

Riverworks

Strategic Action Plan



Prepared by the
Milwaukee Department of City
Development with Riverworks
Development Corporation and
BIDs 25 & 36

Summer 2012



Acknowledgments

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Neighborhood Associations & Interest Groups

Riverwest Neighborhood Association Development Committee
Glendale-Milwaukee BID Organizing Committee
Milwaukee River Greenway Coalition

Business Improvement Districts

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BID 36 (Holton Street)

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1 INTRODUCTION

1.1 Why do an Action Plan

At its peak in the 1970s, Riverworks had 35,000-40,000 jobs in a six square block area. Most jobs were in manufacturing plants that ran three shifts a day or were part of the manufacturing supply chain. The area today has one tenth of those jobs, yet still has a community of manufacturers and a supply chain. Companies are smaller, tighter, and more efficient, hiring fewer workers to operate smarter equipment.

Like many older manufacturing districts, Riverworks is a “mixed bag”. There are family businesses that have evolved over fifty years (or more). There are older companies that have been bought out by their newer more modern counterparts. And there are still a few remnants of its heyday as a manufacturing powerhouse—corner taverns, worker cottages, and the noisy, dirty, messy operations that don’t fit well in other districts—a messy vitality that is there today.

Riverworks represents an America that still makes things, exports to the world, and has 53-foot semis that block the streets day or night. Its smokestacks still belch hot soot, though thanks to environmental regulation, not the heavy metal particulate clouds of the original plants.

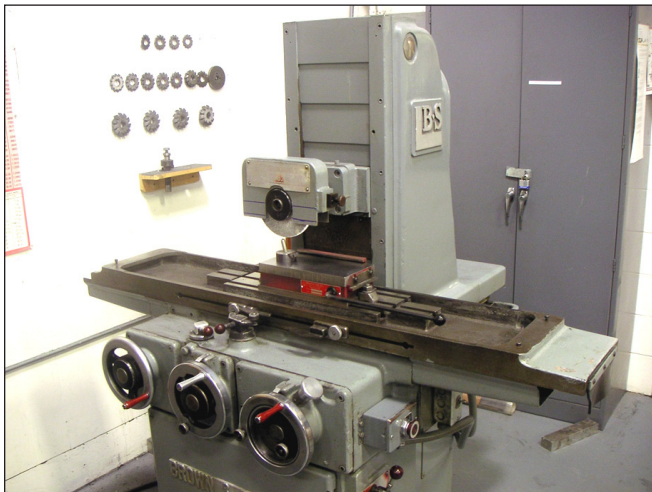


Figure 1.1: Example industrial tools (Source: <http://www.kvcc.me.edu/pmt/tools.aspx>).

In recent years, the area has added a creative cluster of design and production-oriented businesses, sales offices, warehouse and distribution outlets, startup business centers, non-profits and small companies with large space requirements. Capitol Drive is now a commercial corridor that is slowly working toward its full potential. The former rail line (the Beerline) is now a recreational trail.

The area is not as attractive and updated as it needs to be to be marketed as a corporate business park. But it isn’t that far off the mark. It clearly pushes the limit on the mix and range of business types. At the same time, it isn’t a dull bland, office park and it does offer amenities (places to shop, have lunch, etc.) combined with a great location. There is a community of manufacturers here who know and depend on each other. With organization and strategic measures such as land assembly, obsolete building demos or updates, adaptive reuse and site remediation where necessary, it is well within reach of its potential.

The reason to do a Strategic Action Plan is to determine how to keep the best of what is here, help companies expand and recruit others in their supply chain, keep the uses that are compatible with manufacturing, strategically move or relocate those that are not, and create overall a positive environment for growth.

1.2 What the Experts Say

Here is why manufacturing matters.

Manufacturing builds regional wealth, has a higher multiplier effect than other types of jobs in creating exports and in generating service/supplier (a.k.a. spin-off) jobs in the local economy. Manufacturing jobs are wealth building, value added jobs having the greatest multiplier effects on the local economy.



Figures 1.3 and 1.4 : Active manufacturing parcels within Riverworks.

Worker Earnings:

- ***In 2009, the average U.S. manufacturing worker earned \$74,447 annually (including pay and benefits) while the average non-manufacturing worker earned \$64,122.***

Source: *Facts About Manufacturing* (<http://www.nam.org/Statistics-And-Data/Facts-About-Manufacturing/Landing.aspx>)

Why American Manufacturing Matters:

1.) *"...economists agree that the United States must rebalance growth away from consumption and imports financed by foreign borrowing toward exports."*

2.) *Manufacturing jobs are typically considered high-productivity, high value-added jobs with good pay and benefits.*

3.) *Manufacturing has substantial and disproportionate role in innovation.*

Source: Tyson, Laura D'Andrea. "Why Manufacturing Still Matters." (<http://economix.blogs.nytimes.com>)



Figure 1.5: Industrial buildings.



Figure 1.5 and 1.6: An active industrial business in Riverworks, and a sample CNS machine (Source: <http://www.kvcc.me.edu/pmt/tools.aspx>).

• *The US appeal as an R&D location is slipping due to a decreased labor force with scientific, engineering and technical skills, as well as federal restrictions on the number of immigrants with this skill set.*

• *President Obama is supporting manufacturing by promoting policies to increase high-school graduation rates, work-force training programs at community colleges, and scientific, engineering and technical education.*

Source: Tyson, Laura D'Andrea. "Why Manufacturing Still Matters." (<http://economix.blogs.nytimes.com>)

Select Recommendations:

- *Improve science and technology education. Make it more accessible to domestic students.*
- *Support programs at technical schools as to improve the transition of employees from one industry to the other.*
- *Promote clusters of similar economic activities.*
- *Take advantage of "geographic endowments" [For Riverworks, this would be its central location, its proximity to I-43, its proximity to Downtown, MATC, Marquette University, and UWM].*
- *"A healthy number of U.S. small businesses have performed two vital functions exceptionally well. They serve as key niche providers for specialized manufactured goods components and as incubators for R&D. U.S. small business policy should assure they remain vibrant."*

Source: Popkin, J. and K. Kobe. 2010. *Manufacturing Resurgence: A Must for U.S. Prosperity*. The National Association of Manufacturers and the NAM Council of Manufacturing Associations.

1.3 The Global Economy and Milwaukee

Manufacturing jobs are returning to the United States, not as the labor intensive jobs that left the country for cheaper labor markets, but as computer software intensive jobs (computer guided manufacturing) that require data programming, data manipulation, and data access from any point around the globe, to guide the manufacturing process.

You could add to this that U.S. manufacturers who have survived this most recent economic downturn (and this is true of manufacturers in Riverworks) have already modernized, adapted new technology and have moved forward into the new era of "Next Generation"

and computer manufacturing production. However, they have the challenge of a labor market that is not altogether in step with this next wave of demand.

An Evolving American Manufacturing Sector:

"The image of manufacturing as dumb, dirty, dangerous and disappearing is far from accurate. Today, manufacturing is smart, safe, sustainable, and surging. It has evolved to encompass a wide range of digital, mechanical, and materials technologies that infuse every step of designing, developing, fabricating, delivering and servicing manufactured goods."

"The industries that create wealth are construction, agriculture, manufacturing and information processing. Such industries are the engines that translate technological innovation into new products and services that improve our standard of living and increase the wealth of cities, regions and nations."

"Despite the recent economic downturn, Americans can now sell to a rising global consumer class and invest in lucrative emerging markets. In fact, American-owned firms have no choice but to be engaged in the global economy if they are to meet investor expectations and operate on a scale that enables them to be competitive."

Source: "Make: An American Manufacturing Movement." Full Report December 2011. The U.S. Council on Competitiveness.

HERE'S WHAT WE DO KNOW

1.) Milwaukee clearly has not surrendered the majority of its manufacturing base to developing countries.



Figures 1.8-1.10: Shopping, food, and other amenities in Riverworks.

In fact, Milwaukee companies (including those in Riverworks) are keeping pace with technological change. Could they benefit from more support for research and development, and infrastructure? Yes. Would they benefit from a more highly skilled, better trained work force? No doubt about it.

2.) These computer guided manufacturing jobs require special training, at least a one year degree program. Employers (Riverworks included) are hiring from a wider geographic area and over a longer time frame, to attract workers who have the necessary skills to fill these jobs.

3.) Students entering these programs need to have better than average math and computer skills. Milwaukee does offer this kind of training at Milwaukee Area Technical College campuses around the metro area, and at a few local high schools. There is still a gap between skilled positions and available labor in the local market to meet the demand.

4.) Many of the long term unemployed in Milwaukee need bridge education to go from high school skills to the skills needed to enter a program in computer aided manufacturing. There are groups in Milwaukee like the Social Development Commission that are providing the necessary bridge for those individuals who take the initiative to seek out and improve their skills.

5.) Riverworks companies do work with MATC on an as needed basis to train employees. They also do training in-house. And they also hire nationally employees at an advanced level that have received training from other companies in other parts of the U.S. or abroad.

Manufacturing in Milwaukee:

A recent editorial in the local paper asked: "As the Council on Competitiveness clearly states, manufacturing jobs are returning to America from less-developed countries. The question is where will these jobs go?"

Will these jobs return to communities such as ours that have emphasized traditional labor skills, or will the jobs go to communities that have invested in the necessary skills training to make use of advanced IT infrastructure, skills that enable local companies to manage and control advanced robotics, self-aware machine tools and lights-out material handling systems? I think we know the answer."

Source: <http://www.jsonline.com/news/opinion/throw-a-few-bean-balls> February 11, 2012.

6.) The modern workplace that will retain manufacturing companies and attract workers with higher skill levels will have amenities such as an updated work environment, attractive lunch room or break room, will often have a fitness center, and should be located in a safe, clean and green neighborhood. (Riverworks has

companies that offer workplace amenities. Having a “safe, clean and green” standpoint in the neighborhood is still an attainable goal).

7.) The modern business park that will retain manufacturing companies will have clean shovel-ready sites, room for expansion, and environmental amenities. While Riverworks may lag behind in the first two categories, it offers significant environmental amenities that many business parks lack. The Capitol Drive retail/commercial corridor offers places to shop or have lunch. The Milwaukee River is a stone’s throw away. The area sits in the middle of diverse and desirable neighborhoods. Centrally located, it is “close to everything” as one company executive stated. And the list goes on—the Oak Leaf Trail, the Beerline Recreational Trail, the River Trail System. Downtown and every major university in Milwaukee are within a quick five to ten minute drive.



Figure 1.11: Industrial equipment.

Technical Education in Milwaukee:

Milwaukee Area Technical College (MATC) has Computer Numerical Control (CNC) machine programs (technical diplomas). These require at a minimum a high school diploma or a GED, and depending on the level of the degree, they require hands on experience and prior certification, in addition to mechanical aptitude.

MATC has youth apprenticeships and high school initiatives as well.

Milwaukee Public Schools: “Lynde and Harry Bradley Technology and Trade School provides students in grades 9-12 with a high quality education through research based, student-centered curriculum. Bradley Tech High School offers four Academies focused on the industries of engineering, construction, communications, along with arts and design. Academies are sponsored by leaders in their respective industries: Harley-Davidson Design Academy, Rockwell Automation Engineering Academy, Pieper Power Construction Academy. This unique relationship provides students with access to the most current technologies, private internships, and scholarships. Each Academy provides students with extensive hands on experience.”

Sources: <http://www.matc.edu/>
<https://www.facebook.com/BradleyTechHS?sk=wall#!/BradleyTechHS?sk=info>



Figure 1.12: A successful family-run Riverworks’ business.

1.4 In Summary

What is certain is that however much Riverworks has transformed or evolved over the years, the core remains companies that are manufacturing or related, coupled with businesses that add to or complement a manufacturing district. The area despite its challenges in modernizing and keeping up with current business park trends, has significant endowments as well, not the least of which is the community of manufacturers who are already there and prospering (and may be able to grow and expand in place). And that is why the district is still worth investing in, improving and enhancing.



Figure 1.13: An example of landscaping in Glendale’s industrial area.

A faded background image of an industrial machine, possibly a CNC lathe, with blue flexible hoses and a large, dark blue number '2' overlaid on the left side. The machine is metallic and has various components visible, including a rotating part and a tool head.

2 RIVERWORKS AREA OVERVIEW

2.1 A Brief History of the Riverworks Area

Historically a “walk-to-work” neighborhood, industry has been an economic driver in the Riverworks area since the 1830s when capitalists dammed the Milwaukee River at today’s Capitol Drive to create flour, paper and linseed oil mills. Throughout the 19th and the early 20th centuries, the creation of rail lines provided the impetus for expanded manufacturing in Riverworks. The largest manufacturing plant in the area, at North Richards Street and Capitol Drive, was opened in 1920 by the Seaman Body Corporation in order to produce auto bodies for Nash Motors, a company that later grew into American Motors Corporation (AMC). At its peak in the 1960s, AMC employed roughly 15,000 people, many of them living in the Riverworks area. Reflecting national trends, the number of AMC employees dwindled in the 1970s due to changes in American manufacturing.

The global competition that gave rise to the “Rustbelt” affected Milwaukee in turn. Like most other big



Figure 2.1: Milwaukee’s American Motors Plant after its shut down in 1988 (Source: therailwire.net).



Figure 2.2: An example of mixed use that developed in Riverworks during its manufacturing heyday.

American manufacturers, Milwaukee’s heavy or “assembly line” industry suffered from high interest rates, the impact of a strong dollar on the global market, and America’s appetite for cheap foreign goods. When compared to much lower overseas production costs, producing industrial goods in the US was no long cost effective (“Timeline” 2006). Following that trend, a high school diploma and an apprenticeship in manufacturing could no longer guarantee financial security in Milwaukee and a ticket into the middle class. The percentage of workers in the Milwaukee metro-area involved in manufacturing industries gradually dropped from a robust 40.5% in 1960 to a modest, or some would say an anemic 24.1% in 1990 (“Timeline” 2006). In Riverworks, the Chrysler Corporation closed the AMC factory in 1988, with a near devastating impact on the surrounding community. Close to 2,000 people lost their jobs and the 33.5 acre site sat abandoned for many years afterwards (“Riverworks Center” 2006).

In 1992, the Northeast Milwaukee Industrial Development Corporation (NMIDC) formed to redevelop the former AMC site, which became the City of Milwaukee’s first brownfield redevelopment property. NMIDC joined the City of Milwaukee, WisPark (WE Energies’ Real Estate branch) and other national funders to create the Riverworks Tax Incremental District (TID) on the old site. Within a relatively short period of time, all former AMC plant property was sold and redeveloped. (“Riverworks Center” 2006).

The Riverworks Industrial Center Tax Incremental Finance District (TID) continued to be a successful economic initiative from 1994-2009, during which time



Figure 2.3: The Riverworks logo.

it produced a new tax base for the City of Milwaukee totaling \$34.3 million (Weiland 2008).

NMIDC continued to work in the Riverworks area throughout the 1990s, and over time, its focus shifted to include program development aimed at alleviating social problems in the surrounding neighborhoods. In 2004, NMIDC changed its name to the Riverworks Development Corporation (RDC) to more accurately reflect its expanding role in the community. The RDC is both an economic and a community development corporation (CDC) that exemplifies a holistic approach to community development and a trend to use CDC tools to invest in development activities in distressed, primarily urban, neighborhoods.

2.2 Continuing Role of the Riverworks Development Corporation

Currently, the RDC is an umbrella organization for Business Improvement Districts (BIDs) 25 and 36, home to a Financial Opportunity Center, and part of the leadership team for Harambee Great Neighborhoods Initiative (HGNI). Through these organizations, the RDC pursues a number of business district and community enhancing initiatives, including streetscape design, code enforcement, project development, facade grants, fencing and landscaping, housing development, marketing and promotion, and coordination of funding resources. The Financial Opportunity Center also offers training, workforce, budgeting and financial literacy skills.

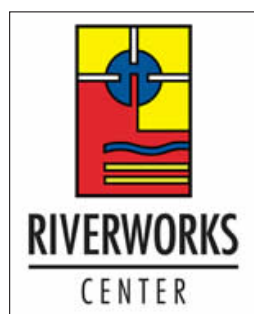


Figure 2.4: RDC Logo

The RDC is primarily funded by multiple public and private sources: federal Community Development Block Grant Administration, Helen Bader Foundation, Greater Milwaukee Foundation, Local Initiative Support Corporation, JP Morgan Chase Bank, BID 25 and BID 36 membership and other community development foundations and institutes. The RDC also produces revenue through two projects. The first is Riverworks Commons, a 21,564 square foot retail shopping center

built on vacant, former AMC land in 2004. It resulted in the creation of more than 25 jobs and was the catalyst that brought Goodwill to the last vacant AMC parcel. This project was developed by the RDC in partnership with The Endeavour Company through New Market Tax Credits and an Office of Community Services (OCS) grant. It is fully occupied – currently by six tenants. The second revenue generating project are the Riverworks Lofts, a \$6.8 million adaptive reuse housing project that has 11 units at 60%, and 25 units at or below 50% of the County Median Income. (Riverviews: News and View of Milwaukee's Riverworks Center 2011b). Due to the current climate of fiscal constraint at all levels of



Figure 2.5: The building the Riverworks Lofts.

government, the RDC's strategic planning emphasis is on increasing the percentage of funds acquired through development projects, fund raising, and memberships, while decreasing reliance on foundations and federal government sources.



Figure 2.6: The RDC Board breaking ground for the Riverworks Lofts in June 2011.

The RDC believes that Riverworks' success as a business district hinges on a comprehensive area redevelopment strategy that builds on existing assets (capacity-building); improves the corporate business park; enhances the Capitol Drive commercial corridor; and strengthens the social fabric and economic opportunity of the Harambee and Riverwest neighborhoods.

2.3 Real Estate Development

BIDs 25 and 36, with the support of the RDC, are catalysts of economic development in Riverworks, through: area business promotion, safety and security grants, streetscape improvements, facade grants, clean-up activities through Riverworks Cleans (a small business within RDC that assists BIDs with daily upkeep), graffiti removal and green space or garden projects such as the Beerline Trail in BID 36. The RDC and the BIDs regularly collaborate with the City and outside groups such as UWM's School of Architecture and Urban Planning to develop design standards for the area ("Riverworks Business Improvement District 25" 2006; "Riverworks Business Improvement District 36" 2006). RDC and the BIDs also host promotional and fundraising events, such as a Brokers Open to promote real estate development, a Brewer's Tailgate and the Riverworks Annual Golf Outing to raise funds and form bonds between BID members, residents and outside funders. (Riverviews: News and View of Milwaukee's Riverworks Center 2011b). The ongoing partnership between the RDC and the BIDs is vital to all activities—marketing, promotion, real estate deals, business development, and projects large and small.



