

GROWING PROSPERITY

An Action Agenda for Economic Development
in the City of Milwaukee

FIRST ANNUAL PROGRESS REPORT



Department of City Development

April 2016



ACKNOWLEDGMENTS

CITY OF MILWAUKEE

Mayor Tom Barrett

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 city.milwaukee.gov/GrowingProsperity

CITY DEPARTMENTS INVOLVED

Department of Administration
Department of City Development
Department of Neighborhood Services
Department of Public Works
Environmental Collaboration Office
Milwaukee Public Library
Redevelopment Authority, City of Milwaukee

PARTNER ORGANIZATIONS

BizStarts Milwaukee
Community Development Alliance
Creative Alliance Milwaukee
Employ Milwaukee
FaB Wisconsin
FUEL Milwaukee
Greater Milwaukee Committee
Junior Achievement of Wisconsin
Local Initiative Support Corporation
Marquette University
MetroGO!
Metropolitan Milwaukee Assoc. of Commerce
Midwest Energy Research Consortium
Milwaukee 7
Milwaukee Artist Resource Network
Milwaukee China Business Council
Milwaukee Public Schools
Milwaukee Sister Cities Committee
The Water Council
Urban Economic Development Association
VISIT Milwaukee
Wisconsin Community Services
Wisconsin Dept. of Children and Families
Wisconsin Women's Business Initiative Corp.



INTRODUCTION: ONE YEAR INTO IMPLEMENTATION

Growing Prosperity, the City of Milwaukee's economic development strategy, was formally adopted by the Milwaukee Common Council on October 3, 2014. The report outlines 47 action items aimed at spurring economic growth in the city through location-based opportunities, human capital development, entrepreneurship and innovation, and quality of life and place. Over the intervening 15 months, City staff and partner organizations have worked diligently to develop implementation plans and establish the partnerships necessary to successfully move forward on all 47 action items contained within the original report. This First Annual Progress Report details much of the work accomplished to date.

Considerable progress has been made on a number of action items in the relatively short period of time that *Growing Prosperity* has been in effect: the Wisconsin Women's Business Initiative Corporation has partnered with KivaZip to provide more than \$370,000 in loans to 67 entrepreneurs in Milwaukee and across the State of Wisconsin.

The City's Department of Administration has made great progress in developing a Children's Savings Account pilot for Milwaukee children entering kindergarten that could dramatically change children's and families' aspirations for higher education.

The Greater Milwaukee Committee has organized partners and stakeholders in creative placemaking efforts that have redefined and re-envisioned a

number of public spaces in Milwaukee, including the ARTery, the NEWaukee Night Market, and The Spot 4MKE.

The City of Milwaukee's Redevelopment Authority recently completed construction on Century City I, which will help to bring new manufacturing jobs and renewed energy to Milwaukee's Near North Side. These and many other examples of success are highlighted in the following pages.

This report also takes a look at the baseline metrics, initially established in October 2014, that were selected within *Growing Prosperity* to inform current challenges and, over time, measure success. It is important to recognize that these metrics describe broad regional and social characteristics that will take considerable time and effort to shift, and little to no movement in the metrics for this reporting period should not be interpreted as demonstrating a lack of progress on the ground.

One year into implementation, the City of Milwaukee and its partners have made great progress toward many of the strategies and action items contained in *Growing Prosperity*, and collectively we have much to celebrate. This report is a celebration of those efforts made to date, but also a call to action for us to roll up our sleeves and get ready: there is more work yet to be done in 2016!

Together, we are Growing Prosperity in the City of Milwaukee.

Action Items 4.1.2 & 4.1.3

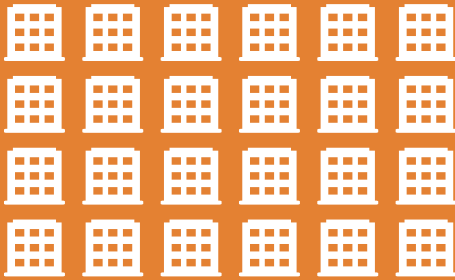
115 acres of industrial land being actively marketed for redevelopment

\$500,000
grant secured from US EPA for brownfield assessment & remediation

28 acres of brownfield land returned to active use in **2015**

Action Item 4.3.1

Sold **24** city-owned commercial properties to investors



Estimated

\$17.6M

in investment/construction on these properties



Action Item 5.2.3

Secured commitments for

\$125K

in funding to advance a **Universal Driver's Education (UDE)** for Milwaukee students



Developed UDE pilot program to serve **300 students** at **4 MPS high schools** in 2016

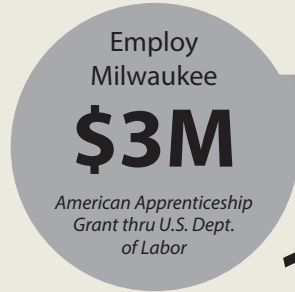




Action Items 5.1.2 & 5.2.2



Establish American Job Center at Milw. House of Corrections to provide workforce development services to reduce recidivism

