Developed expertise in team leadership, customer engagement, and bar operations in a high-volume environment.

- **October 2018 to March 2024 – Owner/Operator, *Golden Lash Beauty Bar***

Founded and operated a beauty services business specializing in eyelash extensions. Managed scheduling, marketing, payments, and inventory. Built a loyal client base through personalized service, while overseeing all aspects of business operations.

- **April 2023 to March 2024 – Bartender, *Casablanca***

Provided attentive service in a high-volume, fast-paced setting. Verified identification, managed cash and credit transactions, stocked bar supplies, and contributed to a safe, enjoyable atmosphere for guests.

- **March 17, 2024 – Life-Changing Accident**

On March 17, 2024, Ms. Pecor's life was forever changed when she was struck by a vehicle traveling nearly 100 miles per hour while she crossed a downtown Milwaukee



crosswalk. The impact left her with catastrophic injuries, including a tib-fib fracture, ACL and PCL tears, and vascular damage that required an artery bypass, and led to more than a year of surgeries, hospitalizations, and rehabilitation. The road to recovery has been long and grueling, yet it revealed her extraordinary resilience and sharpened her sense of purpose.

Before the accident, inspired by her travels across the country and around the world, Ms. Pecor had been planning to relocate to Dallas. The accident changed everything. It gave her both a second chance at life and a new perspective. If people like her keep leaving Milwaukee to find world-class cultural and social spaces, how will the city ever grow into the place it's meant to be?

The Mosaic is her answer. Her love letter to Milwaukee. By drawing on her experiences abroad and channeling them into a concept here at home, she seeks to create a gathering place that reflects the city's diversity, embraces its global connections, and contributes to the positive momentum shaping Milwaukee's future. More than a business, The Mosaic is a statement of faith: that Milwaukee can and should be a destination for safe, inclusive, elevated experiences that bring people together.

- **2024 to Present – Licensed Real Estate Professional, *Keller Williams***

In late 2024, Ms. Pecor earned her Wisconsin Real Estate Salesperson License. She recently joined a real estate firm, *Keller Williams*, as an independent real estate agent.

## COMPANY OVERVIEW

### **Company Summary:**

The Mosaic – International Bistro + Social is a modern, welcoming gathering place designed to bring Milwaukee a truly international experience. The Mosaic blends globally inspired cuisine, crafted drinks, and cultural programming into an environment that is approachable, inclusive, and vibrant. With a menu designed for sharing, an atmosphere rooted in camaraderie, and programming that celebrates global culture, The



Mosaic will offer Milwaukee residents and visitors alike a place to eat, drink, gather, and celebrate the world, right in Cathedral Square.

### **Mission Statement:**

To be Milwaukee's international living room. A place where food, drink, music, sport, and culture bring people together.

### **Management and Operations:**

At The Mosaic, we believe that exceptional hospitality begins with people. We are committed to hiring staff who embody integrity, enthusiasm, and customer-focus. From senior leadership to front-line service, every team member will be trained, licensed, and ready to deliver an experience that reflects our international, inclusive vision.

**Owner/Agent.** Ms. Pecor will lead the business day-to-day through her role in sales, marketing, programming, and overall strategic oversight. Key responsibilities will include:

- Human resources: recruiting, training, mentoring, disciplinary policies, and building incentive programs that support a positive, motivated culture.
- Vendor relations: developing partnerships with both local wholesalers/distributors and purveyors of international products to ensure diverse, quality inventory.
- Customer engagement and brand presence: crafting events (e.g., tastings, membership programs), managing promotions, and building awareness.
- Pricing, budgeting, and financial oversight: approving pricing structures, negotiating supplier contracts, and ensuring profitability.
- Security & safety framework: implementing policies and physical measures (surveillance, lighting, safe storage of cash, etc.) to ensure the safety and comfort of guests and staff.

**General Manager.** The General Manager will support Ms. Pecor by supervising daily operations, ensuring service standards, and managing staff schedules. Duties include:

- Maintaining and supervising daily activities in the business.
- Monitoring and reporting on staff behavior and quality of services.
- Ordering and stocking office supplies.