Figure 2.7: Riverworks Cleans.

2.4 Competitive Position

As an industrial and business center, Riverworks faces strong competition from the Glendale Business Park, the Menomonee Valley Industrial Center and 30th Street Industrial Corridor. The RDC's goal is to recruit, retain and expand industry and business (where feasible), as well as market Riverworks as an optimal location based on its proximity to a ready labor force, good transportation options, employee amenities (hiking trails, lunch places, shopping centers) and for retail, a diverse desirable customer base. The RDC also strives to maintain a healthy thriving mix of commercial businesses (office, restaurant, retail, wholesale, and product manufacture-based sales) that serve the surrounding neighborhoods or metro area, and for those that have an export market base, may serve or support the regional economy.

2.5 Workforce Development

In collaboration with economic development initiatives, the RDC has active capacity building programs for the workforce living in the neighborhoods adjacent to Riverworks. These programs strive to connect residents with potential employers through workforce training and a "soft skills" program, e.g., being on time, appropriate dress, reliability, etc. In addition, the RDC maintains a database of the needs of Greater Milwaukee Area employers to help them find qualified workers. This emphasis on building the workforce from the ground up and making the connection to local jobs aids both local residents and area employers. ("Riverworks Center" 2006).

2.6 Neighborhood Planning and Revitalization

2.6.1 The Financial Opportunity Center

The Financial Opportunity Center is a central component of the RDC's comprehensive development model. The Financial Opportunity Center assists disenfranchised residents by providing financial literacy education, public benefits coaching, and the previously mentioned job training/placement program. The financial literacy program educates residents about financial planning, tax preparation loans and credit in the belief that educated community members are better equipped to actively participate in Milwaukee's economy and increase their personal wealth. The benefits coach



Figure 2.8: A certificate from the Financial Opportunity Center.

guides residents through the complicated social welfare system and enables them and their families to take full advantage of available social programs (Impact: Riverworks Biennial Report 2009-2010 2011).

2.6.2 The Harambee Great Neighborhoods Initiative

The RDC is part of the leadership team for the Harambee Great Neighborhoods Initiative (HGNI), which for the past three years has focused its efforts on a Targeted Investment Neighborhood (TIN) of approximately 120 blocks bounded by Capitol Drive (north), I-43 (west),



Figure 2.9: Habitat for Humanity houses.

Holton Street (east) and Center Street (south). Partners in this successful initiative include Local Initiatives Support Corporation (LISC is the financial intermediary that filters public and private money to organizations that focus on urban revitalization);

Thrivent for Lutherans (which invested \$2 million to improve housing conditions and to support overall neighborhood development); Habitat for Humanity (which has increased housing construction in the area); Inner City Redevelopment Corporation; Martin Luther King Economic Development Corporation; Allied Churches Teaching Self empowerment; Select Milwaukee, Wisconsin Housing and Economic Development Association; Northcott Neighborhood House, Groundwork Milwaukee; Growing Power; Harambee Ombudsman Project; Social Development Commission; Chase Bank; and many loyal residents who continue to cheerfully volunteer their time, expertise, and ideas for improving the neighborhood.



Figure 2.10: Harambee Neighborhood Logo.

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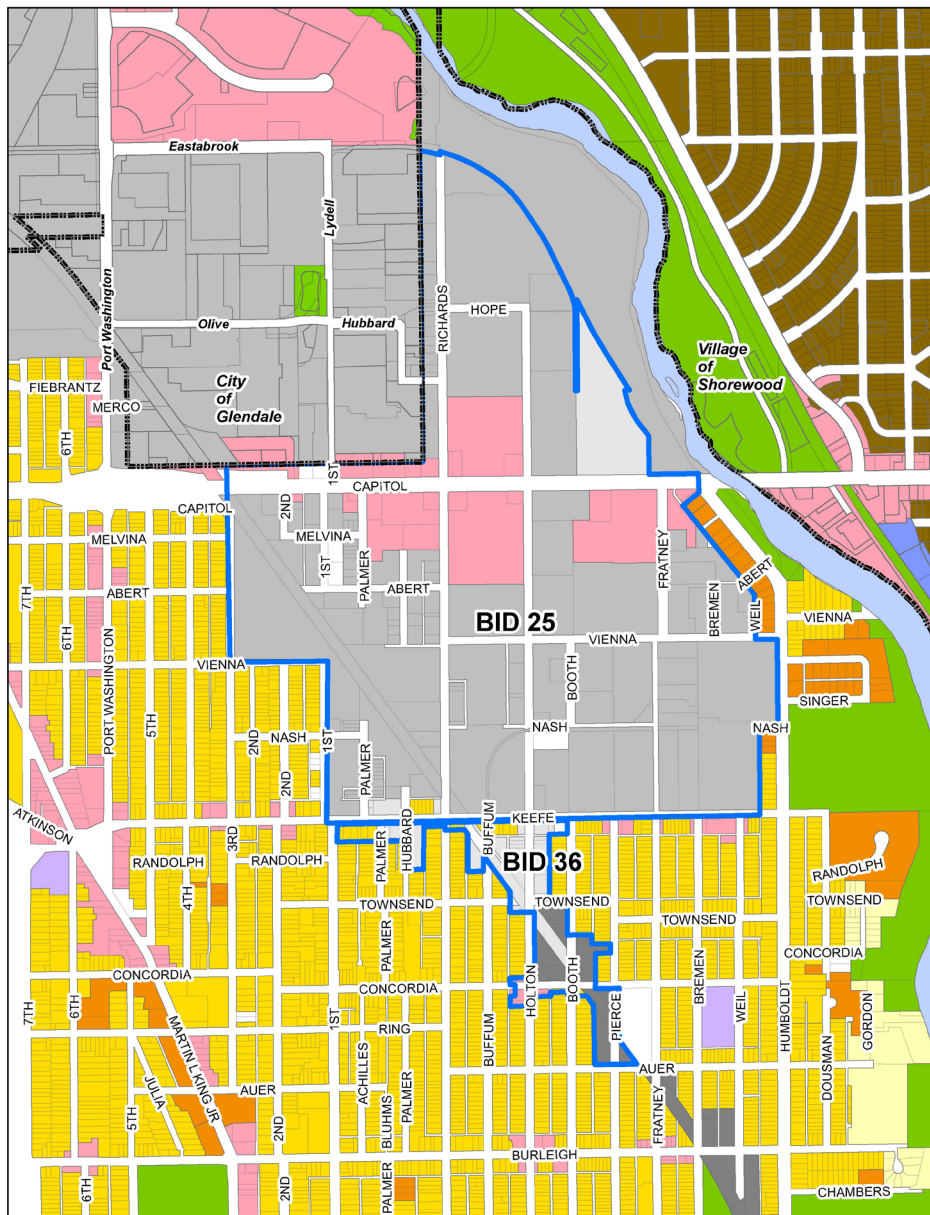
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3 ANALYSIS OF EXISTING CONDITIONS

3.1 Area Maps



Riverworks Zoning

Riverworks Boundary
 BID Boundaries
 Parcel Outlines

Zoning

Residential Districts

- Single Family
- Two-Family
- Multi-Family
- Residential and Office

Commercial Districts

- Neighborhood Shopping
- Local Business
- Commercial Service
- Regional Business
- Central Business

Industrial Districts

- Industrial - Office
- Industrial - Light
- Industrial - Mixed
- Industrial - Heavy

Special Districts

- Special - Parks
- Special - Institutional
- Special - Planned Development
- Special - Redevelopment District
- Vacant Land

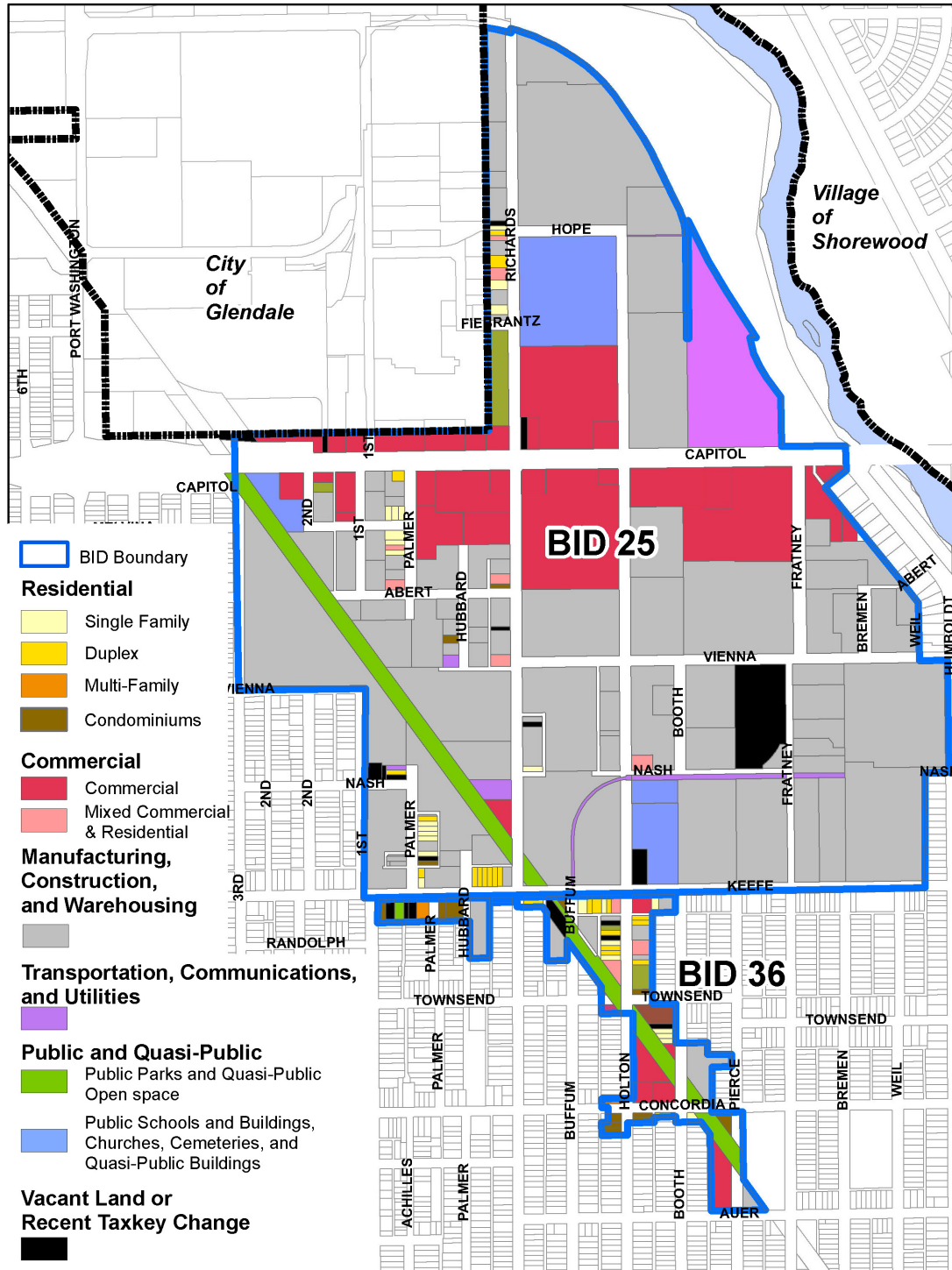


0 400 800 1,600 Feet

Data Source: Department of City Development AT
 Map File
 Final GIS Map/plan/northwest_side/ESRI/MXD
 Project File
 Final GIS Map/plan/northwest_side/ESRI/pdf files

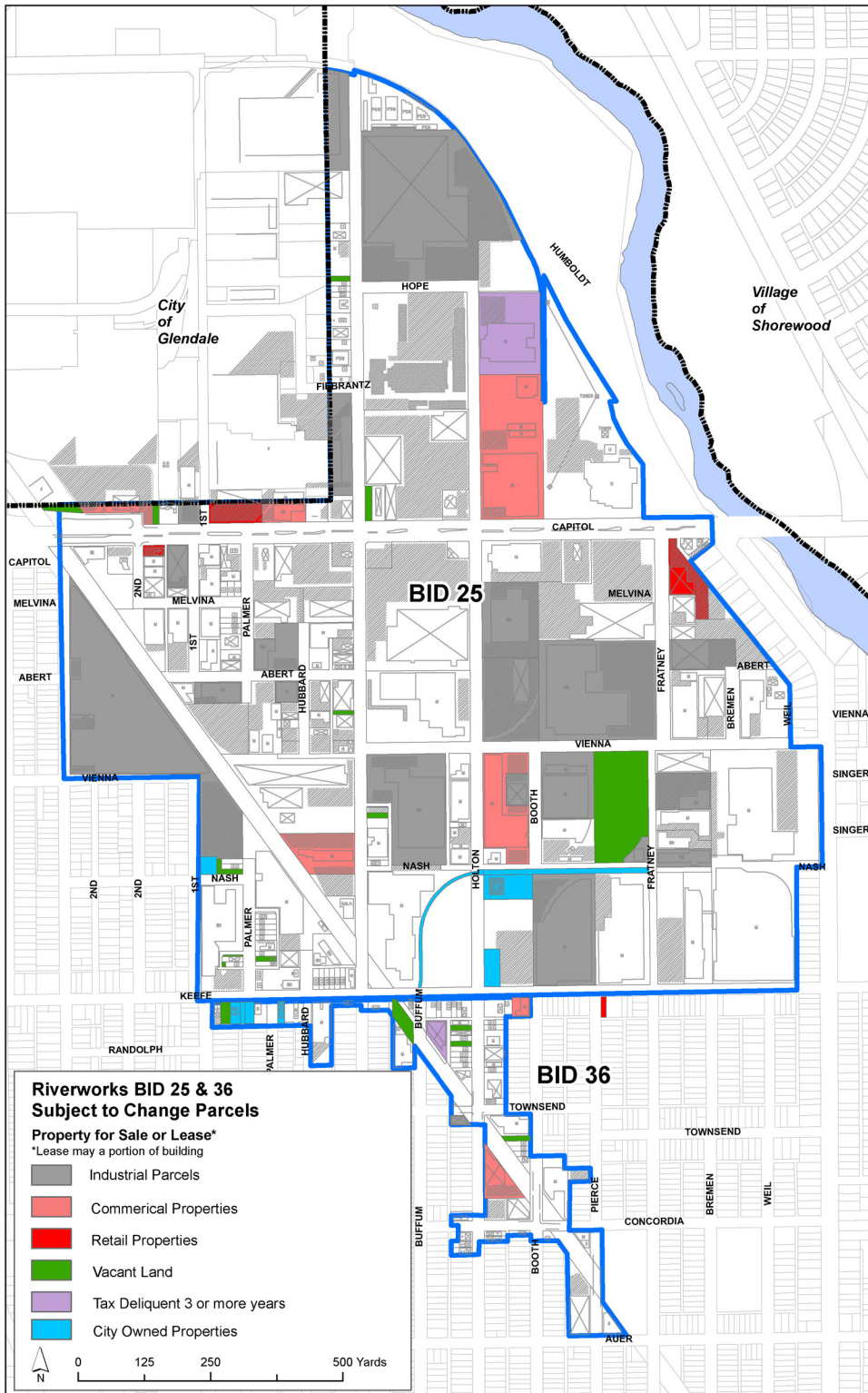
3.1.1 Zoning

Zoning in the Riverworks area is fairly stable and reflects the City's commitment to keep Business Improvement District 25 (the Riverworks Center manufacturing district) primarily industrially focused. The Light Industrial zoning allows for industrial and compatible uses to operate in the area. The only exception to Industrial zoning is the neighborhood shopping district along Holton Street in BID 36, and the commercial corridor along Capitol Drive in BID 25, where the district seeks to capitalize on the retail potential of a high traffic area.



3.1.2 Land Use

The land use map depicts how parcels are being used throughout the Riverworks area. Primarily keeping with the zoning code, commercial uses are on Holton Street south of Keefe in BID 36, and concentrated along the Capitol Drive corridor in BID 25, while industrial uses extend north and south from the commercial corridor. While not every use is industrial there are primarily compatible uses in BID 25. In BID 36, there is a greater mix of uses and the residential neighborhood is much closer to the businesses in that area.



3.1.3 Susceptibility to Change

This map shows properties in the Riverworks are that are expected to change more rapidly than the rest of the area. Parcels on the map are currently for sale or lease, vacant, owned by the City, or more than three years tax delinquent. Parcels of varying lot sizes could be sold for new development, land banked or, combined with a neighboring parcel, or a building could be razed to make way for a new opportunity.

3.2 Area Profile

3.2.1 Introduction

An analysis of existing conditions is one basis for a strategic action plan. The UWM Center for Economic Development (CED) has completed an analysis/profile of the Riverworks area (BIDs 25 and 36 that make up the Riverworks Center district and the surrounding area within a five-minute drive time) that takes into account the area's industrial core, retail and mixed use on Capitol Drive, and overlap with close-in diverse neighborhoods. For mapping purposes, the intersection of Capitol Drive and Holton Avenue was identified as the center of the district. From that reference point, a five-minute drive-time shed provided the target area for the conditions analysis. Using the ESRI Business Analyst program for the area, UWM CED was able to look at inventory of businesses, land use, housing, demographics and market segments. For more information, the full UWM CED report will be posted on the DCD web site along with the plan (<http://www.city.milwaukee.gov/DCD>).

3.2.2 Inventory of Businesses

The approximately 180 businesses in the Riverworks area represent a broad range of manufacturing, commercial and professional services. These businesses vary in size and operations from closely held family-owned (or self-employed) to globally based enterprises. Altogether they employ approximately 2,000 people. Just under half of area employees work in the manufacturing sector (the historic core of the district), with the remaining employees split evenly between commercial and professional services. Wal-Mart and Social Development Commission are the largest single employers in the area.

