
CITY OF MILWAUKEE INDUSTRIAL LAND ANALYSIS

Building a shared understanding of Milwaukee's current industrial sector and provide a roadmap for future decision-making.



DRAFT

FINAL REPORT
JULY 2021

INSTRUCTIONS TO PROVIDE PUBLIC COMMENTS:

Thank you for taking the time to read and provide comments on the Milwaukee Industrial Land Analysis Final Report.

This document and other background information about the project are available at MKEIndustrial.com

Please submit questions, comments, or concerns related to this Report, or about the plan more broadly, please feel welcome to contact Monica Wauck Smith at:

MonicaWauck.Smith@milwaukee.gov

JOIN US FOR A PUBLIC PRESENTATION ABOUT THIS PROJECT !



We also invite you to submit questions, comments, or concerns related to the posted Report during the Public Meeting on July 15th @ 12pm.

Please visit MKEIndustrial.com to RSVP for this event.

ACKNOWLEDGEMENTS

THANK YOU! to everyone who contributed to this plan by participating in an interview or who shared their thoughts and insights online or at a public meeting. Many local voices helped shape this plan; BID neighbors, employees, businesses, artists, community organizations, institutions, visitors, City staff and leadership—your words and ideas populate the pages that follow.

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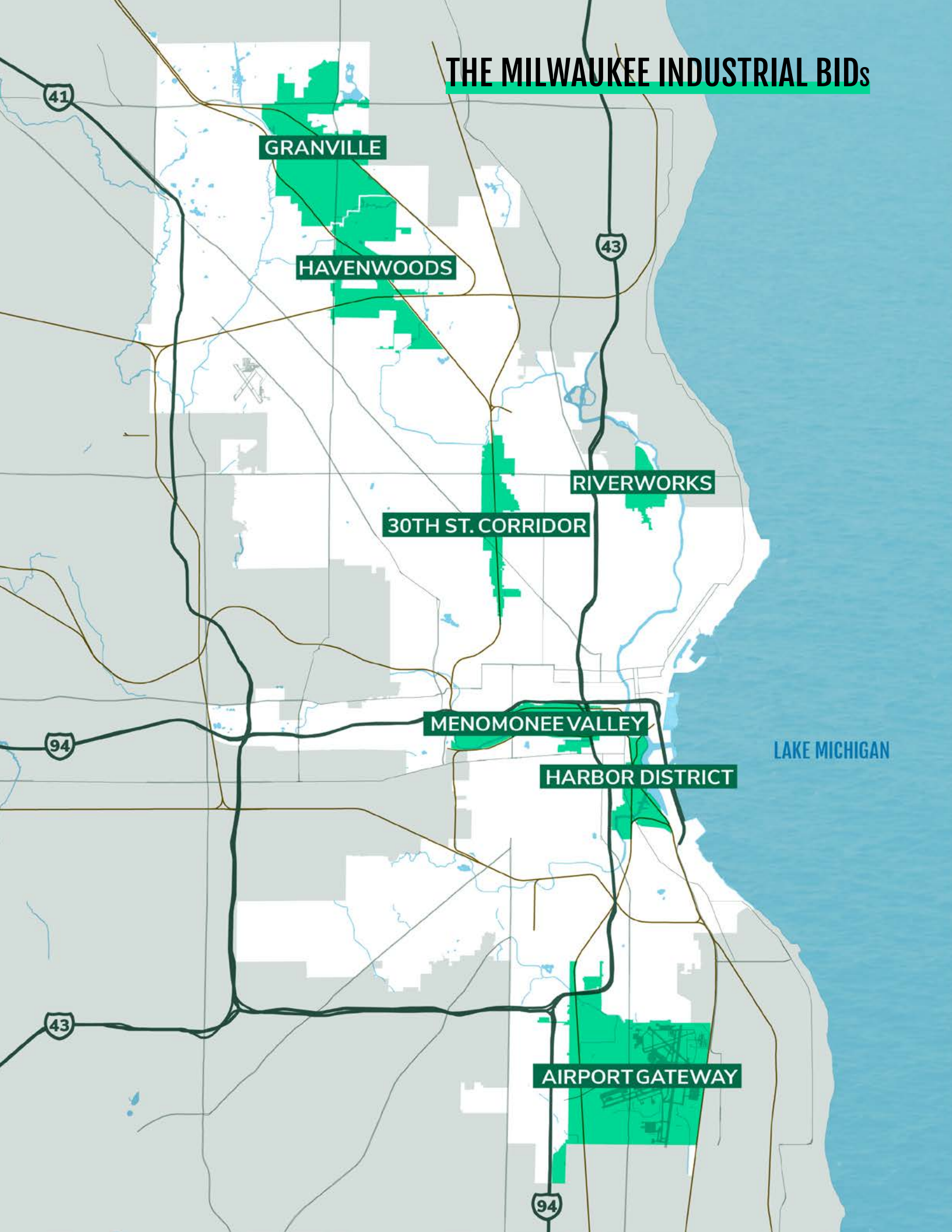
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THE MILWAUKEE INDUSTRIAL BIDS



GRANVILLE

HAVENWOODS

RIVERWORKS

30TH ST. CORRIDOR

MENOMONEE VALLEY

HARBOR DISTRICT

AIRPORT GATEWAY

LAKE MICHIGAN

INTRODUCTION

The *Milwaukee Industrial Land Analysis* is designed to build a shared understanding of Milwaukee's current industrial sector and provide a roadmap for future decision-making. A key purpose of this project is to create a tool for the City of Milwaukee to use in making future decisions regarding land use. Results of this analysis will influence land use and zoning decisions for years to come.

Taking place over the course of one year, this work answers critical questions related to Milwaukee's competitiveness to support and attract industrial business and jobs:

> Does the City of Milwaukee have sufficient industrial zoned land to meet future demand?

> Are there strategic adjustments that the City of Milwaukee should consider to its zoning code and economic development strategies to meet the future space needs of manufacturers?

> Under what circumstances would a conversion for non-industrial uses be appropriate on certain sites?

By helping the City to better understand the general trends impacting the market, and the effects various land use strategies can have on key issues like job creation, economic growth, property tax levies, and more, the City and partners will be better positioned to chart a strategic course forward.

This plan is an amendment to the Citywide Policy Plan, which, together with the 14 Area Plans, makes up the City's Comprehensive Plan. As part of the comprehensive plan, it is adopted by the Common Council, and its recommendations must be considered when making land use and zoning decisions. The State of Wisconsin has a Comprehensive Planning Law (Wis. Stats 66.1001) that requires all municipalities to complete comprehensive plans to guide their future development. The State and the City have both adopted frameworks for developing comprehensive plans in a way that incorporates meaningful public participation throughout the process. The *Industrial Land Analysis* was developed in a way to meet these requirements.

In addition to being part of the City's Comprehensive Plan, the *Industrial Land Analysis* contains strategies for achieving goals established in *Growing Prosperity*, the City's economic development plan. *Growing Prosperity* was completed in close coordination with Milwaukee 7, the regional economic development entity, to coordinate efforts in the southeastern Wisconsin region. *Growing Prosperity* recognizes the importance of manufacturing in the region and the City and enumerated several recommendations, including maintaining an inventory of 100 acres of developable industrial land and re-evaluating the zoning code to align with modern manufacturing.

INDUSTRY TODAY

MILWAUKEE – THE MACHINE SHOP OF THE WORLD

Premier access to the lake established the City but Milwaukee's industrial history fueled its growth. From auto frames to steam engines to agricultural machinery, industrial factories were established across the City taking advantage of land and available rail. Businesses like Miller Brewing and A.O. Smith (located in what is now the 30th Street Corridor) employed thousands and represented the ingenuity and skill of the diverse workforce in the City.

This industrial legacy remains critical to the Milwaukee's economy today. Industrial activity accounts for 45,000 jobs in the City and over \$3.6 billion in wages. One in every five jobs in the City is located on industrial property which represents only 3% of the City's land value but 18% of private sector wages. Critically, industrial sector jobs pay 15% more than average wages across all employment including almost 4 times as much as hospitality jobs and 2½ times more than retail jobs.

Industrial jobs are declining, but Milwaukee remains a strong industrial hub compared to other cities. In the last decade, manufacturing—one type of industrial use—has been in decline across almost all Midwestern cities. The line charts below and to the right illustrate the decline of manufacturing jobs since 2004 - 2018 in Milwaukee, Chicago, Indianapolis, Madison, Grand Rapids, and Cleveland. Milwaukee has, however, shown signs of strength. Milwaukee's data shows the second-best performance of this cohort since 2004.

Milwaukee's seven Industrial BIDs contain most of the City's manufacturing jobs. In all, there are about 2,160 businesses within the City's Industrial BIDs. **Milwaukee's Industrial Business Improvement Districts (BIDs) are critical employment centers for the City.** Though the number of businesses that rely on industrial type space has declined since 2004 some

sectors have grown or maintained since 2004 and are a core part of Milwaukee's manufacturing base. Beverage manufacturing, specialty food services, and some transportation-related businesses show growth in this period. These industrial sectors also align with the Milwaukee 7 Industry Clusters identified as having growth potential in Milwaukee.¹

Approximately one in five jobs in Milwaukee reside on the city's industrial lands, and one in ten jobs in Milwaukee is a manufacturing-related job. What's more, the average "industrial sector" job pays \$64,580 each year, 15% higher than the average private sector wage in Milwaukee*.

*Defined as manufacturing, warehouse/transportation, construction, wholesale trade, utilities

INDUSTRIAL JOB TRENDS CITYWIDE

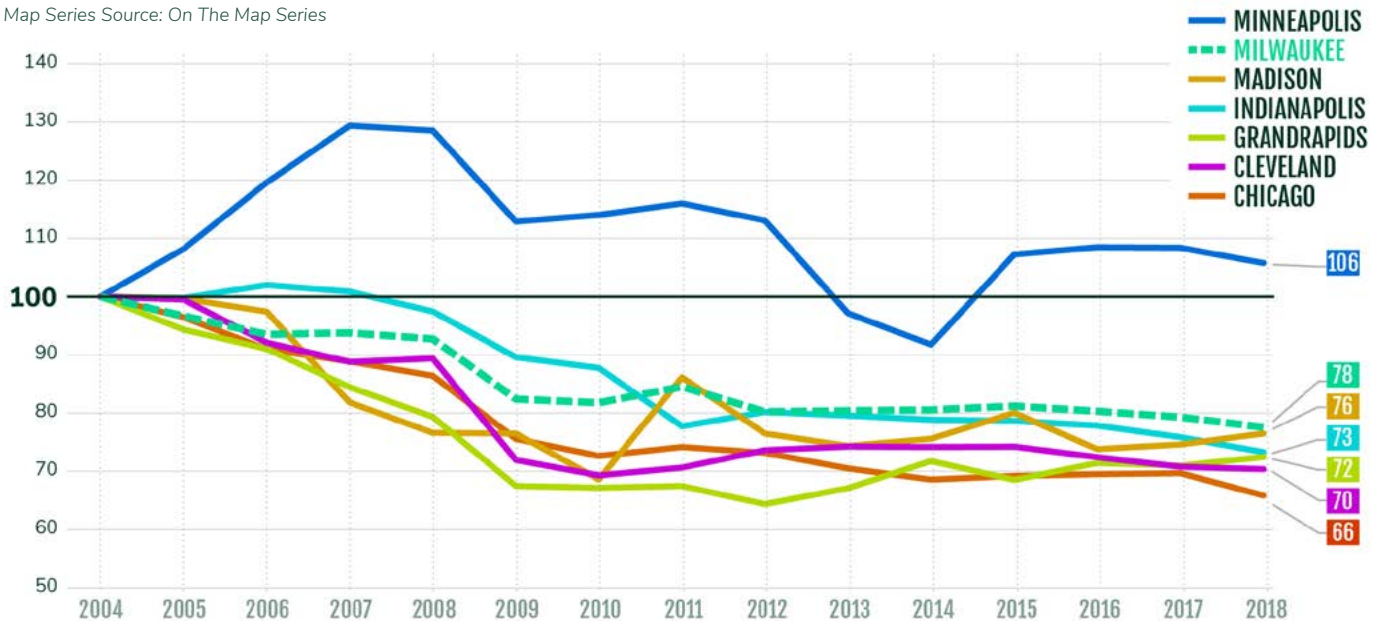
Industrial jobs have been trending down in Milwaukee since 2004. Source: On The Map Series



DRAFT

CHANGE IN MANUFACTURING JOBS SINCE 2004

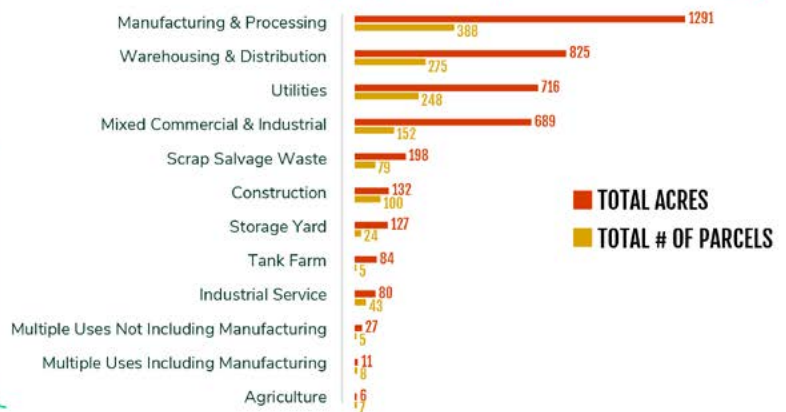
In the last decade, manufacturing has been in decline across almost all Midwestern cities. Milwaukee's data shows the second-best performance of this cohort since 2004. Source: On The Map Series Source: On The Map Series



INDUSTRIAL LAND METRICS CITYWIDE

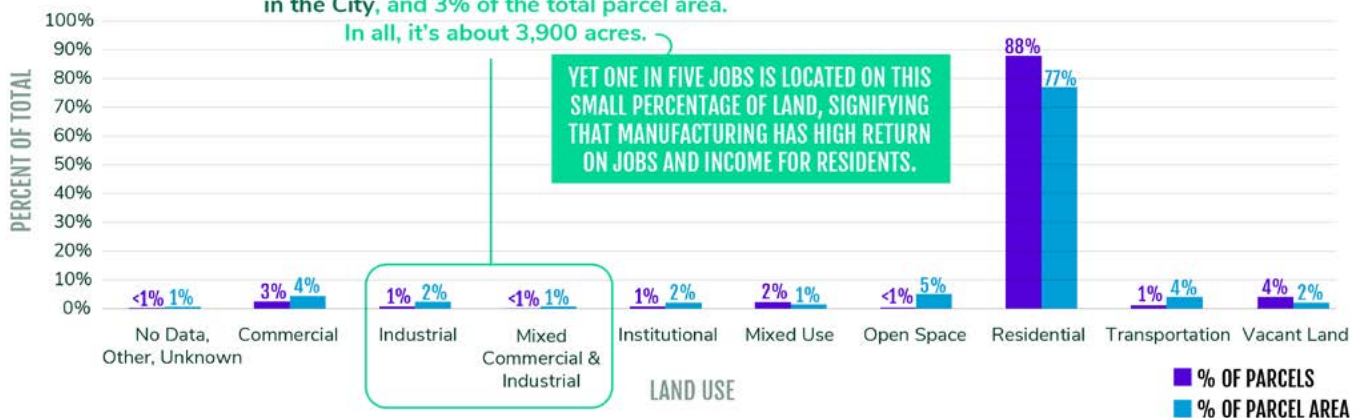
Comparative acreage of industrial use types citywide, within and outside of Milwaukee's Industrial BIDs. Source: Interface Studio analysis of the Master Property Parcel file, accessed December, 2020, and field observations.

Of that industrial land, manufacturing & processing accounts for the majority of both parcels and acreage



Industrial land makes up just 1% of the parcels in the City, and 3% of the total parcel area. In all, it's about 3,900 acres.

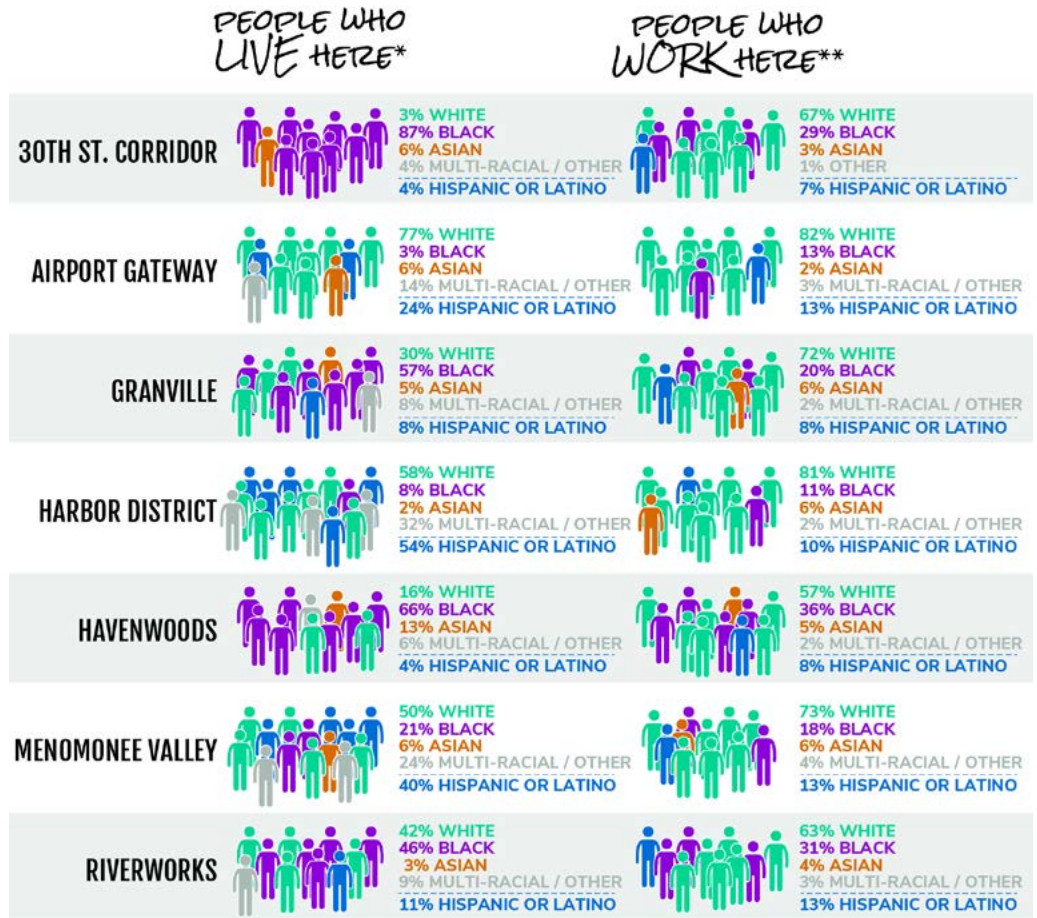
YET ONE IN FIVE JOBS IS LOCATED ON THIS SMALL PERCENTAGE OF LAND, SIGNIFYING THAT MANUFACTURING HAS HIGH RETURN ON JOBS AND INCOME FOR RESIDENTS.



SOME BIDS' WORKFORCES REFLECT THE RACIAL COMPOSITION OF THEIR SURROUNDING COMMUNITY, WHILE OTHERS LOOK DRASTICALLY DIFFERENT.

Nestled around these BIDs are historic and diverse communities. Milwaukee is almost 40% Black and 20% Hispanic or Latino but according to City Observatory the 5th most racially segregated city in the Country. One in four City residents live in poverty, but Black poverty is the highest in the nation at 33%.² ³ For these reasons, intentional efforts to support new and existing minority-owned businesses and improve access to industrial job opportunities for people of color is essential in helping to address racial inequity within Milwaukee.

Industrial jobs are evolving and, a range of other policies and actions are necessary. The remainder of this document outlines primary actions the City, BID directors and their partners can take to better align the use and management of industrial land with local values around job creation, wealth and racial equity.



COMPARISON OF RESIDENT POPULATION TO EMPLOYEE POPULATION IN EACH OF THE INDUSTRIAL BIDS * Population within a 1/2 mile of the BID ** Working Population in the BID

Source: ESRI, OnTheMap Application and LEHD Origin-Destination Employment Statistics, Primary Jobs Only, 2018. Note: Hispanic or Latino origin is a U.S. Census classification that refers to a person of Cuban, Mexican, Puerto Rican, South or Central American, or other Spanish culture or origin regardless of race.

IMPACTS OF THE COVID-19 PANDEMIC

The onset of the COVID-19 pandemic on a global scale has fundamentally changed how manufacturing operates internationally and nationally, with a focus on diversifying and reducing risk in supply chains, shoring goods production as close to the US as possible, and the changes in logistics that this would entail. An increase in manufacturing capacity within the US, as opposed to relying on international markets for sourcing of key components and essential goods such as PPE, will demand more flexible space and logistics

facilities, increased transparency in tracking and distribution, higher reliability in automation and e-commerce, and a labor pool that is prepared to meet the current industry demands.

For Milwaukee, responding the changes to industry more broadly will mean:

.....→

- **HAVING READY-TO-GO, FLEXIBLE LOCATIONS FOR A WIDE RANGE OF INDUSTRIAL OPERATIONS,**
- **A WORKFORCE THAT CAN TAKE CHARGE IN AN INCREASINGLY DIGITAL WORK ENVIRONMENT, AND**
- **ACCOUNTING FOR LOGISTICS IN THE FINAL PRODUCTION AND DELIVERY COSTS OF GOODS IN THE CITY**

RACE & ETHNICITY

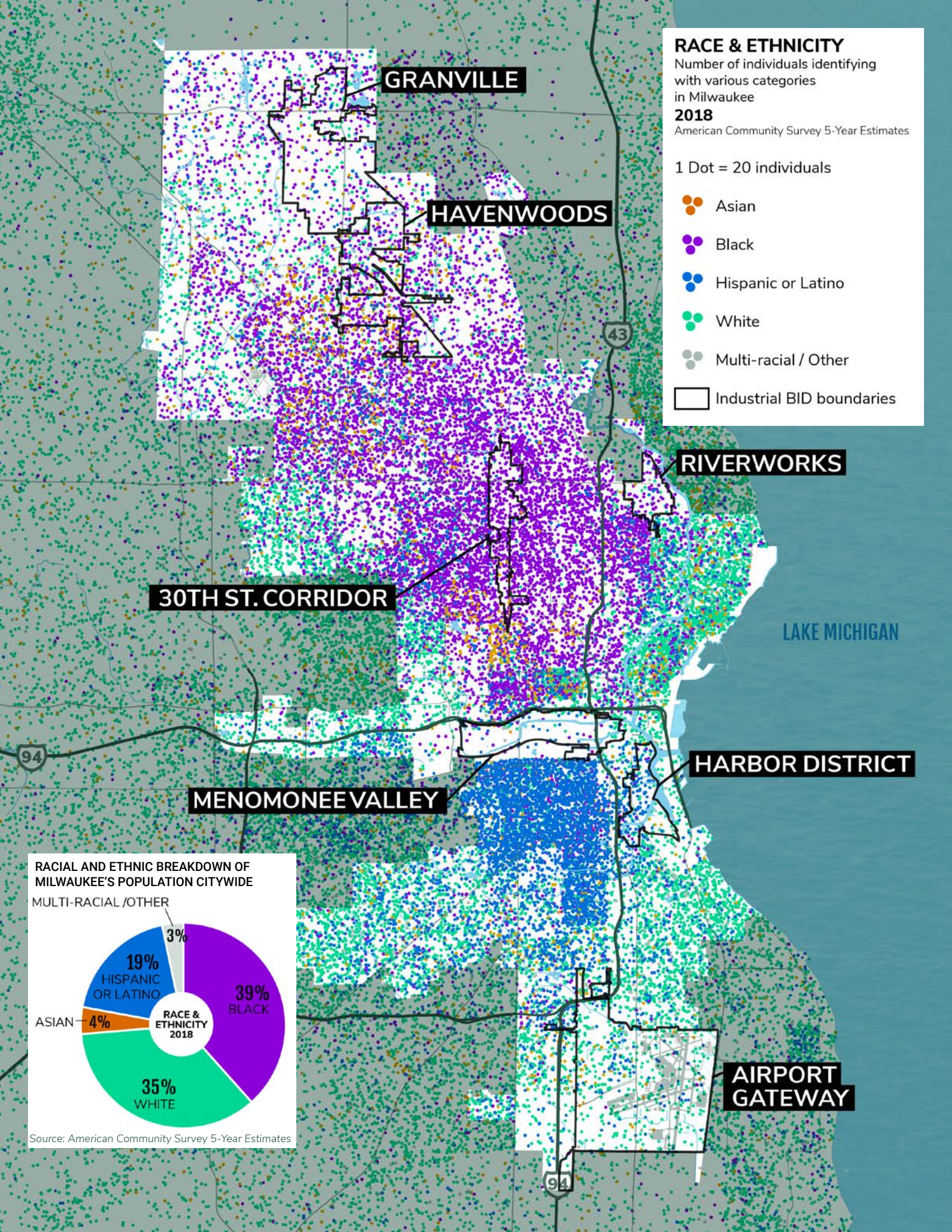
Number of individuals identifying with various categories in Milwaukee

2018

American Community Survey 5-Year Estimates

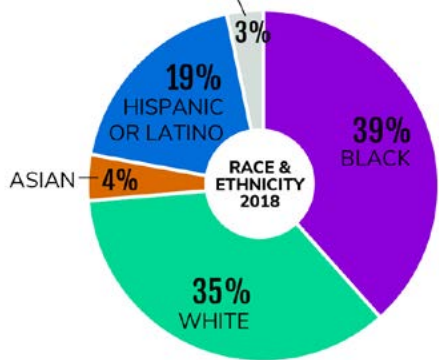
1 Dot = 20 individuals

- Asian
- Black
- Hispanic or Latino
- White
- Multi-racial / Other
- Industrial BID boundaries



RACIAL AND ETHNIC BREAKDOWN OF MILWAUKEE'S POPULATION CITYWIDE

MULTI-RACIAL / OTHER



Source: American Community Survey 5-Year Estimates

ENGAGEMENT SUMMARY

Now is as important a time as ever for cities and communities to envision a future together. During this difficult time of social distancing, the project team conducted a virtual public outreach process to safely incorporate the voice and vision of residents and stakeholders into the planning process.

The project was initiated with a series of 14 interviews with stakeholders, which included each of Milwaukee's Industrial BID Directors, representatives from Milwaukee 7 (M7), the Port of Milwaukee, and the Redevelopment Authority of the City of Milwaukee (RACM). In addition, a series of interviews with private developers with relevant industrial development experience in and around Milwaukee also provided valuable insight. A series of focus groups were conducted with small groups of stakeholders sharing

a similar perspective or sector experience. These groups included:

On March 11, 2021, the project team hosted a virtual public event and Q&A session. This public touchpoint provided an opportunity to share the data reflecting the health of Milwaukee's industrial business community and real estate market. Acknowledging that the subject matter of this meeting was likely to draw interest from individuals with a range of experience in the area of land development and industrial businesses, a significant portion of this meeting was reserved for a public Q&A with the project team and City representatives.

A project website was launched early in 2021, MKEIndustrial.com, to serve as a platform to share information during the *Industrial Land Analysis* project. Users could

find slides from public presentations, view a promotional video about the value of Milwaukee's industrial land, and access to a series of public input activities. Each of the public input activities asked a series of questions that provided insights into the challenges, opportunities, and general perception of industrial land and its value in the City of Milwaukee. Participation by over 50 individuals who meaningfully completed one or more of the activities has resulted in the insights on the following page.

Focus Groups:

1. Milwaukee Makers and Brewers
2. Organizations, Connectors or Facilitators of Milwaukee's Maker Community
3. Businesses Owners of the Valley's St. Paul Avenue Design District
4. BIPOC* Industrial Business Owners and Industrial Stakeholders
(2 separate sessions)

*Black, Indigenous, and People of Color

FIRST, PARTICIPATE IN THE ONLINE ACTIVITIES



THEN, JOIN US FOR A PUBLIC MEETING!

Click the buttons below to register. A recording of these meetings will be posted on this website for those who cannot attend. Please stay tuned, and [sign up](#) for plan updates to stay involved!

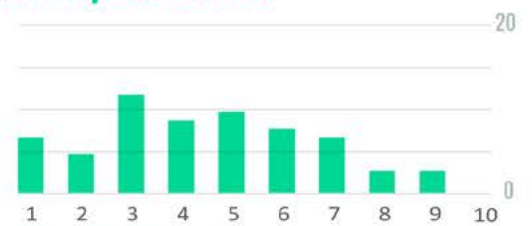


WHAT'S YOUR INTEREST IN MILWAUKEE'S INDUSTRIAL LAND ANALYSIS?

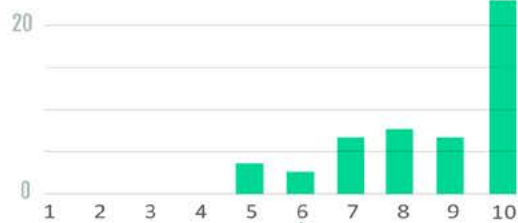


ON A SCALE OF 1 TO 10, 1 BEING STRONGLY DISAGREE, 10 BEING STRONGLY AGREE...

DOES MILWAUKEE'S HISTORIC SLOGAN "MILWAUKEE: THE MACHINE SHOP FOR THE WORLD" ACCURATELY REPRESENT YOUR VIEW OF MILWAUKEE TODAY?

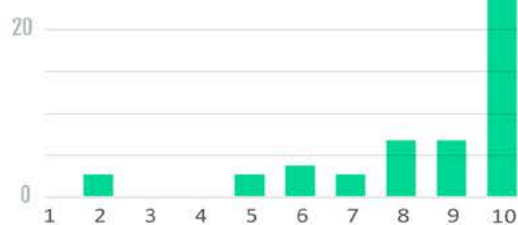


72% DISAGREE



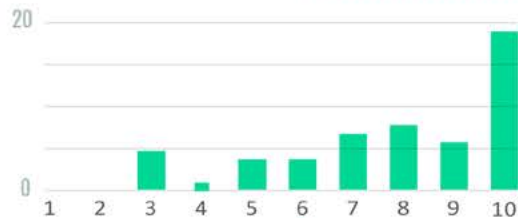
I BELIEVE MILWAUKEE NEEDS TO PRESERVE AND CREATE MODERN MANUFACTURING JOBS TO GROW PROSPERITY AND EQUITY IN THE CITY.

95% AGREE



I BELIEVE IT'S IMPORTANT FOR THE CITY TO ATTRACT NEW BUSINESSES TO LOCATE HERE.

95% AGREE



I BELIEVE MODERN INDUSTRY CAN ACT AS GOOD NEIGHBORS TO RESIDENTIAL NEIGHBORHOODS.

85% AGREE

WHEN YOU HEAR THE TERM “EQUITABLE DEVELOPMENT” FOR YOU AND FOR THE CITY OF MILWAUKEE,

WE MUST CHANGE (current state)	IN ORDER TO HAVE MORE (future results)	FOR (who)
WE MUST CHANGE THE FALSE IDEA THAT MILWAUKEEANS WHO LIVE IN MARGINALIZED NEIGHBORHOODS THAT HAVE BEEN IGNORED AND UNDERDEVELOPED FOR GENERATIONS WANT TO LIVE IN SUCH AN DEGRADING SPACE-- ONE SHOULD NOT HAVE TO LEAVE ONE'S NEIGHBORHOOD TO FIND PEACE, BEAUTY, AND SAFETY	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 MILWAUKEENS	ALL OF THE CITIZEN'S OF MILWAUKEE
LOW WAGES AND POLLUTION IN LOW-INCOME AREAS	PEOPLE OUT OF POVERTY, HEALTHIER PEOPLE, AND TAX DOLLARS	EVERYONE AND FOR A SUSTAINABLE, ADEQUATELY STAFFED AND FUNDED GOVERNMENT
INCREASE BIPOC OWNERSHIP OF BUSINESSES AND PROPERTIES	EQUITABLE DEVELOPMENT	A CITY WITH MILWAUKEE'S RACIAL MAKEUP
SEGREGATION OF THE CITY AND SKILLS DEVELOPMENT	OPPORTUNITY TO FAMILY SUSTAINING JOBS	ALL RESIDENTS, REGARDLESS OF RACE.
EQUAL ACCESS AND CONSIDERATION WHEN IT COMES TO DEVELOPERS OF COLOR	MORE VIABLE BUSINESSES AND DEVELOPMENT	BUSINESS OWNERS OF COLOR
REPUTATION AS A CITY THAT IS "BEHIND THE TIMES"/NOT PROGRESSIVE	PEOPLE/BUSINESSES WILLING TO INVEST BUSINESS, MONEY, TIME, AND TALENTS	GENERATIONS TO COME.
UNCHECKED SYSTEMS, PRACTICES, POLICIES THAT EMBODY RACISM/WHITE SUPREMACY, ALSO LEADERSHIP AT MANY LEVELS IN THIS CITY	EQUITABLE WORKPLACES, INCLUSIVE GOVERNMENT	ALL OF THE MILWAUKEE COMMUNITY
RESPECT AND COMPASSION -IT'S OK TO BE DIFFERENT. WE JUST NEED TO EMBRACE AND SUPPORT EVERYONE!	MOVE OUR CITY FORWARD WITH HARMONY AND PRIDE!	EVERYONE!
THE CULTURE OF RACIAL AND ECONOMIC DISCRIMINATION	VIBRANT NEIGHBORHOODS	CITIZENS AND EMPLOYEES WHO WANT TO LIVE AND WORK IN MILWAUKEE.
ACCESS TO EDUCATION ESPECIALLY IN JOB AREAS WITH SKILL/QUALIFICATION GAPS	QUALIFIED INDIVIDUALS TO FILL FAMILY SUSTAINING JOBS	TRADITIONALLY UNDERSERVED MINORITIES IN THE CITY OF MILWAUKEE

Public Comments

Finally, public comments were received from a variety of stakeholders throughout the process. A sample of those comments is included below:

"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

"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 SUBURBAN INDUSTRIAL LAND, ITS HARD TO JUSTIFY STAYING IN THE CITY IF I CHOOSE TO MAKE THIS INVESTMENT."

- Online Participant

"FROM A DEVELOPER'S 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

"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

"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

ANOTHER BARRIER IS THE LACK OF NEW PRODUCT AND/OR AFFORDABLE LAND SITES. USERS TODAY ARE DEMANDING HIGHER CLEAR HEIGHTS, MORE LOADING, LESS OFFICE, AND CLOSE PROXIMITY TO HIGHWAY. ECONOMICS DON'T WORK OUT FOR USERS WHEN THEY CAN LOCATE NEARBY AND STILL HAVE CLOSE ACCESS TO THE METRO.

- Online Participant

A final public presentation was scheduled for July 15, 2021 (virtually) to share the results of the Milwaukee Industrial Land Analysis. Recordings of these public meetings are available on the project website: MKEIndustrial.com.

RECOMMENDATIONS CITYWIDE

GOALS

The following goals were identified through industrial land and market analysis, stakeholder engagement, and in close collaboration with project leaders at the City of Milwaukee and the City's Industrial Business Improvement Districts (BIDs). Each of these five (5) overarching Goals represent the desired result that the City of Milwaukee and its partners commit to achieve through enacting the ten (10) Strategies that follow them, in no particular order or hierarchy. Nested under each Strategy are Actions which describe more specific steps that can be taken to accomplish each Strategy.

- 1 Increase resiliency of Milwaukee's industrial economy.**

Ensure industrial land and districts are in the best position possible to grow industrial demand, cultivate industrial clusters, and capture a greater share of the regional demand for industrial uses in Milwaukee. The City of Milwaukee's organizational capacity to market available spaces, facilitate and support the development of these properties, meet the unique needs of industrial businesses, and effectively draw companies that align with Milwaukee's industrial clusters is equally as important as the City's willingness to protect industrial land.
- 2 Improve the utilization of existing industrial land for new jobs and economic activity.**

The presence of vacant land and buildings isn't enough to drive local innovation. The location, scale, and condition of available properties make some areas more valuable or viable than others. Even properties in the best locations won't provide a benefit if interested developers and business owners face too many barriers to improve those properties. It is important to create a clear line of sight for the reuse of existing industrial property.
- 3 Align activities to promote and expand industrial jobs to meet the needs of BIPOC residents and business owners.**

Milwaukee is home to nonprofits like Start Up Milwaukee, cultural Chambers of Commerce, and local institutions like the Milwaukee Area Technical College (MATC), working to improve access to education and resources for those working in engineering, tech and starting and supporting businesses in the Milwaukee area. The business community often does not reflect the racial composition of the City as a whole. Intentional action and community organizing can help to create real opportunities for minority entrepreneurs and talent.
- 4 Capitalize on Milwaukee's manufacturing history to create the next generation of makers and entrepreneurs.**

In the early 1900s, Milwaukee gained a reputation as the "Machine Shop of the World". The city's history of innovation dates back to the Civil War. Companies specializing in engineering grew from small businesses to industry giants in Milwaukee, fueled by national demand for more advanced machinery, motors, and production by automotive, transport, and agricultural industries. Today, industrial manufacturing innovations in robotics, materials, and artificial intelligence are colliding with a resurgence of value of artisanal "makers" and craftsmen. The City and its partners need to nurture the next generation of creative manufacturers.
- 5 Improve the physical and social connections between the Industrial BIDs and surrounding communities.**

Milwaukee's Industrial BIDs are spread across the City. From Granville to the Airport Gateway, each BID offers a unique context and benefits for business, but all of the BIDs share adjacency with one or more of Milwaukee's vibrant residential areas. Many of these neighborhoods grew up around an anchor factory, allowing residents to walk to work. Though the employment reach of industrial neighborhoods has expanded dramatically in the last century, the importance of these areas as economic engines for Milwaukee sustains. The importance of being "good neighbors" to the residential areas surrounding the BIDs is growing as residential density increases in some of Milwaukee's central areas, and consumers demand transparency and responsibility from companies they patronize.

STRATEGIES

The purpose of the section is to provide effective strategies to protect critical industrial properties from redevelopment for non-industrial uses, support the growth of the industrial sector and employment centers, and attract and retain industrial development to the City of Milwaukee.

- 1 ALIGN ZONING TO PROTECT AND EXPAND INDUSTRIAL USES WHERE APPROPRIATE.**
- 2 EXPAND LAND ASSEMBLY, CLEAN UP AND SITE PREPARATION ACTIVITIES FOR INDUSTRIAL USES.**
- 3 ACCELERATE THE REHABILITATION OF OLDER INDUSTRIAL SPACES FOR NEW BUSINESSES.**
- 4 CREATE AN ENTITY THAT CAN BE MORE PROACTIVE IN THE DEVELOPMENT OF SMALL & MID-SIZED INDUSTRIAL SPACE.**
- 5 IDENTIFY WHERE CONTEMPORARY “WAREHOUSING AND DISTRIBUTION” FIT IN FUTURE PLANNING.**
- 6 TRANSITION AWAY FROM INDUSTRIAL USE WHERE APPROPRIATE.**
- 7 INVEST IN KEY PUBLIC REALM IMPROVEMENTS IN INDUSTRIAL BIDs.**
- 8 MAKE THE CASE FOR INDUSTRIAL JOBS.**
- 9 CONNECT BUSINESSES TO BUSINESSES AND BUSINESSES TO NEIGHBORS.**
- 10 CONTINUE TO IMPROVE ACCESS TO INDUSTRIAL JOB OPPORTUNITIES.**

1

ALIGN ZONING TO PROTECT AND EXPAND INDUSTRIAL USES WHERE APPROPRIATE

WHY THIS MATTERS:

In Milwaukee, there is a difference between the amount of land zoned for industrial use, and the amount of land that is actually being used for industrial or mixed-industrial uses. Based on the best available data, 31% of the land in the city that is zoned for industrial uses is actually being used for industrial or mixed industrial uses. Of the 4,200 acres of land that is being used for industrial purposes, only 31% of that 4,200 acres is being used for manufacturing and processing. Other land described as “Industrial” is occupied by a range of uses including warehousing, distribution, construction, storage yards, utilities and self storage. Manufacturing and processing accounts for only 2.5% of the land area of the entire city. Within each of the Industrial BIDs, the composition of businesses that make up the “Industrial” landholders varies widely.

In Milwaukee, the value of industrial property is often defined by the potential of industrial-type businesses to offer employment opportunities to residents. In this way, the City already acknowledges that one critical value of the Industrial BIDs is as “Employment Centers”.

Development pressure to convert industrial land to other uses is present in every Industrial BID. As detailed in the BID Profiles chapter of this document, each of the BIDs experiences redevelopment pressure from a different type of land use - housing, retail, entertainment, for example. In some cases this conversion is desirable. In these areas, permissive zoning policy helps smooths the runway for development that aligns with the new paradigm. The reality is that the footprint of

industrial property in the City is shrinking because of this pressure. Conversion from non-industrial uses to industrial uses is far less common.

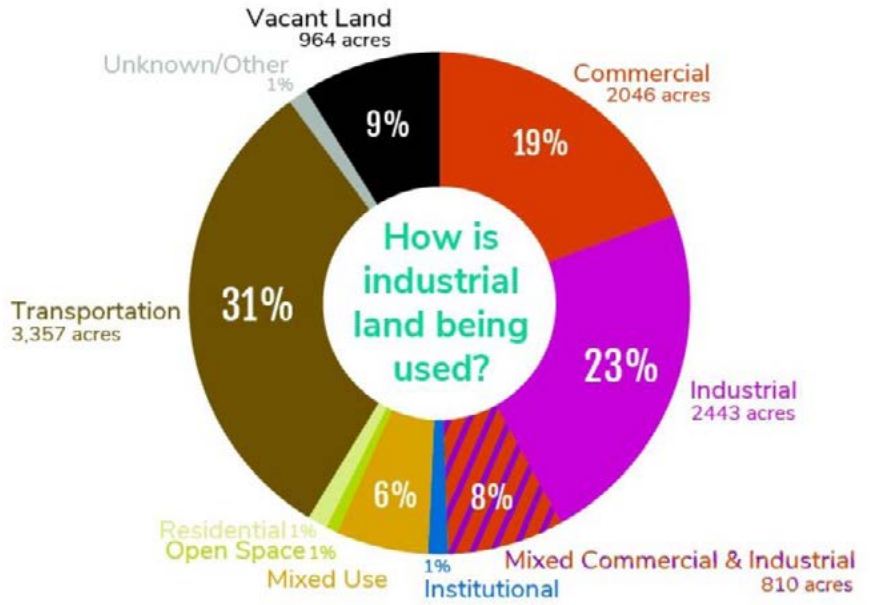
Milwaukee’s Industrial Zoning is relatively permissive in that it enables mixed use experimentation in areas that are transitioning to commercial uses or where it is contextually appropriate.

Today, Milwaukee’s Industrial Zoning classifies how different areas of the City should either be protected for industrial activity or mixed with other uses. This includes “Industrial – Heavy” – a zoning category that allows for higher intensity industrial uses with large outdoor storage needs or areas with specific harbor or rail access and, “Industrial-Commercial” which allows a mix of industrial and commercial office uses with retail as an accessory use. “Industrial-Mixed” enables an even broader range of activities including residential. Permissive zoning policy presents benefits and drawbacks. In some cases, permissive zoning enables new activities in spaces that may no longer be suited for traditional industrial activity. However, commercial and certainly residential uses can crowd out industrial activity as these sectors pay more in rent than industrial businesses.

With an active makers community in Milwaukee and latent demand for studio-style space, zoning needs to both enable this activity to take place across the City but also protect locations where manufacturing is taking place to ensure that these businesses will not be pushed out.

