

**APPENDIX 3: WAUKESHA BID GOALS AND OBJECTIVES**

**Goal 1**

**Ninety Percent of all Commercial Property in the BID is Occupied by Solid Businesses by 2011**

<b>Objectives</b>	<b>Outcome</b>	<b>Measurement</b>	<b>Who is Responsible</b>	<b>Completion Date</b>	<b>Progress Being Made</b>
A) Review Retention and Recruitment Committee goals and work with the Mayor's Office and the Community Development Department to put together a comprehensive recruitment and retention plan.	Update responsibilities to meet current and future needs  A good plan that is communicated to business owners, developers, property owners, entrepreneurs, and city council	1) Updates recorded in BID Committee Structure Manual. 2) Document and Market Committee successes at maintaining, recruiting and retaining existing businesses 3) Existing and new businesses receive training on basic customer service and mentoring 4) Retention and recruitment of businesses enhances the overall downtown environment resulting in reduction of blighted areas.	1) BID Retention and Recruitment Committee 2) BID Board of Directors 3) Executive Director 4) Mayor's Office 5) Department of Community Development	September 2008	
B) Maintain and disseminate rental/sale list of available businesses and keep updated on BID website and in hard copy	Knowledge of what properties are available to market to potential business owners/developers	BID website is continuously updated with accurate information about available properties for rent/sale.	Executive Director	October 2008 and ongoing updates	
C) Complete Comparison Downtown Communities Project. to help develop a list of business types for priority recruitment that fit downtown Waukesha	This project will help Downtown Waukesha create a list of business types for priority recruitment that fit Downtown Waukesha	1) Attraction and retention of quality businesses that generate traffic downtown, have a destination focus, have a written business plan, and reinvest long term in Downtown Waukesha. 2) A solid business is sustainable, owns its own real estate or is paying a market rate rent with a 3 to 5 year lease. 3) Good businesses lead by example and share means of success with others, thereby discouraging negative externalities (ex. used mattress or pornographic retail stores)	1) BID Retention and Recruitment Committee 2) BID Board of Directors 3) Executive Director 4) Department of Community Development 5) Mayor's Office	December 2008 with ongoing quarterly updates	

**Goal 2**

**All Properties and Public Areas in the BID Adhere to Design Guidelines and in the Next Three Years Achieve the Implementation of Five New Rehab Projects**

<b>Objectives</b>	<b>Outcome</b>	<b>Measurement</b>	<b>Who is Responsible</b>	<b>Completion Date</b>	<b>Progress Being Made</b>
A) Collect and review existing guidelines for building improvements and suggest changes were necessary, but not to the point of discouraging quality renovations and restorations	Improving Downtown Physical Environment	1) Full utilization of CDBG funds for façade improvement 2) Warnings and citations issued to violators of ordinances with proper follow-up 3) All existing guidelines have been reviewed and Plan Commission adopts design guidelines with consideration for desired outcomes for Downtown Waukesha	1) Department of Community Development 2) BID Environment and Streetscape Committee 3) BID Development Committee 4) Plan Commission	January 2009	
B) BID will refer ordinance standards to City Inspection and Fire Department Staff. If need arises, BID will hire an outside attorney for critical review of issues.	Better Communication between BID and City Inspector and Fire Department.  Better Code Enforcement and Fire Safety Inspections	1) Executive Director meets with City Building Inspector and Fire Chief twice annually. Executive Director reports results of meetings to BID Board 2) Concerns are reported and addressed and changes are made on a quarterly basis	1) City Staff 2) Executive Director 3) BID Board 4) BID Environment and Streetscapes Committee	June 2008  January 2009	
C) BID will develop an exterior building renovation and exterior building maintenance award program	Recognize positive improvements	Awards presented at annual meeting results in positive press.	Downtown Environment and Streetscape Committee	February 2009	
D) BID holds annual property owners workshop	Property owners receive information and education	1) Workshop leads to better building appearance and maintenance and better knowledge about replacement value insurance 2) BID promotes itself as a resource center	Executive Director	September 2008, April 2009, April 2010, April 2011	

