



GROWING PROSPERITY

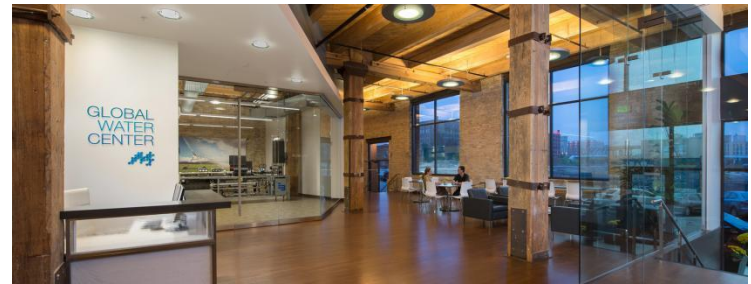
An Action Agenda for Economic Development
in the City of Milwaukee



Growing Prosperity

Contents of the Document

- **Locational Opportunities** for new and growing employers
- **Human Capital**, leveraging existing talent and addressing the needs of hard to employ individuals
- **Supporting Entrepreneurship** at all sizes and stages
- **Quality of Life** assets: physical, cultural, educational, entertainment and neighborhoods



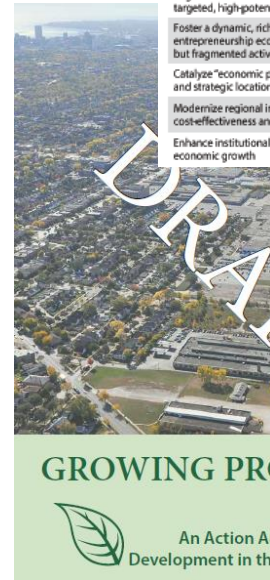
Growing Prosperity

Contents of the Document

- **47 Action Items** organized within **12 Strategies**
- **Lead Actor** identified, divided between those led by **City** and by **outside organization**
- **Supporting Partners** identified
- **Points of alignment** identified between Growing Prosperity and other city and regional initiatives

Figure 6.1: Points of Alignment Between M7 Framework & Growing Prosperity

Regional Framework for Economic Growth Strategies	Growing Prosperity Action Items
Become a leading innovator, producer and exporter of products and services related to energy, power and controls	4.1.1; 4.2.1
Become a global hub for innovation and start-up activity in water technology	4.1.1; 4.2.1; 7.4.1
Leverage the region's geographic, supply chain and human capital advantages to grow the food and beverage cluster	4.1.1; 4.2.1; 4.2.2
Enhance the export capacity and capability of the region's firms, focusing on small- and medium-sized enterprises	4.2.5
Align workforce development with growth opportunities in targeted, high-potential industry clusters	5.1.1; 5.1.2
Foster a dynamic, richly networked innovation and entrepreneurship ecosystem, building on existing nascent, but fragmented activities	6.2.1; 6.3.1; 6.3.2; 6.3.3; 6.3.4
Catalyze "economic place-making" in the region's core cities and strategic locations throughout the region	7.1.1; 7.1.2; 7.1.4; 7.1.5; 7.3.1
Modernize regional infrastructure to enhance efficiency, cost-effectiveness and connectivity	4.2.4; 4.2.5; 5.2.4
Enhance institutional cooperation and collaboration for economic growth	5.1.2; 6.1.3; 6.1.4; 6.2.2; 6.2.3; 7.1.1; 7.3.2



GROWING PROSPERITY

Strategy 4.2: Anticipate Future Industry Needs

No.	Action Item	Time Frame	Lead Actor	Supporting Partners
4.2.1	Regularly communicate with M7 and key driver industries and industry organizations to learn more about their location needs, and keep suitable Milwaukee expansion sites on the radar.	Short	CITY	M7; F&B Wisconsin; M-WERC; Water Council; other cluster orgs.
4.2.2	Create a food innovation district or corridor in the City of Milwaukee	Medium	F&B Wisconsin	M7; City of Milwaukee; M&C
4.2.3	Update analysis of industrial-zoned land within Milwaukee, to ensure zoning regulations fit needs of key asset clusters	Short	CITY	
4.2.4	Advocate for policy changes that promote investment in public transportation options	Long	CITY	Milwaukee County; Transit New, MMAC
4.2.5	Invest in infrastructure to promote efficient intermodal networks	Long	CITY	State of Wisconsin; Federal Government

The City will meet with M7 and cluster organizations to identify suitable sites within the city for cluster industries, with the goal of capturing the city's share of new industrial development.