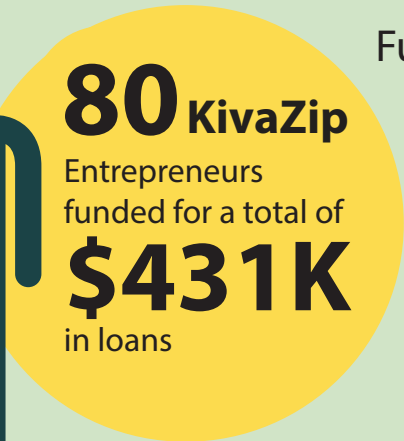


1,200
participants served

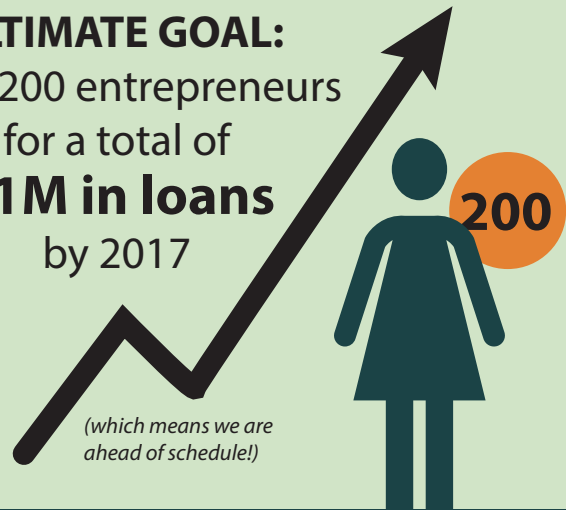
On-the-job training & classroom instruction placed workers into IT, healthcare, advanced manufacturing and construction



Action Item 6.2.1



ULTIMATE GOAL:
Fund 200 entrepreneurs
for a total of
\$1M in loans
by 2017



Action Item 7.1.6

Out of
89 total catalytic projects
identified by the
city's area plans,
15 have been completed
and **25 are in progress.**



BASELINE AND METRICS



Growing Prosperity identifies a baseline and key metrics to define and measure the success of the City's economic development efforts on a macro level. These figures are shown in the chart at right. It is important to remember that these metrics describe broad regional and social characteristics that will take time and effort to shift, and little or no movement in the metrics for this reporting period should not be interpreted as demonstrating a lack of progress on the ground.

Population change: Estimates show that the city's overall population grew 0.1% from the baseline [1], while population in the central city decreased by 1.0% [2]. These trends echo on the one hand the resurgence and redevelopment in the downtown and adjacent neighborhoods, and on the other hand the continued effects of the foreclosure crisis in central city neighborhoods.

Industrial land redevelopment: The City achieved its goal of having 100 acres of developable land shovel-ready in 2015, and is on track to achieve 500 acres of brownfield land redeveloped by 2025 [3].

Workforce participation: Estimates show that workforce participation has increased from the baseline [4], including among the city's minority populations [5] and continues to exceed national rates as well as the rates for many peer cities.

The number of workers employed in manufacturing has seen an increase of 3,608 workers, up 8.6% over the baseline [6].

Poverty rate: While the city's share of regional poverty dropped by 1.9% against the baseline (a positive trend) [7], this is largely due to poverty increasing within the region overall. Within the City of Milwaukee, the number of residents in poverty is up 4.3% over the baseline. [8].

Household income: Citywide median household income is down slightly from the baseline [9] and income for African American households is down more than 5%, but incomes are up for both white and Hispanic/Latino households [10].

Educational attainment: Overall educational attainment is up over the baseline; the number of residents with bachelor's degrees or higher is also up 2.4% [11].

Neighborhood market conditions: The average assessed value for residential property in the city increased 1.3% over the baseline [12]. While tax foreclosed residential properties as a percent of all residential properties was up slightly, bank foreclosures were down significantly [13]. When the Market Value Analysis is updated, more robust neighborhood market measurements will be available.

