



GROWING PROSPERITY

An Action Agenda for Economic Development
in the City of Milwaukee



Steering & Rules Committee

July 10, 2014



Growing Prosperity

Presentation Agenda

1. Background: Milwaukee 7's Regional *Framework for Economic Growth*
2. City Action Agenda Process
3. Key City-Led Initiatives
4. Metrics and Implementation

A Metropolitan Business Plan to Advance Economic Opportunities in the Seven Counties of Southeast Wisconsin

5 market levers interact to define the characteristics, opportunities and performance of a regional economy:

- Enhance industry clusters and concentrations
- Develop and deploy human capital aligned with jobs
- Foster innovation and entrepreneurship
- Improve infrastructure and the efficiency of the built environment
- Create effective public and civic institutions



Regional Framework Strategy 1:

Become a leading innovator, producer and exporter of products and services related to ENERGY, POWER & CONTROLS





Regional Framework Strategy 2:

Become a global hub for innovation and start-up activity in WATER TECHNOLOGY





Regional Framework Strategy 3:

Leverage the region's geographic, supply chain and human capital advantages to grow the FOOD & BEVERAGE CLUSTER





Regional Framework Strategy 4:

Enhance the EXPORT CAPACITY AND CAPABILITY of the region's firms, focusing on small- and medium-sized enterprises





Regional Framework Strategy 5:

Align WORKFORCE DEVELOPMENT with growth opportunities in targeted, high-potential industry clusters





Regional Framework Strategy 6:

Foster a dynamic, richly networked INNOVATION and
ENTREPRENEURSHIP ECOSYSTEM





Regional Framework Strategy 7:

Catalyze ECONOMIC PLACE-MAKING in the region's core cities and strategic locations throughout the region





Regional Framework Strategy 8:

Modernize REGIONAL INFRASTRUCTURE

to enhance efficiency, cost-effectiveness and connectivity





Regional Framework Strategy 9:

Enhance INTER-JURISDICTIONAL COOPERATION and COLLABORATION for economic growth



Background

Why Coordinate with M7 Plan?

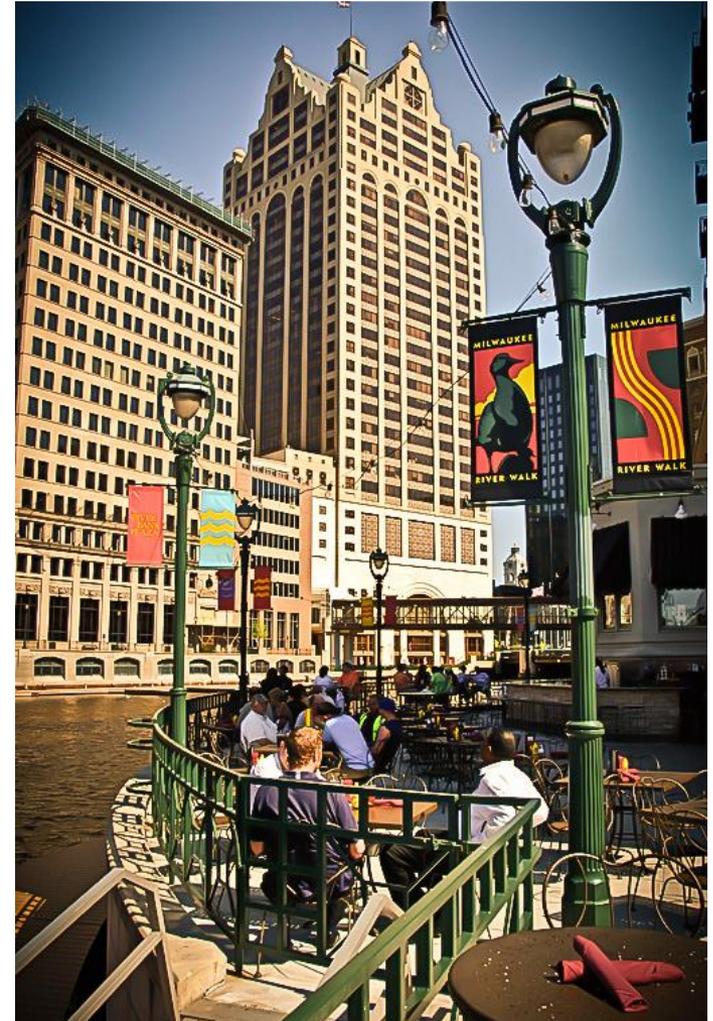
- Grow investment and attract development to City of Milwaukee locations
- Ensure City of Milwaukee residents have access to employment and earning opportunities
- Build quality of life assets that support economic development of the entire region