Food and beverage processing is a critical industrial sector in the M7 region, with a particular concentration of employment in Milwaukee. Urban agriculture initiatives are also taking hold in Milwaukee, as evidenced by the growth of community gardens, farmer's markets and small-scale food manufacturing. A food innovation district could provide an area within the city of Milwaukee that is zoned, branded and designed to connect and catalyze these initiatives.

In 2004, S.B. Friedman analyzed current and future industrial land demand in the Milwaukee region and offered a strategy for the City to preserve key industrial areas. Several key corridors were identified, as well as guidelines to evaluate requests to rezone industrial land. The report should be updated to determine which corridors are still viable for industrial clusters and the guidelines reviewed and revised if needed, to better analyze rezoning requests. Some of the current industrial zoning district use categories are associated with heavy industrial uses that are not consistent with advanced manufacturing of today, and industry may benefit from strengthening language within the zoning code to protect industrial land from special and non-industrial uses and transition zones adjacent to industrial districts. The City will review its zoning code with an eye to how it supports industry in general, and asset clusters in particular, and pursue changes that preserve and promote industrial development within the city.

The City has the most expansive bus routes within the Milwaukee County service area and this level of service must continue and be improved to connect people to jobs. The City will advocate for increased funding and improvements for MCTS, and will work with other agencies to support alternative modes of transit such as streetcar, ride-sharing, passenger and high speed rail, bike share and the bike network.

The City will work with county, M7 and state interests to identify, promote and pursue future infrastructure investments for freight, rail, air and waterway, and policy changes that make industrial and cluster development in the city more attractive. For example, upgrading the railroad infrastructure along the 30th Street Industrial Corridor would help not only the Century City sites now, but would position the entire corridor for future development and investment.



NYC Strategy for Economic Development

Robert Walsh
Distinguished Lecturer, Baruch College

NYC Economy Snapshot

NYC's economy has outperformed the rest of the country since the onset of the financial crisis

- The NYC metro area is a **\$1.28T economy**, which would rank just behind Spain as the **13th largest economy** in the world
- **3.33m private sector jobs** – an all-time high
 - Four sectors with a record number of more than **300,000 jobs**
- From 2010-2011, New York added as many private sector jobs as the next ten largest cities combined
- In the third term, NYC has achieved a historic record of accomplishments:
 - Record population (**8.3m**)
 - Record jobs (**3.3m**)
 - Record housing units (**3.4m**)
 - Record tourist visitors (**52.5m**)



BUSINESS SERVICES

Robert Walsh

Distinguished Lecturer, Baruch College

Creating an Agency to Serve Small Businesses

As a former small businessman himself, **Mayor Michael Bloomberg** has emphasized the role that small businesses play in shaping New York City's economy.



“Entrepreneurs are trying to create jobs and business as usual from government is just not acceptable.”

*- Mayor Michael Bloomberg
January 20, 2010*

Neighborhood Development: BIDs

Developing Business Networks:

New York City has one of the world's largest networks of **Business Improvement Districts (BIDs)**, public/private **partnerships** that fund supplemental services such as **sanitation** through special assessments on commercial property owners.

"BIDs are one of the engines of New York City's renaissance."

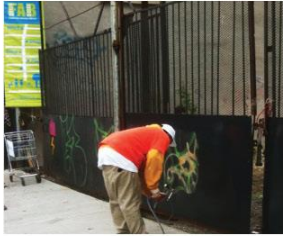
- *New York Times*

"[New York City's] BIDs have a large, positive impact on the value of commercial property."

