

MINUTES FROM COMMUNITY DEVELOPMENT AUTHORITY
February 27, 2017

Present: Kjell Erlandsson; Fran Martin, Bill Streeter, Marla Wishau; Mike Pirk

Excused: Lee Wishau; Bob Bradley

Also Present: Martha Hutsick for the Douglas Avenue Business District; Jay Benkowski – South Milwaukee Business Improvement District discussion

1. Meeting was called to order by Fran Martin at 5:06 p.m. at the East Side Community Center.
2. Motion made by William Streeter to approve the minutes. Kjell Erlandsson seconded. Motion Carried
3. Item 6 moved up. Fran spoke with Jarman Czuta, Zoning Administrator with Racine County, about the vision for Douglas Avenue. He said the 2035 plan for that corridor had zoning but not a neighborhood plan. Jay Benkowski was asked to share information about the South Milwaukee BID. (2 handouts attached) Jay has properties in South Milwaukee and has been working with their government for over a decade to establish a business district and comprehensive plan for that district in South Milwaukee. Jay shared the business district parameters and the comparisons from other communities they contracted to have done for them. They set out to define where industrial and developmental areas were currently and set a realistic 10 year goal. They use the information from other communities and also toured these communities to see similar issues and how they were addressed. They discussed pros and cons for areas in their community. Jay said this is an incredibly slow process and perhaps with the information that South Milwaukee offered, we could speed things up. The Mayor of South Milwaukee, Erik Brooks, spoke with Marla Wishau and shared several public links that might help to. Marla will forward the e-mail with the links to the committee to see.

Further discussion brought us recommitting to and redefining the area of Douglas Avenue that we might have the most success with as a BID. It was thought from 3 ½ Mile to 5 ½ Mile might be a better start then the entire stretch of Douglas Avenue from 3 Mile to County Line Road. We will get a better map and aerial photo with zoning and business names for better consideration.

4. Item 3 – Website Business and Non Profit timeline. Marla Wishau and Martha Hutsick were assigned the role of AdHoc website contacts to get the calendars and business profiles in place and keep them current.

As of this date, the profile pages were sent to all business in Caledonia with instructions to complete them and send photos and a profile page would be available to the public via the Village Website. Also, an e-mail account was provided where businesses could let Marla/Martha know of updates to the profile pages or events that needed to be posted to the business calendar.

The non-profits have the ability to update the non-profit calendar themselves and a “how to” instruction sheet with guidelines was created and is being tested with one non-profit at a time. The Pony Club has been successful in creating event postings. EcoJustice and Caledonia Conservancy should be trained shortly.

Martha and Marla are planning to have profiles entered by the end of May, and the calendars running by April 1.

We discussed the absence of the word search function for minutes and agendas.,which had been a clear requirement for the website. Chad from Image Management says that “live Pages” need to be downloaded in order to do that. Marla believes this can be done with a minor time input -perhaps by hiring a highschool student to scan the pages periodically.

We also discussed the anticipation that we can have a weekly summary of meetings and agendas with links,to be forwarded via email to interested citizens.

5. Item 4 - Martha Hutsick said the Douglas Avenue Planters and Restaurant Brochure will be done in March
6. Item 5 – East Side Community Center bids for sale was discussed. There were questions about where the groups using the building would go to meet, particularly the “Senior Group”. Being that we are concerned about how Caledonia is perceived and what community activities Caledonia offers, we should definitely provide some space

for these community groups to use especially in the Douglas Avenue-4 Mile area if we want that to be perceived as a “Village Center”. We need to find out where they will meet before the sale takes place. Another concern from Marla Wishau was any unintended consequence in the sale of the open space wetland behind the Center. Would consideration be given to putting a deed restriction on the property stating no development? That would protect the landowners should one day the wetland situation be changed and the land become dry. The last concern was to the current zoning of the East Side Community Center and the surrounding area and whether any zoning changes or restrictions should be recommended, in order to enhance the Douglas Avenue corridor. We will gather that information for the next meeting for discussion and consideration to the overall development of Douglas Avenue. Motion made by Marla Wishau to write a letter to the board asking for time to look at zoning, development and share the above discussion before the sale is final. Seconded by William Streeter. Motion Carried.

7. Item 7 - Statistics on Building Permits & Conditional Use. This would be primarily used to see if our new processes in the building and engineering departments of the Village are improving the building process as they were meant to do. Marla thinks the County provides the number of Caledonia zoning and other permits as part of the agreement they have with the Village. Other concerns is that our staff is not as helpful or supportive as they might be, seeing themselves as enforcers, not partners in getting the process to work if it is feasible.
8. New Business – none
9. Meeting adjourned 7:20 p.m. Motion made by Mike Pirk. Seconded by Marla Wishau. Motion Carried.

