



Department of City Development
City Plan Commission
Redevelopment Authority of the City of Milwaukee
Neighborhood Improvement Development Corporation

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Ald. Michael Murphy
President, Milwaukee Common Council
City Hall, Room 205

Dear Ald. Murphy:

Thanks to you and your colleagues for sharing your comments regarding the "Growing Prosperity" document. We appreciate the opportunity to get your feedback, and wanted to share some thoughts in response, in addition to those shared with you at our meeting on August 12, 2014.

You and your colleagues have raised three concerns: providing more robust metrics; including work plans in the document, and a concern that strategies in the plan do not address inequality.

Your points about robust metrics are well-taken. You'll recall that this subject was discussed at the July Steering and Rules Committee meeting. During the meeting, we agreed to return to the Committee for a more in-depth discussion, including a presentation of baseline data for the proposed metrics. The file now contains a revised chapter 8, incorporating a number of the suggestions you made regarding disaggregation of data sources and several other measures. We call your particular attention to section 8.4. Baseline data for proposed metrics will be added to the file prior to the Steering and Rules Committee meeting scheduled for September 11, 2014.

We are in complete agreement that work plans are required to successfully implement the actions contained in "Growing Prosperity." In preparing the document, the department believed that it would be best to develop implementation plans, in collaboration with partners, after the Common Council formally adopted the action agenda. Otherwise we might be spending time on implementation plans on initiatives that Council might not approve. Your letter and summary express preference for a different approach, suggesting that work plan development should come before the Council endorses the ideas within the plan.

We are estimating that the creation of work plans for the City-led actions in Growing Prosperity will require about eight weeks following adoption of the plan. The development of work plans for agenda items that are led by parties other than City government will likely take considerably longer, given the degree of collaboration required to construct these plans. The development of these work plans will generally not be led by individuals who are associated with City government.



Given that your letter and summary do not cite concerns about the actions proposed by "Growing Prosperity," we would suggest that the Council adopt the plan in September, directing the department to complete work plans for the City-led items in the agenda within 8 weeks of the adoption of the plan, and asking the department to contact all parties identified as the "lead actor" for non-City-led actions to begin the work plan development process by the end of 2014.

The file contains a work plan template that provides a broad outline of the tasks required to implement each proposed action. In response to your request, the file contains four sample work plans, each relating to one agenda item in one chapter:

4.1.1 - Develop and maintain a comprehensive web site of available publicly-owned or administered sites for development within the city of Milwaukee.

5.1.1 - Build on the success of the Mayor's Manufacturing Partnership and expand training opportunities by developing a Center for Advanced Manufacturing at Century City.

6.2.1 - Invite KIVA to partner with City government and local organizations to develop micro-lending to small businesses.

7.3.1 - Develop a menu of intervention strategies targeted to the different neighborhood categories identified by the Market Value Analysis.

Your letters have expressed the Council's commitment to addressing issues of inequality within our community. The authors of the plan, including the more than 100 community representatives who participated in its development, share that commitment. In preparing the plan, we consulted multiple sources that suggest approaches to promote greater equity within the context of economic development strategies. Several of these sources, and several local studies exploring employment barriers faced by African-American men and individuals who have been incarcerated, are quoted in the report.

This research influenced the inclusion of the following:

Actions that improve access to jobs within the region for residents of the central city.

The plan includes actions that attract jobs to development sites within the city limits, and reduce barriers, such as inadequate public transportation, that restrict access to jobs in more distant locations.

Actions that remove barriers for hard-to-employ individuals.

The plan includes strategies such as the expansion of the State of Wisconsin transitional jobs program, and the creation of a series of businesses that create jobs for ex-offenders.

Actions that facilitate self-employment through business formation.

The plan includes strategies such as the attraction of the KIVA Zip micro-business lending program to Milwaukee, and the re-use of vacant City-owned commercial properties to foster start-ups in central city neighborhoods.

Actions that increase opportunity for Milwaukee's youth.

The plan includes strategies such as the creation of Children's Savings Accounts that change the educational aspirations of low-income students.

Actions that elevate the community's commitment to reducing inequality.

The plan recommends the development of an "Equality of Opportunity Blueprint," and promotes place-making activities that create places within the city in which all segments of our community and region can interact.

Thank you for your interest in making Growing Prosperity a vital and dynamic blueprint for Milwaukee. We look forward to working with you and the Common Council to implement its recommendations.

Sincerely,



Martha L. Brown
Deputy Commissioner

C: Members of the Steering and Rules Committee