- *Furman Center for Real Estate and Urban Policy*



Business Improvement Districts



74,817
INSTANCES OF
GRAFFITI REMOVED



16,599
PIECES OF STREET
FURNITURE
MAINTAINED INCLUDING

2,865
BANNERS MAINTAINED

107
NEW PIECES OF
PUBLIC ART INSTALLED

3,580,889
BAGS OF GARBAGE COLLECTED

976
PIECES OF NEW
FURNITURE



3,004
PUBLIC EVENTS



229,146
EXISTING PLANTINGS
MAINTAINED

33,120
NEW PUBLIC
PLANTINGS
INSTALLED

1,061
PEOPLE EMPLOYED
BY BIDS

321 FULL TIME
616 SANITATION
124 PART TIME

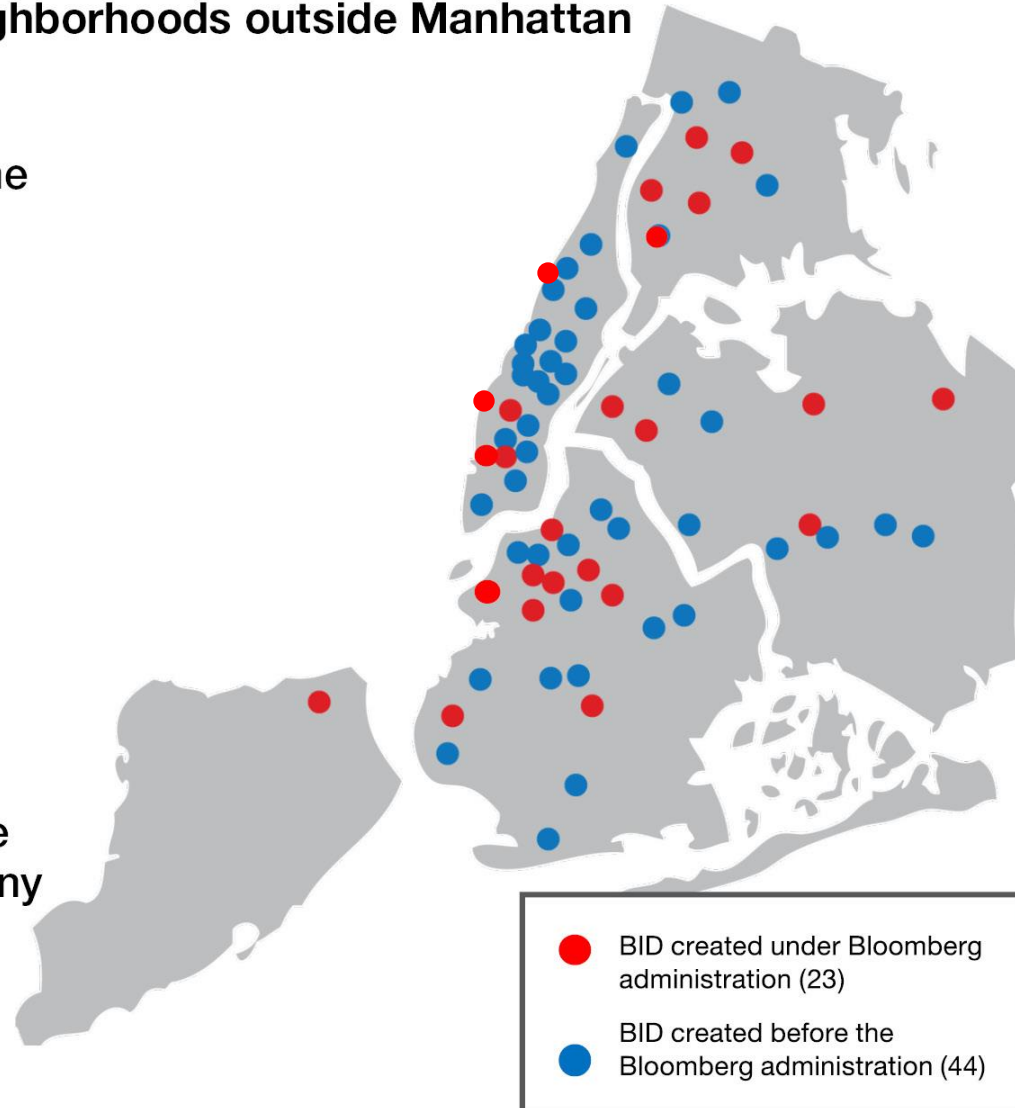
Business Improvement Districts in NYC



Business Improvement Districts

Business Improvement Districts have expanded under the Bloomberg administration, investing more into neighborhoods outside Manhattan

