

BUSINESS IMPROVEMENT DISTRICT 32



**PROPOSED OPERATING PLAN  
2017**



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## I. INTRODUCTION

### A. Background

In 1984, the Wisconsin legislature created 66.1109 (formerly S. 66.608) of the Statutes (see Appendix A) enabling cities to establish Business Improvement Districts (BIDs). The purpose of the law is “to allow businesses within those districts to develop, to manage and promote the districts and to establish an assessment method to fund these activities.” (1983 Wisconsin Act 184, Section 1, legislative declaration.)

The City of Milwaukee has received a petition from property owners, which requests creation of a Business Improvement District for the purpose of revitalizing and improving the North Avenue Marketplace BID 32 business area on Milwaukee's North Side. The area is bounded on North Avenue between I-43 and 27<sup>th</sup> Streets and Fond du Lac Avenue between 17<sup>th</sup> and 27<sup>th</sup> Street. The BID law requires that every district have an annual Operating Plan. This document is the initial Operating Plan for the Marketplace Business Improvement District #32.

### B. Physical Setting

The District covers the retail and commercial corridors of North Avenue from I-43 to 27<sup>th</sup> Streets and Fond du Lac from 17<sup>th</sup> to 27<sup>th</sup> Avenue. This area involves several major commercial nodes; North and Fond du Lac Avenues, Center Street, 27<sup>th</sup> and Fond du Lac Ave and Teutonia and North Avenue. It creates a great opportunity for increasing commercial development, business and employment growth.

## II. DISTRICT BOUNDARIES

Boundaries of the proposed district are shown on the map in Appendix C. of this plan. A listing of the properties included in the district is provided in Appendix D.

## III. PROPOSED OPERATING PLAN

### A. Plan Objectives

The objective of the North Avenue BID 32 is to: Create a viable and sustainable commercial corridor that supports commercial real estate development with job growth, local entrepreneurs, engage business owners, reduce blight, advance environmental remediation and encourage local, regional or national businesses to locate to the community.

### **KEY STRATEGIC FOCUS AREAS**

- Improve Façades on commercial corridors
- Continue work with Main Street designation and technical assistance provided
- Commercial Corridors Maintenance and Streetscape Projects
- Environmental Sustainability Initiatives (EPA Brownfield procurement award)

- Support Commercial Developments as identified in the Lindsay Heights Charrette and models focused on equity investment
- Initiate Safety and Security practices
- Market area as destination for Home Grown City Initiatives

#### FOCUS AREAS and PROSED ACTIVITIES FOR 2017

1. Strengthen BID Board and governance by recruiting innovative commercial property owners
2. Advance public and façade improvements. Advance, monitor and celebrate façade and streetscape programs
3. Address issues concerning safety and crime. Implement safety improvements and lighting enhancements
4. Develop collaborations with MKE Downtown United, City, civic leaders, developers and community- based organizations to bring investments into the target area. Work with Lindsay Heights Commercial Corridors Committee to promote commercial development projects
5. Plan and implement events and projects, supported by commercial property owners, businesses and developers, to promote a positive business climate. Explore the feasibility of a Fondy Night Market. Engage professional pro-bono services for outreach and marketing.
6. Increase Environmental Sustainability Initiatives to address brownfield conditions
7. Implement comprehensive property development plan to eliminate blighted, nuisance and vacant properties.
8. Support sustainable commercial developments that encourage diversity of investors and niches identified in the 2011 Lindsay Heights Market analysis.

#### B. Proposed Expenditures

Proposed Budget – \$ 81,410.21

#### C. Proposed 2015 Budget Expenditures – See Appendix E

#### D. Financing Method

It is proposed to raise \$ 81,734.16 through BID assessments. (See Appendix D) If other resources are raised (grants, program revenue, etc.) they will also be used to fund projects outlined in the BID budget. The BID Board shall have the authority and responsibility to prioritize expenditures and to revise the budget as necessary to match the funds actually available.

#### E. Organization of BID Board

The Mayor appoints members to the district board ("board"). The board's primary responsibility will be implementation of this Operating Plan. This will require the board to negotiate with providers of services and materials to carry out the Plan; to enter into various contracts; to monitor development activity; to periodically revise the Operating Plan; to ensure district compliance with the provisions of applicable statutes and regulations; and to make reimbursements for any overpayments of BID assessments.