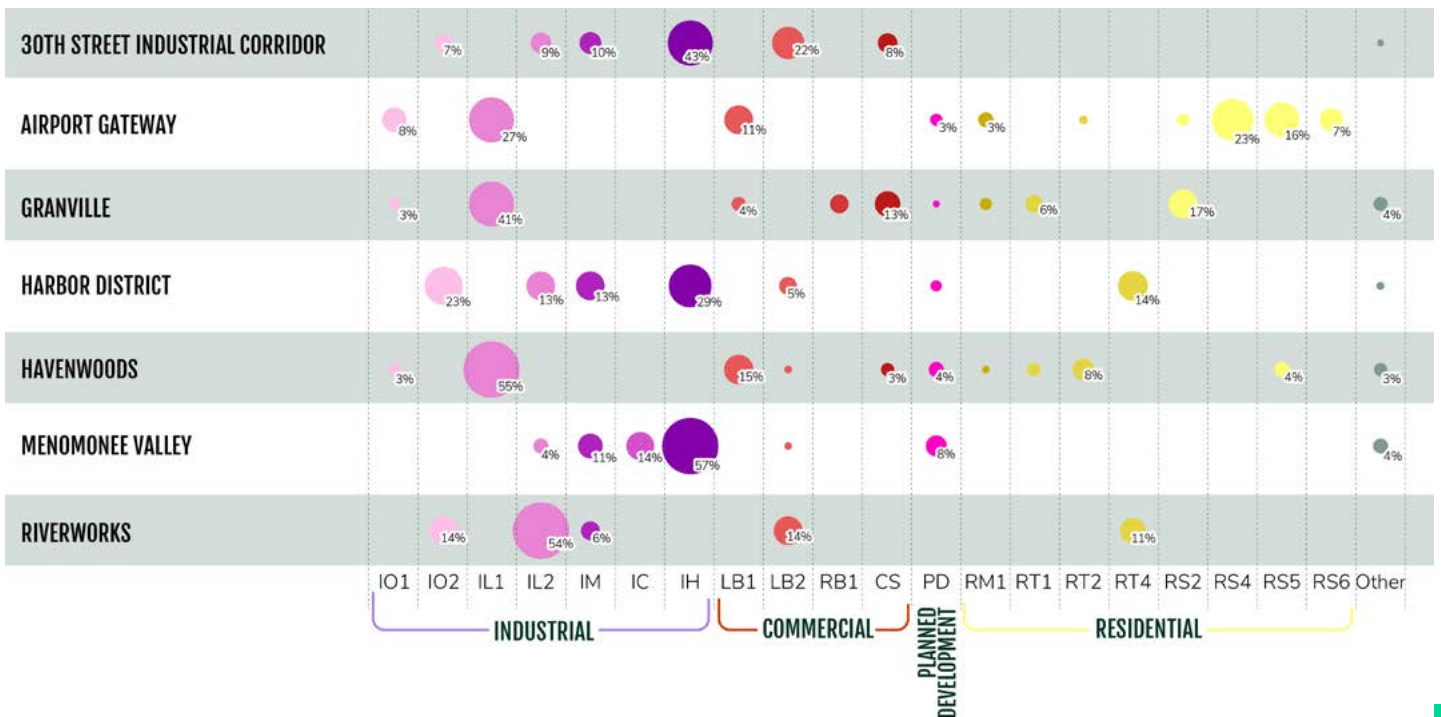
INDUSTRIAL LAND USE CITYWIDE

Source: Interface Studio analysis of the Master Property Parcel file, accessed December, 2020, and field observations.



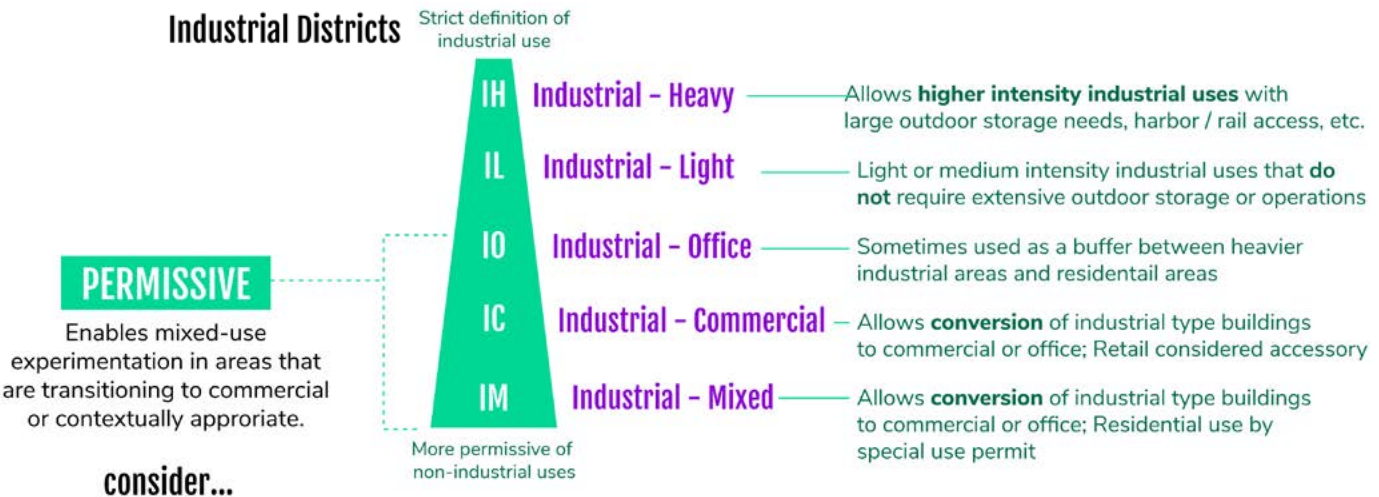
PERCENT OF PARCELS BY ZONING TYPE IN EACH BID

Source: Interface Studio analysis of the Master Property Parcel file, accessed December, 2020, and field observations.



ACTIONS:

- › **Redefine all current Industrial BIDs as “Employment Centers”.**
 - › By looking at the Industrial BIDs as employment centers, a transition of some areas to high-employment commercial uses can be justified. This shift in emphasis from “industrial” to “employment” also helps to support a transition away from low-employment industrial uses like salvage and scrap yards located in core sub areas with higher employment potential within each district.
- › **Protect land with unique access to critical transportation (rail, highway, and waterway) infrastructure for industrial use (“Industrial Sanctuaries”).**
 - › More protective zoning can also be used to protect properties with features that cannot be replicated from the pressure of conversion. It can be assumed that no new major railways or waterways will be constructed across the City of Milwaukee in the foreseeable future. These physical assets are a commodity that is critical for some industrial businesses. Properties that offer unique access to the rail or waterways or harbor and context that is appropriate for the loading, unloading, and storage needed to make use of these transport connections are a commodity that must be protected.
- › **Create a MaKE Zone to specifically protect space for manufacturing businesses.**
 - › This could take the form of a new zoning district or zoning overlay that would ensure all or a portion of buildings within a district are preserved for manufacturing. A “MaKE” Artisanal Zoning or Overlay should be considered for areas within Industrial BIDs or other appropriate areas to identify areas where mixed-use experimentation must be coupled with an explicit commitment to production space. Working with BID directors, identify opportunity areas where zoning could be even more restrictive to protect existing manufacturers. Collaborate on defining the intent and rules of the MaKE District.




Riverworks’ Fratney Street provides an excellent example of how proximity of “maker” businesses can be a benefit to the collective health of the business community. However, land in this area is zoned Industrial-Office, a zoning category that also allows office and commercial uses by right. Defining a “MaKE” district within Riverworks would protect areas from competition from companies or development that are characteristically inconsistent with the existing maker community in the area.

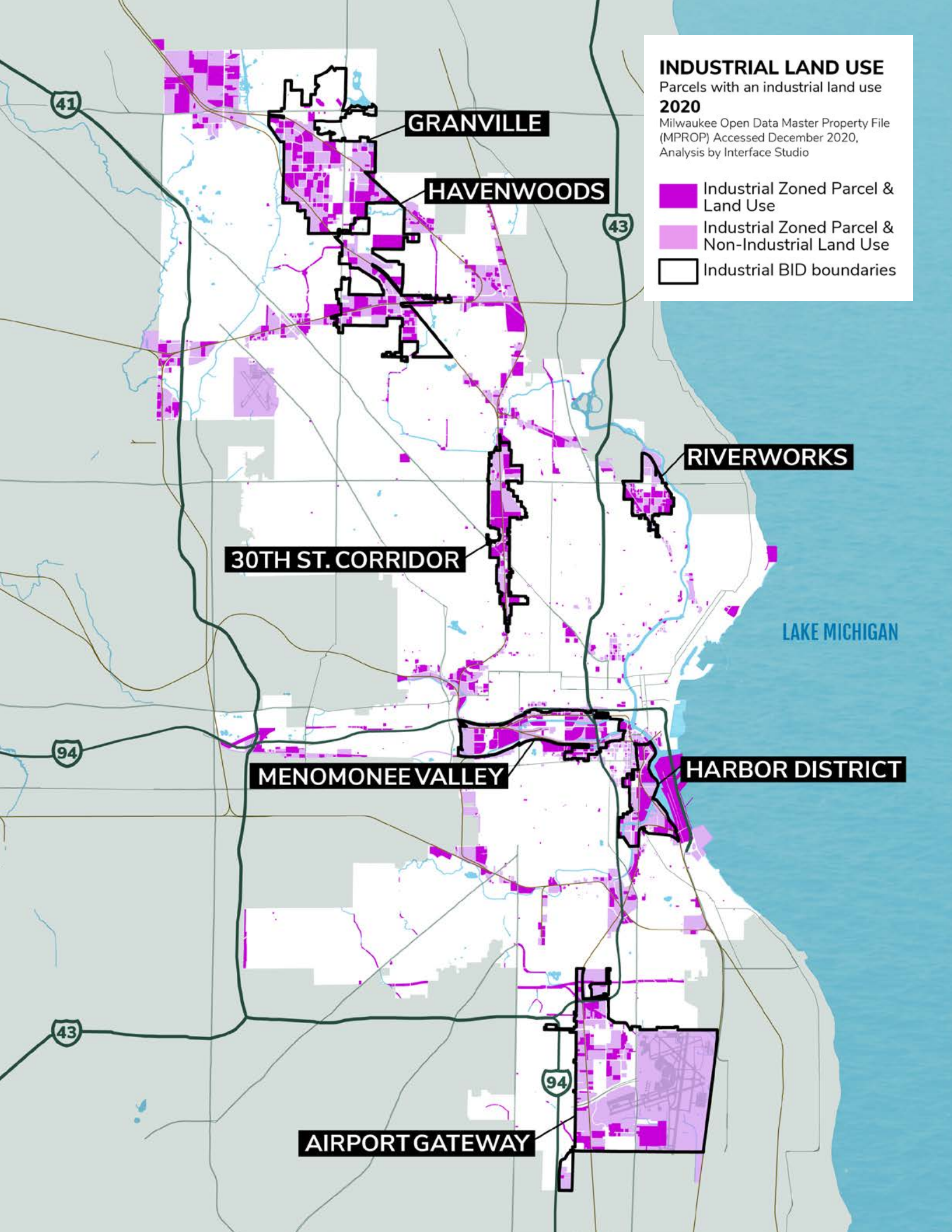
MILWAUKEE’S CURRENT ZONING STRATEGY
Illustration of Milwaukee’s current Industrial Land Zoning Categories organized by permissiveness

INDUSTRIAL LAND USE

Parcels with an industrial land use
2020

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

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



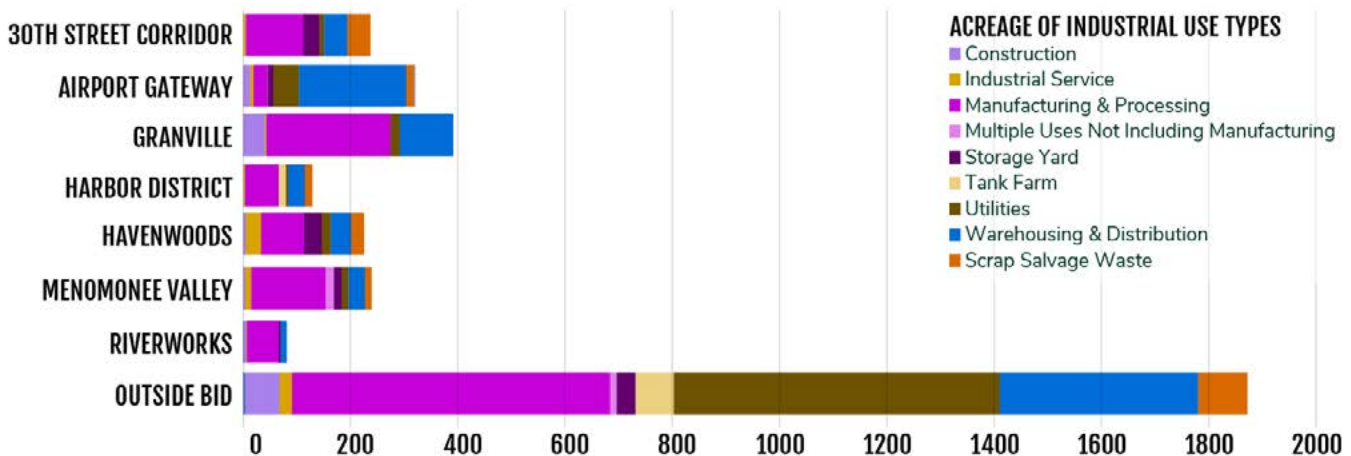
ACTIONS:

- › **Enable manufacturing within specific commercial zones.**
 - › Milwaukee's zoning classification does permit limited light manufacturing, food processing, microbrewing or contractor's shops if such uses make up less than 3,600 sf of gross floor area of a commercial property zoned LB2, LB3, RB1, RB2, and CS.⁴ To put this into perspective, that is a footprint slightly larger than a standard tennis court. This is a relatively small footprint particularly in the context of a large mixed-use development. Consider a small artisan furniture maker's workshop. If the proper facilities are in place to manage air quality and safety hazards, this type of manufacturing use with a retail frontage would be an exciting addition to many retail districts across Milwaukee. However, such a business owner would likely require more than 3,600sf to accommodate both a workshop and warehousing space for completed projects.
 - › Expand the maximum square footage allowance for manufacturing uses within commercial zones and actively market and available spaces for potential industrial businesses.
- › **Expand the metrics in evaluating industrial zoning changes.**
 - › The 2004 industrial land work included a zoning evaluation framework to determine whether a specific development proposal for industrial use or a change in use should be approved. The framework is designed to ask a lot of questions but leans heavily on the metric of job density. Job density is important but also varies widely from one type of business to another. Some distribution and warehousing businesses have very low job densities but a fulfillment center has a very high density of jobs. The same is true within manufacturing. Depending on what is being made, the job densities vary. Other factors should be considered in the context of zoning review, including:
 - › **job quality** (do the jobs pay well?)
 - › **accessibility** (can lower-income residents access the job opportunities?)
 - › **investment value** (Does the investment provide jobs and taxes to support other activities?)
 - › **community impact** (are there negative impacts on nearby homes or businesses?)
- › **Introduce new controls on self-storage uses citywide.**
 - › The City of Milwaukee should consider further restricting storage uses within industrial districts. This could include converting uses including indoor and self-storage to being a Special Use in industrial districts where they are currently permitted within the Industrial-Office, Industrial-Light, and Industrial-Heavy districts. The number of self-storage facilities has increased across the country because of high demand and their profitability. They can, however, be detrimental to industrial areas because they reduce the amount of land available for job creating manufacturing uses, potentially detracting from the employment and other goals of industrial districts. Storage uses are also problematic in commercial areas because these uses may consume large amounts of land, but don't complement commercial activity on pedestrian oriented corridors. In evaluating proposals for storage uses, new construction proposals for self-storage should generally be discouraged. There are, however, certain circumstances in which self-storage may be acceptable:
 - If the first floor is activated with another use, such as office or retail
 - If the storage use is proposed for an existing building or site that is not suitable for modern manufacturing (or office/residential uses in a district where those uses are permitted)
 - If the self-storage use will preserve the building, particularly a historically significant building, for another potential use in the future

As a part of this process, an updated tool was designed to assist in integrating these additional metrics into review.

ACREAGE OF INDUSTRIAL USE TYPES

Comparative acreage of industrial use types within and outside of Milwaukee's Industrial BIDs. Source: Interface Studio analysis of the Master Property Parcel file, accessed December, 2020, and field observations.



Artisan Manufacturing Zoning

Nashville, TN

Nashville provides an example of how local zoning can evolve to carve out more spaces for small scale industrial or “maker” businesses. Artisan zoning is an approach to land use and development that provides space for small-scale manufacturers that produce little to no vibration, noise, fumes, or other nuisances, meaning they can fit within a wide variety of contexts.

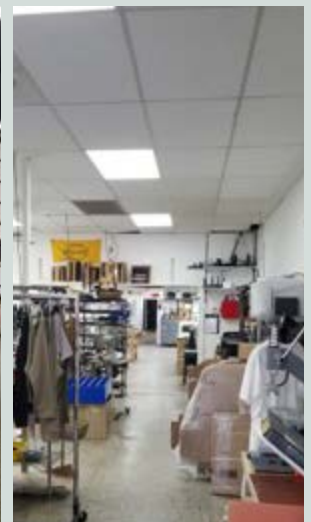
In Nashville, The Metro Nashville Arts Commission (Metro Arts) championed the creation and adoption of an Artisan Manufacturing Zoning Amendment in August 2015. They represented artists who voiced challenges around:

- *finding suitable and affordable work and live/work spaces in the urban core amenable to light manufacturing,*
- *restrictions with zoning in terms of where small-scale “maker” type manufacturing was permitted even in mixed use, commercial and industrial areas, and*
- *limitations of the existing policies to allow some retail co-located with production space, essential to their business model.*

Nashville recognized that artisans, craftsmen and makers support their economy and brand as a hub for creative individuals. And, that there is underutilized industrial land in the county that could create opportunities for artisans, craftsmen and makers to live, work and create. The addition of “Manufacturing, Artisan” zoning is defined as, “the shared or individual use of hand-tools, mechanical tools and electronic tools for the manufacture of finished products or parts including design, processing, fabrication, assembly, treatment, and packaging of products; as well as the incidental storage, sales and distribution of such products,” in Nashville’s zoning code.

The Artisan Manufacturing Zoning Amendment for Nashville created clearer categories for arts and culture-related uses and removed some barriers and special permit requirements for artisan and small micro-businesses. The adopted Amendment included:

- *The creation of new use definitions for Artisan Manufacturing and allowing this use with conditions in most mixed-use, commercial, and industrially zoned areas of Nashville Davidson County;*
- *defines and permits “Theatre”, “Rehearsal Hall”, “Cultural Center” and “Commercial Amusement (indoor only)” uses with conditions and size limitations as a special exception;*
- *new allowances for parking for arts uses within Artisan Manufacturing;*
- *new allowances for multi-family live/work housing within Artisan Manufacturing as conditional accessory uses*
- *conditions and limitations on outdoor storage; and*
- *conditions and limitations on loading docks and hazardous materials used on parcels abutting residential areas.*



STOREFRONT RETAIL WITH REAR PRODUCTION SPACE - OHIO

Images show production space with retail/consumer-facing frontage in Ohio. Example illustrates how the use of vacant spaces can be activated by industrial or ‘maker’ uses in buildings that characteristically fit the commercial/retail corridor.

2

EXPAND LAND ASSEMBLY, CLEAN UP AND SITE PREPARATION ACTIVITIES FOR INDUSTRIAL USES

WHY THIS MATTERS:

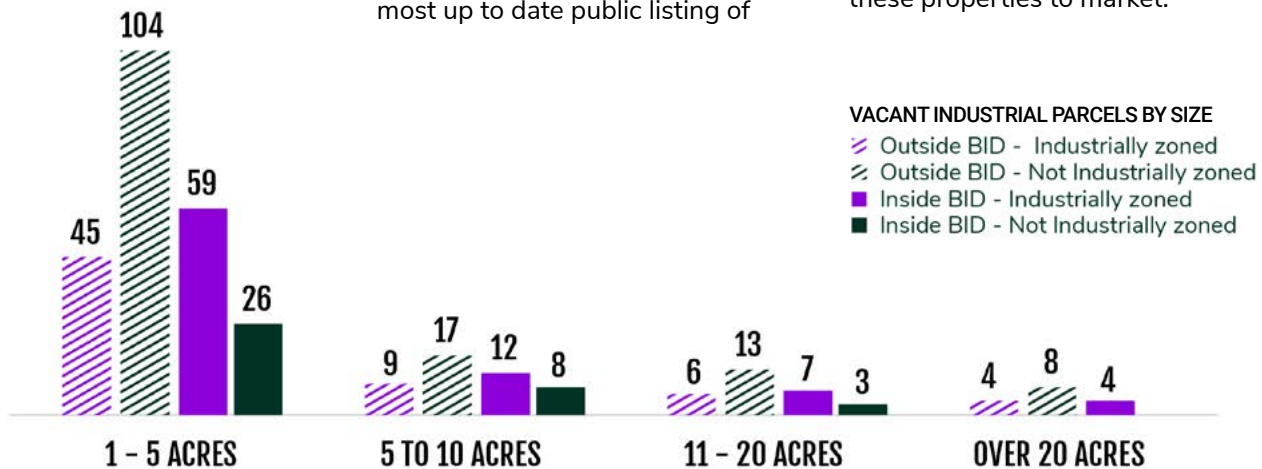
The City has been proactive in assembling and preparing land for industrial development. The activities can be described as an informal industrial land bank that seeks to reposition older industrial properties for new development. However, there is a limit to what can be accomplished given the current available resources. Industrial properties require more time and money due to a combination of factors including scale, old infrastructure and common environmental contamination issues from prior uses on a site. Additional capacity and resources are needed to help the City to maintain industrial activity and expand manufacturing businesses.

Land assembly is a critically important function wherein the City can play an active role. 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.⁵ By taking on the challenge of assembling smaller properties that are less viable for industrial development, Milwaukee can expand the mid-sized site opportunities for future development.

At present, M7 maintains the most up to date public listing of

publicly- and privately-owned industrial sites across the City. Even on this searchable database accessible via the M7 website, the City of Milwaukee’s publicly available properties should be the easiest to identify to understand the current conditions and potential. Interviews with local development stakeholders confirmed that, even on these searchable databases, the City’s properties do not stand out, the information is often out of date, and there is often a lack of timely follow up on inquiries about these properties.

Publicly-owned properties should be a sought after commodity—whether it be the transparency of site conditions, advanced cleanup and site preparation that takes those issues out of the equation for developers, and access to unique monetary incentives or programs only available in the sale or development of public properties. With a large percentage of industrial properties in the City that are either small, irregularly shaped, contaminated, disconnected or some combination of these factors and more, it is crucial that the City play an active role in acquiring, cleaning and bringing these properties to market.



VACANT INDUSTRIAL PARCELS BY SIZE

Source: Interface Studio analysis of the Master Property Parcel file, accessed December, 2020, and field observations.

ACTIONS:

- › **Develop, maintain and publish a comprehensive list of available sites within the City of Milwaukee.**⁶
- › **Ensure that 20 acres of net new readily-developable land per year is available to meet demand from manufacturing companies looking for new construction.**
 - › The City has already demonstrated the ability and willingness to tackle this challenge through work on the Komatsu site in the Harbor District BID, Century City and new development in the Menomonee Valley. This work must continue to support both large and small manufacturers in Milwaukee.
- › **Complete an environmental and geotechnical characterization of publicly-owned sites to reduce uncertainty.**⁷
 - › As noted in the City's Growing Prosperity Plan, clear information around the scale and type of contamination on City-owned industrial sites is important to improve transparency and reduce uncertainty from potential developers.
- › **Create a Land Assembly Fund to acquire, assemble and prepare land for the market.**
 - › To elevate the importance of land assembly to the future of industrial businesses and jobs, a dedicated fund should be created to help ramp up assembly activities. This fund would provide up front investment and flexibility across fiscal budgeting cycles to address site contamination, geotechnical issues, infrastructure needs, and assembly activities including potential foreclosure and environmental remediation at tax-delinquent brownfield sites. Holding costs for properties not immediately sold for development is now borne by the City but could also become a central activity for an industrial/commercial land bank. Land Banks are designed to acquire and hold land for future reuse and help to protect real estate from speculators that can make acquiring and reusing empty properties difficult. Most land banks focus on residential property akin to how the City currently manages and disposes of vacant residential lots. Cleveland is one of the few cities with a land bank dedicated to industrial and commercial property – the Cleveland Industrial/Commercial Land Bank (ICLB).
- › **Improve the City's internal processes and data management.**
 - › This study included a lot of work to review and update existing land use data in accordance to the categories defined here for industrial activity. Vacancy information was also updated based upon available data and the input of BID directors. A replicable process is needed for updating land use and business location data on a regular basis—preferably annually. This includes collaboration with BIDs to create and maintain a complete, shared database of property owners and business directory inclusive of all seven (7) Industrial BIDs, and communication with the BIDs when City-owned properties change ownership. Internal to the City, improved communication between staff supporting commercial development, industrial development and permitting will also help to support industrial development.



VACANT LAND AND BUILDINGS AT THE 30TH STREET CORRIDOR BID



VACANT BUILDING IN RIVERWORKS BID

3

ACCELERATE THE REHABILITATION OF OLDER INDUSTRIAL SPACES FOR NEW BUSINESSES

WHY THIS MATTERS:

Older industrial buildings present unique challenges for redevelopment that are often more complicated and costly than commercial properties because of their scale, location, and structural limitations to support certain new uses. Seventy-seven percent (77%) of the industrial buildings in Milwaukee were developed before 1980.⁸ Many industries have evolved dramatically in the 40 years since the construction of these buildings. Without major upgrades, the building stock has limited utility for most manufacturing industries and are functionally obsolete for advanced manufacturing. Redevelopment to bring these older industrial buildings up to today's standards presents challenges and added expense to the private market. The cost of renovating

older buildings is a big barrier for young, small, or family-owned businesses.

The same is true of some of the industrial land. Many parcels are smaller, with limited access to the local interstate highway network or other transportation systems, making them less desirable for industry sectors that have seen the highest growth in recent years—transportation, warehousing and distribution.⁹

The world is moving toward nontraditional business and development models that blend and mix uses. The City must ensure that its support for business owners and developers looking to acquire and develop industrial land is as robust as support provided for commercial and residential development.

Yard 5 Industrial Development

Readville, MA - near Boston

Recent pressure for the redevelopment of formerly industrial areas has left Boston and the region with a very limited supply of land zoned for industrial uses. To meet the high demand for industrial workspace, particularly from small- and mid-sized companies and start-ups driving Boston's innovation economy, developers are challenged to tackle challenging sites and think creatively about adaptive reuse. Readville Yard 5 is an example of a unique, modern development supporting industrial 'makers' in Readville, Boston. First Highland Management and Development Corporation, a private firm, led the development of 375,000 square feet of space designed specifically for small-scale light industrial and manufacturing uses with space for as many as 51 businesses and an administrative office building. Despite the challenging geometry of the 21-acre site - a formerly abandoned rail yard owned by MTBS - the project is highly efficient and designed to be subdivided into flexible leasable modules ranging from 4,000-7,000 square feet. Yard 5 offers flexible opportunities for office, flex, lab, R&D, and warehousing on-site while accommodating truck circulation and loading docks. A Transit-Oriented Development (TOD), Yard 5 also directly connects to the Readville Commuter Rail Station, via two new multi-use walking/biking paths constructed as part of the project.

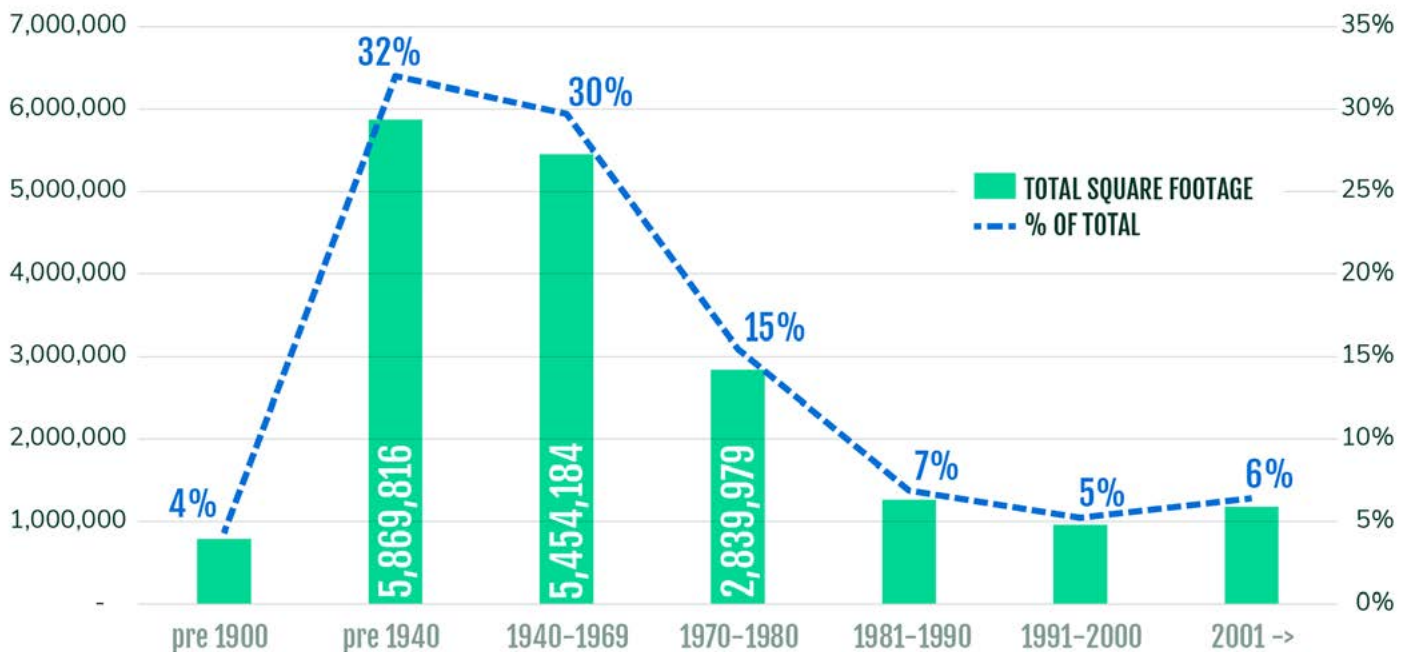


Source: Rendering created by Utile Architects



Source: Rendering created by Utile Architects

77% OF THE INDUSTRIAL BUILDINGS IN THE CITY WERE BUILT BEFORE 1980



AGING BUILDING STOCK IN MILWAUKEE

The chart above shows year built on record for industrial properties across the City. Due to construction specifications common to the time, buildings built before 1980 are often functionally obsolete for advanced manufacturing. The age and condition of these buildings make them challenging or expensive to redevelop, and without major upgrades, the building stock has limited utility for most manufacturing industries. Source: Milwaukee Open Data Master Property File (MPROP) Accessed December 2020, Analysis by Ninigret Partners.

ACTIONS:

- › Offer modernization assistance including matching funds for signage and facades.
 - › In some cases, additional work is necessary to support small businesses beyond a basic white box program. Signage and specific facade improvements can be barriers for smaller businesses. Consider a program to subsidize reduced-cost architectural services for facade improvements and signage. This program would support small businesses by writing down the cost of design and installation and highlight and support Milwaukee's local design talent. Also consider a variable grant size based on building size. For example, a larger building would be eligible for more financial support than a similar, smaller structure.
- › Create a MaKE Investment Fund modeled after the City's successful White Box and Retail Investment Fund programs for industrial spaces.
 - › Target 500,000 square feet of inventory at any time for new and growing businesses in the manufacturing/maker/creative industries. This fund would help to provide funding to bring spaces to market and reduce up front costs for small businesses.
- › Provide additional development assistance for businesses seeking older industrial space.
 - › Many new and small businesses are unsure of where to begin when looking for space particularly if their business model includes a mix of activities like catering and retail. Questions around zoning, permitting, improvement costs, leasing terms and potentially available City incentives can be difficult to navigate. Develop a centralized intake for questions around older industrial spaces and dedicated staff guidance for businesses.

4 IDENTIFY OR CREATE AN ENTITY THAT CAN BE MORE PROACTIVE IN THE DEVELOPMENT OF SMALL AND MID-SIZED INDUSTRIAL SPACE

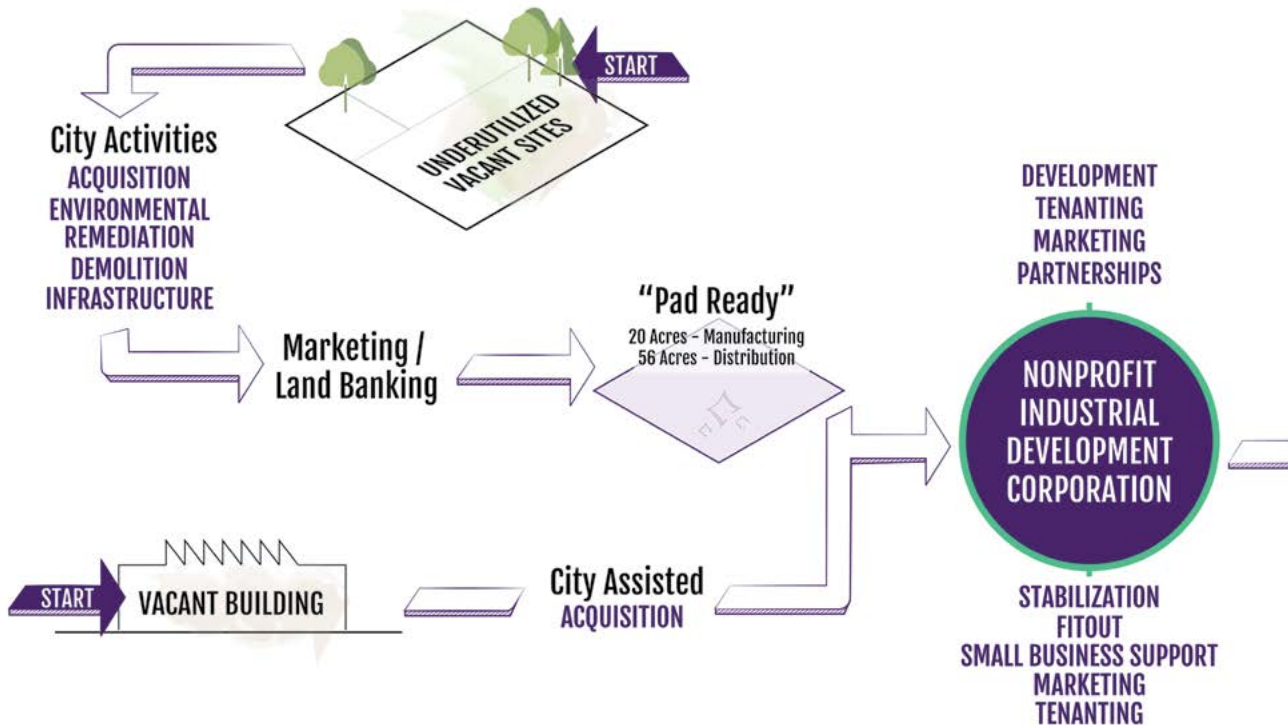
WHY THIS MATTERS:

In Milwaukee, there is a demand for 30,000-40,000 square foot buildings but limited availability. Redevelopment of older industrial properties—particularly small and mid-sized properties—receive less attention from the private sector. This often leaves smaller industrial businesses with more limited move-in ready spaces, options in less ideal locations, or more abundant small or mid-sized industrial properties in need of significant investment and repair to function.

The creation of a nonprofit industrial development corporation provides a solution to this private sector

oversight. This nonprofit entity would work to assemble, prepare, and build smaller or mid-sized industrial spaces to meet the demand that the private development market can't develop efficiently, filling this critical gap in the industrial real estate market. This entity would work closely with the City around land assembly and environmental remediation but should also be structured to coordinate property marketing, tenancy and management until a viable private owner is willing to purchase the property.

THE ROLE OF A NONPROFIT INDUSTRIAL DEVELOPMENT CORPORATION IN INDUSTRIAL DEVELOPMENT
Source: Interface Studio



Greenpoint Manufacturing and Design Center

New York, New York

The Greenpoint Manufacturing and Design Center (GMDC) is a well-known example of a nonprofit industrial developer. Since GMDC formally incorporated in 1992, GMDC has rehabilitated eight manufacturing buildings in New York City for occupancy by small manufacturing enterprises, artisans and artists. GMDC's projects help meet New York City's need for affordable, flexible production space for small and medium-sized manufacturers by planning, developing, and managing real estate. GMDC is specifically focused on creating these types of spaces in urban neighborhoods.

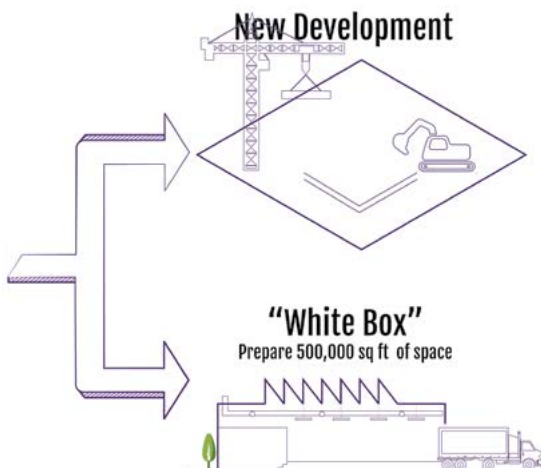
GMDC's role in project development include the following:

- Acquiring, rehabilitating, and managing neglected industrial properties
- Acting as advocates through collaboration and coalition building among key stakeholders
- Creating and influencing industrial development policy
- Building the field and promoting its model by publishing, presenting at conferences, and providing technical assistance to other communities

The first major GMDC project involved the purchase and redevelopment of a 360,000 square foot industrial complex located at 1155-1205 Manhattan Avenue in Greenpoint, Brooklyn. In this venture, GMDC leveraged public and private capital of some \$8 million, to successfully convert a neglected historic industrial building into a multi-tenant project that currently serves more than 70 small businesses that employ nearly 400 workers. A more recent development in Ozone Park, NY included the purchase and renovation of three buildings on an entire city block adding 85,000 square feet of new industrial space that is home to more than 110 businesses and over 700 employees.

ACTIONS:

- › **Explore a nonprofit industrial development corporation or partnerships with existing nonprofit or mission-driven developers to assemble, prepare and build spec industrial space for small businesses.**
 - › This activity needs to establish nonprofit status as an independent organization with a formal charter. The organization needs to be capitalized with upfront funds to effectively start the process of assembly, cleanup and development. Although not managed by the City, such an organization could include important City or BID stakeholders in Board positions to represent the public interests and focus development activities in alignment with Milwaukee's Area Plans.
- › **Evaluate a Building Rehab and Reinvestment Strategy.**
 - › The intent is to establish a pipeline of updated industrial spaces in ~30,000 sf or smaller buildings. This activity could become a component of a separate nonprofit as discussed above or become a dedicated service provided by the City to bring underutilized and obsolete industrial structures back to the market.



5

IDENTIFY WHERE CONTEMPORARY “WAREHOUSING & DISTRIBUTION” FIT IN FUTURE PLANNING

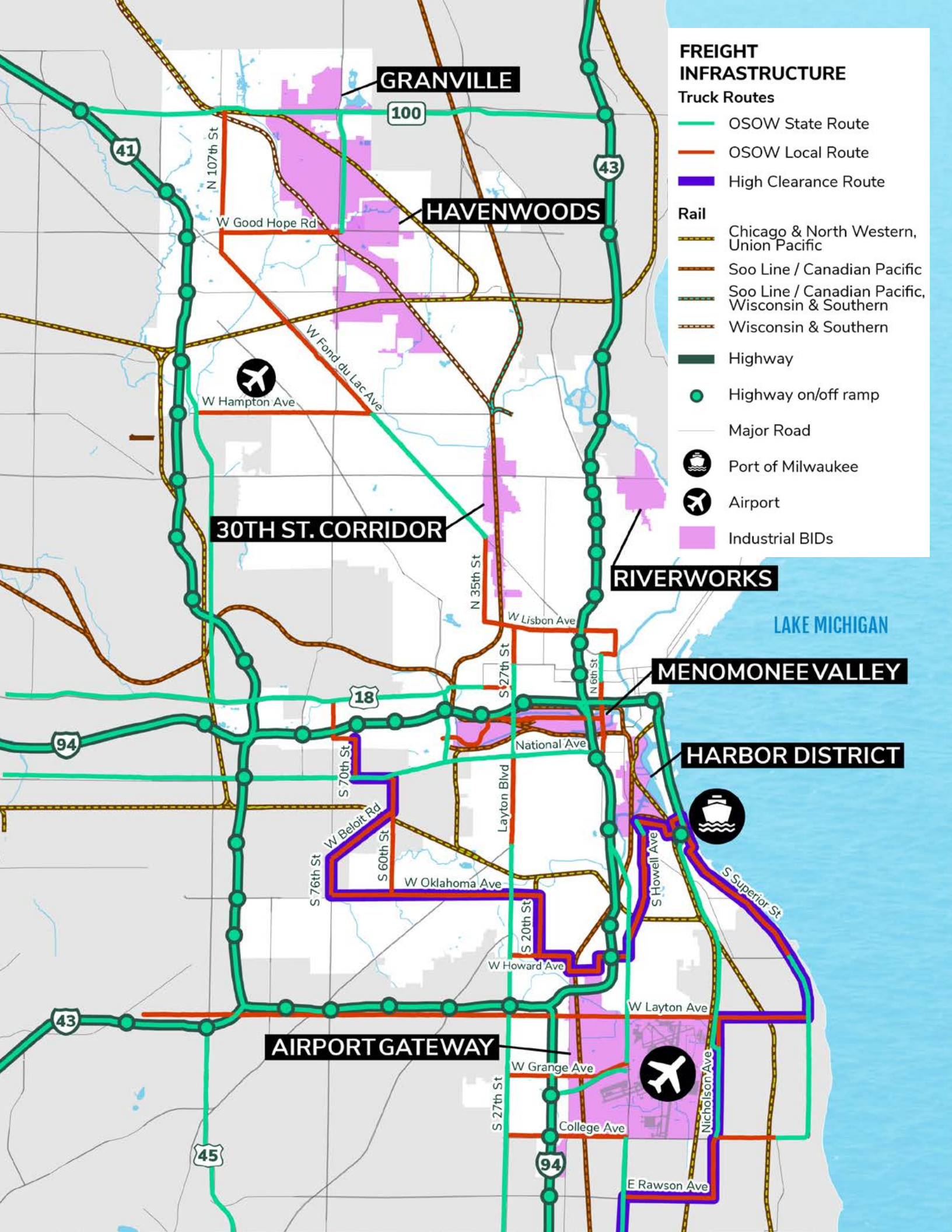
WHY THIS MATTERS

Warehousing and distribution represent an important potential growth area on Milwaukee’s Industrial scene. In recent years, technology and innovation in manufacturing businesses present a new paradigm in industries with pros and cons that complicate the traditionally perceived “higher value” of this business type. Not all warehousing is created equal and distribution isn’t a dirty word. Within this industrial category, there is a wide diversity of business types, all of which benefit from proximity and access to local transportation networks, be it interstate, rail, port, and airport. Different business types in this category—such as self-storage facilities—must be regulated with more nuance than is present in Milwaukee’s current Zoning Code.

Depending on the desire to support and expand businesses in transportation and warehousing, the market analysis indicates an additional demand for 56 acres of readily-developable land per year is needed to meet demand from warehousing and distribution businesses. General distribution businesses typically produce smaller numbers of jobs than manufacturing uses but can bring other benefits in the form of taxes, the reuse of empty properties and employment or ownership opportunities for residents. This activity also can be a burden to nearby housing due to noise and pollution. Regulating this activity in terms of both location and site design is needed to maximize benefits.