- There are **69 BIDs** in all five boroughs, the largest network in the United States
- BIDs invest more than **\$100 million** annually into NYC neighborhoods
- BIDs have invested in more than **3,500** block faces
- Under Mayor Bloomberg **25** new BIDs have been created, **20** outside of Manhattan
- More BIDs have been created under the Bloomberg administration than under any other Mayor



Snapshot of Small Business Services

Serving Businesses

SBS serves businesses by: providing direct assistance to help businesses start, operate, and expand; and simplifying the way businesses can manage licenses, permits, and other transactions with the City.



Serving Neighborhoods

SBS supports community-based economic development organizations throughout the City in order to create the conditions under which local businesses can grow and thrive.

Serving Jobseekers

SBS implements a business-driven system of workforce development focused on matching worker training and skills development with employer needs.



Divisions of SBS

Neighborhood Development:

Ensures the success of commercial corridors by investing in the streetscape improvements, property development, and business attraction needed to encourage further private sector investment; oversees the City's network of Business Improvement Districts (BIDs).

Business Development:

Serves businesses by providing direct assistance to help businesses start, operate, and expand; simplifying the way businesses can manage licenses, permits, and other transactions with the City.

Workforce Development:

Implements a demand-driven system of workforce development focused on matching worker training with employer needs and sector growth.

Economic and Financial Opportunity:

Encourages a competitive and diverse New York City business environment by promoting the growth and success of small businesses, with special emphasis on historically underserved groups, and ensuring their participation in the City procurement process.

Business Development: NYC Business Solutions

The Mayor asked SBS to develop a blueprint for how to serve small businesses. SBS started by asking businesses what they need.

At the top of the list:

- ✓ Accessing capital to start and expand
- ✓ Finding qualified workers
- ✓ Help with government regulations

SBS built a set of services, **NYC Business Solutions**, around the actual needs of businesses to help them start, operate and expand:

- ✓ Business Courses
- ✓ Legal Assistance with Establishment, Contracts and Leases
- ✓ Financing
- ✓ Recruiting Employees
- ✓ Incentives
- ✓ Minority- and Women-owned Business Enterprise Certification



NYC Business Solutions Centers



Business Development: NYC Business Solutions

The NYC Business Solutions Centers provide businesses with a suite of **nine services** that are directly related to their needs.

Businesses can access a wide range of services through NYC Business Solutions; centers are a one-stop shop to connect businesses to the City's programs

- Business Courses
- Legal Assistance
- Financing
- Incentives
- Navigating Government
- Recruiting Employees
- Training
- Selling to Government
- Minority- and Women-owned Business Enterprise (M/WBE) Certification



Princess Jenkins, owner of Brownstone in Harlem, used NYC Business Solutions to help her identify a lender and finalize her application which resulted in a \$90,000 loan.

Business Development: NYC Business Solutions

In 2013, NYC Business Solutions:

- Assisted **over 8,700** customers with **13,300 services**
- Connected our customers to more than **1,070 financing awards**, helping them to access more than **\$45 million**
- Provided more than **6,000** entrepreneurs and business owners with free business courses like Business Financial Management and Mastering Marketing
- Saved over **670** customers more than **\$1.2 million** in legal fees
- Helped over **130** businesses launch, creating new jobs in the economy
- Over **630** businesses saved time and money by working with centers to recruit for over **6,700** open positions.



Monika Nyzio, a footwear designer in Brooklyn, received \$85,000 from the New York Business Development Corporation through NYC Business Solutions; she was able to increase production and sales.

