

# MKE INDUSTRIAL LAND USE ANALYSIS

PAG MEETING #3

April, 2021

**\_INTERFACE STUDIO**

+ Ninigret Partners

+ Prism Technical

+ 2-Story

## What is this plan for?

This plan will build a **shared understanding of Milwaukee's current industrial sector and provide a roadmap for future decision-making.** It will influence land use and zoning decisions for years to come.

The work seeks to answer critical questions to keep Milwaukee's industrial business landscape competitive in the future.

- Does the City of Milwaukee have sufficient industrial zoned land to meet future demand?
- Under what circumstances is a conversion for non-industrial uses appropriate on certain sites?
- Are there strategic adjustments that the City of Milwaukee should consider to its zoning code to meet the future space needs of manufacturers?

## KEY TASKS

EXISTING CONDITIONS

INDUSTRIAL SUPPLY /  
DEMAND & MARKET  
ANALYSIS

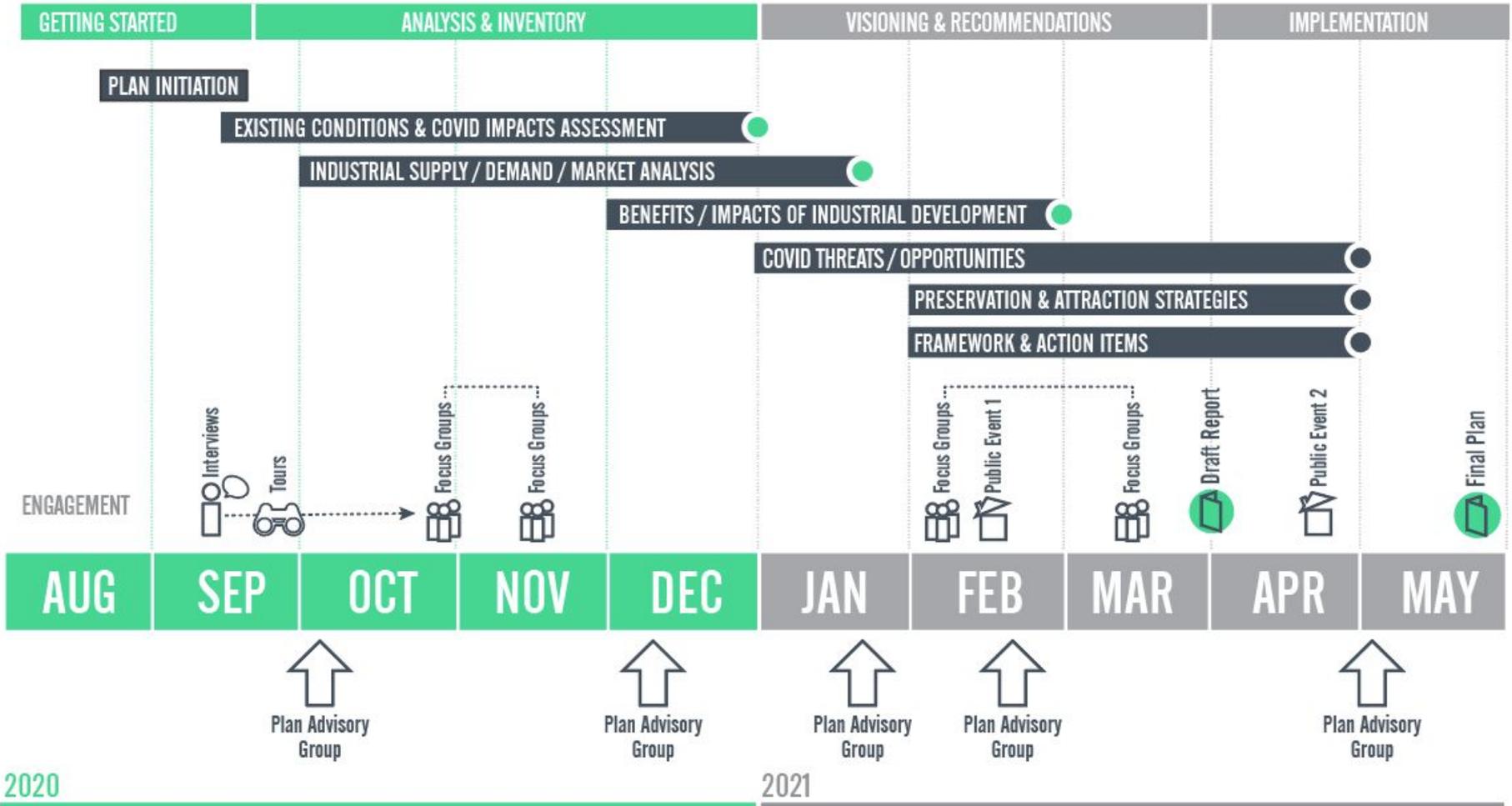
ECONOMIC BENEFITS &  
FISCAL IMPACTS OF  
INDUSTRIAL DEVELOPMENT

INDUSTRIAL PRESERVATION &  
ATTRACTION STRATEGIES

IMPLEMENTATION

COVID-19 RECOVERY  
PLANNING

# OUR PROCESS & SCHEDULE



2020

2021



# 14

## interviews

- Each BID Director (7)
- M7
- Port of Milwaukee
- Redevelopment Authority
- Developers (3)
- City Data Manager

+



# 5

## focus groups

- Makers/Brewers
- Maker Organizations, Connectors, Facilitators
- St. Paul Design District Business-owners
- BIPOC Business Stakeholders (X2)

+



## Public event & Web Activities

- ~37 Attended Public Event
- ~45 unique participants in online web activities

# WEB ACTIVITY RESULTS

MKEINDUSTRIAL.COM

## MILWAUKEE INDUSTRIAL LAND ANALYSIS



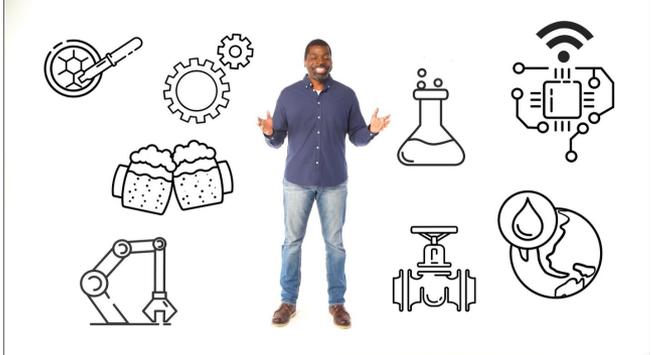
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## PROMOTIONAL VIDEO



**Corey Zetts**  
Executive Director  
Menomonee River Valley



**JOB CREATION**  
&  
*equitable economic growth*

# WEB ACTIVITY RESULTS



...g in a business that makes, mov...  
...our job in an industrial, manufa...  
...business?

Yes  
 No

Are you or anyone in your household currently looking to get a job, get a better job, or otherwise advance your career?

Yes  
 No

Thank you for your Participation in Activity #1.

[View Activity 2](#)



...e's historic slogan "Milwaukee : The Machin...  
...the World" accurately represent your view of...  
...Milwaukee today?

0 1 2 3 4 5 6 7 8 9

Not at All Tot

I value products that are made locally.

1 2 3 4 5 6 7 8 9

Not at All Tot

Thank you for your Participation in Activity #2.

[View Activity 3](#)



...ke means creating an environment for...  
...y that produces just and positive results...  
...various races, nationalities, genders,...  
...incomes and abilities. In particular, any...  
...economic development in the city must...  
...addresses... disparities of income, employment,...  
...business p... ion and ownership inequality that limit...  
...prosperity for all.

When you hear the term "equitable development" for you and for the city of Milwaukee,

we must change/address *(current state)*

in order to have more *(future results)*

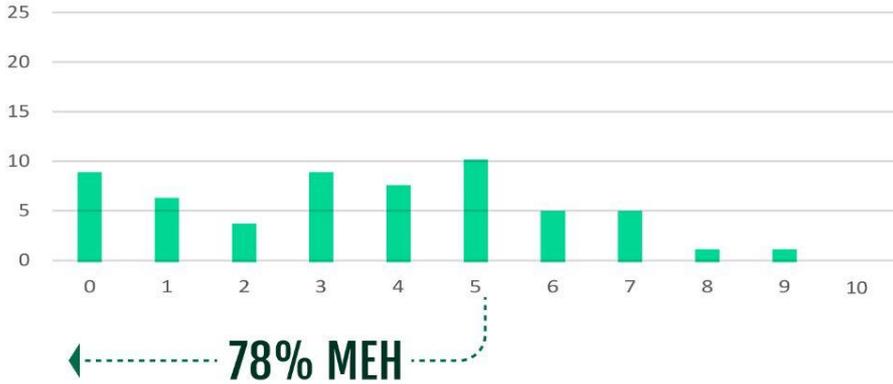
Thank you for your Participation in Activity #3.

[Close Activity](#)

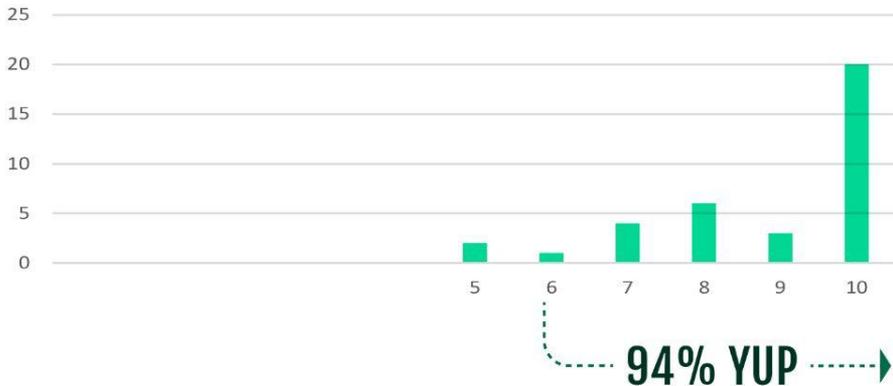
# WEB ACTIVITY RESULTS

~40 participants so far, please help us with a final push!

Does Milwaukee's historic slogan "Milwaukee : The Machine Shop for the World" accurately represent your view of Milwaukee today?



I believe Milwaukee needs to preserve and create modern manufacturing jobs to grow prosperity and equity in the City.



“Equal access to opportunity **has to be real for all of Milwaukee regardless of their race or economic status--** equal means the same quality of products/ service/ development for all Milwaukeeans”

ONLINE PARTICIPANT

Who's participated?



## WEBSITE COMMENTS

“ I own and operate a small manufacturing company. I currently lease my space in a large older industrial building. I would like to be able to build a space for my company, but stay in central Milwaukee. However comparing the costs to to suburban industrial land, its hard to justify staying in the city if I choose to make this investment.”

ONLINE PARTICIPANT

“ **Requiring employees to substantially pay for their own training is a huge barrier.** Everything from secretarial work to industrial sewing seems to need an associates degree these days ”

ONLINE PARTICIPANT

“

From a developers perspective- Development has become harder and harder over the years. Since MKE is the heart of our state, we need to make sure MKE has shovel ready sites.

”

ONLINE PARTICIPANT

“

There seem to be few opportunities for mid-level professionals. Many job postings are for either entry-level or executive/director-level. I wanted to return to Milwaukee to be closer to family but ended up taking a pay cut because there were few opportunities in my field.

”

ONLINE PARTICIPANT

“

I'd love to see more development of mixed use areas where **industries that have both a retail and industrial component can thrive** and find access to nearby customers.

