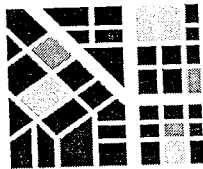


**ICIC Competitive Assessment and  
Strategy Project**  
*Milwaukee*

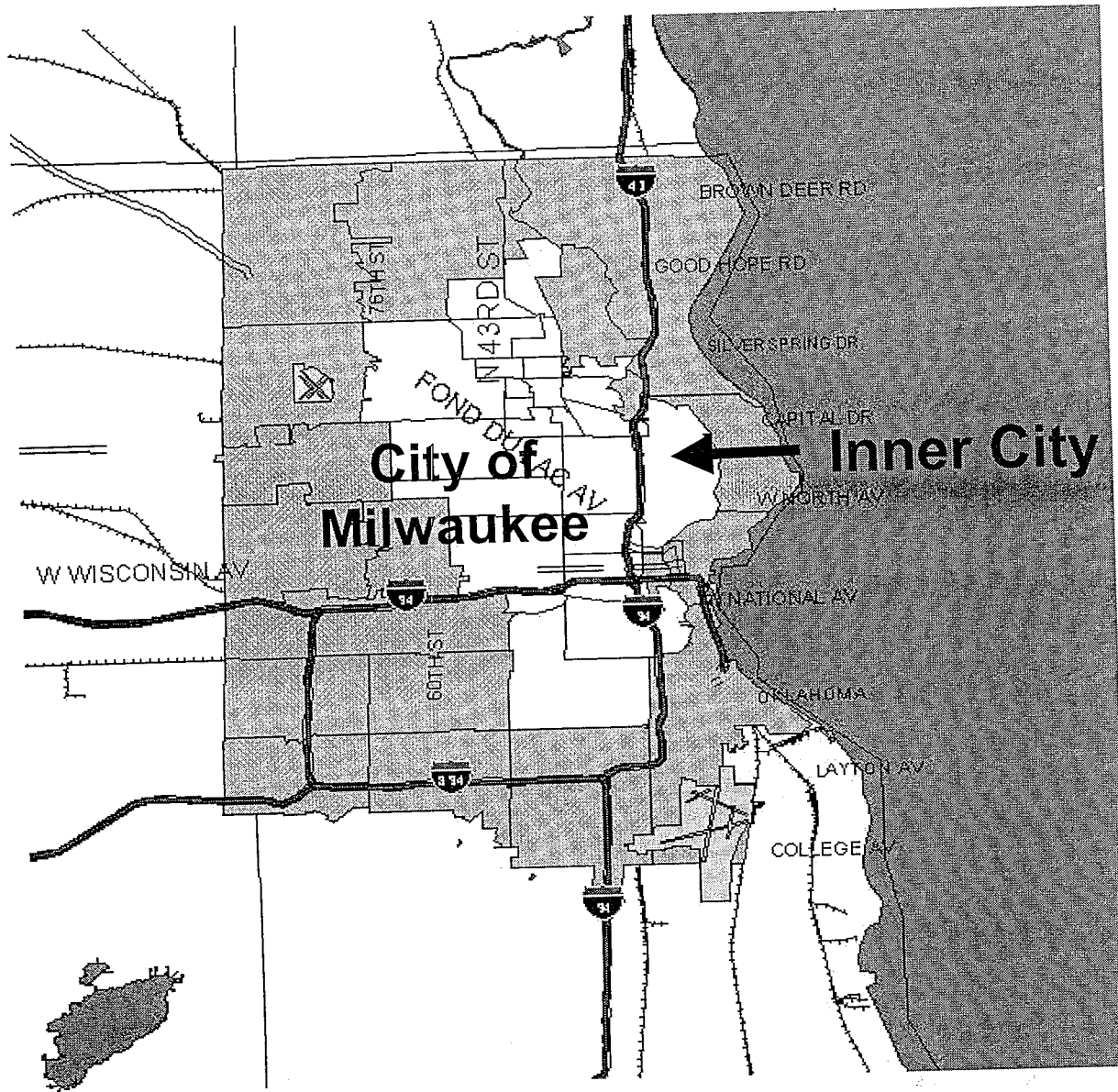


**ICIC** Initiative for a Competitive Inner City

# Overview of the ICIC-Milwaukee Initiative

- The Initiative for a Competitive Inner City (ICIC) has partnered with Milwaukee to create a strategy for advancing the job, income and wealth potential of inner city residents. ICIC is a national non-profit founded by Harvard Business School Professor Michael Porter.
- The ICIC-Milwaukee Initiative is led by a Board of 25 local private, public and civic leaders and is Co-chaired by Tim Keane and Art Smith.
- The ICIC-Milwaukee Initiative was launched in November 2001 by an early investment by the Helen Bader Foundation. The Board expects to announce a comprehensive strategy and detailed action plan in early 2003 with implementation to follow.
- The Board has selected four focus areas: Metal Manufacturing, Construction & Development, Financial Services and Health Services. Additionally, the Board will shortly select four business environment issues.