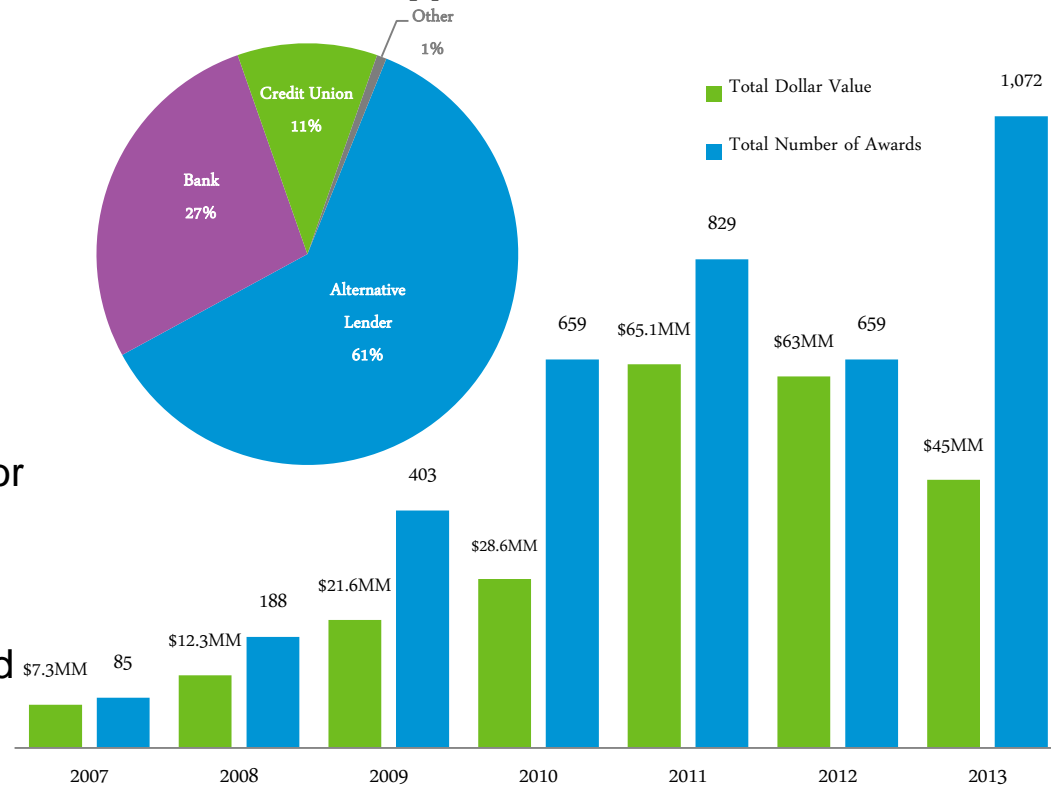
Business Development: Expanding Access to Capital

In January 2011, SBS launched the **NYC Bank Advisory Council** with Deputy Mayor Steel to work with **10** banks to address challenges in small business lending.

SBS works with the Bank Advisory Council to:

- **Educate** Business Solutions staff on bank products to better assist small businesses
- **Refer** customers to SBS for loan packaging and connections to alternative lenders
- **Innovate** to design creative solutions for providing credit to hard-to-serve businesses
- NYC Business Solutions has connected businesses to **\$243 million** since 2007

2007-2013 Financing by Institution Type



Total Dollars in Financing

Division of Economic and Financial Opportunity: M/WBEs

Soon after coming into office, Mayor Bloomberg affirmed the City's commitment to helping minority and women-owned businesses sell to government.

In December 2005, the Mayor signed **Local Law 129**, creating a new Minority and Women-owned Business Enterprise (M/WBE) program for the City that established utilization goals in prime and subcontracts by sectors and by gender/ethnicity categories.

In January 2013, the Mayor signed **Local Law 1**, strengthening the M/WBE program by eliminating the cap on eligible contracts and expanding certification programs.