| | BASELINE (2013) | Current Report (2014) | % Change over Benchmark |
|---|--------------------|-----------------------------|-------------------------------|
| POPULATION | | | |
| Citywide [1] | 599,168 | 599,653 | 0.1% |
| Central city* [2] | 279,907 | 277,095 | -1.0% |
| INDUSTRIAL AND COMMERCIAL PROPERTY | | | |
| <i>Industrial land¹</i> | | | |
| Acres of shovel-ready land [3] | 126.3 | 115 | -8.9% |
| Acres remediated since adoption | 0 | 28 | 100.0% |
| <i>Commercial and industrial vacancy by sq. ft.²</i> | | | |
| Industrial vacancy rate | 6.1% | 4.7% | -23.0% |
| Commercial office vacancy rate | 20.9% | 18.4% | -12.0% |
| <i>Vacant buildings³</i> | | | |
| Vacant industrial buildings | 129 | 89 | -31.0% |
| Vacant commercial buildings | 497 | 336 | -32.4% |
| WORKFORCE PARTICIPATION ** | | | |
| <i>Citywide</i> | | | |
| Population 16 years and over | 457,661 | 459,966 | 0.5% |
| Not in labor force | 162,470 | 161,448 | -0.6% |
| In labor force [4] | 295,191 | 298,518 | 1.1% |
| Employed | 261,782 | 267,240 | 2.1% |
| Unemployed | 33,409 | 31,278 | -6.4% |
| <i>Race/Ethnicity</i> | | | |
| <i>White</i> | | | |
| Population 16 years and over | 238,782 | 239,550 | 0.3% |
| Not in labor force | 75,455 | 79,531 | 5.4% |
| In labor force | 163,327 | 160,019 | -2.0% |
| Employed | 151,388 | 151,156 | -0.2% |
| Unemployed | 11,939 | 8,863 | -25.8% |
| <i>African American</i> | | | |
| Population 16 years and over | 165,674 | 167,428 | 1.1% |
| Not in labor force | 67,098 | 65,632 | -2.2% |
| In labor force [5] | 98,576 | 101,796 | 3.3% |
| Employed | 80,352 | 82,877 | 3.1% |
| Unemployed | 18,224 | 18,919 | 3.8% |
| <i>African American Male</i> | | | |
| Population 16 years and over | 71,145 | 72,671 | 2.1% |
| Not in labor force | 28,689 | 29,998 | 4.6% |
| In labor force [5] | 42,456 | 42,673 | 0.5% |
| Employed | 31,394 | 31,697 | 1.0% |
| Unemployed | 11,062 | 10,976 | -0.8% |
| <i>Hispanic or Latino (of any race)</i> | | | |
| Population 16 years and over | 69,299 | 71,026 | 2.5% |
| Not in labor force | 22,314 | 22,444 | 0.6% |
| In labor force [5] | 46,985 | 48,582 | 3.4% |
| Employed | 42,064 | 45,030 | 7.1% |
| Unemployed | 4,920 | 3,551 | -27.8% |
| POPULATION EMPLOYED IN MANUFACTURING | | | |
| Total employed in manufacturing [6] | 14.1% | 15.2% | 7.8% |
| POPULATION EMPLOYED IN KEY ASSET INDUSTRY CLUSTERS (M7 Region) | | | |
| Total employed in asset clusters | 125,945 | | |
| Food and beverage processing | 14,409 | | |
| Power, energy and controls | 18,967 | | |
| Water technology | 5,917 | << Insufficient Data >> | |
| Headquarters and biz services | 41,703 | | |
| Finance and insurance | 44,949 | | |

| | BASELINE (2013) | Current Report (2014) | % Change over Benchmark |
|--|-------------------------|-----------------------------|-------------------------------|
| POVERTY RATE | | | |
| <i>City of Milwaukee</i> | | | |
| Persons in poverty [8] | 163,826 | 170,943 | 4.3% |
| White | 50,769 | 50,565 | -0.4% |
| African American | 90,532 | 93,269 | 3.0% |
| Hispanic or Latino | 31,159 | 35,021 | 12.4% |
| <i>M7 region, excluding city</i> | | | |
| Persons in poverty | 115,682 | 130,654 | 12.9% |
| White | 88,490 | 100,454 | 13.5% |
| African American | 14,898 | 15,922 | 6.9% |
| Hispanic or Latino | 19,247 | 23,366 | 21.4% |
| <i>M7 region and city combined</i> | | | |
| Persons in poverty | 279,508 | 301,597 | 7.9% |
| White | 139,259 | 151,019 | 8.4% |
| African American | 105,430 | 109,191 | 3.6% |
| Hispanic or Latino | 50,406 | 58,387 | 15.8% |
| <i>City share of region</i> | | | |
| City share of regional population | 30.1% | 30.1% | 0.1% |
| City share of regional poverty [7] | 58.6% | 56.7% | -3.3% |
| BUSINESS START-UPS AND CLOSURES | | | |
| Business start-ups | | | |
| Business closures | << Insufficient Data >> | | |
| Ratio of start-ups to closures | | | |
| MEDIAN HOUSEHOLD INCOME | | | |
| <i>City of Milwaukee</i> | | | |
| City overall [9] | \$35,186 | \$35,049 | -0.4% |
| White, non-Hispanic [10] | \$48,311 | \$49,603 | 2.7% |
| African American, non-Hispanic [10] | \$26,351 | \$24,967 | -5.3% |
| Hispanic or Latino [10] | \$29,289 | \$31,517 | 7.6% |
| EDUCATIONAL ATTAINMENT | | | |
| Population 25 years or older | 365,916 | 368,229 | 0.6% |
| Less than 9th grade | 23,785 | 21,726 | -8.7% |
| 9th to 12th grade, no diploma | 42,812 | 40,873 | -4.5% |
| High school graduate or equivalent | 108,677 | 110,837 | 2.0% |
| Some college, no degree | 80,867 | 81,747 | 1.1% |
| Associate's degree | 25,248 | 26,512 | 5.0% |
| Bachelor's degree [11] | 55,253 | 55,603 | 0.6% |
| Graduate or professional degree [11] | 29,273 | 30,931 | 5.7% |
| NEIGHBORHOOD CONDITIONS | | | |
| <i>Residential market health</i> | | | |
| Average assessed value [12] | \$118,547 | \$120,117 | 1.3% |
| Tax foreclosed as % of all [13] | 0.79% | 0.80% | 1.0% |
| Bank foreclosed as % of all [13] | 0.91% | 0.73% | -20.3% |

