



# VISIONING

## SUMMARY REPORT

Prepared for

# Marketplace BID

## Milwaukee, Wisconsin

A Wisconsin Main Street Community

September 2013





# THE COMMUNITY'S VISION FOR MARKETPLACE BID

## VISIONING WORKSHOP SUMMARY

A Service Provided by the Wisconsin Main Street Program

### Introduction

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Wisconsin Main Street, a Wisconsin Economic Development Corporation program, retained Jay Schlinsog from District Professionals Network (DPN) to facilitate a visioning workshop for the Marketplace BID #32 in Milwaukee, a new Wisconsin Main Street district. The workshop and this accompanying summary report are furnished by the Wisconsin Main Street Program as part of an ongoing series of technical assistance and services that will be provided to the district and the Fondy North EDC/BID 32 organization.

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### Acknowledgements

The community's vision for Milwaukee's Marketplace BID, and related concepts and strategies outlined in this summary report, are rooted in ideas and insight shared by Marketplace BID stakeholders and community advocates that participated in the process. DPN appreciates the community's enthusiastic participation and is especially grateful for the efforts of Fondy North EDC/BID 32 officials and staff members that helped to facilitate the process.

# The Importance of Vision

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*"If you don't much care where you're going, it doesn't matter which way you go. You're sure to get somewhere if you keep at it long enough."*

- The Cheshire Cat in [Alice's Adventure in Wonderland](#) by Lewis Carroll.

*"You've got to be very careful if you don't know where you're going, because you might not get there."*

- Yogi Berra

## Vision at the Core

Strategic visioning has a power that is grounded in its ability to move us toward the future in a profound way. It is a deep sense of purpose for what your district stands for and what your organization is striving to create. Vision provides meaning by describing who we are and what we want to become – a portrayal of our desired future. A purpose-driven vision can effectively shape the “Agenda” for the organization and serves to:

- ▶ Inspire action
- ▶ Align individuals to the purpose
- ▶ Motivate individuals to work together in efforts to leap over present constraints to a desired future
- ▶ Identify special features and unique attributes that distinguish the district today and in the future
- ▶ Bring focus on priorities and “first steps” toward the community’s vision for district

The community’s vision for Milwaukee’s Marketplace BID will provide motivation to move forward, serving as a basis and providing direction to shape the Fondy North EDC/BID 32 organization’s:

- ▶ Mission
- ▶ Values and purpose
- ▶ Overall direction and structure
- ▶ Work plans

## A Snapshot – A Direction

The community’s vision for the Marketplace BID provides a brief narrative description and "snapshot" for the district as the organization and community desire it to be in the future. The vision statement provides direction for projects and actions that, ultimately, will help the community achieve its vision. Used effectively, the vision statement can be a powerful tool for motivating the community, to maintain focus on district revitalization goals and objectives, and to plan and act in a highly strategic fashion. Examples of how the vision statement can be applied to provide direction for both short and long-term district revitalization efforts include:

- **Motivating**
  - A reminder of the ultimate goal
  - A reason for “doing what we do”
  - A reason for others to participate
  - A way to frame “small successes” and progress
- **Planning**
  - A basis for the organization’s purpose and mission
  - A basis for principles that guide important decision-making processes
  - A basis for development, redevelopment and revitalization strategies
  - A basis for a long-term, incremental approach to district revitalization
  - A litmus test for every proposed project and activity -- Ask, “Does it fit?”

## Vision-based Strategic Planning

The strategic planning flow chart illustrates how the community's vision for the Marketplace BID area can be applied as a core element to guide important decision-making and strategic planning processes.

### It Begins With Vision...

# Strategic Planning Flow Chart



## Defining the Community's Vision for Milwaukee's Marketplace BID Visioning Workshop Summary

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Marketplace BID leaders and stakeholders representing a diverse cross-section of the community attended and participated in the visioning workshop conducted September 12, 2013. Following is a summary of workshop activities highlighting ideas and input provided by participants.

### Workshop Activity One: Front Page News

Working in groups, workshop participants completed a visioning exercise, creating the front page for *The Milwaukee Journal Sentinel's* Special Marketplace BID Progress Edition for September 12, 2023. Results of each group's work are summarized below.