INDUSTRIAL BUSINESSES

Manufacturing plays a dominant role in the Riverworks area, more so in BID 25 than in BID 36. There is no single dominant type of manufacturing, although manufacturing related to metal fabrication and machining make up roughly one third of area manufacturing. Manufacturing related to plastics, finished and customized products, food processing, plus construction, wholesale goods, warehousing and distribution, are the majority of the remaining industrial businesses in the Riverworks Center.

Most professional service businesses in the Riverworks area are compatible with the industrial uses, with

25 percent directly supporting industrial and manufacturing businesses (re: packaging/labeling, mailing services, janitorial/cleaning supplies, landscaping services, salt supply, etc.). Approximately 35 percent do not support but are compatible with industrial uses, including transportation, storage, and auto repair/maintenance. Remaining professional services are more compatible with the retail corridors.

COMMERCIAL BUSINESSES

Most retail and restaurants are concentrated along the Capitol Drive corridor, and represent a range of predominantly national chains with some local businesses present. While Wal-Mart is the biggest draw, there are clothing, shoe, office supply, pharmacy, grocery and variety stores that cater to surrounding communities, as well as businesses that focus on personal needs (re: banks, gas stations, barbershop/beauty supply, dry cleaners,). While food service is dominated by "fast food" chains (re: McDonald's, Popeye's, Subway, Church's) along Capitol Drive, there are still locally owned taverns located within the two BIDs.

3.2.3 Land Use Profile

BIDs 25 and 36 which make up the Riverworks Center district, comprise approximately 330 acres of primarily industrially and commercially zoned lands. Commercial zoning tends to be concentrated along commercial/retail corridors (re: Capitol Drive in BID 25, Holton Street in BID 36). BID 25 is significantly larger than BID 36 and has the lion's share of industrial zoned properties. Most of the area is zoned Industrial Light (with the exception of the commercial corridors), which protects industrial uses in the district from conflicts with non-industrial or non-compatible uses.

COMMERCIAL

The Capitol Drive portion of Riverworks is the area's primary commercial corridor. While auto-oriented in character, Capitol Drive is well served by several Milwaukee Country Transit routes. Most consumers who shop here live within a five-minute drive of the corridor, although Wal-Mart customers draw from a larger area. Unlike many older commercial corridors within the City of Milwaukee, Riverworks shopping centers have ample surface parking which enhances its appeal for nearby suburban shoppers. The Capitol Drive corridor is not completely built out, so potential

is there for development as an even larger commercial development zone. However, to keep up with current trends in retailing (re: lifestyle centers such as Glendale’s Bayshore Towne Center), it needs to become more pedestrian (less auto) oriented.

Apart from Capitol Drive, there are pockets of commercial uses throughout the industrial portions of BIDs 25 and 36. These commercial uses are typically compatible with industrial uses (re: auto repair, laboratory testing). If not directly related to manufacturing (re: Central Bark, Flux Design) the remaining commercial uses fit well within the district and do not conflict with manufacturing as the dominant use. Within BID 36, commercial development is haphazard and sporadic along Holton Street, Keefe Avenue, and the Beerline Trail. Currently, there are no strong development patterns in BID 36, but this may change as redevelopment projects on Holton Street (re: Riverworks Lofts) come online, spurring further investment, and land adjoining the Beerline Trail is redeveloped with possible spillover to Holton Street.

INDUSTRIAL

Industrial land makes up close to 70 percent of the land use within BIDs 25 and 36 (the Riverworks Center Corporate Business Park). Riverworks is one of fifteen historic industrial corridors and one of five industrial BIDs in the City of Milwaukee. Its key strengths are: its updated light manufacturing base and facilities, a strong cluster of manufacturing businesses (many family-owned), a central location near downtown Milwaukee and UWM, close proximity to I-43 with good truck access routes, location within striking distance of a broad range of amenities, and ready (five minute) access to an educated workforce.

Challenges to Riverworks’ efforts to retain, expand and attract industrial businesses to the area are

older facilities which are more difficult to adapt to modern manufacturing processes, soil contamination, regulatory issues, and lack of sufficiently sized vacant parcels for expansion. Many of the remaining available lots are small, or long, narrow lots not conducive to newer industrial developments that need larger building footprints. In BID 25, the average parcel size is 2.3 acres (with parcels as big as 10 acres). In BID #36, the average parcel size is less than half an acre (the largest parcel size is just over one acre).

COMPARISON TO MILWAUKEE’S OTHER INDUSTRIAL BIDS

In addition to the Riverworks Center (BIDs 25 and 36), there are four other industrial BIDs located in Milwaukee: Menomonee Valley, Havenwoods, the 30th Street Corridor, and the Gateway Aerotropolis. Each of these BIDs is unique and fulfills its own niche in Milwaukee’s manufacturing community. Table 1 at the bottom of the page compares the vacant parcels in each BID.

Compared to Milwaukee’s other industrial BIDs, Riverworks has fewer “shovel ready” developable acres. Riverworks’ layout is typical of an older, more compact urban industrial area with only 6.8 remaining developable acres in small parcels (0.3 acre average parcel size). There are fewer opportunities to assemble vacant parcels into sizeable lots that meet current industry trends. Current industry trends support “large lot” development of greenfield (or farm land) in exurban areas, or cleared and clean parcels in industrial parks (like Menomonee Valley or Gateway sites) over urban infill or redevelopment.

There are many more recent instances in Riverworks of manufacturers coming in and adapting or adding on to an existing facility than there are instances where construction is new, i.e., from the ground up. For those companies willing to adapt, Riverworks provides some

Table 1: Vacant Parcels within Milwaukee’s Industrial BIDs

BID	BID Name	Developable Acres	Number of Vacant Parcels	Average Vacant Parcel Size (acres)
25 & 36	Riverworks Center	6.8	21	0.3
26	Menomonee Valley	103.9	30	3.5
31	Havenwoods	62.5	34	4.8
37	30 th Street Corridor	74	95	0.8
40	Gateway Aerotropolis	148.6	58	2.6

Source: City of Milwaukee Master Property File (MPROP)

very cost-competitive options. However, at some point a company may need to expand and with Riverworks' smaller than average parcel sizes, it can be a challenge. Many manufacturers in the district are landlocked, requiring the purchase of adjoining properties (if they are available) for expansion to occur, or a decision to move out of the district (basically a need to start over), presenting an entirely different development challenge.

CONCLUSION

Current and future development in the Riverworks Center district will depend heavily on redevelopment (re: land acquisition and assembly, land banking, demolition, brownfield clean-up, adaptive reuse and expansion of older manufacturing properties where operations are still viable).

3.2.4 Housing Profile

The housing market in the area surrounding Riverworks includes a range from wealthy North Shore suburbs to Milwaukee neighborhoods hit hard by the Great Recession of 2007-09. The surrounding area has been impacted by a combination of economic and demographic factors, including: an aging population, an increasing divide in average household income between wealthier and poorer communities, increased population in some areas with decreases in others, and a decrease in average household size.

These factors coupled with a stagnant housing market and economic doldrums have affected demand. The number of housing units within the Riverworks area has seen moderate growth since 2000, which is anticipated to continue through the year 2015. Single family units represent a little under half of the housing in

Riverworks, with duplexes and triplexes comprising the bulk of the rest of the housing stock. (Neighboring Shorewood and the UWM area have a high number of multi-family housing complexes.)

In spite of moderate growth in the number of new housing units, there has been an overall decline in occupancy and a corresponding rise in vacancy rates from 2000-2010. According to the US Census data, the 2010 vacancy rate was 11.2 percent compared to 7.9 percent in 2000. Vacancy rates are projected to increase in the future. This phenomenon is occurring throughout metro Milwaukee, and is likely due to economic and demographic factors. The simultaneous growth in new housing units coupled with a rise in vacancies could be attributed to an increasing income divide in housing "haves" and "have nots".

For more details regarding housing units, occupancy, tenure and vacancy rates, please see the full CED report located at the DCD website (<http://www.city.milwaukee.gov/DCD>).

3.2.5 Demographic Profile

The population within the Riverworks area has experienced some slight changes since 2000, and it is anticipated that growth will be minimal through 2015. While the neighborhoods abutting the Riverworks area, Harambee and Riverwest, are some of the most racially diverse areas in Milwaukee (some hit hard by the foreclosure crisis and unemployment linked to the state and national economy), the study area for the profile includes the predominantly white communities of Shorewood and Milwaukee's East Side.



Image 3.1: Existing residential neighborhoods.



Image 3.2: Another residential area.

3.2.6 Conclusions

OPPORTUNITIES

Based on the current industrial/commercial mix in BID 25 and the number of viable manufacturers with locations in Riverworks, a classic “Retention, Expansion, Recruitment” strategy makes sense: Keep the businesses that are there. Help them to expand in place. Recruit from within the industry supply chain.

Commercial development recruiting efforts along the Capitol Drive corridor should focus on attracting more local businesses to add balance and market appeal to the existing national chains and franchises. A more pedestrian/shopper friendly “Main Street” approach to revitalization will broaden market appeal. Filling in vacancies in existing buildings and redevelopment of vacant lots will also add to overall draw.

There is one exception to emphasis on local recruiting—a larger retailer with a regional draw could act as a second anchor for Capitol Drive (Wal-Mart is first) to support smaller franchises and local businesses.

In BID 36, catalytic projects along Holton Street (re: proposal for the former Lena’s and Family Dollar site), further commercial and retail development, and development that takes advantage of proximity or adjacency to the Beerline Trail could enhance the BID and work well with the existing small parcels. A concerted effort to upgrade storefronts and streetscape will also help the district attract local shoppers.

FURTHER CONSIDERATIONS THAT IMPACT DEVELOPMENT

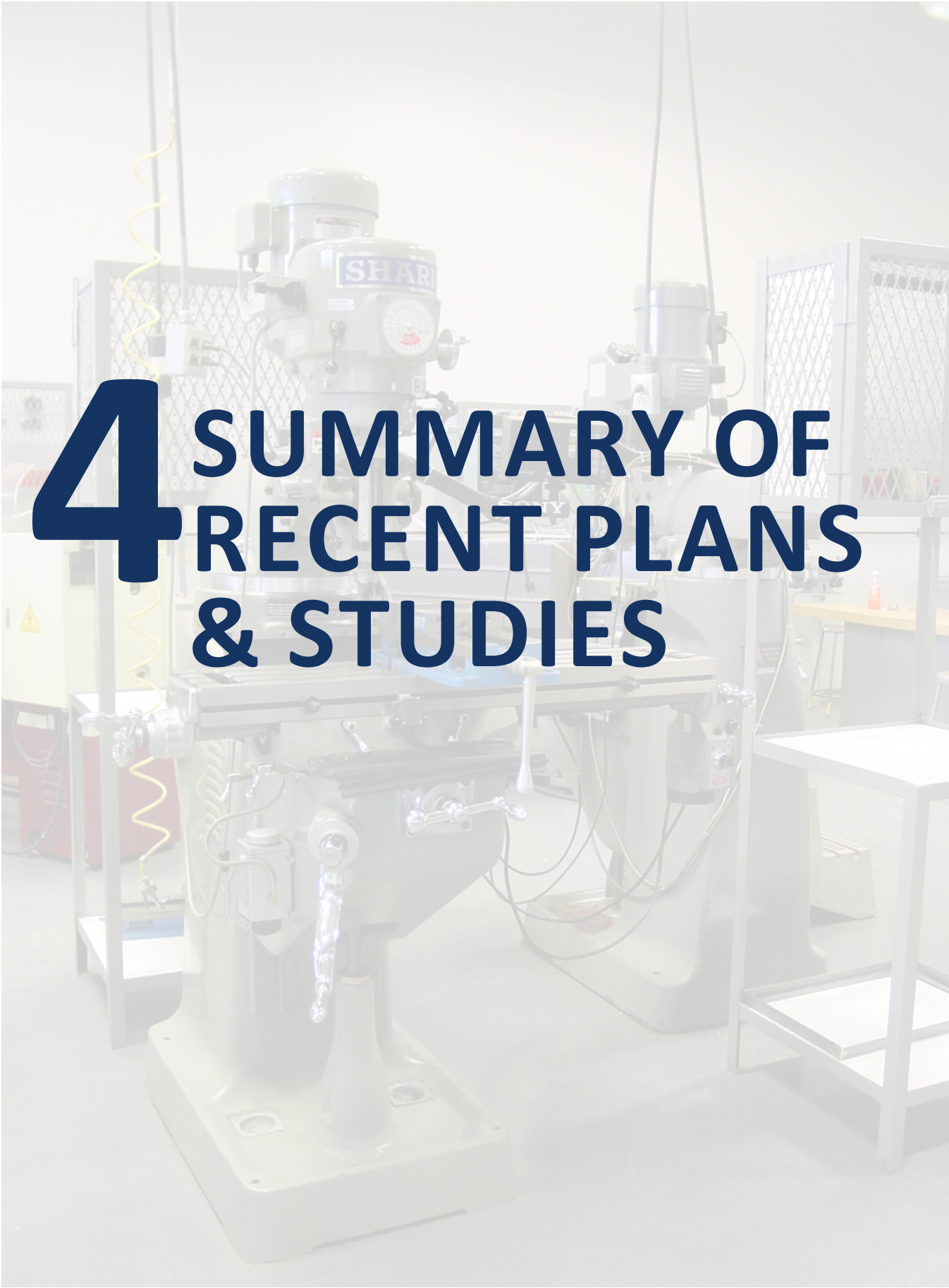
Despite redevelopment challenges of being an older industrial district (re: some functionally obsolete buildings, contaminated sites, small parcel sizes, and occasional gaps in the street grid), Riverworks Center is a viable, vibrant part of Milwaukee’s manufacturing tradition and future. Riverworks Center represents one of the few remaining larger intact, contiguous areas for industrial land within the City of Milwaukee. Its proximity to Estabrook Corporate Park in Glendale, to I-43, Downtown and the University of Wisconsin-Milwaukee (UWM) are key strengths for the area. It is also well served by transit, and is near to densely populated well-educated Milwaukee neighborhoods. Industrial businesses in the area are profitable. Many export globally. Most will remain, expand, or recruit similar businesses to come to the area, provided their

financial and physical needs can be met. The area needs to address modern industry needs by taking on redevelopment tasks—land assembly, brownfield remediation, etc.

There is a small supply of buildings that are functionally obsolete for manufacturing that could be converted to “creative” small scale industrial use, or artist/craftsmen uses that do not conflict with the district.

There is an untapped market in the Milwaukee/North Shore area for department stores, furniture and general merchandise stores, sports equipment, upscale shops, sit-down family restaurants that might be achievable on Capitol Drive, provided a critical mass of shoppers/visitors can be attracted to the area.

For more analysis, please see Appendix A.2: Riverworks Market Analysis found on the DCD website at <http://www.city.milwaukee.gov/DCD>.



4 SUMMARY OF RECENT PLANS & STUDIES

4.1 Northeast Side Area Plan (2009)

The Northeast Side Area Plan is part of the City of Milwaukee's Comprehensive Plan. Riverworks is a major part of that plan. The following goals and strategies are recommended by the Northeast Side Area Plan to create a desirable marketable workplace environment for employers, employees (both residents and nonresidents of the neighborhood), industrial customers and visitors to the Riverworks Industrial Center.

GOALS

A. Create jobs that create regional wealth. High multiplier, high "spin off" jobs are jobs that tap into emerging markets; or are part of growing sectors in the so-called global economy; or that generate demands that spur the local economy to respond by generating parts, products, services, supporting jobs.

B. Create a reinvented Riverworks Industrial Center that is on a par with new industrial centers in the metro area, provides a walk-to-work environment, and a mix of uses that is supportive of its historic manufacturing focus.

C. Create an industrial center campus with marketable sites and a welcoming "campus" identity, that visibly exhibits a desirable marketable workplace environment for employers, employees, customers and visitors.

D. Increase security, both real and perceived, within the Riverworks Industrial Center "campus" and in the surrounding neighborhoods.

INDUSTRIAL STRATEGIES

1.) Provide areas such as the Riverworks Industrial Center where intensive industrial use can occur without conflict with other uses; buildings and parcels large enough and designed to accommodate industrial use; and infrastructure and services that support manufacturing and other related uses.

2.) Develop an effective marketing strategy for the city's industrial corridors and districts, that does not place them in direct competition with each other.

3.) Create a campus master plan and a public-private partnership to assemble, "bank" or hold land within areas such as the Riverworks Industrial Center.

4.) Develop landscape and site design features that create a more unified, marketable campus with

consistent streetscape elements such as, pedestrian lights, paving details, benches, fencing, signage, etc.

5.) Use existing resources (BIDs, TIDs, Industrial Center assessments) to green the industrial corridor, park or center, where effective landscaping can be achieved, such as landscape borders, screening, foundation planting, etc.

6.) Extend high speed cable within the City of Milwaukee to improve the capability for computerized manufacturing.

7.) Identify buildings and sites that blight the industrial corridor. Gradually rehab, replace, or remove these buildings that detract from the positive things that the area has to offer, and create a negative image that undermines marketing efforts.

8.) Use available federal and state brownfield funds to remediate and market environmentally contaminated sites.

9.) Remove, clean up or replace unsightly elements—rusted fences, barbed wire, broken glass, etc. Signs of disrepair give the wrong impression, and may inadvertently encourage negative activity. These should be addressed in as comprehensive a way possible in an effort to "clean up" the image of the district.

10.) Consider a district-sponsored private security force to police the district during hours when there are very few active manufacturing operations, and consequently very few "eyes on the street."



Figure 4.1: Riverworks Industrial Center.

4.2 BID Operating Plans

The key objectives of BIDs 25 and 36 are to develop, manage and promote the Riverworks Industrial and Commercial District; attract commerce to the Capitol Drive corridor; improve North Holton Street; and continue landscape and other enhancements to the Beerline Recreation Trail.

Both BIDs work closely with the Riverworks Development Corporation to carry out these objectives for the benefit of BID members, for the support of the surrounding neighborhoods, and for its contribution to the regional economy of Greater Milwaukee.



Figure 4.2: Riverworks Industrial Center Capitol Drive Streetscaping.

