

MILWAUKEE  
GREATER  
DOWNTOWN  
ACTION  
AGENDA

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**PROJECT OVERVIEW**

Zoning, Neighborhoods & Development Committee

June 28, 2016

# DESIRED OUTCOMES OF THE ACTION AGENDA

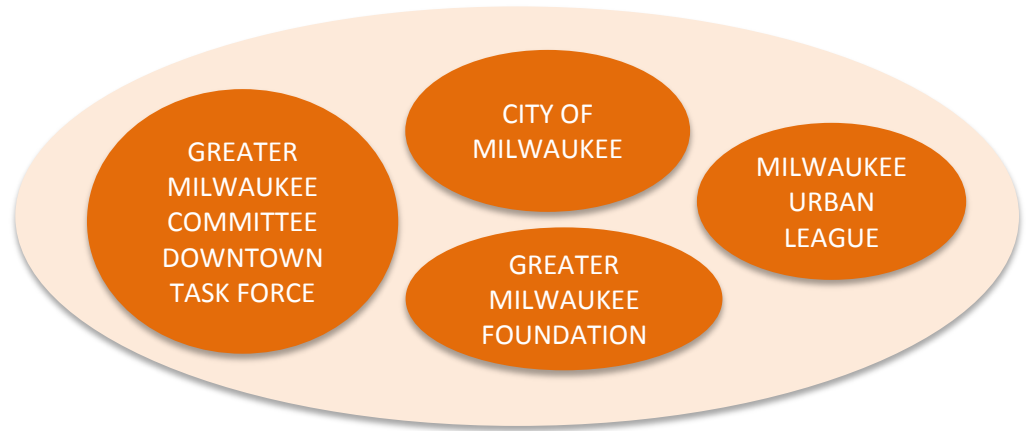
1. Seek ***better programmatic, economic and physical connections*** within and across the greater downtown area
2. ***Build on existing plans and initiatives***, but also Identify gaps, conflicts and/or missed opportunities between the various plans and visions
3. Identify ***compatible, mutually supportive and inclusive development program opportunities*** to grow and strengthen the greater downtown area around economic, civic and cultural anchors
4. Strengthen ***a more discernible downtown identity, pattern and targets for growth*** that highlights the offerings of the distinct sub districts necessary to attract users, retain businesses and grow new inclusive economies
5. Identify the ***actions, partners, resources required for implementation*** and realistic timeframes for execution
6. Create ***new capacities, relationships, networks, partnerships and accountabilities*** for implementation
7. ***Build enthusiasm and a welcoming environment for all*** the neighborhoods of downtown for locals as well as regional and global visitors

# OUR ORGANIZATIONAL STRUCTURE

# PROJECT STRUCTURE

## LEADERSHIP

Establish an Executive Committee Client Group composed of primary funding sponsors



## MANAGEMENT

Build a technical, civic engagement and project management team



### PLANNING & ENGAGEMENT CONSULTANT & MANAGEMENT TEAM



## IMPLEMENTATION PARTNERS & ACCOUNTABILITY

Assembly representation from key public, private and nonprofit sector partners with the agency to influence and implement key actions and/or provide resources



**PROJECT EXECUTIVE COMMITTEE**

*Greater Milwaukee Committee  
City of Milwaukee  
Greater Milwaukee Foundation  
Milwaukee Urban League*

**PROJECT STEERING  
COMMITTEE**

**PROJECT MANAGEMENT**

*Toni L. Griffin, Director  
Michael Hostad, GMC  
Vanessa Koster, DCD*

**PLANNING TEAM**

*Gensler  
SB Friedman & Associates  
Mass Economics  
Public Policy Forum  
Paul Brophy & Associates  
HNTB*

**CIVIC ENGAGEMENT &  
COMMUNICATIONS**

*P3 Development Group  
Justice & Sustainability, LLC  
Mueller Communications*

**COMMUNITY PARTNER  
CONVENING ORGANIZATIONS**

*Lower East Side  
Harambee/Brewer's Hill  
Bronzeville/King Drive  
Near West Side  
Old Third Ward  
Walker's Point  
Downtown*