#### **Group A**

- Headline:** **NEWEST PROJECT BRINGS CUMULATIVE TOTAL INVESTMENT OVER QUARTER BILLION FOR FONDY NORTH GATEWAY MARKETPLACE**
- Headline Photo:** Aerial Photo of district gateway showing development of past ten years and caption, "The difference a decade makes."
- Lead Paragraph:** New developments include mixed-use and housing development, and adaptive re-use of existing real estate to complement redevelopment of Milwaukee Mall. Fueled by Men's Health Center and Wellness Commons developments, investment spurs mixed-income housing development starting five years ago.
- Late News:**
- Lena's new store opening
  - BID Chamber office grand opening
  - Marketplace BID wins on retail expansion
  - Mayor's strong commitment to invest in tax credits targeting Fondy North Gateway
  - Milwaukee County Mental Health Complex North hosts community health day
  - Hotel-Conference center opens
  - Eighth year of consecutive reduction in violent crime

## **Group B**

### **Headline:**

**FONDY NORTH AREA THE NEW GATHERING PLACE**

### **Headline Photo:**

Photo of North and Fond du Lac intersection showing streetscape, public transportation, etc., with caption, “New Nordstrom’s at intersection of North and Fond du Lac.”

### **Lead Paragraph:**

Today, the Fondy-North area, spearheaded by the BID and EDC, celebrates its 10 year anniversary of being “The New Gathering Place” for the city of Milwaukee. The efforts involved around creating new businesses, creating full employment, developing a new family restaurant and business incubator for the area. The corridors of Fond du Lac and North Avenues have become vibrant for businesses and have attracted people from all over the region. It is a safe and fun place to be at all times.

### **Late News:**

- 10 year anniversary for Main Street designation
- Area has become thriving center for employment, new businesses, new wealth and ownership
- MCTS wins award for creative bus shelters along the Fond du Lac and North Avenue corridors
- The area has a significant individualized and organized volunteer engagement effort
- 5 year anniversary of Fondy Food Center’s establishment of family restaurant and food business incubator
- Comprehensive public safety station within the area

### **Turning Point:**

*Community Design Standards Adoption was catalyst for Marketplace BID of today. The BID served as the lead entity in getting local businesses and residents to adopt new community design standards. This efforts started as a result of walking clubs throughout the area involving all the stakeholders within the area. (Photo of building with rooftop garden and caption, “Buildings in the Fondy-North area are highly decorated and well maintained.”*

### **Free Play:**

- New buildings in place – tear down old buildings
- Full-service gas station
- Green space – community gardens
- 80% African-American Business Owners
- 87% graduation rate among area youth
- Full employment
- Fresh food in the area
- Preserve historical buildings
- Area beautification
- Playgrounds in area
- Health care in the area to serve families and elderly
- St. Ann Intergenerational Center – new
- Better marketing for the area, especially for business (electronic billboards)
- Several coffee shops
- Benches for people to sit
- Community center
- Fondy Food Market
- Family restaurant (Fondy Food, Growing Power as partners)

## **Group C**

**Headline:**

**NEW OFFICE DEVELOPMENT IN BID 32**

**Headline Photo:**

Photo new office development with courtyard and caption, "Mixed-use, office and commercial; ample parking."

**Lead Paragraph:**

- Green space
- 500 new jobs
- On-site day care
- Clinic
- Local contractor
- Mixed-use
- Eateries
- Marketplace Fest plans underway
- BID partners with local colleges and youth groups
- Elder care

**Late News:**

- Beholding the BID Beauty
  - Art space
  - Parks
  - Pedestrian-friendly
  - Safe
- Crime has its "Hands Down"
  - Crime down 50%
  - Development up 150%
- Local Contractor Gives Back
  - Jobs, training
  - Internships

**Turning Point:**

*Joining the Main Street Program was catalyst for Marketplace BID of today. It seems like just today when we embarked on this project... (Photo of City and BID leaders together with caption, "Happy BID people, citizens.")*

## Workshop Activity Two: Marketplace BID VisionQuiz Exercise



Following are compiled responses to a series of questions designed to identify community values and various features that could be part of, and instrumental to achieving, the community's vision for Milwaukee's Marketplace BID. The format for the exercise and responses offered by work groups provides a basis for the draft vision statement prepared as part of this exercise and lends direction for initial and future Marketplace BID Main Street committees' projects and initiatives.

