

DEPARTMENT OF CITY DEVELOPMENT GOALS – 2003

MISSION: To improve the quality of life in Milwaukee by guiding and promoting development that creates jobs, builds wealth and strengthens the urban environment, and at the same time respects equity, economy and ecology.

GOAL: PROMOTE AN ECONOMIC CLIMATE THAT FOSTERS LASTING INVESTMENT, ENTREPRENEURSHIP AND JOB CREATION

Cluster development opportunities to create momentum around catalytic projects. In these areas DCD is working with area stakeholders on everything from business recruitment to new housing, rehab, nuisance abatement, and crime reduction efforts.

1. Catalytic Project Areas

- Lindsay Heights
- West North Avenue
- Capital Court
- West Lincoln Avenue
- Harley Davidson area

2. Integrated Neighborhood Renewal Strategy (INRS) areas:

- West End
- Layton Boulevard West
- Silver Spring Blvd (60TH TO 68TH)
- Riverwest/YMCA/NMIDC
- MLK Drive
- Bay View

3. Targeted Investment Neighborhoods

- Havenwoods
- Hampton-Atkinson
- Metcalfe Park
- Midtown
- Harambee
- Layton Blvd
- Greenfield
- Muskego Heights
- St. Adalberts

4. Promote retail development in Milwaukee's 60 primary commercial nodes.

- Prepare commercial property inventories
- Purchasing power information on the web (2001)
- Market the Milwaukee Mainstreams program
 - Facade grants – 2001-02 – **80 grants of \$1 million - leveraging \$5.2 million**

- RIF grants – since 1999 – **32 grants of nearly \$1 million leveraging \$11.6 million and creating 223 jobs.**
 - **23 minority owned & 12 women owned.**
5. **Promote the continued expansion of Business Improvement Districts as a means to revitalize neighborhood commercial districts**
 - 14 active BIDS raise \$4 million annually
 - 2002 – **West North Avenue Gateway & Atkinson, Capital & Teutonia**
 - 2003 – East Capital Drive, W. Burleigh Street, W. North Avenue
 6. **Revitalize the city's major shopping districts including:**
 - Wisconsin Avenue – **Streetscaping, Boston Store, Grand Avenue, Borders Books in ASC Center**
 - Midtown Center (Capitol Court) – **Phase I complete – Walmart & Pick'N Save now open.**
 - Northridge – **Tucker Development has purchased working on a redevelopment plan.**
 7. **Promote and support completion of the Riverwalk and the expansion of businesses along the riverwalk.**
 - RiverWalk BID – property values increased by **\$181 million, 54% since 1994.**
 - Third Ward riverwalk extension has begun.
 - Several sections completed on Commerce Street.
 8. **Implement an effective business recruitment and retention strategy.**
 - Recent recruitments – **Capital Stampings, TMP Worldwide, Henry's Foods, Allen Edmonds, Marshall Erecting.**
 - We continue to survey our customers and hold focus groups to learn more about how we can help them be successful.
 9. **Stimulate economic growth by fostering technological innovation and participating in regional efforts to promote and build Milwaukee's technology sector.**
 - Ensure access to capital to support formation and growth of technology-based business – connect venture capitalists in **Chicago & Minneapolis** with business opportunities in Milwaukee.
 - Assist local entrepreneurs – MEDC engaged **management consulting firm** to help develop business plans.
 - Market Milwaukee as a center of technological innovation and talent, especially Milwaukee's technology clusters – **Technolgy Update, participation in Bio Conference in Toronto.**
 10. **Actively promote the city.**
 - Collaborate with public sector, private sector and educational sector to market Milwaukee (partners include Spirit of Milwaukee, MMAC, YPM, eInnovate, Joint Venture, Regional Economic Partnership, TechStar).

- Strengthen Milwaukee's image through support of Young Professionals of Milwaukee, E-Innovate and similar organizations.

11. Ensure an inventory of suitable industrial sites within the city.

- City will continue to work with organizations to increase capacity and set strategic visions for development.
- MEDC staff serves on the Boards of NE Milwaukee Industrial Corp., 30th St. ICC, Havenwoods EDC.
- **Promote the redevelopment of underutilized industrial lands.**
 - Towne Corporate Park – **64 acres – 9 firms investing \$16.6 million in industrial facilities, employing 300 workers. Balance could produce another \$15 million.**
 - Riverworks – **2001 TID expanded to fund acquisition of 6 sites.**
 - Havenwoods – **established the Havenswood Economic Development Corp.**
 - Walker's Point - Plan
- **Redevelop the Menomonee River Valley including:**
 - **6th Street Viaduct** – access to 20 acres for redevelopment
 - City & State funding for **Canal Street extension**
 - **Raised \$5 million** in state & federal grants for Valley redevelopment
 - **Allen Edmonds** - \$7 million facility
 - **Sigma Environmental Services** - \$4.5 million facility
 - CMC Shops parcel
 - City-owned parcels
 - Solvay Coke site

12. Invest strategically in business development, redevelopment projects and infrastructure.

- **TID funding** – Midtown Center, Cathedral Place, 875 E. Wisconsin, Park East Redevelopment & Lindsay Heights
- Potential upcoming TIDs: Menomonee Valley, Bacher Farms, Northridge, Tower Automotive, Grand Avenue-Plankinton Building, GE Medical,

13. Maximize the use of available state and federal tax incentives to stimulate economic development and job growth.

- Milwaukee Renewal Community designation -
- Development Zone Tax Credits – **boundaries expanded to include all industrially zoned parcels**
- Technology Zone Tax Credits
- Aggressively pursue federal, state and local dollars for clean up of brownfields.
- Investigate new markets tax credits.