ACTIONS:

- › **Modernize the code to clearly regulate “Warehousing and Distribution”.**
 - › Today, warehousing and distribution uses can take place in a few different industrial zones, however, it is not entirely clear where larger facilities of a fulfillment center falls in the current code. Update the code language to clearly articulate where traditional distribution and warehousing is allowed.
- › **Enable and regulate distribution and warehousing uses along selected commercial corridors to replace empty big box sites.**
 - › The struggles of retail were prominent prior to the pandemic. The quarantine and greater reliance on online shopping only exacerbated the underlying issues within this Country. In some cases, this has resulted in stores closing down leaving empty “big box” commercial shells along prominent and visible corridors. Given the underlying difficulties of reoccupying these sites with new commercial uses, these can be opportunities for reuse for distribution and warehousing. However, the transition from commercial to industrial needs to be properly regulated. Develop clear design expectations for Distribution and Warehousing businesses along commercial areas to ensure the reuse does not detract from the commercial environment or neighborhood aesthetics. These design expectations should consider:
 - › signage and facade improvements
 - › landscaping and buffers
 - › potential for outlot development
 - › parking an circulation to and on-site
 - › opportunities to depave or other need for stormwater infrastructure, and
 - › lighting.
 - › Consider creating a new Commercial/Industrial zoning category to specifically address the challenges in mixing these uses.
- › **Establish a clear goal for the number of acres of readily-developable land to be made available to meet demand from warehousing and distribution in desired locations with transportation access such as proximity to the port and airport, rail, and highway access.**
 - › This is in part a political discussion but also one relating to available resources. To create upwards of 56 acres of developable land for distribution and warehousing in addition to the 20 acres for manufacturing requires additional investment in site assembly and environment cleanup.¹⁰ As identified in prior plans, continue to support the redevelopment of the former Northridge Mall for a mix of manufacturing and distribution uses. Use this key site to measure the costs and benefits of distribution to the city in terms of jobs and revenue.



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

GRANVILLE

HAVENWOODS

30TH ST. CORRIDOR

RIVERWORKS

MENOMONEE VALLEY

HARBOR DISTRICT

AIRPORT GATEWAY

LAKE MICHIGAN

41

100

43

18

94

43

45

94

N 107th St

W Good Hope Rd

W Hampton Ave

W Fond du Lac Ave

N 35th St

W Lisbon Ave

S 27th St

N 6th St

National Ave

S 70th St

W Beloit Rd

S 60th St

W Oklahoma Ave

Layton Blvd

S 20th St

W Howard Ave

W Layton Ave

S 27th St

W Grange Ave

College Ave

E Rawson Ave

S Howell Ave

S Superior St

Nicholson Ave

6

TRANSITION AWAY FROM INDUSTRIAL USE WHERE APPROPRIATE

WHY THIS MATTERS

Industrial districts often face pressure from other uses. Whether it's market rate housing in the Harbor District, entertainment uses in the Valley or affordable housing along the 30th Street Corridor, decisions often have to be made whether to allow a change of use. In some cases, it is critical to hold the line and maintain industrial properties for industrial use. However, there are instances where properties are poor candidates for continued industrial use due to a range of characteristics or a change in use better serves the context. These instances are opportunities to repurpose what is often empty land or buildings for new uses that serve the community.

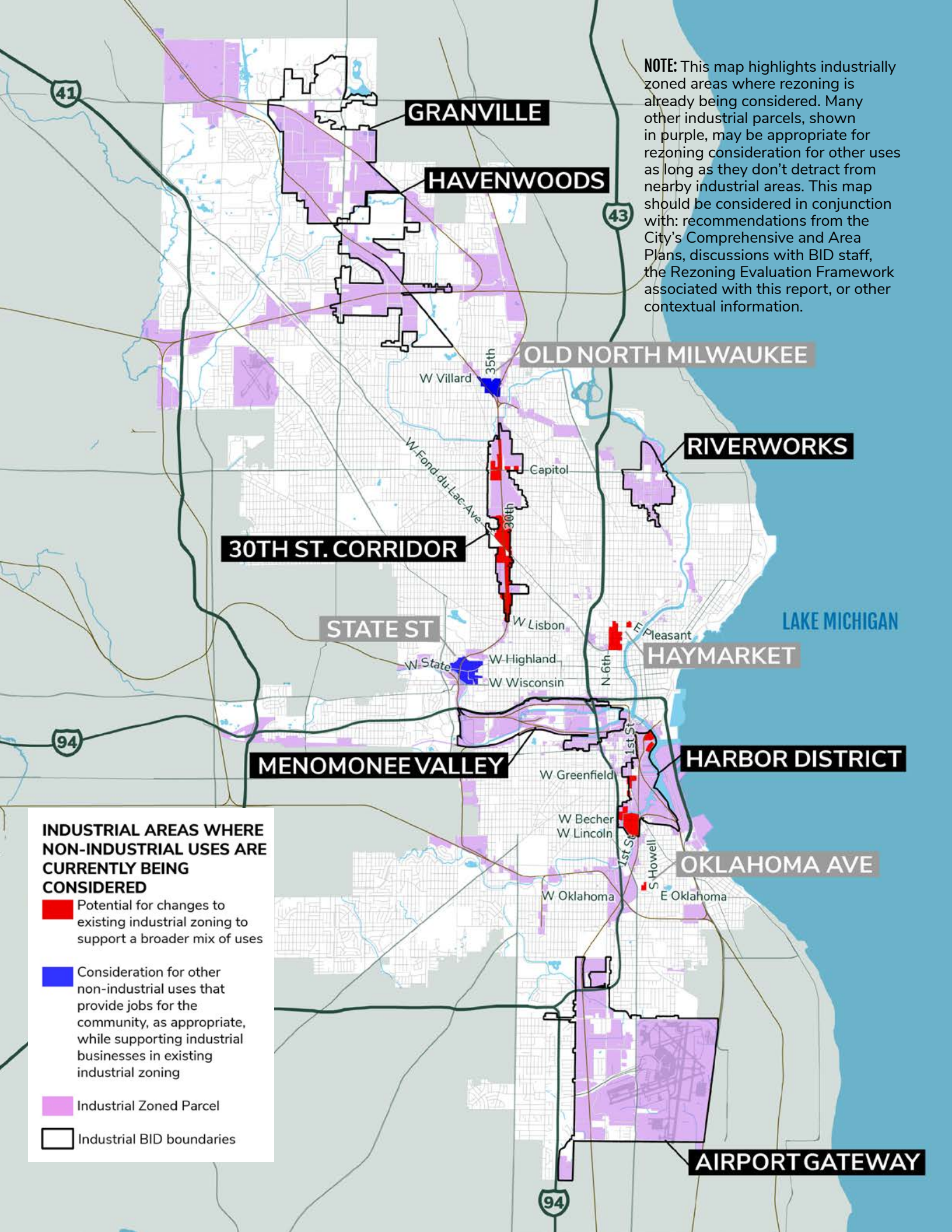
As part of this *Industrial Land Analysis*, a decision-making

framework was developed to assist the Department of City Development review requests for zoning changes, Board of Zoning Appeals approvals, or other City discretionary reviews. This framework was developed to ensure this evaluation is fair and consistent, while responding to the uniqueness of each development proposal, and the appropriateness of the context for the proposed development. This framework takes into account the physical demands and impacts of a newly proposed use for a site, and goes further to evaluate the future uses' ability to provide meaningful employment accessible to the local workforce and if the business is owned by or uniquely serves to benefit Milwaukee's BIPOC communities.

ACTIONS:

- › **Utilize the revised Rezoning Evaluation Framework in conjunction with the recommendations contained within the City's Area Plans to evaluate changing zoning away from manufacturing or zoning modification of industrial land.**
 - › The Evaluation Framework as described in Strategy 1 will help to determine whether an industrial use needing a variance should be supported but also provides guidance on transitioning to a broader range of uses. Site and area specific land use recommendations within the Comprehensive Plan remain critical in evaluating these requests, and this tool can be used to complement that analysis.
- › **Proactively rezone land unsuitable for industrial development.**
 - › The mapping and analysis completed for this study identified a number of locations in the City for a potential rezoning primarily to Industrial-Mixed zoning. Many of these locations were already identified in prior area and BID plans. These areas include portions of the Harbor District, the 30th Street Corridor and a number of locations outside of the primary Industrial BIDs including Haymarket.

NOTE: This map highlights industrially zoned areas where rezoning is already being considered. Many other industrial parcels, shown in purple, may be appropriate for rezoning consideration for other uses as long as they don't detract from nearby industrial areas. This map should be considered in conjunction with: recommendations from the City's Comprehensive and Area Plans, discussions with BID staff, the Rezoning Evaluation Framework associated with this report, or other contextual information.



GRANVILLE

HAVENWOODS

OLD NORTH MILWAUKEE

RIVERWORKS

30TH ST. CORRIDOR

STATE ST

HAYMARKET

MENOMONEE VALLEY

HARBOR DISTRICT

OKLAHOMA AVE

AIRPORT GATEWAY

INDUSTRIAL AREAS WHERE NON-INDUSTRIAL USES ARE CURRENTLY BEING CONSIDERED

- Potential for changes to existing industrial zoning to support a broader mix of uses
- Consideration for other non-industrial uses that provide jobs for the community, as appropriate, while supporting industrial businesses in existing industrial zoning
- Industrial Zoned Parcel
- Industrial BID boundaries

7

INVEST IN KEY PUBLIC REALM IMPROVEMENTS IN INDUSTRIAL BIDs

WHY THIS MATTERS

It's often at the property edges, in the streets, and spaces between industrial parcels that the general public actually interfaces with industrial areas in the City. Improvements to the public realm are essential to ensure that residential and commercial areas within the City's Industrial BIDs, adjacent to industrial businesses or along industrial corridors are appropriately buffered from industrial activity on site. The public has a set of powerful partners available to help coordinate improvements and communication with these surrounding areas, the Industrial BIDs.

Industrial BIDs have the power to coordinate among multiple property owners in such a way that it becomes possible to realize projects at a larger, more impactful scale. Each of Milwaukee's Industrial BIDs faces

unique challenges, particularly with issues of public safety—street and intersection design or demand for area security resources within local business parks, for example—that require coordination of planning, funding, and municipal resources. Environmental challenges are rarely contained within nor resolved within the boundaries of a single parcel. These types of public realm improvements require BID leadership and coordination to solve.

There are also smaller scale public realm improvements that can meaningfully improve the quality of a street or neighborhood. Improving screening around parking and site circulation and improving the aesthetic quality of business facades, signage, or landscape buffers can also make a big impact.



The Beerline Trail

The Beerline Trail lies at the heart of the Riverworks BID, abutting industrial properties and connecting Riverworks to the larger regional trail network. Linear park improvements, building or business connections, enhanced landscaping, lighting, and programming are being explored along existing segments of the trail. Future connections and extensions are also being considered to expand this unique amenity.

ACTIONS

- › **Ensure zoning appropriately regulates the scale and quality of industrial buffers and landscaping on industrial properties.**
 - › Review the City's Zoning Code language for landscape and buffers on industrial properties. Increase buffer and screening requirements where industrial development borders residential or commercial uses. Unique consideration should be given to requirements for industrial properties located adjacent to or in the context of a commercial district. The character of these developments should meet expectations for commercial parcels within the same area.
 - › The City has limited power to address landscape and buffering of properties where a business or longtime property owner's property is a existing non-conforming use. The City should provide these property owners with information about incentives and grants available for enhancements. Nonconforming industrial properties bordering residential parcels should be identified in each District as a priority for City- or BID-led improvements to buffering and screening wherever possible.
- › **Create enhanced open spaces within Industrial BIDs.**
 - › Continue efforts to realize the Beerline Trail, the KK River Trail, Holmes Creek Revitalization, the Route of the Badger in the 30th St. Corridor, Milwaukee Riverwalk extensions in the Harbor District and Menomonee Valley BIDs, and other greening initiatives, trail enhancement, and habitat restoration efforts across the Industrial BIDs.
- › **Increase investment in public art and placemaking to identify and celebrate Industrial BIDs.**
 - › Identify and install gateway signage at highly visible points of entry to each of the Industrial BIDs or manufacturing subdistricts identified in this plan¹¹. Explore the use of artistic signage or wayfinding/signage created in partnership with maker businesses where possible.
- › **Focus on upgrades to “business quality of life” across all of Milwaukee’s Industrial BIDs.**
 - › Public safety concerns were identified by business owners, developers, and BID stakeholders across all of Milwaukee's Industrial BIDs. Reoccurring themes were a desire for parking or evening security patrol, illegal dumping or nuisance properties, desire for additional security cameras and enhanced lighting, roadway maintenance concerns or intersection design issues related to larger vehicle turning movements or lack of pedestrian safety infrastructure. These types of real and perceived safety and security concerns must be addressed to meaningfully improve the “business quality of life” in and around industrial areas. There is no one-size-fits-all solution to these types of issues. They will require BID-specific programs and initiatives, and site-specific design and engineering solutions. **High-priority concerns are noted within the recommendations for each of the Industrial BIDs.**
- › **Improve walkability within and connections to Industrial BIDs.**
 - › Across Milwaukee there are industrial areas and industrial businesses in close proximity to or adjacent to areas where people live, work, or visit on a regular basis. Though the vast majority of employees access jobs by driving, everyone is a pedestrian at some part of their day. Ensuring the condition of sidewalks, intersections, and public spaces available to people walking to and through these areas is an essential part of being “good neighbors” and connecting their employees to nearby amenities.
- › **Capture and/or clean the first half-inch of stormwater on site to reduce impact on waterways and to reduce pressure on the Combined Sewer Area (CSA) and prioritize the use of green infrastructure.¹²**
 - › A recommendation outlined in the Harbor District Water and Land Use Plan, there are rivers, streams, and wetlands in many of Milwaukee's BIDs. Stormwater management goals help to define site-level or multi-site solutions without being prescriptive where the context varies considerably.
- › **The Environmental Collaboration Office’s Green Lots program should be continued and deployed at underutilized parking areas in industrial areas adjacent to sidewalks and street frontages.**

8

MaKe THE CASE FOR INDUSTRIAL JOBS

WHY THIS MATTERS

Contrary to our image of huge warehouses filled with workers on factory lines, many industrial businesses provide excellent benefits and growth opportunities for workers. Small businesses provide economic, employment, and community benefits. Many manufacturing companies grow the City economy by not only the direct manufacturing jobs, but also fuel additional supply chain jobs (including marketing, banking, accounting, etc). What's more, the manufacturing workforce provides the basis from which to grow local economy jobs in housing, retail, food, and other industries. Without the manufacturing jobs, fewer of the supply chain and local economy jobs exist.

Milwaukee has now lost its reputation as "the machine shop to the world" and the valuable role industrial land and businesses play in the local economy isn't being celebrated. Eighty-seven percent (87%) of participants in an online survey created for the Milwaukee Industrial Land Analysis project indicated that

this slogan does not accurately represent their view of Milwaukee today. Although industrial business attraction is crucial to regain this reputation, the City and their partners need to turn up the volume on marketing and communication about the industrial business community. In the same series of survey questions, a large majority of respondents agreed that preserving land for industrial uses is important to Milwaukee's future, and that they value products that are made locally.

All of Milwaukee's Industrial BIDs identify marketing activities as central to the success of their Districts, but there are opportunities to coordinate initiatives to make for more efficient and complementary initiatives.

Looking at where the majority of workers in each district live, some districts do employ nearby residents, while others don't. There is a mismatch between who is working in each of the BIDs, and the primary employment industry in the areas surrounding the BIDs. For example, employee populations in the areas around Granville and Havenwoods tend to come from the surrounding communities, whereas workers in the 30th Street Corridor and the Harbor District come from across the City, not highly concentrated in any particular area.



DRAFT

ACTIONS

- › **Develop a Manufacturing Strategy for the City of Milwaukee that includes an integrated workforce strategy.**
 - › M7 has identified advanced manufacturing as a critical opportunity which has implications for local talent and the workforce. Traditional manufacturing is also changing through increased automation and, due in part to the pandemic, there are potential opportunities for reshoring manufacturing. These factors point to a need for a specific Manufacturing Strategy that brings together the data from this industrial land study along with: existing workforce initiatives related to manufacturing; transit accessibility; information on the local innovation capacity to support advanced manufacturing and start up manufacturing; and, to evaluate the manufacturing opportunities created by Milwaukee's existing logistics infrastructure - The Port of Milwaukee and the Milwaukee Mitchell International Airport. The Philadelphia Manufacturing Growth Strategy is a good example of this work to set a clear agenda for supporting manufacturing businesses and jobs.
 - › Continue to explore creation of a local branding initiative, similar to San Francisco's SF Made. Consider partnership or association with Local First Milwaukee.
- › **Establish a public communication "toolbox" to help the City, BIDs and Business-owners communicate the value of industry in Milwaukee.**
 - › Use data from this study including the infographic about industrial activity and jobs on page 31, to get the word out about the industrial economy. Make sure to share this information with local political and philanthropic leaders.
- › **Coordinate marketing initiatives among Milwaukee's Industrial BIDs.**
 - › Many BIDs are focused on marketing the specific opportunities in their districts to attract more businesses or find reuses for underutilized property. This important activity can be leveraged with coordinated marketing that tells a compelling story about industrial use in Milwaukee and the unique personalities of the different Industrial BIDs.

The Maker City

Knoxville, TN

The Maker City is the greater Knoxville-area community of makers, artists, creatives, and small-scale manufacturers and supporting entities. The organization is focused on promoting local goods and services, connecting makers with opportunities, and raising awareness of the local maker movement and its associated micro-economies.

Recognizing that creative entrepreneurs make a significant impact on our economy with their small-scale manufacturing, Knoxville amped up the maker movement in 2016 with the leadership of the Mayor's Maker Council and the Knoxville Entrepreneur Center, as well as support from Kauffman Foundation is the world's leading not-for-profit organization dedicated to the study and advancement of entrepreneurship.

Today, more than 900 makers belong to The Maker City. The organization provides a range of business development and marketing programs and services in support of Knoxville's maker economy, including:

- creation of a searchable business directory of makers,
- creation of a centralized online marketplace for Knoxville makers, wares, and services,
- being a centralized source for news related to the maker community locally and nationally, and
- offering connections to national support resources, like the Etsy Entrepreneurship online course, to assist start-ups with building an online business.

In addition to holding ongoing maker meetups and the annual summit, The Maker City is hosting an informal lunch-and-learn series called Make. Learn. Grow. Local makers and experts come together to share their knowledge and tools to grow their businesses. With the growth of their national presence and community of makers, The Maker City is also able to host larger annual events (with national attention) such as Etsy Maker City Summit, which kicked off Innov865 Week, a week-long series of events that has become Knoxville's signature gathering of entrepreneurs, creatives and investors, attended by nearly 400 in 2016.

9

CONNECT BUSINESSES TO BUSINESSES AND BUSINESSES TO NEIGHBORS

WHY THIS MATTERS

Businesses benefit from being connected to the broader business community for many reasons. Stronger industry networks tend to communicate and share information more effectively. Stakeholder engagement indicates that local production of goods is limited. Without growing production capacity and skillsets locally, many businesses look to outsource as they grow. Business-to-business connections could mean greater returns for Milwaukee as a whole by creating stronger supply chain links, shared distribution and warehousing networks, or consolidating demand among multiple businesses to draw and expand local production capacity.

There is currently a mismatch between who is working in each of the BIDs,

and who lives nearby. For example, workers in the 30th Street Corridor and the Harbor District come from across the City without a real concentration in nearby communities. BIDs are actively working to create stronger connections to nearby communities. These efforts should be continued and expanded where possible to connect nearby residents to available jobs in the BIDs. Industrial businesses are evolving. No longer the “dirty” businesses of the past, many industrial businesses in Milwaukee are setting a new standard for sustainable development and giving back to their community. Employment in these industries are opportunities that should help to improve surrounding communities.

ACTIONS

- › **Host Business-to-Business Networking events virtually and in person.**
 - › Important for businesses within each BID plus an annual or semi-annual event across the BIDs. As a part of this work, be intentional to create opportunities for networking among BIPOC industrial business stakeholders in collaboration with multi-cultural Chambers of Commerce in Milwaukee and other BIPOC focused business support entities.
- › **Maintain a centralized, public facing webpage with information about the City’s initiatives.**
 - › These are embedded on the existing City website in different locations. Consider using the MKEIndustrial.com website as home to information on all industrial initiatives including those led by local BIDs.
- › **Explore partnerships with other districts and organizations to create mobile or print maps and guides.¹³**
- › **Host industrial area or facility tours and encourage businesses to participate in community-focused events.**
 - › Each BID comprises a rich array of unique businesses including wholesalers, manufacturers, retailers, professional and creative offices and more. The local businesses that have helped to shape each BID’s identity should be celebrated to promote them as good places to do business and to increase the visibility and awareness of local businesses from local residents. Tell the stories about what these businesses make through art, tours and programs designed to encourage people and institutions to buy and procure locally.
- › **Encourage local hiring by linking workforce programs and nearby community organizations.**
 - › Work toward the creation of a centralized listing of available jobs for each BID and work with local workforce organizations to post information about programs to train residents for locally available jobs. If possible, an employment “one-stop center,” could be considered to bring together information on City services, BID activities, workforce training programs, available job opportunities and other community amenities like daycare facilities and meeting space.



THE 30TH STREET CORRIDOR BID - INDUSTRIAL PROPERTIES SHARING RESIDENTIAL STREET FRONTAGE



HAVENWOODS BID - INDUSTRIAL BUSINESS PARK ABUTS RESIDENTIAL NEIGHBORHOOD TO THE REAR

CONTINUE TO IMPROVE ACCESS TO INDUSTRIAL JOB OPPORTUNITIES

WHY THIS MATTERS

The 2010 U.S. Census data showed Wisconsin with the highest incarceration rate in the U.S. for Black men in state prisons and local jails and double the national average. Based on a 2013 study, Wisconsin had incarcerated over half of the young Black men from Milwaukee County in state correctional facilities and that thousands of men from central city Milwaukee neighborhoods had state prison records.¹⁴ Industrial businesses represent some of the few opportunities that provide employment to individuals returning to the workforce post incarceration.

Stakeholder engagement indicates Milwaukee has an up and coming pool of tech talent – it is becoming easier for tech companies to relocate here and staff up quickly. With industrial growth areas like Healthcare Tech, the value of this savvy talent pool is increasing. However, for those without a college degree, industrial jobs remain an excellent opportunity to earn wages

well above what can be expected from the service economy. Only a quarter of Milwaukee residents have earned a college degree. The need for jobs without a college degree as well as opportunities for training, upskilling, and career ladder opportunities for advancement into family-sustaining jobs is crucial to support the needs of residents and businesses.

There are many organizations already working to build a stronger workforce in Milwaukee. Although this project's focus is on industrial land, it is important to continue to connect with these important workforce initiatives. Continued coordination is warranted between efforts to redevelop land and support business districts with efforts to train and place residents into jobs. Listed below are some of the key workforce actions noted by major economic development plans including the City's Growing Prosperity Plan and the M7 Framework Plan for Economic Growth.

ACTIONS

› Connect to existing workforce initiatives.

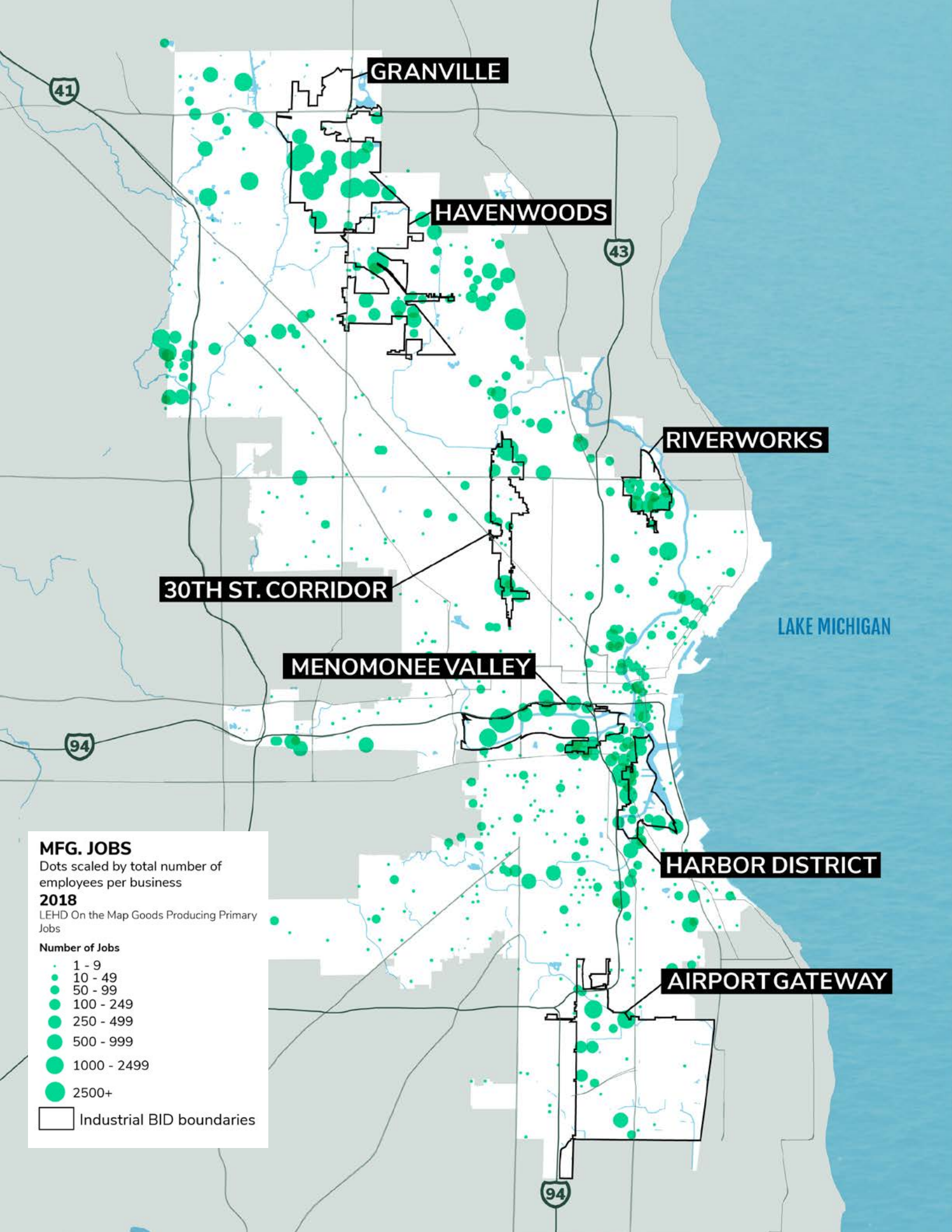
- › Expand internships, job shadowing opportunities, part-time summer jobs, and local high school career academies for high school and college students¹⁵
- › Develop a website of opportunities for employers to become involved in job preparation activities that target local youth¹⁶
- › Help businesses engage with Employ Milwaukee and other workforce development partner efforts to provide reentry employment services for individuals who have been previously incarcerated.¹⁷
- › Strengthen the feedback loop between employers and workforce development providers to enable better alignment of training curricula with workplace needs – building, for example, off of efforts such as FaB's employer engagement and curriculum development¹⁸
- › Articulate cluster-specific career pathways and create certification and credentialing programs to enable more robust firm-worker matching and upward career mobility for low- and middle-skill workers¹⁹
- › Identify the need for and develop rapid up-skilling programs to assist workers in upgrading and redeploying their skills into emerging occupational opportunities – building, for example, off of the technical colleges' sector-specific "boot camp" programs or the efforts of WRTP/Big Step.²⁰

› Improve bicycle access to Industrial BIDs.

- › The Industrial BIDs note in their recent planning documents the importance of bicycle infrastructure for those without a car. Encourage employers to provide bicycle parking and amenities for employees. Ensure that primary access streets that connect the BID to nearby neighborhoods include safe bike routes.
- › Expand BublR Bikeshare stations into the Industrial BIDs to provide additional transportation options to the local workforce and help to close the last-mile gaps from transit to local employers.

› Improve transit accessibility to all Industrial BIDs.

- › Identify and enhance bus stops and pathways to stations in each Industrial BID.
- › Advocate for policy changes that promote investment in public transportation options
- › Market employer-driven transportation programs - carpooling, MCTS Commuter Value Plus program²¹
- › Explore and establish ride-sharing programs for late shifts²²



GRANVILLE

HAVENWOODS

RIVERWORKS

30TH ST. CORRIDOR

MENOMONEE VALLEY

HARBOR DISTRICT

AIRPORT GATEWAY

LAKE MICHIGAN

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

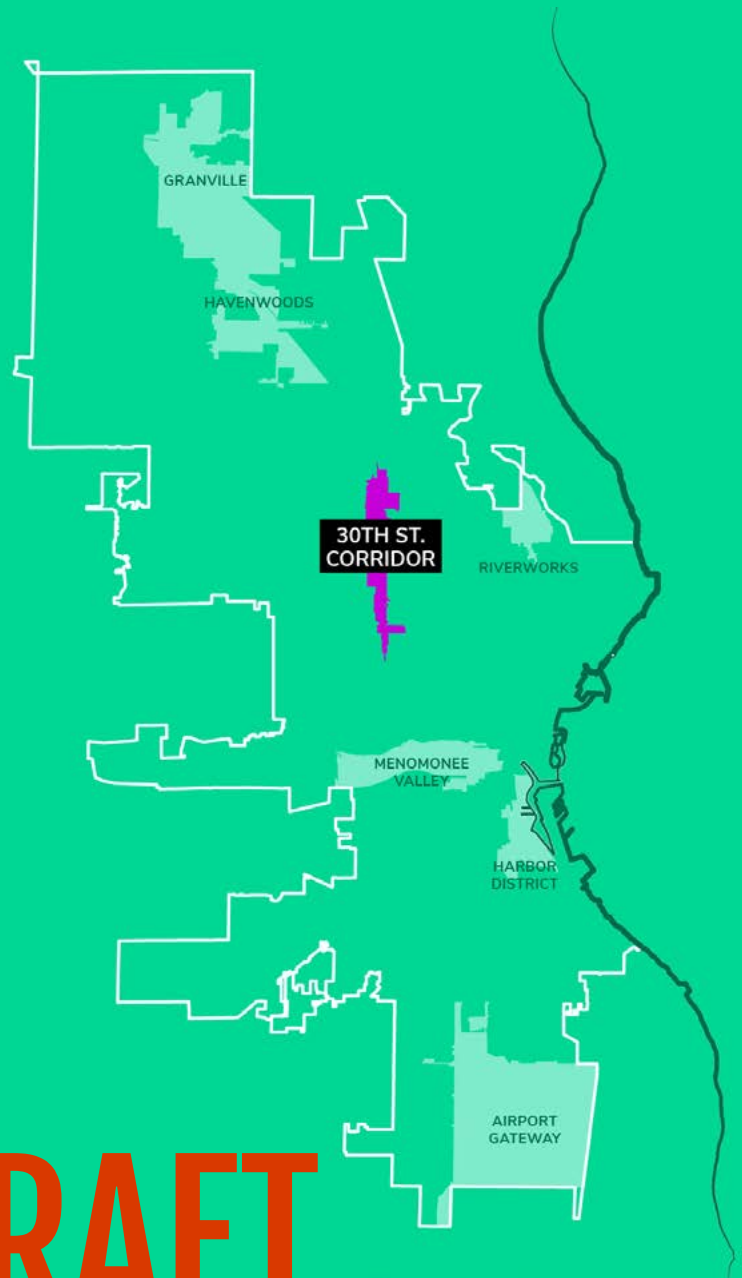
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- 21 Menomonee Valley Jobs Access Report
- 22 Menomonee Valley Jobs Access Report



MILWAUKEE INDUSTRIAL LAND ANALYSIS DISTRICT PROFILES

30TH STREET CORRIDOR



DRAFT

INDUSTRIAL DISTRICT PROFILES

JULY 2021

DISTRICT BY THE NUMBERS

30TH STREET INDUSTRIAL CORRIDOR - BID#37

KNOWN AS:

THE 30TH STREET CORRIDOR IS ONE OF THE AREAS IN MILWAUKEE WITH THE MOST PRODIGIOUS MANUFACTURING OUTPUT AND HISTORY

PARCEL AREA (ACRES)

512

Source: City of Milwaukee Land Use data, 2020

OF BUSINESSES

154

Source: Infogroup, 2020

TOTAL # OF EMPLOYEES

3,194

Source: U.S. Census Bureau, OnTheMap, 2018

EMPLOYMENT DENSITY

6

 EMPLOYEES
PER ACRE

% INDUSTRIAL ZONED LAND

88%

Overview

The 30th Street Corridor Industrial BID ("The Corridor") extends along the 30th Street Rail Line, a 6.2 mile railroad track running north-south in Milwaukee's central city. The Industrial BID is part of the larger 30th Street Corridor Economic Development Area which extends beyond the BID service area to the north and south. The BID includes over 150 businesses and over 600 acres of industrial properties. The Century City Business Park is located in The Corridor, along with a total of over 197 acres of vacant land and buildings. Today, the 30th Street Industrial Corridor has the highest vacancy rate of the seven industrial BIDs. Of the total 512 acres within the BID, twenty-two percent (22%) are vacant land. It is located primarily within the City's Near North and Fond du Lac and North planning areas.

The Corridor's ambition is to be one of the top manufacturing hubs in the U.S. and the world with an emphasis on

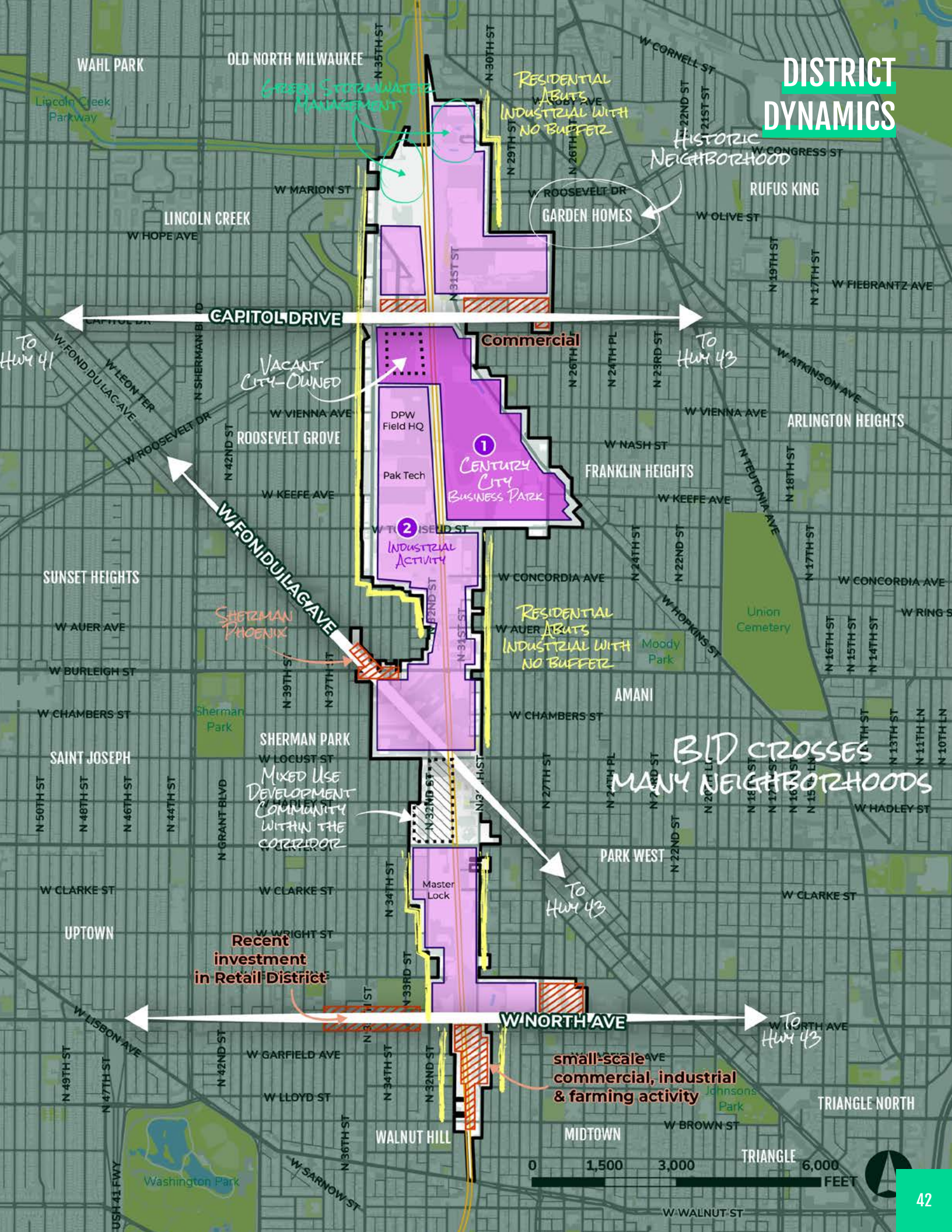
connecting local area residents to job opportunities within The Corridor. To this end, The Corridor's Local People/Local Jobs initiative is a program to encourage businesses to hire from the local community.

There are few buffers between industrial activity and the surrounding residential areas. Notable neighborhoods in the local context include Sherman Park, Century City Tri-Angle Neighborhood, Franklin Heights, Metcalfe Park, Washington Park, Amani, and many others. Notably, the Garden Homes neighborhood, developed in the 1920s, was the first and only municipally sponsored public housing cooperative, and a reminder of a time when neighborhoods formed around their access to local jobs. After years of economic disinvestment, The Corridor is leading an effort to revitalize the Garden Homes Park and champion surrounding neighborhood improvements.

Assets & Opportunities

- › Some major employers are located in The Corridor contributing to the more than 3,000 employees in the BID. The Corridor is surrounded by dense residential neighborhoods with an available labor force and is well served by public transit.
- › There is a substantial amount of developable space. About 90 contiguous acres in The Corridor need redevelopment.
- › The 30th Street Industrial Corridor is located within an Opportunity Zone.
- › The southern portion of The Corridor provides closer access to I-94.
- › Momentum is growing behind the revitalization of the Garden Homes Neighborhood.
- › The Century City Tri-Angle Neighborhood Association was formalized during the redevelopment and creation of the Century City Business Park. The purpose of the group is to add capacity for resident participation in the neighborhood immediately east of Century City, and play a key role in shaping the future of development on the Century City outlots.
- › The Corridor is working with a variety of partners to by develop a rail-with-trail recreational trail along the 30th Street rail corridor to provide a new neighborhood amenity and connect the district to the regional trail network.
- › Milwaukee County is also exploring upgrades to transit service in the area, including installing Bus Rapid Transit along 27th Street to serve the Corridor, with the longer term potential for commuter rail to connect the Corridor to downtown Milwaukee and the larger region.
- › There are numerous public improvements projects planned in the Corridor area, recently organized into the "Connecting the Corridor Strategic Action Plan."
- › A visionary redevelopment project on the Briggs & Stratton site is moving into implementation. The Community Within The Corridor is a mixed use affordable housing development proposed on the 6.99-acre site at N. 32nd Street and W. Center Street
- › Green buffers may be desirable to explore due to the adjacency of residential and industrial/commercial properties within The Corridor.

DISTRICT DYNAMICS

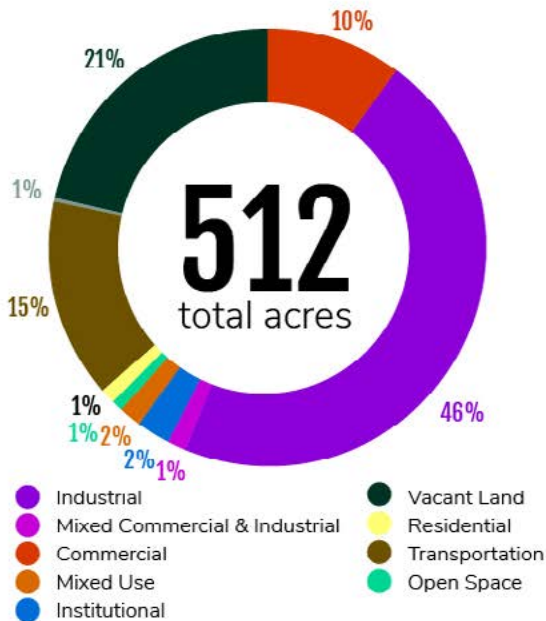


Challenges

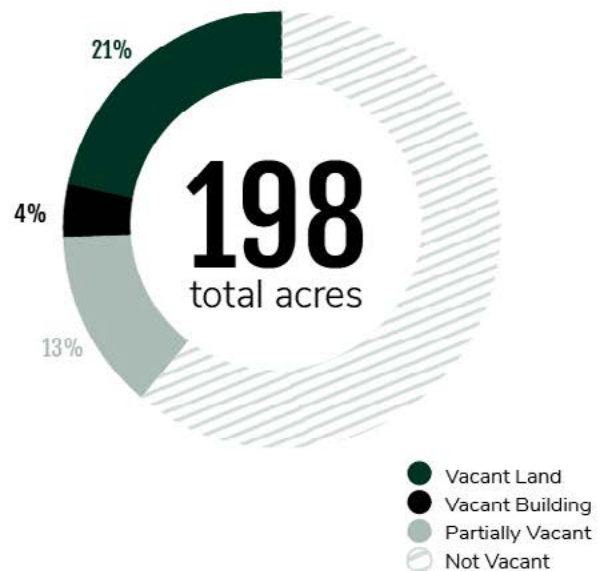
- › The Corridor has the highest vacancy rate of Milwaukee’s Industrial BIDs.
- › Many of the vacant parcels in the BID are small, constrained, and difficult to reuse for industrial uses.
- › Disinvestment has resulted in economic and public health disparities in the neighborhoods surrounding The Corridor. Job creation is critical to reverse these trends and to provide opportunities for the Black residents who live adjacent to The Corridor.
- › Assets and challenges vary dramatically from end to end. Planning for the area must respond to each subarea along The Corridor.
- › The Corridor isn’t the center of any one neighborhood or community. Entities working on behalf of communities along The Corridor are also decentralized.
- › Century City has not realized its full potential as a job creator for the area. But, the City is holding steady on their vision to bring high-employment industries to Century City.
- › Areas of the 30th Street Corridor along N Capitol Drive have experienced flooding during past storm events; however, the BID is working with MMSD, the City to reduce stormwater flooding.
- › Some sections of the 30th Street Corridor, including the Century City Business Park, are 2-3 miles from access to I-43, making these areas less desirable for just-in-time delivery, distribution and many manufacturing businesses.
- › Many existing industrial businesses offer few job opportunities and add to concerns around environmental justice. Scrap yards, concrete crushing, mined materials reclamation, storage and other uses occupy many properties in the heart of the 30th Street Corridor.

DISTRICT LAND USE

LAND USE



VACANCY



Note: “Vacant Building” and “Partially Vacant” represent parcels that fall within any land use category which currently have unoccupied structures.

NUMBER OF VACANT PARCELS GREATER THAN 1 ACRE

16

VACANCY		
Vacant Land	Number of Parcels	Area
Under 1 acre	34	12.9 ac
1 to 5 acres	13	29.9 ac
5 to 10 acres	1	8.3 ac
10 to 20 acres	1	13.7 ac
Over 20 acres	1	45.2 ac
Total	52	110 ac
Vacant Buildings	19	417,035 sf
Partially Vacant Buildings	16	data not available
For Sale / For Lease / Available	7	652,921 sf

Interface Studio analysis of the Master Property Parcel file, accessed December, 2020, and field observations.