- Assisting with ordering inventory.
- Provide guidance and leadership to other staff members.
- Ensure overall consumer satisfaction and develop strategy and resolution in response to crisis situations.
- Carry out staff training and evaluation.
- Create displays for events and measure consumer reaction.
- Ensure the general well-being and success of the business while present.
- The General Manager will be required to carry a Bar Manager License.

### **Frontline & Support Staff**

- **Kitchen Team.** Skilled culinary staff, led by a Lead Cook, with assistants and line cooks as needed. Responsibilities include execution of the globally inspired menus, maintaining sanitary standards, managing kitchen inventory, and assisting in menu development and planning.
- **Bar Leads/Manager** (1 full time, 1 part time). These individuals will maintain service excellence: mentoring servers and bartenders, overseeing shift operations, ensuring that service & bar areas are stocked, and ensuring consistency in guest experience.
- **Servers & Bartenders** (~10 part-time). Staff will be well trained in product knowledge, order accuracy, customer service, ID/age verification, and appropriate service protocols including for guests with special needs. Bartenders will hold required licenses.
- **Accounting & Legal.** The Mosaic will work with EWH Accounting for bookkeeping, payroll, and financial management services, ensuring accurate reporting, tax compliance, and long-term fiscal health. The Mosaic is represented by AxePoint Law, which provides ongoing legal guidance related to licensing, contracts, compliance, and business operations.
- **Security Personnel** (1-4 depending on the night's program). Duties include ID checks after 9 pm, crowd management, and maintaining safety protocols throughout the venue.
- **Stocking & Cleaning Personnel.** Maintaining a clean, safe, and well-stocked environment is central to guest satisfaction. These staff will ensure front-of-house and



back-of-house areas are clean and inventories are replenished in coordination with management.

- **Culinary Consultant.** We have been working with Bob Weiss of Shakers (Milwaukee) as our culinary consultant and will continue to do so as The Mosaic grows. Mr. Weiss is well known in Milwaukee for his “intentional cuisines” and globally inspired theme dinners, and he brings decades of expertise that add both authenticity and innovation to our concept. His guidance will help refine our menu, ensure international influences are thoughtfully represented, and keep offerings fresh through rotating menus and new seasonal dishes. This ongoing collaboration underscores The Mosaic’s commitment to delivering a dynamic, high-quality food program that evolves with guest interests and global culinary trends.

### **Legal Structure and Ownership**

The business will be owned 100% by Sierra Pecor as sole member of Cross Culture Hospitality LLC.

## **TARGET CONSUMER BASE AND COMMUNITY OUTREACH**

The proposed location of the business will serve as a much-needed cultural and social addition to the Cathedral Square area. While many existing businesses in the district focus heavily on nightlife, bars, and late-night party culture, Mosaic – International Bistro + Social will provide a distinct alternative by creating an international gathering place rooted in community, sports, and cultural connection.

Mosaic will serve as a hub where multiple cultures collide and expand — through globally inspired food, international cocktails and beverages, and a shared passion for international sports. With an emphasis on soccer and European competitions, Mosaic will provide a space where Milwaukee residents, visitors, and sports enthusiasts can come together to celebrate, connect, and engage in a way that is both welcoming and sophisticated.

The store will be marketed to of-age individuals in the following categories:

- **Local Residents and Community Members.** Those who live near Cathedral Square and surrounding neighborhoods seeking a social hangout with a unique

cultural and international identity. Mosaic will be a place to build connections and enjoy global sports in a safe, upscale, and community-focused setting.

- **International and Multicultural Communities.** Individuals and families from diverse cultural backgrounds who value inclusive environments where international sporting events are celebrated, and global cuisine is shared. Mosaic will be a gathering place that welcomes all backgrounds and provides Milwaukee with a space that reflects its diversity.
- **Tourists and Visitors.** Guests staying in nearby hotels or visiting downtown Milwaukee who are drawn to Mosaic's international theme, unique atmosphere, and cultural programming.
- **Commuters and Professionals.** Those who pass through Cathedral Square for work or leisure, who are looking for a refined space to socialize, network, and enjoy international-inspired drinks and cuisine.
- **Sports Enthusiasts.** Fans of international soccer, European leagues, and global competitions who are seeking a dedicated venue to watch, celebrate, and connect with other fans in a lively but approachable environment.