Under the BID 25 and 36 operating plan (as approved by the Milwaukee Common Council) activities include but are not limited to:

- Conduct a coordinated strategic plan that engages members from both BIDs and the Riverworks Development Corporation.
- Do streetscape improvement projects for Capitol Drive, Holton Street and Keefe Avenue corridors.
- Promote the Riverworks area as a great place to work, live, play, and conduct business.
- Implement part of all of the Main Street 4-Point Approach® for the Riverworks BIDs (Organization, Promotion, Design, and Economic Restructuring)
- Safety Program:
 - o Assist area businesses and property owners with exterior lighting and/or exterior cameras to enhance property security through direct matching grants of funds to \$3,000 or 40% of the

project cost.

- o District-wide BID exterior security cameras to be purchased or donated and installed in high incident areas in partnership with the City of Milwaukee Police Department or a security firm.

- Act as an ombudsman for BID members in seeking assistance, changes or services from the City, County, State or Federal government.
- Maintain the landscaping and other amenities owned by the BIDs on Capitol Drive, Keefe Avenue, area side streets and the recreational trail from Keefe Avenue to Auer Avenue.
- Establish a Catalytic Improvement Projects Fund (CIP) to stimulate exterior building improvements to existing commercial buildings in the Business District which are sufficient in scope to produce visible changes to the building façades. Minimum Allocation: \$10,000 and Maximum Allocation: \$25,000.
- Assist area business and property owners with improvements to their property façades through direct matching grants of funds up to \$5,000 or 40% of the project cost.

BID 25 ACTIVITIES

- Install gateway signs and/or sign tower/pole signs in the area.
- Pay the debt associated with the BID's contribution to the significant streetscape project completed on East Capitol Drive in 2003.



Figure 4.3: The Beerline Trail in BID 36.

BID 36 ACTIVITIES

- Create and install a community mural within the BID's boundary.
- Make additional improvements to the Beerline Recreational Trail, a.k.a. Linear Park.
- Extend the Beerline Recreational Trail to Capitol Drive if feasible.

4.3 HGNI Going Forward

The Harambee Great Neighborhood Initiative (HGNI, ongoing since 2006) is a coalition of many organizations (partners) active in the area who have and will continue to engage with Harambee residents to achieve the initiative's vision. Major overriding HGNI goals are to:

- Increase loyalty. Make Harambee a neighborhood and a community that people care deeply about.
- Make Harambee the location of choice for residents, businesses, government agencies and other institutions in a manner that enhances existing social connections.
- Strengthen residential clusters to retain existing and attract new residents.
- Create an attractive market for potential businesses and investors.
- Leverage additional government investment.
- Find and develop catalytic projects.
- Find and develop walk-to-work employment opportunities within the Harambee neighborhood.

The HGNI has nine priorities including economic development, neighborhood image, public safety,



Figure 4.4: An HGNI community event.

neighborhood leadership, and arts and culture. Each priority has its own committee with a targeted set of goals and strategies to assist Harambee residents in realizing their neighborhood vision (Celebrating Success and Looking to the Future: Harambee Community 2011).

In late 2011, HGNI partners celebrated the following achievements:

- 1.) Involvement of a broad range of partners, from financial to faith-based, nonprofit to developers. Major partners include, but are not limited to: Thrivent for Lutherans, Habitat for Humanity, Local Initiatives Support Corporation, Martin Luther King Economic Development Corporation, Inner City Redevelopment Corporation, Riverworks Center, HeartLove Place, Growing Power and Groundwork Milwaukee.
- 2.) Community building through community workshops about topics like the availability of low-interest and forgivable loans.
- 3.) New construction of over twenty Habitat Homes with community involvement.



Figure 4.5: Community members display the Harambee logo.

4.) Intergenerational programming at the Clinton Rose Park, and Grow and Play Lots, healthy foods initiatives at Growing Power, Inc., community art projects, ice cream socials and barbeques, musical performances and other opportunities to increase social networks among people inside and the outside Harambee community.

5.) High level of proactive involvement of residents in neighborhood initiatives. Achievements of the HGNI are due to the way HGNI has built on loyalty that

residents have for the neighborhood.

Riverworks is a major partner in HGNI and continues to work with the coalition of partners to improve quality of life, address housing and redevelopment in the area, enhance financial literacy, and help businesses create jobs that are accessible (with the right training) to residents of the neighborhood.

4.4 RDC Strategic Plan

Approved by the RDC Board of Directors on October 28, 2010

MISSION STATEMENT

Riverworks Development Corporation promotes economic prosperity by providing coordinated resources for residents and businesses with emphasis on the Riverworks neighborhoods.

VISION STATEMENT

Our unique resident-business partnership will grow an expanding business base, a skilled labor force, and thriving families and neighborhoods.

GOALS

- 1.) Develop and deliver a balanced program/service mix that advances the RDC mission and vision.
- 2.) Increase RDC visibility, brand and support among all key stakeholders.
- 3.) Expand and diversify organizational revenue sources.

4.5 BID Strategic Plan

Riverworks BIDs 25 and 36 are developing a joint strategic plan (currently underway) with facilitation from the Center for Public Skills Training (Frank Martinelli). The BID Strategic Plan will complement the recently completed RDC plan. The process has involved BID members, the RDC, City departments and the development community. In addition, a series of five dialogue sessions has given businesses, manufacturers, non-profits, and neighborhood groups the chance to address critical issues and desired outcomes for the district. This action plan overlaps and shares the BIDs Strategic Action Plan major goals.

4.6 Friedman Analysis

Milwaukee's Industrial Land Base: An Analysis of Demand and a Strategy for Future Development

Prepared by: S. B. Friedman & Company
May 2004

FUTURE INDUSTRIAL DEMAND

Utilizing the Polacheck annual industrial space survey, the Milwaukee Journal's compilation of real estate transactions, and a series of interviews with local industrial real estate brokers to assess recent industrial demand trends in the City of Milwaukee, the consultant S.B. Friedman uncovered the following general trends:

- 1.) Absorption of industrial land has varied in Milwaukee over time. In 1994-1996, the City absorbed 8% of new industrial space in the metro area. From 1997-1999, there was a 22% absorption rate and from 2000-2002 there was a 6% absorption rate.
- 2.) This variation is due to availability of appropriately sized, clean, and developable industrial parcels.
- 3.) As the economy emerges from the 2004 economic downturn, the City could potentially absorb more industrial activity. Estimates include: 25-36 acres of new industrial land/year from 2005-2010; or between 127-314 new acres during the whole time period.
- 4.) If the market recovers, there could be a significant demand increase despite the presence of existing vacant building space.

In a 2011 update of manufacturing trends and examination of target industries for the Milwaukee area, S.B. Friedman identified Food Manufacturing, Machinery Manufacturing, Fabricated Metal Product Manufacturing, Computer and Electronic Product Manufacturing, Electrical Equipment, Appliance, & Component Manufacturing, and Miscellaneous Manufacturing such as Medical Equipment & Supplies. Several of these sectors that will be generating jobs and real estate demand in Milwaukee are already well-represented in the Riverworks Center area and are capable of expansion.



Figures 4.6 and 4.7: Active industrial parcels within the Riverworks area.

STRATEGIES FOR PRESERVING AND PROTECTING CORRIDORS FOR INDUSTRY AND BUSINESS

Long-term steps for the City of Milwaukee:

- 1.) Inventory all sites within the industrial and business corridors.
- 2.) Create development opportunities by improving land.
- 3.) Put a directory of available industrial and business sites online.
- 4.) Market appropriate sites to support the growing Business Support Services sector.
- 5.) Start a business retention strategy.

Immediate steps for the City of Milwaukee:

- 1.) Identify and protect existing industrial and business

corridors.

2.) Create and enforce rezoning guidelines. Evaluate all requests for rezoning of industrial sites against the following criteria.

The criteria in figure 4.9 (Evaluation of Rezoning Request) are intended to guide the evaluation of a request for rezoning an industrial site. While no specific “threshold” score has been established to determine if a site should or should not be rezoned, the higher the score in the left column, the stronger the case is for retaining industrial zoning. Alternatively, the higher the score in the right column, the stronger the case is for changing to a non-industrial zoning classification.

Based on the current viability of industries in the Riverworks Center, manufacturing trends, and a limited supply of industrial-zoned land in Milwaukee, the City should be extra vigilant in protecting the existing supply of industrial sites in the Riverworks Center, preserving sites for expansion, or supplying sites for new manufacturing start-ups that would be compatible with industries already based in Riverworks.



Figure 4.8: One of the many family-run businesses located in Riverworks.

Evaluation of Rezoning Request:	Preserve for Industry or Business Services	Rezone to Other Use
1.) Is the site located in one of the following designated corridors? <ul style="list-style-type: none"> 30th Street ICC Corridor Airport Industrial Corridor Havenwoods Haymarket Inner Harbor/Port Kinnickinnic River Parkway Menomonee Valley North Milwaukee Northwest/ Land Bank Oklahoma Avenue Riverworks State Street Timmerman Airport Walker's Point Zoo Industrial 	<input type="checkbox"/> Yes = up to 5	
2.) Does the site have good accessibility?	<input type="checkbox"/> Yes = 1	
3.) Is the facility (or site) viable for industrial use or business support services?	<input type="checkbox"/> Yes = up to 2	
4.) If the site is preserved for industrial or business service uses, do the number and quality of existing (or potential) jobs provide a substantial public benefit	<input type="checkbox"/> Yes = up to 2	
5.) Does demand exist for Retail, Residential or other Non-Industrial uses?		<input type="checkbox"/> Yes = 1
6.) Will the proposed use result in the preservation and restoration of a structure with historical or architectural significance?		<input type="checkbox"/> Yes = up to 2
7.) Will the proposed use have a positive fiscal impact on the City, School District, etc?		<input type="checkbox"/> Yes = 1
8.) Does the site have frontage on a principal commercial arterial? And/or does the Comprehensive Plan or are Strategic Plan call for this area to convert to a non-industrial use?		<input type="checkbox"/> Yes = up to 5
9.) If the site is rezoned, does the new use provide a substantial public benefit in terms of the number and quality of proposed jobs?		<input type="checkbox"/> Yes = 1
10.) Is the proposed use incompatible with adjacent industrial uses with little or no opportunity to provide buffering to protect adjacent industrial uses?	<input type="checkbox"/> Yes = 1	
11.) Environmental, Geotechnical, and Other Site Conditions <ul style="list-style-type: none"> If the site is contaminated, is remediation more viable with an industrial/business service use, or with a retail or residential use? Are there geotechnical or other site conditions which make industrial re-use more Viable? Residential use more viable? Retail use more viable? 	<input type="checkbox"/> More viable for industrial/ busn. svc. use = 1	<input type="checkbox"/> More viable for retail or residential use = 1
TOTAL		

Figure 4.9: Friedman Analysis survey used for rezoning requests.

4.7 UWM Applied Planning Workshop

In the Spring of 2012, an Applied Planning Workshop from the UWM School of Architecture and Urban Planning set out to determine redevelopment strategies and “best practices” for the Riverworks area. Their report centers on improved marketing (e.g. an interactive updated website); enhancements to properties, corridors, and gateways; workforce development linked to the neighborhood; and the addition of more “Creative Alliance” and craftsmen enterprises in buildings that are functionally obsolete for manufacturing, as a way of reclaiming buildings that can be adaptively reused or repurposed. For the full report, go to Appendix A.3 found on the DCD website at <http://www.city.milwaukee.gov/DCD>.



Figure 4.10: A UWM student demonstrating the interactive website.



Figure 4.13: An example of a craftsmen enterprise.



Figure 4.14: The open house held by UWM students in April 2012.

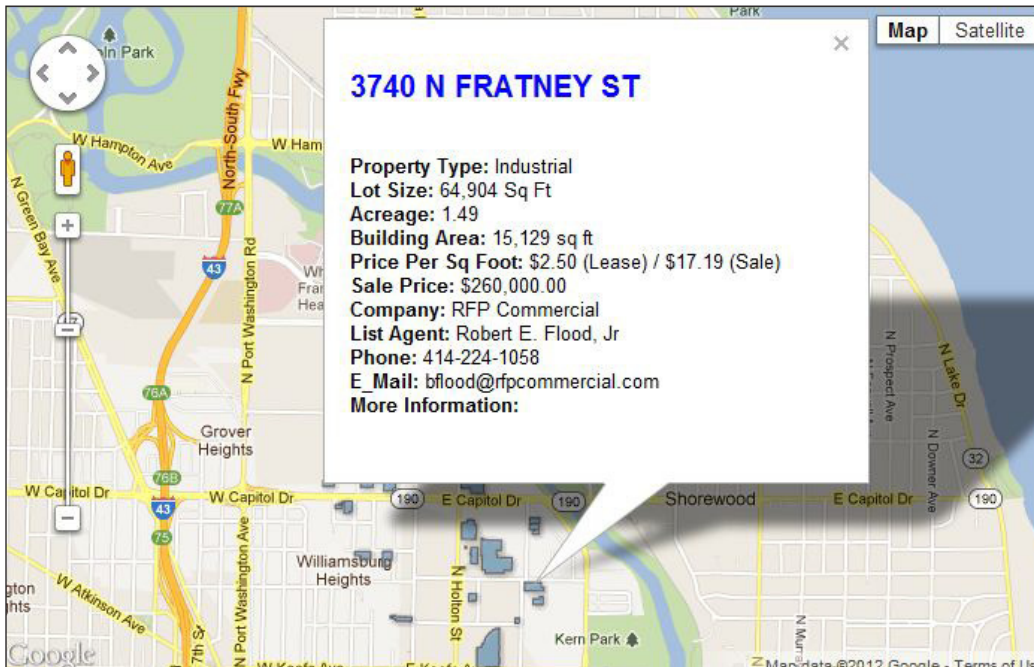


Figure 4.11: A sample page for the interactive website developed by UWM students.



5 SUMMARY OF STAKEHOLDER INTERVIEWS

5.1 Developing a District Profile

In order to gain an in-depth understanding of the area, DCD Long Range Planning staff interviewed a broad range of stakeholders, i.e., people who are invested in the Riverworks area, who have strong ties to the area, who have worked to develop properties/projects, or committed their time and resources to helping the district succeed.

We asked questions to determine the area's strengths, weaknesses, opportunities, and threats. We asked about perception of the district and what would make Riverworks a better place to do business. We discussed Riverworks' competitive position in the metro area and what could be done to advance it. We asked about physical characteristics. We asked what they thought was the direction of the area based on market forces, trends, and goals of the stakeholders. We asked about the "big picture"—global economy, labor force, regulation, manufacturing technology—that shapes growth and investment.

Question: What lessons can we learn from other industrial parks or industrial mixed use areas that might apply to Riverworks?

The majority of respondents felt that Riverworks as an older industrial mixed use area should be maintained in its historical context—predominantly manufacturing with compatible commercial uses.



Figure 5.1: Central Bark, an example of compatible use in Riverworks.

Note: Compatible uses are defined by zoning. Most of Riverworks is zoned Industrial Light with the exception of Commercial zoning along Capitol Drive. However, there is some difference of opinion as to

what range and type of commercial business can truly be considered compatible in an industrial district. Most development professionals and commercial brokers take a conservative disciplined approach to industrial districts: manufacturing (the majority of uses in the district), warehouse and distribution, storage, industrial supply firms, services that industries need, limited retail and restaurants, some amenities (environmental or recreational), and in older industrial districts, grandfathered uses such as taverns, churches, union halls (if well-maintained) can also add to the historic character of the district.



Figure 5.2: An example of compatible retail close to Capitol Drive.

COMPATIBLE USE

The following are representative comments on the topic of compatible use:

- Work with the existing context. Compatible mixed use is key to a successful industrial/mixed use area. Compatible uses are commercial uses that require production or work space such as auto repair or furniture construction, warehousing & distribution, business incubator, artistic uses that require production space, combination manufacturing with retail outlet, any use that in land intensive like landscape firm that stores plant materials onsite, or a kennel that requires space to exercise animals provided it does not take an industrial site.

- o Retail or anything generating high traffic is not compatible with industrial.

- o Entertainment is usually not compatible.

- o Residential is not compatible (possible

exception work/live units or artist's lofts).

- o Junk yards or salvage (any eyesore or unsightly outdoor storage) is not compatible.
- Work with the assets you have. Different industrial areas have different feel to them. Riverworks will never have the same feel as Glendale or the Valley and that's okay. Don't try to be something you're not.
- Give industry room to expand. Doesn't hurt to have some vacant land in the district.
- Demarcate industry's territory. Defensible perimeter. Industrial land should be set aside and promoted because it is critical for economic development.
- Capitol Drive has become a commercial/retail corridor and should continue to intensify, make improvements. Could become a kind of "Main Street" for Riverwest and Harambee. Don't let commercial/retail go farther north or south from Capitol Drive.



Figure 5.3: Riverworks industry.

MARKETING

Commercial brokers and marketing professionals believe in offering a consistent product that meets the needs of the primary tenants of the industrial district: competitive offerings in terms of buildings and sites, consistent image and brand, strict standards for land use compatibility, guidelines for building and site design, and elimination of nuisance, conflicting, or non-contributing uses.

The following comments about marketing, image and brand were repeated multiple times:

- Aggressive marketing is absolutely necessary for a successful industrial district.

- Marketing techniques should be updated to current standards.
- Establish more direct means of answering inquiries, getting information to interested parties.
- Keep on commercial brokers' radar. Open houses, information sessions, etc. Personal relationships also matter a great deal.
- Image and branding. Perception matters. It helps with marketing to create a business community around a theme—a sector cluster, type of industry, consistent look and feel.
- The area has to be safe (perception and reality). If necessary, the BID can hire a private security force, use cameras and lighting to enhance security.
- Add amenities. Can be anything from a lunch place or a recreational trail, scenic vistas.
- Watch out for encroachment of non-compatible businesses. Weed out the nuisance uses, the non-contributing or non-helpful uses, or anything that gives a negative impression.

MISSION/VISION

Comments about need for direction, priorities and clarity of mission/vision came up repeatedly:

- Riverworks needs to define its mission and vision for the district. Develop a strategic plan and stick to it. Many felt the area seems to be unsure where it's going.
- Reestablish priorities. Determine one thing and achieve it. Then do another, and so on. Don't try to do everything at once. Scattershot approach will not work.
- Be the best version of an older industrial district. Market to people who need what you have to offer and appreciate the character and the history.
- Be a community of industries. That is very important. You have a core group of industries who work together to support each other, solve problems, and promote the district.