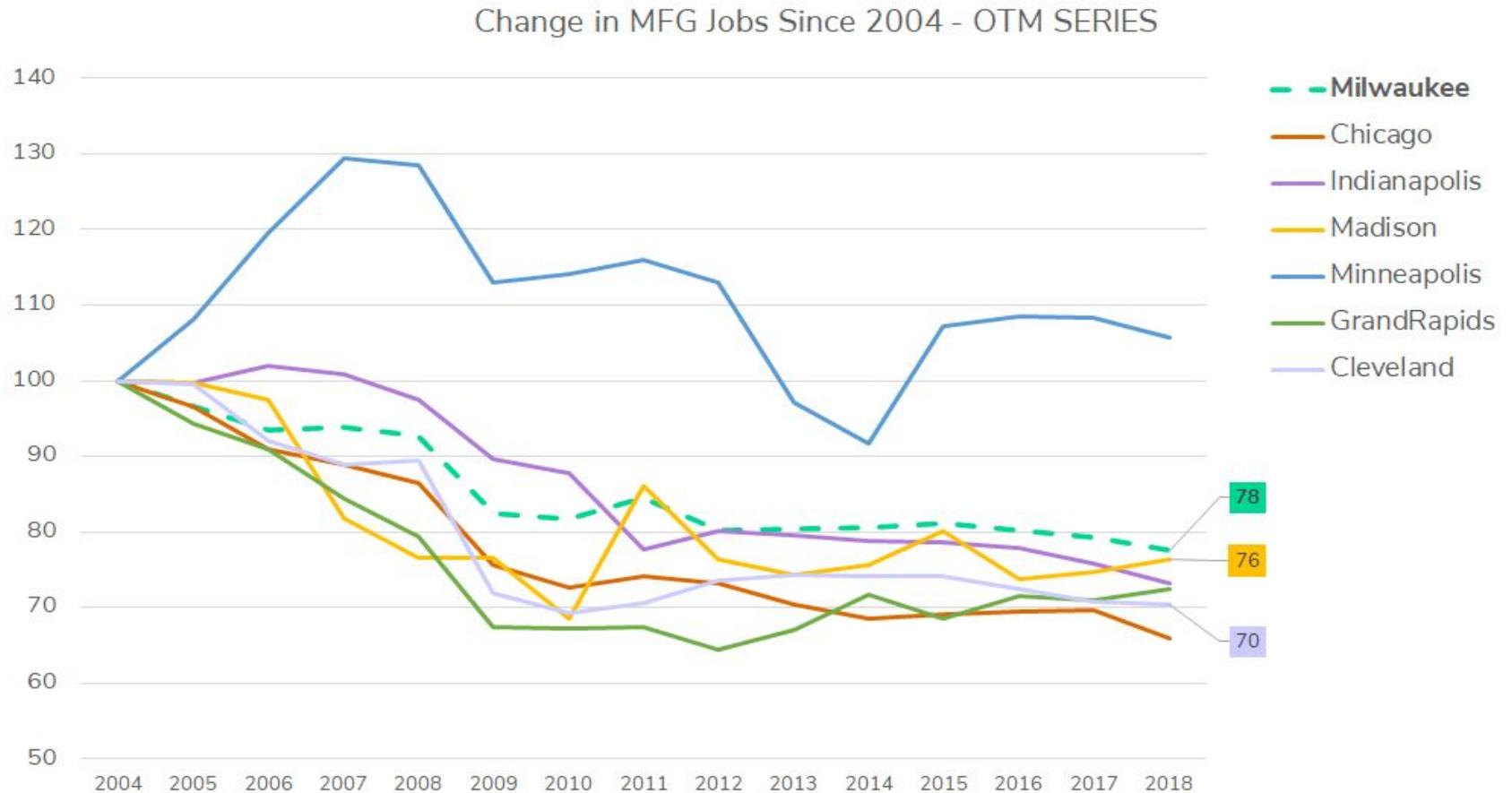
”

ONLINE PARTICIPANT

# BACKGROUND

MARKET CONDITIONS & INDUSTRIAL LAND

# In general, manufacturing has been in declining across Midwest cities



# 77% of the industrial buildings in the City were built before 1980

“

Spaces available for purchase are too large or in too poor condition for most small businesses to take on. Every year they sit, they get more expensive.

”

DEVELOPER INTERVIEW

- The age and condition of these buildings make them challenging or expensive to redevelop / rehab
- Without major upgrades, the building stock has limited utility for most manufacturing industries



“

Renovation / upgrades to suit unique space demands is cost prohibitive in available, raw industrial space.

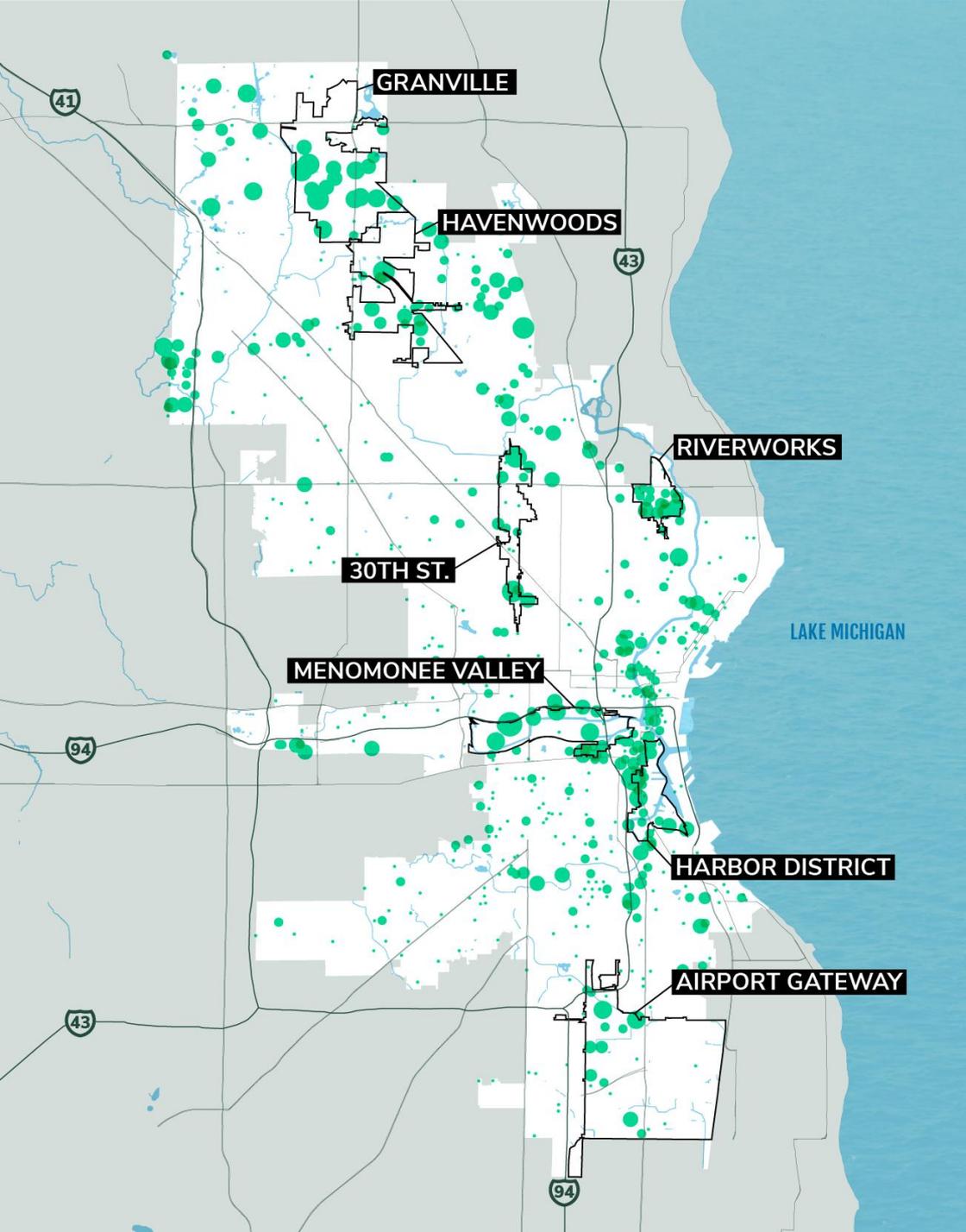
”

DEVELOPER INTERVIEW

# To support the potential for new jobs, we need additional industrial land & buildings ready for development.

- ① To support manufacturing: 20 acres of land per year.  
Higher job densities but harder to bring to Milwaukee
- ② To support small & mid-size industrial companies: 500,000 sq. ft. of building rehabilitation per year.
- ③ To support distribution: 56 acres of land per year.  
Lots of demand now but lower job densities





## JOBS

There are 31,774 manufacturing and construction jobs in the City. 53% of them are within a BID.

Over 20,000 employees commute in from outside the City for those jobs.

### MFG. JOBS

Dots scaled by total number of employees per business

2018

LEHD On the Map Goods Producing Primary Jobs

#### Number of Jobs

- 1 - 9
- 10 - 49
- 50 - 99
- 100 - 249
- 250 - 499
- 500 - 999
- 1000 - 2499
- 2500+

□ Industrial BID boundaries

# WHERE MANUFACTURING WORKERS LIVE

## WHERE MANUFACTURING WORKERS LIVE

Percent of all workers that live in each 1/4 mile hexagon who work in “goods producing” industries