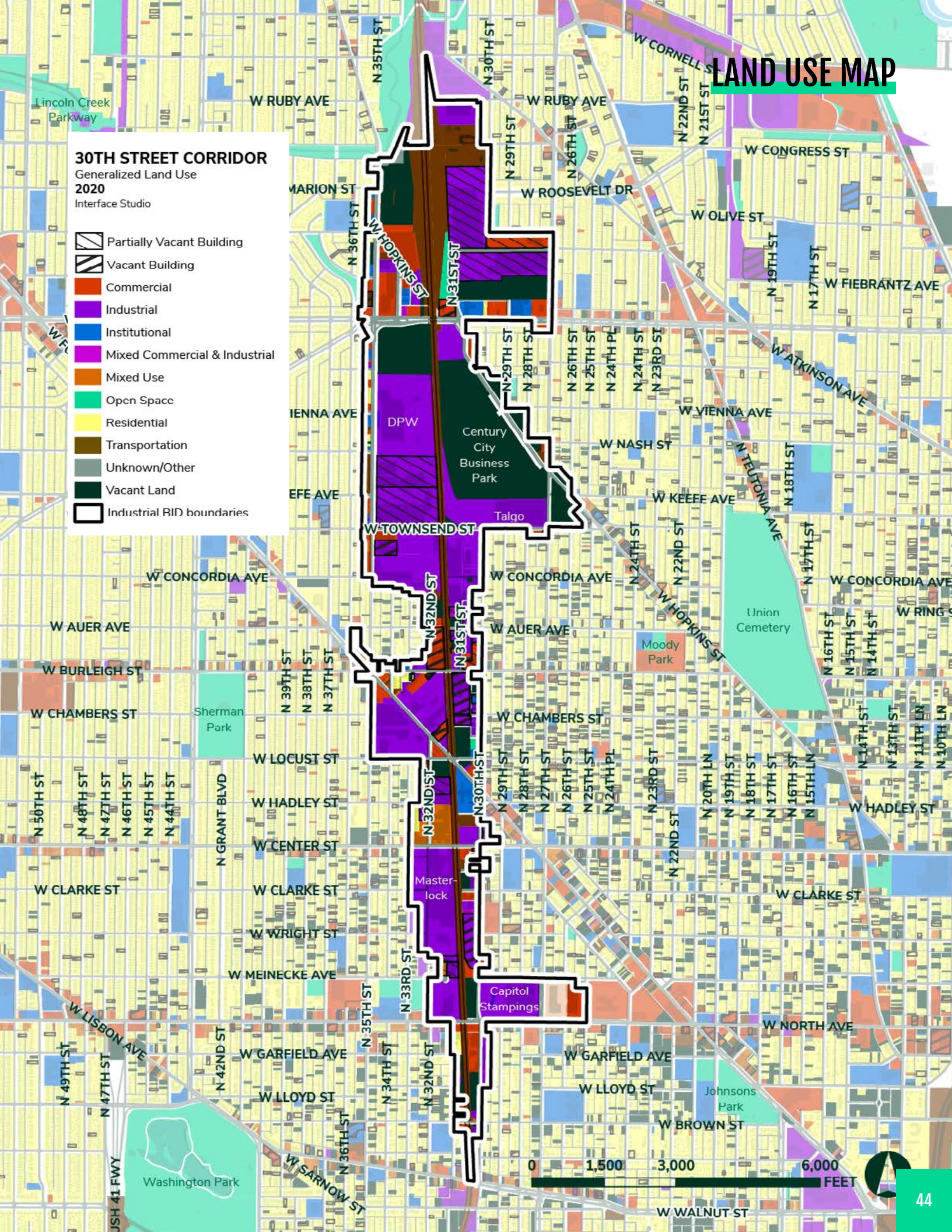
LAND USE MAP

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



EMPLOYMENT PROFILE

TOTAL NUMBER OF BUSINESSES

596

TOTAL NUMBER OF JOBS

3,194

% OF JOBS WITH AN ANNUAL SALARY GREATER THAN \$40,000

74.7%

LARGEST EMPLOYERS

- › MASTER LOCK
- › JONCO INDUSTRIES
- › GAHN MEAT CO
- › SCHUSTER METALS INC
- › PAK TECHNOLOGIES
- › TALGO

EMPLOYMENT		
TYPES OF JOBS	NUMBER	PERCENT
Manufacturing	1,847	57.8%
Transportation and Warehousing	425	13.3%
Wholesale Trade	225	7.0%
Accommodation and Food Services	139	4.4%
Health Care and Social Assistance	121	3.8%
Professional, Scientific, and Technical Services	108	3.4%
Utilities	87	2.7%
Administration & Support, Waste Management	52	1.6%
Educational Services	52	1.6%
Other Services (excluding Public Administration)	49	1.5%
Retail Trade	35	1.1%
Construction	26	0.8%
Real Estate and Rental and Leasing	10	0.3%
Mining, Quarrying, and Oil and Gas Extraction	6	0.2%
Finance and Insurance	6	0.2%
Jobs without a college degree	1184	37.1%

Source: U.S. Census Bureau, OnTheMap Application and LEHD Origin-Destination Employment Statistics, Primary Jobs Only, 2018.

SURROUNDING COMMUNITY

MEDIAN HOUSEHOLD INCOME OF POPULATION THAT LIVES WITHIN A HALF MILE

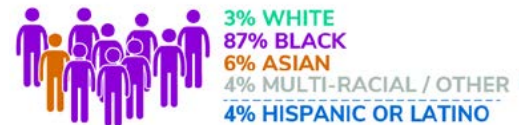
\$27,372

UNEMPLOYED POPULATION 16+ THAT LIVES WITHIN A HALF MILE

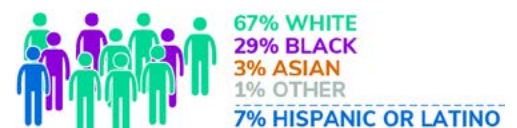
3,942

- › The Corridor has the lowest Median Household Income of Milwaukee's 7 Industrial BIDs.
- › The racial composition of the workforce in the 30th Street Corridor BID is much less diverse than the surrounding neighborhood. This indicates that much of the local workforce is commuting from outside the local area.
- › The unemployment rate for the Corridor BID area in 2020 was 21.7%, the highest of Industrial BIDs.
- › 30th Street Corridor has the lowest educational attainment of the 7 BIDs - 84% of the population ages 25+ has less than a college degree. The second highest is the Valley BID with 71%.

PEOPLE WHO LIVE HERE*



PEOPLE WHO WORK HERE **



* Population within a 1/2 mile of the BID, ESRI
** Working Population in the BID, Source: U.S. Census Bureau, OnTheMap Application and LEHD Origin-Destination Employment Statistics, Primary Jobs Only, 2018.

INDUSTRIAL USE BY TYPE

30TH STREET CORRIDOR

Industrial Land Use Types

2020

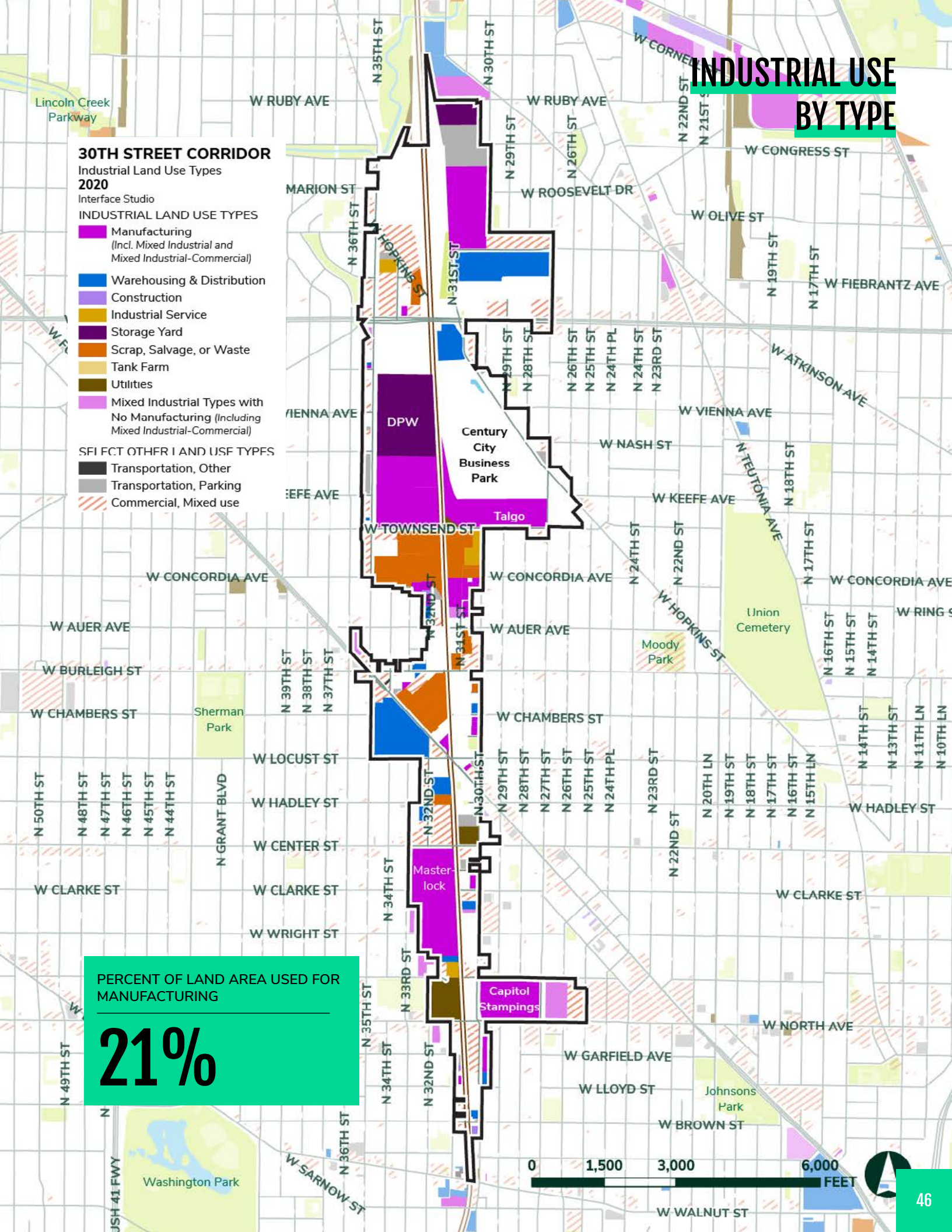
Interface Studio

INDUSTRIAL LAND USE TYPES

- Manufacturing (Incl. Mixed Industrial and Mixed Industrial-Commercial)
- Warehousing & Distribution
- Construction
- Industrial Service
- Storage Yard
- Scrap, Salvage, or Waste
- Tank Farm
- Utilities
- Mixed Industrial Types with No Manufacturing (Including Mixed Industrial-Commercial)

SFI FCT OTHER LAND USE TYPES

- Transportation, Other
- Transportation, Parking
- Commercial, Mixed use



PERCENT OF LAND AREA USED FOR
MANUFACTURING

21%

PREVIOUS PLANS

30th Street Corridor Economic Development Master Plan (2011)

- › The objective of the 30th Street Corridor Master Plan was created to provide a realistic, market feasible and implementable vision to achieve this transformation and revitalization of the Corridor.
- › The study divided the 30th Street Corridor into six subzones based on the typical land use characteristics within each contiguous area.
 1. Large Business Expansion/Retention Zone
 2. Modern Business Park Zone (redevelopment of the former Tower site as the Century City Business Park)
 3. Large Scale Industrial Redevelopment Zone
 4. Small Business Development Zone
 5. Community Facility/Residential Zone
 6. Anchor Business Retention Zone
- › The study includes an industrial Market Analysis, and a high level of detail is provided to envision specific areas determined to have the highest potential to catalyze development and stimulate economic development within the corridor in the near term.

Connecting the Corridor (Amendment to the 2009 Near North Side Area Plan, 2020)

- › Guiding plan for the investment in neighborhood improvements around and along the 30th Street Corridor through the lens of equity, sustainability, community engagement, safety, and health.
- › This action plan encompasses more than 45 projects in the 30th Street Corridor between W Custer Avenue and W Burleigh Street and includes stormwater management, parks and public space, off-street trails, and mobility projects.

Near North Side Area Plan (2009)

- › Plan for the redevelopment of the 30th Street Industrial Corridor, with a focal point on the former Tower Automotive site (now known as Century City Business Park).
- › The redeveloped and re-imagined industrial district would also include commercial retail to support the industrial uses and cater to their employees, with uses such as cafes and restaurants, as well as suppliers and service providers. The corridor would be geared towards attracting clean and green industries.





RECOMMENDATIONS – 30TH STREET CORRIDOR

Transportation

- Improve 30th and 35th Streets to better support existing businesses and nearby residences.
- Develop a truck access program including signed truck access routes and upgraded intersections where necessary.
- Upgrade the conditions of roads to address potholes, deteriorated sidewalks, etc.
- Explore possible improvements to and long-term reconfiguration of the Capitol Drive interchange at I-43 North-South Freeway.

Marketing & Programming

- Continue to market Century City for new businesses.
- Begin to market the Corridor as home to Milwaukee’s BIPOC-owned businesses. This could include prioritizing Century City for the development of a mission-driven multi-tenant industrial space that provides supportive services for small manufacturing/maker/creative firms.
- Create programs to better connect local businesses to nearby neighborhoods including events that promote what is made locally.
- Implement recommendations emerging from the North-South Transit Study including the potential for high frequency rapid transit service along 27th Street in the 30th Street Corridor.

The 30th Street Corridor recommendations are built on work from the 30th Street Corridor Economic Development Master Plan

Development

- Retain key anchors and prepare underutilized land for larger industrial development north of W Capitol Drive.
- Continue to work toward full capacity of Century City for modern industrial uses.
- Rezone between W Concordia Avenue and W Center Street to allow for smaller industrial uses and mixed-use with an emphasis on centering commercial businesses on Fond du Lac Avenue. Smaller industrial properties in this area should be prioritized for non-industrial uses where truck staging cannot reasonably be designed on site. Target land acquisition, site prep and tenanting for small, minority-owned businesses.
- Rezone areas south of W North Avenue to transition away from industrial uses and eliminate land use conflicts.
- Redevelop the empty site at W Capitol Drive and 35th Street for new industrial or large scale recreational/entertainment/commercial uses.
- Enforce code requirements for salvage uses and strengthen requirements in the zoning code to further mitigate the impacts of salvage, recycling, concrete crushing, and similar activities on adjacent residential properties.

Public Realm

- Integrate buffering and screening to better protect nearby residential uses.
- Provide dual purpose open space and stormwater detention improvements at Century City and Phase II Century City sites.
- Continue to advance plans to expand the Route of the Badger by developing a rail-with-trail recreational trail along the 30th Street rail corridor to provide a new neighborhood amenity and connect the district to the regional trail network.
- Integrate green stormwater facilities and landscape buffering along 30th, 32nd, 33rd and W Hopkins Streets.

30TH STREET CORRIDOR

Summary of Recommendations 2021

-  Development and zoning recommendations
-  Development and zoning recommendations related to commercial properties or retail areas
-  Transportation recommendations
-  Public Realm recommendations
-  Location of major gateway
-  Location of scrap, salvage, or outdoor warehousing business
-  Boat / Kayak launch
-  Major trail or riverfront project
-  Residential areas that share a border with industrial properties

LAND PREP FOR INDUSTRIAL

Prep land north of Capital Dr. for larger industrial development

BUFFER ALONG RESIDENTIAL EDGES

ACTIVELY REDEVELOP EMPTY SITES

Redevelop the empty site at W Capitol Dr. & 35th St. for new industrial or large scale rec/comm

INTEGRATE STORMWATER INFRASTRUCTURE

EXPAND THE ROUTE OF THE BADGER WITH RAIL-WITH-TRAIL

EXPAND MIXED-USE OPPORTUNITIES

Rezone between W. Concordia Ave. and W Center St. to allow for smaller industrial uses and mixed-use

REINFORCE COMMERCIAL CORE

Rezone area to mixed-use centering commercial businesses on Fond du Lac Ave.

IMPROVE 30TH & 35TH STREETS

ENFORCE & STRENGTHEN BUFFERING REQUIREMENTS FOR SALVAGE USES

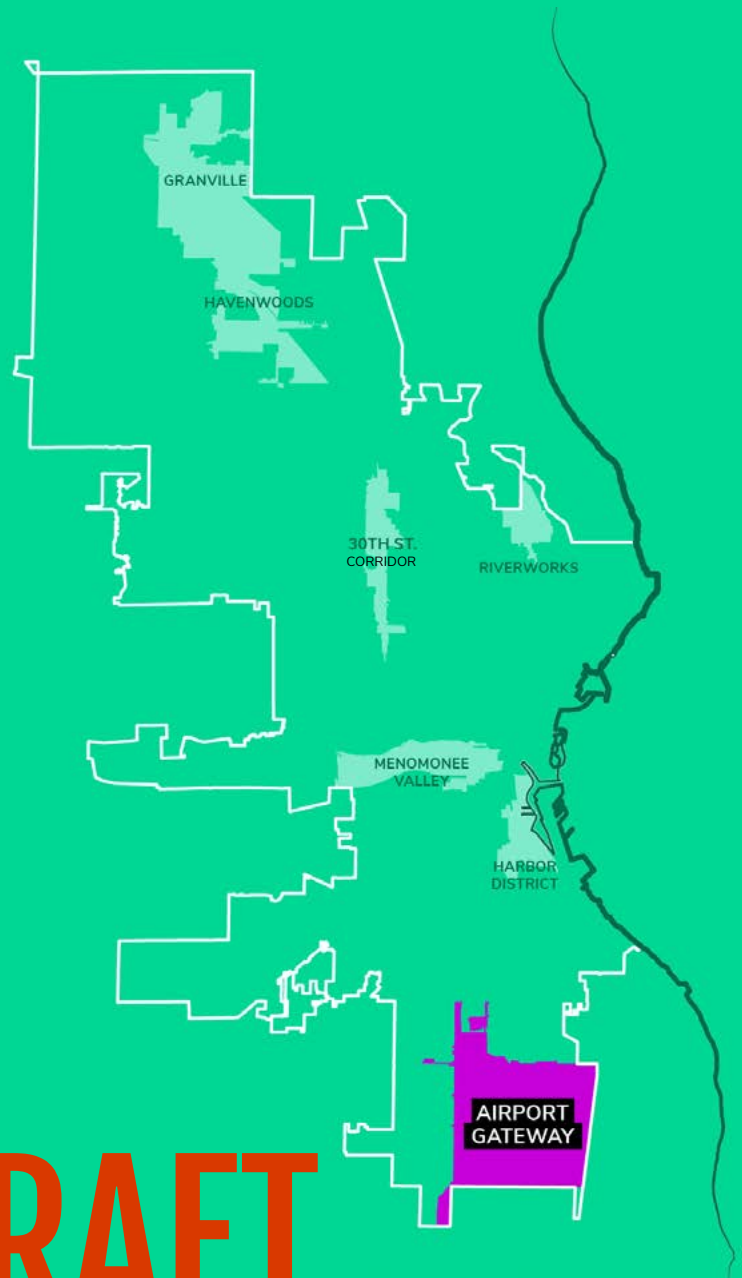
TRANSITION TO NON-INDUSTRIAL

Transition area south of W North Ave. away from industrial uses and eliminate land use conflicts



MILWAUKEE INDUSTRIAL LAND ANALYSIS DISTRICT PROFILES

AIRPORT GATEWAY



DRAFT

INDUSTRIAL DISTRICT PROFILES

JULY 2021

DISTRICT BY THE NUMBERS

AIRPORT GATEWAY - BID#40

KNOWN AS:
**THE CITY'S TOURISM AND
TRANSPORTATION HUB**

PARCEL AREA (ACRES)

3,012

Source: City of Milwaukee Land Use data, 2020

OF BUSINESSES

523

Source: Infogroup, 2020

TOTAL # OF EMPLOYEES

9,658

Source: U.S. Census Bureau, OnTheMap, 2018

EMPLOYMENT DENSITY

3

 EMPLOYEES
PER ACRE

% INDUSTRIAL ZONED LAND

88%

Overview

The Gateway BID is the southernmost BID in Milwaukee and surrounds the General Mitchell International Airport. Identifying the significance of airports as drivers for economic growth and urban development, The Milwaukee Aerotropolis Development Plan (2009) - led by The Milwaukee Gateway Aerotropolis Corporation ("Aerotropolis Milwaukee" or "MGAC") - to guide land use an development in the nine communities surrounding airport as part of an "aerotropolis," a defined region of economic significance centered on a major airport.

The Airport is currently undergoing a Master Planning process which proposes airplane runway extensions that will impact some existing industrial land uses.

Assets & Opportunities

- › The Gateway offers businesses easy access to I-94, I-41 and General Mitchell International Airport.
- › Many buidlings in the District are adaptable. Buildings can accommodate logistics but also be converted relatively easily for other uses.
- › There are underutilized financial resources available for economic development. One of the City of Milwaukee Opportunity Zones covers a central industrial node in the Gateway BID.
- › The BID works closely both with the 13th Dist. Alderperson, the Dist 6 MPD Community Liason Officers, and the Garden District Neighborhood Assoiation to stay connected to area residents.
- › Residential property may start turning over at a higher rate. The aging population in the area may lead to housing turnover in the coming years.
- › There is a strong commercial corridor along W Layton Avenue that serves the airport and nearby communities and a desire to see these uses expanded in a future Layton Town Center mixed use development.
- › The District is experiencing increase demand for housing as momentum carries south from the Bay View neighborhood.
- › There is some potential for redevelopment of 440th Reserve Base. The site is county-owned and only eligible for lease. Today, it is operated as a business park with only a few buildings fully occupied.
- › Amtrak passenger rail passes through the District, stopping at the General Mitchell International Airport Station, accessible to S 6th Street.

The Airport Easement area, if removed, would open up additional development height in a key area of the District.

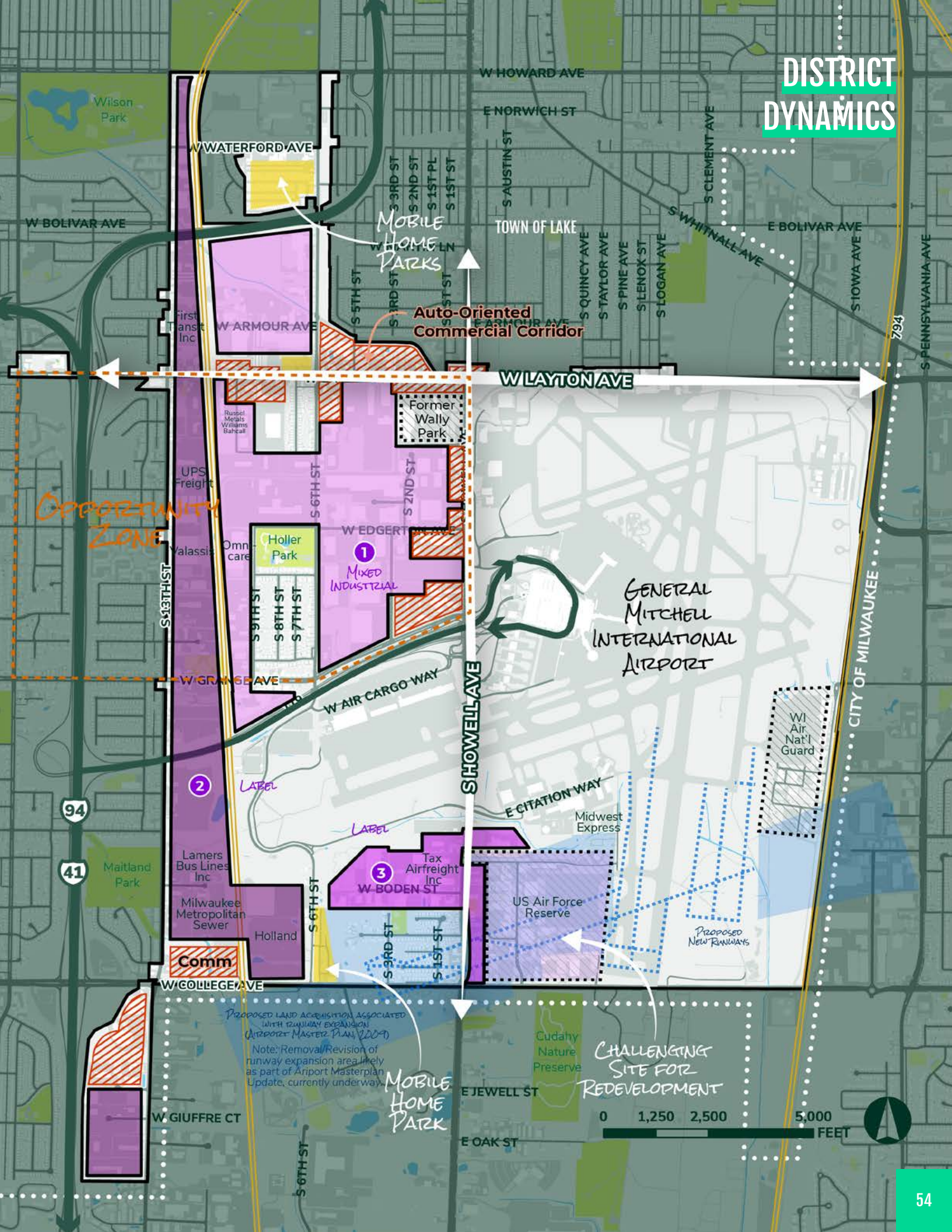
The largest industrial core of the District extends between I-94 and S. Howell Ave, with another node at Howell near College Avenue. This area falls within a City of Milwaukee Opportunity Zone. E Layton Avenue and S Howell Avenue are major auto-oriented commercial corridors crossing the District.

Today, the Gateway does not have large-scale industrial manufacturing companies or spaces. Most of the businesses making up the Gateway BID are smaller scale manufacturing (<5,000sf buildings) and logistics companies. Residential properties are mixed into industrial and commercial land throughout the District.

Challenges

- › The District is at the southern edge of Milwaukee which offers less appeal to businesses looking for a central location or proximity to Downtown or Third Ward.
- › The district is "famous for asphalt", referring to the abundant parking lots in the area.
- › The District does not have many large-scale industrial manufacturing companies or sites.
- › The BID has limited staff capacity. Marketing real estate assets and opportunities is a challenge without more resources.
- › Height restrictions impact the development potential in some areas of the District. Height restrictions have been viewed as a barrier to development in the Airport area.
- › Housing and industrial uses are mixed in the District. Blocks of housing are mixed into primarily industrial/commercial land. This can cause more frequent nuisance or noise complaints from neighbors, etc.
- › There is ongoing discussion related to the appropriateness of location and safety concerns for existing residents in the local mobile home parks.
- › Redevelopment of the 440th Reserve Base is extremely challenging due to the type of construction which limits reuse options. Bringing more businesses to empty space here will require a significant amount of time and money.

DISTRICT DYNAMICS

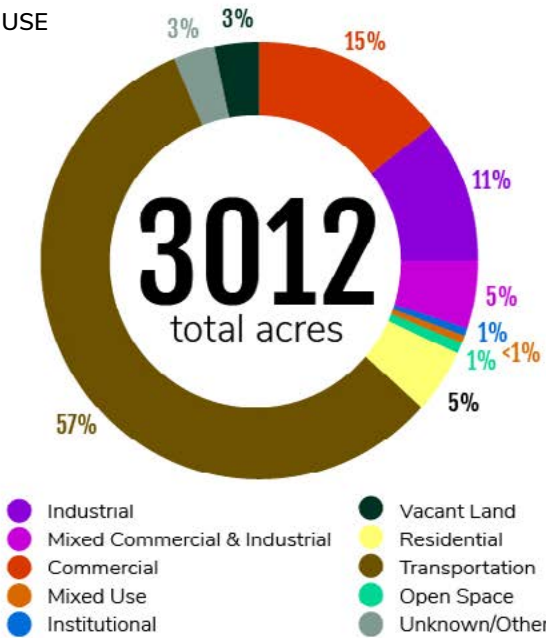


794

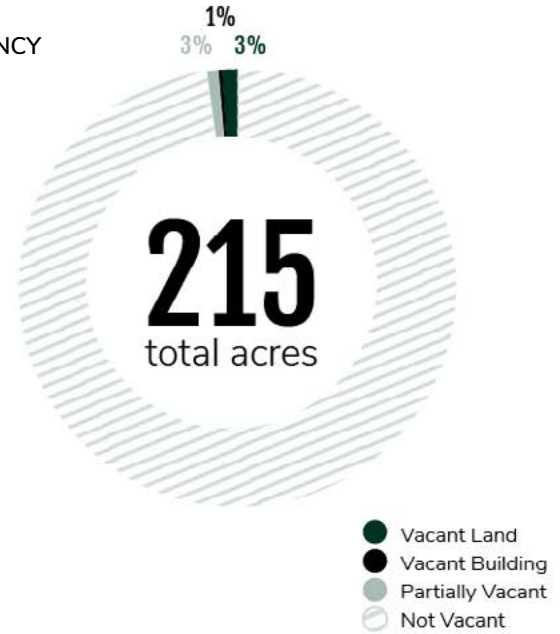
CITY OF MILWAUKEE

DISTRICT LAND USE

LAND USE



VACANCY



Note: "Vacant Building" and "Partially Vacant" represent parcels that fall within any land use category which currently have unoccupied structures.

NUMBER OF VACANT PARCELS GREATER THAN 1 ACRE

22

VACANCY		
Vacant Land	Number of Parcels	Area
Under 1 acre	24	9.8 ac
1 to 5 acres	17	43.7 ac
5 to 10 acres	4	29 ac
10 to 20 acres	1	13.3 ac
Over 20 acres	0	0 ac
Total	46	95.8 ac
Vacant Buildings	3	523,721 sf
Partially Vacant Buildings	1	data not available
For Sale / For Lease / Available	7	207,971 sf

Interface Studio analysis of the Master Property Parcel file, accessed December, 2020, and field observations.

PREVIOUS PLANS

Southeast Side Area Plan (2008)

The overarching vision in this plan was to transform the Airport Gateway Business Area into an 'Airport City.' Primary strategies included:

- › Developing a 44-acre mixed use **Town Center** on Layton Avenue and Howell Avenue that would serve as a walkable downtown to the Airport City.
- › Consolidating commercial, industrial and residential land use in strategic areas around the District to support the Layton and Howell Town Center.

Milwaukee Aerotropolis Development Plan (2017)

- › The plan proposes transportation enhancements on I-94 and I-41 to increase capacity and airport access.
- › Bike lanes and/or off-street trails were proposed on Layton Ave., 13th St, Oklahoma Ave., along I-794 and South of Howard Ave.
- › The plan seeks to consolidate industrial and mixed industrial uses in the adjoining areas.
- › Proposed extension of runway 7R/25-L and decommissioning of runway 13/31 and its protection zone.

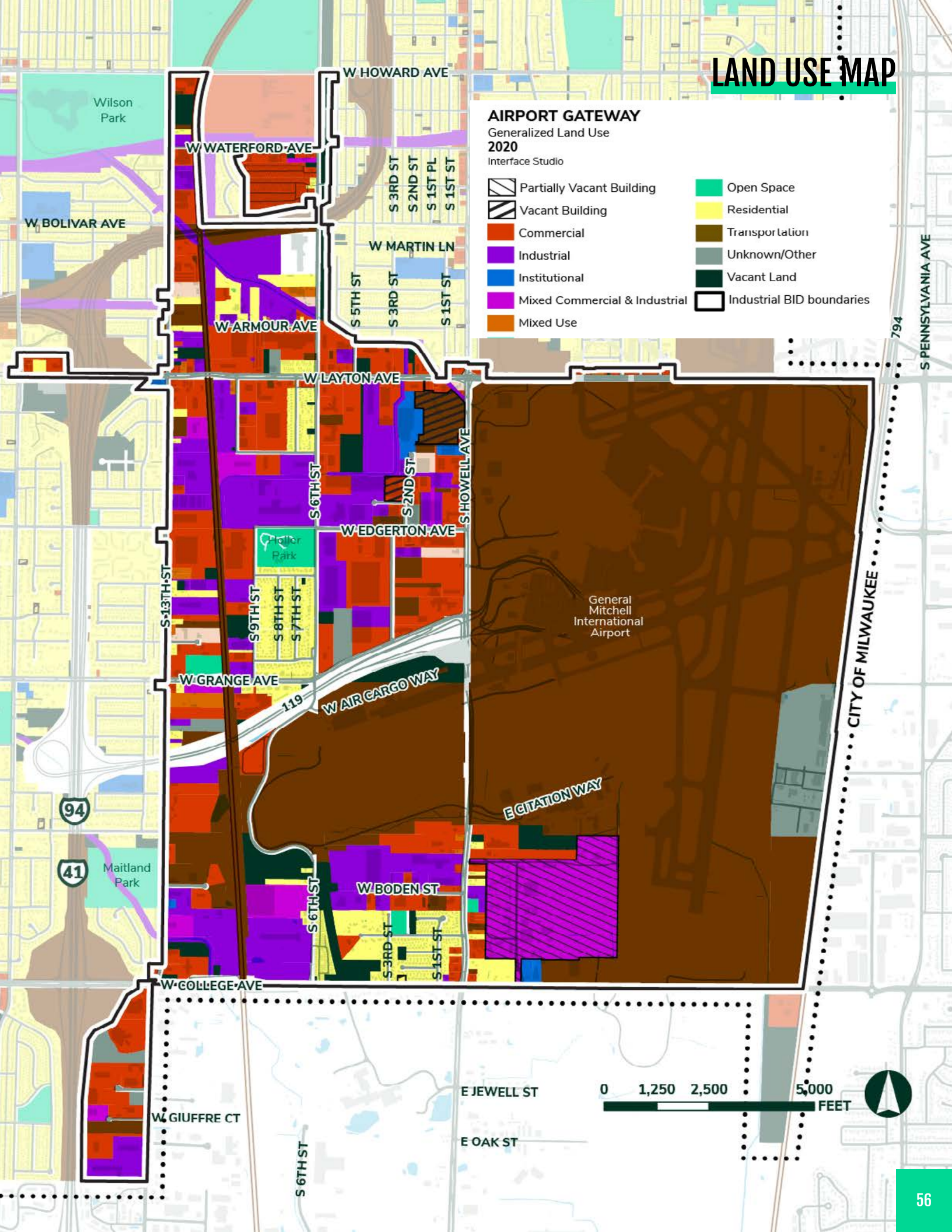
LAND USE MAP

AIRPORT GATEWAY

Generalized Land Use
2020

Interface Studio

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



S PENNSYLVANIA AVE

794

CITY OF MILWAUKEE

General Mitchell International Airport

0 1,250 2,500 5,000 FEET



EMPLOYMENT PROFILE

TOTAL NUMBER OF BUSINESSES

523

TOTAL NUMBER OF JOBS

9,658

% OF JOBS WITH AN ANNUAL SALARY GREATER THAN \$40,000

47%

LARGEST EMPLOYERS

- › GENERAL MITCHELL INTL AIRPORT
- › OMNICARE
- › HOLLAND

EMPLOYMENT		
TYPES OF JOBS	NUMBER	PERCENT
Transportation and Warehousing	4,583	47.5%
Accommodation and Food Services	1,224	12.7%
Manufacturing	791	8.2%
Administration & Support, Waste Management	507	5.2%
Wholesale Trade	474	4.9%
Real Estate and Rental and Leasing	391	4.0%
Retail Trade	330	3.4%
Construction	279	2.9%
Other Services (excluding Public Administration)	251	2.6%
Public Administration	239	2.5%
Health Care and Social Assistance	212	2.2%
Professional, Scientific, and Technical Services	167	1.7%
Management of Companies and Enterprises	77	0.8%
Utilities	35	0.4%
Educational Services	35	0.4%
Information	32	0.3%
Finance and Insurance	17	0.2%
Arts, Entertainment, and Recreation	12	0.1%
Jobs without a college degree	3537	37%

Source: U.S. Census Bureau, OnTheMap Application and LEHD Origin-Destination Employment Statistics, Primary Jobs Only, 2018.

SURROUNDING COMMUNITY

MEDIAN HOUSEHOLD INCOME OF POPULATION THAT LIVES WITHIN A HALF MILE

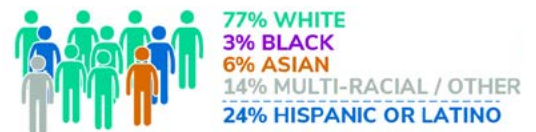
\$53,791

UNEMPLOYED POPULATION 16+ THAT LIVES WITHIN A HALF MILE

1,852

- › The Gateway has the highest Median Household Income of Milwaukee's 7 Industrial BIDs.
- › The racial composition of the Gateway BID and surrounding neighborhoods is reflective of the local workforce. This suggests that the local workforce may live in the local area.
- › The unemployment rate for the Gateway BID area in 2020 was 12.6%, the lowest of Milwaukee's Industrial BIDs.
- › Gateway neighborhoods are some of the newest on the south side of the City and typically lower in density.

PEOPLE WHO LIVE HERE*



PEOPLE WHO WORK HERE **



* Population within a 1/2 mile of the BID, ESRI
** Working Population in the BID, Source: U.S. Census Bureau, OnTheMap Application and LEHD Origin-Destination Employment Statistics, Primary Jobs Only, 2018.

RECOMMENDATIONS – THE AIRPORT GATEWAY

Transportation

- Explore a primary rapid transit line to connect the Airport Area and Downtown Milwaukee as a part of an eight-corridor rapid transit system in the Milwaukee metro area.
- Support extension of the existing light rail (The Hop) from Downtown to the Airport by way of S Howell Avenue or S 6th Street.
- Support efforts to implement BRT that would provide shorter travel times than local bus routes due to stops being spaced further apart (at least one-half mile).
 - › Evaluate an extension of the MCTS Purple Line south along 27th Street, so that it terminates at Northwestern Mutual's Campus, which is also the southern end of the recommended rapid transit line between the Aerotropolis and Downtown Milwaukee.¹

Marketing & Programming

- Improve gateways and signage to the district particularly at key intersections like E Layton Avenue and S Howell Avenue and E Layton Avenue and S 13th Street (Western Gateway) and I-94/41 S on/off ramps.

The Airport Gateway recommendations build on work completed in the Aerotropolis Development Plan for the neighborhoods surrounding General Mitchell International Airport.

Strategy References:

¹ MATC NEXT - Milwaukee North South, <https://www.mkenorthsouth.com/>

²Aerotropolis Development Plan Summary, Adopted November 2017 - Page

Development


- Expand mixed-use development along E Layton Avenue and S Howell Avenue.
- Support redevelopment of the Wally Park site. Consider commercial outlots with light industrial infill on site.
- Establish a food and beverage manufacturing district along Pennsylvania Avenue East of the Airport. The City should continue to encourage food and beverage-oriented manufacturing and compatible commercial uses that will support the further growth of the district, such as food grade manufacturing facilities, perishable food storage warehouses, and mixed-use industrial commercial buildings.
- Consider developing a start-up kitchen incubator and maintaining a variety of industrial space sizes within the BID.
- Focus on activating empty structures in the MKE Business Park (the former 440th Air Reserve Base) consistent with the Aerotropolis vision and plan.
- The vacant former Wally Park site provides a major development opportunity to advance the plan recommendations of the Aerotropolis Gateway Plan. Industrial uses may be appropriate for the interior of the site if they can be designed to complement the goals of the Layton Town Center area.

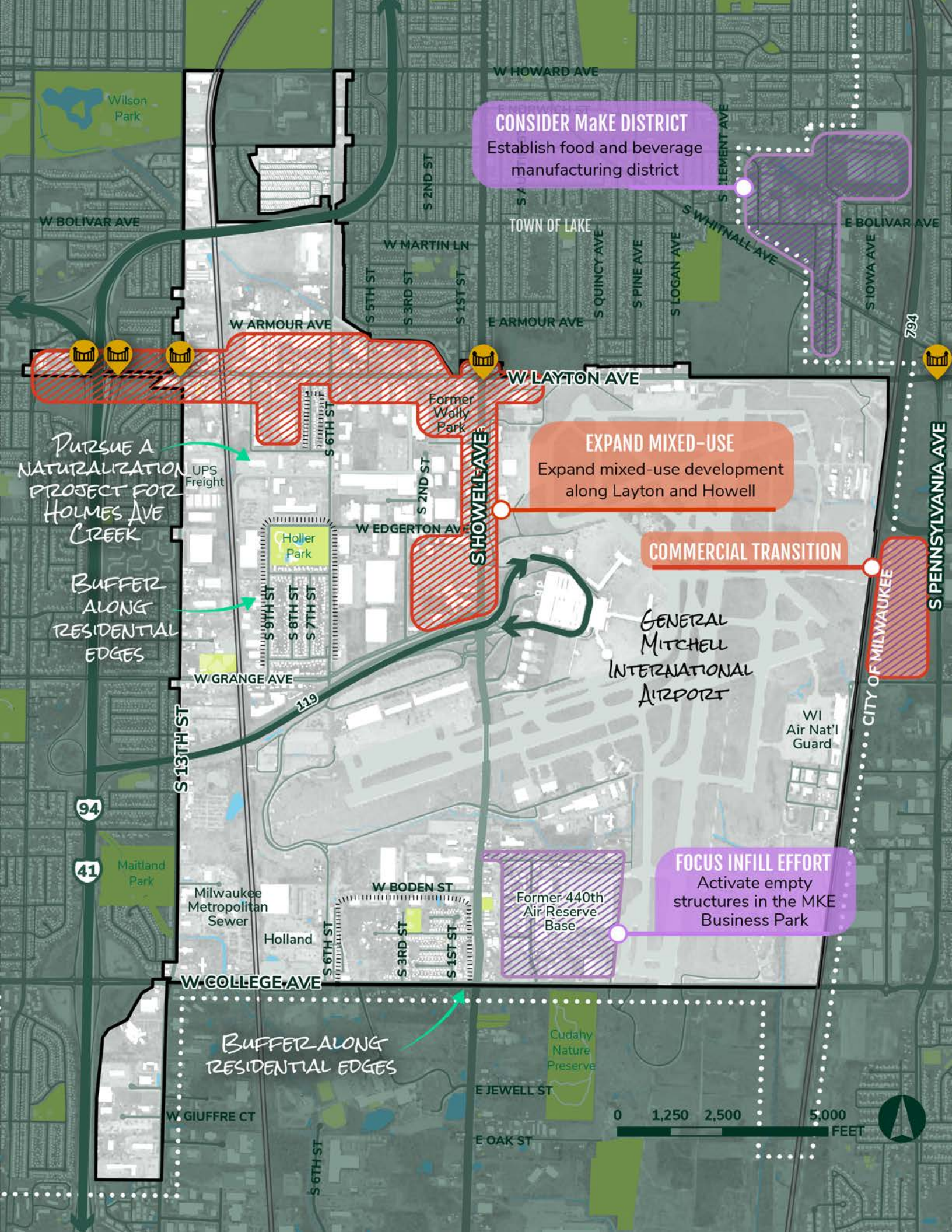
Public Realm

- Pursue a naturalization project for Holmes Avenue Creek between Layton and Edgerton Avenues, similar to the reconstruction of Wilson Creek Park between 13th and Howell to address flooding issues.
- Capitalize on the Layton/Lake Parkway Area's position as an important eastern gateway to MKE by improving the appearance and perception of Layton and Pennsylvania Avenues.
- Collaboratively establish design standards that reflect the area's identity as MKE's South Gateway and improve the appearance and perception of corridors located south of the Airport.
- Design landscape buffers between active industrial uses and nearby homes.