Figure 5.4: A building for lease.

5.2 Assets and Challenges

Question: What are Riverworks' most important assets?

Responses are as follows:

Social assets are the identity of the industrial district, the organization and services of the business improvement district, and people/nearby neighborhoods of Harambee and Riverwest.

Physical assets are central location, proximity to I-43, cost of properties, readily accessible labor force, geographic position in relation to markets (for retail).

Also mentioned as assets are:

- Riverworks is one of Milwaukee's five industrial BIDs.
- There is a community of manufacturers who support one another.
- Close to diverse range of communities—Harambee, Riverwest, UWM, Milwaukee's East Side, Downtown Milwaukee, Shorewood, Glendale and Whitefish Bay.
- Ready workforce from Harambee and Riverwest.
- Good access to the Interstate Highway for trucking, commuting, connection to metro area.
- Well connected with MCTS Bus Routes (bus service is important for labor force).
- RDC and BIDs are active in redevelopment in the area (ex: streetscaping on Capitol Drive; RDC acts as a liaison between area businesses and the City of Milwaukee).



Figures 5.5-5.7: A few of the assets found in Riverworks.

- Retail on Capitol Drive could be considered an amenity (shopping, lunch places).
- The fact that you have a gritty older industrial area actually creates some great values. Prices are very competitive.



Figure 5.8: Another amenity in Riverworks.

- Milwaukee River and Oak Leaf Trail system is an asset.
- Beer Line Recreational Trail (which may be extended to Capitol Drive) is also an asset.

Question: What are Riverworks' challenges?

The most commonly mentioned challenges were physical, related to sites and buildings.

- Older buildings that do not have the necessary floor plates, clearances and clear spans, specifications (ex: electrical, plumbing, energy efficient design) to meet modern standards.
- Older buildings may be too small or too many stories to work for manufacturing,
 - o Ad hoc or incremental additions can be too limiting or not easily adaptable to use other than the original.



Figure 5.9: One of Capitol Drive's many businesses.



Figure 5.10: The Riverworks area is home to many auto body shops.

- o You may find unlevel flooring or floors at different levels.
- o Deferred maintenance leading to a building that is not cost effective to retrofit.
- Sites may not allow room for expansion, which leaves industry landlocked.

Another common response is that environmental remediation is intimidating to some investors.

- Environmental problems are often quite manageable and will vary in cost with the nature of the project, but the mere fact that there is an unknown will deter some investors.

There are also comments regarding perception of the area that may be off-putting to some investors.

- Area is uneven or erratic, some properties maintained, some not.
- Area is not as bad as it looks (in reference to some parts of surrounding neighborhoods).
- You have to drive through the neighborhoods to get to Riverworks and for people coming from the suburbs, this can be a challenge.

Additional comments regarding challenges:

- The physical character of the area could benefit from improvement. Some discipline as to "zoning" should occur—for ex., reinforcing a dominant pattern such as retail on Capitol Drive, industrial north and south of Capitol Drive, and weeding out incompatible uses.
- Area needs to have more prepared sites and move-in

ready facilities.

- Small parcel size. Need to assemble land to create larger more desirable parcels.
- Lack of clean cleared land (remediation should be done in advance of land sale).
- Yes there are functionally obsolete buildings. However, don't jump to demolish all functionally obsolete buildings, explore creative reuse.



Figures 5.11-5.12: Landscaping opportunities.

Other more general comments about the Riverworks area:

- Image of adjacent neighborhoods is a negative for many customers and employees.
 - o Demographics (incidence of poverty) can be seen as a negative.
 - o Perceived crime (lack of safety) is as much an issue as real crime.

o The area is actually not as bad as it looks.

- Waiting for highest and best use is difficult (need for more aggressive marketing of area).
- The area shows a lack of cohesive identity, clear direction and consistent investment.



Figures 5.13 and 5.14: Areas to consider improving.

Comments about things in general:

- The economy needs to get better for industries to step up production, do more hiring.
- It's hard to match the skills of the labor force with specific requirements of jobs.
- There is not a feeder system for industry—technical training in the high schools, apprenticeships, etc.
- There is too much unfair competition from developing countries that can easily undercut American companies on wages, benefits, and working conditions—not a level playing field.
- Government regulation of “smokestack” or heavy industry can hurt business’ bottom line.

5.3 Critical Actions

Question: What is the most critical action the public sector could take to enhance competitiveness or marketability?

Most respondents sought a strong, supportive public sector, typically the City but often the State or Federal government in providing financial support in the form of TID, loan structuring or guarantees, Business Improvement District organization and financing. Many wanted to see redevelopment actions such as land acquisition and assembly, or subsidies for environmental remediation in cases where contamination is an impediment to redevelopment. The following comments are typical:

- Work with M7 and commercial brokers to market properties.
- Riverworks should perform a conditions assessment and/or target analysis.
- Acquire clean, clear and market parcels.
 - o Assemble 3-5 acres or 10-15 acres, depending on intended use.
 - o Remove buildings that slow or block development.
- Make resources available to industries and businesses (façade grants, improvement loans).
 - o Create incentives to subsidize business start-up and/or expansion.
 - o Help manufacturing/businesses to expand.
 - o Subsidize costs for industry relocation.
 - o Recreate “the call program” (outreach to industry where Department of City Development staff check to see where the City can help, seek out resources, or provide technical assistance).
 - o Re-create a Riverworks TID to fund improvements to the district.



Figure 5.15: Attractive streetscaping along Capitol Dive paid for by BID 25.



Figures 5.16-17: More examples of pre-existing compatible use within BID 25.

- Address mismatch between employer needs and labor force skills.

- o Promote skilled labor jobs.

- o Promote technical school programs.

- Improve area safety and security, streetscaping, façades and lighting. The following comments are critical to maintaining the character and integrity of the industrial district.

- Keep the area industrial and support the core group of manufacturers.

- Don't allow encroachment of commercial, residential and other incompatible uses.



Figures 5.18: One of the diverse businesses along Capitol Drive.

These comments may be useful in setting direction or evaluating current approaches to BID management:

- The BID needs to do more networking, outreach, industry councils, breakfasts, etc.

- There could be much more business to business communication and support from selling to other businesses in the BID to sharing information.

Question: What is the most critical action the private sector could take to enhance competitiveness or marketability?

Private sector actions most frequently mentioned are aggressive marketing, recruiting (some difference of opinion as to who does this, for example, the property owners, commercial brokers, the RDC), and physical improvements to achieve better image and “branding”.

The following comments are representative:

- Actively recruit innovative industry and business.

- o Seek out businesses compatible to the area and the local market (small scale and whole sale distribution).

- o Organize open houses.

- o Engage in more aggressive marketing (radio and newspaper/magazine ads).

- o Perform a market study and conditions analysis.

- Do more business to business networking.

- o Do more outreach to businesses not active in the BID.

- o Do more to get the word out about services provided by the BID.

- o Ask people who have time to get more involved in the BID.

- Decide on an area identity and pursue it (the City needs to make a road map for the RDC/BIDs to follow).

- Resolve (improve) security issues in the district.

- Have firm guidelines for property maintenance and assist property owners in achieving guideline minimums. Pursue code violations where necessary.

- Create “vanilla box” vacant store fronts (tenant space that is improved and ready for occupancy save interior design and modification to meet specialized requirements).

The following comments may be useful in setting direction or evaluating current approaches to development or redevelopment:

- Consider taking streetscaping and identity features to I-43 (visibility from freeway).

- Do a better job of traffic calming on Capitol Drive (retail and pedestrian environment).

- Create a lifestyle/shopping center to compete against Bayshore Towne Center.

- Do outlot developments along “big box” street frontage on Capitol Drive.

- Do infill where there are vacant lots/buildings.

- Redevelop underperforming, out of date and underutilized buildings.

- Go after gateway sites to create a better perception

of the area.

- o Work on Holton Street vacancies.
- o Work on east end building and business appearance.
- o Bridge crossing at west end of Capitol Drive retail corridor could be much better.



Figure 5.19: The railroad trestle over Capitol Drive, the western entry into Riverworks.

- o Street connections from Glendale to Milwaukee at north end of BID.
- Create a better transition between Glendale and Milwaukee, Shorewood and Milwaukee.

Question: What are the most important steps that the BIDs and RDC could take to immediately improve the area?

Many of the respondents commented on divergent trends in the area and the need for planning and discipline in achieving a consistent coherent approach to development. The BIDs and RDC need to take a leadership position and set direction for the area that meets the needs of the majority of stakeholders.

The following are representative comments:

- Decide on top five priorities for the Riverworks area and take action (e.g. Don't try to do everything all at once. Achieve success in one thing, then the next, etc. before moving on.).
- Aggressively market the area:
 - o Consider hiring a full time marketing person.
 - o Engage in advertising at a regional level.

o Manage the Riverworks brand.

- Continue to act as the coordinating agency between area businesses, non-profits, banks, commercial brokers, the City of Milwaukee and community resources.



Figure 5.20: Riverworks streetscaping.

- Synchronize streetscaping and landscaping activities, particularly the area south of Capitol Drive.
- Work to make the area green, sustainable, and environmentally friendly.
 - o Improve parking lots for landscaping and stormwater runoff.
 - o Improve landscaping and coordinate landscape maintenance (joint contract).
 - o Reduce the total amount of asphalt.
 - o Continue the Milwaukee River trail and make connections to Riverworks.



Figure 5.21: Improved streetscape at a bus stop on Capitol Drive.

- o Add bike lanes on Capitol Drive that connect to Beer Line Trail, Oak Leaf Trail and bike lanes in Shorewood to the east.

- o Pursue a “park once strategy”. Connect parking lots for pedestrian connections.

- Try to improve the overall occupancy of the buildings. Greater occupancy and viable businesses coming in means more eyes on the street. Just by getting more people in properties and having more people walking around, you will improve the life and vitality of the area. The more people there are using the area the better it looks to others.

- Conduct research/outreach:

- o Determine the needs of current industry/businesses.

- o Investigate how customers/potential businesses/industries perceive the area.

- o Address customer needs/wants.

- o Identify potential niche markets that would do well in Riverworks.

- Do more to enlist the help of volunteers from the two BIDs (similar to Main Street approach where volunteers form committees on promotion, design, safety/security, etc.).

The following comments may be useful in setting direction or evaluating the BIDs’ current approaches to development or redevelopment:

- RDC can be the connection between Harambee and Riverwest; erase the Holton Street dividing line.

- It might be useful for the two BIDs and the RDC to have separate priorities and staffing in order to keep all three moving forward.

- A joint BID between Glendale and Milwaukee could improve property values and economic activity in both areas.

- There should be a better transition north to south of Capitol Drive on Port Washington Blvd.

- Take another look at “Blue Hole” site for development opportunities.

Question: Should Riverworks transition from mainly industrial/manufacturing to more mixed use?



Figure 5.22: The current gateway at Capitol Drive and Humboldt Avenue.

- No. Maintain boundaries and industrial base.

- o There is not much industrial land left inside Milwaukee. What remains should be preserved.

- o Cheap land is not a reason to trade off an industrial district for something that can be found anywhere in the city.

- o Industrial land within the city is valuable because the workers are in the city. This will only become more important in the future. Keep in-city locations for industry and draw workers from the area, not have them, commute to jobs 50 miles away.

- o From a regional economic perspective, the jobs and the multiplier effect from industry trump commercial jobs. We value industry because it is wealth building. Exports in particular build regional income, especially if the wealth is reinvested in the area (jobs, suppliers, services).

- Industry is the highest and best use.

- Residential and industry are strange bedfellows.

The general consensus is that Riverworks, as one of Milwaukee’s five industrial BIDs has an important or critical role to play in supporting the city’s manufacturing base, i.e., industrial uses should be protected. There is a narrow range of uses that could be considered compatible with industrial and these should be allowed (and are in the area now). Other incompatible uses should be prohibited.

- If you have an industrial facility in the area, you are going to want to expand in the area. Ideally in an adjacent location, but staying in the area is 100% better

than having your operations across town. So definitely you don't want to lose those possible expansion sites.

- Right now, if industry has to leave the Riverworks area due to commercial and residential encroachment, it is probably going completely out of the city. Very important for the city not to lose that manufacturing base and multiplier effect (exports, suppliers, services, jobs).
- Industrial use needs protection from conflict with residential use and resident complaints due to noise, truck traffic, street blockage, glare from lights, round the clock activity, odors/emissions—all normal conditions for a manufacturing district.



Figure 5.23: Industrial land in Riverworks.

- There is a core community of manufacturers in Riverworks now who support each other, buy and sell to each other, loan equipment, help each other out. If the area starts going commercial or mixed use (or becomes gentrified like the Third Ward), the city stands to lose the entire group of manufacturers. They will be forced to go out of the city if the area is no longer industrial.

The following comments are “outliers” or are not typical, yet may be valuable in assessing weaknesses in current approaches to redevelopment.

- Something is better than nothing.
- Any use is good if it brings people to the area or if it brings in business.
- You need to intensify the retail presence on Capitol Drive. Don't start putting residential and office uses on Capitol Drive because you will dilute the retail focus.

5.4 Other Comments

Question: Is there anything else that you think is

important to the Riverworks area that has not been discussed?

There were several comments that were insightful, creative or “out of the box” that might help set the direction or establish goals for the area.

- It is easier to solve problems for current industries and businesses than bring new ones in. Work with the existing industries and businesses, as well as bring new ones in.
- Industries like to expand close to their original location if they can. Riverworks would do well to have some expansion space on hand.
- When industry/business has to focus on problems like security and other “neighborhood” issues it takes away from their first priority which is improving their industry/business.
- If you could do a few catalytic projects in this area, it would have a ripple effect that would set off the whole area. There is a lot of pent up demand if you could start a chain of investment.
- It may not work to ask for a lot of volunteer time from manufacturers. In a highly competitive global economy, you can't “take your eye off the ball” for a minute.
- Market the district in a more effective way. At present, property owners do the most to market their properties. After that commercial brokers. After that, the RDC. If more could be done to aggressively market the area, you would see a better rate of property sale and reuse.
- Expand the image (and ultimately the reality) of a successful corporate business park. Connect Glendale and Milwaukee, Shorewood and Milwaukee. Go north and south of Capitol with better landscaping.
- Extend Capitol Drive streetscaping so Riverworks is visible from the freeway (visually you want to emphasize the proximity because that is a strong selling point).
- Organize overall clean-up fix-up “patching the holes and eliminating the eyesores.” It may sound basic but it is essential to success.
- Riverworks could learn from other BIDs (ex: Valley BID did open house in cool location, had list sheets boards for available properties, food, door prizes which was a good magnet for brokers).
- It is extremely challenging for Riverworks staff to

manage two BIDs and a development corporation. Organization may need to separate priorities and focus individually on each one.

- It's a good thing for Riverworks Development Corporation to have a presence in the neighborhoods.

- The more that businesses or industries work with the neighborhoods, the more they have a presence, and the more the neighborhoods will want to protect the businesses.

- Don't tear buildings down! They can be more affordable as retrofits than building new.



Figures 5.24-5.25: A rendering by UWM students demonstrating the potential for retrofitting older buildings in Riverworks.

A 3D laser scanner, specifically a 'global' brand 'classic SR' model, is the central focus of the image. It is a large, white, cylindrical device with a yellow top section. The scanner is positioned in a laboratory or office environment, with a desk, computer monitors, and other equipment visible in the background. The text '6 RIVERWORKS GOALS, STRATEGIES & ACTION STEPS' is overlaid on the image in a large, bold, dark blue font. The background is a faded, light blue image of the scanner and its surroundings.

6 RIVERWORKS GOALS, STRATEGIES & ACTION STEPS

6.1 Introduction

This chapter is organized into five major goals for the Riverworks District:

- 1.) Improving the District Overall
- 2.) Strengthening the Industrial Core
- 3.) Intensifying Capitol Drive
- 4.) Adding a Creative Complement
- 5.) Making BID 36 a Main Street

Each major goal has a series of strategies organized by type and listed by objectives and action steps, i.e., a task list that the City, Riverworks BIDs and stakeholders will accomplish together as a team. This team will decide what to pursue based on interest and ability, needs of the district, timing, and sense of importance.

6.2 Overall Mission/Vision

MISSION STATEMENT (FROM JOINT BID 25/36 PLAN)

The Riverworks Business Improvement Districts (BIDs) 25 and 36 seek to support, improve, and promote Riverworks Center through targeted innovative programs and services for the benefit of all property owners, tenants, customers, businesses and residents.

VISION STATEMENT (FROM JOINT BID 25/36 PLAN)

The Riverworks Center strives to be a vibrant, sustainable, mixed use business district with an expanding industrial core, thriving commercial corridors, and a unique environment for business start-ups, entrepreneurs in “creative class” or high tech sectors, and businesses requiring a close-in urban location.



Figure 6.1: Welcome sign .

6.3.1 MAJOR GOAL #1: Take Steps to Improve the District Overall

Objectives:		Initiatives and Action Steps:
Design/Architecture	Bring all properties up to a high standard of appearance and maintenance.	<ul style="list-style-type: none"> a. Design buildings to maximize property values and land use potential. b. Encourage property owners to improve identity features, create a street-friendly appearance, and add amenities. c. Address building code violations that detract from the character of the district. d. Preserve historic buildings; maintain/update older buildings; build new buildings or additions as “best practices” modern architecture.
	Design all corridors to be safe, walkable, and pedestrian-friendly.	<ul style="list-style-type: none"> a. Conduct regular walks to identify and address negative elements. b. Enrich the streetscape—add planters, benches, public art, etc. c. Activate the street. For example, add a playscape, an outdoor café or a landscaped patio to a front yard setback. d. Make commercial and industrial building facades more open and transparent (eyes on the street)—for retail, more appealing and inviting.
Zoning	Maintain zoning that supports the existing land use.	<ul style="list-style-type: none"> a. Keep Industrial Light as the predominant zoning. b. Do a ‘Main Street’ zoning overlay district along Capitol Drive with design standards. Also provide design principles for Big Box development. c. Improve the physical appearance of “grandfathered” or isolated uses such as former (or current) taverns, single family houses, outdoor storage or salvage yards, etc., so that if they remain, they positively contribute to the district. d. Gradually phase out single family residential use. e. Evaluate nonconforming uses for positive impact on the district. Remove those that do not enhance the district.
Urban Design	Minimize parking and maximize land use potential.	<ul style="list-style-type: none"> a. Encourage shared parking and multi-purpose trips. b. Make connections between parking lots, streets, blocks and buildings, so customers can walk from one store to another without re-parking. c. Create greater density and efficiency of land use. d. Discourage “sea of asphalt” parking lots.
Landscaping	Strengthen gateways, corridors and identity features.	<ul style="list-style-type: none"> a. Make gateways and corridors a positive statement about the district. b. Eliminate or improve blighted properties. c. Add identity features such as fencing, signage, landscaping. d. Use public art to promote economic development.
Infrastructure	Make infrastructure improvements.	<ul style="list-style-type: none"> a. Repave and reconnect streets where possible. b. Address safety issues: street lighting, street crossings, median breaks, traffic speed, and streetscape elements that need to be repaired or replaced. c. Make the district more bike and pedestrian friendly.