State law requires that the board be composed of at least five members and that a majority of the board members be owners or occupants of property within the district.

It is recommended that the BID board be structured and operate as follows:

1. Board Size – Five to Eleven
  2. Composition - At least three members shall be owners or occupants of property within the district. The board shall elect its Chairperson from among its members.
  3. Term - Appointments to the board shall be for a period of three years except that initially two members shall be appointed for a period of three years, two members shall be appointed for a period of two years, and one member shall be appointed for a period of one year.
  4. Compensation – None
  5. Meetings: All meetings of the board shall be governed by the Wisconsin Open Meetings Law.
  6. Record Keeping - Files and records of the board's affairs shall be kept pursuant to public record requirements.
  7. Staffing - The board may employ staff and/or contract for staffing services pursuant to this Plan and subsequent modifications thereof.
  8. Meetings - The board shall meet regularly, at least twice each year. The board shall adopt rules of order (“by laws”) to govern the conduct of its meetings.
- F. Relationship to the Business Association -no official business association located in the BID 32 service area to date. The BID is collaborating partner with the Lindsay Heights Commercial Corridors Committee

#### IV. METHOD OF ASSESMENT

- A. Assessment Rate and Method
- B. Marketplace BID 32 assess the property in the district at a rate of .0066/1000 of assessed value, subject to the maximum assessment of \$1,500 and a minimum assessment of \$300 for the purposes of the BID. DCD staff can assist in developing other methods to fit the proposed BID’s circumstances.

## Appendix A

### Annual Updates

Nearly \$50 million dollars will have been invested in the BID Area by the end of 2016. The Charrette and other projects including the approval for a Save-a-Lot Store to be opened at the former Lena's site will take place in 2016. But this was not a year without transition. The BID relocated into a historic fully rehabbed property that was brought back to life by a local business owner.

The North Avenue/Fond Du Lac Corridor gets a healthy addition due to a unified venture that began with Walnut Way Conservation Inc. Innovation Wellness Center opens its doors October 15. The first of two phases, this 2500 sq ft refurbished building has become the home to four innovative and sustainable organizations that are sorely needed in the community:

The Fondy North Marketplace BID 32 Main Street, hosted the second annual Start Up Scale Up Business Plan Competition. Several information sessions were held, starting with an info session on Thursday, February 25, 2016 at 5:30 PM at C4 BRIC Training Center, located at 2741 W. Fond Du Lac Ave.

The Competition served as a springboard for the BID's most innovative business ideas and entrepreneurial concepts for the North Avenue/ Fond Du Lac Business commercial corridor. Competing for cash and prizes, participating entrepreneurs created and refined their business plans and prepared to launch their businesses. Successful entrepreneurs and experts from around the city served as mentors, judges and workshop presenters. Access to professionals and business leaders through the Competition may have resulted in additional financing; to date, three of last year's participants have secured additional funding for their start up enterprise.

"Through the Fondy North Marketplace BID 32 Main Street Business Plan Competition local entrepreneurs can turn innovative ideas into actual businesses and existing business owners can expand or grow their current endeavors," said Jacqueline Ward, Director of the Marketplace BID 32. "It's great forum to nurture the talent and ideas being created around the city," she says, "With last year's impressive showing, we look forward to more entries in what is rapidly becoming a premier Milwaukee Small Business event."



**Outpost Pop-Up store**, an innovative concept used to introduce the concept of a community cooperative to the Lindsey Heights community while expanding the neighborhoods access to fresh, healthy foods. For over 45 years, Outpost has been a leader in the Milwaukee area when it comes to sustainable healthy food choices grown locally. Outpost will introduce the concept of becoming a shareowner in a neighborhood business to a new generation of Milwaukee residents.

The **Fondy Farmers Market**, always a source of fresh foods and local artisan wares, will be relocating their offices to the Innovation Wellness Center.



**The Juice Kitchen**

**The Juice Kitchen**, a long awaited fresh, locally sourced vegetables and fruit juicing establishment lead by husband and wife duo Manaan and JoAnne Sabir is the star attraction for the Innovation Wellness Center. Recognized throughout the Milwaukee area as a champion for fitness and holistic health the Sabirs are held in high regard when it comes to eating healthy.

A much needed service in the area is a public kitchen and the **Milwaukee Center for Independence (MCFI)** is sure to get numerous shout-outs for this remarkable undertaking.