Respectfully submitted by Marla Wishau

South Milwaukee Community Visit Summary

Introduction

To begin the implementation of the City of South Milwaukee's recently adopted Comprehensive Plan update and Downtown, or Central Business District (CBD), Strategy, the first step was identify how the City and downtown's stakeholders should formally organize to support the CBD's revitalization over the long-term. Representative from GRAEF-USA and Business Districts, Inc. (BDI), who prepared the update and strategy, are assisting South Milwaukee with this initial implementation. A Downtown Working Group (DWG), consisting of City officials and representatives from multiple downtown constituencies, was formed to start the organizing process.

Identifying organization options that can work for South Milwaukee represents an important early step in the plan document's Strategy 1. Visits to five (5) downtown organizations, either active Main Street programs or members of Wisconsin's Connect Communities network, were then scheduled to provide background for subsequent DWG decisions. The following summary describes the current organizational structure and program operations for each of the five (5) downtown organizations visited to initiate Strategy 1 implementation. It also is intended to provide background for those DWG members unable to attend some downtown visits. In addition, organizational information from a phone interview with the President of Milwaukee's Kinnickinnic Avenue Business Improvement District, or BID, is included with this organization-related background. This summary concludes with three (3) possible structures for organizing South Milwaukee's downtown revitalization effort. After review of this summary and discussion, the DWG will identify a preferred organizational structure

Beloit, Wisconsin

Organizational Structure and Funding

- Downtown Beloit Association (DBA) started downtown revitalization work in 1987 and was designated as a Wisconsin Main Street program in 1988. The DBA is fully committed to the Main Street Four-Point Approach® and was a 2011 recipient of the National Main Street Center's Great American Main Street Award (GAMSA).
- DBA is an entity operating within the City of Beloit, not an independent organization.
- The DBA is partially BID funded. The BID assessment is \$3.88/\$1,000 with a per parcel cap of \$3,000. The BID and Main Street district boundaries are the same. The downtown district encompasses 21 blocks.
- The annual budget is \$272,000. BID proceeds represent 20-25%. The remaining funding sources include sponsorships and event income. The DBA pays the City for downtown trash removal services, and the City provides other in-kind services for events through various City departments.
- Paid staff includes an Executive Director, Promotion Director, and seasonal Farmers Market manager. The Executive Director reports to both the City's Economic Development Director and the BID/Main Street Board.
- The BID Board also functions as the Main Street Board of Directors. The Board consists of 13 members comprised of a representative from Beloit College, property and business owners, and Council appointees.
- The DBA offers Associate Memberships to businesses located outside of the BID/Main Street district that want to be part of Beloit's downtown work.

Programming

- Comprehensive programming organized around Main Street's Four Points—Organization, Design, Promotion, and Economic Vitality.

- Regionally recognized, successful farmers market.
- Downtown employee engagement.
- 50+ days of promotional events annually, including their well-attended Street Dances.

Unique Local Factors

- Self-image is as a blue collar City.
- Downtown benefits from ABC Supply and the Hendricks family's wealth and commitment to the community.
- Proximity of Beloit College to their downtown and the presence of other educational institutions in Beloit.

Advantages to Organizational Structure

- As a City entity, coordination and collaboration with City departments is seamless.
- The DBA's use of the Main Street Four-Point Approach® supports their efforts to recruit, train, and develop local volunteers to assist with their downtown work. The organization has 60+ active volunteers assisting with their downtown work.
- The DBA's participation in Wisconsin's Main Street program allows the organization to access technical and design assistance, training services, and the statewide network to aid their local revitalization efforts.
- The DBA and City staff believes that the active BID Board responds to their business and property owner need to actively manage the BID levy proceeds. During the initial BID approval process, the City emphasized the importance of property and business owner control of BID funding in 'selling' the collective value of the proposed BID. The City spent time educating owners via selected volunteers and conducted significant outreach to the top ten (10) property owners and major downtown owners and influencers.

Disadvantages to Organizational Structure

- While the operating structure has worked for the DBA, the Executive Director has two (2) bosses-- the BID Board (functionally, the BID Board Chair) and City staff. A dual reporting for downtown professional staff can be a source of friction/ resulting in staff turnover.
- As a City entity, the DBA can apply only for municipality eligible grants.

Libertyville, Illinois

Organizational Structure and Funding

- Main Street Libertyville (MSL) was formed in 1989, prior to the start of Illinois' statewide Main Street program. MSL joined the Illinois Main Street program in 1995. The organization continues to apply the Main Street Approach to its downtown revitalization work, even without a state coordinating program. MSL was a 1997 GAMSAs award-winning program.
- Like Beloit, MSL offers Associate Memberships to businesses outside of their Main Street district boundaries.
- MSL is a stand-alone 501(c)(3) not-for-profit corporation and operates independently. The organization has a full-time Executive Director and a part-time office manager (1.5FTE). Active volunteers (100 or so), including their Main Street committees, conduct MSL's work.
- The organization's current Board includes 13 members: 5 downtown business owners; 1 Associate Member; 1 former downtown business owner; 6 residents, and a City representative as ex officio.