Objectives:		Initiatives and Action Steps
Infrastructure	Identify and eliminate obstacles to development.	<ul style="list-style-type: none"> a. Rehab, repurpose, and recycle vacant and underused buildings. b. Remediate contaminated sites. c. Vacate streets or alleys if needed. d. Take down broken leaning or unused power lines/poles.
Landscaping	Green the district.	<ul style="list-style-type: none"> a. Create a coordinated landscape program for the district to include fencing, parking lots, plant materials, a landscape maintenance program, etc. b. Improve stormwater management practices by upgrading parking lots, introducing rain gardens, bioswales, pervious pavement, etc. c. Add buffers and screening for unsightly uses, e.g., junk or salvage yards. d. Limit total amount of impervious surface (e.g. side by side parking lots). e. Turn remnant or unused land into landscaped green space. For example, turn a weedy lot to a perennial garden or bus waiting/seating area.
Retention	Promote retention and growth of existing businesses.	<ul style="list-style-type: none"> a. Develop information systems that help RDC and BIDs 25 and 36 track priority business needs and match them with services and resources. b. Encourage businesses to market the area and recruit within their supply chain.
Recruitment	Establish a joint BID 25 and 36 New Business Development Task Force responsible for exploring promising new business clusters for development in the Riverworks Center.	<ul style="list-style-type: none"> a. Market Riverworks' properties at the regional level. Use M7 resources. b. Do basic outreach (e.g. market research, surveys, advertising, cold calling). c. Consider hiring a recruiter who can focus exclusively on marketing and promotion. d. Work with RACM and MEDC on redevelopment strategies for the district. e. Be proactive about courting brokers who know the area, or who can find a good match for a company's needs. f. Do outreach to brokers to determine the positives and negatives of the area for business retention. g. Do "inreach", asking the existing property owners how to make the district more attractive to prospective buyers, tenants, customers, etc.

Objectives:		Initiatives and Action Steps:
Redevelopment	Draw in more investors.	<ul style="list-style-type: none"> a. Draw in more investors by networking, promoting particular projects, bringing investors in to look at properties. b. Do an open house in an architecturally interesting building with boards, maps, listing sheets, and door prizes (e.g. the Flux Design building, the Armory). c. Ask owners to invest in making properties attractive to buyers. d. Seek funds for catalyst projects from foundations and individual donors.
Recruitment	Update the Riverworks website.	<ul style="list-style-type: none"> a. Make the website more interactive and user-friendly. b. Provide links to other online resources. c. Add photos and a map of properties to the website. d. Use market research to help portray the area objectively.
Economic Development	Build on the area's strengths.	<ul style="list-style-type: none"> a. Do a market study to assess Riverworks' advantages, assets, existing clusters, appeal to certain groups, market demand (and how to best connect these two). b. Based on the market study, develop a strategy focused on implementing initiatives and action steps.
Redevelopment	Establish a Riverworks Center Business Park Plan.	<ul style="list-style-type: none"> a. Do a district-wide conditions assessment and potential use analysis of buildings. b. Establish separate priorities for BIDs 25 and 36. c. Identify redevelopment opportunities. d. Land bank sites for industrial expansion. e. Create and enforce standards for exterior appearance of real estate. Promote a cohesive well-maintained landscaping program. f. Improve the overall image and brand of the district. g. Develop outlots, vacant lots, remnant parcels, underused properties, and underused portions of parking lots. h. Include training and workforce development.
	Consider doing a redevelopment plan to enable acquisitions, land assembly, blight elimination, and design review for all building permits, etc.	<ul style="list-style-type: none"> a. Work with the Redevelopment Authority of the City of Milwaukee (RACM) and Milwaukee Economic Development Corporation (MEDC) and other financial partners as needed to enable acquisitions, land assembly, blight elimination, design review for building permits, etc.

Objectives:		Initiatives and Action Steps:
Active Community Building	Seek ways to increase business loyalty among Riverworks customers.	<ul style="list-style-type: none"> a. Add more local businesses to the overall mix. b. Sponsor awards for storefront windows and exceptional design. c. Host community or alternative events that businesses participate in. d. Sponsor farmers and seasonal markets. e. Do sidewalk sales for the retail-oriented part of the district. f. Continue social programs with neighborhoods (e.g. the Harambee Great Neighborhood Initiative).
Networking	Find avenues or issues to connect diverse businesses in the area.	<ul style="list-style-type: none"> a. Host casual networking events. b. Continue relationship-building with area businesses, residents, and other community and civic leaders. c. Help Riverworks businesses use available financial tools/resources. d. Coordinate non-profits, such as the Social Development Commission, with businesses that hire from the local area.
Outreach	Educate the local community about who the BIDs are and what the BIDs do.	<ul style="list-style-type: none"> a. Encourage BID members to be ambassadors for the Riverworks area.
Marketing	Use media more skillfully.	<ul style="list-style-type: none"> a. 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. b. Do more with social media (e.g., Facebook, Twitter) and traditional media (e.g., The Business Journal) to communicate the area’s successes. c. Get local press involved. Garner positive interest and attention with success stories like the Beerline Trail or Metal Forms celebrating 100 years in the same location.
Image/Branding	Form a BID Design Committee to coordinate image and branding improvements for the district.	<ul style="list-style-type: none"> a. Consider the cost effectiveness of a single landscape contract for BIDs 25 and 36. b. Do more consistent wayfinding, signage, location maps and business directories to foster identity and provide information.
	Systematically eliminate negatives that give the area a bad “read”.	<ul style="list-style-type: none"> a. Address negative identity features (broken windows, rusted signs, etc.) as well as positive identity features (well-landscaped parking lot, well-designed storefront, etc.). b. Make needed repairs, replacements, and improvements throughout the district. c. Consider applying for a Zilber Initiative grant to improve housing in the neighborhoods surrounding Riverworks (requires a high level of organization within the neighborhood and a strong community partner).

Objectives:		Initiatives and Action Steps:
Image/Branding	Undertake physical improvements that “brand” the area, such as gateways, corridors, trails and identity features.	<ul style="list-style-type: none"> a. Improve gateways (e.g. Capitol Drive and North 3rd Street; Capitol Drive and Humboldt Boulevard; North 1st Street and River Woods Extension) by redevelopment strategies, architectural solutions and urban design techniques (e.g. signs, banners, identity icons, landscape elements and special paving materials, etc.). b. Improve secondary corridors (Holton Street, Richards Street, Keefe Avenue) as well as the primary or principal corridor (Capitol Drive). c. Green the district. Retrofit overall effect of large parking lots with too much asphalt, and overly wide streets with few street trees. d. Address code issues. Regularly stream information to building inspectors with the City’s Department of Neighborhood Services.
Crime Prevention	Deter crime through active and passive measures.	<ul style="list-style-type: none"> a. Reduce property crimes through crime prevention measures. b. Develop a better coordinated and more strategic approach to security. c. Employ Crime Prevention Through Environmental Design (CPTED) methods. “Defensible perimeter”. Surveillance. Look at access, pathways, fences, lighting. d. Work as a community to identify patterns and avenues for crime and devise methods of prevention or deterrents. Address situations that create opportunities. e. Create a better coordinated district-wide police response. f. Continue the work of Safe and Sound Community Partners to help address crime issues. g. Install crime prevention methods, such as cameras, lighting and fencing to eliminate access. h. Evaluate the area for lighting improvements to deter crime.
Long Range Planning	Take a comprehensive approach to improving the district.	<ul style="list-style-type: none"> a. Address all issues that impact the district. b. Develop a strategic planning approach that takes advantage of assets (including BID members’ time and expertise) and all resources available, and moves the area forward more aggressively.

6.3.2 MAJOR GOAL #2: Strengthen the Industrial Core

Objectives:		Initiatives and Action Steps:
Design/Architecture	Create the look and feel of a corporate business park.	<ul style="list-style-type: none"> a. Encourage manufacturing plants to improve identity features. b. Create a more street-friendly appearance (where possible, correct the “bunker and barbed wire” approach to industrial design and replace with corporate business park). c. Improve landscaping (fence and foundation plantings, entry features). d. Add enhancements where possible (e.g. picnic tables for workers at C&D Technologies, Burke’s Candy retail outlet).
	Eliminate eyesores (rust-ed chain link fences, etc.).	<ul style="list-style-type: none"> a. Do a sweep of the district. Target items for improvement.
Zoning	Uphold zoning (when applications to change are submitted) to support manufacturing uses in the district.	<ul style="list-style-type: none"> a. Avoid high traffic uses that conflict with industrial uses, e.g., large scale residential, entertainment venues, etc.
	Change landscape code to better support manufacturing uses in the district.	<ul style="list-style-type: none"> a. Change opaque fence requirement that decreases surveillance.
Urban Design	Maintain larger parcels to enhance the marketability of the area.	<ul style="list-style-type: none"> a. Combine small vacant lots and remnants with adjacent properties to create larger parcels suitable for manufacturing expansion or relocation. b. Acquire foreclosed and tax delinquent properties for land assembly.
Landscaping	Improve landscaping in keeping with a corporate business park.	<ul style="list-style-type: none"> a. Improve appearance of parking lots for industrial properties (paving, fencing, and landscaping).
Retention	Support existing businesses as part of a retention strategy.	<ul style="list-style-type: none"> a. Institute a regular call program to find out where businesses need assistance. b. Help businesses resolve physical and regulatory issues. c. Seek out concerns of the BID members and work to resolve them. d. Facilitate networking opportunities to increase business-to-business sales and exchange of information.
	Establish Riverworks Industry Council.	<ul style="list-style-type: none"> a. Work internally and with the City and major stakeholders to address retention, expansion and recruitment of industrial/manufacturing businesses. b. Partner with institutions that provide industrial skills training to match needs identified by area industrial firms.

Objectives:		Initiatives and Action Steps:
Expansion	Leverage resources to support catalytic projects or to spur business development and expansion.	<ul style="list-style-type: none"> a. Finance projects, including building acquisition, equipment purchases, building renovations, etc. through public-private partnerships with the assistance of local investors, the City's Redevelopment Authority or Milwaukee Development Corporation (MEDC) grants and low interest loans. b. Use Tax Increment Finance to make public improvements in a targeted area. c. Use the City's Office of Environmental Sustainability ME2 and ME3 Programs to save on energy costs. d. Use WHEDA tax credits to make investments that create jobs. e. Use local banks to provide increased capital and technical assistance to improve facilities or expand.
Recruitment	Continue recruitment efforts.	<ul style="list-style-type: none"> a. Increase Riverworks involvement in industrial/manufacturing trade associations in marketing and promoting the Riverworks Center. b. Create industry clusters. Determine which industry clusters are best suited to the Riverworks area (e.g. high-tech, service-type industry or food processing). c. As a recruitment strategy, reach out to the supply chain for existing businesses. d. Inventory, prepare and promote best available sites to potential businesses (particularly those businesses that fit the existing industry clusters in Riverworks), targeting a number of specific sites for industrial uses.
Economic Development	Regenerate corridors or areas that may be experiencing disinvestment.	<ul style="list-style-type: none"> a. Encourage and maintain industry clusters. b. Address need for parking, truck access. c. Keep like uses together; encourage and maintain clusters. d. Do infill development that complements the industrial mix. e. Do catalyst projects with strong partners.
Redevelopment	Land bank properties for future development.	<ul style="list-style-type: none"> a. Acquire and assemble land for future development. b. Coordinate foreclosure processes with acquisitions. c. Map tax delinquent properties and develop a strategy for acquisitions.
	Clear nuisance and blighted properties.	<ul style="list-style-type: none"> a. Identify contaminated and nuisance properties. Find solutions for dealing with them over time. b. Clear and clean contaminated properties as part of redevelopment projects.
Community Building	Support the community of manufacturers.	<ul style="list-style-type: none"> a. Host events for networking and exchange of ideas/information.

Objectives:		Initiatives and Action Steps:
Networking	Work with surrounding communities on projects of mutual benefit.	<ul style="list-style-type: none"> a. Support a Glendale/Milwaukee BID that will connect and extend the two corporate business parks to increase the value of both. b. Coordinate economic development projects that straddle the municipal boundary between Milwaukee and Glendale or Shorewood, where it serves the interests of both municipalities. c. Create a landscape and river trail transition between Milwaukee, Shorewood and Glendale. d. Improve the uneven appearance of properties in the gap area between Glendale's Estabrook Corporate Business Park and Riverworks Center. e. Connect streets at or near municipal boundaries, e.g., North Richards Street and River Woods Parkway, Humboldt Avenue and Estabrook.
Outreach	Make better connections with local residents.	<ul style="list-style-type: none"> a. Do a brochure (similar to Riverwest's) of businesses with highlights and description.
Marketing	Effectively market and promote the district.	<ul style="list-style-type: none"> a. Revise website to include interactive web-based applications. b. Form a BID Promotions and Marketing Committee to identify and aggressively market the unique strengths and assets of the Riverworks Center. c. Identify industry trends that make Riverworks Center an attractive option. d. Develop and implement a coordinated Riverworks Center marketing and promotion plan, targeted to reach a number of key investors, stakeholders, business owners, customers and neighborhood residents. e. Implement a comprehensive web/social media strategy to link area businesses with each other, neighborhood groups, BIDs 25 and 36, and the RDC. f. Develop an inventory of Riverworks Center assets including available sites and buildings, competitive advantages of the area, expertise or technical assistance of RDC and the BIDs, access to other financial or technical resources of partners such as UWM, DCD, and MEDC. g. Partner with industrial real estate brokers to sell or lease vacant industrial properties. h. Use tax incentives and programs to attract industry/manufacturing or help existing industries expand. i. Coordinate with M7 to find more ways to attract businesses or business start-ups to the area.

Objectives:		Initiatives and Action Steps:
Image/ Branding	Improve image and branding.	<ul style="list-style-type: none"> a. Identify buildings that could benefit from façade grants. b. Consider a program of small scale improvements, such as paint, awnings, flowers and lights. c. Visually differentiate zones within Riverworks area, such as commercial and manufacturing. d. Perform basic maintenance throughout the district. Clean-up, paint-up and fix-up. e. Continue BID 25's litter removal program. f. Improve signage. Replace signs in poor condition or disrepair (Riverworks staff can meet with DNS to determine best strategies for implementing compliance). g. Extend a limited version of the Capitol Drive streetscape to other district corridors, such as Holton and Richards.
Safety and Security	Improve safety and security.	<ul style="list-style-type: none"> a. Work with Milwaukee Police Department (MPD) District 5 to develop creative area-wide policing strategies. b. Coordinate requests for police response with major stakeholders (possible approach could be to make a BID council with BIDs 8, 25, 29, 36 and 3) such as the RDC or BIDs 25 and 36 jointly, or an industry group such as a Riverworks Industry Council.
Crime Prevention	Work with District 5 Police on crime prevention.	<ul style="list-style-type: none"> a. Do a walk-through of the area with the Safe & Sound team and District 5 police to determine approaches to crime prevention.
Long Range Planning	Max out the potential of the district.	<ul style="list-style-type: none"> a. Step up development, marketing and business support in order to increase income, employment and property values, as well as the benefit of the area to local residents.

6.3.3 MAJOR GOAL #3: Improve and Intensify Capitol Drive Retail Corridor

Objectives:		Initiatives and Action Steps:
Design/ Architecture	Bring buildings up to a high standard of design.	<ul style="list-style-type: none"> a. Renovate or demolish buildings that detract from the corridor.
Urban Design	Create an overlay district for the Capitol Drive commercial/retail corridor.	<ul style="list-style-type: none"> a. Establish design guidelines. b. Intensify commercial buildings on Capitol Drive frontage to create a continuous building edge. c. For new and infill buildings, place parking behind or to the side of buildings. d. Create walkable retail clusters that link pedestrian movement. e. Add more ground level retail stores.
	Use the City's Big Box Principles (summarized here) to guide the design of large format commercial or mixed use buildings and sites.	<ul style="list-style-type: none"> a. Take a pedestrian-oriented approach to big box retail centers with engaging storefronts organized around pedestrian circulation. b. Keep parking spaces to a minimum. Encourage shared and "park once" strategies to minimize the need for customer parking. c. Create walkable pedestrian connections between parking lots. Make pedestrian access to buildings safe, direct and attractive. d. Use landscaping to enhance the public realm, divide parking lots into smaller areas, and to handle all storm water runoff on-site. e. Architecture should be place-based, not "cookie cutter". Facades should be well-designed and an asset to the public realm.
Infrastructure	Do traffic calming/control methods for Capitol Drive.	<ul style="list-style-type: none"> a. Stronger marking or stay-in-place signage for crosswalks. b. Fewer unnecessary median breaks, fewer cross-traffic turns. c. Convert underused parking lanes to bike lanes (both sides of Capitol Drive). d. Additional lights or stop signs. e. Curb push-outs at major intersections or bus stops.
	Make strategic transportation improvements for pedestrians, bicyclists and transit riders.	<ul style="list-style-type: none"> a. Take "Complete Street" approach to design. b. Add bus shelters at Holton and Capitol, Holton and Keefe. c. Lobby to keep MCTS routes and promote area transit to employees.
Landscaping	Change character from auto-oriented suburban strip mall to Main Street.	<ul style="list-style-type: none"> a. Create a Main Street program tailored to the Capitol Drive retail corridor. b. Extend Capitol Drive streetscape treatment, banners, etc. to I-43 (visible from freeway). c. Retrofit and landscape sea of asphalt parking lots. d. Do vacant lot beautification projects.