Progress: Location-Based Opportunities



2015 PROGRESS

| ACTION ITEM | DESCRIPTION | TERM | 2015 PROGRESS | PROGRESS INDICATOR |
|-------------|---|-------|--|---------------------|
| 4.1.1 | Develop, maintain and publish a comprehensive list of available development sites in the city | SHORT | · Currently listing properties on MLS · City website streamlined to allow users to find property more efficiently | 50%+ |
| 4.1.2 | Maintain an inventory of 100 acres of "shovel ready" industrial land for development | MED | · 115 acres actively being marketed · \$500K grant from EPA secured for brownfield remediation | COMPLETE (for 2015) |
| 4.1.3 | Return 500 acres of brownfield land to active, industrial use in 10 years | LONG | · 28 acres of brownfield returned in 2015 · \$500K grant from EPA secured for brownfield remediation | 0% - 50% |
| 4.2.1 | Regularly communicate with M7 and key asset industry orgs to keep suitable city development sites on their radars | LONG | · City staff continues to interface with cluster organizations & prioritize city development sites for their needs | ONGOING |
| 4.2.2 | Create a food innovation district or corridor in the city | MED | · City staff work with FaB Wisconsin to ID locations for Center of Excellence · MVP 2.0 & Walker Square Action Plan codify this goal in city's land use plans | 0% - 50% |
| 4.2.3 | Update the analysis of industrial-zoned land within the city | SHORT | · DCD and RACM staff assembling materials for update; anticipate initiating update mid-2016 | 0% - 50% |
| 4.2.4 | Advocate for policy changes that promote investment in public transportation options | LONG | · City participating in East-West BRT feasibility study | ONGOING |
| 4.2.5 | Invest in infrastructure to promote efficient intermodal networks | LONG | · Lakefront Gateway project underway · Streetcar preliminary construction underway | ONGOING |
| 4.3.1 | Identify existing building inventory and promote for alternative uses | MED | · DCD implemented policy changes and proactive approach to disposition · 24 commercial properties for \$1.8M in sales and \$17.5M estimated investment | 50%+ |
| 4.3.2 | Explore and advance opportunities for home-based businesses in neighborhoods | LONG | · City staff continues to research ways to provide more flexibility for home-based businesses while balancing potential impacts | 0% - 50% |
| 4.3.3 | Explore and advance opportunities for live/work/sell space to support artists and entrepreneurs alike | LONG | · City staff continues to research ways to provide more flexibility for live/work/sell space while balancing potential impacts | 0% - 50% |

Action Item 4.1.2: Industrial Land Redevelopment

In 2015, the Redevelopment Authority of the City of Milwaukee (RACM) successfully marketed 115 acres of industrial land for redevelopment: 70 acres in the industrial land bank on the city's northwest side, and 45 acres at the Century City Business Park. This achieves the goal of keeping 100 acres of "shovel ready" industrial land available for development annually for 2015.

In addition, two brownfield sites: 20 acres in the 30th Street Industrial Corridor and 8 acres at the former Milwaukee Die Casting facility were put back into productive industrial use in 2015, using U.S. EPA Emergency Cleanup action.

RACM also secured \$500,000 of brownfield grant money from the U.S. EPA and WEDC for assessing and remediating former industrial properties, ensuring that the agency can continue provide land for new industrial development and new jobs.

Action Item 4.3.1 (& 6.1.2): City Real Estate Commercial Property Sales

Since Growing Prosperity's adoption, the City Real Estate Division has instituted a number of new strategies aimed at promoting city real estate for new and creative uses. These new approaches have led to more sales: in 2015, the City sold 24 commercial properties to business owners and investors, generating more than \$1.8 million in revenue. These property sales will leverage an additional estimated \$17.6 million in investment.

One example is the Beauty Bar, which will occupy a 3,600 square-foot, formerly vacant mixed-used building on W. Villard Avenue. The property sold for \$7,000 and will see an estimated \$45,000 in renovations. This sale not only puts an underutilized property back into active, taxable use, but will enable a local entrepreneur to realize his vision, provide new neighborhood-serving retail for the city's northwest side, and add vitality to the Villard Avenue corridor.