Engagement  
Tactic  
Options

**STEERING COMMITTEE**

**FOCUS GROUPS**

**OPEN HOUSES & GO-TO  
MEETINGS**

WHAT IS MEANS TO DO *“CIVIC ENGAGEMENT”*



# MOVING FROM **OUTREACH** to **ENGAGEMENT**

## **Outreach**

- “Audience”
- Un-Informed, not conversant
- Externally activated
- Event focused
- Static encounters
- Linear
- One dimensional

## **Engagement**

- “Constituency”
- Informed, conversant
- Internally motivated
- Process focused
- Accountable Relationships
- Multi-directional
- Integrated, multi-dimensional



# DESIRED OURCOMES FOR CIVIC ENGAGEMENT

1. **Build trust** among different community sectors
  2. **Build enthusiasm** about the Greater Downtown Milwaukee neighborhoods
  3. Share information in an **accessible and transparent** manner
  4. **Work collectively** across neighborhood boundaries
  5. Establish a **shared plan of action** with accountability among different implementing partners
1. Create **new cross sector partnerships** for implementation

# OUR CONSULTANT TEAM

**MANAGEMENT TEAM  
AND  
PLANNING & ENGAGEMENT CONSULTANTS**

**PROJECT MANAGEMENT**

Toni L. Griffin, uPAC  
Michael Hostad, GMC  
Vanessa Koster, DCD

**PLANNING TEAM**

Gensler  
SB Friedman & Associates  
Mass Economics  
*Public Policy Forum*  
*Brophy & Reilly, LLC*  
HNTB

**CIVIC ENGAGEMENT**

P3 Development Group  
Justice & Sustainability, LLC

**COMMUNICATIONS**

Muller Communications

**ADVISORY  
CONSULTANTS**

*Public Policy Forum*  
*Paul Brophy & Associates*  
HNTB

**COMMUNITY PARTNER  
CONVENING  
ORGANIZATIONS**

*Lower East Side*  
*Harambee/Brewer's Hill*  
*Bronzeville/King Drive*  
*Near West Side*  
*Old Third Ward*  
*Walker's Point*  
*Downtown*

# TECHNICAL AND CIVIC ENGAGEMENT CONSULTANT TEAM

## PLANNING & URBAN DESIGN

### Gensler

<http://www.gensler.com/expertise/planning-urban-design>

Gensler sees design as strategy in action, focused on results. We help our clients envision a better future and get there successfully. We help them leverage design's power to generate innovative solutions that effect real transformation.

### *Andre Brumfeild, Director of Planning + Urban Design*

With more than 17 years of professional experience, Mr. Brumfield has a proven track record in the fields of urban design, master planning and conceptual architecture that has focused on neighborhood revitalization, urban redevelopment, and long range, city-wide master planning efforts. Mr. Brumfield has addressed urban design and planning issues in a variety of projects including downtown mixed-use projects, neighborhood and community development, large-scale, high-density urban infill projects, brownfield redevelopment and regional master planning efforts.

Mr. Brumfield is highly skilled in developing context-sensitive design solutions to a broad range of projects and consensus-building among multiple stakeholders in both the public and private sector. He continually seeks opportunities to revitalize the country's most distressed and economically challenged neighborhood and communities.

## REAL ESTATE MARKET AND REDEVELOPMENT

### SB Friedman Development Advisors

<http://www.sbfriedman.com>

SB Friedman Development Advisors is a real estate and development advisory firm specializing in development strategies and public-private partnerships. Founded in 1990, we work with public, private and institutional clients.

Our mission is to guide and enable our clients to create high-quality places through the practice of real estate economics, development finance and urban planning.

In a challenging investment environment, SB Friedman has the necessary ability and expertise to lead you to confident decisions for one-term growth.

### *Stephen B. Friedman, FAICP, CRE, President*

Steve brings more than 40 years of experience in real estate and development advisory services. He has authored several articles, spoken at numerous state and national association conferences, and served on several community assistance panels. He is a member of the Counselors of Real Estate, a member of the College of Fellows of the American Institute of Certified Planners, and a full member of the Urban Land Institute (ULI).

# TECHNICAL AND CIVIC ENGAGEMENT CONSULTANT TEAM

## ECONOMIC GROWTH

### Mass Economics

<http://masseconomics.com>

Mass Economics is a research and consulting firm that specializes in urban economic growth and equity. We are a technical firm with expertise in data, analytics, modeling, and strategy as well as a socially-driven organization committed to equitable and inclusive economic growth. We are located in Cambridge, MA and Oakland, CA but work in cities all across the country.