**2018**

OnTheMap

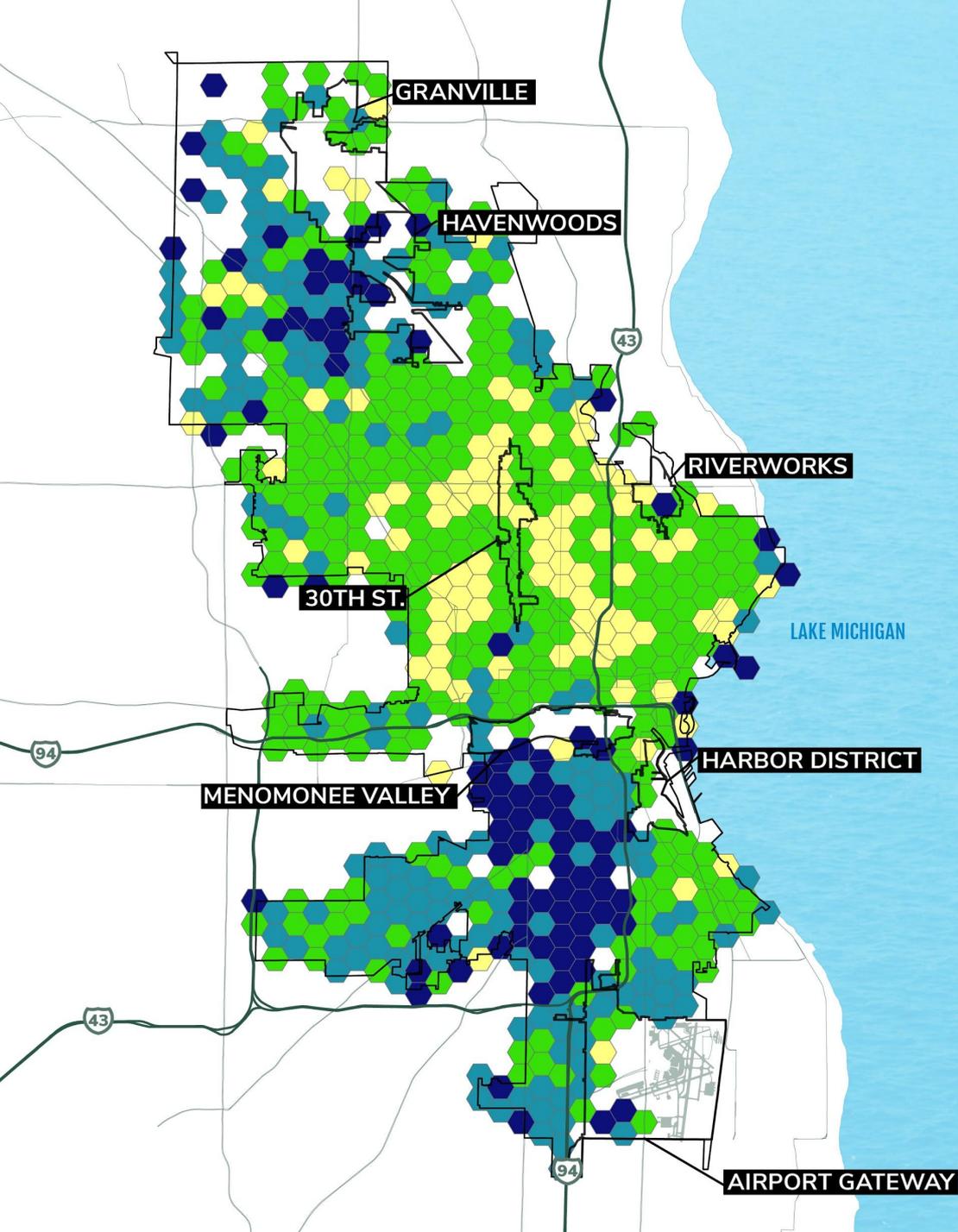
 Less than 10 percent

 10 - 14 percent

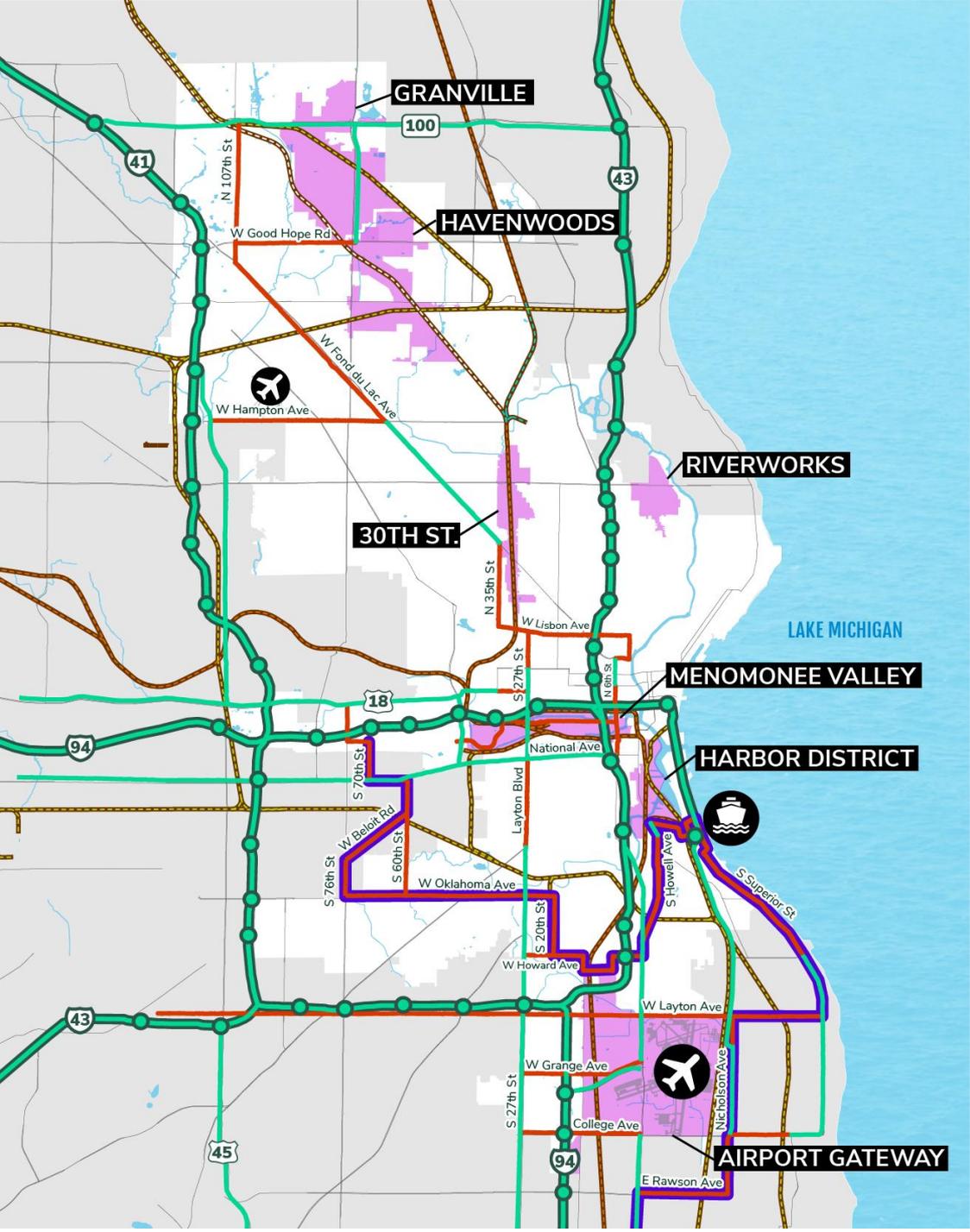
 15 - 19 percent

 20 percent or more

 Industrial BID boundaries



Critical to understanding Milwaukee's industrial landscape and advantages is its infrastructure assets.



**FREIGHT INFRASTRUCTURE**

**Truck Routes**

- OSOW State Route
- OSOW Local Route
- High Clearance Route

**Rail**

- Chicago & North Western, Union Pacific
- Soo Line / Canadian Pacific
- Soo Line / Canadian Pacific, Wisconsin & Southern
- Wisconsin & Southern

**Highway**

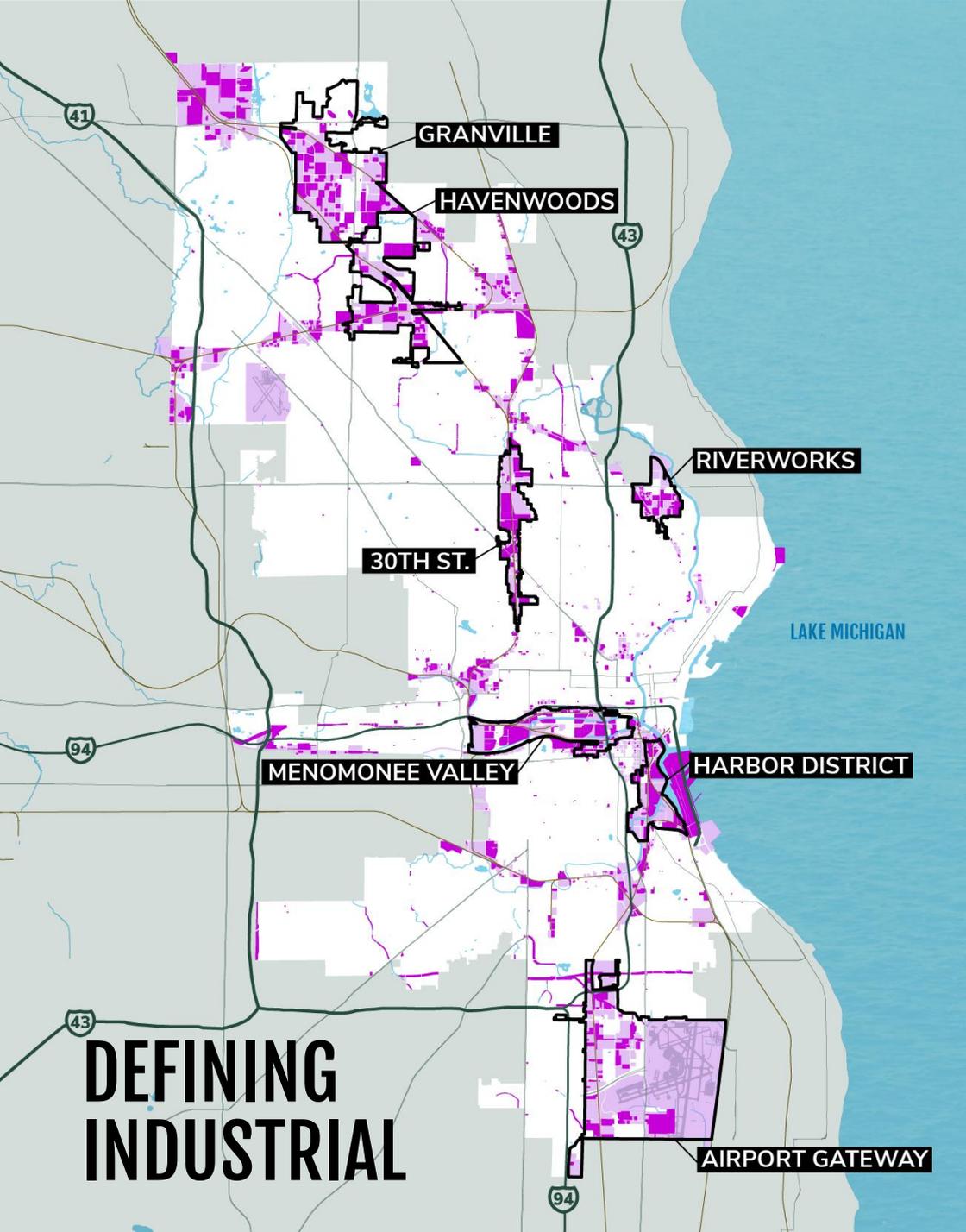
Highway on/off ramp

Major Road

Port of Milwaukee

Airport

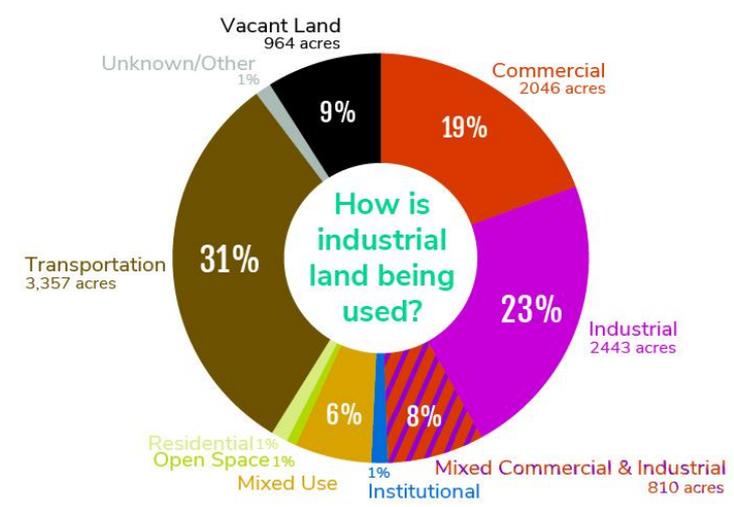
Industrial BIDs



# DEFINING INDUSTRIAL

**31%** of the City's land that is zoned for industrial uses are actually being used for industrial or mixed industrial uses.

>>> So, just 8% of the parcel area in the City is really being used for industry.



