

(placed into the file on 4/27/05)

To: Bob Greenstreet
From: Virginia Carlson
Date: July 23, 2004
Re: Moving Milwaukee's economic development strategy forward

Congratulations on your new position with the City, and let me be among the first to deluge you with new ideas. Mine come under the heading "economic development." I know Frank Cumberbatch is now Barrett's liaison most interested in e.d.—my thoughts here might give you ideas to share with him. I've also attached my vitae so you have an idea that I know something of which I speak ... thanks.

Overall Approach

- The city needs to create a comprehensive economic development strategy that will fit within its overall development strategy, and thus dictate/influence land use decisions. Such a strategy must recognize the role of "primary" jobs – those that generate net new dollars from outside the City (exported manufacturing products or business services), and "secondary" jobs that depend on income from exports – those jobs that depend upon the amount of spending local people do on groceries, food, etc. (retail, entertainment, personal services.)
- Milwaukee needs to build on its position proximate to Chicago, which puts it in an ideal position for process development, applied manufacturing technology, back office operations, etc.
- We need to especially build on existing strengths in high-tech automotive technology and broadband access.
- Focus needs to shift away from taxes and other cost-of-doing-business issues

Organizational Capacity

An organization, or an affiliation of organizations, to carry out an economic development plan should have four components:

- A visionary leader
 - Visionary leader sets agenda, maintains relationships, coordinates agenda
- Marketing efforts/department
 - Marketing department "makes the phone ring." It brands the city, brands neighborhoods. Turns cool research into interesting popular pieces. Does NOT put ads in location magazines or undertake "obvious" begging for jobs
- Business development/outreach reps
 - Business development reps use the information provided by the research department and responds personally to Requests for Information from site location developers. Meets and greets with firms; may have expertise in particular sectors. Participates in trade conventions for sectors, networks.
- Research

- Research department creates and maintains standard databases needed for site location requests (demographics, labor force, average wages, quality of life indicators, etc.) Also does, contracts for, or synthesizes cool research on the local and regional economy.