(+ indicates popular response/area of emphasis)

**1. What are some of the Marketplace BID area's best opportunities for the future? Or, what are you most excited about?**

- 24<sup>th</sup> & North to 26<sup>th</sup> & North (North sides)
- Fondy Market expansion, food hub +
- Homeownership +
- Johnson Park
- North & Fond du Lac (Milwaukee Mall)
- Opportunity to build +
- Opportunity with building redevelopment
- Small business incubation ++

**2. What are some things about the Marketplace BID area that should never change?**

- Alice Gardens +
- Always innovative
- Demographics +
- Farmer's Market
- Hospitality
- Johnson Park
- Leadership
- Passion
- Youth to stay in community



**3. Describe the Marketplace BID area's business mix and/or business climate in 2023.**

- Eclectic
- Entrepreneurial (small business-friendly) +
- Mix includes:
  - 24-hour ball & skate
  - Bike shop
  - Coffee shop
  - Community gym/center
  - Elderly care
  - Garden center
  - Grocery
  - Home improvement showroom
  - Innovation center +
  - Law offices and professional services
  - Mixed-income residency
  - Restaurants/eateries
  - Support services – especially for children
  - Workspace/business center
- Walk to work

**4. List some of the Marketplace BID area's business anchors, special attractions, business clusters and/or niches in 2023.**

- BIF Fest / outdoor festivals +
- Financial services +
- Food hub
- Green
- Healthy food
- Homeless services
- New, improved Alice's Garden +
- Social services
- Theatre
- Urban Target store
- Veteran support

**5. Describe the Marketplace BID “Experience” in 2023. People want to come back again and again because...**

- Affordable +
- Accessible +
- Children
- Comprehensive area
- Convenient
- Development of community
- Diverse
- Eclectic shopping district
- Evening-time activities
- Extension – connected to downtown ++
- Good-looking area
- Livable
- Memorable
- Quality goods and services
- Safe environment (area) +
- Shopping +
- Vibrant, fun for all ages
- Walk to work +

**6. List single words that best describe the Marketplace BID area in 2023.**

- Accessible +
- Connected ++
- Creative +
- Cultural +
- Entertaining ++
- Innovative ++
- Vibrant ++
- Welcoming+
- Youth-focused +

- 7. List some features that help “define” the Marketplace BID area in 2023 – things that make it different than most other places.**
- Active chamber of commerce and BID
  - Close to downtown and freeway (Interstate 43)
  - Comprehensive public safety center
  - Culture around healthy food +
  - Diversity (cultural) +
  - High auto traffic (Highway 145)
  - Holograms/touch screens – information/directions/events
  - Intercultural/diversity
  - Intergenerational health facility +
  - Isolated/protected bike lanes
  - Outdoor farmer’s market
  - Technology green buildings/landscapes
- 8. It’s 2023 and everything has gone right. You’re in a hot air balloon looking down at the Marketplace BID. What do you see?**
- Amusement park area
  - Bike lanes, trails
  - Clean spaces
  - Construction equipment
  - Green space
  - Green space/parks
  - Less vacant lots (occupied by green space, events and the like)
  - Multi-family housing nearby
  - Organized traffic patterns
  - Plenty of foot traffic and biking
  - Pockets of light industry
  - Rooftop gardens
  - Solar panels
- 9. Describe, in one short sentence, what the Marketplace BID will be “known for” in 2023.**
- Innovative neighbor that has an anchor business – main attraction – that brings the community.
  - The newest environmentally-friendly corridor for families, businesses, and travelers.
  - Youth-friendly, men-friendly, family-friendly center.

**10. List some practical “first steps” to achieving the vision and to making the Marketplace BID area a more attractive, beautiful, inviting, profitable and fun place to be.**

- Attracting investors – community fundraising; achieve grant funding
- Community center diverse events +
- Crime reduction initiative – “The Interrupters” +
- Encourage a learning environment
- Improvements to farmers market
- Programming to increase foot traffic
- Provide support to local businesses to help develop, improve vision
- Recruiting volunteers +
- Redevelopment of existing structures +

**11. Describe in one short sentence what the Fondy North EDC/BID 32 organization will be “known for” in 2023.**

- Change agent that developed and executed a long-term plan
- Creative programming for businesses and community
- Early age entrepreneurship +
- Encouraging and enhancing African American-owned businesses
- Resourceful – financial networking
- Revitalization of business community

**12. What are things you want kids to remember about the Marketplace BID area after they’ve “grown up?”**

- Best food +
- Safe, enjoyable
- Community centers, events
- Compound progressive (adaptive)
- Friendly community
- Fun +
- Lifelong connections
- Making or creating your own destiny and community +
- Personal investment
- Safe, enjoyable +
- Teachable

# **The Community's Vision for Milwaukee's Marketplace BID**

*(Draft • September 18, 2013)*

Milwaukee's Marketplace BID of the future is Milwaukee's new gathering place and a thriving center for employment, entrepreneurship and diversity.