## INDUSTRIAL LAND USE

Parcels with an industrial land use  
**2020**

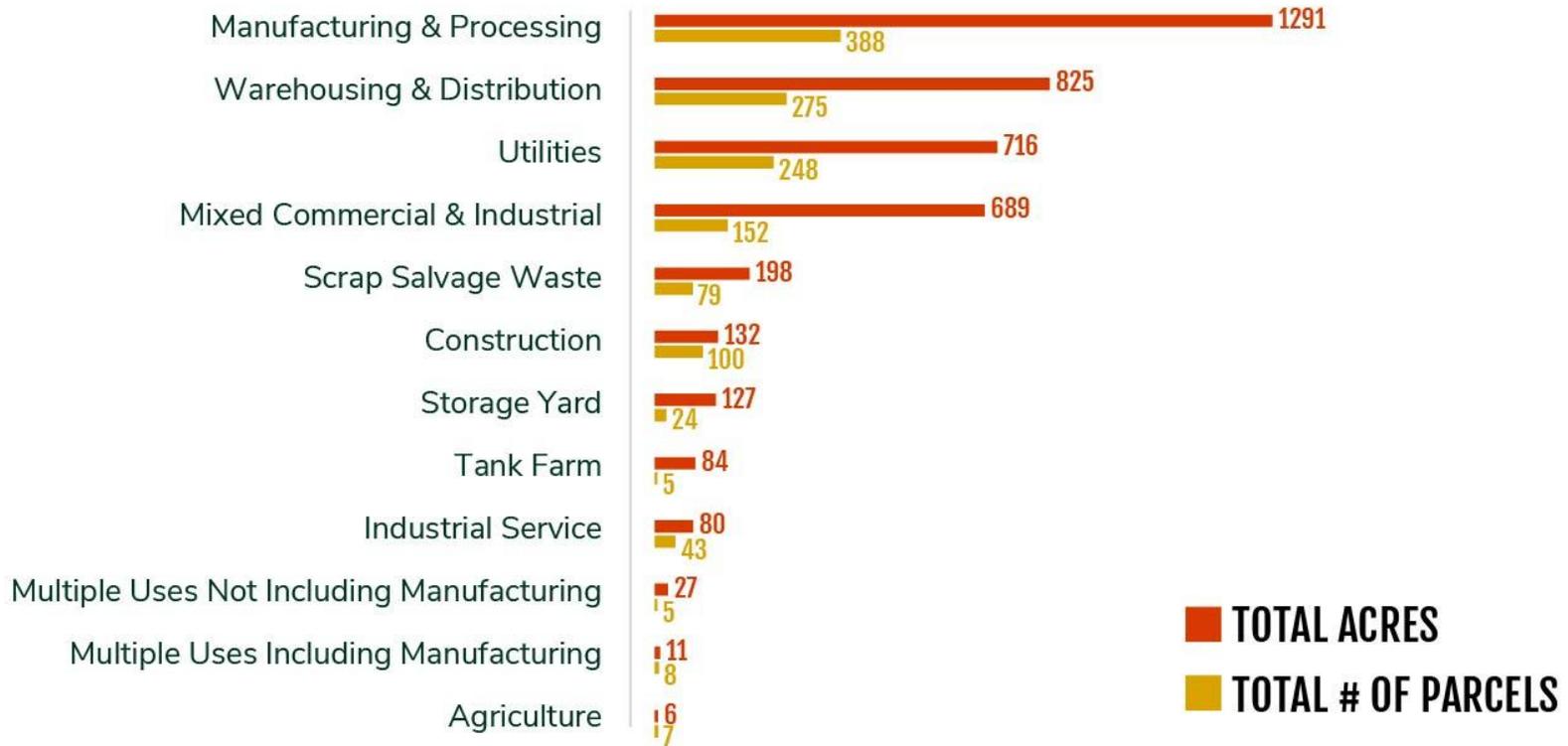
Milwaukee Open Data Master Property File (MPROP) Accessed December 2020, Interpretation by Interface Studio

- Industrial Land Use
- Industrial Zoned Parcel
- Industrial BID boundaries

# DEFINING INDUSTRIAL

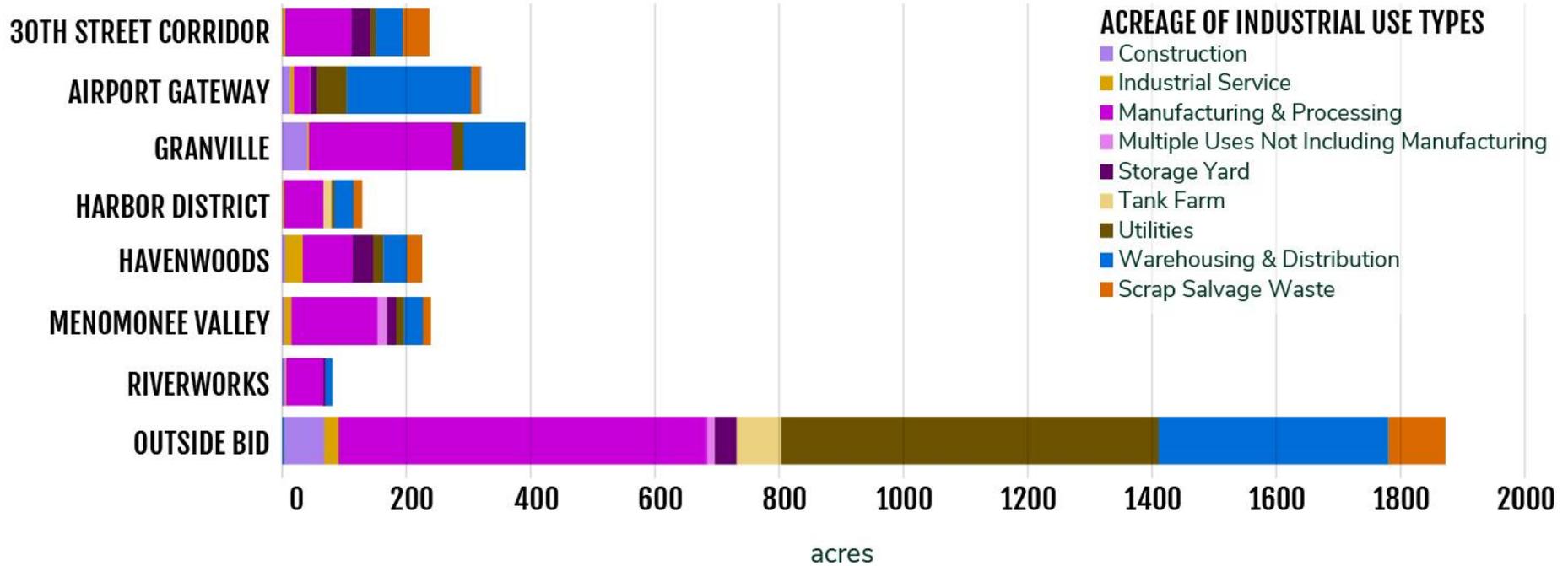
## Industrial does not equal manufacturing

Of the 4,200 acres of land that is being *used* for industrial purposes, only 31% is being used for manufacturing & processing.

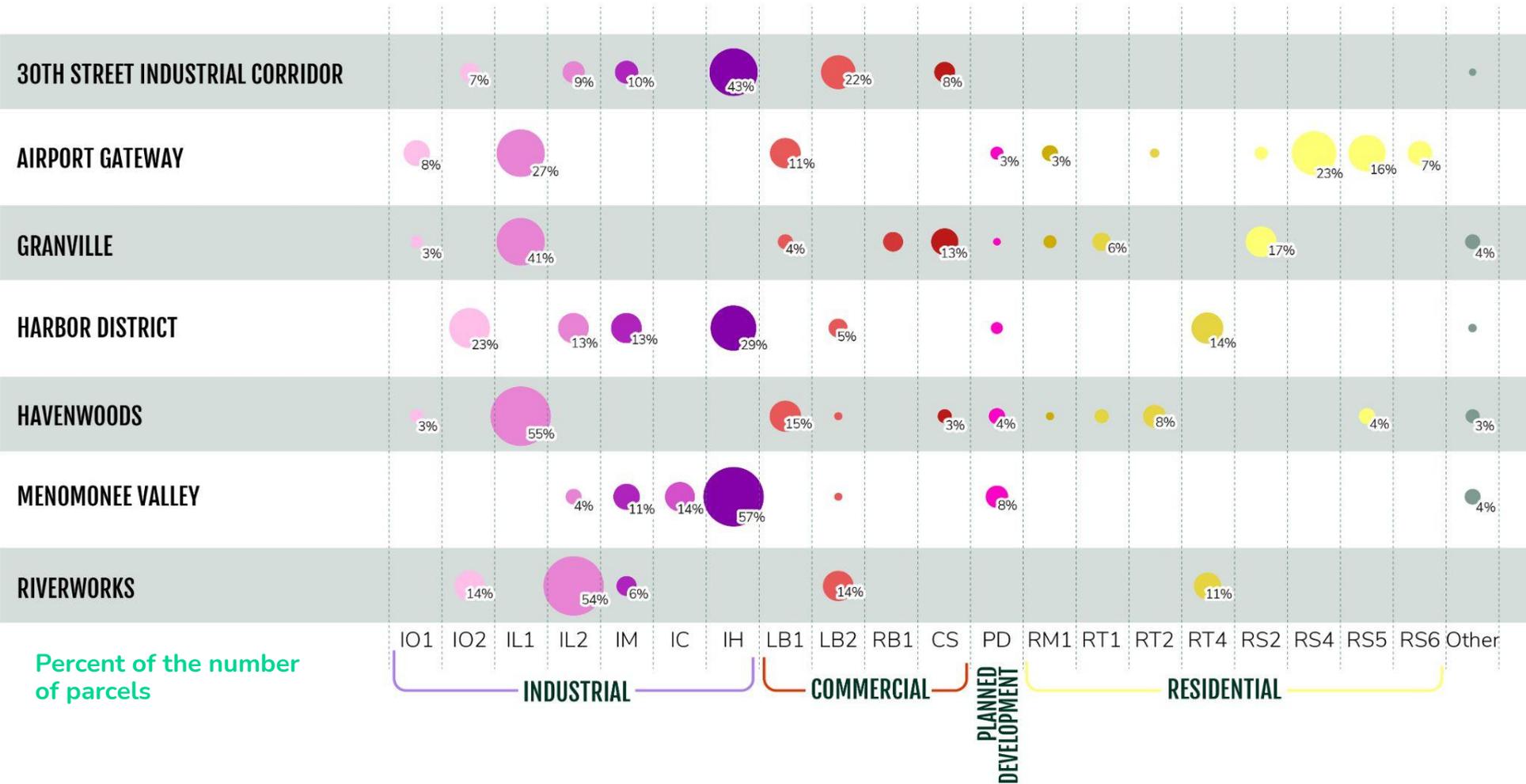


Manufacturing & processing accounts for only 2.5% of the land area of the entire City.