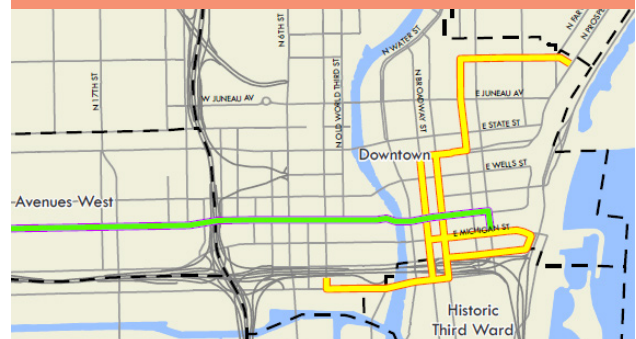
Action Item 4.2.4 & 4.2.5: Investing in public transit and intermodal networks

The development of The Milwaukee Streetcar is moving forward following city approval and additional funding in February 2015. Final design of the Phase 1 route is nearing completion and, with the October 2015 announcement of a \$14.2 million federal TIGER grant, further Lakefront Line planning is also underway. The Request for Proposals (RFP) for streetcar vehicles was issued and selection of a vehicle vendor, U.S.-based Brookville Equipment Corp., is complete. Preliminary utility relocation work was completed in fall 2015 additional work continues in 2016.

To help support and promote development along and near the streetcar corridor in downtown and surrounding neighborhoods, Milwaukee Downtown (Business Improvement District #21) has published a "MKE Streetcar Development and Investment Guide."

In spring 2016, RFPs will go out for building the system's main line, operations and maintenance facility. Mainline construction is expected to start late summer. The Milwaukee Streetcar's Phase 1 route is slated to begin serving area residents, workers and visitors in 2018 with the Lakefront Line extension launching service in 2019.

Milwaukee County and its partners have initiated a feasibility study to implement bus rapid transit (BRT) in the 7-mile East-West Corridor connecting downtown Milwaukee and the Milwaukee Regional Medical Center (MRMC) and Milwaukee County Research Park



Progress: Human Capital Development



2015 PROGRESS

| ACTION ITEM | DESCRIPTION | TERM | 2015 PROGRESS | PROGRESS INDICATOR |
|-------------|--|-------|---|--------------------|
| 5.1.1 | Develop a Center for Advanced Manufacturing at Century City | MED | · IMCP and Next Generation Manufact. Council initiatives underway · Construction started on Century City I | 0% - 50% |
| 5.1.2 | Align workforce development structure with growth opportunities in asset industry and large employment clusters | SHORT | · Employ Milwaukee received \$3M (leveraged \$10M) in efforts to engage underserved populations in workforce development in 2015 | 0% - 50% |
| 5.1.3 | Expand internships, job shadowing, part-time summer jobs, etc., for high school & college students | MED | · In 2015, DCD staff met with stakeholders within various institutions to gauge interest | ONGOING |
| 5.1.4 | Develop a website of opportunities for employers to become involved in job prep activities that target local youth | MED | · City, MPS and Lead to Succeed reps in conversation about expanding existing resources such as Inspire SE WI | 0% - 50% |
| 5.1.5 | Investigate national children's savings account models that change aspirations of students of low-income families | MED | · DOA established local working group · Released concept paper in Feb. 2016 · Intends to roll out pilot program in winter 2016/17 school year | 0% - 50% |
| 5.1.6 | Establish branding, events, and opportunities to better connect Milwaukee college students with the larger community | LONG | · MiKE and Startup MKE launched The Commons, aimed at connecting entrepreneurial college students with local companies to retain talent | 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 | · In 2015, Employ Milwaukee and DCD met with community orgs and businesses to gauge interest | ON HOLD |
| 5.2.2 | Facilitate local employers' pursuit of hiring practices that are more inclusive of ex-offenders | LONG | · Employ Milwaukee received technical assistance for reentry programs · \$500K secured to establish workforce program in Milw. Co. Corrections | 0% - 50% |
| 5.2.3 | Spearhead private fundraising efforts to restore free driver's education classes & expand license recovery efforts | LONG | · Established collaborative to begin work on program · Secured commitments for \$125K for implement 2016 pilot program | 0% - 50% |
| 5.2.4 | Advocate for public transportation improvements to connect city residents to job centers through the metro area | LONG | · East-West BRT feasibility study underway · Milwaukee Streetcar initial construction underway | ONGOING |
| 5.2.5 | Support the expansion of the State of Wisconsin transitional jobs program | LONG | · No progress reported at this time | ONGOING |

Action Item 5.1.1: Century City Center for Advanced Manufacturing

The Century City Center for Advanced Manufacturing ties catalytic investment in Century City Business Park to the broader economic development goals of jobs and the development of skilled workers in advanced manufacturing.

In 2015, Milwaukee 7 (M7) and Employ Milwaukee took steps to develop an industry-led and demand-driven workforce model. Through the Investing in Manufacturing Communities Partnership (IMCP) Initiative and Next Generation Manufacturing Council, work is underway to grow innovation and export capacity for regional industry clusters. Employ Milwaukee established a Manufacturing Advisory Committee to better utilize funding to support an efficient workforce development system based on in-demand worker skills.

