

GROWING PROSPERITY

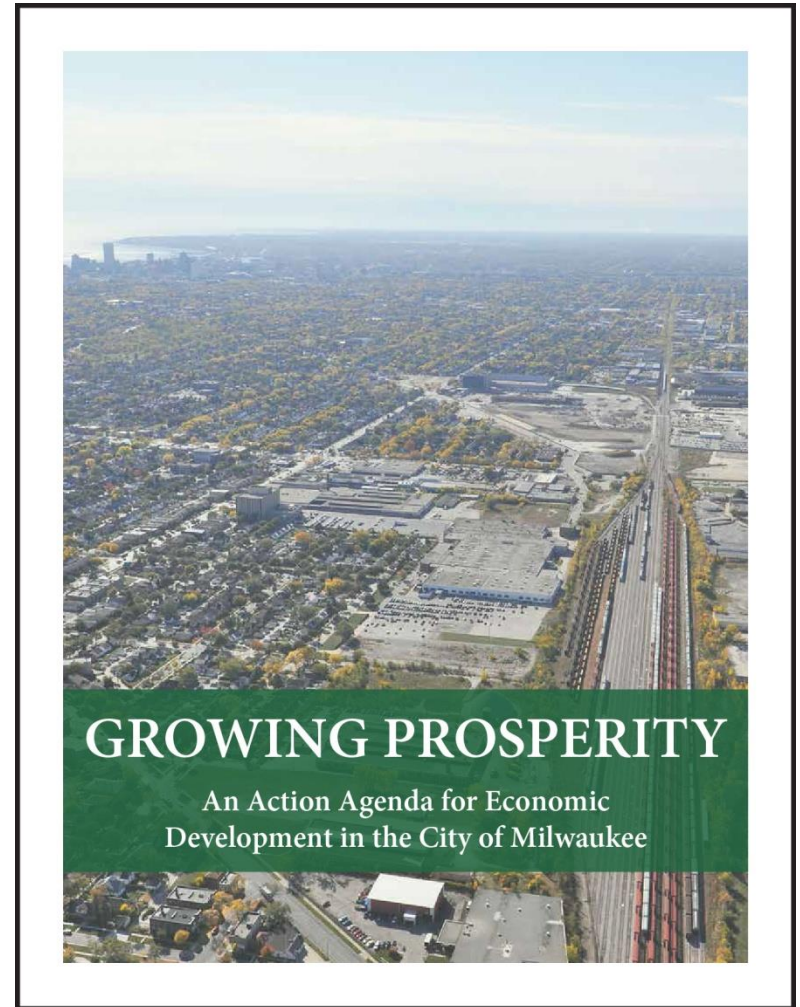
An Action Agenda for Economic Development
in the City of Milwaukee



First Annual Progress Report, May 2016
Steering & Rules Committee

Growing Prosperity: Background

- *Growing Prosperity* adopted in October 2014
- Alignment with Milwaukee 7 regional framework
- Work plans developed
- Progress reports collected January & February 2016





Growing Prosperity: Baseline & Metrics



City population



Commercial & industrial vacancy



Workforce participation among African American and Latino workers



City share of regional poverty



Educational attainment





Growing Prosperity: Progress Indicators

- Each action item given a status for 2015 progress
- Based on progress reports submitted by lead actor for each action item
- Assumes 10-year plan implementation
- Annual check-in with Common Council

Color	Progress Status
Light Green	0% - 50% complete
Dark Green	50% or more complete
Blue	Completed
Light Blue	Ongoing
Yellow	On hold
Grey	Not started