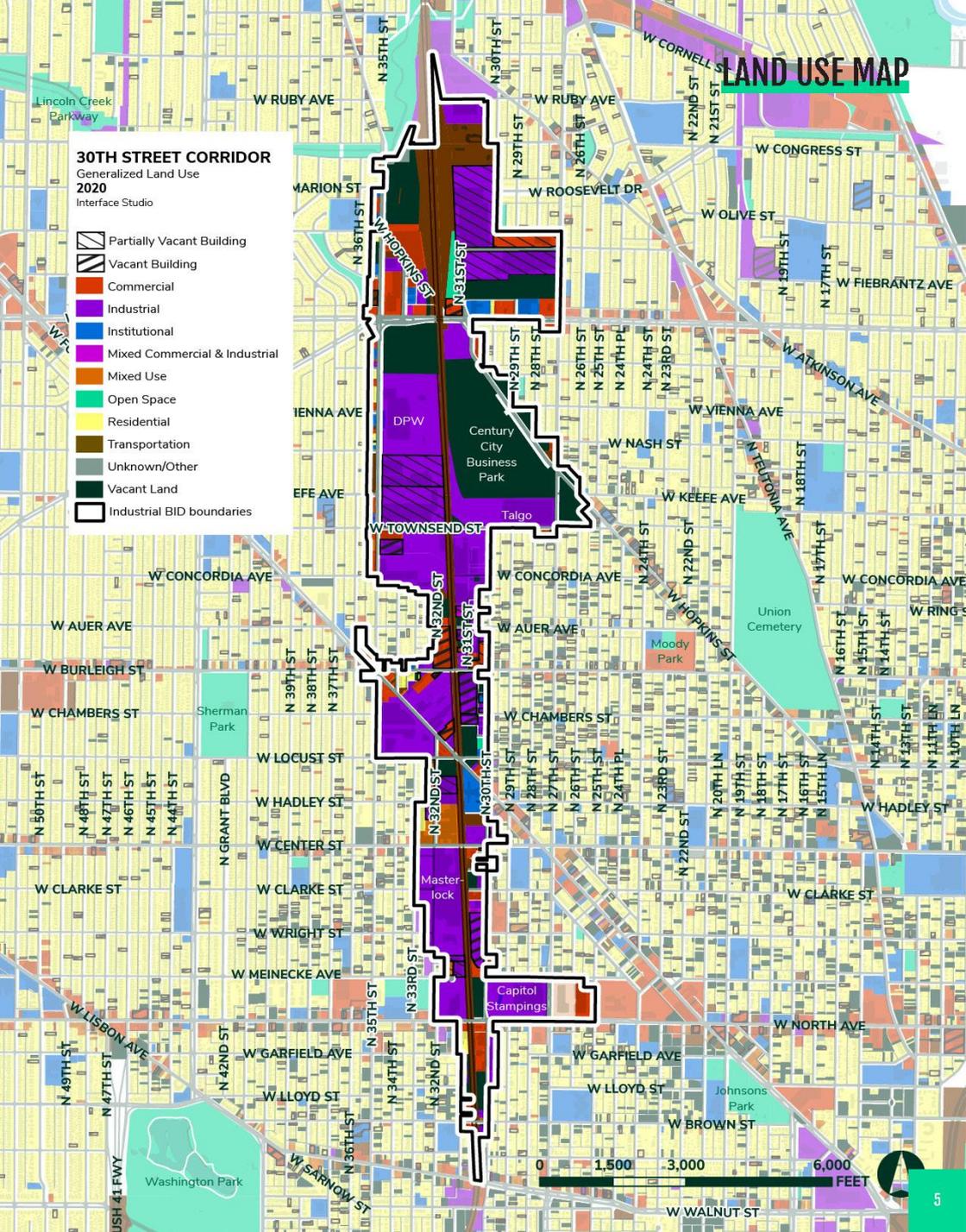
# DEFINING INDUSTRIAL



# BID PROFILES - ZONING



# LAND USE MAP

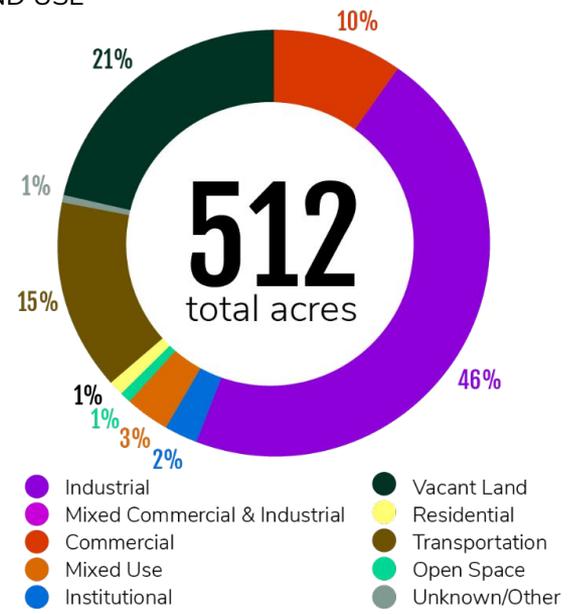


**30TH STREET CORRIDOR**  
Generalized Land Use  
2020  
Interface Studio

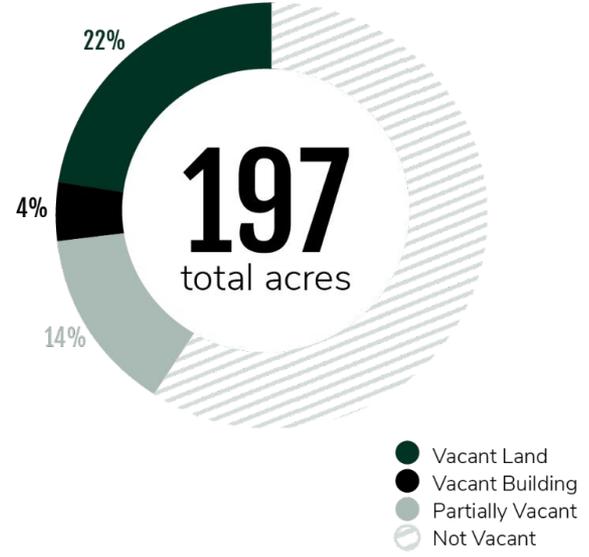
- Partially Vacant Building
- Vacant Building
- Commercial
- Industrial
- Institutional
- Mixed Commercial & Industrial
- Mixed Use
- Open Space
- Residential
- Transportation
- Unknown/Other
- Vacant Land
- Industrial BID boundaries

# DISTRICT LAND USE

LAND USE



VACANCY



# KEY STRATEGIES

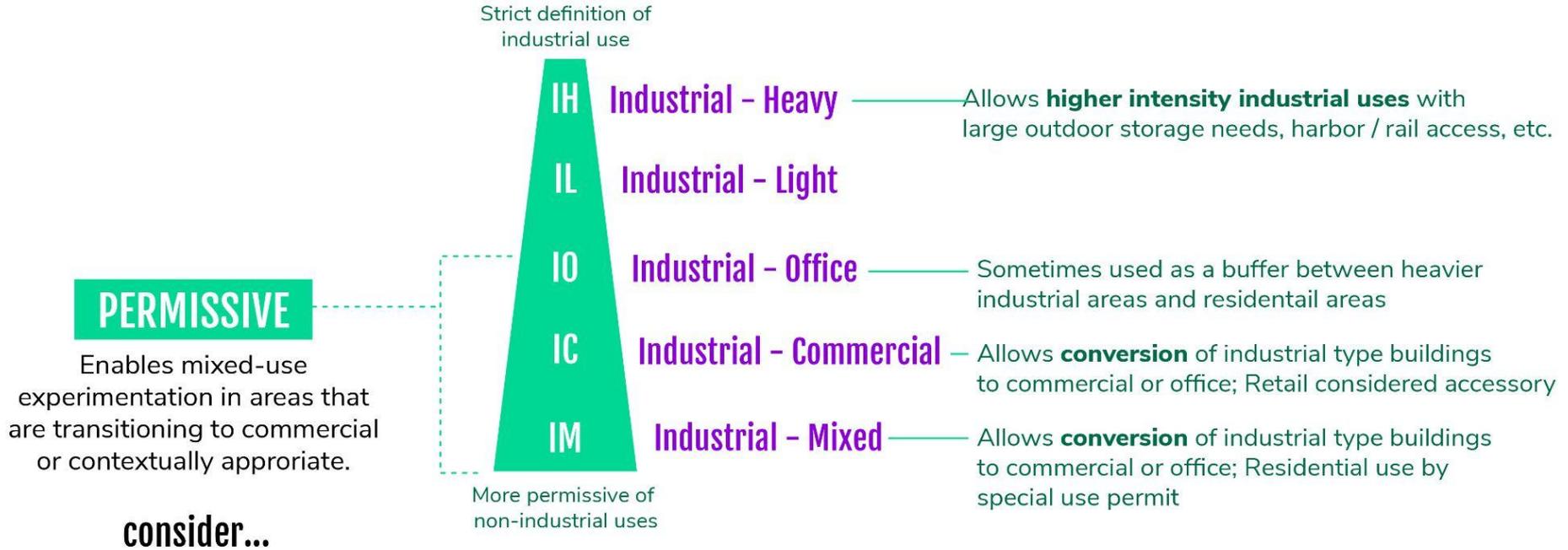
# POLICY & ZONING

Policy and zoning can help address a number of issues:

- 1 Better reflect the on-the-ground reality** (eg. all districts)
- 2 Help establish a balance between jobs and new housing and/or entertainment where there is development pressure** (eg. Harbor District and Menomonee Valley)
- 3 Recognize the challenges of redeveloping older, smaller industrial sites and support new small and minority-owned businesses** (eg. 30th Street Corridor)
- 4 Support blended business models** (eg. all districts)
- 5 Encourage or discourage warehousing and distribution and set clear design expectations** (eg. Granville, Havenwoods, Gateway)

# 1. PROTECT “MAKING”

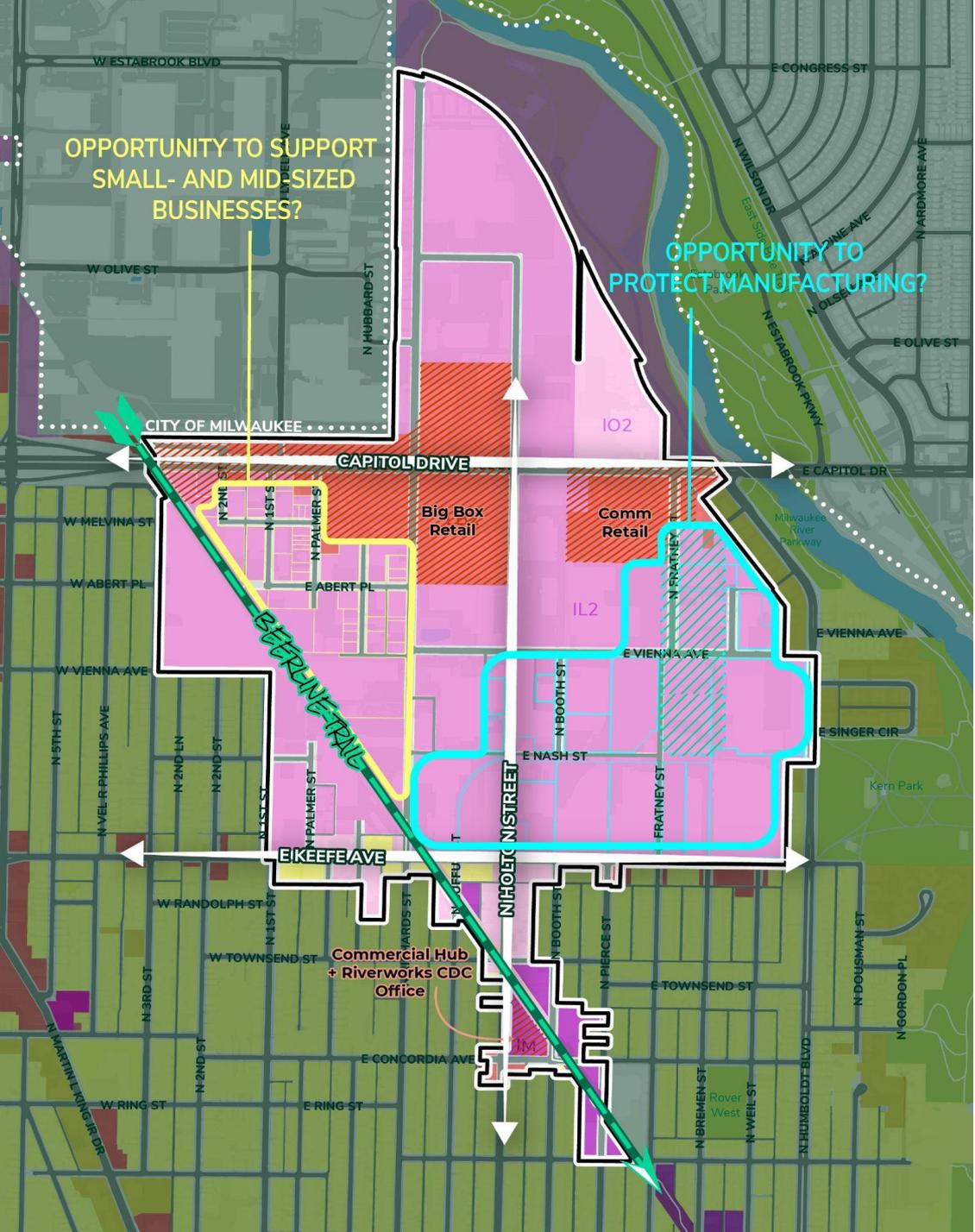
## Industrial Districts



## **PROTECTIVE** “MaKE” Artisanal Zoning or Overlay

Mixed-use experimentation needs to be coupled with an **explicit commitment to production space.**

# Riverworks (eg.) has different opportunities based on existing businesses



### RIVERWORKS

Summary of issues and opportunities  
 2020  
 Interface Studio

- Industrial - Office
- Industrial - Light
- Industrial - Commercial
- Industrial - Mixed-Use
- Industrial - Heavy
- Neighborhood Shopping District
- Local Business District
- Regional Business District
- Commercial Service
- Central Business
- Residential SF/TF
- Residential MF
- Residential & Office
- Institutional
- Park
- Planned Development
- Redevelopment
- Industrial BID boundaries

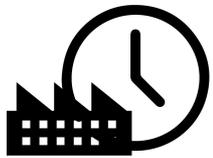
# 2. TRANSITION TO INDUSTRIAL



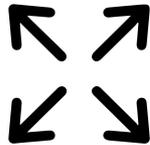




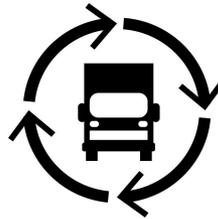
# Distribution math...