M7 and RACM attended the 2015 IMCP Summit to discuss regional initiatives, including the Center for Advanced Manufacturing. City and regional representatives met with key agencies within the U.S. Economic Development Administration and Department of Energy.

Action Item 5.2.2: Inclusive Hiring

Over the past year, Employ Milwaukee has shifted its focus to sector-based employment and programming opportunities tailored to specific populations, including those re-entering the workforce after incarceration.

In 2015, Milwaukee was one of only two cities nationwide chosen by the Council of State Governments to receive technical assistance to develop cutting-edge reentry strategies to break the cycle of incarceration.

Employ Milwaukee also secured a \$500,000 grant award from the U.S. Department of Labor to establish an American Job Center within the Milwaukee County House of Corrections. This program will provide pre- and post-release services to inmates to ensure they have access to the public workforce system, gain employment, and reduce their risk of recidivism.

Action Item 5.1.5: Changing Aspirations of Students and Families

In 2015, the City of Milwaukee Department of Administration (DOA) investigated best practices for Children's Savings Accounts, which have proven effective in more than 33 states to change students' and their families' aspirations for post-secondary education. Studies show that low- and moderate-income children who have between \$1 and \$500 in savings for college are three times more likely to enroll and four times more likely to graduate than those without college savings. Growing Prosperity and other local studies underscore the importance of changing the aspirations and trajectory of many children enrolled in Milwaukee schools.

The DOA established a CSA Working Group which set the goal of introducing a pilot program to serve three cohorts of kindergartners in the 2016-17 school year. The pilot program would serve approximately 26,400 students by providing an initial \$25 "seed" deposit to a savings account for each student. Their families would then be encouraged to make additional, voluntary contributions to the account, and program partners would provide some matching funds up to a specific amount. Upon graduation, each student would have access to their CSA for post-secondary educational purposes.

Launching a CSA program in Milwaukee isn't merely a "good thing to do." Good intentions would not justify a program this ambitious. Implementing a CSA program is about addressing the critical need to employ ambitious strategies to transform our local workforce capitalizing on Milwaukee's diversity.

In February, 2016, the Milwaukee Children's Savings Account Working Group released a concept paper on Expanding Educational and Economic Opportunity for Children and Families that outlines how to move forward on this important action item.

Progress: Entrepreneurship & Innovation



2015 PROGRESS

| ACTION ITEM | DESCRIPTION | TERM | 2015 PROGRESS | PROGRESS INDICATOR |
|-------------|---|-------|--|--------------------|
| 6.1.1 | Develop regulation road maps for common start-up businesses | SHORT | · City awarded \$50K from US SBA to develop website · Implementation team formed | 0% - 50% |
| 6.1.2 | Reuse vacant City-owned commercial properties to foster start-ups in central city neighborhoods | MED | · City created \$75K Foreclosed Commercial Property Fund for neighborhood start-ups | 50%+ |
| 6.1.3 | Establish a Local Business Action Team within City government to focus on improving service to businesses | SHORT | · LBAT met 8 times since adoption of Growing Prosperity · Prepared final report of findings | COMPLETE |
| 6.1.4 | Outstation City staff with local entrepreneurship development organizations to provide direct assistance | LONG | · DCD assigned staff to serve as interim liaison to Kiva program with WWBIC · DCD has met with BizStarts to gauge interest | 0% - 50% |
| 6.2.1 | Invite KIVA to partner with City government and local orgs to develop micro-lending to small businesses | SHORT | · Kiva Cities successfully launched on Feb. 17, 2015 · By May 2016: 80 loans fully funded for a total of \$431K in loans | 50%+ |
| 6.2.2 | Encourage all organizations that assist small businesses to list their services on a common forum | MED | · No progress reported at this time | 0% - 50% |
| 6.2.3 | Improve communication between City agencies and intermediaries that provide services and TA to local businesses | MED | · DCD's Commercial Corridor Team continues to engage with BIDs and other TA organizations to provide effective support to local businesses | ONGOING |
| 6.3.1 | Develop and host an annual "Entrepreneur Week" to showcase local talent and resources | SHORT | · DCD coordinated a variety of partners in order to offer more than one dozen events at 2015's 2nd annual Mayor's Entrepreneur Week | COMPLETE |
| 6.3.2 | Introduce principles of entrepreneurship to Milwaukee students | LONG | · No progress reported at this time | NOT STARTED |
| 6.3.3 | Foster an "Artist Entrepreneurial City" by supporting artists and creative entrepreneurs | LONG | · City staff have met with the Creative Alliance and other stakeholders to explore ways to better support artists and creative entrepreneurs | 0% - 50% |
| 6.3.4 | Evaluate City regulations to ensure they facilitate shared work spaces, live/work/sell spaces, and R&D activities | LONG | · No progress reported at this time | NOT STARTED |

Action Item 6.2.1: Funding Small Business through KivaZip Milwaukee

Since its launch in February 2015, Kiva Cities Milwaukee has helped more than 80 entrepreneurs secure the funds they need to invest and grow their businesses. As of December 15, 2015, more than \$431,000 in loans were committed, and the program has achieved an 82% repayment rate.