Mass Economics works directly with clients in the non-profit, philanthropic, and public sectors on economic development strategy. We excel at providing high-quality data, analytics, and strategic advice for large public and philanthropic organizations but also the smaller community development organizations that often lack the resources to maintain internal research capabilities.

### *Teresa Lynch, Principal*

Teresa M. Lynch is a Principal at Mass Economics, Cambridge MA-based consulting firm that works with private, public, non-profit and philanthropic clients on urban job creation and socially inclusive growth in US cities. Her most recent work focuses on developing economic cluster strategies that align with a city's land assets; evaluating urban innovation assets and potential innovation districts; and working with philanthropy to develop frameworks and strategies for inclusive core city economic growth.

## CIVIC ENGAGEMENT

### P3 Development Group, LLC

<http://www.p3developmentgroup.com>

We offer professional expertise in planning, program design and development, training and capacity building, and monitoring and evaluation. We work collaboratively with governments, non-profits and the private sector both locally and globally to achieve sustainable social, political and economic change. P3 builds the capacity of individuals and institutions by fostering synergies between local knowledge and experience to deliver sustainable solutions. We deliver our services through an interdisciplinary team of subject matter experts who are able to meet our clients' needs no matter the stage of the policy or program life cycle.

*Genyne Edwards, Partner*

*Dominique Samari, Partner*

### Justice and Sustainability, LLC

<http://www.jsallc.com>

JSA specializes in designing and implementing large and small group multi-stakeholder agenda setting and decision-making processes. Our niche focuses on using alternative dispute and conflict resolution techniques (fact-finding, facilitation, mediation, negotiation, consensus building, etc.) in public policy, civic engagement and organizational development processes related to achieving sustainable community development, environmental justice and smart growth.

*Don Edwards, CEO*

# ADVISORY CONSULTANTS

## MUNICIPAL FINANCE

### Public Policy Forum

<http://publicpolicyforum.org/about-forum>

Established in 1913 as a good government watchdog, the Public Policy Forum is a private, non-profit, independent research organization dedicated to enhancing the quality of public policy decision-making in southeast Wisconsin. Our research and facilitation activities encourage elected officials and community leaders to find effective, data-driven solutions to pressing policy challenges, and promote productive, nonpartisan discussion among the public and private sectors. Known for its fierce non-partisanship and objectivity, the Forum focuses its policy research on a broad range of issues affecting southeastern Wisconsin. They include education, local government finance, economic development, social services and other issues impacting the region's quality of life

## COMMUNITY DEVELOPMENT

### Brophy & Reilly, LLC

<http://explore.georgetown.edu/people/pb763/>

Paul C. Brophy is a principal with Brophy & Reilly LLC, a Maryland-based consulting firm specializing in economic development in older industrial cities, mixed-income housing, neighborhood revitalization, and the management and financing of complex urban redevelopment projects.

Mr. Brophy has been involved with the challenges facing older industrial cities since 1970 as a public official, a practitioner, an author, and a professor. A critical basis for his work were his ten years in city government in Pittsburgh, Pennsylvania (1977-1986) where he was director of housing and then executive director of the Urban Redevelopment Authority.