Age of  
building



Parcel  
Depth & Size



Truck  
Intensity



Proximity to  
housing

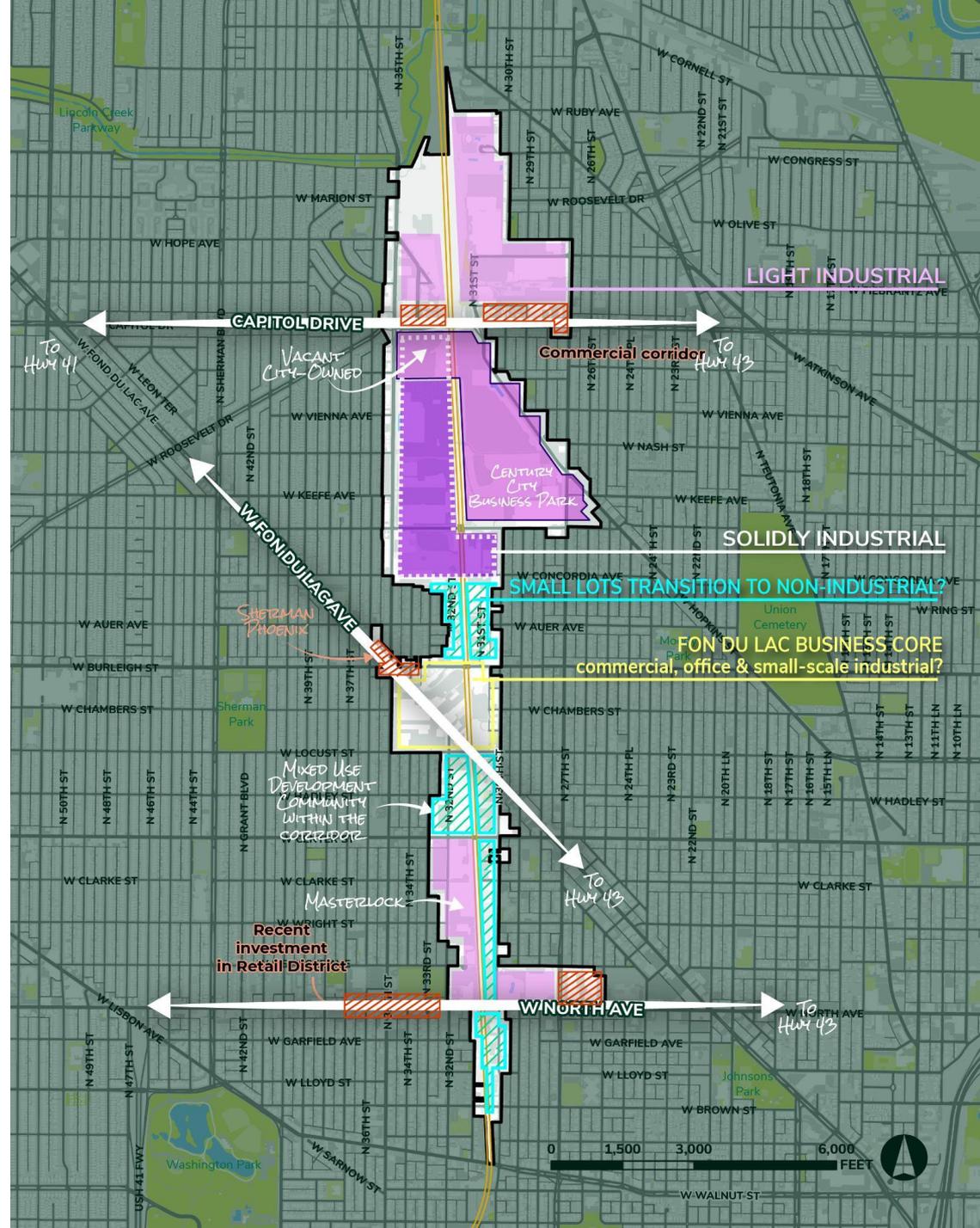


*Is it a  
good  
idea?*

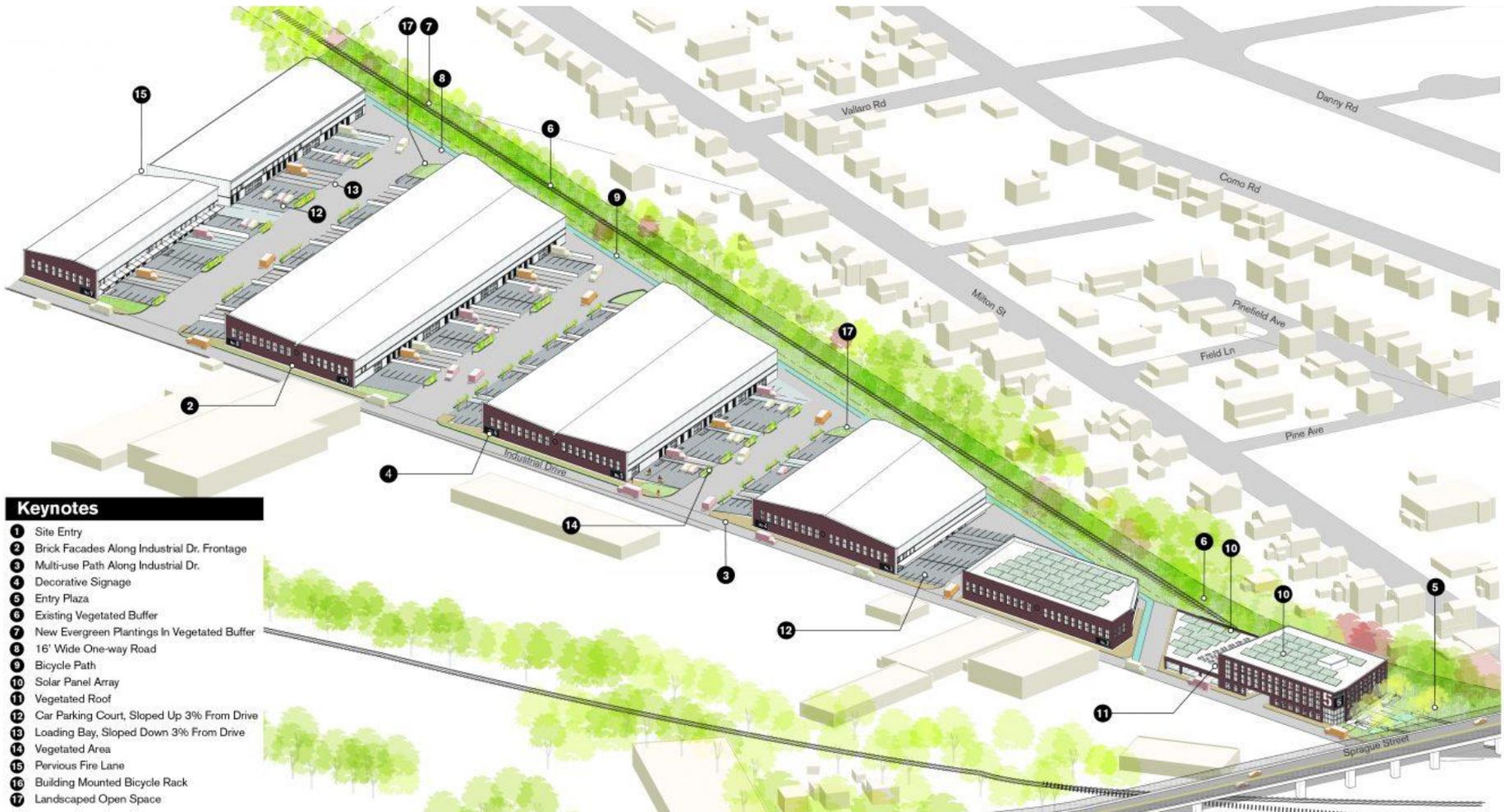
# 3.

## REPURPOSE SMALLER SITES & BUILDINGS

There is a need to recognize site constraints to modern industrial but also opportunities to promote small and minority business growth



# Readville near Boston. 4,000-7,000 sq. ft. spaces for small businesses



# 4.

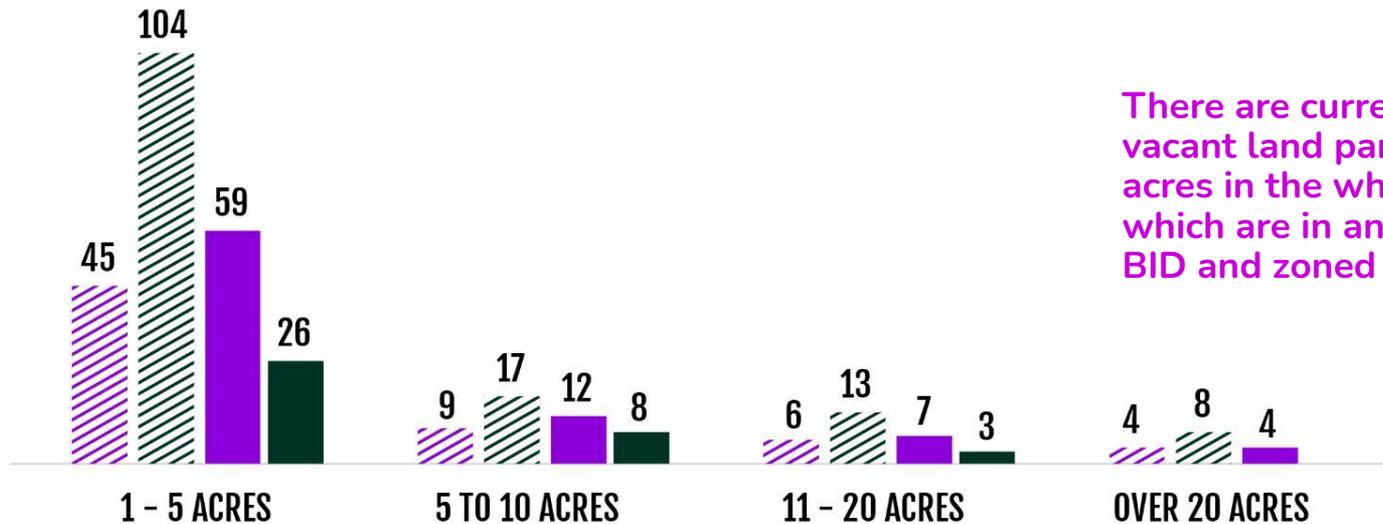
## LAND ASSEMBLY AND REDEVELOPMENT CAPACITY

Opportunities to encouraging building reuse for jobs



# Land assembly is critical

## NUMBER OF VACANT LAND PARCELS BY SIZE



There are currently only 12 vacant land parcels over 20 acres in the whole city, 4 of which are in an industrial BID and zoned for industry

- Outside BID - Industrially zoned
- Outside BID - Not Industrially zoned
- Inside BID - Industrially zoned
- Inside BID - Not Industrially zoned

# A need for more capacity and funding for industrial land assembly

- Land assembly & clean up funding
- Enhanced capacity

## PINELLAS COUNTY EMPLOYMENT SITES PROGRAM

### Program Links

[ESP Flyer](#)

[Application Checklist](#)

[Process for the Program](#)

[Locational Criteria Map](#)