MSL's bylaws do not identify who should be represented on their Board. Traditionally, at least 3 Board members have been downtown business and/or property owners.

- The current annual budget is \$300,000, with 60% of revenues derived from memberships, 20% from sponsorships, 20% from fund raising and donations, and 2% from event income. Event income is typically budgeted at \$10,000. MSL has the largest residential membership base of any Main Street organization nationally. Fund raising efforts encourage the use of employer matches for individual giving.
- The organization receives substantial in-kind support from the Village and a small annual contribution of \$5,000 from the Village's Hotel/Motel Tax revenues. In MSL's early years, the Village contributed \$50,000 annually. This contribution was eliminated for fiscal and political reasons. During MSL's early years, Tax Increment Financing (TIF) increment was used to support downtown building incentives.
- In addition to their strong partnership with the Village of Libertyville, MSL maintains partnerships with multiple Libertyville organizations, including Advocate Condell Medical Center, David Adler Music and Arts Center, and Lambs Farm, and county/regional organizations, such as Lake County Partners and Lake County Tourism.

Programming

- A comprehensive calendar of annual special events.
- Destination advertising. Examples include multiple media for the Ravinia Festival and Metra Rail commuters.
- Existing incentives are administered by MSL and funded by the Village.
- Sponsorships are standardized, with a custom, smaller package available for their 'Wine in Winter' event.
- Roofline lights along buildings for the holidays.
- Educational efforts specific to downtown business owners.
- Strong program to identify, recruit, train, and manage local volunteers. This permits the organization to 'grow' new Board members and Committee chairs.

Unique Local Factors

- Libertyville and South Milwaukee have similar total population. Libertyville also has industrial uses located near their downtown district.
- Libertyville residents truly identify with MSL and their downtown. When MSL nearly disbanded in the early 2000s, the community rallied to support the organization to ensure that downtown work continued.
- Downtown Libertyville also includes the School Street housing development, one of the most successful downtown developments in the Chicago region. School Street has served as the model for multiple suburban downtown housing projects in recent years. School Street's lofts and single-family homes sold quickly, despite the project's completion during the depths of the recent Great Recession.
- The Village's elected officials recognize that MSL does what government cannot do.

Advantages to Organizational Structure

- Independence allows the organization to structure its mission, vision, and programming to meet the needs of their district and downtown constituents.
- Accept tax-deductible donations, and apply for most grant funding.
- Downtown constituencies actually own the organization.

Disadvantages to Organizational Structure

- Fundraising remains challenging as a non-profit, despite the fact that MSL has proved its value.
- Organizations structured like MSL often default to organizing events versus being comprehensive in their approach to growing downtown's economy.
- If dependent on 1-2 revenue streams that could vary substantially in any year, the organization's existence can be jeopardized.
- If partially City funded, political change can result in either the reduction or elimination of any City contribution.

Fond Du Lac, Wisconsin

Organizational Structure and Funding

- Downtown Fond du Lac Partnership (DFLP) began in the late 1990s as a downtown merchants organization. This predecessor organization proposed a BID in 2002. At that time, this organization had no staff. In 2004, a BID was approved, and the downtown organization applied to and was accepted by Wisconsin's Main Street program. Until 2012, the DFLP functioned as sub-entity of Fond du Lac's countywide Chamber. After 2012, DFLP moved from the Chamber and became a stand-alone 501(c)(3).
- The current budget is about \$287,000, with \$140,000 generated by the BID. Other revenue sources include donations, net event income, reimbursements for services, and a City contribution used for downtown incentives and related administration. DFLP has requested additional funding from the City for the incentive programs and for operations for the upcoming fiscal year. The organization has also received a \$39,000 grant from the State of Wisconsin to expand the market reach for existing promotions and special events.
- Staff includes the Executive Director, a special events coordinator, and a part-time bookkeeper. They also employ a seasonal Farmers Market manager. This position is funded from the proceeds of a 3-year USDA grant, currently in year 1.
- The BID assessment, as approved in 2012, is \$2.60/\$1,000 of assessed value. The BID Board and the Main Street are the same Board. The BID and Main Street district boundaries are the same. The downtown is also included in the North and South Main Street local historic districts.
- The Board is composed of 11 Directors—large and small property owners/representatives within the BID, representatives from retail, service, and restaurant owners, and 1 resident. The current Board includes 'high influence' members, such as the President of local healthcare organization. Ex officio Board members include City Economic Development staff, the Chamber President, a tourism representative, and the Executive Director of IGNITE!, Fond du Lac's regional economic development entity.
- Directors can serve a maximum of 2 terms. Terms are 3 years. Board officers serve 1-year terms, with the exception of a 2-year term for the Board President.
- In choosing Board members, prospects are educated that the DFLP Board is a working Board, requiring a time commitment. Identified Board prospects are then considered by the Board's Executive Committee, which also functions as the Nominating Committee.