THE AIRPORT GATEWAY

Summary of Recommendations 2021

-  Development and zoning recommendations
-  Development and zoning recommendations related to commercial properties or retail areas
-  Transportation recommendations
-  Public Realm recommendations
-  Location of major gateway
-  Location of scrap, salvage, or outdoor warehousing business
-  Boat / Kayak launch
-  Major trail or riverfront project
-  Residential areas that share a border with industrial properties



CONSIDER MaKE DISTRICT

Establish food and beverage manufacturing district

PURSUE A NATURALIZATION PROJECT FOR HOLMES AVE CREEK

BUFFER ALONG RESIDENTIAL EDGES

BUFFER ALONG RESIDENTIAL EDGES

EXPAND MIXED-USE

Expand mixed-use development along Layton and Howell

COMMERCIAL TRANSITION

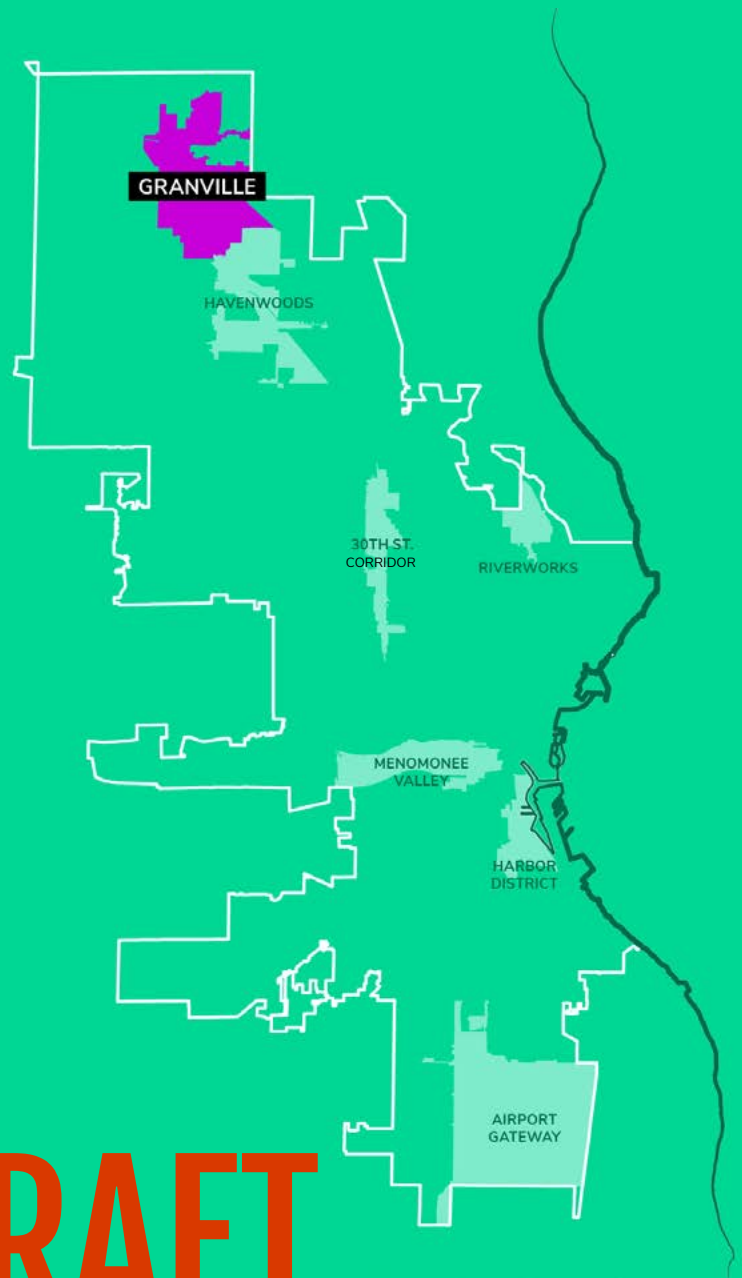
FOCUS INFILL EFFORT

Activate empty structures in the MKE Business Park



MILWAUKEE INDUSTRIAL LAND ANALYSIS DISTRICT PROFILES

GRANVILLE



DRAFT

INDUSTRIAL DISTRICT PROFILES

JULY 2021

DISTRICT BY THE NUMBERS

GRANVILLE - BID#48
KNOWN AS:

“GRANVILLE’S GOT THE GOODS” -
A multipurpose destination to work,
shop, eat, live and recreate.
- BID48 Webpage

PARCEL AREA (ACRES)

1,762

Source: City of Milwaukee Land Use data, 2020

OF BUSINESSES

510

Source: Infogroup, 2020

TOTAL # OF EMPLOYEES

9,600

Source: U.S. Census Bureau, OnTheMap, 2018

EMPLOYMENT DENSITY

5

 EMPLOYEES
PER ACRE

% INDUSTRIAL ZONED LAND

62%

Overview

Granville (BID#48) is the northernmost industrial BID located on Milwaukee’s far northwest side. There are over 300 businesses and 37-39,000 employees in Granville BID alone. Businesses that make up the Granville BID are primarily manufacturing and distribution. One of the greatest advantages Granville offers is easy access to local interstates - Brown Deer Road provides direct access to N 76th Street, I-41/45 to the west and I-43 to the east. Granville’s central business park extends between N 91st Street and N 76th Street on both sides of W Bradley Road. Granville is part of the Northwest Side Comprehensive planning area.

There are two primary commercial corridors in Granville: Brown Deer Road & N 76th Street Corridor. In recent years, these commercial corridors, particularly Brown Deer Road, are experiencing increasing vacancy, leaving several strip mall retail centers and big box stores

vacant. Though interest in industrial development in the area exists, these sites must compete with new build opportunities and existing spaces in the nearby suburbs. The few big box stores that have been converted to industrial use are primarily used for distribution which bring with them low employment densities. Granville is home to the long vacant Northridge Shopping Center comprised of more than 70 acres. The City has issued a demolition order requiring the current owner of Northridge to remove the blighted former mall structure.

Though it is known to be a robust employment center, many of the jobs available in the area are not considered entry level. Most of Granville’s employees commute (estimated 95%) 10 miles or more. Granville’s nearby neighborhoods are considered some of the more diverse areas in the City of Milwaukee.

Assets & Opportunities

- › Granville offers easy access to local interstates - Brown Deer Road provides direct access to N 76th Street, I-41/45 to the west and I-43 to the east.
- › The BID is considered one the most diverse areas in the City of Milwaukee with an influx of immigrants occupied in local jobs.
- › Land in Granville is relatively inexpensive compared to more central properties.
- › Businesses in the area (within 2-3 miles of the District) are expanding and looking for space in Granville.
- › The vacant Northridge Shopping Mall site offers opportunity for development at a large scale in the future.
- › On average, industrial and commercial sites are larger in Granville than other industrial districts.
- › As with other industrial districts, there is speculation around the opportunity for major industries to reshore manufacturing activities in the future.

Challenges

- › Light manufacturing and industrial businesses in the area tend toward the use of automation and warehousing space that offer fewer local employment opportunities.
- › The area lacks strong bus access. Carpooling is common amongst the immigrant employee population.
- › Restaurants can’t survive on business from local employees alone as there is limited demand generated from shift workers in the area.
- › There are number of vacant, big-box commercial stores that are a challenge to redevelop.
- › Anecdotally, Granville is an “old-school business environment” that brings challenges in connecting with a younger workforce.
- › Additional social and community services are desired in the area to improve the quality of life and provide better access for low and moderate income residents.
- › Anecdotally, hiring practices in the area provide preference for Latinx and Hmong workforce over African American candidates.

DISTRICT DYNAMICS

OPPORTUNITIES FOR BIG BOX CONVERSION ALONG BROWN DEER RD

VACANT NORTHBRIDGE MALL

DISTRICT FEELS DIVIDED BY RAILWAY

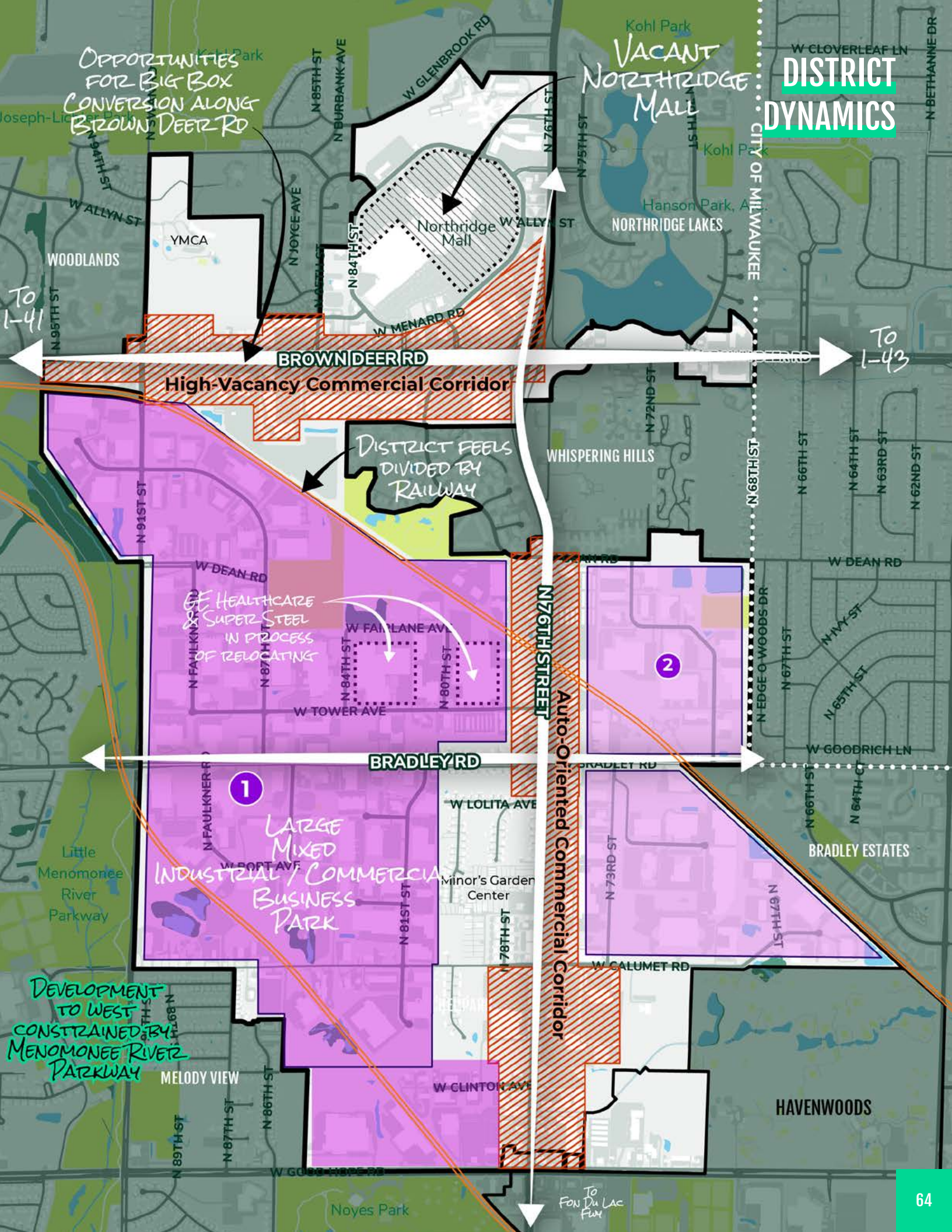
High-Vacancy Commercial Corridor

Auto-Oriented Commercial Corridor

LARGE MIXED INDUSTRIAL / COMMERCIAL BUSINESS PARK

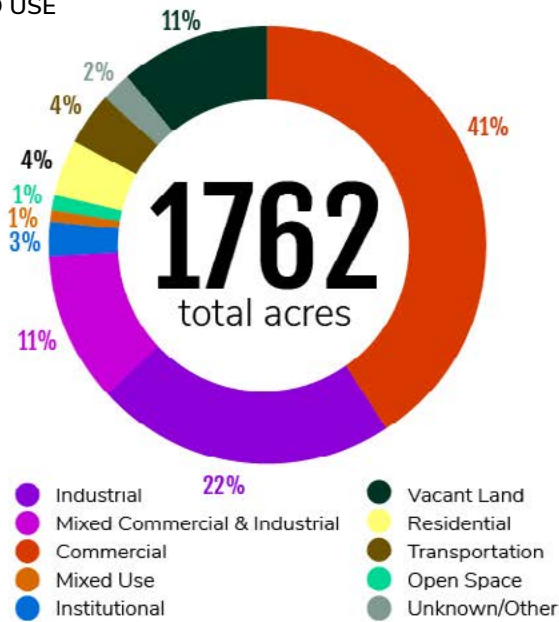
GE HEALTHCARE & SUPER STEEL IN PROCESS OF RELOCATING

DEVELOPMENT TO WEST CONSTRAINED BY MENOMONEE RIVER PARKWAY

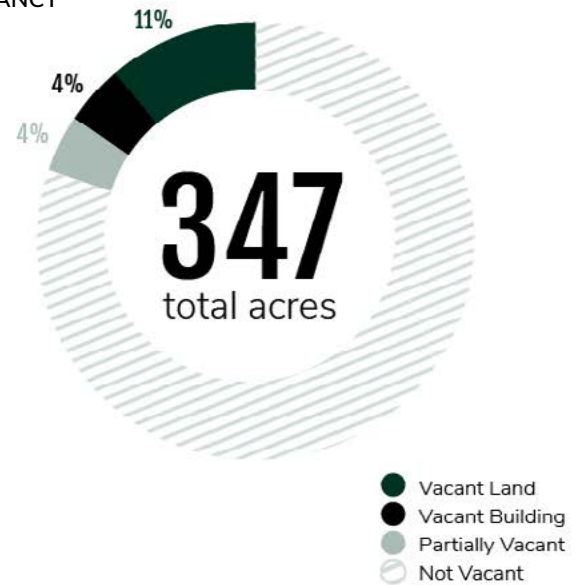


DISTRICT LAND USE

LAND USE



VACANCY



Note: "Vacant Building" and "Partially Vacant" represent parcels that fall within any land use category which currently have unoccupied structures.

NUMBER OF VACANT PARCELS GREATER THAN 1 ACRE

36

VACANCY		
Vacant Land	Number of Parcels	Area
Under 1 acre	14	8.2 ac
1 to 5 acres	27	70.3 ac
5 to 10 acres	3	20.8 ac
10 to 20 acres	5	70.6 ac
Over 20 acres	1	22.1 ac
Total	50	192 ac
Vacant Buildings	12	1,355,306 sf
Partially Vacant Buildings	9	data not available
For Sale / For Lease / Available	6	659,319 sf

Interface Studio analysis of the Master Property Parcel file, accessed December, 2020, and field observations.

PREVIOUS PLANS

Northwest Side Area Plan (2008)

- › The Northwest area is the largest planning area in Milwaukee, encompassing 16,902 acres of land.
- › Recommendations favor adaptive reuse and traditional neighborhood redevelopment, particularly owner-occupied single family residential and mixed use development around Granville Station, as well as industrial development.
- › Anchor institutions must be reestablished to serve and attract people to the neighborhood.

Granville Strategic Plan and Land Use Report (2017)

- › Blueprint for the revitalization of Granville as an industrial and commercial anchor in the City and the region, with focal points on the Brown Deer Road commercial corridor, the vacant Northridge Mall, and supportive reinvestment strategies.
- › Among the District's strengths is the continued demand for developable land for modern manufacturing, particularly on large-format commercial sites with potential to be redeveloped into major employment anchors.

LAND USE MAP

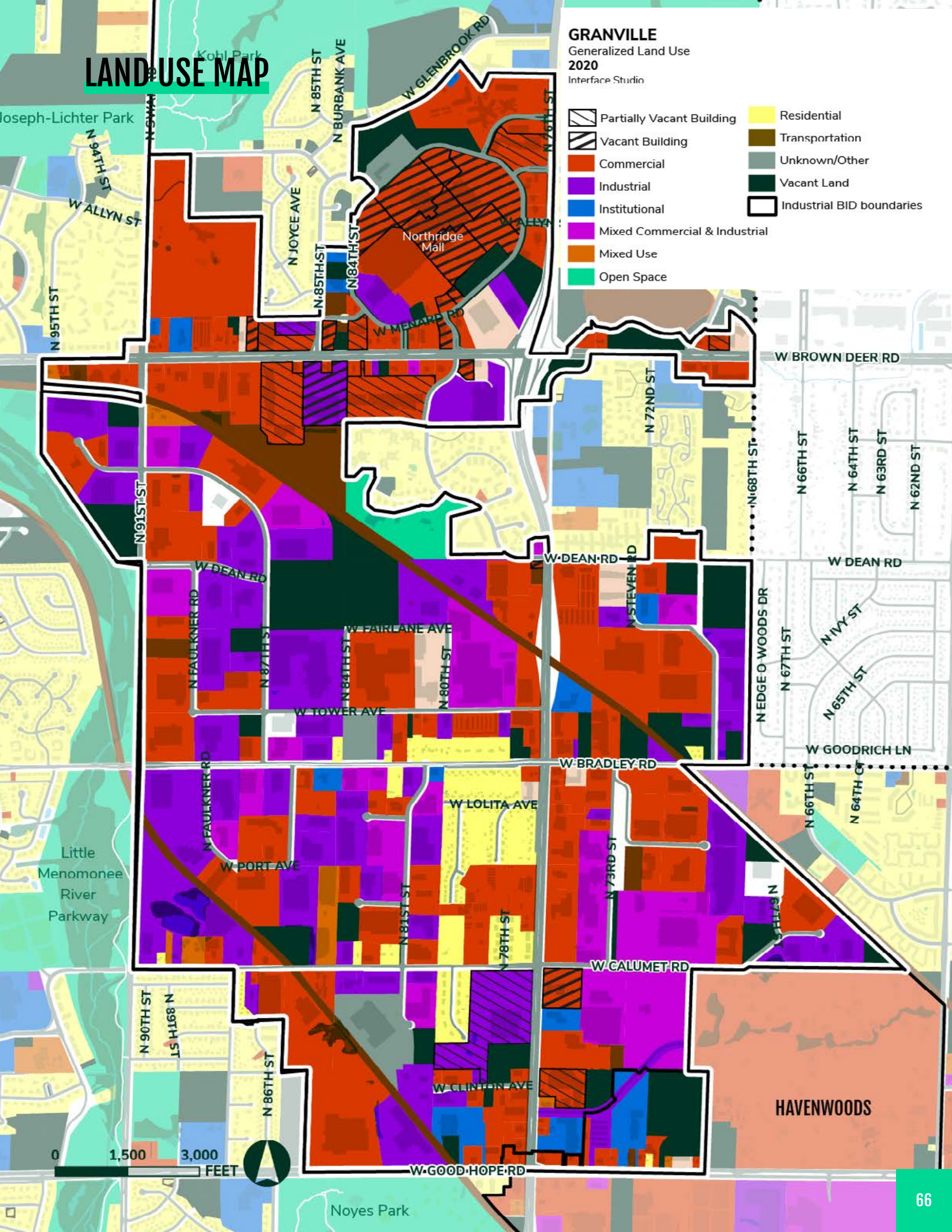
GRANVILLE

Generalized Land Use

2020

Interface Studio

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



EMPLOYMENT PROFILE

TOTAL NUMBER OF BUSINESSES

510

TOTAL NUMBER OF JOBS

9,600

% OF JOBS WITH AN ANNUAL SALARY GREATER THAN \$40,000

57.4%

LARGEST EMPLOYERS

- › GE HEALTHCARE
- › SUPER STEEL
- › DOUGLAS DYNAMICS INC
- › DERCO AEROSPACE INC
- › DANFOSS POWER ELECTRONICS

EMPLOYMENT		
TYPES OF JOBS	NUMBER	PERCENT
Manufacturing	4,838	50.4%
Wholesale Trade	1,416	14.8%
Retail Trade	898	9.4%
Administration & Support, Waste Management and Remediation	473	4.9%
Management of Companies and Enterprises	471	4.9%
Health Care and Social Assistance	421	4.4%
Accommodation and Food Services	250	2.6%
Construction	187	1.9%
Educational Services	184	1.9%
Professional, Scientific, and Technical Services	182	1.9%
Other Services (excluding Public Administration)	82	0.9%
Finance and Insurance	69	0.7%
Information	63	0.7%
Transportation and Warehousing	44	0.5%
Real Estate and Rental and Leasing	20	0.2%
Jobs without a college degree	3574	37%

Source: U.S. Census Bureau, OnTheMap Application and LEHD Origin-Destination Employment Statistics, Primary Jobs Only, 2018.

SURROUNDING COMMUNITY

MEDIAN HOUSEHOLD INCOME OF POPULATION THAT LIVES WITHIN A HALF MILE

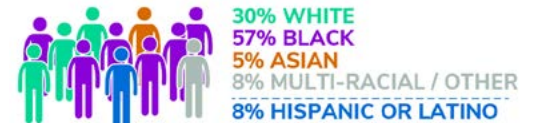
\$42,309

UNEMPLOYED POPULATION 16+ THAT LIVES WITHIN A HALF MILE

1,549

- › The racial composition of the workforce in the Granville BID is less diverse than the surrounding neighborhood. This indicates that much of the local workforce is commuting from outside the local area.
- › There is evidence of a growing influx of immigrant employees in Granville including a large Hmong workforce.
- › Despite nearby and diverse communities around the Granville BID, there are a lack of community uses and retail services that would enhance the quality of life for residents. Empty big box commercial stores are a visible reminder of this issue for residents and businesses alike.

PEOPLE WHO LIVE HERE*



PEOPLE WHO WORK HERE **



* Population within a 1/2 mile of the BID, ESRI
** Working Population in the BID, Source: U.S. Census Bureau, OnTheMap Application and LEHD Origin-Destination Employment Statistics, Primary Jobs Only, 2018.

INDUSTRIAL USE BY TYPE

GRANVILLE

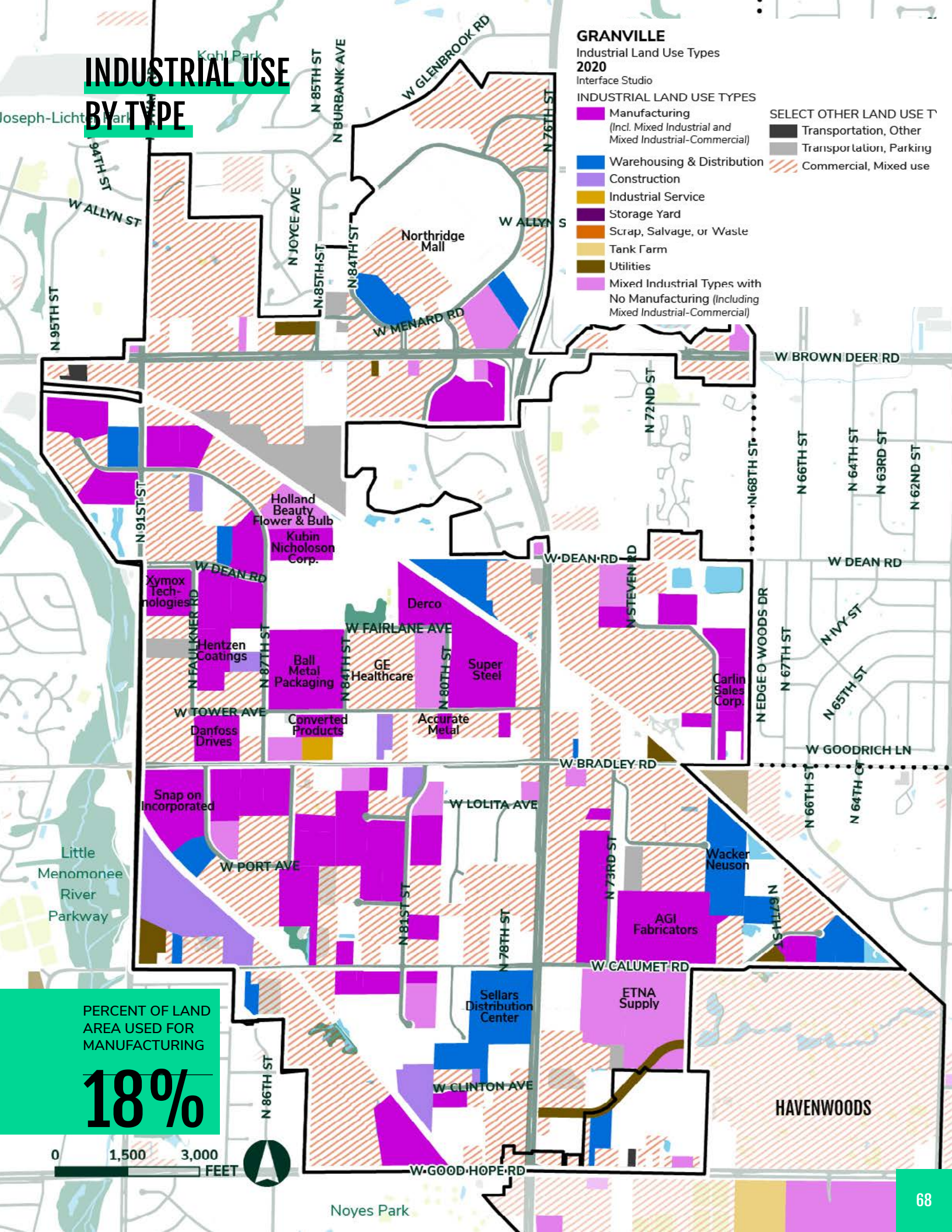
Industrial Land Use Types
2020

Interface Studio

INDUSTRIAL LAND USE TYPES

- Manufacturing (Incl. Mixed Industrial and Mixed Industrial-Commercial)
- Warehousing & Distribution
- Construction
- Industrial Service
- Storage Yard
- Scrap, Salvage, or Waste
- Tank Farm
- Utilities
- Mixed Industrial Types with No Manufacturing (Including Mixed Industrial-Commercial)

- SELECT OTHER LAND USE TYPES
- Transportation, Other
 - Transportation, Parking
 - Commercial, Mixed use



PERCENT OF LAND AREA USED FOR MANUFACTURING

18%

0 1,500 3,000 FEET



RECOMMENDATIONS – GRANVILLE

Transportation

- As roads are reconstructed, opportunities to add sidewalks where they don't currently exist and bike lanes should be explored and prioritized. Specifically, during the upcoming resurfacing project, N 107th Street should be evaluated for the potential to add bicycle lanes.¹

Marketing & Programming

- Market the area to new businesses with a targeted approach to fill the needs of residents and local employees.
- The BID and other stakeholders should continue to publicize the successful businesses located in the industrial core and expand efforts to tell their stories.
- The BID should continue its well-received efforts to coordinate safety and security efforts between businesses in the district, including its security patrol within the industrial park.

Granville recommendations build on work from the Granville Strategic Action Plan and Land Use Study, A Part of the Northwest Side Area Plan (October 2017).

Plan References:

¹Granville Strategic Action Plan - Page 65

²Granville Strategic Action Plan - Pages 8, 50-54

³Granville Strategic Action Plan - Page 64

Development










- Support the redevelopment of the former Northridge Mall site and outlots for large-scale industrial development.²
- Encourage the City to develop an expanded industrial/commercial zoning district or other appropriate zoning overlay that would support the type of development envisioned by the Granville Strategic Action Plan - focused on the reuse and transition of vacant commercial and "Big Box" properties. Appropriate areas within the plan boundary should be reviewed for rezoning under this new district to allow for a broader mixture of uses, which would include industrial uses. Quality expectations would help to ensure converted buildings positively reinforce activity in the area. Expanded zoning requirements should support:
 - › High quality landscaping
 - › Parking lot improvements (including potential de-paving)
 - › Signage regulations (emphasizing commercial properties converted for industrial/warehousing/distribution uses)
- Retail uses should be clustered at high-visibility nodes, while vacant retail parcels that may no longer be feasible for retail uses should transition to industrial uses or other non-retail uses such as medical offices, entertainment, or educational uses, provided they do not cause land use conflicts with neighboring parcels.
- Customize and enhance the City of Milwaukee's facade grant program to elevate the design quality of the area. Funds should be used only for enhancements above and beyond basic requirements and should be targeted to outlot development and the area's remaining critical retail nodes.
- Improved landscaping visible from the street should be considered for inclusion in the program.
- Retrofit parking areas where opportunities arise to include shared parking, cross access easements, and additional stormwater management or other green infrastructure features as illustrated in the Granville Design Charette.
- The BID should explore expanding its boundaries to the west to include the concentration of industrial uses north of Brown Deer Road and west of Old Orchard Road.

Public Realm

- The City and BID should improve the physical appearance of the commercial corridors through landscaping, trees, wayfinding, and neighborhood identity signage in the public right-of-way.
- Property owners should create employee amenities within the business parks such as walking and bike paths. Specifically, Bradley Woods and the GE Medical park space are areas of opportunity. The City should support these efforts to the extent they would utilize public right of way.
- Create gateway and wayfinding signage at key commercial and industrial locations.
- Revise the zoning code of ordinances, or establish a Master Sign Overlay Zone along Granville commercial corridors to reflect sign standards comparable to the quality and aesthetic required in surrounding suburban municipalities.³
- Inventory and identify opportunities to connect existing greenspace within the Granville area, featuring the Little Menomonee Parkway as the centerpiece or spine of a greenway network.

GRANVILLE

Summary of Recommendations 2021

-  Development and zoning recommendations
-  Development and zoning recommendations related to commercial properties or retail areas
-  Transportation recommendations
-  Public Realm recommendations
-  Location of major gateway
-  Location of scrap, salvage, or outdoor warehousing business
-  Boat / Kayak launch
-  Major trail or riverfront project
-  Residential areas that share a border with industrial properties

EXPLORE EXPANDING BID BOUNDARY TO THE WEST

CATALYTIC SITE DEVELOPMENT

Support the redevelopment of the former Northridge Mall site.

Northridge Mall Site

IMPROVE GATEWAYS

BROWN DEER RD

RETROFIT PARKING

Increase efficiency, circulation, and add green infrastructure features to parking lots. Explore depaving and potential redevelopment of vacant/underutilized parking lots

CLUSTER RETAIL

Cluster retail uses at highest-visibility nodes; transition less central vacant retail spaces to alternative uses

EXPLORE UNIQUE OPPORTUNITIES

As properties become available, explore opportunities to create shared employee amenities

GE Healthcare

Super Steel

BRADLEY RD

STREETSCAPE ENHANCEMENT

Improve streetscape along N 76th St; focus on retail nodes

W GALUMET RD

BUFFER ALONG RESIDENTIAL EDGES

HAVENWOODS

W GOOD HOPE RD

Noyes Park

Kohl Park

W CLOVERLEAF LN

W PIERNER PL

NORTH RIDGE LAKES

WOODLANDS

N JOYCE AVE

N 84TH ST

N 75TH ST

N 70TH ST

CITY OF MILWAUKEE

To I-41

To I-43

N SWAN RD

N 91ST ST

N 76TH STREET

W DEAN RD

WHISPERING HILLS

W DEAN RD

N 67TH ST

W GOODRICH LN

BRADLEY ESTATES

W PORT AVE

W LOLITA AVE

N 81ST ST

N 73RD ST

Little Menomonee River Parkway

W CLINTON AVE

N BETHANNE DR

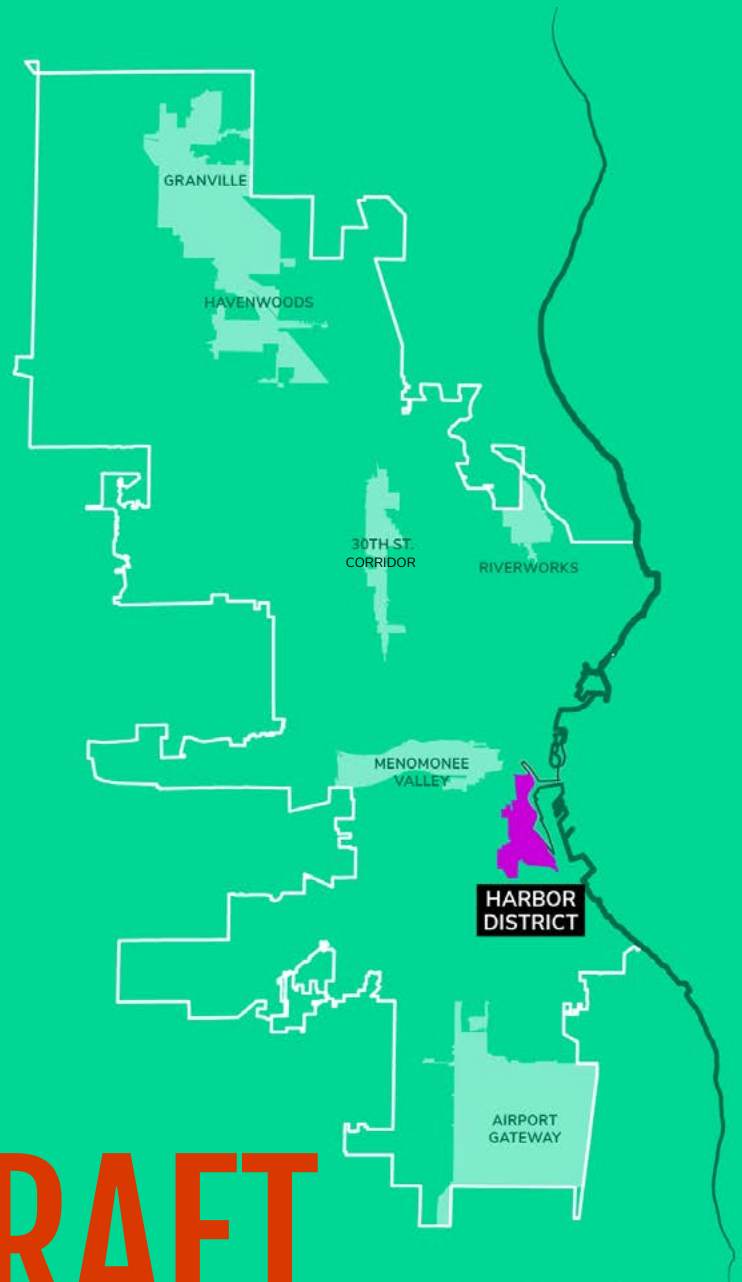
N 62ND ST

N 73RD ST

N 76TH ST

MILWAUKEE INDUSTRIAL LAND ANALYSIS DISTRICT PROFILES

HARBOR DISTRICT



DRAFT

INDUSTRIAL DISTRICT PROFILES

JULY 2021

DISTRICT BY THE NUMBERS

HARBOR DISTRICT - BID#51

KNOWN AS:
MILWAUKEE'S WORKING
WATERFRONT

"GRITTY. GREEN. REAL."

SIZE (ACRES)

500

Source: City of Milwaukee Land Use data, 2020

OF BUSINESSES

186

Source: Infogroup, 2020

TOTAL # OF EMPLOYEES

4,732

Source: U.S. Census Bureau, OnTheMap, 2018

EMPLOYMENT DENSITY

12

 EMPLOYEES
PER ACRE

% INDUSTRIAL ZONED LAND

96%

Overview

The Harbor District surrounds Milwaukee's Inner Harbor – the place where the Kinnickinnic River, Milwaukee River, and Menomonee River meet. Its location and access to these waterways and adjacent Port Milwaukee mean it has significant development potential, and set it apart from the physical context of the land-locked BIDs to the north and south. The Harbor District includes the Port Milwaukee commercial port and its waterways support both direct access for cargo ships to waterfront companies, and a variety of maritime uses including private boating and kayaking. Harbor District businesses also benefit from direct freight connections through the District. Notably, Komatsu a manufacturer and supplier of earth-moving equipment is currently developing a waterfront site to become the new US Headquarters and production facility.

The Harbor District also sits between the Third Ward, Walker's Point, and Bay View Neighborhood, all growing, desirable neighborhoods in Milwaukee's central area. Of Milwaukee's Industrial BIDs, the Harbor District may be experiencing the most significant pressure from developers looking to convert older industrial and transportation uses to residential.

The Harbor District Water and Land Use Plan (WALUP), the first of its kind in Milwaukee, lays out a plan for revitalization of Milwaukee's Harbor. The Harbor District intends to preserve public access to the waterfront, with the hopes of creating a public pathway connecting along the bank of the Kinnickinnic River into the Lower Kinnickinnic River sub district near W Becher Street and N 1st Street.

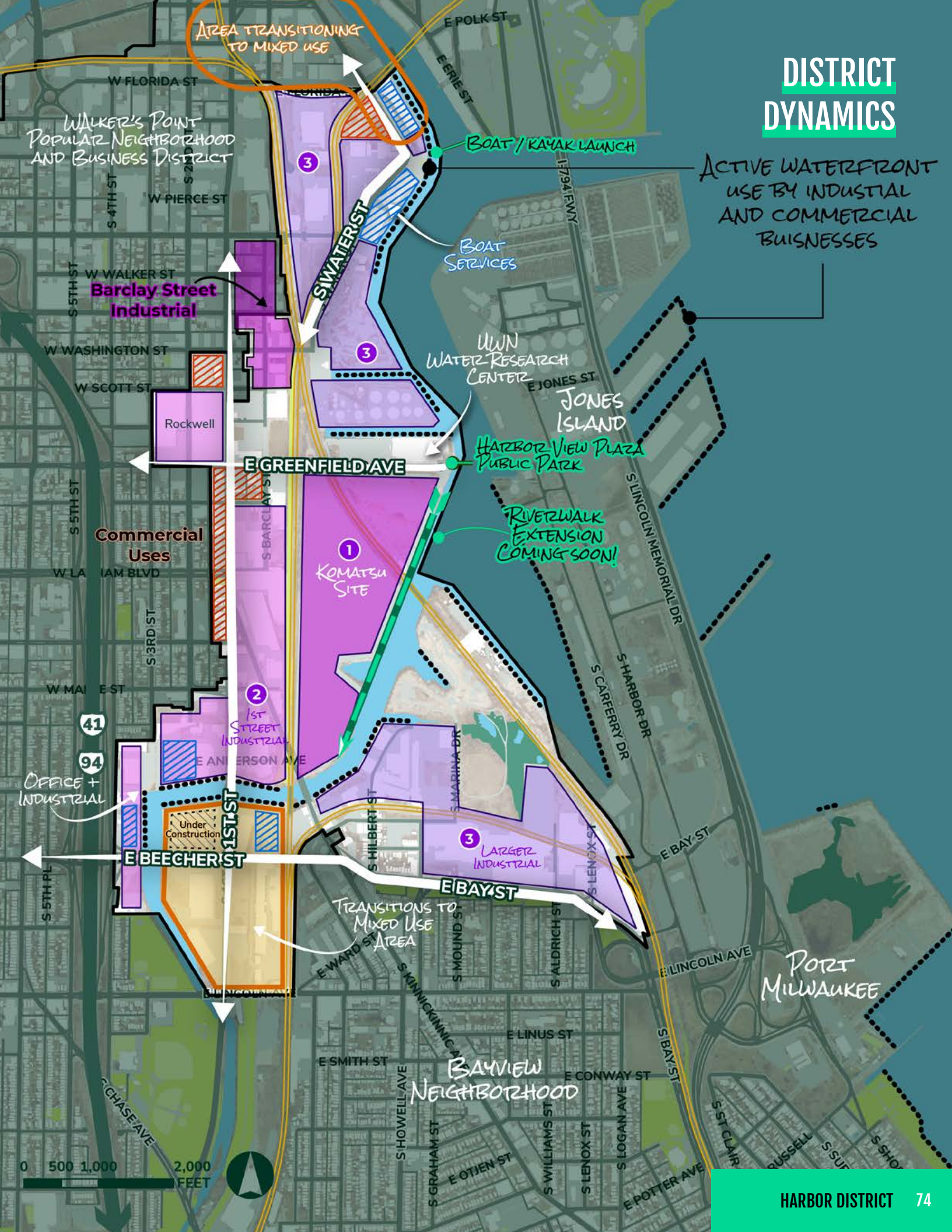
Assets & Opportunities

- › The location makes it easier for Harbor District businesses to attract talent.
- › The context is a good fit for smaller manufacturers who benefit from visibility and retail access.
- › The active waterway and port are unique amenities that set the Harbor District apart from other BIDs.
- › Like the Valley, Harbor District is actively working to integrate recreational amenities into an active industrial BID.
- › The Harbor District manufacturing workforce lives near the District. In many BIDs, the local workforce travels long distances to reach jobs in the district.
- › Most areas of the BID are mixed-use, though there are some large industrial land holders.
- › Existing buildings like the Lincoln Warehouse demonstrate a demand for multi-tenant spaces for creative entrepreneurs.
- › Harbor District Water and Land Use Plan (December 2017) sets clear expectations for environmental protections and land management along the riverfront.
- › The new Komatsu site, located along the Kinnickinnic River, is designed to include a public riverwalk.
- › The area is being evaluated as a potential future commuter rail corridor along right-of-way identified in the Kenosha-Racine-Milwaukee Commuter Link Study (KRM), and plans remain under development to extend The Hop streetcar network south into the area.

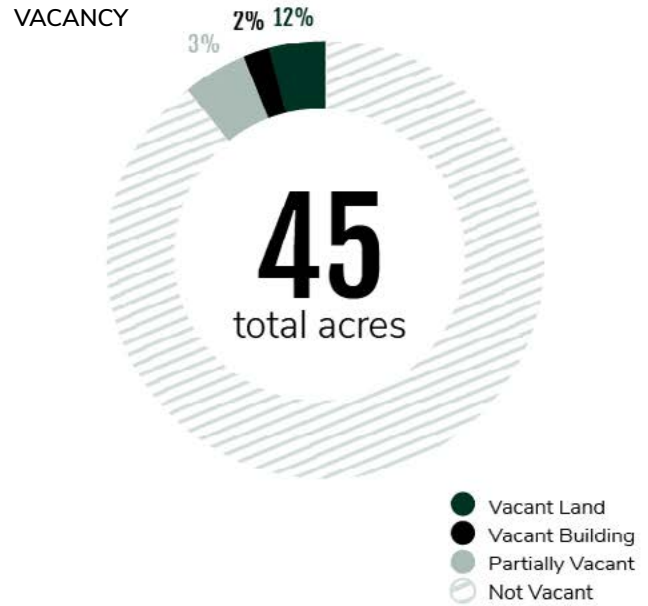
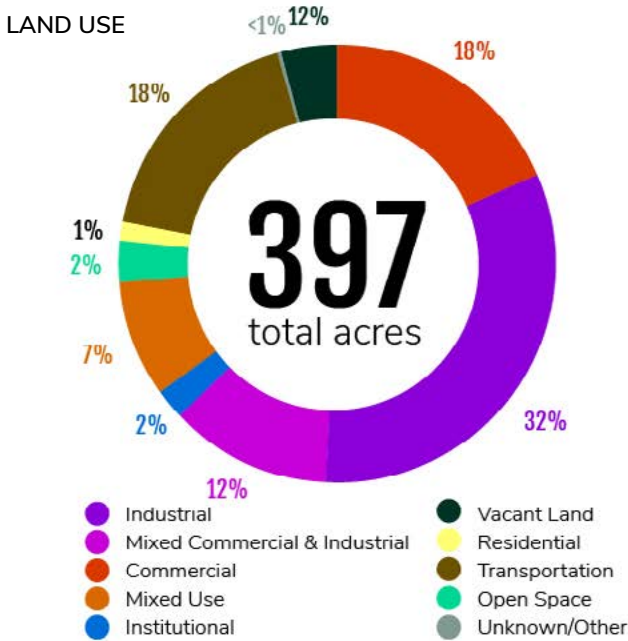
Challenges

- › There is significant development pressure for residential conversion coming from Bay View (south) and Walker's Point (northeast) neighborhoods.
- › Limited mid-sized migration space is available for small, creative firms currently located in the Harbor District are outgrowing their spaces.
- › Turn-key space options are limited. Available spaces require significant redevelopment or remediation, a high cost for smaller businesses.
- › Existing active rail lines pose challenges to development of some parcels. Rail operated by Union Pacific and Canadian Pacific Railway, and a passenger Amtrak route runs through the area.
- › Many of the older industrial buildings in the area are multistory making them particularly challenging to reuse as modern industrial space.
- › Many sites have significant environmental contamination issues such as methane, foundry sand, and operation relics buried on site.
- › There are conflicting ideas for the future of Barclay Street. There has been development pressure from restaurant and entertainment uses, which conflicts with plan goals for this "maker corridor." Buildings that might have housed small manufacturers are transitioning to event venues.

DISTRICT DYNAMICS



DISTRICT LAND USE



Note: "Vacant Building" and "Partially Vacant" represent parcels that fall within any land use category which currently have unoccupied structures.