[Sample Application](#)

[Evaluation Criteria](#)

[Penny IV Affordable Housing & Economic Development Program Guidelines](#)

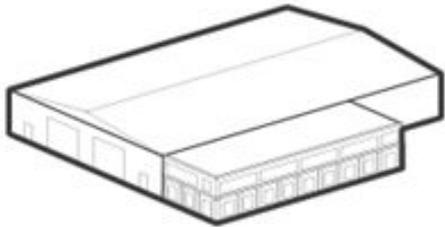
For questions please contact:



**The Pinellas County Employment Sites Program application period is CLOSED. Applications received after 5:00 p.m. on March 11, 2021 will not be reviewed or considered. Please watch this page for announcements regarding the next application period.**

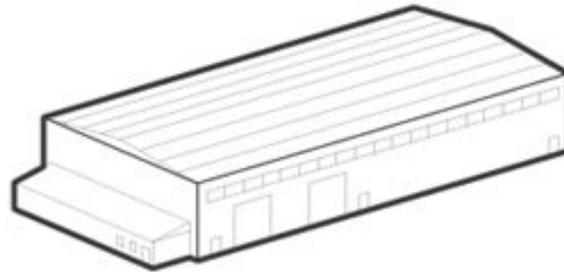
# A need for more capacity and funding for industrial land assembly

→ BIDs form an industrial development company to build smaller scale flex buildings



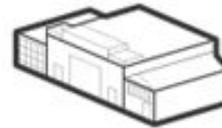
RESEARCH /  
FABRICATION  
FACILITY

Pre-clinical R&D,  
prototyping, test  
kitchens, light industrial



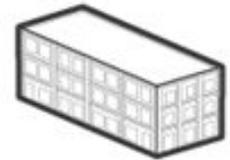
HIGH BAY  
FLEX SPACE

Research &  
Development (e.g., clean  
room, air handling  
requirements), Logistics,  
Fabrication,



READY-TO-GO  
SPACE

Entrepreneurial -  
Industrial service  
businesses

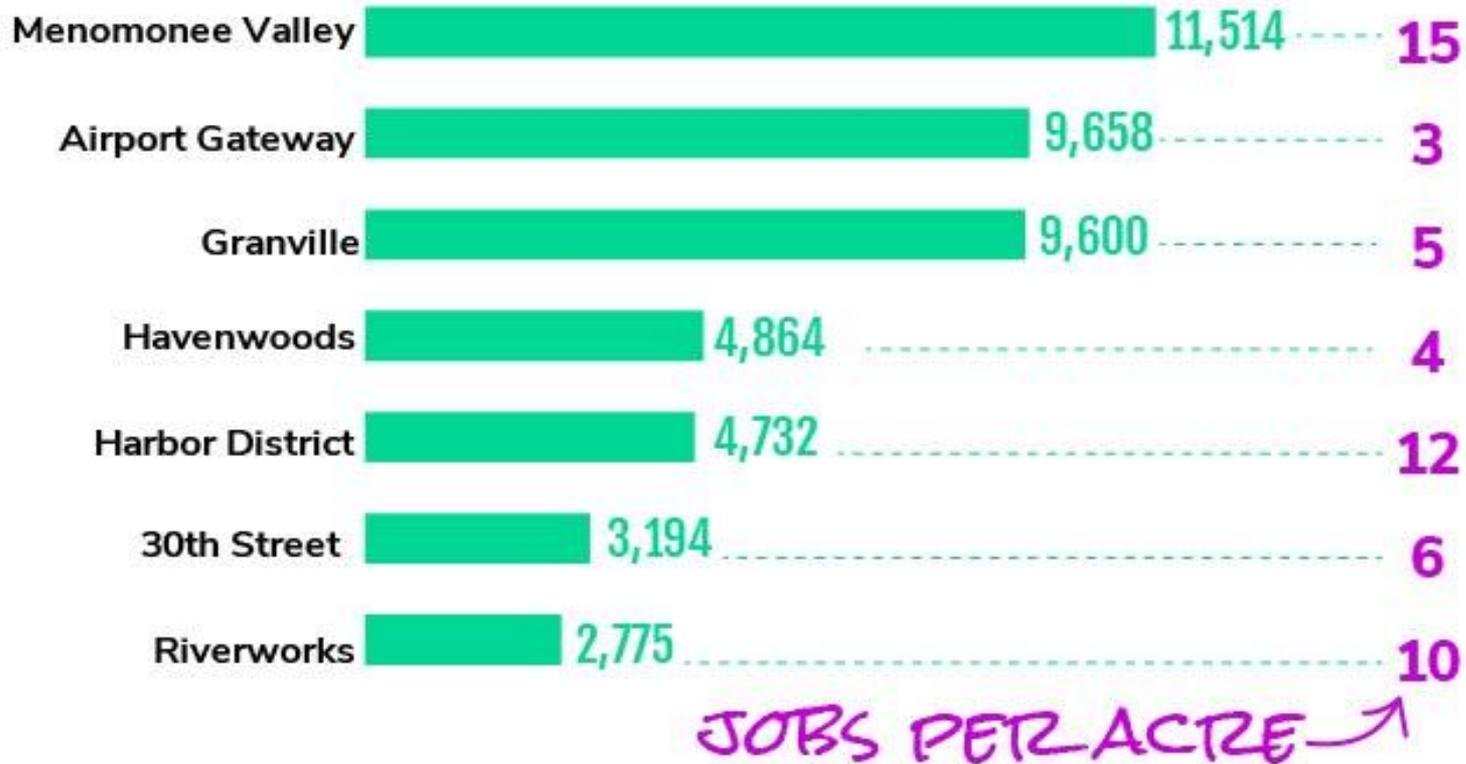


MIXED-USE /  
GROUND FLOOR  
COMMERCIAL

Small-scale retailers/  
office users

# 5. BROADEN THE METRICS

## Total number of jobs in each BID



Note: Job numbers are sourced from LEHD Onthemap, jobs/acre calculated based on total parcel area (not total bid area)

# Job densities: Manufacturing



→ **Computer manufacturing:**  
~430 sq. ft. per employee



→ **Furniture manufacturing:**  
~ 1,500 sq. ft. per employee

# Job densities: Distribution



→ **General Warehousing:**

~ 2,000+ sq. ft. per employee



→ **Amazon:**

~942 sq. ft. per employee for last mile

~250 sq. ft. per employee for fulfillment

# Integrate other factors:

## JOB

### QUALITY:

Are there enough jobs and jobs that provide a good wage?

## COMMUNITY

### IMPACT:

Are there negative impacts on nearby neighborhoods?

## INVESTMENT

### VALUE:

Does the investment provide jobs and taxes to support other activities?

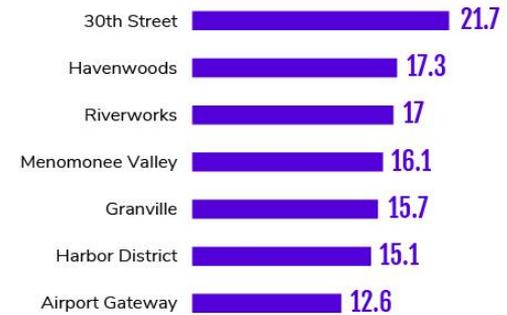
## JOB ACCESS:

Can potential employees (particularly low-income) access job opportunities?

# 6. EXPAND ACCESS

The unemployment rate for the City is 15.8

## UNEMPLOYMENT RATE BY BID



## UNEMPLOYMENT

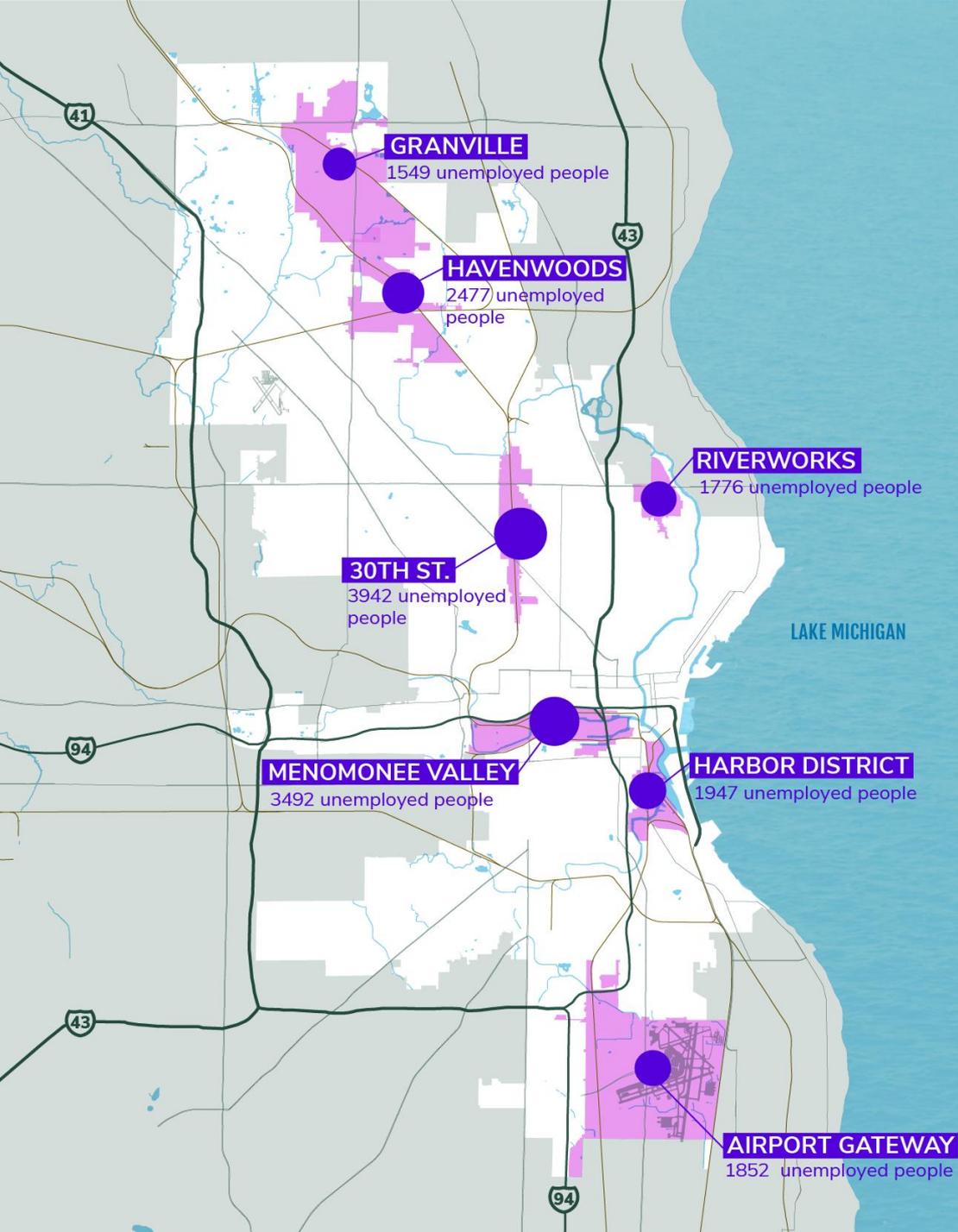
number of persons aged 16+ within a 1/2 mile of each BID who are unemployed