As our marketing efforts expand and word of our distinctive cultural and sports-forward atmosphere spreads, we foresee our clientele broadening to bring in patrons from outside of the immediate neighborhood who are seeking a one-of-a-kind social space in Milwaukee.

## COMPETITION ANALYSIS

Through our marketing initiatives, differentiated international product lines, and a globally focused yet community-driven atmosphere, we are passionate about setting Mosaic apart from other bars and restaurants in the Cathedral Square area. While many competitors lean heavily toward nightlife or traditional cocktail lounges, Mosaic will provide a new identity for Cathedral Square: a multicultural hub where community, food, and connection thrive. By delivering a space with internationally inspired décor, music, and global cuisine, our model offers a sense of inclusivity and sophistication that competitors cannot replicate.



We will also maintain a competitive edge by bringing in unique international menu items, curating craft cocktails inspired by global flavors, and showcasing international sporting events, particularly soccer and European competitions.

## Strengths

- **Prime Location.** Situated in Cathedral Square, one of Milwaukee's most recognized destinations, The Mosaic will benefit from high visibility, steady pedestrian traffic, and close proximity to downtown offices, residential buildings, and entertainment venues. The venue will stand out by offering a distinctive international experience not currently available in the district.
- **Distinct International Concept.** The Mosaic is purposefully designed to showcase international cuisines, snacks, music and sporting events. By blending these elements, the concept will appeal to a wide audience, including Milwaukee's diverse residents, soccer and sports enthusiasts, young professionals, and international visitors seeking a cultural connection.
- **Commitment to Inclusivity.** At the heart of The Mosaic's mission is a dedication to inclusivity. Every guest will feel part of a larger community, not just a customer transaction. Through cultural programming, international match viewings, and collaborations with local artists and community groups, The Mosaic will foster loyalty and repeat engagement.
- **Atmosphere & Identity.** The Mosaic will be more than a bar or lounge. Its design will merge the warmth of an international bistro with the energy of a social gathering space. The focus will be on cultural exchange, and shared experiences

## Weaknesses

- As a new concept, Mosaic will need to establish its identity and reputation among established Cathedral Square businesses. This presents an initial challenge but can be overcome through targeted marketing, partnerships, and community engagement. Many Milwaukee hospitality businesses experience fluctuations in customer traffic with seasons and weather. To mitigate this, Mosaic will emphasize sports programming, cultural nights, and indoor experiences that maintain appeal year-round.

## Competitor Snapshot

- SportClub (750 N Jefferson St.) – A well-established sports bar near Cathedral Square known for its American sports focus and casual crowd. While it draws game-day traffic, it does not emphasize international sports or global tastes, leaving space for Mosaic’s unique positioning.
- Foy’s (Cathedral Square) – A newer cocktail-forward lounge with a stylish environment. Strong on mixology and ambiance but focused primarily on nightlife. Mosaic’s balance of sports, food, and cultural programming will appeal to a broader and more diverse audience.
- The Sofie (777 N Jefferson St.) – An upscale cocktail lounge offering a premium experience. While successful as a nightlife venue, it lacks the sports-centered and international identity Mosaic will bring.
- Taylor’s Neighborhood Bar (Jefferson & Wells) – A longstanding local bar with a neighborhood feel. It thrives on familiarity and casual drinks but does not provide a curated or globally inspired atmosphere. Mosaic can attract those seeking a modern, culturally vibrant environment.

## FOOD AND BEVERAGE PROGRAM

At The Mosaic – International Bistro + Social, food and beverage will be at the heart of the guest experience. Our program blends global inspiration with Milwaukee flair, offering approachable yet adventurous dishes and drinks that encourage conversation, community, and cultural exchange. By pairing international identity with familiar comfort, The Mosaic will create a menu that appeals to both curious diners and those seeking recognizable flavors — a balance that ensures broad appeal without sacrificing originality.