# Milwaukee's Inner City is Home to 5,000 Businesses



## City of Milwaukee

Inner City ZIP code defined as:

Poverty rate > 20%

OR

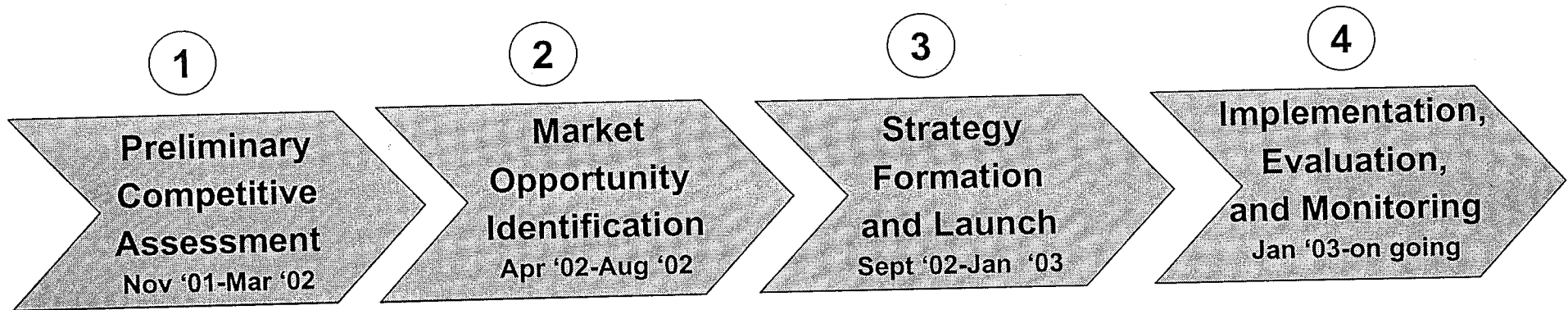
Poverty rate 50 % > MSA and

Median Household Income  
50% < MSA

Note: MSA poverty rate= 10.2% MSA median household= \$48,784 MSA equals= Milwaukee, Ozaukee, Washington, Waukesha Counties

Inner City ZIP Codes: 53204, 53205, 53206, 53208, City portion of 53209, 53210, 53212, 53233, 53215, 53216, 53218

# ICIC Milwaukee Project Timeline - Phases



# Overview of 87 Existing Milwaukee Initiatives & Research

## Progress

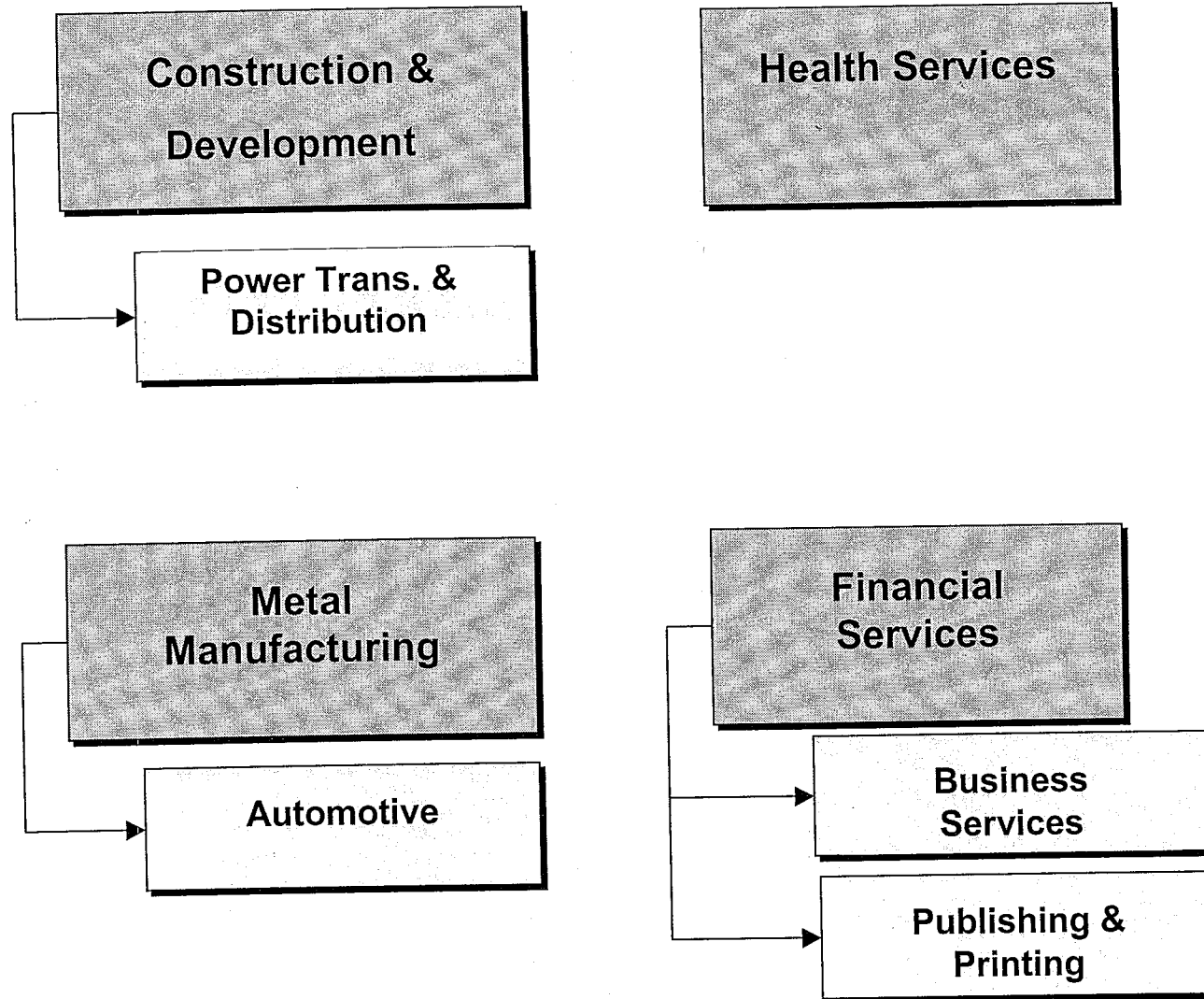
- There is strong **social capital** among Milwaukee leadership
- **Private sector** is actively engaged, though primarily from a social perspective
- There are a significant number of **initiatives under way**
- Milwaukee has an enviable base of **economic development research** to build on
- **Universities** have been a major resource for research
- Understanding of **retail** is very deep