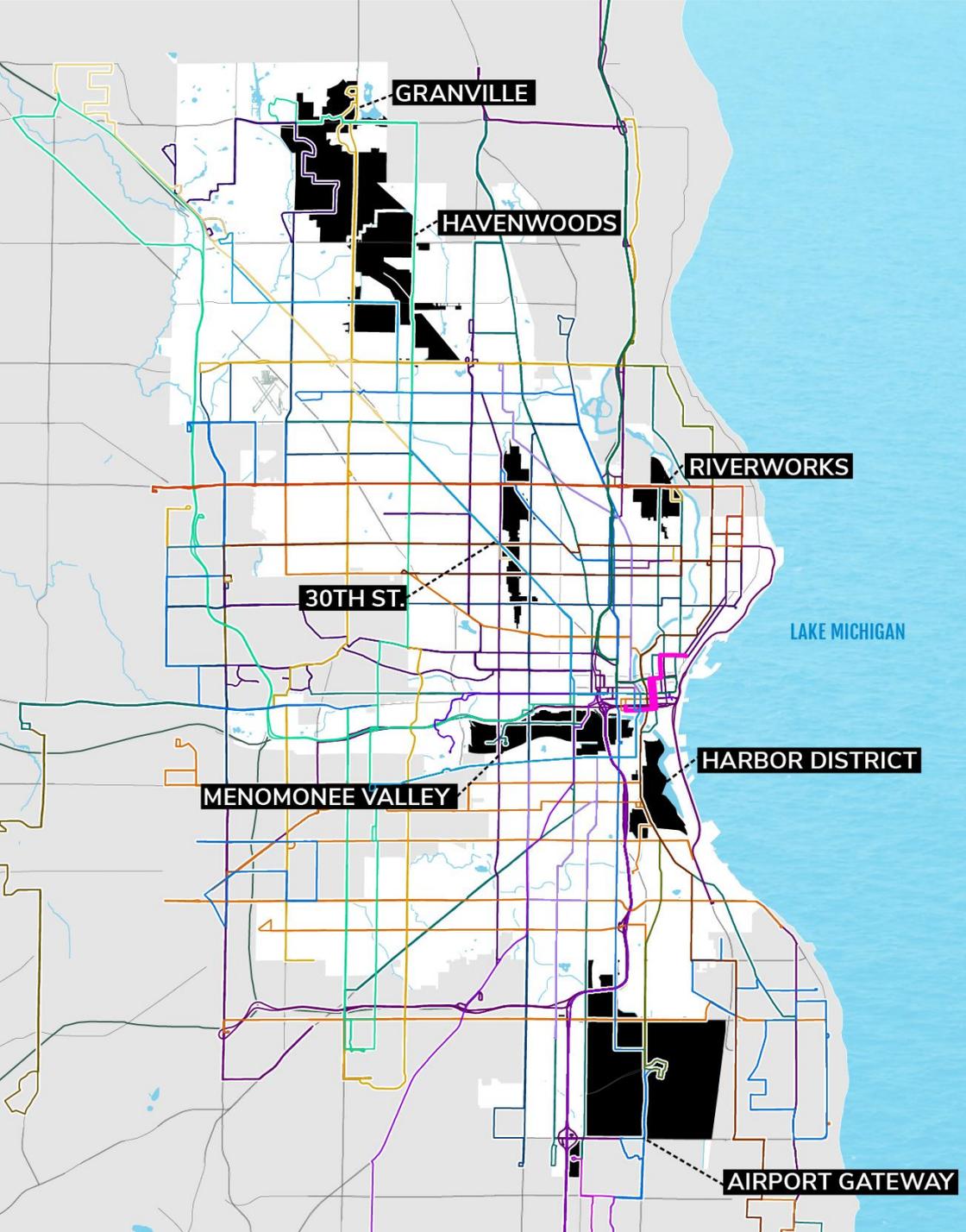
**2020**

ESRI

● Number of unemployed people within a 1/2 mile of the BID

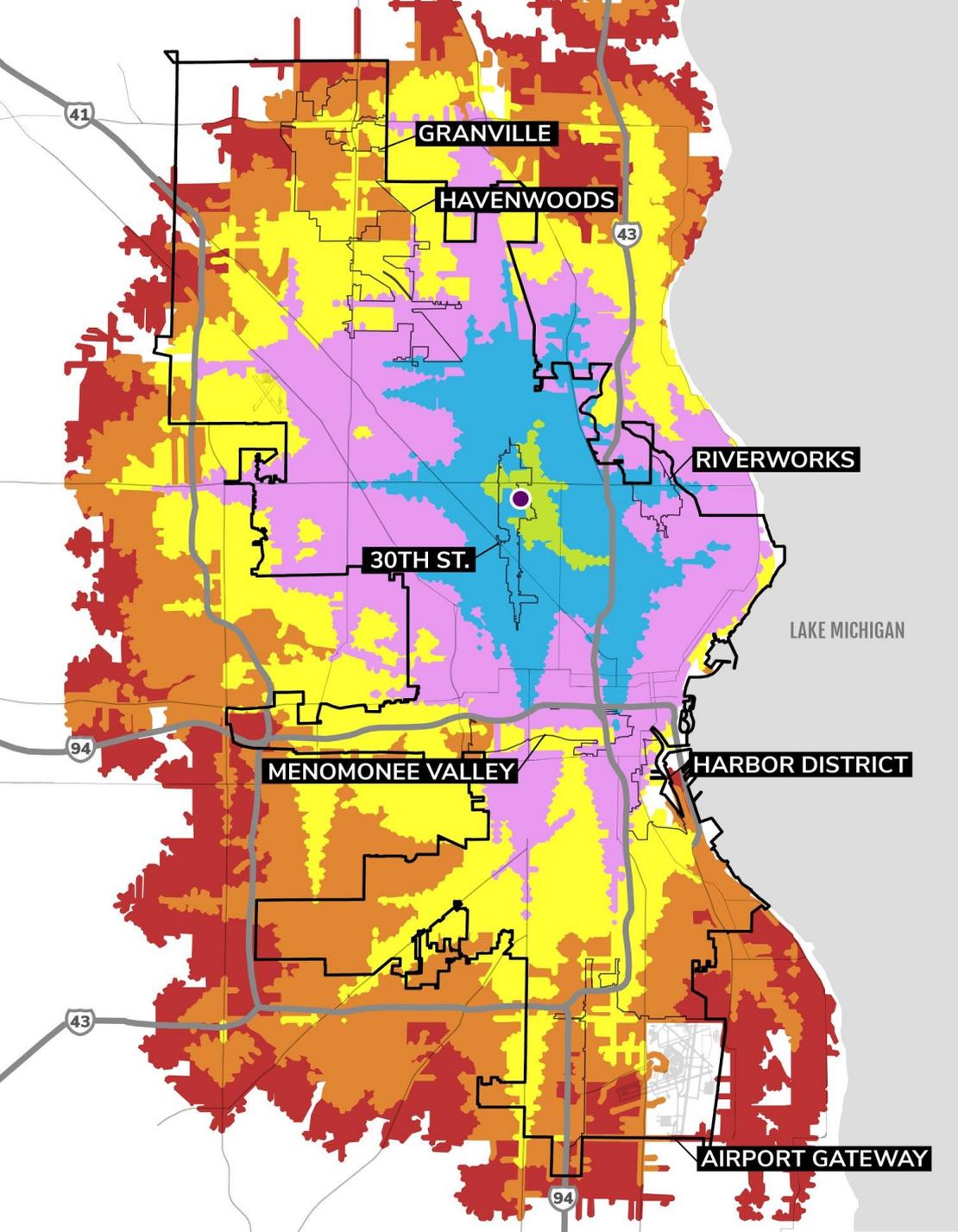
■ Industrial BID boundaries





Does transit infrastructure connects folks to employment centers throughout the City?

Stay focused on this issue as it remains a challenge for community residents and employers



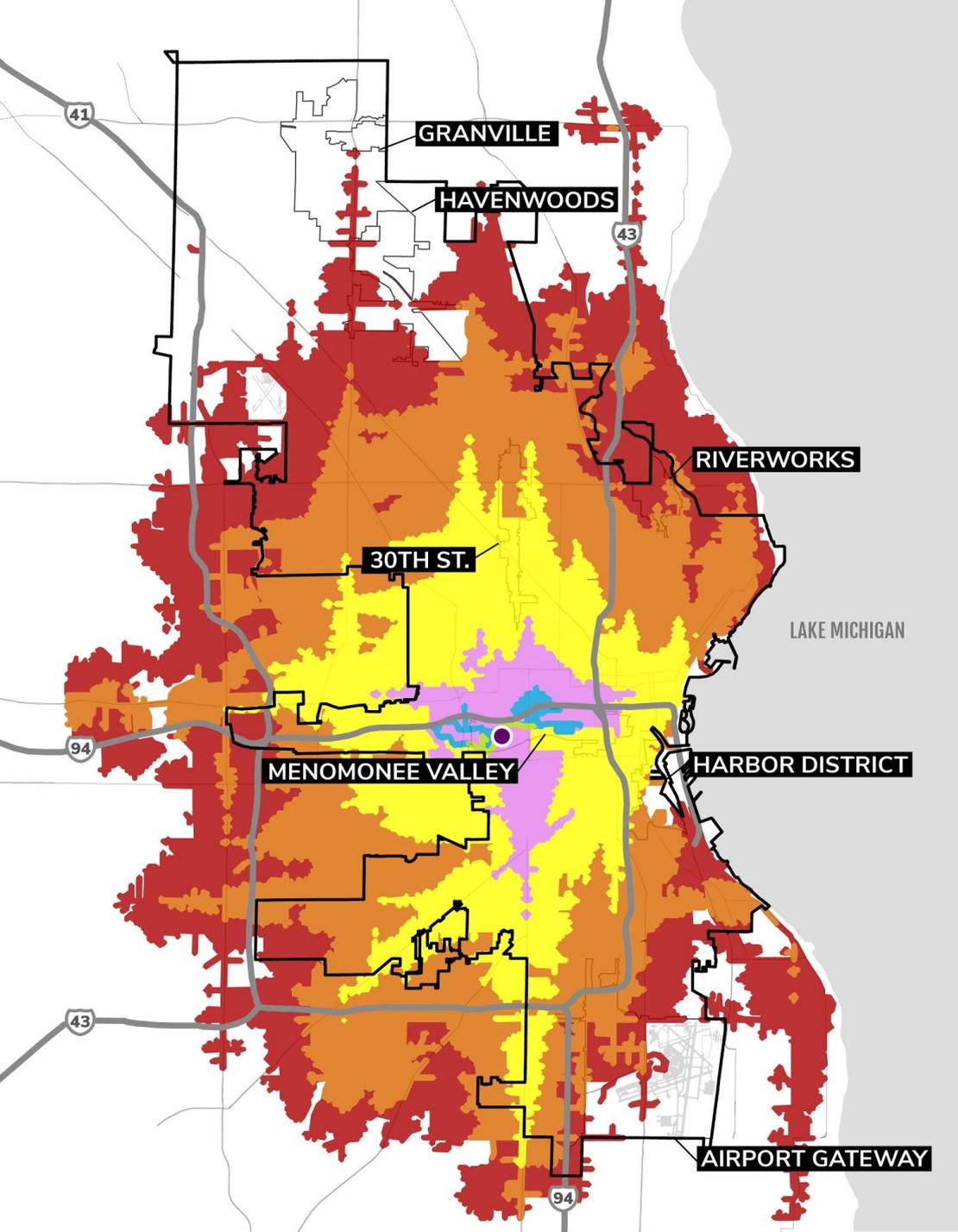
**TRAVEL TIME TO CENTURY CITY BUSINESS PARK USING PUBLIC TRANSIT**

Time to destination using transit and on foot  
**2020**

Analysis by Interface Studio using MCTS GTFS data

- Destination
- Up to 15 minutes
- 15 - 30 minutes
- 30 - 45 minutes
- 45 - 60 minutes
- 60 - 75 minutes
- 75 - 90 minutes
- Greater than 90 minutes
- BID boundaries

Stay focused on this issue as it remains a challenge for community residents and employers



**TRAVEL TIME TO PALERMO PIZZA USING PUBLIC TRANSIT**

Time to destination using transit and on foot  
**2020**

Analysis by Interface Studio using MCTS GTFS data

- Destination
- Up to 15 minutes
- 15 - 30 minutes
- 30 - 45 minutes
- 45 - 60 minutes
- 60 - 75 minutes
- 75 - 90 minutes
- Greater than 90 minutes
- BID boundaries

**THANKS!**