On December 1st, 2015, Jessica Jackley, Kiva co-founder, was the keynote speaker at the annual luncheon of the Wisconsin Women's Business Initiative Corporation (WWBIC), which drew more than 1,000 Milwaukee area business executives to learn about and/or engage more with Kiva as lenders, trustees, and borrowers.

In 2016, WWBIC aims to improve the repayment rate of Kiva borrowers, further engage trustees and identify new ones, and continue to expand

Action Item 6.3.1: Mayor Barrett's Entrepreneur Week

The City, through the Department of City Development (DCD) coordinates the annual Mayors Entrepreneur Week. In 2015, the second annual week of events took place. Again this year, a variety of partners were engaged including agencies that serve entrepreneurs (WWBIC, BizStarts, KivaZip, M-WERC), academic institutions (Marquette University, University of Wisconsin-Milwaukee), and City departments (Milwaukee Public Library, DCD).

More than a dozen different events took place during the week of November 9th, including speed mentoring and seminars on crowdfunding, building your enterprise and legal essentials for startups and entrepreneurs.

In 2016, DCD will continue to tap into local resources serving the emerging entrepreneurial community and look for ways to expand existing partnerships and increase the number of organizations involved in the event.

Action Item 6.1.3: Improving the small business environment in Milwaukee

In 2015, the Local Business Action Team (LBAT) was established for the purpose of evaluating and making recommendations to the Common Council regarding how local businesses and City government interact. The team met eight times in 2015, and also held three public forums to gather public comments and suggestions from those most affected by the regulatory process for small businesses in Milwaukee.

The LBAT picked up several topics for evaluation including investigating process improvements, zoning issues that affect small businesses, public-private relations, the city development approval process, small business development, and state regulations.

In August 2015, the LBAT produced a final report and disbanded. The report offered recommendations to develop an online survey tool to gauge how residents and businesses interact with City departments; revising the zoning code to make it more business-friendly; and establishing a customer-assistance team; as well as recommending changes in the Board of Zoning Appeals process, service delivery improvements, and licensing procedure and regulation improvements, among others. Many of these recommendations are underway or have already been completed.

The City of Milwaukee recently secured a \$50,000 grant from the U.S. Small Business Administration to develop an online Milwaukee Business Navigator to provide comprehensive information about local and state business regulations, programs and assistance.



Progress: Quality of Life & Place



2015 PROGRESS

| ACTION ITEM | DESCRIPTION | TERM | 2015 PROGRESS | PROGRESS INDICATOR |
|-------------|---|---------|--|--------------------|
| 7.1.1 | Establish a Quality of Life Council | MED | · No progress reported at this time | ON HOLD |
| 7.1.2 | Adopt a Quality of Life Plan | LONG | · No progress reported at this time | NOT STARTED |
| 7.1.3 | Establish an Equality of Opportunity Blueprint | LONG | · My Brother's Keeper Implementation Plan completed to improve the life outcomes of boys and men of color | 50%+ |
| 7.1.4 | Use creative placemaking to establish places where all residents can interact | LONG | · GMC continues efforts in Harambee, West Wisconsin Ave. and Walker's Point | 0% - 50% |
| 7.1.5 | Implement <i>ReFresh Milwaukee</i> to make Milwaukee a more sustainable city | MED | · City ECO Office continues to implement strategies outlined in <i>ReFresh</i> | 50%+ |
| 7.1.6 | Support continued implementation of catalytic projects identified in area plans | LONG | · 15 catalytic projects completed to-date · 25 catalytic projects in progress | 0% - 50% |
| 7.2.1 | Support the growth of affinity groups that engage younger Milwaukeeans in civic life | SHORT | · Multiple efforts underway including YPWeek, Tournivation, Teachtown Milwaukee, and other programs | 0% - 50% |
| 7.2.2 | Encourage and support organizations involved in neighborhood improvement | SHORT | · Multiple city and foundation initiatives continue to support neighborhood improvement efforts | ONGOING |
| 7.3.1 | Develop intervention strategies targeted to neighborhood categories identified by the MVA | MED | · DCD and other city departments meeting on an ongoing basis to align and target city efforts | 0% - 50% |
| 7.3.2 | Seek alignment among actors working to improve Milwaukee's neighborhoods | ONGOING | · CDA held numerous meetings during 2015 including Communities of Practice event in November | 50%+ |
| 7.4.1 | Promote Milwaukee as America's most water-centric city | LONG | · The Global Water Center continues efforts to market Milwaukee as a premier location to pursue water tech | 0% - 50% |
| 7.4.2 | Establish an aggressive neighborhood marketing campaign | SHORT | · Working group established; attended symposium in Detroit on best practices | 0% - 50% |
| 7.4.3 | Leverage opportunities linked to the City of Milwaukee's international relationships | MED | · No progress reported at this time | NOT STARTED |
| 7.4.4 | Create and distribute a Milwaukee marketing toolkit for use by local business leaders | MED | · VISIT Milwaukee has developed a marketing kit for its members and continues to work with them to refine | COMPLETE |

Action Item 7.1.4: Creative Placemaking Efforts in Milwaukee

In 2015, the Greater Milwaukee Committee (GMC) and its partners implemented a number of creative placemaking efforts, including the Beerline Trail Initiative in Riverworks, Riverwest and Harambee; the Creative Corridor in Walker's Point; and the 4th and Wisconsin site in Downtown.