Businesses certified as M/WBEs have access to:

- ✓ A dedicated procurement counselor for assistance on developing bids and proposals
- ✓ Exclusive networking events with City Agencies and large contractors
- ✓ Bid notifications by email
- ✓ Free marketing through an online directory of certified businesses:

www.nyc.gov/buycertified



Success Story: Pina, Inc. is a certified Minority Business Enterprise that won more than 800 contracts with 18 city agencies since 2007.

Division of Economic and Financial Opportunity: M/WBEs

The M/WBE program today:

- ✓ Since July 2006, certified firms have been awarded over **45,000** contracts worth over **\$3 billion**.
- ✓ The number of certified firms has more than tripled, from 1,035 in 2006 to **more than 3,600** today.
- ✓ SBS has capacity building partnerships specifically for M/WBEs with several local universities, including Columbia, NYU, and CUNY.
- ✓ In 2011, SBS launched the **Corporate Alliance Program** with corporate partners including IBM and American Express to connect M/WBEs with private sector contracts.
- ✓ In 2012, SBS launched the **Compete to Win** initiative to further connect M/WBEs with City contracts.



Neighborhood Development: Capacity Building

Building the capacity of local nonprofit economic development organizations

The **Avenue NYC** program provides organizations with funding in specific commercial revitalization project areas and the technical assistance needed to implement successful programs.

In Fiscal Year 2013, Avenue NYC is investing **\$1.6 million** in support of the commercial revitalization activities of **46 organizations**.

In January 2012, SBS, in collaboration with the Coro New York Leadership Center, launched the second class of the **Neighborhood Leadership Program**, a five-month leadership training program that provides individuals working to strengthen New York City's commercial corridors with the tools, experiences and networks they need to lead change in their communities.



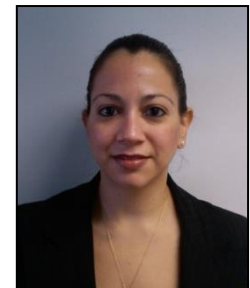
Church Avenue in Brooklyn



Blaise Backer
Executive Director
Myrtle Avenue
Revitalization Project



Laurel Brown
Executive Director
Jamaica Center BID



Angelina Ramirez
Executive Director
Washington Heights BID

Business Development: Capacity Building

SBS developed intensive programs to address the needs of entrepreneurs and small businesses, helping them to develop strategies to grow.

FastTrac GrowthVenture and **FastTrac NewVenture**

- Four-week program designed to assist entrepreneurs and operating businesses in partnership with SUNY Levin and the Kauffman Foundation
- More than **2,500** graduates since 2009



I have a great idea for a business.
Now what?

FastTrac has helped more than 350,000 entrepreneurs start and grow their businesses.

Find a program and startup your idea today.

In January 2010 Mayor Bloomberg launched the **NYC New Business Acceleration Team (NBAT)**, a pilot program to help entrepreneurs restaurants, bars, bakeries, and butcher shops open faster.

NBAT works with businesses to schedule and coordinate appointments inspections from the **Fire Department**, **Department of Environmental Protection**, **Department of Buildings**, and **Department of Health and Mental Hygiene**.