NUMBER OF VACANT PARCELS GREATER THAN 1 ACRE

6

VACANCY		
Vacant Land	Number of Parcels	Area
Under 1 acre	21	8.6 ac
1 to 5 acres	3	5 ac
5 to 10 acres	2	11.3 ac
10 to 20 acres	0	0 ac
Over 20 acres	1	21 ac
Total	27	46 ac
Vacant Buildings	0	0 sf
Partially Vacant Buildings	3	data not available
For Sale / For Lease / Available	4	590,493 sf

Interface Studio analysis of the Master Property Parcel file, accessed December, 2020, and field observations.

PREVIOUS PLANS

Harbor District Water and Land Use Plan (2018)


- › Supports the development of a water-centric, mixed-use District throughout 6 subdistricts, with Port Milwaukee as a modernized working waterfront, and the water's edge as a walkable amenity for the district and surrounding neighborhoods.
- › Overall strategies include developing centrally-located mixed use areas with access to transit and close to major job centers, encouraging context-sensitive development and walkability, and identifying opportunities for green infrastructure and habitat restoration.
- › The Harbor View and E Greenfield subdistricts will set the tone for future development in the area: Harbor View is envisioned as a mixed live, work and play neighborhood with public space and waterfront access, while E Greenfield Avenue is set to become an employment and recreation hub, building on assets such as Rockwell Automation and UWM School of Freshwater Sciences.

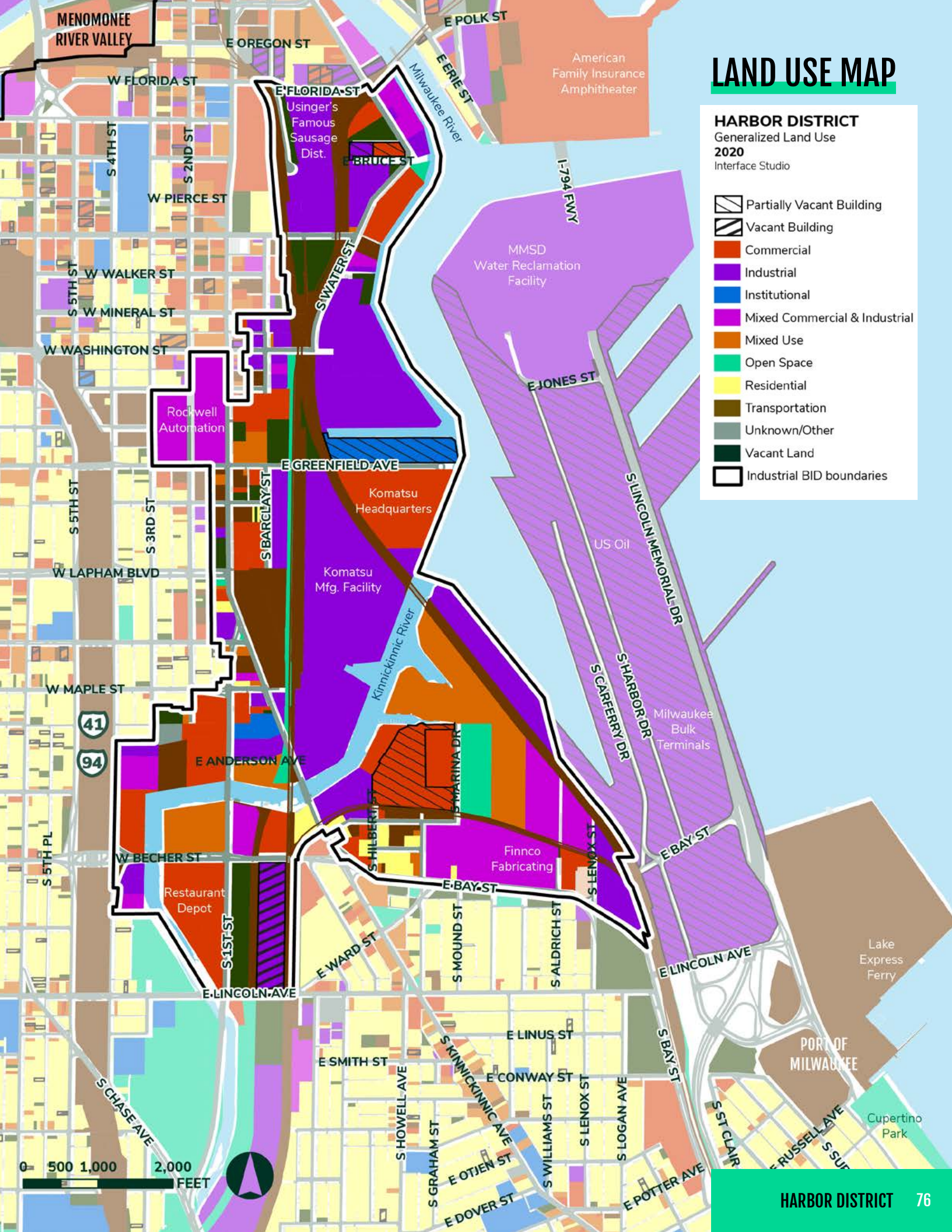
LAND USE MAP

HARBOR DISTRICT

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



EMPLOYMENT PROFILE

TOTAL NUMBER OF BUSINESSES

186

TOTAL NUMBER OF JOBS

4,732

% OF JOBS WITH AN ANNUAL SALARY GREATER THAN \$40,000

72%

LARGEST EMPLOYERS

- › ROCKWELL AUTOMATION
- › LA CAUSA INC
- › WROUGHT WASHER MFG.
- › USINGERS FAMOUS SAUSAGE

EMPLOYMENT		
TYPES OF JOBS	NUMBER	PERCENT
Manufacturing	2,881	60.9%
Construction	448	9.5%
Transportation and Warehousing	420	8.9%
Wholesale Trade	305	6.4%
Administration & Support, Waste Management	120	2.5%
Accommodation and Food Services	116	2.5%
Other Services (excluding Public Administration)	109	2.3%
Retail Trade	104	2.2%
Professional, Scientific, and Technical Services	57	1.2%
Real Estate and Rental and Leasing	53	1.1%
Health Care and Social Assistance	50	1.1%
Arts, Entertainment, and Recreation	31	0.7%
Management of Companies and Enterprises	24	0.5%
Educational Services	8	0.2%
Finance and Insurance	6	0.2%
Jobs without a college degree	1443	30.5%

Source: U.S. Census Bureau, OnTheMap Application and LEHD Origin-Destination Employment Statistics, Primary Jobs Only, 2018.

SURROUNDING COMMUNITY

MEDIAN HOUSEHOLD INCOME OF POPULATION THAT LIVES WITHIN A HALF MILE

\$45,138

UNEMPLOYED POPULATION 16+ THAT LIVES WITHIN A HALF MILE

1,947

- › The Harbor District is surrounded by high-density residential areas, including some popular and gentrifying neighborhoods like Walker's Point, the Third Ward, and Bay View, as well as some of the lowest-income and most diverse neighborhoods in the City.
- › The proximity to attractive neighborhoods with increasing investment is placing pressure on industrial properties. New and recent residential and commercial uses are visible both in the southern portion of the District but also along the western and northern edges.
- › The Harbor District is adjacent to the largest concentration of Latinx households in the City. These neighborhoods, including areas immediately on the west of the District, have extremely high individual poverty rates of over 40%.

PEOPLE WHO LIVE HERE*



PEOPLE WHO WORK HERE **



* Population within a 1/2 mile of the BID, ESRI
 ** Working Population in the BID, Source: U.S. Census Bureau, OnTheMap Application and LEHD Origin-Destination Employment Statistics, Primary Jobs Only, 2018.

INDUSTRIAL USE BY TYPE

HARBOR DISTRICT

Industrial Land Use Types
2020

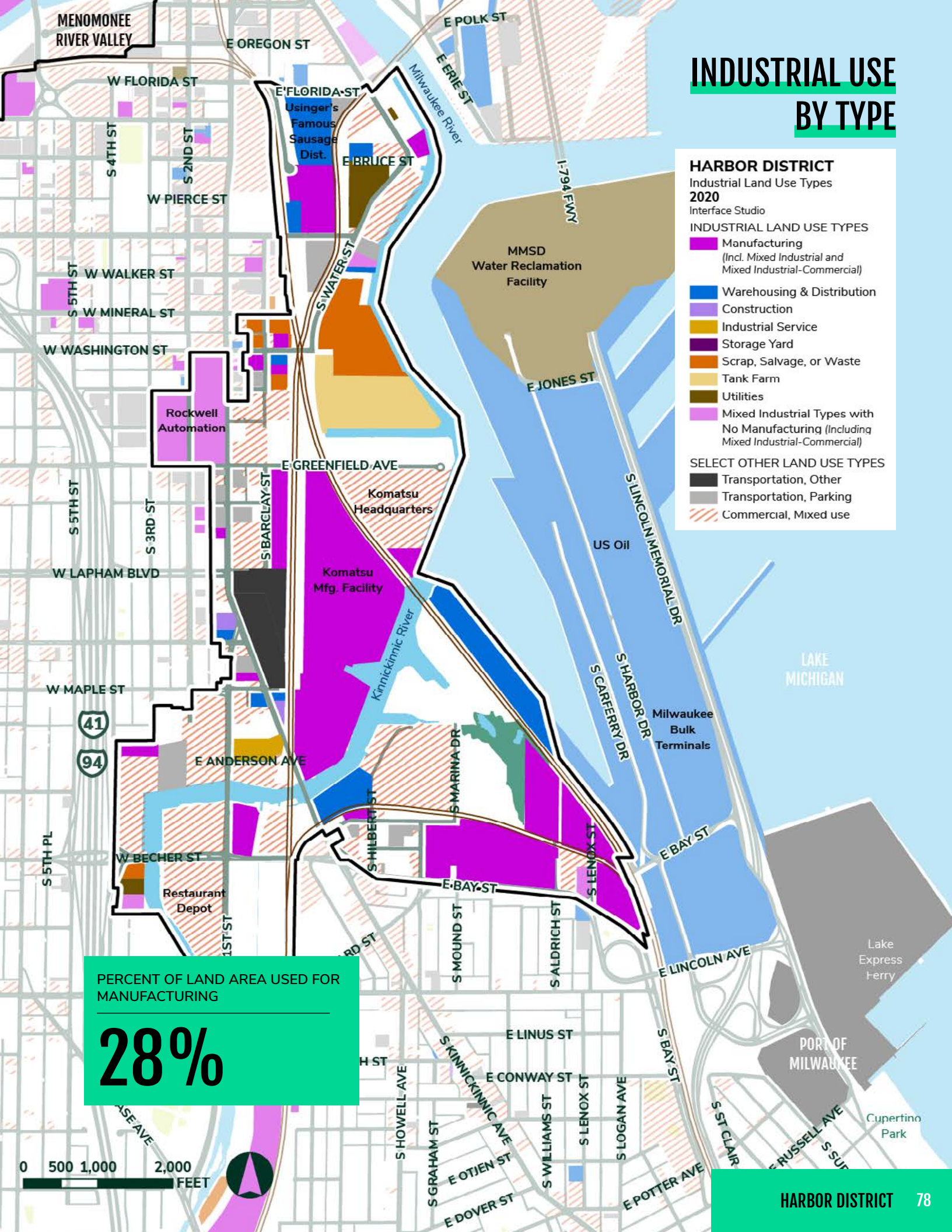
Interface Studio

INDUSTRIAL LAND USE TYPES

- Manufacturing
(Incl. Mixed Industrial and Mixed Industrial-Commercial)
- Warehousing & Distribution
- Construction
- Industrial Service
- Storage Yard
- Scrap, Salvage, or Waste
- Tank Farm
- Utilities
- Mixed Industrial Types with No Manufacturing *(Including Mixed Industrial-Commercial)*

SELECT OTHER LAND USE TYPES

- Transportation, Other
- Transportation, Parking
- Commercial, Mixed use



PERCENT OF LAND AREA USED FOR
MANUFACTURING

28%



RECOMMENDATIONS – HARBOR DISTRICT

Transportation

- Encourage parking structures to serve multiple uses and have active ground floors.
- Encourage new transit investments such as increased bus service, bus rapid transit, streetcar, light rail, or commuter rail in and near the Harbor District and connect to existing transportation networks.
- Explore opportunities for water taxi stops and routes to provide a new way for the public to access waterfront destinations within the Harbor District.
- Maintain or enhance rail connections to Port Milwaukee. Pursue opportunities to restore intermodal service at Jones Island or elsewhere to enhance shipping options for the region. Maintain Over Size Over Weight (OSOW) access to Jones Island via Bay St north of Lincoln Ave. Support efforts to maintain OSOW routes connecting to Port Milwaukee.¹

Marketing & Programming

- Identify opportunities such as the Watermarks initiative to illustrate or illuminate the functionality of utility infrastructure in an effort to educate the community on the importance of water, power, and other utility systems.
- Assist visitors with wayfinding using artistic signage to help reinforce the identity and character of the Harbor District.

Harbor District recommendations build on work completed in the Water and Land Use Plan, November 2017.

Plan References:

¹Water and Land Use Plan, WaLUP Implementation Guide and WaLUP Update (Dec 2019).

²Information on the City of Milwaukee - Department of Public Works page - Kinnickinnic (KK) River Trail - <https://city.milwaukee.gov/dpw/infrastructure/multimodal/Bike-Infrastructure/Trails/KK-River-Trail>

³Milwaukee Estuary Area of Concern - Beneficial Use Impairment Removal Recommendation: Degradation of Aesthetics, Wisconsin Department of Natural Resources Draft 2021.

Public Realm

- Complete the Kinnickinnic River Trail with the goal of creating an uninterrupted, dedicated, and protected bicycle route connecting Bay View to the Hank Aaron State Trail and Oak Leaf Trail. Connect the Kinnickinnic River Trail with surrounding neighborhoods via improved bicycle connections along Pittsburgh, Washington, Maple, and Bay Streets.²
- Create well marked, attractive, and visible access points and wayfinding signage or graphics to all parks, paths, riverwalk, and on the river itself (including exit points and ladders).
- Build out the Harbor District Riverwalk consistent with the adopted Design Standards. The BID could explore opportunities to proactively build some stretches in advance of redevelopment. Target unused railroad spurs for conversion to public shared-use paths, green infrastructure, or other public amenities.
- Explore “naturalizing” hardened shorelines, installing “Habitat Hotels” or other engineered habitat features and restore the habitat in the Grand Trunk area.³
- Use public art for creative screening or to highlight the operations or processes taking place within the properties with outdoor facilities such as the We Energies substation.
- Explore short and long-term public art opportunities for the former grain silos on S Water Street.
- Focus recreational boating (powerboats, sailboats, kayaks, canoes, paddleboards, etc.) on the western shore of the inner harbor and the Mooring Basin and Milwaukee Rivers.

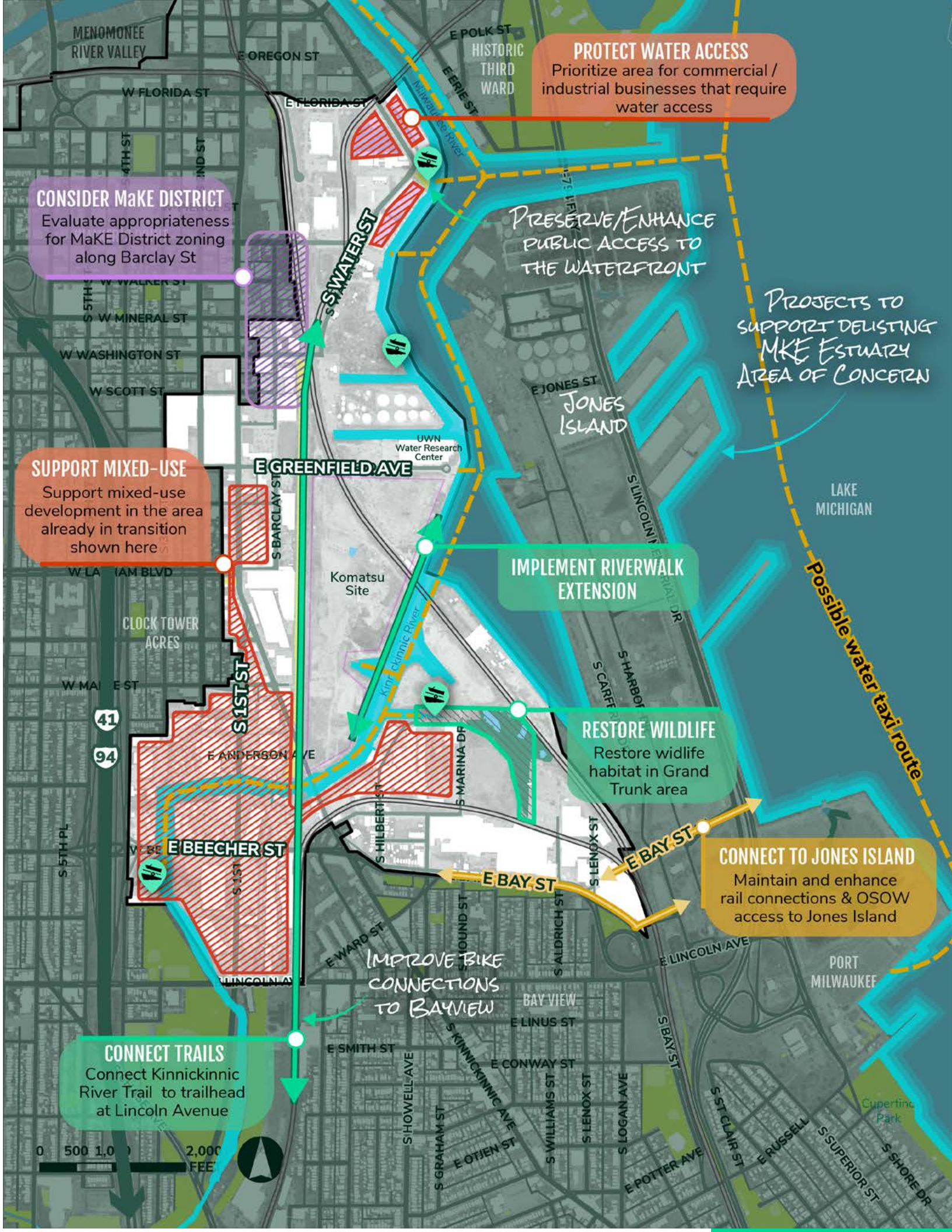
Development

- New industrial buildings should adhere to the Sustainable Design Guidelines currently under development for the Harbor District area.
- Complete projects that will support the delisting of the Milwaukee Estuary Area of Concern, particularly cleanup of contaminated sediments within the Inner Harbor.
- Complete environmental characterization of publicly-owned sites to reduce uncertainty.
- Prioritize uses that involve value added in Milwaukee rather than strictly transloading, to increase the economic impact of the Port.
- Advance the goals of prioritizing space for manufacturers within the Barclay Street “maker corridor,” including considering this area for zoning as a MaKE Zone.

HARBOR DISTRICT

Summary of Recommendations 2021

-  Development and zoning recommendations
-  Development and zoning recommendations related to commercial properties or retail areas
-  Transportation recommendations
-  Public Realm recommendations
-  Location of major gateway
-  Location of scrap, salvage, or outdoor warehousing business
-  Boat / Kayak launch
-  Major trail or riverfront project
-  Residential areas that share a border with industrial properties



PROTECT WATER ACCESS
Prioritize area for commercial / industrial businesses that require water access

CONSIDER MaKE DISTRICT
Evaluate appropriateness for MaKE District zoning along Barclay St

PRESERVE/ENHANCE PUBLIC ACCESS TO THE WATERFRONT

PROJECTS TO SUPPORT DELISTING MKE ESTUARY AREA OF CONCERN

SUPPORT MIXED-USE
Support mixed-use development in the area already in transition shown here

IMPLEMENT RIVERWALK EXTENSION

RESTORE WILDLIFE
Restore wildlife habitat in Grand Trunk area

CONNECT TO JONES ISLAND
Maintain and enhance rail connections & OSOW access to Jones Island

IMPROVE BIKE CONNECTIONS TO BAYVIEW

CONNECT TRAILS
Connect Kinnickinnic River Trail to trailhead at Lincoln Avenue



Possible water taxi route

LAKE MICHIGAN

JONES ISLAND

PORT MILWAUKEE

Cuperfinc Park

HISTORIC THIRD WARD

MENOMONEE RIVER VALLEY

E OREGON ST

W FLORIDA ST

4TH ST

IND ST

E POLK ST

E ERIE ST

E FLORIDA ST

5TH ST

W WALKER ST

W MINERAL ST

W WASHINGTON ST

W SCOTT ST

E GREENFIELD AVE

S BARCLAY ST

W LA SALLE BLVD

CLOCK TOWER ACRES

W MAINE ST

41

94

S 1ST ST

E ANDERSON AVE

E BEECHER ST

S 1ST ST

S 1ST ST

S 1ST ST

S 1ST ST

S 1ST ST

S 1ST ST

S 1ST ST

S 1ST ST

S 1ST ST

S 1ST ST

S 1ST ST

S 1ST ST

Komatsu Site

Kinnickinnic River

S HILBERT ST

S MARINA DR

E BAY ST

S LENOX ST

E BAY ST

E WARD ST

E FOUND ST

BAY VIEW

E LINUS ST

E SMITH ST

S HOWELL AVE

E CONWAY ST

S KINNICKINNIC AVE

E OTJEN ST

S GRAHAM ST

S WILLIAMS ST

S LENOX ST

S LOGAN AVE

S BAY ST

E POTTER AVE

S ST CLAIR ST

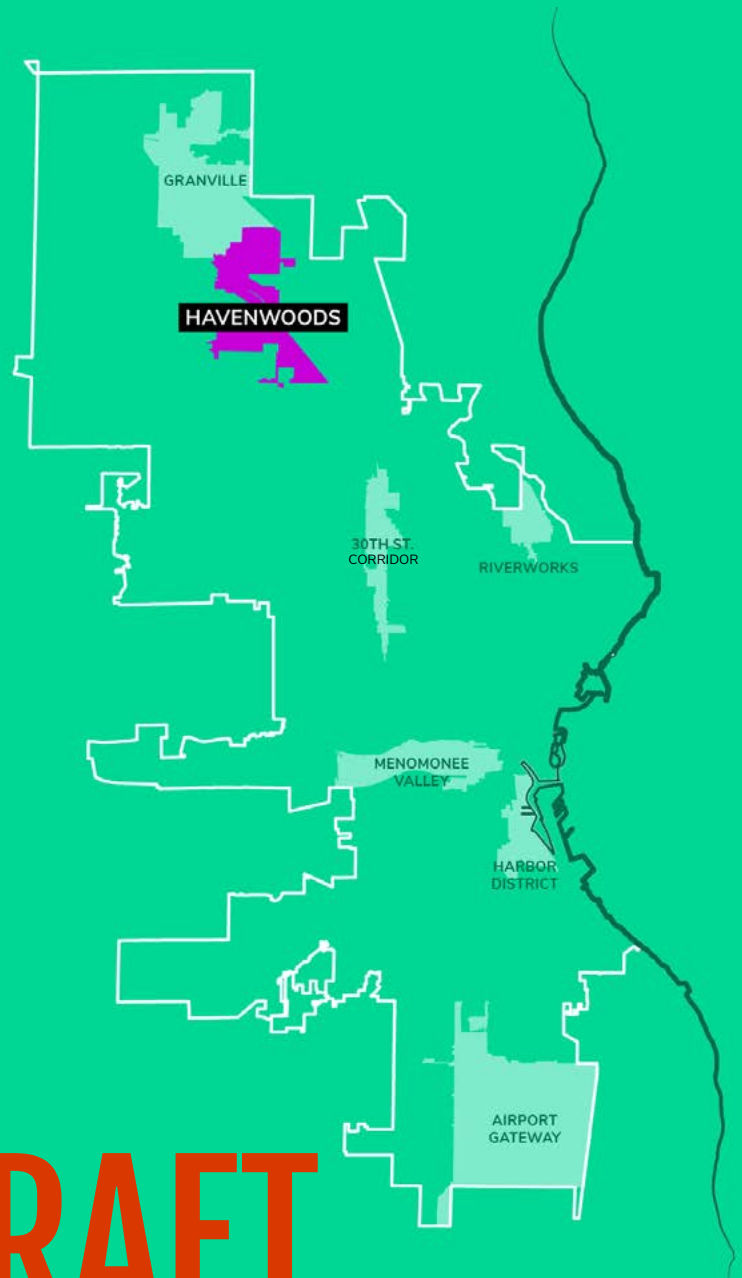
E RUSSELL

S SUPERIOR ST

S SHORE DR

MILWAUKEE INDUSTRIAL LAND ANALYSIS DISTRICT PROFILES

HAVENWOODS



DRAFT

INDUSTRIAL DISTRICT PROFILES

JULY 2021

DISTRICT BY THE NUMBERS

HAVENWOODS- BID#31

KNOWN AS:
A HAVEN FOR BUSINESSES

PARCEL AREA (ACRES)

1,335

Source: City of Milwaukee Land Use data, 2020

OF BUSINESSES

294

Source: Infogroup, 2020

TOTAL # OF EMPLOYEES

4,684

Source: U.S. Census Bureau, OnTheMap, 2018

EMPLOYMENT DENSITY

4

 EMPLOYEES
PER ACRE

% INDUSTRIAL ZONED LAND

49%

Overview

The Havenwoods BID is an eclectic mix of businesses ranging from large scale metal bending to enzyme production. The 294 businesses located in the Havenwoods BID are a microcosm of the diversity within the "industrial business" category. The Havenwoods area was annexed into the City of Milwaukee in the 1960s and is comprised of industrial and commercial activity stretched along major roads and rail lines. In between are distinct pockets of different residential communities. Many industrial areas within the BID are comprised of larger industrial complexes. In recent years, Havenwoods has had strong industrial business retention but suffers from high commercial vacancy, a challenge shared by Granville BID to the north.

Havenwoods (BID #31), managed by Havenwoods Neighborhood Partnership, is highly engaged and committed to revitalization of the surrounding neighborhood. The Havenwoods BID has also fostered unique workforce development program partnerships, including one with the MATC "Jobs Up" program to encourage business owners to upskill their incumbent worker force to get them on a career trajectory and bring MATC students into apprenticeships in local businesses.

Assets & Opportunities

- › The opportunities are in smaller spaces. There is an opportunity for smaller industrial sites to be reinvented to create new spaces for up-and-coming companies. Larger sites are limited and many have already been sold for non-industrial uses.
- › The state's largest Asian Public Market is located in the Havenwoods BID. This market is looking to make a major expansion in the District.
- › Havenwoods Neighborhood Partnership is a high capacity, community focused organization with strong connections to the local community.
- › The BID is adjacent to the Havenwoods State Forest, a 237 acre urban forest and unique local amenity.

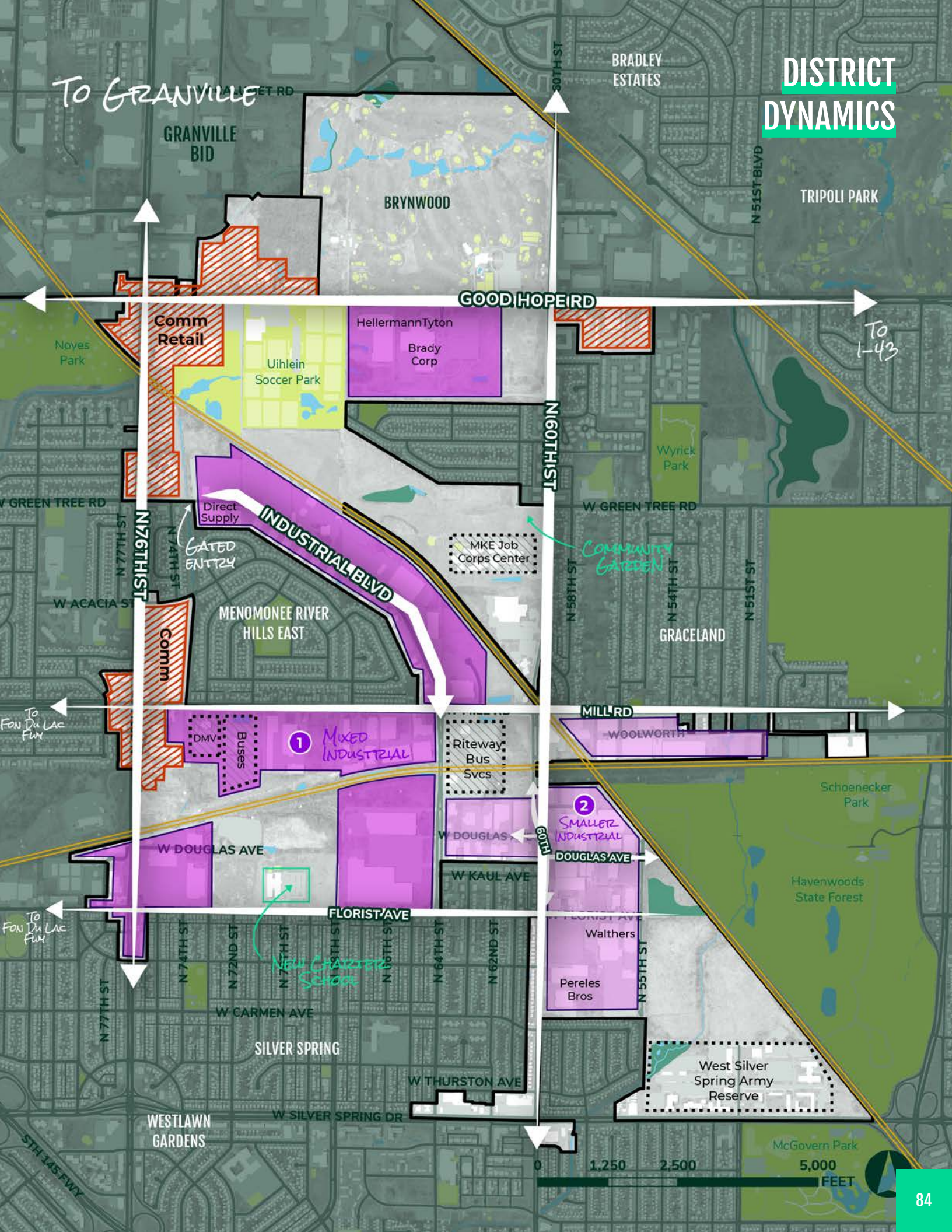
Challenges

- › Decline of retail has left high commercial vacancy in the District. Some of the big box spaces have been repurposed for distribution-type businesses, but many remain empty.
- › Large parcels are under development pressure from large churches, schools, and other similar non-industrial, institutional uses and programs. These uses have an interest in the clean, vacant land available in the District.
- › Companies that are doing well and looking to grow are often landlocked. There is a need for help with site assembly and relocation to retain businesses in the District as they grow.
- › Some available buildings are challenging for companies to repurpose. Many existing buildings have restrictive ceiling heights or limited electrical services which limit their redevelopment viability, particularly for larger businesses.

DISTRICT DYNAMICS

To GRANVILLE

To L43



GRANVILLE BID

BRYNWOOD

BRADLEY ESTATES

TRIPOLI PARK

GOOD HOPE RD

Comm Retail

HellermannTyton
Brady Corp

Uihlein Soccer Park

Noyes Park

N 51ST ST

N 74TH ST

Direct Supply

INDUSTRIAL BLVD

MKE Job Corps Center

COMMUNITY GARDEN

W ACACIA ST

MENOMONEE RIVER HILLS EAST

GRACELAND

Comm

To FON DU LAC FWM

DMV
Buses

1 MIXED INDUSTRIAL

Riteway Bus Svcs

MILL RD

WOOLWORTH

W DOUGLAS AVE

60TH

2 SMALLER INDUSTRIAL

DOUGLAS AVE

Schoenecker Park

To FON DU LAC FWM

FLORIST AVE

W KAUL AVE

Walthers

Havenwoods State Forest

N 77TH ST

N 74TH ST

N 72ND ST

N 70TH ST

N 68TH ST

N 66TH ST

N 64TH ST

N 62ND ST

W CARMEN AVE

W FLORIST AVE

W SILVER SPRING DR

SILVER SPRING

W THURSTON AVE

West Silver Spring Army Reserve

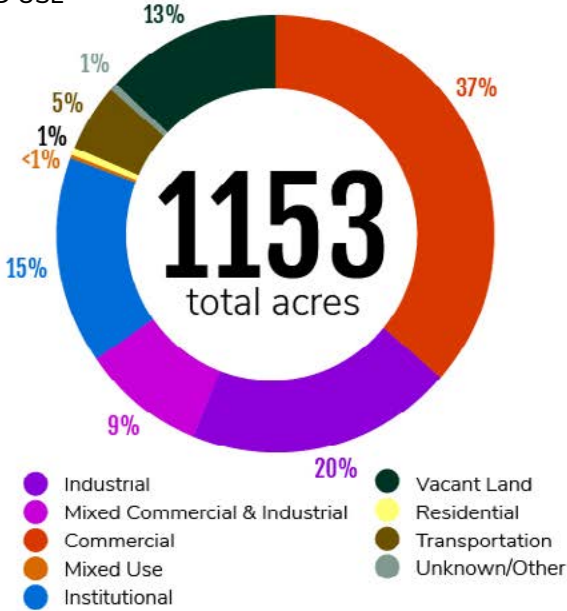
WESTLAWN GARDENS

McGovern Park

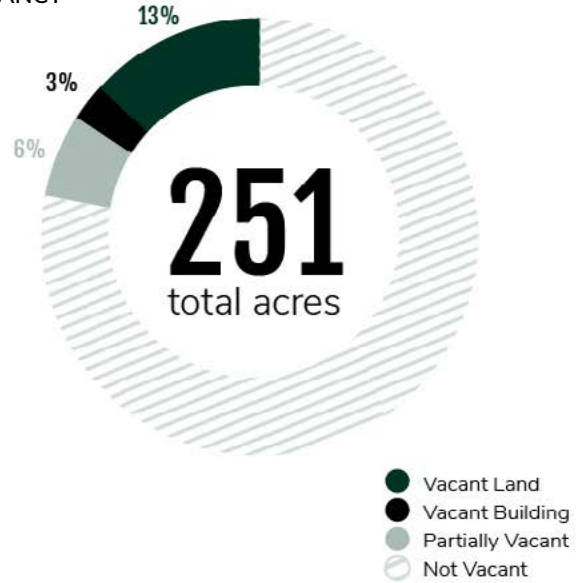


DISTRICT LAND USE

LAND USE



VACANCY



Note: "Vacant Building" and "Partially Vacant" represent parcels that fall within any land use category which currently have unoccupied structures.

NUMBER OF VACANT PARCELS GREATER THAN 1 ACRE

20

VACANCY		
Vacant Land	Number of Parcels	Area
Under 1 acre	12	5.4 ac
1 to 5 acres	8	17.6 ac
5 to 10 acres	8	55.3 ac
10 to 20 acres	3	49.3 ac
Over 20 acres	1	20.6 ac
Total	32	148 ac
Vacant Buildings	8	458,954 sf
Partially Vacant Buildings	7	data not available
For Sale / For Lease / Available	6	592,098 sf

Interface Studio analysis of the Master Property Parcel file, accessed December, 2020, and field observations.

PREVIOUS PLANS

Northwest Side Area Plan (2008)

- › The Northwest Side Planning Area is the largest in the City of Milwaukee, encompassing 16,902 acres of land.
- › Recommendations favor adaptive reuse and traditional neighborhood redevelopment, particularly owner-occupied single family residential and mixed use development around Granville Station, as well as industrial development.
- › Civic and cultural amenities should be reintroduced to serve and attract people to the neighborhood.

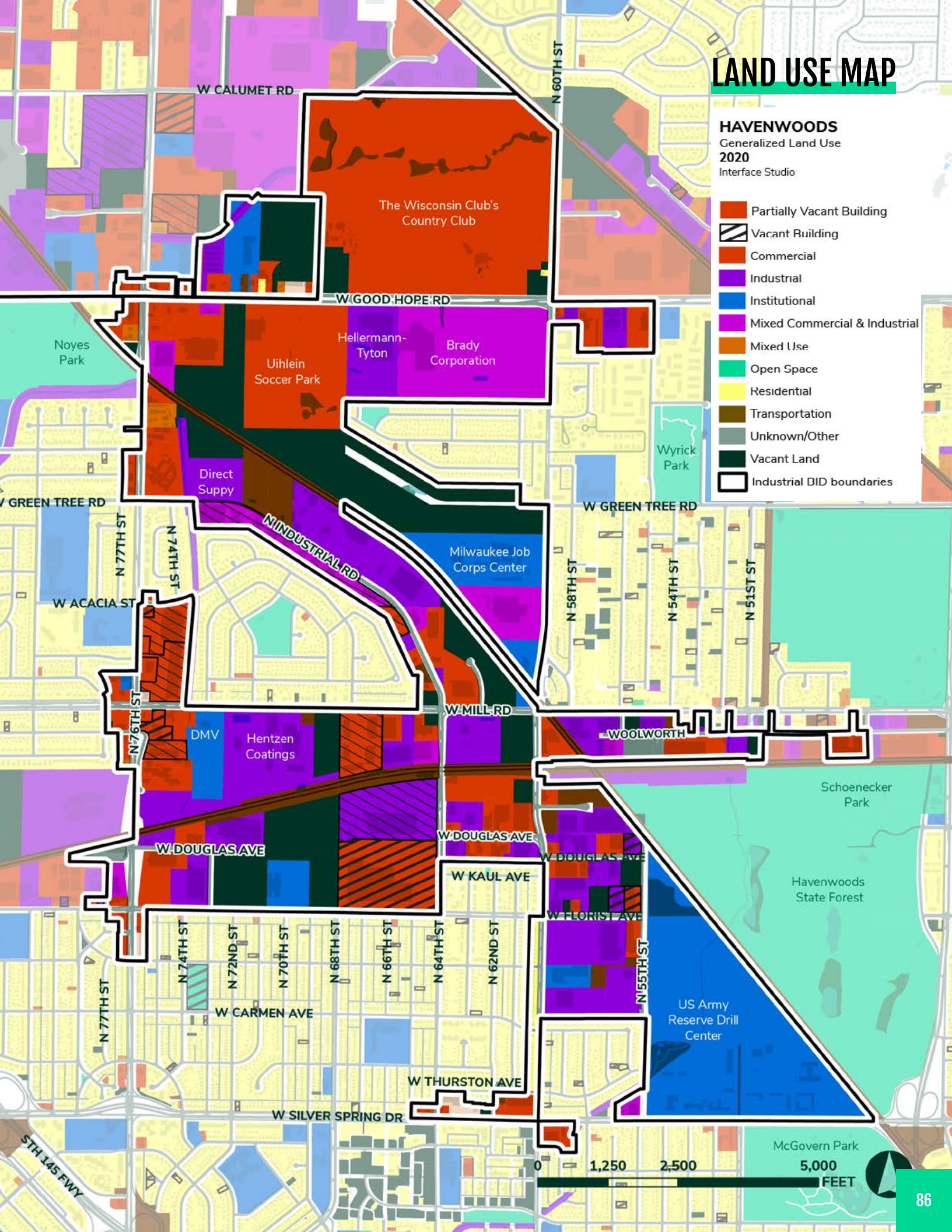
Havenwoods Neighborhood Plan & Public Realm Improvements (2006)

- › The Havenwoods Neighborhood Plan provided guidelines for the revitalization of the district as a vibrant and welcoming urban area while balancing a mix of uses.
- › Improvement areas included improving quality of life, bolstering neighborhood pride, increasing property values, enabling sustainable growth, and marketing Havenwoods as a great neighborhood to live, work, and play.

LAND USE MAP

HAVENWOODS
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



EMPLOYMENT PROFILE

TOTAL NUMBER OF BUSINESSES

294

TOTAL NUMBER OF JOBS

4,864

% OF JOBS WITH AN ANNUAL SALARY GREATER THAN \$40,000

44.5%

LARGEST INDUSTRIAL EMPLOYERS

- › BRADY CORP
- › DIRECT SUPPLY INC
- › ELECTROMARK
- › HENTZEN COATINGS
- › HELLERMANTYTON

EMPLOYMENT		
TYPES OF JOBS	NUMBER	PERCENT
Manufacturing	1,546	31.8%
Transportation and Warehousing	775	15.9%
Health Care and Social Assistance	519	10.7%
Retail Trade	389	8.0%
Professional, Scientific, and Technical Services	370	7.6%
Wholesale Trade	313	6.4%
Accommodation and Food Services	251	5.2%
Other Services (excluding Public Administration)	224	4.6%
Administration & Support, Waste Management	143	2.9%
Arts, Entertainment, and Recreation	126	2.6%
Educational Services	91	1.9%
Construction	49	1.0%
Real Estate and Rental and Leasing	44	0.9%
Finance and Insurance	22	0.5%
Jobs without a college degree	1806	37%

Source: U.S. Census Bureau, OnTheMap Application and LEHD Origin-Destination Employment Statistics, Primary Jobs Only, 2018.

SURROUNDING COMMUNITY

MEDIAN HOUSEHOLD INCOME OF POPULATION THAT LIVES WITHIN A HALF MILE

\$38,200

UNEMPLOYED POPULATION 16+ THAT LIVES WITHIN A HALF MILE

2,447

- › The Havenwoods BID is surrounded by residential neighborhoods including Silver Spring, Wyrick Park, Graceland, and McGovern Park.
- › Old North Milwaukee is a neighborhood southeast of the BID with a well-known retail district along Villard Avenue with historical significance.
- › The racial composition of the Havenwoods BID and surrounding neighborhoods is not reflective of the local workforce. This indicates that much of the local workforce is commuting from outside the local area.

PEOPLE WHO LIVE HERE*



PEOPLE WHO WORK HERE **



* Population within a 1/2 mile of the BID, ESRI
** Working Population in the BID, Source: U.S. Census Bureau, OnTheMap Application and LEHD Origin-Destination Employment Statistics, Primary Jobs Only, 2018.