Programming

- BIG Grant program for larger downtown projects.
- Collaboration between City and Design committee on downtown design review in advance of permitting. Design committee work also addresses streetscape planning, litter, appearance, parking, and landscaping issues.

- Annual special event calendar includes 'Meet Me Downtown' to engage the downtown employment base. The Main Street Promotion committee has sub-committees for the major downtown events and festivals.
- Have an ongoing strategic goal to maximize the use of downtown properties overlaying the work of all Main Street committees.
- Facilitate economic development and redevelopment in strong partnerships with 15 regional economic development partners through the IGNITE! Network. This includes working to identify financing sources for major projects. DFLP has worked with the City and partners in developing a performing arts center, assisting with redevelopments requiring spot TIFs, and working now on the first PACE (Property Assisted Clean Energy) funded rehabilitation of a downtown hotel.
- Active pursuit of available grant funding resources to support applicable programs.
- Future initiatives include: Feasibility studies for potential downtown upper story housing; business expansion program; lighting and safety plan; and place making planning for public spaces.

Unique Local Factors

- History as a 'blue collar' community.
- Three (3) local colleges—UW-Fond du Lac, Moraine Park Technical College, and Marian University.

Advantages to Organizational Structure

- Independence allows the organization to structure its mission, vision, and programming to meet the needs of the district and downtown constituents.
- Accept tax-deductible donations, and apply for most grant funding.
- Downtown constituencies actually own the organization.
- DFLP has a strong Executive Director who is appropriately compensated by the Board. Any downtown organization's success depends upon stability in that position. Hiring and compensating an experienced staff leader ensures that the downtown work will get done.

Disadvantages to Organizational Structure

- Fundraising can be challenging as a partially BID funded non-profit. Local donors and some downtown stakeholders assume additional funding is unnecessary.
- Larger developments, such as those occurring in Fond du Lac, often require significant staff time.

Hartford, Wisconsin

Organizational Structure and Funding

- The Downtown Hartford BID was organized in 1988 to bring promote downtown Hartford and to focus on downtown's issues. The BID's mission remains the same.
- The Downtown Hartford BID is part of Wisconsin's Connect Communities program. The BID's new Director has appreciated the training, available resources, and networking opportunities.
- The BID's Executive Director is part-time, currently working 25 hours/week. Weekly hours are increasing in 2017 to 27. Sustaining a full-time downtown organization is a key goal.
- The current budget is \$91,000, including \$51,000 from the BID. The remaining funding comes from tourism tax and special events. This event income includes sponsorships. The BID levy was increased from \$2.45 to \$2.90/\$1,000 in 2016.

- The Board is comprised of 9 voting members and a non-voting City liaison (mayoral representative). The BIDs by laws require Board members to be property or business owners within the BID boundaries.
- The BID has strong partnerships with the City, Chamber, tourism, local employers, and the EDC.

Programming

- Marketing downtown Hartford through events, promotional activities, and media.
- Demonstrating and promoting the value of the BID to downtown constituencies.
- Increasing efforts to recruit, train, and retain volunteers to ensure additional downtown revitalization work is completed.
- Downtown incentives include a rent subsidy program and a loan program through a local bank. TID funds will be used to supplement the loan program.
- The BID is part of Hartford's joint Program Management Team that focuses on business attraction. This effort includes the BID, Chamber, local EDC, City staff, and businesses.

Unique Local Factors

- Major employers are engaged in downtown efforts, particularly in support of new downtown housing options. One new rehabilitation project will include improved ground level space and 10 new apartments.
- Downtown's major destination is disengaged from the BID and the revitalization process.

Advantages to Organizational Structure

- Part-time organization keeps budget lean and requires strong partnerships, particularly with the City, to ensure work gets done.
- Current Board is supportive of Director and plans to increase the organization's capacity as an economic development partner.

Disadvantages to Organizational Structure

- Part-time organization means the Executive Director is the BID's primary volunteer.
- Sustained operations are challenging without volunteers and full-time staff.
- The marketing and events focus can diminish perceptions about the organization's value to its constituents.