### **St. Ann Center Sparks Central City Economic Development**





Since its opening in September 2015, St. Ann Center for Intergenerational Care-Bucyrus Campus has become a living example of community building. Its central mission is to bring excellent early childhood education to the children of Milwaukee's central city, quality day care to the frail elderly and adults with disabilities, and health and wellness services to the surrounding community. Beyond that, St. Ann Center is committed to becoming a part of the fabric of the neighborhood by working closely with talented, motivated residents who are dedicated to revitalizing a long underserved part of the city.

The Bucyrus Campus, located at 24th Street and North Avenue, is a \$21 million project, featuring an 80,000-square-foot facility on 7.5 acres. This two-block parcel sat vacant for more than 40 years on one of Milwaukee's major commercial corridors. Phase 1 of construction is now complete. Childcare and adult day care rooms are open, with a capacity to serve 220 children and 150 adults, and a dental and medical clinic are set to open in spring 2016. Phase 2 will include an indoor warm water therapy pool and an Alzheimer's care unit. As it grows, St. Ann Center's new campus will bring more than 200 jobs to the community, and an annual financial return of \$4.6 million.

"I think that this is the most exciting, transformational, community project in the city ever," said Tim Sullivan, former CEO of Bucyrus International and capital campaign chair of the Bucyrus Campus project. Currently, St. Ann Center is working with residents and grassroots organizations to form strong, active community partnerships. The shared goal is to transform the central city neighborhood from one of the poorest in the City into a model of innovation and successful economic development through:

**Job creation:** Job creation is often the missing component in comprehensive neighborhood development. St. Ann Center will create 160 full-time jobs with benefits and 40 part-time jobs. By providing day care at the Bucyrus Campus, the Center also allows more people to go to work, knowing their loved ones are cared for. The Center works with the Milwaukee Area Workforce Investment Board, Inc. to maximize hiring from the immediate neighborhood. Of all workers hired to date, 97% live within a few blocks of the Bucyrus Campus. Phase 2 of Campus construction is expected to create 50 additional jobs to be filled by unemployed tradesmen or apprentices from the neighborhood. Also, clients of SER Jobs for Progress volunteer in the Bucyrus Campus adult day care program, a first step to employment.

**Inspiring new business and neighborhood development:** The North Avenue/Fond du Lac Marketplace Business Improvement District, in collaboration with St. Ann Center, is committed to hosting events and providing financial/technical support to established and start-up businesses that may locate on vacant abandoned or underutilized properties. In addition, ACTS Housing, with an office at the Bucyrus Campus, is helping families



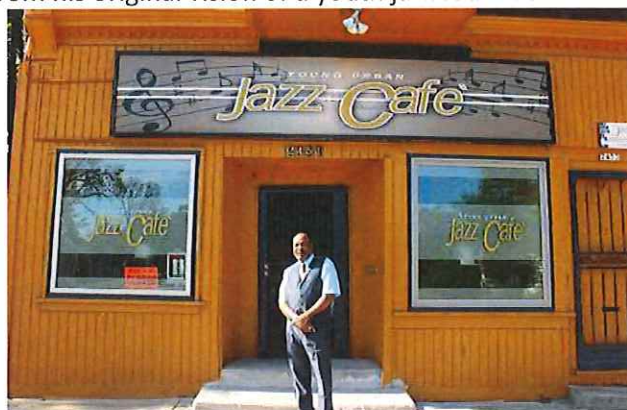
transition from renters to homeowners . “The Bucyrus Campus is a magnificent platform for catapulting the community forward in jobs, resources and pride of ownership,” says Bucyrus Campus COO Diane Beckley.

**Support of local and minority businesses and culture:** During Phase 1 construction of the Bucyrus Campus, St. Ann Center surpassed city guidelines recommending a 25% minority workforce by hiring 33% minority workers. Among them are central city young people trained in the trades by the non-profit organization, One Hope Made Strong. Blue Skies Landscaping, a program of Walnut Way Conservation Corp, handles the Campus’ groundskeeping. Community food vendors, including Coffee Makes You Black and The Big Eazy, have catered special events at the Campus. “We want to be a beacon for developing the business community from within,” says Sister Edna Lonergan, OSF, St. Ann Center President. Drawing on the neighborhood’s rich culture, a 350-seat band shell, to be built in partnership with Parklawn Assembly of God Church on Campus grounds, will showcase local talents, and serve as a safe, beautiful gathering place for concerts, church services, neighborhood meetings and celebrations.