INDUSTRIAL USE BY TYPE

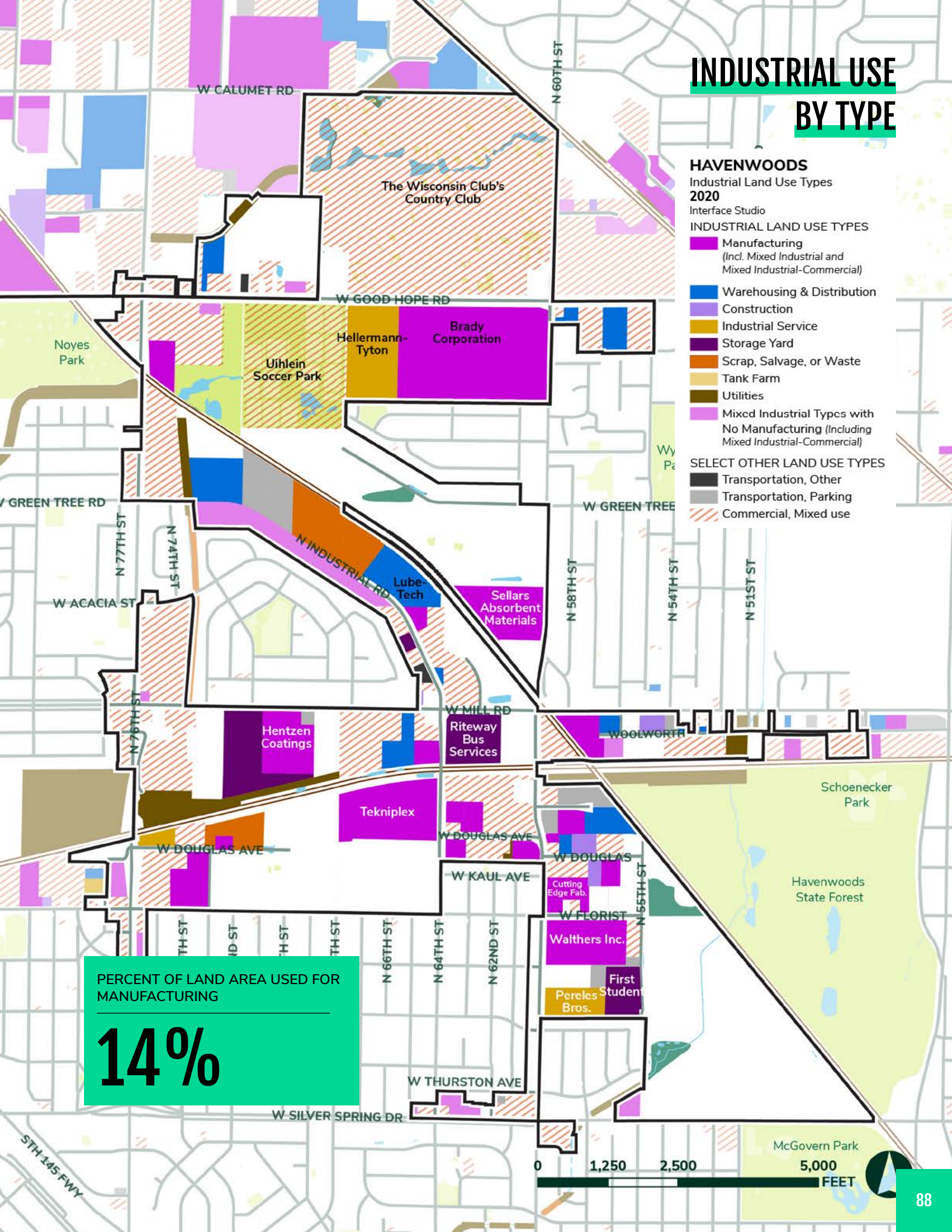
HAVENWOODS

Industrial Land Use Types
2020

Interface Studio

INDUSTRIAL LAND USE TYPES

- Manufacturing
(Incl. Mixed Industrial and Mixed Industrial-Commercial)
 - Warehousing & Distribution
 - Construction
 - Industrial Service
 - Storage Yard
 - Scrap, Salvage, or Waste
 - Tank Farm
 - Utilities
 - Mixed Industrial Types with No Manufacturing (Including Mixed Industrial-Commercial)
- SELECT OTHER LAND USE TYPES**
- Transportation, Other
 - Transportation, Parking
 - Commercial, Mixed use



PERCENT OF LAND AREA USED FOR
MANUFACTURING

14%



RECOMMENDATIONS – HAVENWOODS

Transportation

- Enhance public transit to provide alternative modes of transportation to the area employees.
- Design streetscape improvements for N 76th Street.
- Provide dedicated bike paths throughout the BID.
- Create new gateways and improve intersections to key business parks within Havenwoods including Industrial Rd, the Green Tree redevelopment site, 73rd Street and Florist Avenue development opportunity and development opportunities along W Mill Road between N 60th and N 64th Streets.¹

Marketing & Programming

- Real estate brokers specializing in retail tenants could be identified to benefit Havenwoods businesses, including distribution of marketing information.
- Provide gateways, wayfinding/directional signage.
- Pursue cooperative job training programs for existing and prospective employees.

Havenwoods recommendations build on work completed in the Havenwoods Neighborhood Plan & Public Realm Improvements, Havenwoods Economic Development Corporation (January 2006).

Plan References:

¹Reference Map 8: Neighborhood Plan illustrating Priority Projects, Page 23

²Reference Map 4: Land Use Issues, Page 6

³Reference Map 6: Utilities, Page 10

Public Realm










- Encourage transitional uses and/or landscaping that functions as a buffer between less compatible uses.
- Coordinate with Neighborhood Improvement District (NID) efforts to improve residential edges bordering industrial uses.²
- Provide gateways, wayfinding/directional signage. Consider an identifying marker for the district to be placed at key intersections.
- Integrate new lighting to improve safety and night time presence of the district.
- Enhance streets throughout the BID with improved landscaping, maintenance, and desired street furniture.
- Improve the character along W Mill Road, W Florist Avenue and N 60th Street. Coordinate improvements with the Choice Neighborhood Grant Area.
- Integrate public art on major overpasses.
- Integrate a linked system of trails through Havenwoods. Create stronger connections between area recreational amenities like the Havenwoods State Forest.
- Create additional recreational activities and outlets for area employees.

Development

- Create a new high quality urban business park and encourage diverse-use development for the Green Tree Redevelopment Project.
- Develop N 73rd Street and Florist Avenue as a new business park.
- Develop W Mill Road between N 60th Street and N 64th Street as a new business park. Encourage diverse-use development at the district core.
- Work with commercial property owners along W Silver Spring Road between N 60th and N 64th Streets in the Westlawn Choice Neighborhood to fill vacant storefronts, upgrade signage and landscaping, and support façade improvements.
- Market access to Sprint Fiber Optic lines through the Havenwoods area. Sprint Fiber Optic network follows railway corridors through the BID.³
- Pursue creation of a joint or cooperative employee health care facility for area employees.

HAVENWOODS

Summary of Recommendations 2021

-  Development and zoning recommendations
-  Development and zoning recommendations related to commercial properties or retail areas
-  Transportation recommendations
-  Public Realm recommendations
-  Location of major gateway
-  Location of scrap, salvage, or outdoor warehousing business
-  Boat / Kayak launch
-  Major trail or riverfront project
-  Residential areas that share a border with industrial properties

To
L-43

ENHANCE STREETScape

Streetscape improvements for 76th Street

IMPROVE CHARACTER

Improve character along W Mill Rd, W Florist Ave and N 60th St.

DIVERSIFY USES

Encourage diverse-use development for Green Tree Redevelopment Project

NEW BUSINESS PARK

Create a new diverse-use business park at West Mill Rd between 60th and 64th

NEW BUSINESS PARK

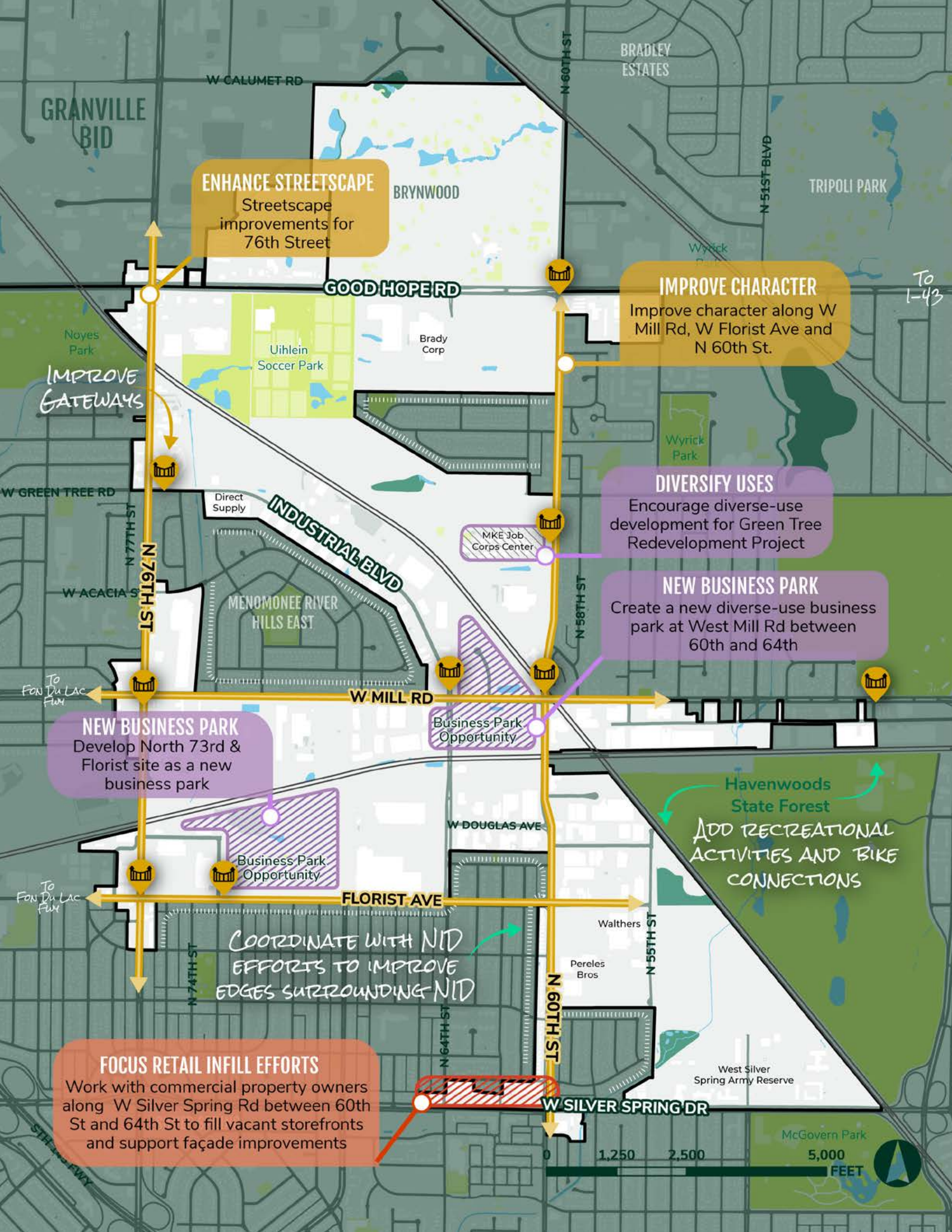
Develop North 73rd & Florist site as a new business park

COORDINATE WITH NID EFFORTS TO IMPROVE EDGES SURROUNDING NID

FOCUS RETAIL INFILL EFFORTS

Work with commercial property owners along W Silver Spring Rd between 60th St and 64th St to fill vacant storefronts and support façade improvements

Havenwoods State Forest
ADD RECREATIONAL ACTIVITIES AND BIKE CONNECTIONS



GRANVILLE BID

W CALUMET RD

BRYNWOOD

BRADLEY ESTATES

TRIPOLI PARK

ENHANCE STREETScape

Streetscape improvements for 76th Street

GOOD HOPE RD

IMPROVE CHARACTER

Improve character along W Mill Rd, W Florist Ave and N 60th St.

IMPROVE GATEWAYS

Noyes Park

Uihlein Soccer Park

Brady Corp

Wyrick Park

Wyrick Park

W GREEN TREE RD

Direct Supply

INDUSTRIAL BLVD

MKE Job Corps Center

W ACACIA ST

MENOMONEE RIVER HILLS EAST

NEW BUSINESS PARK

Create a new diverse-use business park at West Mill Rd between 60th and 64th

N 76TH ST

To Fond Du Lac Fwy

W MILL RD

Business Park Opportunity

NEW BUSINESS PARK

Develop North 73rd & Florist site as a new business park

Business Park Opportunity

W DOUGLAS AVE

Havenwoods State Forest

ADD RECREATIONAL ACTIVITIES AND BIKE CONNECTIONS

To Fond Du Lac Fwy

FLORIST AVE

COORDINATE WITH NID EFFORTS TO IMPROVE EDGES SURROUNDING NID

FOCUS RETAIL INFILL EFFORTS

Work with commercial property owners along W Silver Spring Rd between 60th St and 64th St to fill vacant storefronts and support façade improvements

Walthers

Pereles Bros

N 55TH ST

West Silver Spring Army Reserve

W SILVER SPRING DR

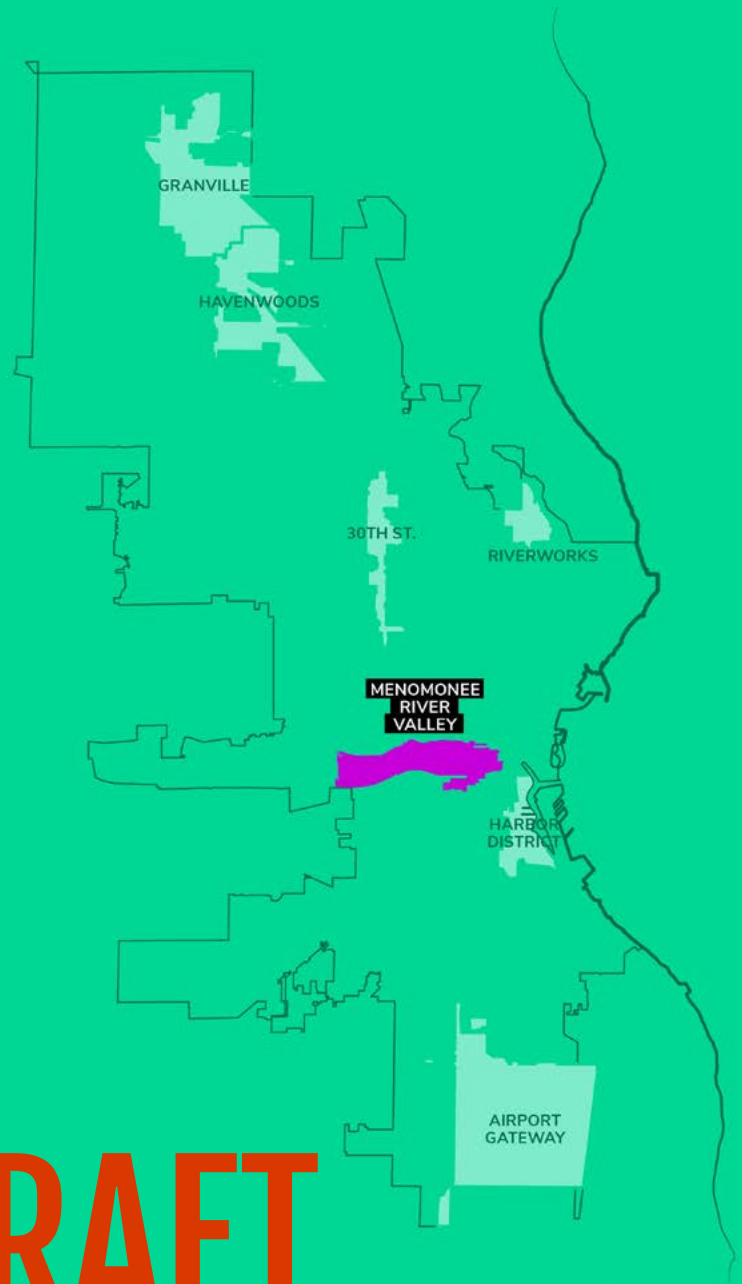
McGovern Park

0 1,250 2,500 5,000 FEET



MILWAUKEE INDUSTRIAL LAND ANALYSIS DISTRICT PROFILES

MENOMONEE RIVER VALLEY



DRAFT

DRAFT INDUSTRIAL DISTRICT PROFILES

JUNE 2021

DISTRICT BY THE NUMBERS

MENOMONEE RIVER VALLEY - BID#26

KNOWN AS:

"An eclectic urban district where industry, entertainment experiences, outdoor exploration, and nature thrive."

- the Valley Website

PARCEL AREA (ACRES)

763

Source: City of Milwaukee Land Use data, 2020

OF BUSINESSES

220

Source: Infogroup, 2020

TOTAL # OF EMPLOYEES

11,514

Source: U.S. Census Bureau, OnTheMap, 2018

EMPLOYMENT DENSITY

15

 EMPLOYEES
PER ACRE

% INDUSTRIAL ZONED LAND

78%

Overview

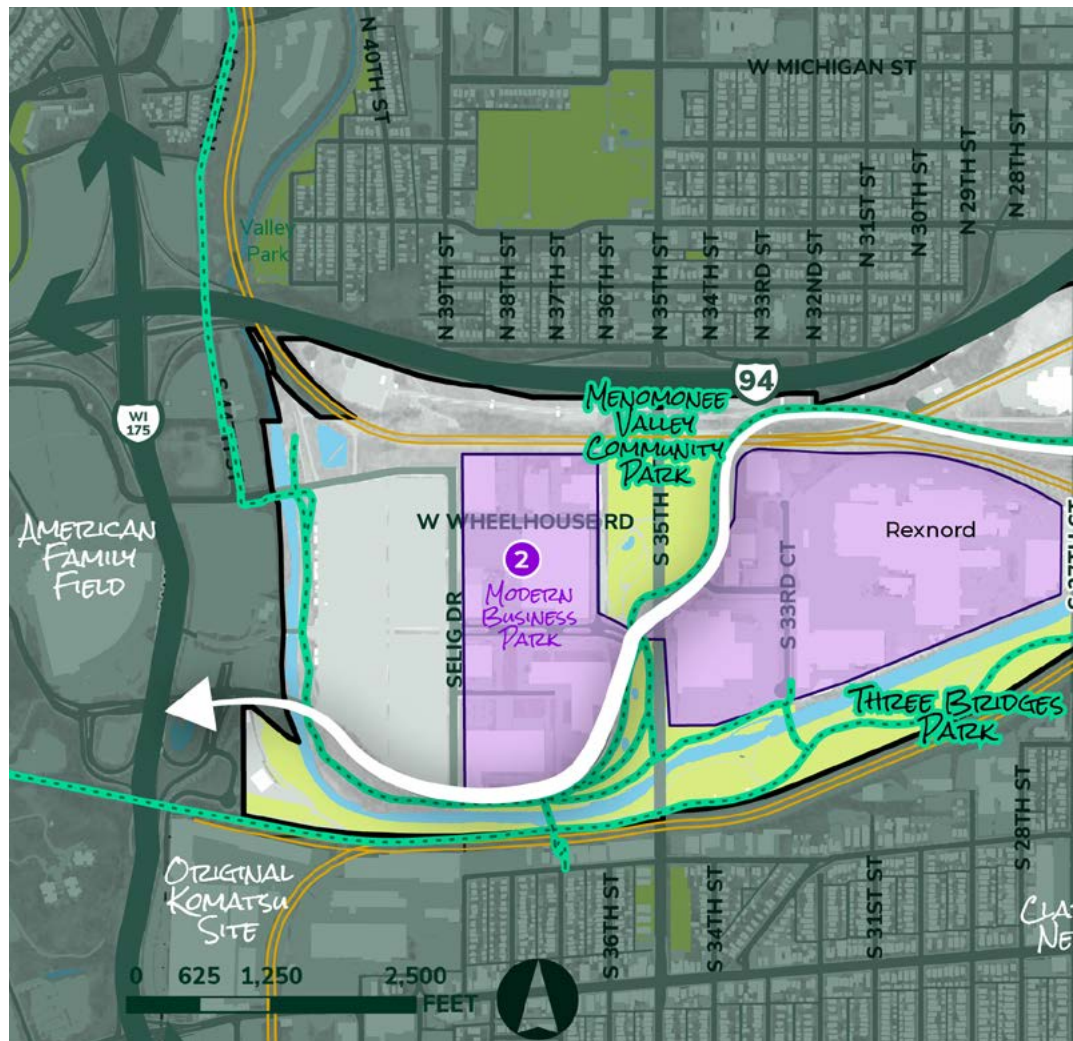
The Menomonee River Valley ("the Valley") BID extends in the low land area along the Menomonee River, and is the closest industrial BID to Downtown and the Third Ward. Of the 7 industrial BIDs, the Valley sets a new standard for blending recreation, environmental remediation and preservation in the context of industrial development. Some of the newer manufacturers in the area, like Rishi Tea, have invested in industrial buildings with attractive facades and landscape elements making the central industrial business district feel distinct from the rest of the district.

The Valley is home to the St. Paul Avenue Design District manufacturers - a strip of home product manufactures and suppliers with street facing showrooms. The BID is also home to some of the largest entertainment destinations in Wisconsin. Potawatomi Hotel and Casino as well as the Harley-Davidson Museum and American Family Field (formerly Miller Park) attract millions of visitors to the area annually. In recent years

the Valley has experienced development requests for more commercial uses.

Significant investment has been made in local landscape, waterway remediation, and trail networks. Visitors can enjoy recreational offerings including access to the Menomonee River, the Hank Aaron State Trail, Three Bridges Park, and Menomonee Valley Community Park. Historically a marsh with low elevation that has been filled and supported 150 years of heavy industrial use, many sites in the area have soft soil issues and environmental contamination issues which pose challenges to new development of more commercial uses. While there is no residential property with the BID, interest has risen in developing residential property in the Valley BID in recent years.

The Valley BID expanded in recent years to the south of the South Menomonee and Burnham Canals to include businesses along Virginia, Bruce, and Pierce Streets. This diverse group of businesses have direct street connections to residential areas to the south.

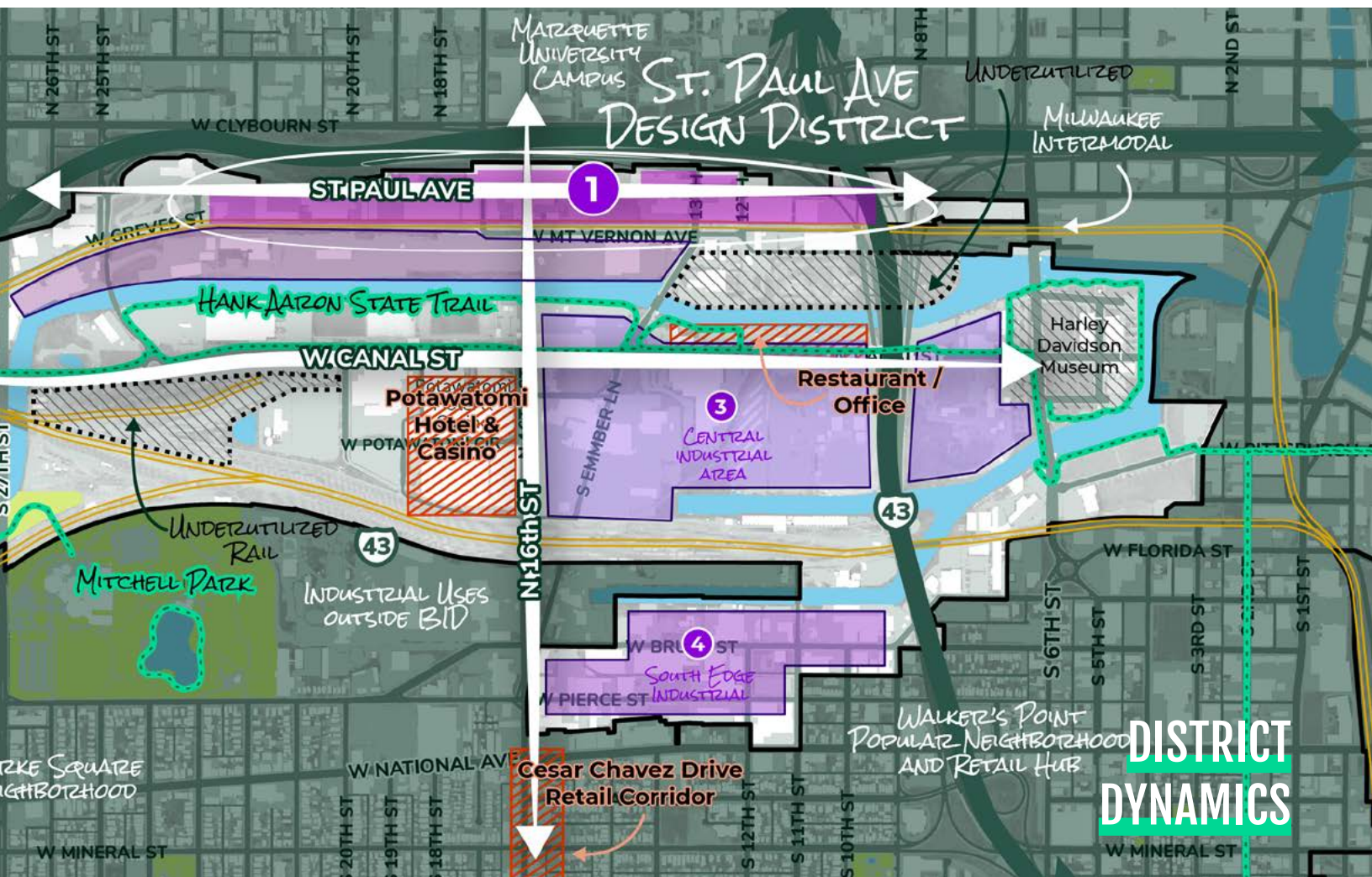


Assets & Opportunities

- › The Valley's central location offers access to the local workforce; close proximity to the highway; proximity to Downtown and Third Ward.
- › There is a unique blend of recreation and industry and major destinations draw visitors and tourism to the area.
- › The Milwaukee Riverwalk will be extended into the Valley as redevelopment occurs in the coming years.
- › There is no residential property in district thereby protecting existing industrial businesses, however, there is growing interest in residential development to take advantage of the area's assets.
- › The South Menomonee Canal (Burnham Canal) will be restored to wetlands to improve animal habitat and aesthetics along the waterway.
- › The look and feel of the Valley is desirable to a green/sustainable business market - new businesses have demonstrated a commitment to sustainable development.

Challenges

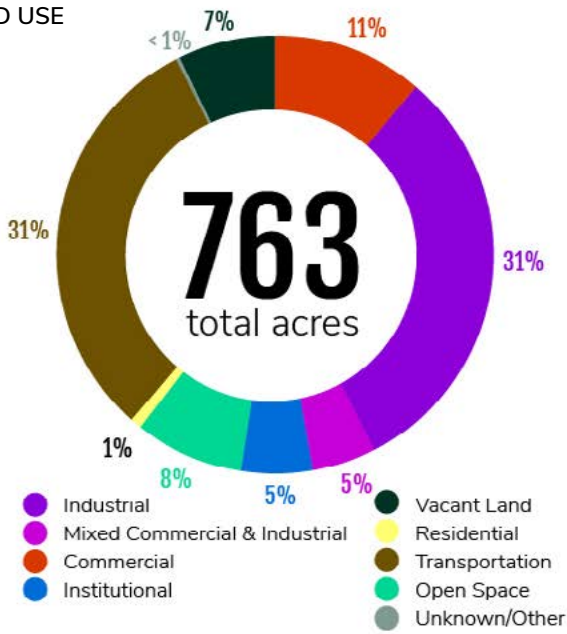
- › Soil stability varies across the Valley. Structural stabilization is needed which significantly increases the development cost particularly for small businesses.
- › There is insufficient local drainage, significant stormwater challenges and floodplain issues throughout the Valley. FEMA's regulatory floodplain maps impact insurance costs for some businesses, and long-term floodplain mitigation strategies are still to be determined.
- › Large, underutilized parcels along the north edge of the District are disconnected and difficult to access. New roadways and other infrastructure investments will be needed to facilitate redevelopment in this area.
- › Vacant parcels at the south end of the BID are smaller than 1 acre and bring added environmental concerns due to prior uses.
- › Public transit is limited to bus stops along 6th Street and the viaducts over the Valley - 16th, 27th, and 35th Street - which require taking a staircase to the Valley floor and walking from there. The rail line south of St. Paul is the main line for freight and is planned to be converted by 2023 for Amtrak use only.
- › Employees traveling from the Near West Side note that getting to jobs in the Valley - across the highway, railroad, and river - is challenging.
- › There is simply not much land available left for redevelopment and the majority of the properties that are currently empty or underutilized are costly to rehabilitate.
- › There is pressure along Pierce and Bruce for non-manufacturing uses, particularly entertainment and housing.



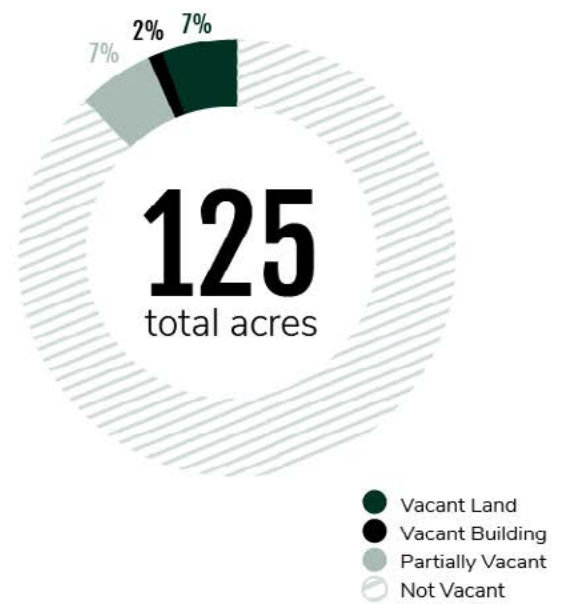
DISTRICT DYNAMICS

DISTRICT LAND USE

LAND USE



VACANCY

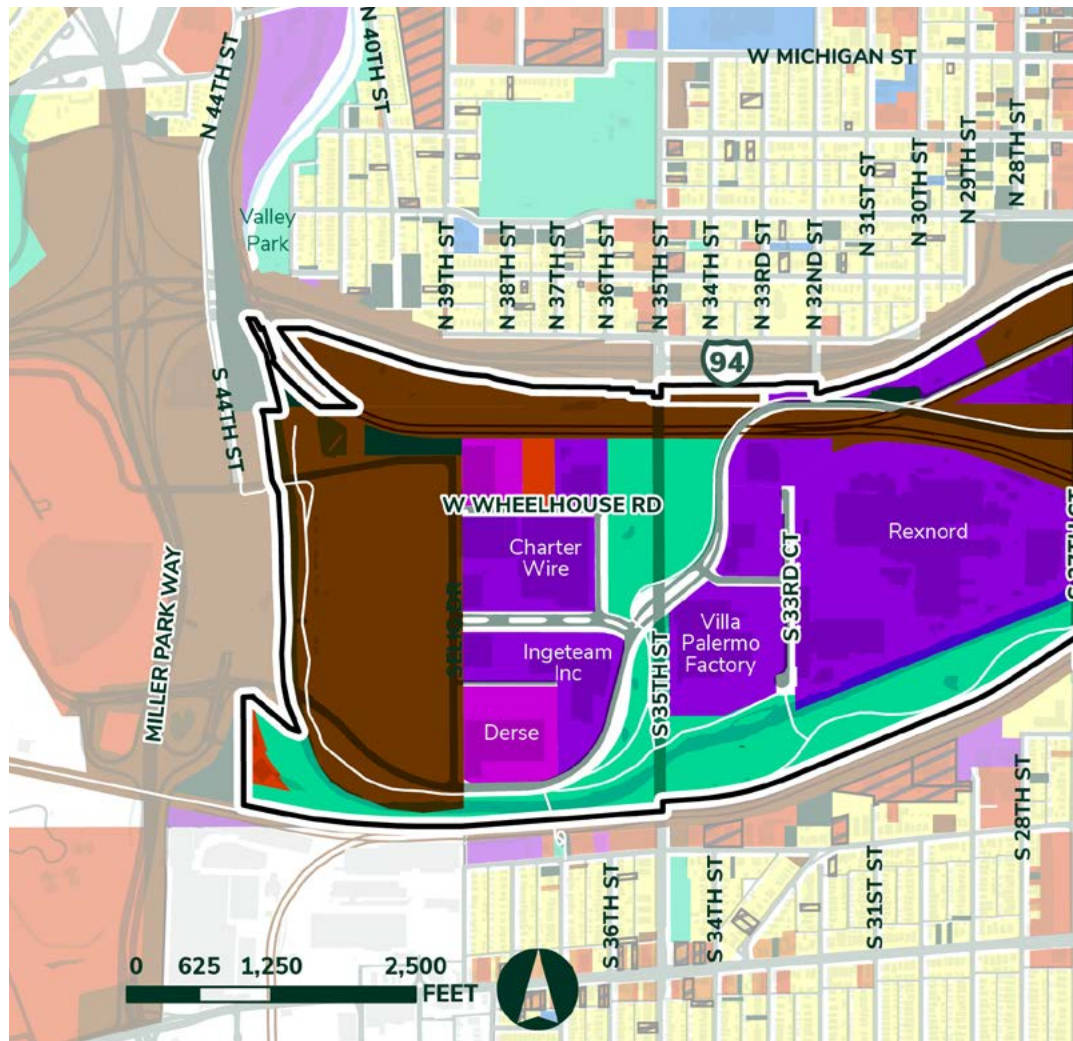


Note: "Vacant Building" and "Partially Vacant" represent parcels that fall within any land use category which currently have unoccupied structures.

MENOMONEE VALLEY

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



VACANCY		
Vacant Land	Number of Parcels	Area
Under 1 acre	17	4.8 ac
1 to 5 acres	13	30 ac
5 to 10 acres	3	19.3 ac
10 to 20 acres	0	0 ac
Over 20 acres	0*	0 ac*
Total	33	54 ac
Vacant Buildings	8	107,292
Partially Vacant Buildings	3	data not available
For Sale / For Lease / Available	3	277,509 sf

NUMBER OF VACANT PARCELS
GREATER THAN 1 ACRE

19

Source: Interface Studio analysis of the Master Property Parcel file, accessed December, 2020, and field observations.

* One 22 acre parcel owned by We Energies will be available soon, but was not listed at the time of this analysis.

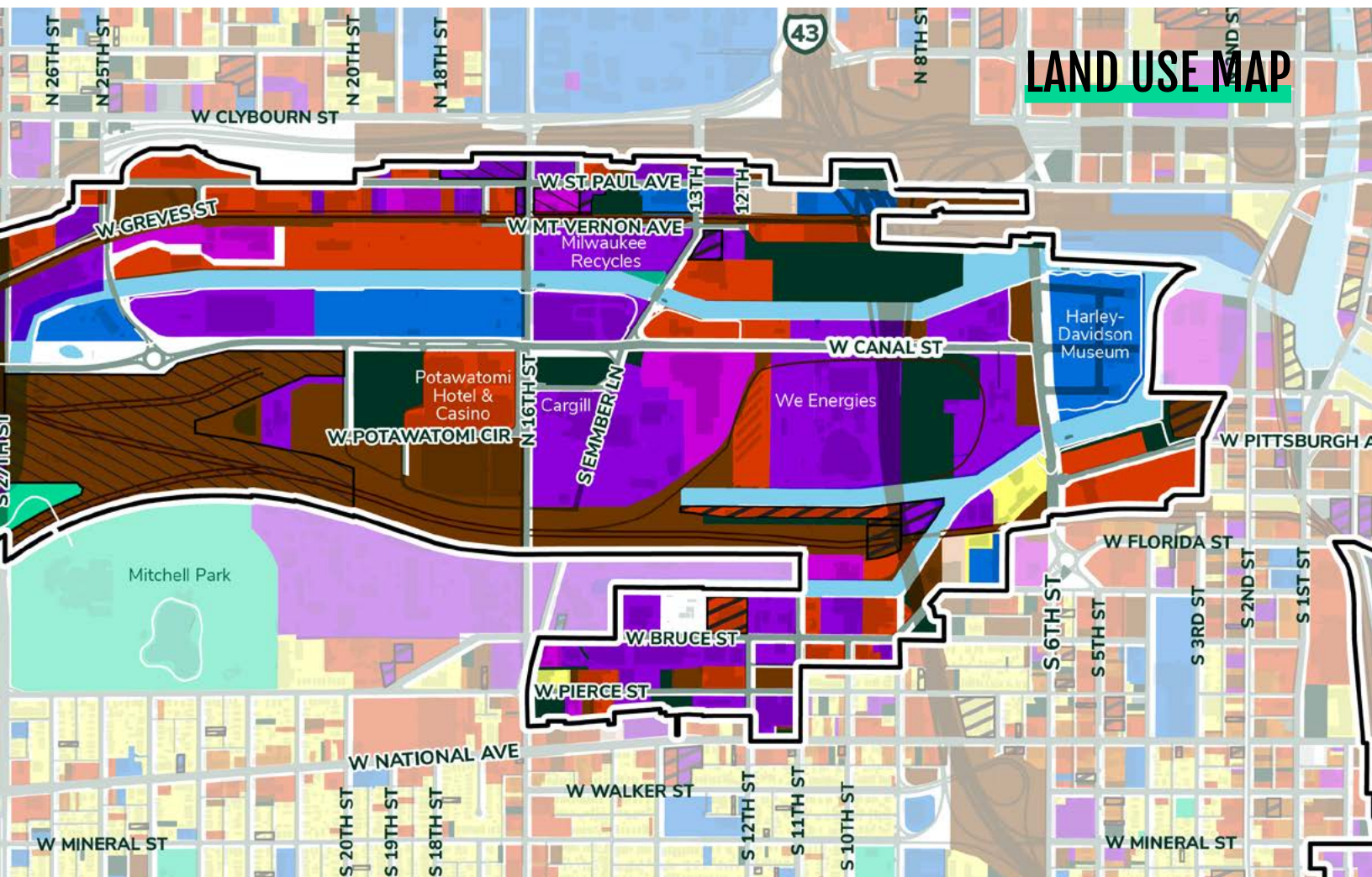
PREVIOUS PLANS

Menomonee Valley Area Plan (2015)

- › The focus of this plan is to create a supportive environment for light industrial and creative industries, with access to the waterfront and other amenities
- › Main proposals included a newly developed urban food and beverage manufacturing cluster; enhanced road, bike, pedestrian, and waterway infrastructure; and the designation of a Design Showroom District on St. Paul Avenue.

Menomonee Valley Riverwalk Overlay Zone (2017)

- › The Overlay Zone and resulting design guidelines are meant to address matters of accessibility, public space connection, safety, stormwater management, and beautification, with a particular focus on the Hank Aaron State Trail and the Menomonee River.



EMPLOYMENT PROFILE

TOTAL NUMBER OF BUSINESSES

220

TOTAL NUMBER OF JOBS

11,514

% OF JOBS WITH AN ANNUAL SALARY GREATER THAN \$40,000

60%

JOBS WITHOUT A COLLEGE DEGREE

33%

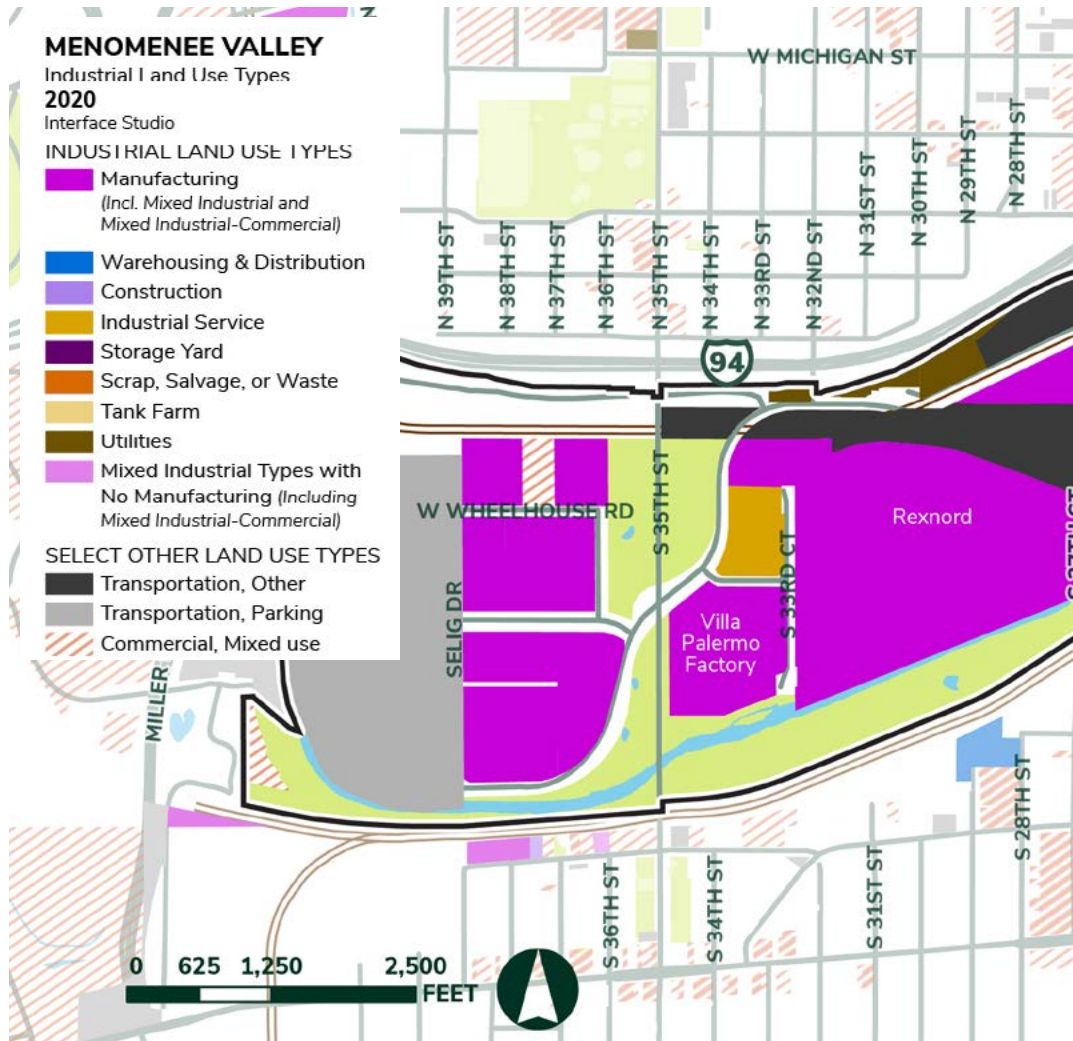
LARGEST EMPLOYERS

- > POTAWATOMI HOTEL & CASINO
- > PALERMO'S PIZZA
- > AURORA HEALTH CARE
- > MILSCO MANUFACTURING
- > REXNORD
- > BADGER TRUCK CENTER
- > CARGILL

PERCENT OF LAND AREA USED FOR MANUFACTURING

22%

EMPLOYMENT		
TYPES OF JOBS	NUMBER	PERCENT
Management of Companies and Enterprises	3,481	30.2%
Manufacturing	3,083	26.8%
Arts, Entertainment, and Recreation	2,143	18.6%
Administration & Support, Waste Management	891	7.7%
Construction	392	3.4%
Wholesale Trade	355	3.1%
Professional, Scientific, and Technical Services	272	2.4%
Accommodation and Food Services	256	2.2%
Utilities	244	2.1%
Educational Services	72	0.6%
Other Services (excluding Public Administration)	70	0.6%
Retail Trade	69	0.6%
Transportation and Warehousing	58	0.5%
Health Care and Social Assistance	51	0.4%
Information	42	0.4%
Finance and Insurance	19	0.2%
Real Estate and Rental and Leasing	16	0.1%



DRAFT

SURROUNDING COMMUNITY

MEDIAN HOUSEHOLD INCOME OF POPULATION THAT LIVES WITHIN A HALF MILE

\$28,387

UNEMPLOYED POPULATION 16+ THAT LIVES WITHIN A HALF MILE

3,492

- › The BID is working to make connections to surrounding communities and is having some success.
- › The racial composition of surrounding neighborhoods isn't reflective in the Valley's workforce. In particular, the proportion of Hispanic individuals is not reflected in the Valley's workforce. Much of the Valley's workforce is commuting from outside nearby areas.
- › Walker's Point to the south and southeast of the District is a popular retail destination and residential neighborhood.