Menomonee Falls, Wisconsin

Organizational Structure and Funding

- The Menomonee Falls BID organization started in 1993 and remains a non-profit corporation. For the first 7 years, the Director was part-time.
- The current BID assessment is \$3.50/\$1,000 with a per parcel cap of \$3,000.
- The BID is a member of Wisconsin's Connect Communities program. The BID and the Village have accessed Connect program services, technical assistance, and networking. WEDC has provided parking management data and grants information for specific local initiatives. (This included the state's Site Assessment Grant and Community Development Investment Grant, or CDIG.) The BID Director routinely attends the seminars, roundtables, and uses the Connect listserv.
- The BID just revised its by laws, and the Board consists of 13 members. The majority (7) of members are business and property owners located within the BID. The remaining members include

4 at-large members and representatives from the Village Board and Community Development Authority (CDA). The Board has 3 officers. The revised by laws also require that Board members participate in 75% of meetings and BID sponsored events. Board members must now acknowledge these requirements as part of Board service.

- The BID has 5 committees, 3 of which are marketing and event focused. The remaining committees focus on downtown appearance and retail/restaurant recruitment.
- The BID budget is \$110,000, with \$74,000 of BID proceeds. Other revenue sources include memberships, event income, event sponsorships, and marketing programs, such as gift certificates. The BID maintains \$10,000 reserve, given BID distribution timing.
- Executive Director has a \$40,400 annual salary with 15 vacation days and 3 sick days. No health benefits are provided.
- As with the other organizations, audited financial statements are produced annually. A budget report is submitted monthly to their Village Board.

Programming

- Annual schedule of promotional and special events, including 2 major annual festivals. The BID is now focused on fewer and stronger events. All events are financially sustainable.
- Have an associate membership program for businesses located outside of the BID boundaries. This program now includes 12 businesses. Membership is \$325/year.
- The Village and BID offer multiple incentives; 2 are TID funded. One is a façade-matching grant for vintage properties; the second encompasses the use of TID for planned development in the BID and TID areas boundaries. Another key program is the low-rate loan program.
- Business retention and recruitment will be a 2017 focus. An emphasis will be restaurant recruitment in 2017.

Unique Local Factors

- The BID applied to the Wisconsin Main Street program, but was never designated. The local perspective was that the time and financial commitments were too great. BID leaders felt their organizational structure best suited Menomonee Falls.
- Village provides a facilitator for all BID meetings to ensure transparency. The Village attorney attends all BID meetings to ensure compliance with Open Meetings Act provisions.
- The BID has 5 sets of goals with related performance metrics that tie to performance indicators, and separately, Executive Director performance priorities based upon an updated job description. (Many of these are required to be tracked by the Connect Communities program.)
- A historic preservation overlay district exists for Menomonee Falls' downtown.

Advantages to Organizational Structure

- Clear statement of expectations for Board members and their required contributions.
- Lack of clarity regarding Internal Revenue Service tax status.
- Have multiple, strong local partners, particularly the Village.

Disadvantages to Organizational Structure

- The lack of Executive Director benefits could prove problematic for any new hire.
- The BID's approach to their downtown work is less comprehensive than other organizations, given the Village's emphasis on economic growth in varied uses.

Kinnickinnic Avenue BID, Milwaukee

Organizational Structure and Funding

- BID is a government entity, or BID #44, organized by the City of Milwaukee and managed by local property and business owners
- No Executive Director or paid staff; all work is conducted by Board members and the BID's 32 active volunteers
- 7-member Board of Directors consisting of 4 BID property owners and 3 business owners located within the BID boundaries (See Appendix 1 for a map of the BID boundaries.)
- Total budget is \$52,000 with all funds generated by the BID assessment. BID assessment has a minimum levy of \$100 with a maximum of \$1,000. No levy increase has been proposed. Any sponsorship income is generated and applied to event programming. For example, sponsorships required for the Tour of Dairyland Criterium /Café Central Bay View Classic are for that event

Programming

- Special events including the Criterium noted above.
- Streetscape improvements.
- Collaborations on public and life safety issues with City of Milwaukee officials.

Unique Local Factors

- BID area is very large, and budget is too small.
- Hosted a local visioning session last year to begin to address business and resident expectations for the BID's work and future operations.

Advantages to Organizational Structure

- Have strong partners who support Board and volunteer programming work. Examples include the area garden clubs to provide and maintain corridor plantings, the banner program with the Bay View neighborhood association, and special events and mural program with the Historical Society.
- Forced to engage residents.

Disadvantages to Organizational Structure

- Cannot operate a sustained effort with volunteers only, and Board members have become very difficult to replace.
- Small budget minimizes ability to do larger projects. Recent streetscape improvements required the BID obtain a streetscape loan from the City. This loan was unpopular with several stakeholders, but the work was needed. The BID levy will need to increase to repay the loan, and this has been recommended to City officials.
- Larger property owners are disengaged.
- Trying to add residential members in nearby neighborhoods but this has been hard to do with volunteers.
- Part-time paid staff is the minimal requirement for district management; full-time would be best.