The Beerline Trail Initiative expanded its focus to include related projects like linking creative entrepreneurship to Etsy small batch manufacturing, strengthening Riverworks as a creative district, improving housing and resident resources, trail enhancements, community story-building, and trail stewardship.

The Creative Corridor on S. 5th and 6th Streets in Walker's Point is gathering momentum due to several factors: DPW street reconstruction to create a more pedestrian-friendly, less automobile-dominated corridor; emphasis on arts and culture spearheaded by the Walker's Point Association; creative placemaking supported by the GMC and local volunteers; and grants to businesses for facade and "white-box" improvements from the Department of City Development. Post reconstruction, S. 5th Street promises to be an even more exciting mix of craft breweries, pubs, restaurants, art studios and galleries along with the manufacturing that will remain.

In addition to NEWaukee's successful series of night markets on Wisconsin Avenue, the Spot 4MKE was launched as a pilot project (courtesy of a Southwest Airlines Heart of the Community grant) to test different approaches to activation in an iterative process, and to reimagine the 4th and Wisconsin parking lot as an active public space. The Creative Alliance Milwaukee, GMC's Creative Placemaking Committee, Greater Together, The Shops of Grand Avenue, even the New York based Project for Public Spaces have all contributed to this lighter, quicker, attempt at public activation.

Action Item 7.3.2: Aligning Neighborhood Development Efforts

The Community Development Alliance (CDA) serves as the lead implementation partner for the *Growing Prosperity* action item 7.3.2. Initially convened in 2010 as a consortium of philanthropic and corporate funders working to align place-based initiatives and investments in Milwaukee neighborhoods, CDA has emerged as a vehicle for cross-sector collaboration and as a means to contribute to neighborhood improvement.

During 2015, CDA hosted quarterly meetings that drew more than 150 attendees. CDA-forged partnerships were critical in aligning resources and activities to advance a number of shared goals through various programmatic initiatives in 2015, highlighted by:

- The Building Neighborhood Capacity Program built resident-based leadership and forge sustainable partnerships between residents, police, and other community stakeholders in the Amani and Washington Park neighborhoods.
- Partners for Places and MKE Plays tapped community input to revitalize 22 City of Milwaukee vacant lots and playgrounds.
- The Neighborhood Leadership Institute provided formalized training and networking opportunities for 15 resident leaders to help them serve their neighborhoods.
- The Community Connections Small Grants Program provided funding for the implementation of 36 small scale neighborhood beautification projects.

In 2016, CDA will implement a new committee structure to more clearly define and work towards shared goals, develop shared measurement systems, and increase communication between partners as well as adding a staff person to support this work.



Construction draws to a close at the Century City I building, part of the Century City Business Park, which will attract new industry to Milwaukee's near north side. (Source: Redevelopment Authority, City of Milwaukee)

The historic Wally Schmidt tavern on Fond du Lac in the Lindsay Heights neighborhood will see new life as a sit-down restaurant with upstairs offices. (Source: OnMilwaukee)



Housing and office development continues at a brisk pace in Milwaukee's downtown and adjacent neighborhoods. (Source: Department of City Development / Planning)

Residents and visitors flock to the NEWaukee Night Market on West Wisconsin Avenue for live music, food trucks, arts and crafts, and other attractions. (Source: Greater Milwaukee Committee)





GOALS FOR 2016: SETTING THE STAGE FOR CONTINUED SUCCESS

In 2016, the City of Milwaukee and its partners will continue to build upon the work and momentum that was created in 2015. Partners like the WWBIC, Greater Milwaukee Committee, and RACM, will continue to develop and expand on already-successful efforts around microlending, creative placemaking, and industrial redevelopment, and pilot programs for children's savings accounts and driver's education are anticipated to launch.

City staff will redouble efforts to engage partners and coalesce around initiatives to improve quality of life and equality of opportunity for all city residents, and will deepen collaborations with workforce development organizations and agencies working to support small businesses and entrepreneurs.

Much progress was made on *Growing Prosperity* in 2015, but significant work remains. *Growing Prosperity* takes a long-term approach to economic growth and prosperity in the City of Milwaukee: nine years remain in the timeline for success to be achieved.

Visit city.milwaukee.gov/GrowingProsperity for more information.



DEPARTMENT OF CITY DEVELOPMENT

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