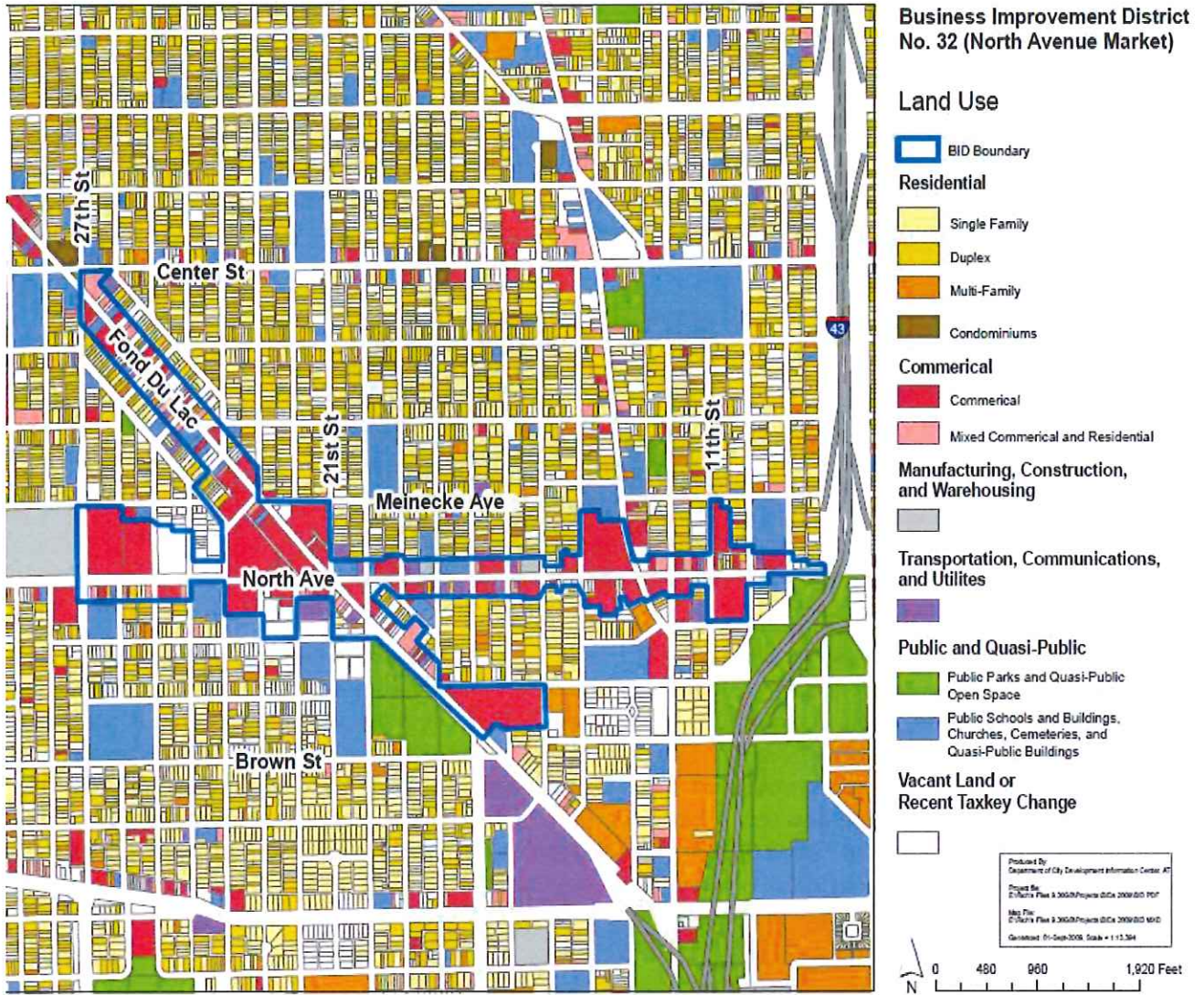
## Young Urban Jazz Café

Don Lewis is more than just a classically trained musician, he is also a visionary. The owner of the Jazz Café located at 2451 W. Fond Du Lac Avenue sees a great opportunity of opening a sophisticated night spot in the Fond du Lac/ North Avenue Business Corridor. Just blocks away from the new sports complex, Lewis is hoping to garner some of that disposable income from the many sports fans and tourist coming downtown to visit the city. The Jazz Café is the newest club to open that offers a sophisticated alternative to clubs that cater to a younger audience. With his band the Don Lewis Trio along with the Manty Ellis Trio and the incomparable Adekola Adedapo on the line up, the café is quickly garnering attention as a place for live music with lots of parking. Not to stray from his original vision of a youth jazz foundation.