### Food Offerings

The Mosaic will feature a rotating, globally inspired menu curated in partnership with culinary consultant Bob Weiss of Shakers (Milwaukee), who is widely known for his innovative, internationally themed menus. This collaboration ensures authenticity, intentionality, and freshness as dishes evolve with the seasons and with global cultural events.



- **Fusion Originals.** Mosaic’s signature plates reflect its international identity, such as Nigerian Jollof Rice, Portuguese Chicken Peri Peri, Suya Skewers, Vodka Pasta, and seasonal global flavor profiles.
- **Small Plates From Around the World.** Tapas-style dishes designed for sharing and exploration, including Gambas al Ajillo (Spanish garlic shrimp), Papas Bravas (crispy Spanish potatoes), Italian Meatballs, and Pad Kra Pao (Thai basil stir-fry).
- **Global Entrées.** Hearty, modern mains that merge comfort with global inspiration: Shawarma Tacos, Curried Chicken & Rice, Steak Bites with Chimichurri, Beef Bolognese, and reimagined classics like Stuffed Shells.
- **Sweets of the World.** Desserts that celebrate international traditions, from Chinese doughnuts and Brazilian Pastel de Nata to Baklava and Churro Blondies with a cinnamon twist.

Seasonal specials will tie into major cultural moments. World Cup special menus (featuring popular stadium street foods from around the world), Oktoberfest-inspired bites, or Mediterranean boards, etc. This dynamic approach ensures Mosaic’s menu remains fresh, exciting, and tied to global celebration.

## Beverage Program

The Mosaic’s beverage program will highlight signature cocktails, reimagined classics, and inclusive non-alcoholic offerings that set it apart from other Cathedral Square venues. The philosophy is to honor global traditions while adding a distinctive Milwaukee touch.

- **Signature Cocktails with Global Roots**
  - *Mosaic Margarita:* A fresh spin on the classic, infused with Wisconsin honey and seasonal local fruit.
  - *Global Old Fashioned:* Inspired by Milwaukee’s love of the Old Fashioned, but offered in variations like Italian (Aperol & blood orange) or Caribbean (rum-based with spiced syrup).
  - *Espresso Martini Mosaic:* A nod to European café culture, crafted with locally roasted Milwaukee espresso beans and a touch of cardamom for global flair.
  - *Mosaic Mojito:* Traditional Cuban-style but elevated with lavender and cucumber, bridging fresh botanicals with a refreshing global taste.
- **Worldly Classics, Reimagined**
  - *Wisconsin Sangria:* Sangria infused with Wisconsin cranberries.

- *German-style beer: shandies*: crafted with local Milwaukee brews and house-made citrus sodas.
- *Sake Spritz*: Crisp Japanese sake with Door County cherry and a hint of sage.
- **Non-Alcoholic & Culturally Inspired Beverages.** A robust NA menu ensures inclusivity, featuring sparkling mocktails, Aguas frescas, chai lattes, and globally inspired sodas. Every guest — whether drinking alcohol or not — will have a thoughtful, flavorful experience.

## MARKETING AND SALES PLAN

Mosaic – International Bistro + Social will utilize a multifaceted marketing and sales strategy to establish itself as a cultural hub in the heart of Cathedral Square. With the district currently undergoing a time of rebirth and growth, Mosaic is positioned to become a cornerstone of this transformation by offering an international, inclusive, and sports-focused experience that stands apart from traditional nightlife venues.

- **Marketing Activities:**

- **Social Media Campaigns** – Build a strong digital presence through Instagram, Facebook, and TikTok, highlighting Mosaic’s international plates, cultural drinks, and live sports events. Content will include chef spotlights, behind-the-scenes features, and match-day promotions to attract both locals and visitors.
- **Local Branding** – Position Mosaic as a lifestyle destination, not just a restaurant or bar. Flyers, signage, and collaborations with neighborhood businesses will create strong recognition within the Cathedral Square community.
- **Storytelling** – Share Mosaic’s brand identity as a cultural meeting place through blogs, email newsletters, and press releases, emphasizing its role in Cathedral Square’s revitalization.