<b>Objectives</b>	<b>Outcome</b>	<b>Measurement</b>	<b>Who is Responsible</b>	<b>Completion Date</b>	<b>Progress Being Made</b>
E) BID will act as a conduit for donations to aid in the creation of a building maintenance and riverfront building maintenance fund	More funds available for building maintenance	BID receives \$100,000 in donations by 2011.	1) BID Finance Committee	Start Date September 2008  End Date January 2011	
F) Identify tax credits for aesthetic and historic improvements of buildings	Improving Physical Environment	Available programs are identified and published in the BID newsletter	BID office	January 2009	
G) Update Downtown Master Plan	Identification of where downtown is now and where it is going.	An updated plan and vision with citizen, business owner, property owner, BID, and city government involvement	1) Business/Property Owners 2) City Residents 3) BID Board 4) City Gov.	September 2010	
H) Seek student interns and trade education students to help stimulate new ideas and help lower the cost of work projects	Relationships developed with area colleges and universities	Five students work with the BID as interns.	BID office	January 2011	
I) Create an estimated budget for how much it would cost for Riverfront façade maintenance and improvements and seek grants to assist with projects	BID identifies and hires two grant writer consultants	1) Potential grant programs are identified 2) Secure 50 percent of project needs through grants	1) BID Finance Committee	Start Date August 2008  End Date January 2011	
J) Tactfully identify buildings that are in most need of attention and could be a stellar example if improved	5 buildings are selected	Improvements made to buildings receive positive press and become a catalyst for other renovations and improvements	1) Downtown Environment and Streetscape Committee	April 2010	

**Goal 3**  
**Improve the Perception of Downtown Safety by Surveying the Public and Finding that Perception about Safety is No Longer a Major Concern**

<b>Objectives</b>	<b>Outcome</b>	<b>Measurement</b>	<b>Who is Responsible</b>	<b>Completion Date</b>	<b>Progress Being Made</b>
A) Advocate city council for additional police officers	City council budgets for additional police officers for community policing	City hires 8 new police officers for community policing.	BID Board	June 2011	
B) Investigate if fees could be assessed to problem landlords and property owners and used to aid in community policing	Additional funds are collected for ensuring safety	Fees assist with hiring additional police officers	1) Mayor's office 2) City Attorney	April 2009	
C) Reinvigorate a business watch program with the creation of an effective program not just meetings.	Business Watch Program results in a safer downtown	90 percent of businesses in the downtown participate in the program	1) Police Department 2) Business Owners 3) BID President 4) Mayor	December 2009	
D) Network with apartment landlords and educate them about screening tenants	The problems caused by a few of the tenants in downtown are solved	Education provided at annual property owners meeting Article placed in the BID newsletter	1) Mayor's office 2) Police Department 3) Property Owners/Landlords 4) BID office	April 2009, April 2010, April 2011	
E) Schedule Regular Meetings with the Police Department to Communicate Issues	Better Communication and Interaction Resulting in fewer problems and issues	BID, Property owners, and business owners team up with police department resulting in an increased feeling of safety downtown	1) BID Board 2) Business Owners 3) Property Owners 4) Police Department	October 2008 and Ongoing	

**Goal 4**

**Address the Negative Perception of Downtown and Increase the Amount of Media Coverage by 20 Percent Each Year**

<b>Objectives</b>	<b>Outcome</b>	<b>Measurement</b>	<b>Who is Responsible</b>	<b>Completion Date</b>	<b>Progress Being Made</b>
A) Encourage all downtown occupants to be positive with press and their customers	The Community view of downtown becomes more positive	Focus Group survey in 2011 shows that the community has many positive views of downtown	1) Primary = BID Marketing Committee	January 2011	
B) Develop good relationships with news people	Relationships result in positive press for downtown	BID receives free positive publicity from radio, TV, and newspaper media outlets	1) BID Board 2) BID Director 3) BID Marketing Committee	Ongoing	
C) Promote the BID in local and regional newspapers	More people know about what is downtown and visit downtown	Two news releases are published each month by local press that showcase something in downtown	1) BID Director 2) BID Marketing Committee 3) BID Staff	Ongoing monthly	
D) Develop more Awards for things positive about downtown	Awards presented receive positive press and community support	1)Awards include Architecture Excellence, Best Retail Service, Best Office Professional Service, Best Sandwich Shop, Best Landlord for Commercial Tenants, Best Landlord for Residential Tenants 2) Each BID committee decides on an award, establishes program, and presents the award at the annual meeting	1) BID Development Committee 2) BID Marketing Committee 3) BID Recruitment and Retention Committee 4) BID Environment and Streetscapes Committee	April 2009, April 2010, April 2011	
E) Plan, organize and carry out 5 events each year which improve the image of downtown	Events get positive press, thereby improving the image and downtown pedestrian traffic	Successful Completion of 5 events annually which result in positive press	1) BID Director 2) Events Committee	May 2010	
F) Develop and Offer a Media Relations Workshop for Business and Property Owners and Residents	Results in more positive media coverage for downtown Waukesha	1)90 percent of Business and Property Owners and Residents participate in this workshop over a three year period 2)Monthly ideas are communicated to the BID office for news releases and business and property owners and residents involved with news releases	1) BID Director 2) Marketing Committee	November 2008, November 2009, and November 2010	