## TRANSPORTATION

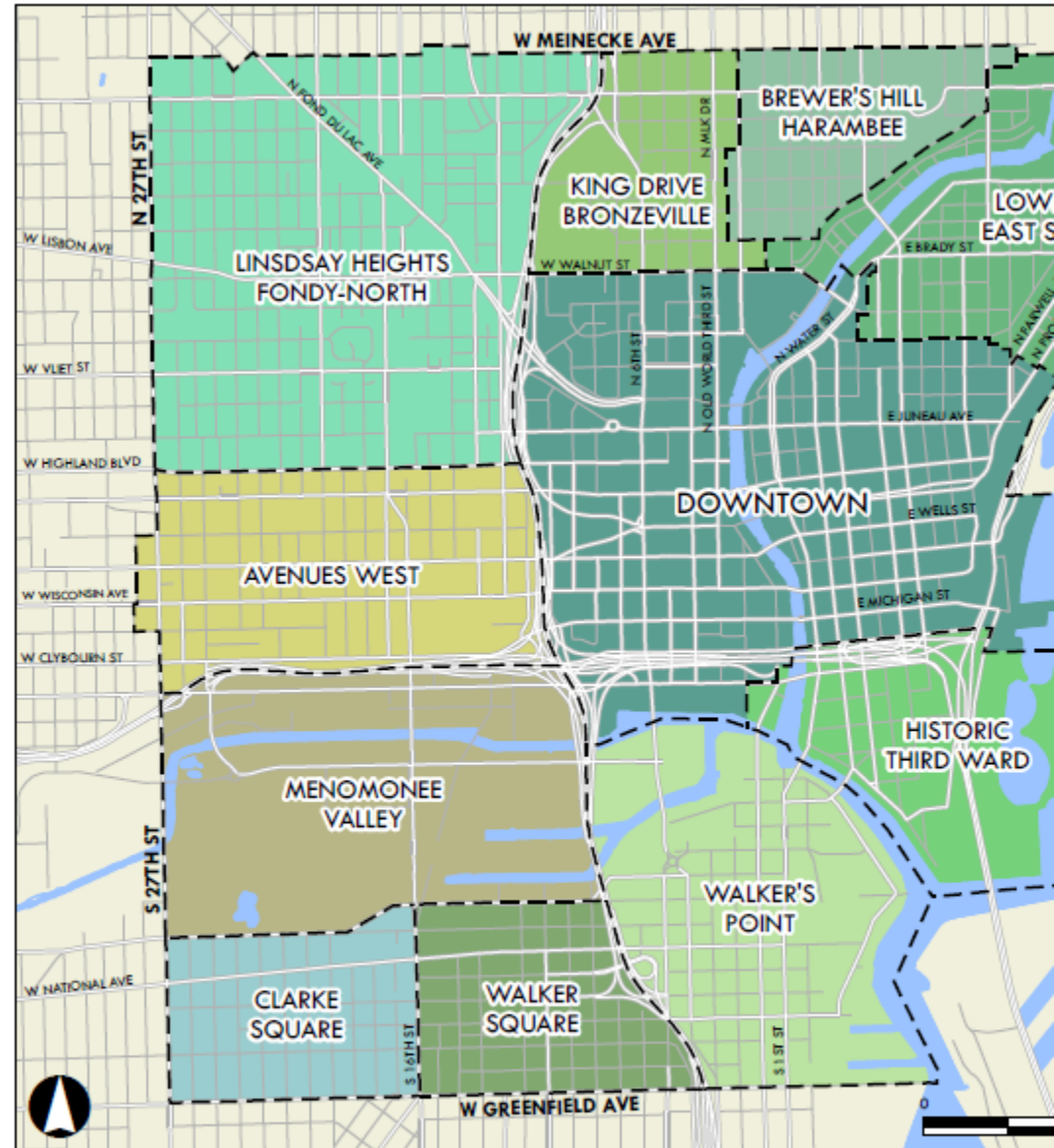
### HNTB Corporation

<http://www.hntb.com/about>

HNTB Corporation is an employee-owned infrastructure solutions firm serving public and private owners and contractors. With more than a century of service, HNTB understands the life cycle of infrastructure and addresses clients' most complex technical, financial and operational challenges. Professionals deliver a full range of infrastructure-related services, including award-winning planning, design, program and construction management.

OUR STUDY AREA  
*“THE GREATER DOWNTOWN”*

# Planning Districts in Greater Downtown Milwaukee



- |   |  |   |
|---|--|---|
|  Avenues West              |  Downtown                 |  Lindsay Heights / Fondy-North |
|  Brewer's Hills / Harambee |  Historic Third Ward      |  Lower East Side               |
|  Clarke Square             |  King Drive / Bronzeville |  Menomonee Valley (East)       |



# OUR SCHEDULE

# PROPOSED SCHEDULE BY PHASE

<b>STEP 1:</b>	<b>Where is the Downtown?</b>	<b>TODAY</b>
<b>STEP 2:</b>	<b>Building the Downtown Story</b>	<b>10 WEEKS</b>
<b>STEP 3:</b>	<b>Envisioning the Downtown We Need and Want to Be</b>	<b>12 WEEKS</b>
<b>STEP 4:</b>	<b>Developing a Strategic Path Towards Implementation</b>	<b>12 WEEKS</b>
<b>STEP 5:</b>	<b>Measuring Progress and Success</b>	<b>4 WEEKS</b>
		<b>40 WEEKS (9 MONTHS)</b>