Objectives:		Initiatives and Action Steps:
Expansion	Maximize development of Capitol Drive as a promising high value commercial corridor.	a. Expand the customer base for retail establishments on Capitol Drive.
Economic Development	Add businesses to the retail mix.	a. Identify retail gaps and opportunities to round out the range of retail offerings (e.g. need for “slow food” or sit-down restaurants). b. Add more locally owned businesses to appeal to neighborhood shoppers. Personalize businesses where possible. c. Add more one-of-a-kind businesses to make Capitol Drive more of a retail destination. d. Intensify the shopping experience—more stores in a walkable setting, less spread out.
Redevelopment	Develop outlots.	a. Capitalize on redevelopment opportunities created by outlots to round out the mix of businesses, e.g. add a sit-down family restaurant, etc.
	Develop vacant and underutilized properties.	a. Develop vacant and underutilized properties to improve the competitiveness and market appeal of Capitol Drive. b. Target or promote specific sites for redevelopment, such as 532 East Capitol Drive, the Humboldt and Capitol area, and 208 East Capitol Drive.
Community Building	Organize.	a. Organize BID members willing to volunteer their time along the lines of a Main Street organization, with committees for Design and Preservation; Marketing/Promotion; Economic Restructuring; Safety and Security.
Outreach	Do outreach to neighborhood residents.	a. Develop a neighborhood-oriented marketing and promotion strategy (could be for BIDs 25 and 36 jointly) that might include a festival, a Capitol Drive sidewalk sale, or community-centered celebration.
Marketing	Develop new markets.	a. Develop new markets for Riverworks’ businesses, e.g., Riverwest, Shorewood, East Side, Harambee, etc. b. Use the web and social media (e.g. Facebook and Twitter) to stream information to residents in the surrounding areas. c. Launch coordinated promotional events to increase retail sales, draw new people into the area, and increase positive image/brand awareness of the Riverworks Center.

Objectives:		Initiatives and Action Steps:
Image/Branding	Improve perception of the area.	<ul style="list-style-type: none"> a. Create a greener more pedestrian-friendly image for Capitol Drive. b. Discourage uses on Capitol Drive that detract from the retail focus at the street level (e.g., housing, office, etc). c. Do more to activate street frontage, e.g., small outdoor café in front of Outpost Foods. d. Develop a storefront strategy for vacant properties. Don't allow buildings to go dark, appear abandoned, or appear to have blocked out or blacked out windows.
Safety and Security	Decrease property crimes and theft.	<ul style="list-style-type: none"> a. Work with Milwaukee Police Department (MPD) District 5 to develop policing strategies that meet the needs of retailers.
Crime Prevention	Increase both passive and active crime prevention measures.	<ul style="list-style-type: none"> a. Improve passive surveillance techniques ("eyes on the street") as well as active surveillance (security cameras). b. Discuss merits/costs of a private security force for the Capitol Drive corridor to supplement MPD enforcement.
Long Range Planning	Maximize the Capitol Drive corridor.	<ul style="list-style-type: none"> a. Use a combination of infill development, marketing, physical improvements, and retail mix, to draw from the immediate area and the close-in suburbs.

6.3.4 MAJOR GOAL #4: Support Creative Uses within the District

Objectives:		Initiatives and Action Steps:
Design/ Architecture	Repurpose “functionally obsolete” properties to be compatible with the industrial character of the district.	a. Design live-work studios, small scale businesses, back offices, arts or crafts production/gallery space, combination of office and production space, etc. to be compatible uses in a manufacturing district.
Zoning	Maintain current zoning.	a. Keep zoning that allows for creative uses compatible with manufacturing and does not increase property values to that of residential and commercial zoned areas.
Urban Design	Maintain industrial character, but a friendlier version than currently exists.	a. Reuse “functionally obsolete” buildings, i.e., buildings no longer suited for manufacturing.
Landscaping	Green the district as feasible.	a. Enlist the help of local landscape architects to determine ways to green the district: street trees, identity features, entry features, fence and foundation plantings, etc. b. Add color, massing, and year-round green landscape elements. c. Use stormwater management techniques.
Expansion	Promote the area.	a. Ask for BID volunteers to talk to marketing firms, get ad space in magazines, get on the radio, b. Property owners need to let people know why have space available and are willing to work with them.
Recruitment	Establish the Riverworks Center as a preferred destination for innovative businesses.	a. Market underused or functionally obsolete properties to: i. “Creative class” or information technology focused businesses ii. High tech businesses with an online sales component iii. Artisan craftsman businesses with a need for a close-in urban location iv. Startups or smaller businesses with a design/build component v. Entrepreneurs with minimal space requirements
Economic Development	Help small businesses grow.	a. Help small businesses create a platform for new growth industries in the district. b. Help create connections between new and established entrepreneurs in the district.
Community Building	Create a business to business network.	a. Establish a Creative Alliance within the Riverworks area with common goals, a mutual support network, and services that can be extended to fledgling businesses.

Objectives:		Initiatives and Action Steps:
Outreach	Do more outreach to neighborhoods and schools.	<ul style="list-style-type: none"> a. Use creative businesses within the district to create more of a connection with residents in the surrounding neighborhoods. b. Continue to do arts-oriented open houses that showcase local artists (e.g. the Nut Factory annual event, Flux Design events). c. Involve the area's artists/ craftsmen in brainstorming improvements for the district. d. Find opportunities for and support public art in the Riverworks area. e. Enlist the help of artists willing to work with local schools, churches and businesses to create public art.
Marketing	Sell the district.	<ul style="list-style-type: none"> a. Sell the district as an old style Milwaukee manufacturing district with modern industries, amenities like Capitol Drive shopping, and an eclectic complement of creative uses—in a central location, etc.
Image/ Branding	Create a more marketable identity.	<ul style="list-style-type: none"> a. Create a friendlier image for customers, visitors, and surrounding residents.
Crime Prevention	Develop a vacant building strategy.	<ul style="list-style-type: none"> a. Work to improve the overall occupancy of buildings. b. Take measures to prevent squatters and illegal “tenants” from occupying vacant buildings. c. Craftsmen, artists or other tenants to breathe life into vacant buildings not suitable for manufacturing. d. Work with artists or other design professionals in the district to address negative appearances, such as board-ups, blacked out windows, etc. e. Fill vacant storefronts with advertising or other appropriate display material.
Long Range Planning	Fill out the district with a creative complement to manufacturing.	<ul style="list-style-type: none"> a. Survey the area to find, market and return buildings no longer suitable for manufacturing to a creative use that fits a manufacturing district.

6.3.5 MAJOR GOAL #5: Make BID 36 a Thriving Neighborhood-Oriented Main Street District

Objectives:		Initiatives and Action Steps:
Design/ Architecture	Make BID 36 a more successful neighborhood shopping and mixed use district.	<ul style="list-style-type: none"> a. Form a Development Committee to organize improvements. b. Discourage uses on Holton Street that detract from its identity as a neighborhood shopping district. c. Encourage activities that bring life to the street (e.g. Taqueria truck at former Lena's parking lot).
	Enhance the public realm.	<ul style="list-style-type: none"> a. Seek assistance from local architects and designers on façade and site improvements. b. Do small things to make the area friendlier and more attractive to neighborhood customers, e.g., add bike racks, benches, planters, etc. c. Make connections to the Beerline Trail where possible. d. Green the street. e. Implement a clean-up paint-up fix-up program for businesses in need of improvement. f. Work with City Building Inspection to address code violations.
Zoning	Increase commercial zoning.	<ul style="list-style-type: none"> a. Talk to property owners about rezoning properties on the west side of Holton in BID 36 from residential to commercial (with owners' consent).
Retention	Take advantage of existing resources to help businesses.	<ul style="list-style-type: none"> a. Work with local businesses in the BID, as well as the City and County, to take advantage of resources available to businesses in BID 36.
Expansion	Involve local banks in redevelopment.	<ul style="list-style-type: none"> a. Pursue capital and technical assistance for businesses in BID 36 to improve and expand. b. Involve the Chase Bank and new PNC Bank in redevelopment strategies for the district.
Recruitment	Collaborate with older more established BIDs.	<ul style="list-style-type: none"> a. Work with established BIDs on recruitment and redevelopment strategies that could be applied to BID 36.
Economic Development	Implement a Main Street strategy.	<ul style="list-style-type: none"> a. Organize a core group of businesses around the Main Street four-point approach of organization, economic restructuring, design, marketing and promotion, and consider adding a fifth, safety and security.

Objectives:		Initiatives and Action Steps:
Redevelopment	Use redevelopment opportunities as catalytic projects.	<ul style="list-style-type: none"> a. Redevelop the Holton-Concordia intersection as a catalytic project and commercial mixed use destination. b. Redevelop the gas station at Holton Street and Keefe Avenue as a mixed use project with good modern architecture, landscaping and signage.
	Improve perception of the area.	<ul style="list-style-type: none"> a. Address building code violations. b. Reverse signs of neglect (litter, weeds, etc.) c. Perform maintenance in a regular systematic way. d. Conduct regular walking tours with BID members.
Networking	Do outreach to community.	<ul style="list-style-type: none"> a. Have RDC and BID 36 Board members act as goodwill ambassadors to further collaboration and mutual support among businesses, non-profits, banks, churches, community groups, etc. b. Involve local artists in creating public art.
Community Building	Involve residents in improving district.	<ul style="list-style-type: none"> a. Look for opportunities for businesses, churches and industries to create better relationships with residents.
	Organize social events with a civic purpose.	<ul style="list-style-type: none"> a. Organize a Holton Street festival with children's games, music, giveaways. b. Organize regular clean-up events (e.g. weeds, curbs, the gateway corner at Humboldt Avenue and Capitol Drive, gutter cleaning, street cleaning, litter clean-up, etc.). c. Hold a local parade on Holton Street to celebrate a holiday of local significance. Invite local schools to participate. d. Participate in annual Clean and Green Milwaukee, April 16-June 5.
Image/Branding	Improve appearance of BID 36 and area around it, particularly major corridors: Holton, Richards, and Keefe.	<ul style="list-style-type: none"> a. Set firm guidelines for property maintenance and help property owners maintain properties or bring them up to guideline minimums. b. Use local networking to improve the overall occupancy of the buildings. c. Encourage businesses to make storefronts, sidewalks and parking lots more attractive. d. Use aggressive code enforcement to force landlords to make needed repairs. e. Develop a "broken glass" initiative to address signs of neglect. f. Work with Harambee and Riverwest to streetscape portion of Holton Street cutting through Riverworks, possibly adding street trees, urban gardens and pocket parks.
Safety and Security	Increase safety and security.	<ul style="list-style-type: none"> a. Create a BID 36 safety committee to deal with issues as they arise (also create a coordinated response).

Objectives:		Initiatives and Action Steps:
Crime Prevention	Step up crime prevention techniques.	a. Continue to work with MPD District 5 and Safe & Sound team to do community policing and crime prevention.
Long Range Planning	Have a shared collective long range vision for the area.	a. Develop a collaborative (BID 36/Riverworks staff/City staff/MEDC) implementable vision for the BID 36 retail corridor.
	Address disinvestment in a timely manner.	a. BID should act quickly to address negatives like code violations. b. Promote housing programs to deal with foreclosed and vacant buildings. c. Promote vacant lot programs to create better managed green space--urban gardens, "outdoor rooms" and creative enhancement of the public realm. d. Where feasible, assemble vacant land for industrial use expansion.

7 CONCLUSION



7.1 Implementation

With this and any other action plan, all goals, objectives, and action steps depend on the partners' commitment of time, organization and available resources. The chief partners will be Riverworks principal staff and members of BIDs 25 and 36 willing to volunteer their time; the City of Milwaukee—primarily RACM, MEDC, and Planning staff; and key stakeholders—the property owners, businesses, non-profits, neighborhood and other groups working in the area.

This document also represents a point in time and the perspective (collectively) of most Riverworks stakeholders. A broad net was cast (interviews, analysis, dialogue sessions) in order to incorporate the entire range of interests represented in the Riverworks area. It also overlaps the strategic plan for BIDs 25 and 36 and dovetails with that plan, so all the goals and initiatives are in synch and share the same process and conclusions.

To begin the implementation process, a working coalition should be formed from those groups, which will:

- Prioritize.** Determine which initiatives and action steps to tackle first (the low-hanging fruit), which will take longer (bigger tasks that can at least be started); and which are contingent upon timing (development or resources).
- Assign.** This working coalition should bring in others as needed, but plan on a regular organized approach to meeting goals mutually agreed upon.
- Expand.** As goals get either very large or ambitious, they may become their own task force or working committee. Responsibility may shift to a key sponsor or funding group.

An action plan doesn't exist in a vacuum. If there are things that BID members are enthusiastic about (for example, starting an Industry Council or a Main Street program) then by all means, they should work on those things. Clearly, any of the action steps depends on energy, enthusiasm and outreach, and given the very busy schedules of the partners involved, additional volunteers. The big ones require a substantial amount of funding. The good news is that Riverworks is halfway to achieving many of the objectives and action steps in the plan and has momentum. Given better organization coupled with resources, a great deal can be achieved.

Like an architectural blueprint, an action plan is a working document. It is meant to be rolled up, stomped on, taken to the job site and scribbled on. Or changed. Change orders are a fact of life. It is a work in progress

not (with the emphasis on not) to be put on a shelf or given an honorable mention in a board meeting. It is meant to be taken out, divvied up into assignments, discussed with anyone (over coffee and Danish) willing to roll up their sleeves and work on it. That is the attitude that should be taken, and soon. Time waits for no business or Business Improvement District. The economy is improving. Opportunities are there. But we have to make them happen.



Figure 7.1: An RDC community event.

7.2 Summary

Since the closure of the AMC plant in 1988, Riverworks has transitioned from a predominantly industrial area surrounded by a "walk-to-work" neighborhood to an industrial district with compatible commercial uses. The Riverworks Development Corporation has made strategic improvements to its corporate business park along with substantive improvements to the Capitol Drive commercial corridor. The Harambee neighborhood that had experienced disinvestment is making a comeback in owner occupancy, amenities, and quality of life.

In tandem with and in support of these major initiatives, groups that make up the Riverworks Center district plan to pursue the following measures:

- The RDC and BIDs 25 and 36 will continue to support manufacturing businesses in their efforts to innovate, expand, determine process improvements, explore new product lines, and find new markets for existing products.
- The RDC and BIDs 25 and 36 will redouble efforts to reuse/recycle vacant or abandoned industrial or commercial properties within the district, and where

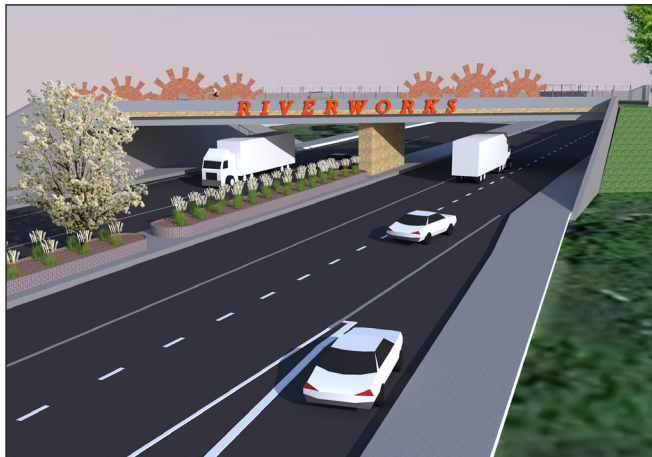
necessary, seek funds to acquire, clear and clean properties with development potential compatible with the business park or the commercial corridors.

- The RDC and BIDs 25 and 36 will continue to seek out private-public partnerships that improve both the corporate business park and the surrounding neighborhood.
- The RDC and BIDs 25 and 36 will continue to improve corporate identity and branding, and will look for ways to improve the visual appeal of streets, driveways, landscaping, fencing, pedestrian connections, signage, and building facades.
- The RDC and BIDs 25 and 36 will continue to promote the overall district as accessible and customer friendly in order to market to companies that use a business model of bringing the customer directly to manufacturing, wholesale and retail businesses.

• The RDC and BIDs 25 and 36 will seek to resolve infrastructure and land use issues that may limit business development, and limit improvements to those that improve brand or identity for the district.

• The RDC and BIDs 25 and 36 will undertake appropriate strategies and action steps for gateways and sub-areas within the district: Capitol Drive commercial corridor; border with Glendale Business Park; Milwaukee River; overlap with Harambee and Riverwest neighborhoods; the Beerline Trail (formerly Soo Line Railroad); and the Holton Street retail district. Committees or working groups will guide the collaborative effort.

• The RDC and BIDs 25 and 36 will pursue (as members are able to commit their time and effort) a Main Street type approach to redevelopment and improvement of the Capitol Drive commercial corridor, so that it becomes a shopping district valued and patronized by neighborhood residents, an amenity and recruitment tool for the BIDs, and a commercial district with enhanced regional appeal and an expanded market area.



Figures 7.2-7.4: Potential redevelopment at important gateways in Riverworks, courtesy of UWM Applied Planning Workshop. The top left image shows the western entrance into Riverworks, while the other images are examples of ways to enhance the Capitol Drive and Humboldt Boulevard, the eastern gateway into the Riverworks District.



APPENDIX

A.1 Resources Often Overlooked

A.2 Riverworks Market Analysis (Link on the DCD Website <http://www.city.milwaukee.gov/DCD>)

A.3 UWM Applied Planning Workshop Report (Link on the DCD Website <http://www.city.milwaukee.gov/DCD>)

A.1 Resources Often Overlooked

A.1.1 Business Planning and Growth

BizStarts Milwaukee, Inc.

P.O. Box 242344
Milwaukee, WI 53224
www.bizstartsmilwaukee.com

BizStarts Milwaukee developed the first seamless, region-wide approach to assisting entrepreneurs in southeastern Wisconsin. The BizStarts Milwaukee website serves as a one-stop address for entrepreneurs to access information, service providers and events.