2015 Progress: Location-Based Opportunities

ACTION ITEM	DESCRIPTION	TERM	PROGRESS INDICATOR	ACTION ITEM	DESCRIPTION	TERM	PROGRESS INDICATOR
4.1.1	Develop, maintain and publish a comprehensive list of available development sites in the city	SHORT	50%+	4.2.4	Advocate for policy changes that promote investment in public transportation options	LONG	ONGOING
4.1.2	Maintain an inventory of 100 acres of "shovel ready" industrial land for development	MED	COMPLETE (for 2015)	4.2.5	Invest in infrastructure to promote efficient intermodal networks	LONG	ONGOING
4.1.3	Return 500 acres of brownfield land to active, industrial use in 10 years	LONG	0% - 50%	4.3.1	Identify existing building inventory and promote for alternative uses	MED	50%+
4.2.1	Regularly communicate with M7 and key asset industry orgs to keep suitable city development sites on their radars	LONG	ONGOING	4.3.2	Explore and advance opportunities for home-based businesses in neighborhoods	LONG	0% - 50%
4.2.2	Create a food innovation district or corridor in the city	MED	0% - 50%	4.3.3	Explore and advance opportunities for live/work/sell space to support artists and entrepreneurs alike	LONG	0% - 50%
4.2.3	Update the analysis of industrial-zoned land within the city	SHORT	0% - 50%				

2015 Progress: Location-Based Opportunities

- RACM marketed 115 acres of land for redevelopment
- 2 brownfield sites put back into productive use (20 ac.)
- \$500,000 grant from US EPA for brownfield remediation
- First building at Century City Business Park constructed





2015 Progress: Human Capital Development

ACTION ITEM	DESCRIPTION	TERM	PROGRESS INDICATOR	ACTION ITEM	DESCRIPTION	TERM	PROGRESS INDICATOR
5.1.1	Develop a Center for Advanced Manufacturing at Century City	MED	0% - 50%	5.2.1	Appoint a team to explore creating an entity like Homeboy Industries that offers jobs and support to ex-offenders	MED	ON HOLD
5.1.2	Align workforce development structure with growth opportunities in asset industry and large employment clusters	SHORT	0% - 50%	5.2.2	Facilitate local employers' pursuit of hiring practices that are more inclusive of ex-offenders	LONG	0% - 50%
5.1.3	Expand internships, job shadowing, part-time summer jobs, etc., for high school & college students	MED	ONGOING	5.2.3	Spearhead private fundraising efforts to restore free driver's education classes & expand license recovery efforts	LONG	0% - 50%
5.1.4	Develop a website of opportunities for employers to become involved in job prep activities that target local youth	MED	0% - 50%	5.2.4	Advocate for public transportation improvements to connect city residents to job centers through the metro area	LONG	ONGOING
5.1.5	Investigate national children's savings account models that change aspirations of students of low-income families	MED	0% - 50%	5.2.5	Support the expansion of the State of Wisconsin transitional jobs program	LONG	ONGOING
5.1.6	Establish branding, events, and opportunities to better connect Milwaukee college students with the larger community	LONG	0% - 50%				



2015 Progress: Human Capital Development

Children's Savings Accounts

- City Dept. of Administration spearheading CSA pilot
- Funders on-board, including GMF and United Way

Universal Driver's Education

- MPS secured commitments for \$125K to fund program
- Developed pilot program to serve 300 students in 2016





2015 Progress: Entrepreneurship & Innovation

ACTION ITEM	DESCRIPTION	TERM	PROGRESS INDICATOR
6.1.1	Develop regulation road maps for common start-up businesses	SHORT	0% - 50%
6.1.2	Reuse vacant City-owned commercial properties to foster start-ups in central city neighborhoods	MED	50%+
6.1.3	Establish a Local Business Action Team within City government to focus on improving service to businesses	SHORT	COMPLETE
6.1.4	Outstation City staff with local entrepreneurship development organizations to provide direct assistance	LONG	0% - 50%
6.2.1	Invite KIVA to partner with City government and local orgs to develop micro-lending to small businesses	SHORT	50%+
6.2.2	Encourage all organizations that assist small businesses to list their services on a common forum	MED	0% - 50%