# Appendix C

## Marketplace Business Improvement District 32 Area Map



**2017 Budget and Expenditures**  
**North Avenue Marketplace BID 32**  
09/01/16

Income			Notes:
City of Milwaukee Assessment	\$	81,568.02	
Contributions/Grants	\$	-	
Advertising Revenue	\$	-	
Gifts in Kind/ Sponsorships	\$	-	
Misc Revenue/Carry Over			
Interest Income	\$	50.00	
<b>Total Income</b>		<b>\$ 81,618.02</b>	
Expense			
UWM Community Partner Fee	\$	17,000.00	Shane Thomas, UWM Fellow and BID Manager at 20 hours per week
Contract Administrative Services	\$	9,360.00	Admin - 15 hrs per week at \$12/per hour
Street Maintenance	\$	7,000.00	
Marketing Expense	\$	500.00	
Upkeep of 3 pocket parks	\$	3,500.00	Blue Skies Landscaping
Insurance - D&O/Gen Liability/Misc	\$	1,800.00	from actual financials
Telephone & Internet	\$	5,220.00	\$435 per month
Program Supplies/Refreshments	\$	500.00	
Office Supplies/Postage	\$	1,200.00	\$99 for drop box and other
Rent/Utilities	\$	9,240.00	rent includes utilities
Conference & Meetings	\$	2,000.00	Potential conference and other meeting expense
Travel	\$	400.00	Mileage
Equipment	\$	1,000.00	Potential new laptop
Legal	\$	2,000.00	BID development agreements with City, if needed
Accounting/Audit	\$	9,000.00	\$550/mo and \$2,400 for audit
Repairs and Maintenance	\$	750.00	Equipment repairs
Publications & Subscriptions	\$	150.00	
Membership Due	\$	200.00	
Website Develop. & Maintenance	\$	2,500.00	
Repayment of Save A Lot loan	\$	7,196.21	Due to City of Milwaukee - Principal and Interest (20 yr payback)
Depreciation Expense	\$	594.00	
Board & Staff Development	\$	200.00	
Miscellaneous Expense	\$	100.00	
<b>Total Program Expenses</b>		<b>\$ 81,410.21</b>	
<b>Surplus</b>		<b>\$ 207.81</b>	

## Appendix E

### Marketplace Business Improvement District 32 2017 Board of Directors

**Susan K. Eick, Chair**

IFF

215 N. Water St. Suite 225

Milwaukee, WI 53202

414-429-9780

[seick@iff.org](mailto:seick@iff.org)

**Sharon Adams, Treasurer**

Walnut Way Conservation Corp, Retired

BID area property owner

2240 N. 17<sup>th</sup> St.

Milwaukee, WI 53205

[Sharonfosteradams@gmail.com](mailto:Sharonfosteradams@gmail.com)

**Joann Harris-Comodore, Vice Chair/Secretary**

Residential Living Services

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Milwaukee, WI 53206

414-933-3929

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**Sister Edna Lonegran**

St. Ann Center

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**Arthur Wilson**

Friendship Inc.

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Milwaukee, WI 53206

414-416-1684

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**BID #32 (North Avenue Market Place) Board Member Sheet**

**Board Organization:** 5-11, at least 3 members shall be owners or occupants of property within the district. Any non-owner or non-occupant appointed to the board shall be a resident of the City of Milwaukee. The board shall elect its Chairperson from among its members.

<u>Board Member</u>	<u>Title</u>	<u>Start Date</u>	<u>End Date</u>
Joann Harris-Comodore	Vice-Chair/Secretary	9/01/2016	9/01/2019
Sharon Adams	Treasurer	9/01/2016	9/01/2019
Susan K. Eick	Chairperson	9/01/2016	9/01/2019
Sister Edna Lonegram	Member	9/28/2016	9/28/2019
Arthur Wilson	Member	9/21/2016	9/21/2019