## Challenges

- The inner city **income and net worth gap** is considerable
- There is **little understanding and strategy** for the inner city economy. Efforts are **fragmented**
- The **economic argument** for inner city revitalization has not been made
- Inner city **cluster efforts** are recent. Most activity is in retail.
- Further progress in **minority business development** requires market-driven strategies
- There is a need for **capacity** building in economic development among CBOs



# ICIC Milwaukee Board Selected Four Priority Clusters



# 2002 - 2003 Milestones

## STRATEGY

Overall strategy for inner city revitalization

Expanded set of economic opportunities

Concrete plan for minority business development

Concrete action plan for advancing opportunities and addressing challenges

Launch implementation early to build momentum

Attraction of new resources

Engagement of the regional business community

Coordinated and strategic approach among local players

Organizational structure to drive inner city economic development

## CAPACITY



# Milwaukee Inner City Cluster Ranking

IC Rank	Cluster	IC Employment (K) 2001	IC Share of MSA Cluster Employment	IC CAGR 1995-2001	MSA CAGR 1995-2001	Average National Wage
1	LOCAL HEALTH SERVICES	16,197	18.5%	3.4%	0.7%	\$ 31,073
2	LOCAL EDUCATION AND TRAINING	11,163	22.6	30.0	7.2	\$ 28,496
3	LOCAL COMMERCIAL SERVICES	10,919	15.5	3.0	2.5	\$ 24,946
4	Processed Food	8,903	50.7	-0.2	-0.1	\$ 32,417
5	Metal Manufacturing	8,460	17.7	-3.0	0.3	\$ 36,935
6	Education and Knowledge Creation	6,210	20.0	-5.1	1.9	\$ 30,449
7	Financial Services	6,092	16.3	10.0	1.0	\$ 67,082
8	LOCAL CONSTRUCTION AND DEVELOPMENT	5,038	12.5	-2.9	1.8	\$ 35,320
9	LOCAL HOSPITALITY ESTABLISHMENTS	4,872	10.5	-3.0	-0.1	\$ 10,729
10	Power Transmission and Distribution	4,061	17.6	-1.9	2.5	\$ 42,562
11	LOCAL FOOD AND BEVERAGE DISTRIBUTION	3,610	12.3	0.5	-0.1	\$ 19,980
12	Automotive	3,482	14.2	-3.9	-1.2	\$ 46,075
13	Hospitality and Tourism	3,398	20.9	1.3	2.3	\$ 20,044
14	Business Services	3,207	8.7	8.6	4.6	\$ 52,609

Source: Cluster Mapping Project, Competitiveness Institute, 1995 and 200; National Covered Employment and Wages Program (ES202); ICIC Analysis