ACTION ITEM	DESCRIPTION	TERM	PROGRESS INDICATOR
6.2.3	Improve communication between City agencies and intermediaries that provide services and TA to local businesses	MED	ONGOING
6.3.1	Develop and host an annual "Entrepreneur Week" to showcase local talent and resources	SHORT	COMPLETE
6.3.2	Introduce principles of entrepreneurship to Milwaukee students	LONG	NOT STARTED
6.3.3	Foster an "Artist Entrepreneurial City" by supporting artists and creative entrepreneurs	LONG	0% - 50%
6.3.4	Evaluate City regulations to ensure they facilitate shared work spaces, live/work/sell spaces, and R&D activities	LONG	NOT STARTED



2015 Progress: Entrepreneurship & Innovation

Milwaukee Business Navigator

- City awarded \$50K grant from US SBA to develop website

Reusing City-Owned Property

- 24 commercial properties sold for est. \$17.4M in investment

Local Business Action Team

- Final report issued with recommendations to ease path to biz. development





2015 Progress: Quality of Life & Place

ACTION ITEM	DESCRIPTION	TERM	PROGRESS INDICATOR	ACTION ITEM	DESCRIPTION	TERM	PROGRESS INDICATOR
7.1.1	Establish a Quality of Life Council	MED	ON HOLD	7.2.2	Encourage and support organizations involved in neighborhood improvement	SHORT	ONGOING
7.1.2	Adopt a Quality of Life Plan	LONG	NOT STARTED	7.3.1	Develop intervention strategies targeted to neighborhood categories identified by the MVA	MED	0% - 50%
7.1.3	Establish an Equality of Opportunity Blueprint	LONG	50%+	7.3.2	Seek alignment among actors working to improve Milwaukee's neighborhoods	ONGOING	50%+
7.1.4	Use creative placemaking to establish places where all residents can interact	LONG	0% - 50%	7.4.1	Promote Milwaukee as America's most water-centric city	LONG	0% - 50%
7.1.5	Implement <i>ReFresh Milwaukee</i> to make Milwaukee a more sustainable city	MED	50%+	7.4.2	Establish an aggressive neighborhood marketing campaign	SHORT	0% - 50%
7.1.6	Support continued implementation of catalytic projects identified in area plans	LONG	0% - 50%	7.4.3	Leverage opportunities linked to the City of Milwaukee's international relationships	MED	NOT STARTED
7.2.1	Support the growth of affinity groups that engage younger Milwaukeeans in civic life	SHORT	0% - 50%	7.4.4	Create and distribute a Milwaukee marketing toolkit for use by local business leaders	MED	COMPLETE



2015 Progress: Quality of Life & Place

Equality of Opportunity

- My Brother's Keeper implementation plan released
- NLC Equitable Economic Development Fellowship

Creative Placemaking

- GMC continues work: ARTery, Night Market, FARM Project

Aligning Neighborhood Orgs.

- CDA has led consortium that has engaged in a number of neighborhood improvement efforts



Growing Prosperity: Inclusive Growth

- Brookings Institution Metropolitan Policy Program recognized efforts
- Regional economy works best when the core city and its residents thrive
- Likewise, the city thrives when its neighborhoods connect to downtown prosperity



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Amy Liu | April 27, 2016 2:41pm

Regional alignment, not competition: How Greater Milwaukee is remaking economic development

Metropolitan Areas Economic Development Milwaukee

Nearly every city and its surrounding counties compete on business location, motivated to maximize their individual tax bases. I have written, along with countless others, about how this prisoner's dilemma for jurisdictions often results in little, if any, creation of new jobs or income in metro areas.



So it was refreshing to spend time recently in a metro area living by a different philosophy. To build trust, this city and its counties adopted a [code-of-ethics](#) to not steal each other's jobs and coordinate instead on economic opportunities. They forged a common agenda. The central city then developed its own economic plan explicitly designed to reinforce the region's economic ambitions. Yes, this is possible. This is Greater Milwaukee.

Growing Prosperity: Next Steps

- Continue efforts on ongoing work plans
- Jumpstart stalled action items
- Deepen engagement efforts with partner organizations
- Tie *Growing Prosperity* to inclusive economic growth