**Goal 5**  
**Attract Three New Developers to Develop Three New Projects on Already Identified Sites in the Downtown**

Objectives	Outcome	Measurement	Who is Responsible	Completion Date	Progress Being Made
A) Maintain and expand the public/private partnership	Better communication and direction for downtown	1) BID establishes effective communication with Waukesha County EDC, Waukesha Community Development Authority, County Executive, Waukesha Convention and Visitors Bureau 2) Evaluate the feasibility of hiring a staff person to assist with other duties so BID Director can focus on new development along with business retention and expansion and if feasible hire that person. <i>(BID Board, Finance, and Executive Committee)</i>	1) BID Director 2) Community Development Dept. 3) County Executive 4) Mayor 5) Waukesha County Economic Development Corporation 6) BID Board 7) Finance and Executive Committee	Ongoing  August 2008	
B) Develop better relationships with owners of vacant redevelopment sites	Better cooperation and acceptance of redevelopment plans	Annual meeting with these property owners and follow-up to discuss future plans and the need for their support	1) Mayor's Office 2) Steve Crandell 3) Redevelopment Authority 4) BID Director, BID Board 5) Development Committee	October 2008 and Ongoing	
C) Develop a comprehensive communication plan for being pro-active in identifying, contacting, and working with developers. Focus on medium to large developers to attract medium to large development(s).	Pro-active program to educate the potential of downtown for development	1) Contact team meets to create effective pro-active plan  2) Three new developments are approved and constructed	1) BID Development Committee 2) Steve Crandell 3) Mayor 4) City Administrator 5) Business Owners 6) BID Director	Ongoing monthly	

Objectives	Outcome	Measurement	Who is Responsible	Completion Date	Progress Being Made
D) Create a developer contact team.	Effective pro-active communication with developers	Hold an annual developer workshop and meet with a potential developer one on one each month	1) Development Committee Representation 2) Steve Crandell, Redevelopment Authority 3) BID Director 4) Mayor	June 2008, June 2009, June 2010, June 2011	

**Goal 6**  
**Attract 60 New Owner-Occupied Residential Units within the BID by 2011**

Objectives	Outcome	Measurement	Who is Responsible	Completion Date	Progress Being Made
A) Communicate this information to the development community as an overall goal	Interest is generated within development community	Quarterly meetings to discuss progress and to update information that is being communicated  60 new owner occupied sold residential units constructed in the downtown	1)Development Committee Representation 2)Steve Crandell 3)Mayor 4)City Administrator 5)Business Owners 6) BID Director	June 2011	
B) Explore down payment assistance programs for near downtown workers who could relocate downtown and walk to work	Incentive to get more people downtown	Establishment of a "live downtown" assistance program that people use.	1) BID Finance Committee 2) BID Development Committee 3) Mayor	January 2009	
C) Work with lending institutions for the development of a living and buying program within the	Another incentive to get more people downtown	Establishment of a living and buying program that people use. (Target market: state office building, Waukesha Memorial Hospital, Metal Tek, young professionals, and empty nesters)	1) Finance Committee 2) Development Committee 3) Lending Institutions 4) Large Employers	April 2009	

<b>Objectives</b>	<b>Outcome</b>	<b>Measurement</b>	<b>Who is Responsible</b>	<b>Completion Date</b>	<b>Progress Being Made</b>
BID			5) WHEDA		
D) Limit approval of more renter occupied apartment units in downtown in favor of owner occupied unites until a balance is achieved.	Reduces the issue of potential over-supply	More owner-occupied units created	1) BID 2) Plan Commission 3) Community Development Department 4) Mayor	Ongoing	
E) Promote the perception that downtown residents are a valuable asset	Potential residents and existing residents feel welcome	People that live and decide to move downtown are positive about living downtown	1) BID Marketing Committee BID Development Committee	Ongoing	
F) Explore the possibility of a pet exercising area and other amenities	People with pets feel welcome in a higher density urban environment	Pet owners are allowed to walk pets on the Riverwalk	1) Downtown Environment and Streetscape Committee 2) Parks and Recreation Board	May 2009	

**Goal 7**

**Guide the Upgrade and Maintenance of Downtown Infrastructure, Gateways, and Riverwalk to Reflect on the City’s Past and Look to the Future**