Background

Alignment with Regional Framework

- Support key industry asset clusters
- Creative use of vacant land to capture growth jobs in the city
- Advocate for infrastructure and public transportation improvement/investment
- Workforce development programming to address employer needs
- Build quality of life through strengthened neighborhoods and regional assets





Background Process To-Date

March 15, 2013

First Plenary - Introduction & Kick-Off

April 4, 2013

Work Group: Location-Based Opportunities I

April 5, 2013

Work Group: Human Capital Development

April 23, 2013

Work Group: Location-Based Opportunities II

April 24, 2013

Work Group: Quality of Life & Place

April 24, 2013

Luncheon with Council Members

June 5, 2013

Second Plenary - Progress & Game Changers

March 25, 2014

Luncheon with Council Members

April 28, 2014

Strategy Alignment with Stakeholders

May 6, 2014

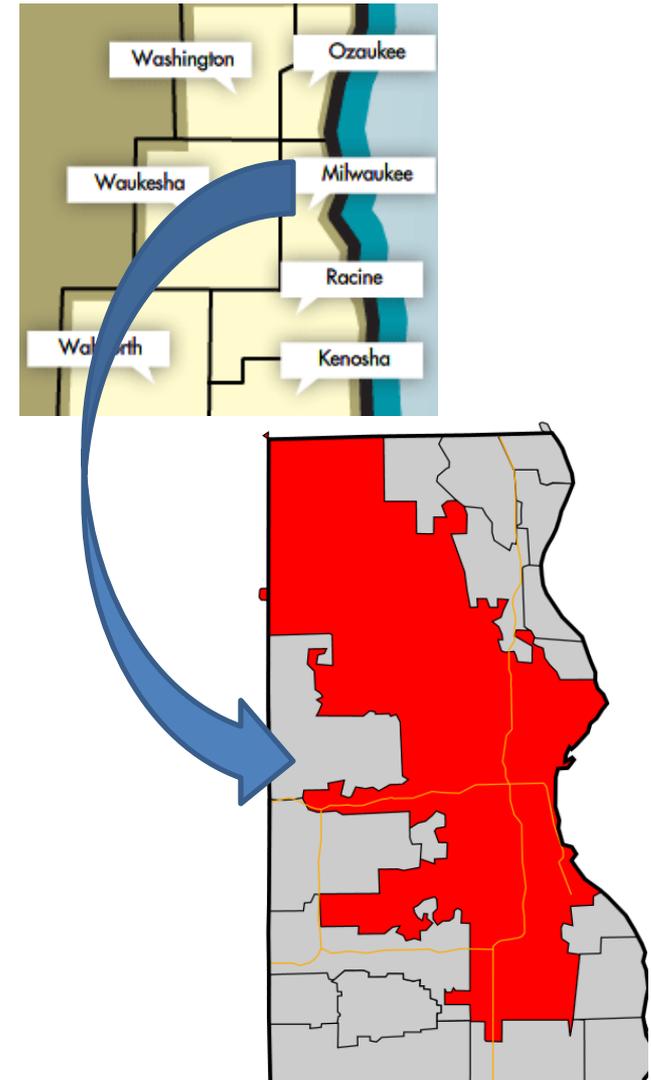
Strategy Alignment with City Staff



Growing Prosperity

Goals of the Document

- Create action agenda with opportunities for broad partnerships and alignment
- Align with regional economic growth opportunities and M7 framework
- Address Milwaukee-specific assets and challenges
- Incorporate ideas and feedback from local stakeholders and thought leaders
- Incorporate research and best practices