Latino Entrepreneurial Network

612 West National Avenue
Milwaukee, WI 53204
Phone: (414) 921-4821
www.lenwi.org

The Latino Entrepreneurial Network's objective is to coach individuals, entrepreneurs, business owners and service providers while addressing resource awareness, growth strategies, strategic networking, and the sharing of best practices regardless of an individual's English proficiency.

Milwaukee Public Library

814 West Wisconsin Avenue
Milwaukee, WI 53213
Phone: (414) 286-3247
www.mpl.org/file/business_index.htm

LIBRARIES & INFORMATION RESOURCES

Milwaukee Public Library's Central branch has a business and technology department on their second floor, which includes business databases, start-up guides, and information on business plans, industry overviews, sales, marketing, and other business topics.

BUSINESS PLANNING

On the second Monday of every month, at 1:30 pm, business librarians use the Computer Training Lab to present Starting a Small Business, which highlights information-rich websites and print resources that are helpful in starting a small business. This program does not require pre-registration.

PATENTS

On the fourth Monday of every month, at 1:30pm, the business department offers Patents 101: How to do a Patent Search. This program does not require pre-registration.

SCORE

310 West Wisconsin Avenue
Milwaukee, WI 53203
Phone: (414) 297-3942
www.scoresewisconsin.org

SCORE Wisconsin is part of a national network of America's most experienced business professionals. A volunteer, non-profit organization, the SCORE mission is to provide professional guidance and information to all to maximize the success of existing and emerging small businesses. SCORE volunteers represent every facet of the business community. Sessions can be face-to-face, via email, or over the phone. Clients are matched with a SCORE counselor who has the most appropriate business skills and experience for their needs. SCORE conducts many low cost workshops and seminars designed to help emerging and existing small businesses succeed.

UW-Milwaukee Small Business Development Center

161 West Wisconsin Avenue, Suite 6000
Milwaukee, WI 53203
Phone: (414) 227-3240
www.sce-sbdc.uwm.edu

The Small Business Development Center at UW-Milwaukee serves Milwaukee, Ozaukee and Washington counties and distinguishes itself from other organizations by providing outstanding counseling services, quality training programs and possessing an in-depth knowledge of the resources available to business owners and entrepreneurs. Similar centers are available in the UW-Parkside, and UW-Whitewater areas.

SERVICES & COUNSELING

Experienced counselors impart important lessons learned and bring that learning into reality for SBDC clients. Equally important is the help and knowledge SBDC clients acquire to be able to avoid costly mistakes and make the right business decisions. Counselors are available for free, one-on-one consultation and can help you understand how to solve specific business issues or capitalize on business opportunities.

TRAINING

SBDC instructors have real world experience and the know-how to convey practical knowledge in an informative and easy to understand manner. SBDC offers a wide range of business management seminars for start-up and established companies. Seminars are of excellent value. Fees cover materials and instruction by businessmen and women who own or work with small business on a daily basis.

RESOURCES

SBDC clients are connected to valuable resources, such as financing, technology and service providers. The SBDC stays abreast of new programs and opportunities and keeps everyone up to date on the latest developments and best practices to apply towards business success.

A.1.2 Business Financing

American Indian Chamber of Commerce of Wisconsin

10809 West Lincoln Avenue, Suite 102
West Allis, WI 53227
Phone: (414) 604-2044
www.aiccw.org

The American Indian Chamber of Commerce of Wisconsin mentors their members through the start up of new businesses and at every stage of business development. They provide one-on-one management counseling, and host regular business development events throughout the state. Their members enjoy access to a wide range of resources, which include financial products, loans, networking opportunities with community business leaders and the generosity of funding partners.

Hmong Wisconsin Chamber of Commerce

3616 West National Avenue, Suite 99
Milwaukee, WI 53215
Phone: (414) 899-5014
Fax: (414) 649-8115
www.hmongchamber.org

MINORITY BUSINESS RESOURCES

The Hmong Chamber provides four areas of business technical assistance to support successful business start-up and growth for Southeast Asian businesses with workshops, one-on-one assistance, business development and mentoring programs.

FINANCIAL RESOURCES

In partnership with the Wisconsin Department of Commerce, the Milwaukee Economic Development Corporation, and several community banks, the HWCC was successful in creating a business loan fund for Hmong and Southeast Asian business community. Through the fund, the Chamber makes matching loans from \$5,000 to \$25,000 to provide capital for start-ups or expansion.

Milwaukee Economic Development Corporation (MEDC)

809 North Broadway
Milwaukee, WI 53202
Phone: (414) 286-5839
www.medconline.com

DEBT FINANCING

MEDC offers a Second Mortgage loan program to businesses in the city of Milwaukee. MEDC funds 40% of the project, a bank must fund 50%, and the borrower must provide 10% equity. Eligible projects are the purchase and construction of real estate, and the purchase of equipment.

New in 2012, the Venture Debt Program will match a loan or debt financing with private equity investments. Eligible firms must be in an emerging growth market with a sustainable competitive advantage. The applicant must also be generating revenue although positive cash flow is not required.

GRANTS FINANCING

The City of Milwaukee offers a Façade Grant and Retail Investment Grant to businesses who meet the criteria. In 2011, Energy Grants for small commercial properties also became available. MEDC works closely with the Redevelopment Authority of the City of Milwaukee (RACM) to provide Brownfield Site Assessment Matching Grants, which is designed to encourage the investigation and redevelopment of industrial and commercial properties in the city of Milwaukee that may be affected by environmental concerns. Grants up to \$25,000, or one half of the cost, are available to assist with Phase II Site Assessments and related work.

U.S. Small Business Administration (SBA)

310 West Wisconsin Avenue, Suite 400
Milwaukee, WI 53203
Phone: (414) 297-4089

Fax: (414) 297-1377
www.sba.gov, www.sba.gov/wi

The Small Business Administration provides loan guarantees for businesses from approved lenders and credit unions. SBA helps applicants understand what the lender may need to determine eligibility. SBA also offers a wide variety of programs, from finance to civil rights compliance, in order to support the diverse needs of small business owners.

HubZone

The Historically Underutilized Business Zone (HUBZone) SBA Program establishes preferences for awarding federal contracts to small businesses located in a HUBZone. The City of Milwaukee has several eligible areas. Be advised that contracting with any of the units of government listed require certifications specific to that unit of government.

City of Milwaukee
city.milwaukee.gov/osbd
Contact: Ossie Kendrix – Phone: (414) 286-5553
Email: ossie.kendrix@milwaukee.gov

Milwaukee County
county.milwaukee.gov/cbdp

State of Wisconsin
commerce.wi.gov/BD/D-MBD-Index.html
Contact: Tru Mwololo
Phone: (608) 261-2510
Email: truphosa.mwololo@wisconsin.gov

Small Business Administration
Phone: (414) 297-3941
www.sba.gov/content/8a-business-development

HUBZone
Phone: (414) 297-3941
www.sba.gov/content/understanding-hubzone-program

Wisconsin Business Development Finance Corporation (WBD)

W229 N1433 Westwood Drive, Suite 206
Waukesha, WI 53286
www.wbd.org

Wisconsin Business Development Finance Corporation (WBD) is a private, not-for-profit Corporation that was created in 1981 to assist Wisconsin businesses gain access to capital, create jobs, and promote community

development. From its five locations around the State, WBD serves start up and emerging businesses, established, growing businesses, financial institutions and economic development organizations.

SBA 504 Loan Program

Through the 504 Loan Program, WBD and a primary lender can help fund the purchase of land, buildings. Furniture, fixtures, machinery & equipment, and all associated soft costs, like construction interest, attorney, accountant, architect and appraisal fees, title insurance, etc. The SBA 504 Program provides long-term financing at very competitive fixed rates. The Program minimizes the down payment requirements, allowing the small business to conserve vital working capital to support future growth and can be used in conjunction with other State and Local funding programs.

Wisconsin Housing and Economic Development Authority (WHEDA)

140 South 1st Street, Suite 200
Milwaukee, WI 53204
www.wheda.com

WHEDA works closely with lenders, developers, local government, nonprofits, community groups and others to implement its low-cost financing programs. We provide low-cost, fixed interest rate mortgages to low- and moderate-income individuals and families to purchase their first home. We also work with developers to finance affordable rental housing, and support economic development and agriculture through our small business guarantee programs.

Capital Access Program (State of Wisconsin)

Banks may also use the Capital Access Program to provide loans to small businesses. The borrower must meet the credit criteria of the bank, but the CAP mitigates the bank risk for a new business or when there's a collateral shortfall. It works well for small loans and lines of credit.

Wisconsin Women's Business Initiative Corporation (WWBIC)

2745 Martin Luther King, Jr. Drive
Milwaukee WI 53212
Phone: (414) 263-5450
Fax: (414) 263-5456
www.wwbic.com

WWBIC is a non-profit, statewide economic development corporation that is open to all in Wisconsin, but with an emphasis on serving low-wealth individuals, women, and people of color. WWBIC's services include direct loans and access to other capital, one-one-one, individualized business assistance, quality business education programming, and Individual Development Accounts (IDAs).

BUSINESS PLANNING

WWBIC offers business education classes, which teach people how to write their own business plan. Extensive information is provided on business financing and ownership, marketing strategies, record keeping, cash flow, business operations and management.

FINANCIAL RESOURCES

WWBIC offers micro-loans ranging from \$5,000 to \$100,000 with a fixed interest rate. Their staff will help identify what financial tools meet the needs of your small business. WWBIC also understands traditional bank products, and can describe appropriate non-traditional sources of capital and can determine if guaranteed loan programs can be used.

A.1.3 Other Resources for Business

City of Milwaukee: Office of Small Business Development

200 East Wells, Room 606
Milwaukee, WI 53202
city.milwaukee.gov/osbd

The City of Milwaukee's Office of Small Business Development (OSBD) is a multi-faceted direct service provider. The staff has a communication network with each of the city's contracting departments to ensure that the opportunities in commodity procurement, construction, service orders and professional services are available to small and emerging businesses.

MSOE Applied Technology Center

1025 North Broadway
Milwaukee, WI 53202
Phone: (414) 277-7195
www.msoe.edu/research

PROTOTYPES

Enabled by its Rapid Prototyping Center, and experienced faculty, staff and students, the MSOE

Applied Technology Center can evaluate, consult and assist in the development of prototypes to demonstrate performance to seek venture funding. Product concepts can be synthesized or analyzed with suggestions for improvement. All efforts are completely confidential and intellectual property remains with the client.

PRODUCT DEVELOPMENT

MSOE offers access to the latest in direct digital manufacturing. For low volume items, MSOE can provide custom solutions with additive technologies and rapid tooling to provide a solution in a minimal time frame at a competitive price. MSOE has additive technology, injection molding, metal casting and other fabrication processes on campus and available through industrial contacts.

Wisconsin Entrepreneurs' Network (WEN)

161 West Wisconsin Avenue, Suite 6000
Milwaukee, WI 53203
Phone: (414) 227-3196
www.wenportal.org

The Wisconsin Entrepreneurs' Network's mission is to provide seamless access to the statewide network of entrepreneurial resources and expertise to create new ventures, help grow existing business, and move forward high potential entrepreneurs in order to enable Wisconsin to be competitive in a global economic environment. There are over 100 WEN partners throughout the state that provide education, counseling and strategic connections for Wisconsin entrepreneurs. Regional Specialists provide special assistance to technology based businesses, including assistance with technology and market assessment, business planning, intellectual property, and securing R&D grants and other sources of funding.

Wisconsin Innovation Service Center (WISC) University of Wisconsin-Whitewater

800 West Main Street
1200 Hyland Hall
Whitewater, WI 53190
Phone: (262) 472-1365
wisc.uww.edu

The mission of the Wisconsin Innovation Service Center is the help existing and aspiring entrepreneurs make more profitable product and market development decisions. WISC market research services provide insight on products and services from a wide variety

of industries through projects covering new product feasibility, competitive intelligence, licensing/strategic partnering, distributor assessments, and customer satisfaction.

Wisconsin Procurement Institute

10437 Innovation Drive
Wauwatosa, WI 53226
Phone: (414) 270-3600
Fax: (414) 270-3600
www.b2gconnect.org

Wisconsin Procurement Institute assists Wisconsin businesses and organizations in their efforts to enter or expand their Federal, State, Local and Foreign government market segments. WPI also works with prime contractors, as well as locate other government dollars such as grants and SBIR/STTR funds.

Wisconsin Economic Development Corporation

201 West Washington Avenue
Madison, WI 53703
Phone: (608) 267-4417
www.wedc.org

As the state's lead economic development organization, the Wisconsin Economic Development Corporation (WEDC) nurtures business growth and job creation in Wisconsin by providing resources, technical support, and financial assistance to companies, partners and the communities they serve.

ECONOMIC AND COMMUNITY DEVELOPMENT

WEDC invests in high quality job creation and expansion and by enabling a world-class, high performing state economic development network to enhance Wisconsin's economy.

ENTREPRENEURSHIP AND INNOVATION

By providing an effective entrepreneurship support network, and increasing the amount of R&D and investment capital available, entrepreneurs acquire the resources they need in order to be successful in Wisconsin.

BUSINESS AND INDUSTRY DEVELOPMENT

WEDC also focuses on developing Wisconsin businesses and industry by advancing targeted, high growth business consortia and industry sectors.

INTERNATIONAL BUSINESS DEVELOPMENT

Increasing Wisconsin exports, foreign investment and expanding export assistance and capacity in the state.

Wisconsin Manufacturing Extension Partnership (WMEP)

2601 Crossroads Drive, Suite 145
Madison, WI 53718
Phone: (877) 856-8588
www.wmep.org

WMEP offers assistance to small and medium-sized manufacturing firms in areas of continuous improvement, supply chain management, exporting, growth and innovation.

A.1.4 Workforce Development Resources

Wisconsin Manufacturing Extension Partnership (WMEP)

2601 Crossroads Drive, Suite 145
Madison, WI 53718
Phone: (877) 856-8588
www.wmep.org

WMEP offers assistance to small and medium-sized manufacturing firms in areas of continuous improvement, supply chain management, exporting, growth and innovation.

Job Service

2701 South Chase Avenue
Milwaukee, WI 53204
Phone: (414) 389-6600
www.jobcenterofwisconsin.com

Operated by the Wisconsin Department of Workforce Development and the Wisconsin Job Center system is a Wisconsin-centered employment exchange, linking employers in all parts of the state and in communities that border Wisconsin with anyone looking for a job.

Milwaukee Job Corps

6665 North 60th Street
Milwaukee, WI 53223
Phone: (414) 353-5914
Fax: (414) 353-5919
milwaukee.jobcorps.gov

Job Corps is a no-cost education and career technical training program administered by the U.S. Department of Labor that helps young people ages 16 through 24

improve the quality of their lives through vocational and academic training. The Milwaukee Job Corps Center supports the Job Corps program's mission of teaching eligible young people the skills they need to become employable and independent, and placing them in meaningful jobs or further education.

Milwaukee Job Corps

6665 North 60th Street
Milwaukee, WI 53223
Phone: (414) 353-5914
Fax: (414) 353-5919
milwaukee.jobcorps.gov

Job Corps is a no-cost education and career technical training program administered by the U.S. Department of Labor that helps young people ages 16 through 24 improve the quality of their lives through vocational and academic training. The Milwaukee Job Corps Center supports the Job Corps program's mission of teaching eligible young people the skills they need to become employable and independent, and placing them in meaningful jobs or further education.

Wisconsin TechConnect

www.wisconsintechconnect.com

Wisconsin TechConnect connects students and alumni of 16 Wisconsin Technical Colleges with employers who are seeking a skilled workforce. Employers may post job orders to the site and search for applicants from around the state.

Wisconsin Regional Training Partnership (W RTP)

3841 West Wisconsin
Milwaukee, WI 53208
Phone: (414) 342-9787
www.wrtp.org

The Wisconsin Regional Training Partnership/BIG STEP is a membership-based, employer driven, worker-centered organization of Wisconsin companies and unions who are dedicated to developing family-supporting jobs in a highly competitive business environment. Their mission is to assist economically disadvantaged minorities, women, and youth develop the skills needed to participate meaningfully in the workforce and share in the area economy while ensuring that member companies have the skilled workers needed to prosper and grow in a competitive global economy.

For Questions or further information on any of these

programs, please contact:

Marcia K. Theusch
Assistant Vice President
Milwaukee Economic Development Corporation
809 N. Broadway
Milwaukee, WI 53202
414-286-5829 Fax: 414-286-5778

A.2 Riverworks Market Analysis

Please see the link on the DCD Website
<http://www.city.milwaukee.gov/DCD>

A.3 UWM Applied Planning Workshop Report

Please see the link on the DCD Website
<http://www.city.milwaukee.gov/DCD>

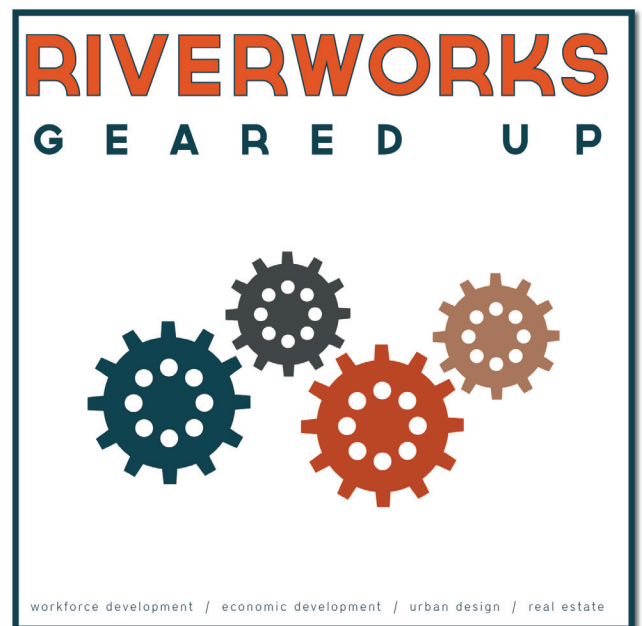


Figure 8.1: The UWM Applied Planning Workshop Report.

Photo Acknowledgements:

Sources for images for chapter title pages:

Chapter 2: www.stdtechnology.com/

Chapters 1, 4 and 7: <http://www.kvcc.me.edu/pmt/tools.aspx>

Chapters 5, 6 and Appendix: <http://www.viewmold.com>