PEOPLE WHO LIVE HERE*



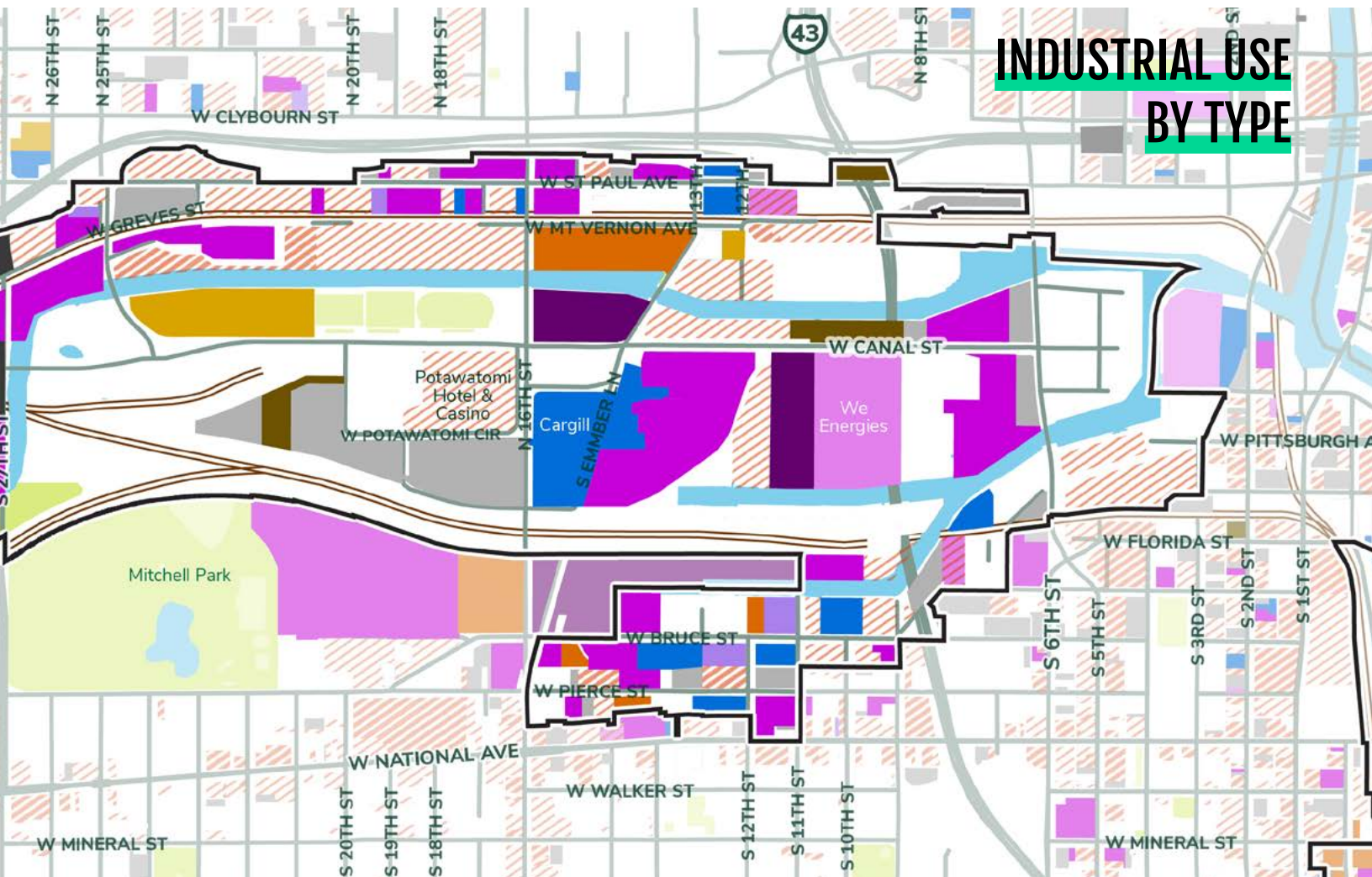
50% WHITE
21% BLACK
6% ASIAN
24% MULTI-RACIAL / OTHER
40% HISPANIC OR LATINO

PEOPLE WHO WORK HERE **



73% WHITE
18% BLACK
6% ASIAN
4% MULTI-RACIAL / OTHER
13% HISPANIC OR LATINO

* Population within a 1/2 mile of the BID, ESRI
** Working Population in the BID, Source: U.S. Census Bureau, OnTheMap Application and LEHD Origin-Destination Employment Statistics, Primary Jobs Only, 2018.



INDUSTRIAL USE BY TYPE










RECOMMENDATIONS – MENOMONEE RIVER VALLEY

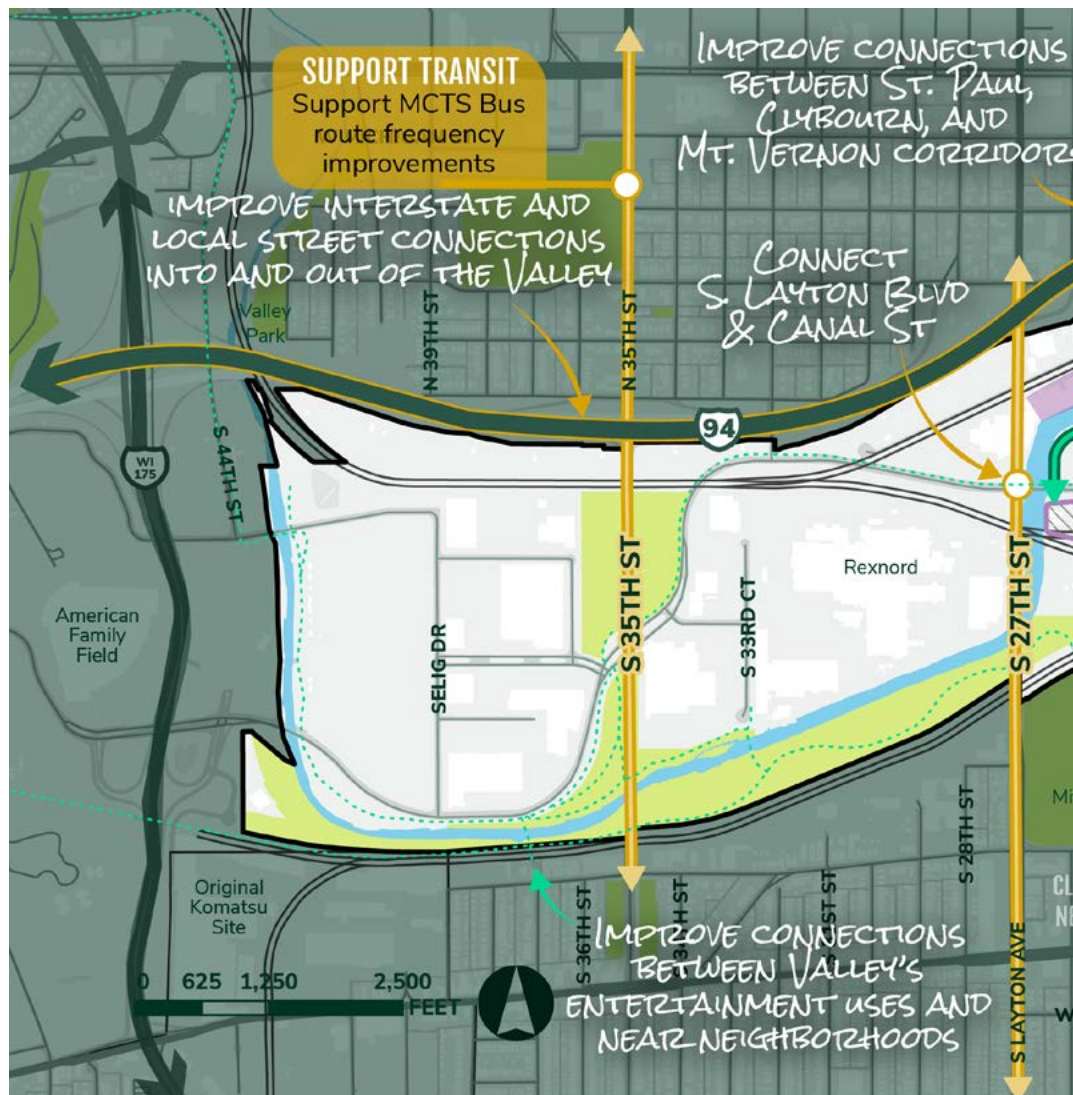
Transportation

- As the density of businesses along St. Paul Avenue in the growing “Design District” increases, competition for parking and deliveries are also likely to increase. Proactively manage parking along St. Paul Avenue including brokering shared parking arrangements in off-street lots or developing new shared lots. Manage deliveries and rideshare drop off areas by designating on-street space for this activity and limiting delivery times.
- Support MCTS Route reconfigurations to increase access and frequency of transit service to the Valley:
 - › Reconfigure MCTS Route 17 - or similar route such that transit service reaches the Valley floor.
 - › Ensure future bus stop balancing for Route 14 (along 16th Street) does not reduce bus stops in/near the Valley.
 - › Promote that PurpleLine high frequency service (along 27th Street) will be extended to include new routing on the northern end to Bayshore.
 - › Promote that Route 35 (along 35th Street) will become a high frequency route, and will be extended south to Layton Avenue.
- Expand employer-driven transportation programs - carpooling, MCTS Commuter Value Plus program and create ride sharing programs for employees in response to the need for last-mile connections from transit to employers.
- Improve and increase the number of and quality of connections between entertainment, recreation, and employment uses in the Valley and adjacent neighborhoods.
- Use the scheduled I-94 rebuild project as an opportunity to improve interstate and local street connections into and out of the Valley.
- Establish a connection between S Layton Boulevard and Canal Street.
- Establish new and improve existing north-south connections between the St. Paul and Clybourn corridors and St. Paul and Mt. Vernon corridors.
- Improve and expand bike and pedestrian links to and within the Valley.
- Convert the existing Mt. Vernon right-of-way into an improved public street from the eastern edge of the Giuffre site to the eastern edge of the RACM owned Kneeland Properties at 260 N 12th Street.
- Improve pedestrian access from the Intermodal Station to 6th Street Viaduct.
- Consider rezoning or establishing an overlay district to accommodate light industrial uses not otherwise permitted in the current IH classification in this area.
- Explore transit-oriented development opportunities for the USPS facility to help better connect Downtown, Walkers Point and the Valley.

MENOMONEE VALLEY

Summary of Recommendations 2021

-  Development and zoning recommendations
-  Development and zoning recommendations related to commercial properties or retail areas
-  Transportation recommendations
-  Public Realm recommendations
-  Location of major gateway
-  Location of scrap, salvage, or outdoor warehousing business
-  Boat / Kayak launch
-  Major trail or riverfront project
-  Residential areas that share a border with industrial properties



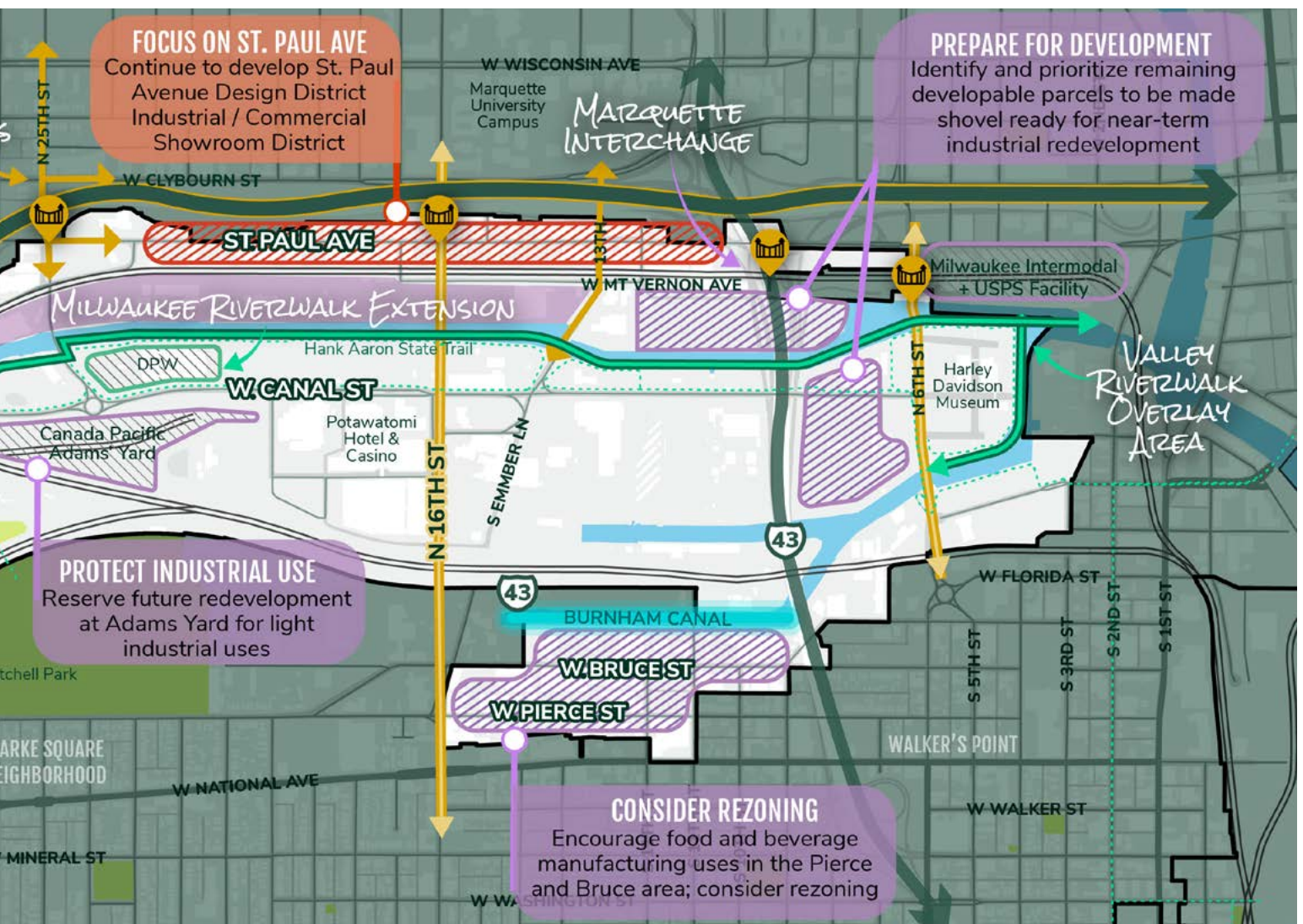
DRAFT

Development

- Identify and prioritize remaining developable parcels to be made shovel ready for near-term industrial redevelopment.
- Continue to develop St. Paul Avenue Design District Industrial / Commercial Showroom District.
- Identify smaller sites suitable for standalone commercial and food and drink uses throughout the Valley.
- Reserve future redevelopment at Adams Yard for light industrial uses similar to those in the MVIC.
- Expand the Milwaukee Riverwalk and add pedestrian bridges from the Harley-Davidson Museum over the Menomonee River in the East Valley Gateway area.
- Integrate stormwater management facilities and surface parking under the Marquette Interchange.
- Encourage food and beverage manufacturing uses in the Pierce and Bruce area. Limit residential development and create new trails and greenspace coordinated with the future Burnham wetland project in this area. Also, consider rezoning to accommodate light industrial uses not otherwise permitted in the current IH classification in this area, and consider rezoning this area to establish more consistent zoning across this area.
- Explore transit-oriented development opportunities for the USPS facility to help better connect Downtown, Walkers Point and the Valley.

Public Realm

- Integrate new crosswalks, signage, art and placemaking along St. Paul Avenue.
- Continue efforts to integrate and accent the viaducts into the Valley with LED lighting enhancements, providing distinct nighttime visibility and providing Milwaukee with a new recognizable landmark.
- Increase the overall tree canopy coverage in the Valley with a focus on Canal St. Prioritize the right-of-way in front of the DPW facilities and along the southern side of the Canal St roundabout along the Canadian Pacific Adams' yard.
- Improve fencing and landscaping around the perimeter of the DPW yard in order to improve first impressions at this gateway location.



RECOMMENDATIONS

- Extend the Milwaukee Riverwalk in the Valley consistent with the adopted Design Standards. The Valley BID could explore opportunities to proactively construct some stretches in advance of redevelopment.
- Use public and privately owned sites to establish recreational docks and slips within close proximity to the Hank Aaron State Trail, riverwalks, and commercial and entertainment uses.
- Establish a mix of uses along the Valley waterways when feasible. A mix of uses could include boat, canoe, and kayak docking points, and floating food and drink platforms connected to entertainment and front-of-factory retail.
- Use the greening of the Burnham Canal to establish public trails for near south side residents to access the site and amenities on the east end of the Valley.
- Increase the amount of stormwater run-off conveyed by green or passive infrastructure and identify sites unsuitable for development for shared stormwater runoff and parking facilities.



Marketing & Programming

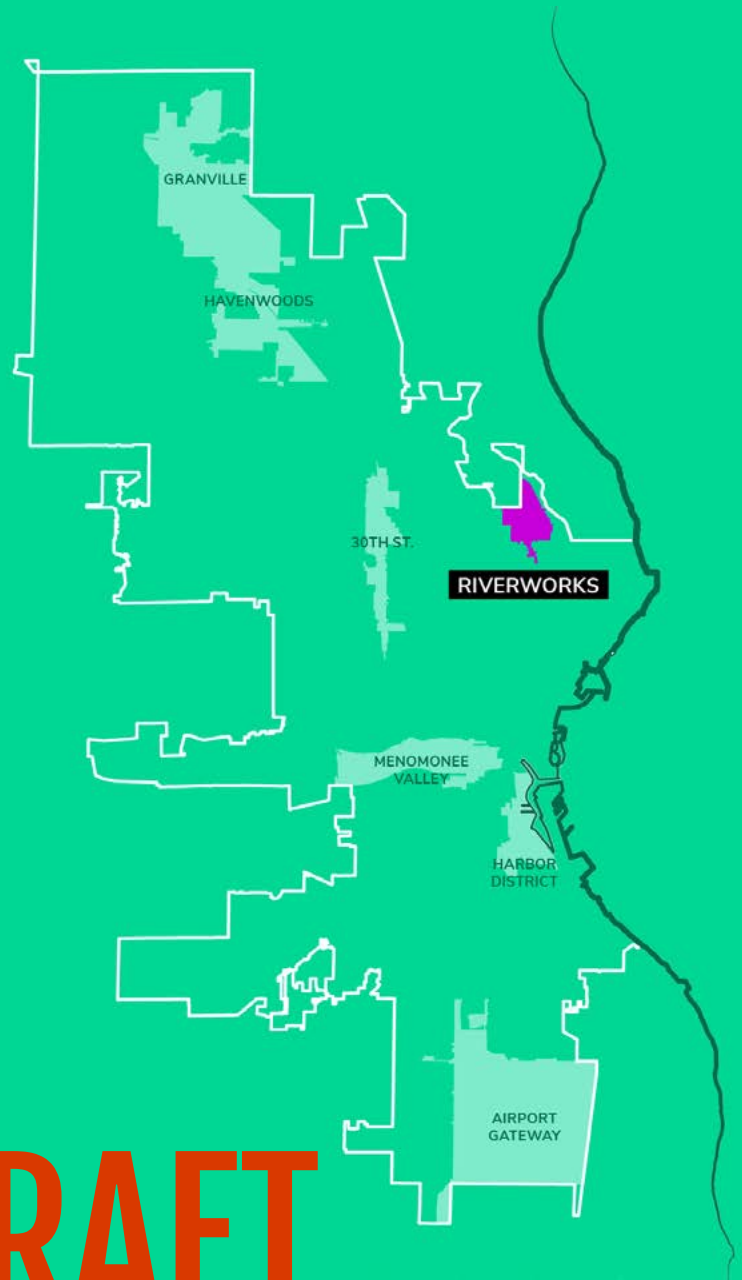
- Continue to market Valley businesses.
- Continue and expand events and programming to bring the adjacent community to local businesses.

The Valley recommendations build on work in the Menomonee Valley Jobs Access Report and Menomonee Valley 2.0 Plan

Strategy References:

MILWAUKEE INDUSTRIAL LAND ANALYSIS DISTRICT PROFILES

RIVERWORKS



DRAFT

DRAFT INDUSTRIAL DISTRICT PROFILES

JUNE 2021

DISTRICT BY THE NUMBERS

RIVERWORKS - BID#25

KNOWN AS:
**MILWAUKEE'S CREATIVE
DISTRICT**

PARCEL AREA (ACRES)

333

Source: City of Milwaukee Land Use data, 2020

OF BUSINESSES

274

Source: Infogroup, 2020

TOTAL # OF EMPLOYEES

2,775

Source: U.S. Census Bureau, OnTheMap, 2018

EMPLOYMENT DENSITY

10

 EMPLOYEES
PER ACRE

% INDUSTRIAL ZONED LAND

84%

Overview

The Riverworks BID (#25) is also known as **Milwaukee's Creative District** due to the growing "maker" community in the BID. Reinforcing the **Creative District brand**, many of the local buildings have visible, decorative signage to promote the district. BIDs 25 and 36 which make up the Riverworks Center district, comprise approximately 330 acres of primarily industrially and commercially zoned lands.

Once a major player in the Riverworks BID, the Chrysler Corporation closed its American Motors Corporation (AMC) factory in 1988, with a devastating impact on the surrounding community. Of the approximately 9,000 employees at the time, close to 2,000 lost their jobs and the 33.5-acre site sat abandoned for many years afterward. In 1992,

the Northeast Milwaukee Industrial Development Corporation (NMIDC) formed to redevelop the former AMC site. The Riverworks Tax Incremental District (TID) was established on the AMC site. The successful TID produced \$34.3M between 1994 and 2009. In 2004, NMIDC changed its name to the Riverworks Development Corporation (RDC) to more accurately reflect its expanding role in the community.

In the last decade, there is new economic momentum in the District. At present, there is market pressure to redevelop industrial land in the BID, which led the BID Board to adopt an unofficial policy to retain industrial land in the core of the district and consider rezoning only along the commercial and residential edges.

Challenges

- › **There is considerable pressure on industrial properties for alternative uses.** The BID is experiencing a trend of manufacturing deconversion, or subdivision for maker spaces.
- › **Available "step-up" property is limited.** Many industrial businesses are growing and have an interest in staying in the Riverworks District, but affordable larger spaces are difficult to find.
- › **Vacancy along Capital Drive is increasing.** Capital Drive is a major east-west commercial corridor connecting to interstate highways with lots of "big box" stores.
- › **Vacancy north of Capital Drive is higher than the rest of the District;** estimated 15-20% vacancy within some buildings.
- › **Riverworks business and development must compete with two bordering suburbs:** Glendale (NW) and Shorewood (East across River).
- › **COVID-19 Pandemic - Riverworks retail is hurting** due to the COVID-19 Pandemic, but a lot of the other businesses are getting by. BID representatives noted no major industrial business closures, though some businesses reported employee layoffs in recent months.

Assets & Opportunities

- › **Riverworks' proximity to Downtown makes it a desirable alternative to expensive Downtown space** for many businesses that benefit from some retail exposure or foot traffic.
- › **The Beerline Trail extension and linear park connect Riverworks and surrounding neighborhoods.** The segment of the Beerline Trail north of Keefe Avenue has been designed by well-known landscape architect Walter Hood and will be constructed after a capital campaign..
- › **Subdivision of larger industrial spaces and building conversions has created smaller spaces available at lower rates** than similar spaces in Downtown / Third Ward.
- › **Secondary corridors in the District need more focus and development support.** Keefe Ave and Holton St offer connectivity and underutilized buildings, but the cost to remediate or retrofit is too high for small businesses.
- › **Riverworks still has some larger industrial properties and one large brownfield site.**
- › **Riverworks Week** is a major local event promoting businesses of the district.
- › **Some high tech businesses are moving into the District.**
- › **UW-Milwaukee is located across the Milwaukee River.** Some students have moved into the District.

DISTRICT DYNAMICS

GLENDALE, WI

2
LARGE FORMAT INDUSTRIAL / METAL MANUFACTURING
National Guard

CAPITOL DRIVE IS A CRITICAL EAST-WEST CONNECTOR

CITY OF MILWAUKEE

CAPITOL DRIVE

To N. LAKE DR

To I-43 AND INTERSTATE NETWORK

Big Box Retail

Comm Retail

US Corrugated

3
SMALLER FOOTPRINT INDUSTRIAL AND COMMERCIAL USES

5
LARGE FORMAT INDUSTRIAL / METAL MANUFACTURING

1
CREATIVE DISTRICT
CONCENTRATION OF MARKET-TYPE BUSINESSES WITH UNIQUE SIGNAGE

4
NEIGHBORHOOD ADJACENT INDUSTRIAL USES

EIKEEFE AVE

EIKEEFE NEIGHBORHOOD SERVICES, COMMERCIAL, & RESIDENTIAL

Commercial Hub + Riverworks CDC Office

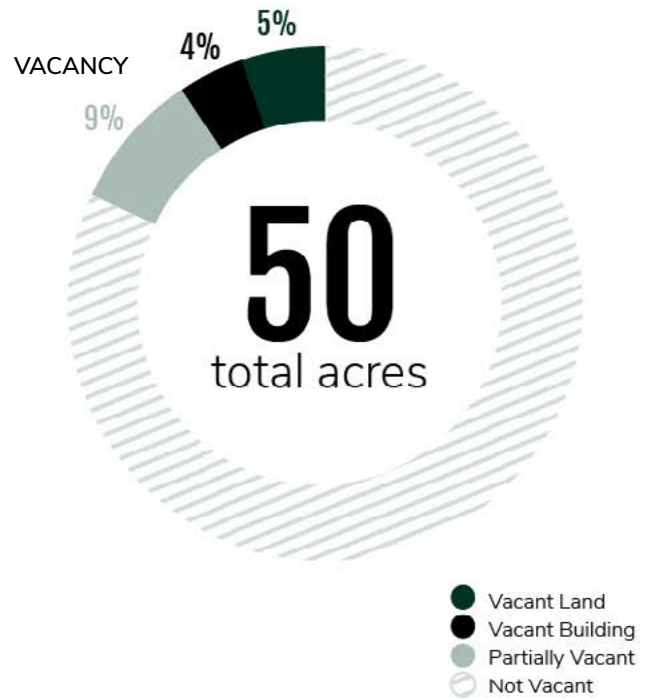
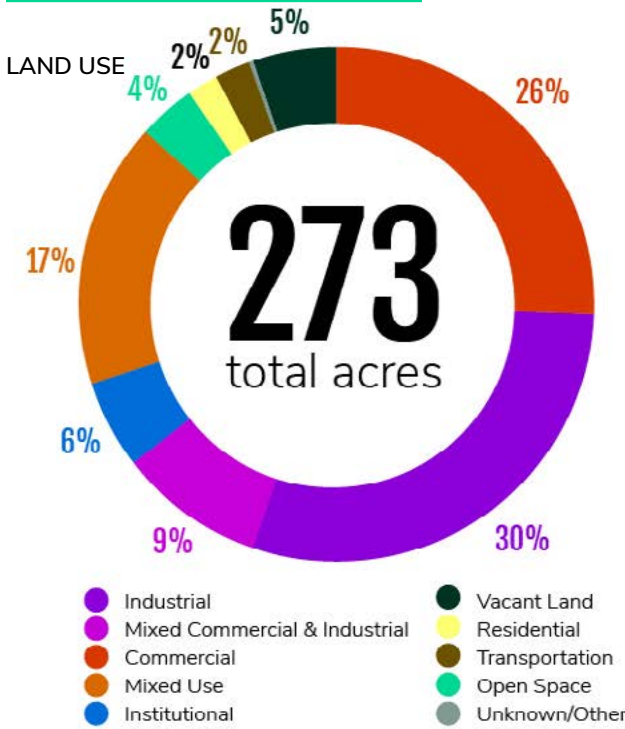
HOLTON STREET NEIGHBORHOOD REAL ESTATE MARKET DIVIDING LINE

HIGHER COST REAL ESTATE MARKET

LOWER COST REAL ESTATE MARKET



DISTRICT LAND USE



Note: "Vacant Building" and "Partially Vacant" represent parcels that fall within any land use category which currently have unoccupied structures.

NUMBER OF VACANT PARCELS GREATER THAN 1 ACRE

4

VACANCY		
Vacant Land	Number of Parcels	Area
Under 1 acre	20	3.2 ac
1 to 5 acres	4	11.1 ac
5 to 10 acres	0	0 ac
10 to 20 acres	0	0 ac
Over 20 acres	0	0 ac
Total	24	14.3 ac
Vacant Buildings	8	125,268 sf
Partially Vacant Buildings	7	data not available
For Sale / For Lease / Available	6	362,816 sf

Interface Studio analysis of the Master Property Parcel file, accessed December, 2020, and field observations.

PREVIOUS PLANS

Northeast Side Area Plan (2009, amended in 2012 and 2018)

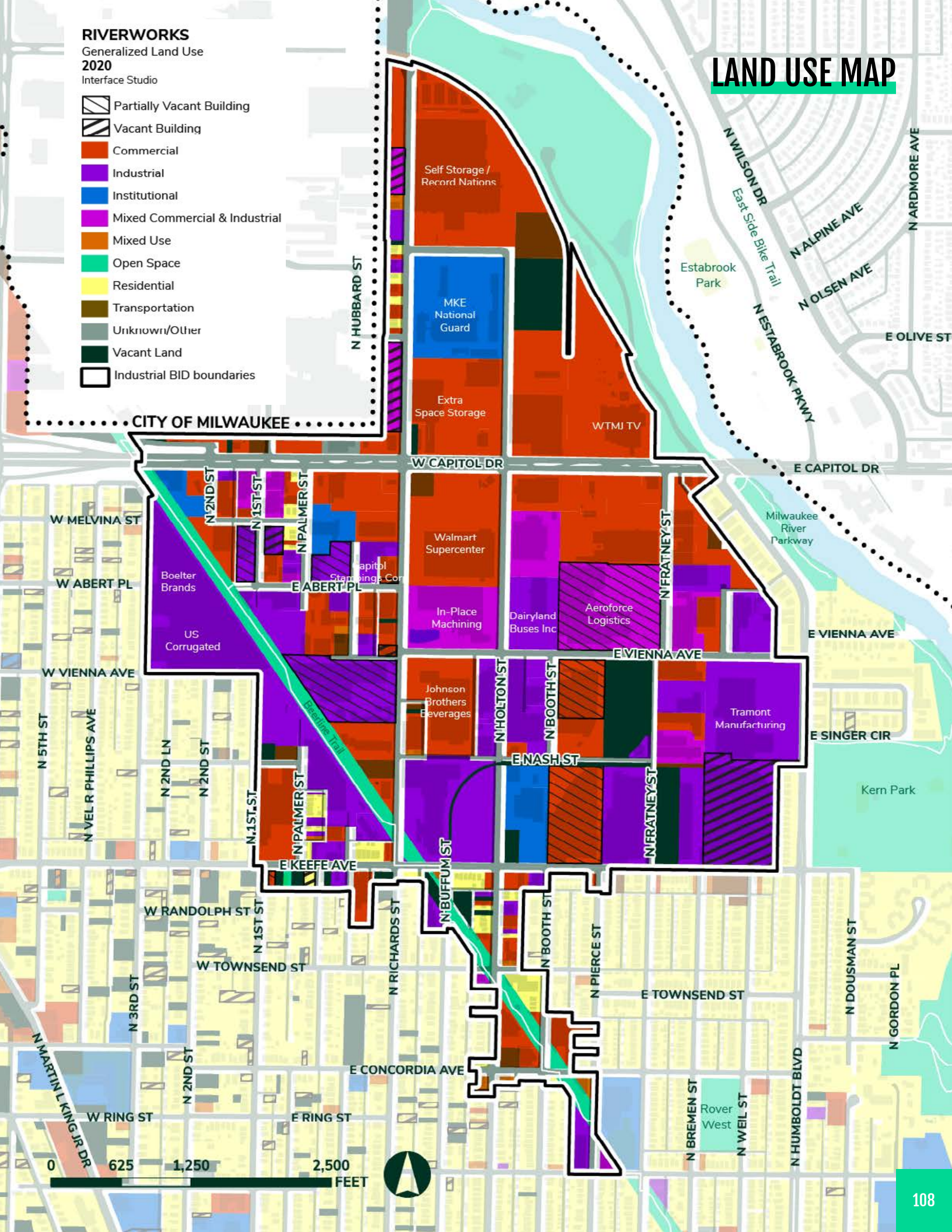
- Plan Goals for Riverworks include strengthening a common district identity, creating policy standards for industrial and mixed-used commercial development, supporting the business environment by improving parking and job training, promoting green building practices, and encouraging mixed use as well as infill development on strategic sites, particularly within the Riverworks BID boundaries and along Capitol Drive Corridor.

Riverworks Strategic Action Plan (2012)

- The plan is meant to stabilize and strengthen Riverworks' existing manufacturing base as well as identifying opportunities for job growth and industry expansion.
- Recommendations include urban design and parking improvements; preserving the District's industrial zoning; improving Capitol Drive as a commercial corridor; and taking advantage of assets in close proximity, such as Marquette University, UWM, MATC, Downtown, and the I-43.

LAND USE MAP

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



CITY OF MILWAUKEE

0 625 1,250 2,500 FEET



EMPLOYMENT PROFILE

TOTAL NUMBER OF BUSINESSES

274

TOTAL NUMBER OF JOBS

2,775

% OF JOBS WITH AN ANNUAL SALARY GREATER THAN \$40,000

34%

LARGEST INDUSTRIAL EMPLOYERS

- › C & D TECHNOLOGIES INC
- › DAIRYLAND BUSES INC
- › CAPITOL STAMPINGS CORP
- › TRAMONT MANUFACTURING

EMPLOYMENT		
TYPES OF JOBS	NUMBER	PERCENT
Manufacturing	950	34.2%
Retail Trade	805	29.0%
Other Services (excluding Public Administration)	247	8.9%
Health Care and Social Assistance	163	5.9%
Accommodation and Food Services	144	5.2%
Transportation and Warehousing	106	3.8%
Real Estate and Rental and Leasing	97	3.5%
Construction	82	3.0%
Wholesale Trade	75	2.7%
Administration & Support, Waste Mgmt	40	1.4%
Finance and Insurance	25	0.9%
Arts, Entertainment, and Recreation	15	0.5%
Information	12	0.4%
Professional, Scientific, and Technical Services	10	0.4%
Management of Companies and Enterprises	4	0.1%
Jobs without a college degree	985	35%

Source: U.S. Census Bureau, OnTheMap Application and LEHD Origin-Destination Employment Statistics, Primary Jobs Only, 2018.

SURROUNDING COMMUNITY

MEDIAN HOUSEHOLD INCOME OF POPULATION THAT LIVES WITHIN A HALF MILE

\$35,547

UNEMPLOYED POPULATION 16+ THAT LIVES WITHIN A HALF MILE

1,776

- › There is a significant disparity in residential real estate value across the District. Holton Street separates the Harambee and Riverwest neighborhoods, where racial inequities have contributed to gaps in household income and property values between neighborhoods
- › Riverworks has the highest educational attainment of the 7 BIDs. Only 59% of the population ages 25+ has less than a college degree, compared to 84% in the 30th Street Corridor.
- › Harambee and Riverwest are some of the most racially diverse areas in Milwaukee. Whereas, Shorewood and Milwaukee's East Side are majority white communities.
- › The racial composition of the workforce in the Riverworks BID is less diverse than the surrounding neighborhood. The local workforce is commuting from a broad area of the City owing to the employment draw of some existing businesses.



* Population within a 1/2 mile of the BID, ESRI
 ** Working Population in the BID, Source: U.S. Census Bureau, OnTheMap Application and LEHD Origin-Destination Employment Statistics, Primary Jobs Only, 2018.

RIVERWORKS Industrial Land Use Types 2020

Interface Studio

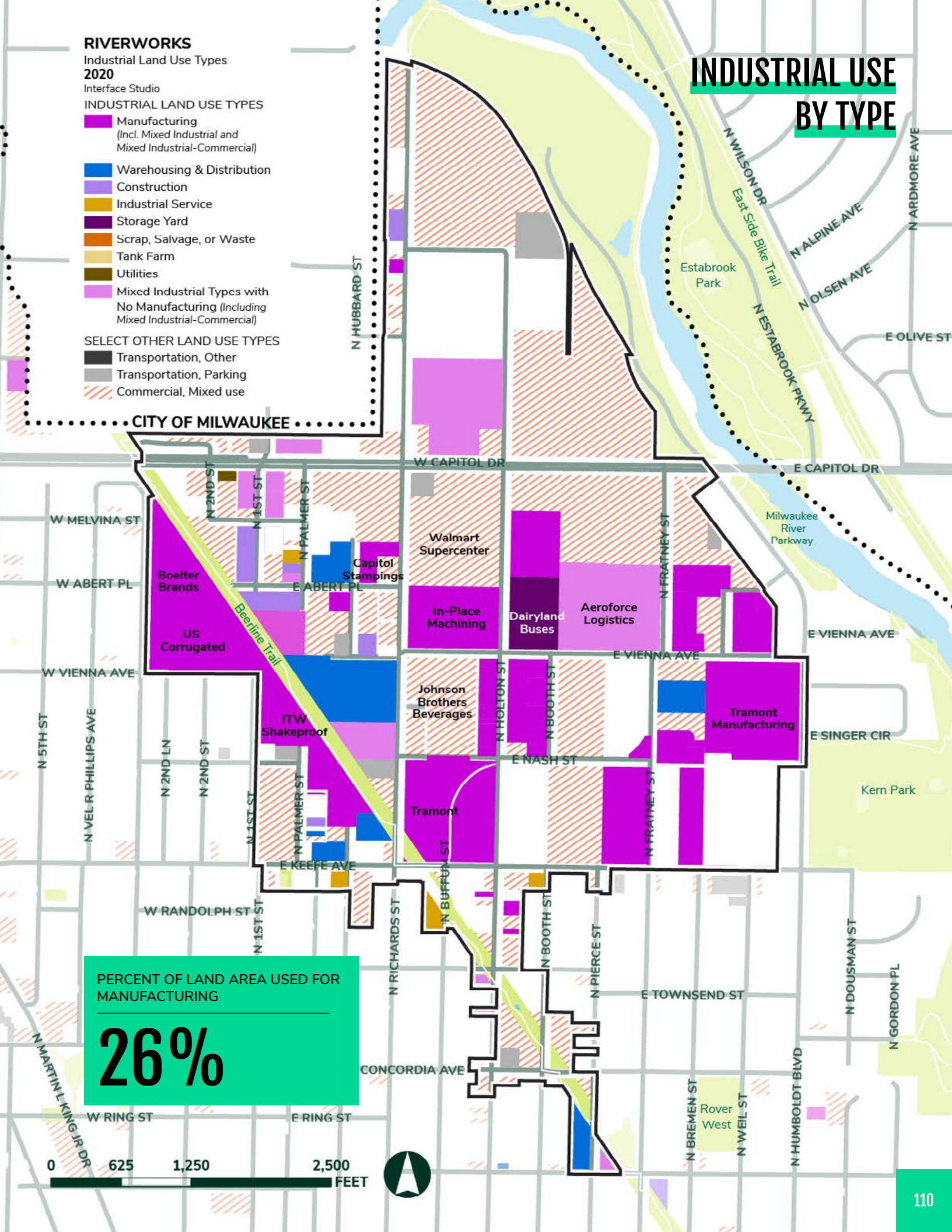
INDUSTRIAL LAND USE TYPES

- Manufacturing
(Incl. Mixed Industrial and Mixed Industrial-Commercial)
- Warehousing & Distribution
- Construction
- Industrial Service
- Storage Yard
- Scrap, Salvage, or Waste
- Tank Farm
- Utilities
- Mixed Industrial Types with No Manufacturing (Including Mixed Industrial-Commercial)

SELECT OTHER LAND USE TYPES

- Transportation, Other
- Transportation, Parking
- ▨ Commercial, Mixed use

INDUSTRIAL USE BY TYPE



PERCENT OF LAND AREA USED FOR
MANUFACTURING

26%



RECOMMENDATIONS – RIVERWORKS

Transportation

- Improve walkability along N Holton St.
- Encourage shared parking and make connections between parking lots, streets, blocks and buildings, so customers can walk from one business to another without re-parking their vehicles.
- Improve secondary corridors including Richards St and Keefe Ave) as well as the primary corridor of Capitol Dr.
- Improve conditions for pedestrians and bicyclists throughout the District.

Marketing & Programming

- Continue to prioritize and support events to bring the community to local businesses.
- Encourage businesses to market the area and recruit within their supply chain.
- Continue to organize open house events in architecturally interesting buildings that draw neighbors in to network and explore unique spaces in the District (e.g. The Brix and Toy Factory buildings).
- Upgrade the Riverworks website to be more interactive and user-friendly and provide links to other online resources.
- Continue to host community or alternative events that businesses participate in.
- Create a business community brochure around a theme, marketing position, the common sectors or types of business, or the history or “arc” of the area.
- Do more with social media (e.g., Facebook, Twitter) and traditional media (e.g., The Business Journal) to communicate the area's successes.

Development

- Continue to replicate the successful models that exist in the District of re-purposing existing space to allow for the expansion of maker and creative industries, including multi-tenant spaces.
- Closely manage major redevelopment and reuse opportunities. Focus on new industrial users for empty and soon-to-be empty industrial sites including 3701 N Humboldt Blvd.
- Encourage the development of outlots, vacant lots, remnant parcels, underused properties, and underused portions of parking lots along Capitol Dr.
- Proactively address code issues. Regularly stream information to building inspectors with the City’s Department of Neighborhood Services.
- Encourage existing industrial users to create a more street-friendly appearance. Where possible, remove barb wire and other design elements that may deter from a modern and walkable industrial district.
- Protect manufacturing uses and sell the district as an old style Milwaukee manufacturing district with modern industries. Consider a MaKE District for portions of Riverworks between E Keefe Ave and E Capitol Dr.










Riverworks recommendations build on work completed in the Riverworks Strategic Action Plan

Public Realm

- Improve the real and perceived safety of the district.
- Develop the proposed Linear Park along the Beerline Trail and carry out the action steps recommended in the Beerline Trail Equitable Implementation Plan.
- Create a coordinated landscape program for the district to include fencing, parking lots, plant materials, a landscape maintenance program, etc.
- Improve stormwater management practices by upgrading parking lots, introducing rain gardens, bioswales, and pervious pavement.
- Add buffers and screening for unsightly uses including junk or salvage yards and design landscape buffers between active industrial uses and nearby homes.
- Improve gateways (e.g. Capitol Dr and N 3rd St; Capitol Dr and Humboldt Blvd; N 1st St and River Woods Extension) through redevelopment strategies and new signs, banners, identity icons, landscape elements and special paving materials.

RIVERWORKS

Summary of Recommendations 2021

-  Transportation recommendations
-  Public Space recommendations
-  Development and zoning recommendations
-  Development and zoning recommendations related to commercial properties or retail areas
-  Location of major gateway
-  Location of scrap, salvage, or outdoor warehousing business
-  Boat / Kayak launch
-  Major trail or riverfront project
-  Residential areas that share a border with industrial properties

FOCUS CITY ACQUISITION

Focus City acquisition and development in this area on creation of space for small- and mid-sized businesses

ENCOURAGE COMMERCIAL DENSITY

Encourage the development of outlots, vacant lots, remnant parcels, underused properties, and underused portions of parking lots along Capitol Dr

IMPROVE GATEWAYS

CONSIDER MaKE DISTRICT

Evaluate appropriateness for MaKE District zoning including Fratney St

DESIGN LANDSCAPE BUFFERS BETWEEN ACTIVE INDUSTRIAL USES AND NEARBY HOMES

ENFORCE & STRENGTHEN BUFFERING REQUIREMENTS FOR SALVAGE USES

DEVELOP LINEAR PARK

Develop a linear park along the Beerline Trail; consider connections to local businesses and streets

STREETScape ENHANCEMENT

Improve appearance and walkability along Holton St

W ESTABROOK BLVD

E CONGRESS ST

N LYDELL AVE

N HUBBARD ST

N WILSON DR
East Side Blvd

ALPINE AVE

N ARDMORE AVE

W OLIVE ST

E OLIVE ST

W CAPITOL DR

N 2ND ST
N 1ST ST

N PALMER ST

N RICHARD ST
N HOLTON ST

N FRATNEY ST

W MELVINA ST

W ABERT PL

E ABERT PL

W VIENNA AVE

E VIENNA AVE

E VIENNA AVE

E SINGER CIR

DESIGN LANDSCAPE BUFFERS BETWEEN ACTIVE INDUSTRIAL USES AND NEARBY HOMES

ENFORCE & STRENGTHEN BUFFERING REQUIREMENTS FOR SALVAGE USES

E KEEFE AVE

W RANDOLPH ST

N BOOTH ST

N DOUSMAN ST
N GORDON PL

HARAMBEE

E CONCORDIA AVE

RIVERWEST

W RING ST

E RING ST

N BREMEN ST
Rover West

N WEIL ST

N HUMBOLDT BLVD



Kern Park