<b>Objectives</b>	<b>Outcome</b>	<b>Measurement</b>	<b>Who is Responsible</b>	<b>Completion Date</b>	<b>Progress Being Made</b>
A) Advocate for both short and long-term needs with the city capital improvement budgets in order to make certain adequate funds for downtown are allocated	Investment in downtown	1) City budget for maintenance in downtown grows despite budget restraints 2) Five or more board members and volunteers participate at city budget hearings	3) BID Board 4) BID Director	Ongoing	
B) Redevelop Gateway Infrastructure	Inviting entries to the City resulting in a positive impression	City Plan for Gateways is completely implemented	1) BID Board 2) City Government	April 2011	
C) Advocacy with city elected officials and department directors is critical for upgrading and maintaining street scapes	Effective Communication	Downtown looks attractive to lure new businesses and developments	1) BID Board 2) BID Director	Ongoing	

**Goal 8  
Increase Consumer Traffic and Sales in Downtown by 25 Percent by 2011**

<b>Objectives</b>	<b>Outcome</b>	<b>Measurement</b>	<b>Who is Responsible</b>	<b>Completion Date</b>	<b>Progress Being Made</b>
A) BID to get the cooperation of restaurants, retail shops, and service businesses to identify client zip codes and better understand the downtown trade area and customer demographics	Businesses better know their target market area and their customers buying habits	Measured with Geographic Information Systems (GIS), used to map zip codes and analyze trade area and customer demographics for downtown	1) BID Director 2) Community Development Department 3) BID Retention and Expansion Committee 4) Marketing Committee 5) Downtown Association 6) Public Art Committee	June 2009	
B) Focus on harvesting the low hanging fruit first. In other words, target the Waukesha community	More knowledge about what is downtown results in more traffic and spending downtown	Establish a marketing program that focuses on marketing in Waukesha	1) BID Board 2) BID Director 3) BID Marketing Committee	April 2009	
C) Create positive first impressions for downtown	Enhances positive ambience of downtown and consumers return because they remember positive experience	1) Develop a downtown ambassador program with a regular schedule 2) Create a Property Improvement Letter Program for properties that need cleanup 3) Have BID employees regularly conduct clean up in downtown	1) BID Board 2) BID Director 3) BID Downtown Environment and Streetscape Committee	September 2008	
D) Explore and implement ideas for the development of a more concentrated focus on how to bring people off the riverwalk into downtown	More traffic downtown and the potential for capture of more dollars for businesses	Documentation of mechanisms that have been implemented to market to the riverwalk population	1) BID Marketing Committee	June 2009	
E) Research how events can increase consumer traffic and spending in downtown	Better understanding of how events benefit downtown	Answer the question; Are the investment and time that the BID puts into events having a significant impact for the organization, business owners, property owners, and residents?	1) BID Marketing Committee	January 2010	

**Goal 9  
Remove the Negative Perception “No Parking Downtown”**

<b>Objectives</b>	<b>Outcome</b>	<b>Measurement</b>	<b>Who is Responsible</b>	<b>Completion Date</b>	<b>Progress Being Made</b>
A) Explore opportunities for free parking on the South Street ramp or transit center for specific days	Opportunity to get people downtown and see it for themselves	Free parking adopted for specific days	1) BID Director 2) BID Events Committee	February 2009	
B) Educate people that walking a block or two in downtown is not any further than walking across the parking lot at a major shopping center, and therefore, is not a negative issue	Helps eliminate negative perception	1) Compare downtown to a major shopping center using GIS maps and plot walking distances. Share info at events, in news releases, and newsletters  2) Educate people about parking in downtown using the BID website as a resource	1) BID Board 2) BID Director 3) Community Development Department	November 2008	
C) Get business employees off the street by convincing employees to park off street	More parking places available for customers near businesses	Effort to get employees and residents off the street is implemented with success	1) Newly formed BID taskforce 2) City Parking Committee	Start Date: August 2008  Completion Date: August 2009	
D) The City and BID work together to further explore parking issues in downtown Waukesha	Efforts help to continue to reduce negative parking perception	Committee meets, identifies issues, and how to solve them	1) BID Taskforce 2) Parking Supervisor 3) Public Works Director 4) BID Director	Start Date: August 2008  Completion Date: August 2009	
E) Build employee parking into lease arrangements	Get landlords and the city involved to meet objective and increase street parking for consumers	Successfully completed and documented	1) BID Taskforce	Start Date: August 2008 Completion Date: August 2009	