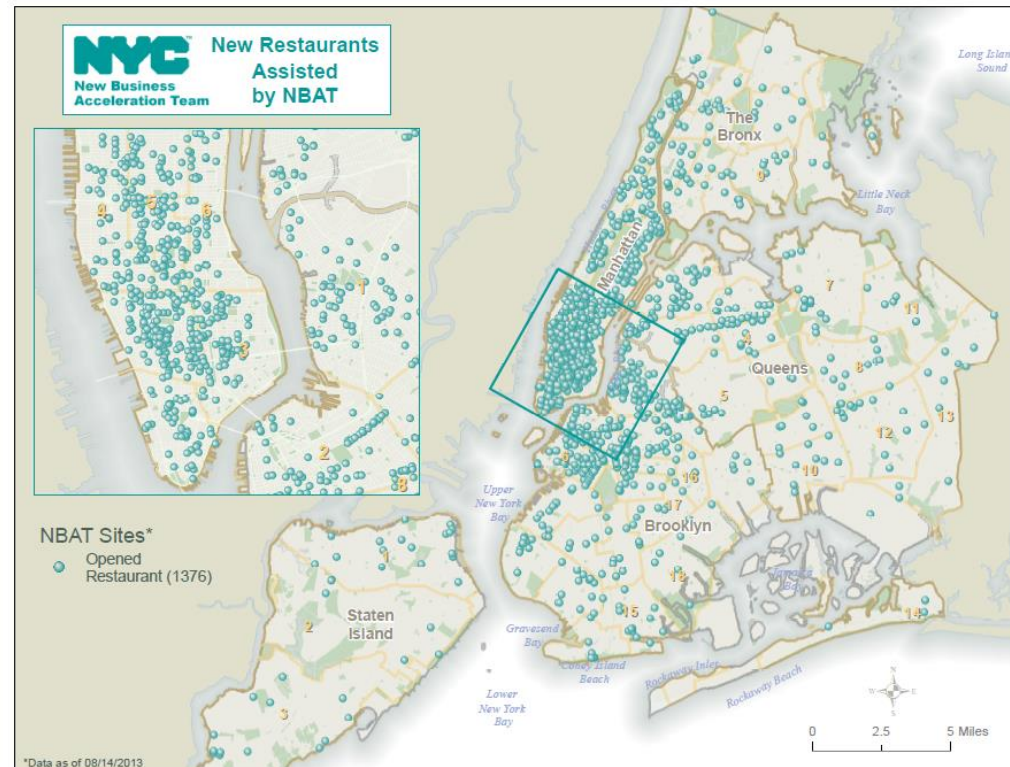


NYC New Business Acceleration Team

In January 2010 Mayor Bloomberg launched the **NYC New Business Acceleration Team (NBAT)**, a pilot program to help eating and drinking establishments open faster.

NBAT works to help businesses open faster by reducing the time and effort needed in order to meet basic City requirements

- NBAT helps with inspections by the Fire Department, Department of Buildings, Department of Environmental Protection among others
- NBAT has helped more than **1,600** food establishments open up more than **two months** more quickly
- Streamlining a business' relationship with the City saves time and money, and creates new jobs – **more than 22,000** since 2009, across all boroughs



New Business Acceleration Team: Performance

New business owners can:

- Talk to a Client Manager, who will manage all of their interactions with the City;
- Go to one location to review architectural plans and schedule inspections in a logical and timely order; and
- Receive a New Business Certificate, signifying that the business is ready to open.

And the results are in. NBAT has helped almost 1,000 food establishments open up nearly two months faster.

Streamlining a business' relationship with the City saves time and money, and creates new jobs – over 10,747 since 2009, across all boroughs.

Business Express

- Agreement effort to put permits for all city agencies online for easy access that includes a navigator
- Through NYC Business Express, the City helps people **start and operate** their business.
- Information is available about City, State and Federal permits, licenses and incentives.
- Business customers can use the Business Express Incentives Estimator to receive pro forma estimates for 14 incentives programs, as well as eligibility estimates for a total of 42 City, State and Federal incentives programs with instructions and the forms needed to apply for each one.

Sign Up Today!

Create Your Account:

- ✓ APPLY FOR LICENSES & MORE
- ✓ PAY VIOLATIONS
- ✓ SEARCH CITY RECORDS
- ✓ SAVE ANSWERS TO QUESTIONS

Create New Account

Existing User?
Sign In

Workforce Development: Workforce1 Career Centers

Workforce1 Career Centers, operated by leading non-profit and for-profit service providers, offer free employment and training services to jobseekers and businesses. In 2012, our Career Centers placed New Yorkers in more than **26,000 jobs**.

There are **17** Workforce1 Career Centers throughout the five boroughs.



Workforce Development: Workforce1 Sector Centers

Investing in Sector Work

- Workers engaged in sector initiatives are more likely to earn higher wages, experience greater career advancement and hold jobs with benefits.
- Businesses involved in sector initiatives report improvement in retention rates, productivity and greater worker skills.

The **Industrial and Transportation Career Center** launched in Jamaica, Queens in June 2008.