14. Work with area businesses, educational institutions, and job training agencies to ensure a well-trained workforce.

- Actively participate in the ICIC Initiative.
- **Secure a Jobs Corp site in Milwaukee**

- Work with UWM to conduct an analysis of Milwaukee labor force assets.
- Work with partners (such as Initiative for a Competitive Inner City (ICIC), PIC; MPS, MATC, area universities and colleges) to assure training and education programs match employers' needs.
- Market the Renewal Community and Development Zone incentives to further stimulate jobs and business growth.

GOAL: ENACT LAND USE, TRANSPORTATION AND ENVIRONMENTAL POLICIES THAT ENHANCE THE LIVABILITY OF CITY NEIGHBORHOODS.

- Develop coordinated neighborhood plans and programs that channel investment in productive ways. Develop detailed neighborhood plans for:
 - Fond du Lac and North Avenue area – **completed by end of the year**
 - Near West Side
 - UWM
 - Park East redevelopment – are all underway
 - Washington Park Study
 - Walker's Point Study
 - Topical plan for **industrial land development** will be initiated in 2003
- Continue to implement the downtown plan.
 - Remove the Park East freeway stub – **McKinley Ave. & Knapp St. Bridge open by December , 2003**
 - Redevelop the Park East corridor – estimated **\$250 in new investment**
 - Wisconsin and Kilbourn Avenue Streetscaping - **underway**
 - Third Ward Public Market
- Continue to implement the Menomonee Valley plan, using sustainable development principles.
 - Redevelopment of CMC Shops parcel
 - Redevelopment of city-owned lots at 6th and Canal
 - Relocation of DPW facilities from the east end of Valley
 - Extension of Canal Street
 - Implement design and landscape guidelines
 - Other redevelopment projects – Allen Edmonds, Sigma Environmental, Reed Street Yards, Tannery redevelopment continues
 - Partner with MVP on redevelopment of Morton Salt property
- 3. Use development efforts to help remediate contaminated sites.
 - Promote brownfields as a cost-effective business solution.
 - Aggressively pursue federal, state and local dollars for clean up of brownfields. **\$10 million in state and federal grants over last five years**
 - Over 12 years – **66 projects - \$56 for every city dollar invested**
 - 2002 - **\$250,000 CDBG funds on 23 properties and investment of \$7 million**
 - **Projects include industrial, commercial and residential development.**
 - Partner with MEDC to offer a matching grant program for environmental remediation.

- Major upcoming brownfield projects: Pfister and Vogel, Solvay Coke, CMC Shops, 30th and Meinecke, Solar Paints & Varnish, to name a few.

GOAL: Ensure diverse housing choices.

- More than **3,660 units** have been completed, under construction or planned in downtown. Investment of **\$713 million**.
- **Beerline** – more than 650 units completed, planned or under construction. \$125 million in new investment.
- **City Homes** – 72 homes at \$7 million
- **Lindsay Heights TID** – expected \$8 million in residential development
- **Cherokee Point** – 77 owner-occupied homes, 6 townhomes and 40 condo's. \$25 million investment.
- **Wilson Commons** – TID supported 243 senior living units, \$24 million investment
- **Claire Heights** – city owned property to house 45 senior units - \$3.8 million investment.
- **Kunzelmann-Esser** – 67 tax credit units - \$8 million in new investment.
- Support the development of market-rate housing throughout the city including:
 - At least 500 new downtown housing units per year
 - Additional City Homes-type developments in catalytic project areas.
- **Return of NIDC to DCD** – should allow for better coordination of housing development and rehab all of our housing producers will be in the same department. We will be evaluating operations and determining how to improve efficiency and increase production.
- Continue the operation and renovation of Housing Authority developments to ensure high quality design that enhances the value of neighborhoods including:
 - **Highland** – Secure Hope VI grant for renovation of Highland development.
 - **Convent Hill** - Secure funding for renovation of into a mixed-use public housing development.
 - **Masterlock** - Construction of new housing in Masterlock neighborhood.
 - **Parklawn** - \$35 million development, 380 units, 40 owner occupied units being built. Includes Cyberschool.
 - **Carver Park** – \$24 million development, 122 townhomes – 20 market rate units, 21 tax credit unit, 51 public housing. 20 owner occupied will be built in neighborhood.
 - **Homeownership** – since 1994, HACM has helped 155 residents purchase a home.
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- Coordinate resources with the Department of Neighborhood Services, the Block Grant Office and private housing developers to ensure maximum impact from housing development efforts.