Organizing to Revitalize Downtown South Milwaukee

As noted in the Introduction, the following three (3) organizational options are suggested for consideration by South Milwaukee's DWG at the scheduled November meeting. These options are also subject to how the DWG perceives such key issues as organizational funding (including sources such as a BID or any future grant funding), staffing issues, the DWG's priorities for downtown work, and the roles of the public and private sector in ensuring future success. All of these options assume an application to the Wisconsin Connect Communities program. (This application process will be reviewed at the same November meeting.)

1. City entity. Similar to the Beloit, the downtown entity would be part of City government. A dual reporting structure would not be necessary. (Other examples exist, such as Aurora, Illinois.) Issues include BID process and timing, marketing and events management, and the nature of the public-private partnership required to support organizational growth.
2. Stand-alone non-profit. If this option is preferred, partial funding via a BID is recommended to engage the appropriate stakeholders and to assure sustainable funding. Public charity, or 501(c)(3) tax status, is recommended to enable tax-deductible donations, matching contributions, and funding from future grant administration. A fund raising plan should be part of any start-up for this organizational option. Also, municipal funding for the first 3-5 years is a key component of funding in the organization's start-up phase.
3. Sub-group within South Milwaukee's Community and Business Association (CBA). The CBA's new initiative, Project Restore, represents a downtown organizational option. Critical will be the downtown focus-any downtown staff cannot be supporting Chamber-related functions. Chambers are membership organizations. In contrast, downtown organizations exist to serve all downtown constituencies. In this situation, a downtown entity could be a 501(c)(3) subsidiary of the Chamber, assuming the Chamber is structured as a 501(c)(4) or (6).

**Business Improvement District
No. 44 (Kinnickinnick Avenue)**

Land Use



Residential



Commercial



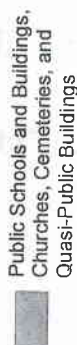
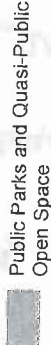
**Manufacturing, Construction,
and Warehousing**



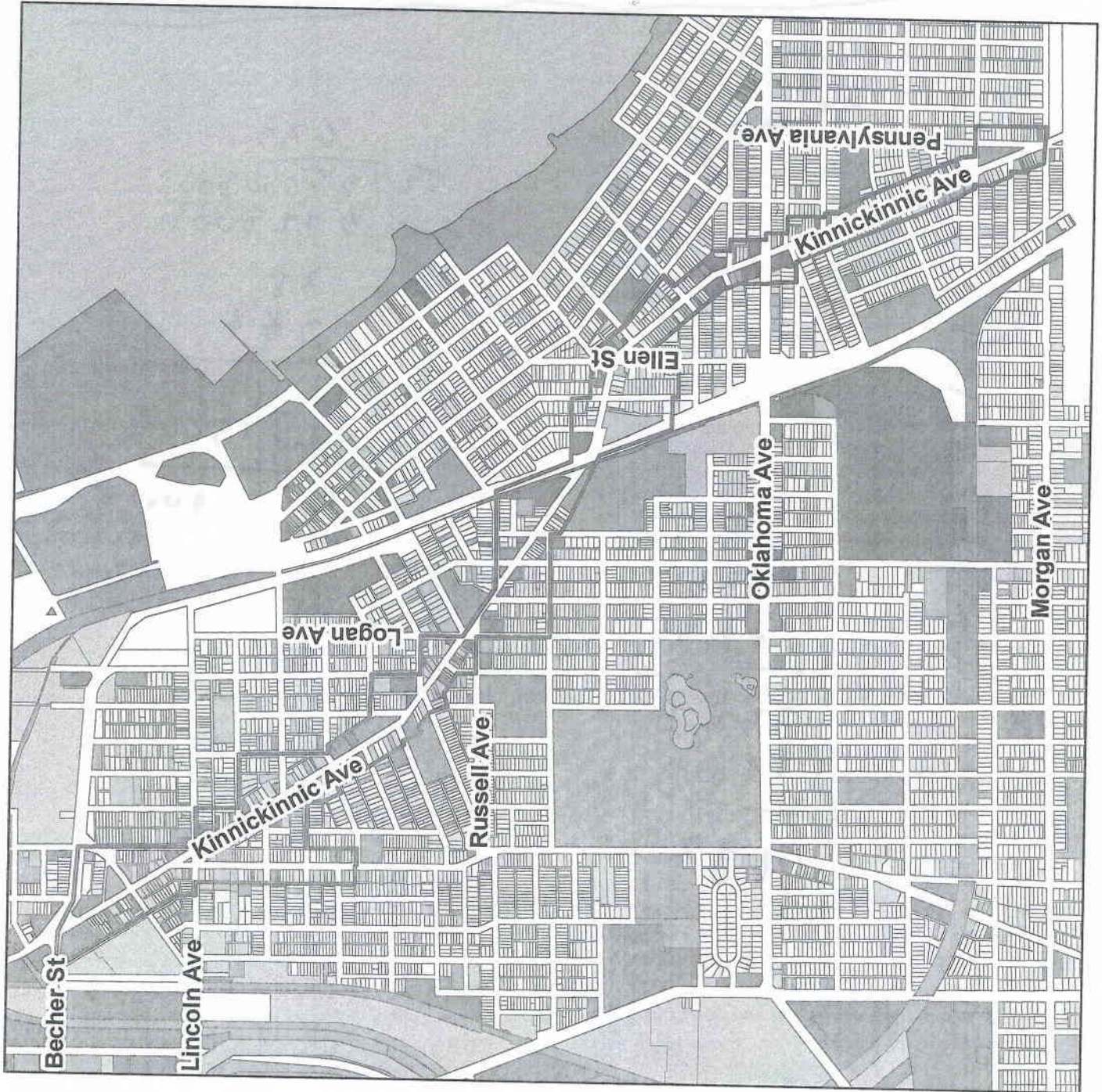
**Transportation, Communications,
and Utilities**