The corridors of Fond du Lac and North Avenues have become vibrant for businesses and attract people from all over the region. Strong connections to the downtown and a strong commitment to the health and well-being of the district's residents and entrepreneurs have seized on opportunities, and made the district a location of choice. A caring and nurturing environment extends beyond commercial endeavors to promote healthy lifestyles, housing styles to accommodate a demographically diverse market, and intergenerational learning and care-giving facilities to build strong bodies, souls and minds.

Milwaukee's Marketplace BID is a safe and fun place to be at all times. Marketplace BID festivals, events and attractions bring people from all cultures, generations and walks of life together to sample the extraordinary variety of foods and treats that have become synonymous with the district's reputation as a food hub – and to celebrate and pay tribute to the community's historic roots and heritage. Beautiful and highly accessible sidewalks, trails, parks, green spaces and playgrounds are magnets which invite all to commute, relax, play, socialize and exercise throughout the day.

Restored buildings, redeveloped sites and new development demonstrate a new era of innovation, investment and confidence on the part of local stakeholders and investors who have staked their claim in the district – and who also give back to the community. Strong partnerships, a commitment to quality, and the overwhelming success of community-initiated crime initiatives have paved the way for attractive mixed-use developments and a quality business mix complete with retail establishments, professional and financial offices, and service providers. The district's eclectic mix of local eateries entertain and satisfy the diverse appetites of both residents and visitors every day – and into the night.

As an agent for change which has successfully marshalled resources and facilitated the collaborative efforts of community partners and an expansive volunteer corps behind the district's revitalization, the Fondy North EDC/BID 32 organization continues to encourage creativity, innovation and lifelong connections. The destiny of individuals pursuing their individual and collective dreams have been, and will continue to be, intertwined in the continuing success story that is, Milwaukee's Marketplace BID.

# Unleashing the Power of Vision: Next Steps

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## ▪ Test, Refine and Finalize the Vision Statement

- Share the draft vision statement with organization leaders, workshop participants, and other key community representatives, as appropriate, and solicit suggestions for editing.
- Solicit additional input and commentary from the community. For example, questions from the visioning exercise might be posted to a Facebook page and/or used to poll district visitors, community civic groups and clubs, etc.
- Compile additional input, perform editing and prepare a final version of the vision statement to be formally adopted by the Fondy North EDC/BID 32 board of directors

## ▪ Communicate the Vision

- Prepare newsletter, newspaper, blog, Facebook, website, etc. features and columns that present and discuss the vision statement – and steps being taken by the organization to achieve the vision.
- Create and capture images to illustrate the vision, and to promote positive changes occurring in the district that depict elements of the vision “coming to life.”
- Use the vision statement along with related images, graphics and illustrations as a regular newsletter feature, as part of a social media campaign, and/or in appropriate BID informational materials and brochures.

## ▪ Use the Vision to Define the Role and Value of the Fondy North EDC/Bid 32 organization

- Draft or revisit the Fondy North EDC/Bid 32 mission statement relative to the vision statement to best ensure that it appropriately and effectively describes:
  - ▶ **Who** we are
  - ▶ **What** we do
  - ▶ **How** we do it

## ▪ Plan to Achieve the Vision

- Use the Vision Statement as a basis for important decision-making and planning processes. Identify core elements and values expressed in the vision statement and consider how those elements can be addressed, maintained or enhanced as part of the Fondy North EDC/Bid 32 program of work and annual work plans. For example:

**Core Element:** *Restored buildings, redeveloped sites and new development demonstrate a new era of innovation, investment and confidence on the part of local stakeholders and investors who have staked their claim in the district – and who also give back to the community.*

- ▶ Promote a strong sense of heritage and strong preservation ethic with special emphasis on the district’s remaining historic structures.
- ▶ Promote Wisconsin Main Street design services.
- ▶ Work with the City of Milwaukee, Milwaukee LISC and other area economic development partners to identify, promote and market district development and investment opportunities.

**Core Element:** *Beautiful and highly accessible sidewalks, trails, parks, green spaces and playgrounds are magnets which invite all to commute, relax, play, socialize and exercise throughout the day.*

- ▶ Work closely with the City of Milwaukee, Wisconsin Department of Transportation, property owners, developers and other stakeholders to plan and implement improvements that promote accessibility, intermodal connections, etc.
- ▶ Identify and pursue opportunities to incorporate interactive elements and furnishings (i.e., playground equipment) and special features (i.e., “creative bus shelters”) in the district’s public spaces and streetscape.