- **Events:**

- **International Tasting Dinners & Brunches.** Rotating menus and themed weekends will introduce guests to new flavors from around the world, creating opportunities for cultural exploration and repeat visits.



- **Cultural Nights.** Partner with local cultural associations to host evenings dedicated to specific regions (e.g., Latin Night, Mediterranean Night, African Heritage Night) with themed food and beverage specials.
- **Live Entertainment.** The Mosaic will showcase Milwaukee's artistic talent, including local musicians, DJs, and performers who reflect and celebrate the city's international spirit. These programs will add vibrancy to Cathedral Square while supporting the local creative economy.
- **International Sports Viewings.** The venue will host live screenings of major soccer tournaments, European competitions, and other global sporting events, creating a true destination for international sports fans. With the FIFA World Cup set to be hosted in the United States in 2026, The Mosaic will be uniquely positioned as Milwaukee's home for the world's game.

### Key Partnerships

- **Local Distributors & Brewers.** Work with Milwaukee-based breweries, distilleries, and food suppliers to integrate local pride into Mosaic's international offerings.
- **Cultural Organizations.** Collaborate with Milwaukee's cultural associations, universities, and community groups to host events that reflect the city's diversity.
- **Neighborhood Collaborations.** Develop partnerships with surrounding Cathedral Square businesses to co-promote events and build momentum for the district's growth.

## FACILITIES

Mosaic – International Bistro + Social will be located at 787-789 N. Jefferson Street in the heart of Milwaukee's Cathedral Square, directly across from Cathedral Square Park. The building, a two-story masonry structure of approximately 3,094 square feet, is part of the Jefferson Street Historic District and carries a unique architectural charm dating back to its original construction in the early 1900s. This historic identity will serve as the foundation of Mosaic's design. A remodel of fixtures and furnishings will modernize the space for a full-service hospitality operation while retaining the character of the brick façade, window lines, and architectural details. Inside, the concept will balance exposed brick, restored hardwoods, and historic trim with modern finishes, large sports-viewing

screens, and an inviting bar and dining environment that reflects the international, cultural mission of Mosaic.

The ground floor will feature a central bar, dining areas, and direct views of multiple large screens for international sporting events. The second floor will serve as an additional lounge and private event space with its own bar service, flexible seating arrangements, and a terrace access overlooking Cathedral Square. This multi-level layout will allow Mosaic to host both casual social gatherings and organized cultural or sports-related events, further positioning the business as a versatile community hub.

### **Security and Safety**

Security and safety are essential considerations for Mosaic's operation in Cathedral Square. The business will employ professional door staff and trained security personnel during peak evening hours and major sports events, supported by 24/7 surveillance cameras monitoring entrances, exits, and service areas. Staff will be trained in responsible alcohol service, conflict de-escalation, and emergency procedures to ensure a safe, enjoyable environment for all patrons. Beyond in-house measures, Mosaic will actively participate in a Cathedral Square block watch program, allowing their security personnel to monitor and collaborate with other security personnel from the surrounding businesses. Mosaic's security team will be collaborating with neighboring businesses and coordinating with Milwaukee Police Department patrols to enhance safety throughout the district.

### **FINANCIAL PLAN/START UP CAPITAL**

The Mosaic – International Bistro + Social is projected to launch with an initial capital investment of approximately \$200,000 to \$250,000. These funds will cover remodeling, fixtures, design services, inventory, and other associated start-up costs. Capital will be sourced through a combination of personal savings, income from existing businesses, and commercial loans. In addition, the company will actively pursue small business financing opportunities and grants — including façade improvement grants, white box grants, the Milwaukee Business ReStart Program, Brew City Match, and other available resources — to strengthen the project's financial foundation and support its role in driving local economic development