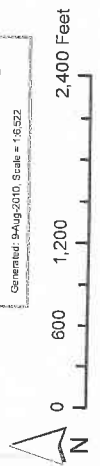
Public and Quasi-Public

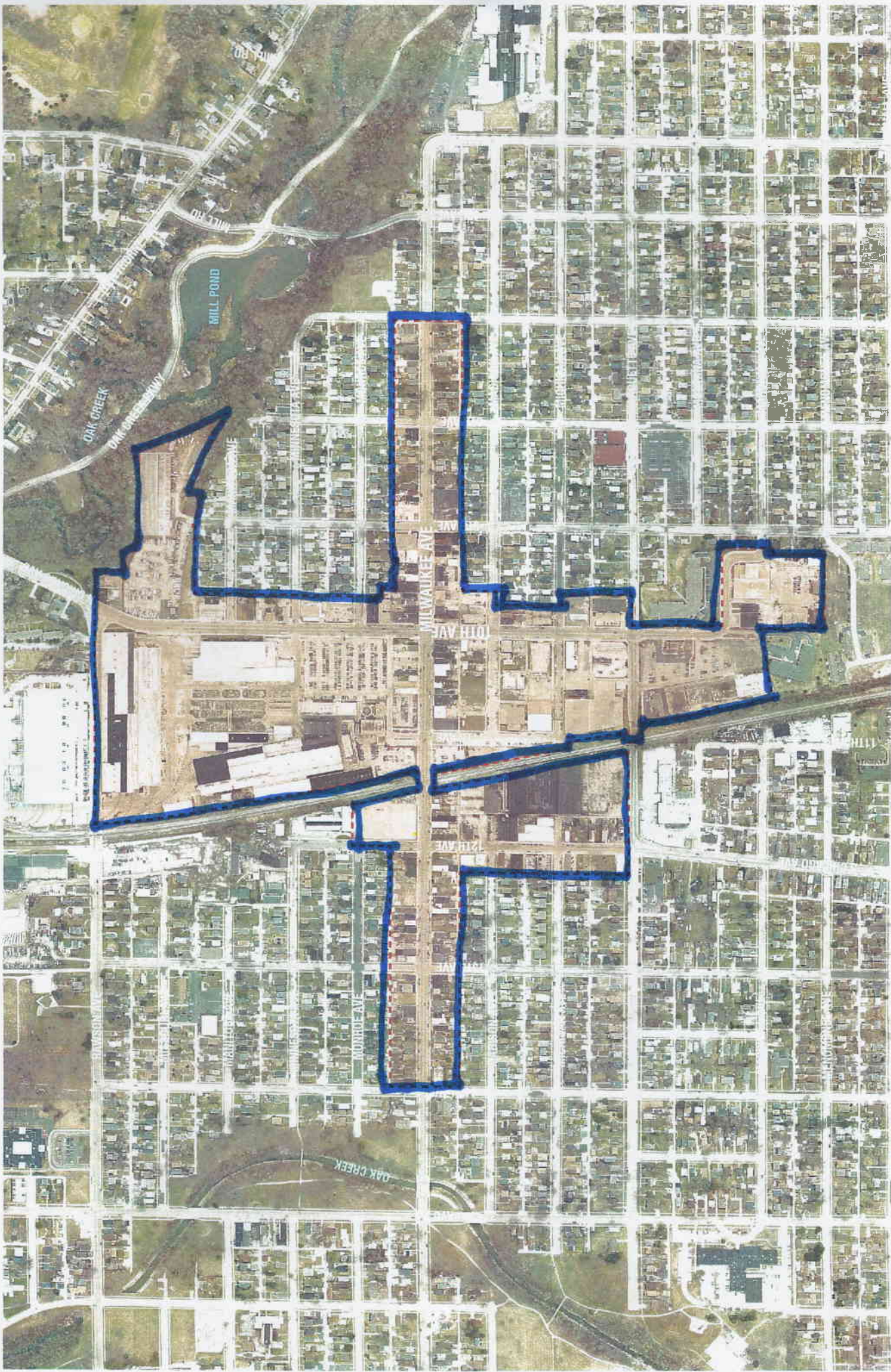


**Vacant Land or
Recent Taxkey Change**



Prepared by:
Department of City Development Information Center, A/C
Project file:
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Map File:
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AGENDA
DOWNTOWN WORK GROUP
Monday, November 21, 2016
6:15 pm
City of South Milwaukee City Hall

Project: South Milwaukee Downtown Strategy #1

Members: Armen Hadjinian, Chris Haslam, Erik Brooks, Gordon Lugauer, Jay Benkowski, Leah Manthey, Pat Stoner, Rachel Sorce, Robin Grams, Tami Mayzik, Kyle Vandercar, Diane Williams, Tanya Fonseca

DISCUSSION TOPICS

REVIEW OF STRATEGY 1 PROCESS TO DATE

- Discussion Goals
- Organization Basics
 - Type
 - Structure
- Programming
 - What do you want a new organization to do?
 - Who does this work?
- Funding
 - How do you pay for it?
 - Funding objectives
 - Funding options
 - BID processes
 - Organization boundary discussion (with map)
 - BID funding estimate(s)

NEXT STEPS

- Schedule debriefing meeting for all visits
 - Determine downtown's future organizational structure
 - Connect Communities application form/criteria
 - Discuss Downtown Work Group responsibilities/timeline for next steps
 - City
 - Working group
 - Consultant team

Downtown/CBD Organization Types

	Chamber	Main Street	Business Improvement District (BID)	Merchant Organization	Municipal Program	Hybrid Organization
Legal Framework	Membership organization; some state or national affiliation; typically 501 (c)(6) or (c)(4)	Community-driven; part of coordinating program and national network; typically 501 (c)(3) or (c)(6)	Legislatively enabled by state; established by local ordinance; typically 501 (c)(6) or (c)(4)	Highly variable	Annual budget and staffing decision	Separate non-profit; variable IRS status
Dominant Stakeholder(s)	Business owners	Representative-business owners, residents, property owners, employers, and local government	Property Owners, Tenant Payers, and Municipal Government	Business Owners	Municipal Government	Multiple Commercial Stakeholders—business owners, property owners; & municipal government.
Board Composition	Major employers/businesses	Balance of Representatives Above	Tax Payers	Business Owners	None; Will typically have an Advisory Board, if BID Funded	Volunteer Board with stakeholder representation
Staff	Executive Director	Executive Director	Executive Director	None or Volunteer	Municipal Employee	Executive Director
Mission	Serve membership	Downtown economic vitality, historic preservation, and downtown advocacy	Increase commercial activity and investment value	Business promotion	Delivering government service	Increase local economic activity
Short-term Projects/Objective	Networking and advertising	Capacity building	Maintenance, beautification, perception of safety, and marketing	Sales generation	Coordinating local efforts	Increasing economic activity
Long-term Projects/Objective	Unusual	Business growth and historic preservation	Appreciation in values through investment	Unusual, if any	Capital Improvements, process improvements, and possibly management	Balance of activities to benefit entire community
Advocacy Role	High	High	Low	Low	Low	Medium, given facilitation role
Budget: Public Funding	Special Circumstances	30% of budget	100%	Project driven	100%	70-100% from public sources
Budget: Private Funding	Dues	Memberships, sponsorships, and fundraising	Reimbursement for services	Dues, or cost sharing per project	Organized partnerships for specific events or purposes	Sponsorships and fundraising
Strengths	Independent Business focus Advocacy usually strong Communication	Proven methodology Community/volunteer driven Quality emphasis Comprehensive and long-term approach	Payment connected to benefit Reliable funding Consensus focus Defined services only	Limited focus	Political consensus Reliable funding	External convening structure Communication among stakeholders
Weaknesses	Actions only for members Funding issues Larger members dominate Competition with other Economic Development efforts	Funding and fund raising challenges Volunteers needed to build capacity Preservation 'perceptions'	Legal process to establish.	Focus on business events versus improving entire district Funding Owner time constraints Different objectives among owners	Staff need to balance multiple roles Distrust of government	Influence or facilitation only Difficult to balance stakeholder interests Funding tied to perceptions of effectiveness