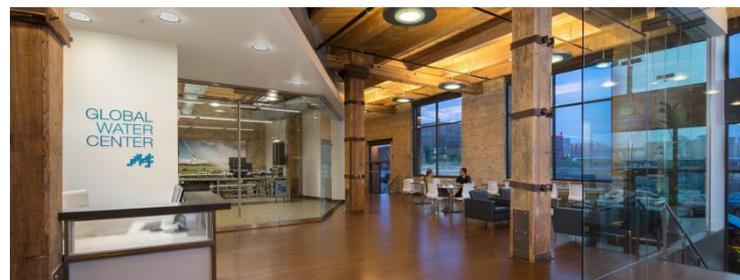




Growing Prosperity

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
An Action Age Development in the

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.
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.				
4.2.2	Create a food innovation district or corridor in the City of Milwaukee	Medium	F&B Wisconsin	M7; City of Milwaukee; MATC
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.				
4.2.3	Update analysis of industrial-zoned land within Milwaukee, to ensure zoning regulations fit needs of key asset clusters	Short	CITY	
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.				
4.2.4	Advocate for policy changes that promote investment in public transportation options	Long	CITY	Milwaukee County; Transit New, MMAC
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.				
4.2.5	Invest in infrastructure to promote efficient intermodal networks	Long	CITY	State of Wisconsin; Federal Government
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.				

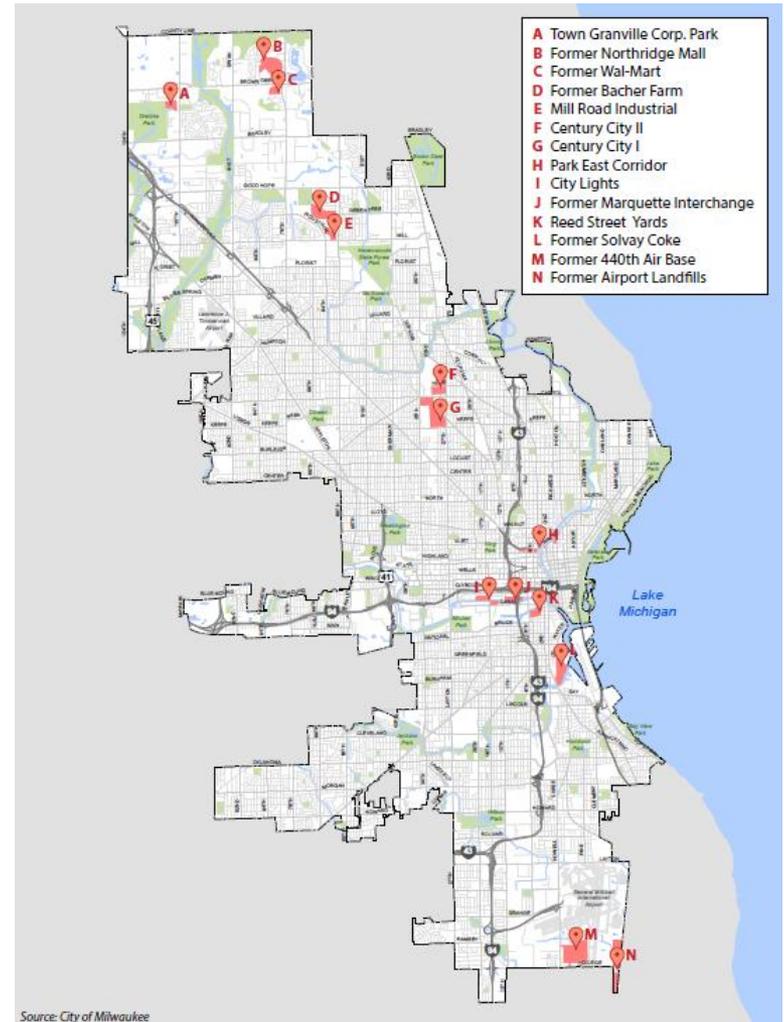
Location-Based Opportunities

Action Items 4.1.2, 4.1.3 & 4.2.3

Maintain an inventory of 100 acres of “shovel ready” land for industrial development

Return 500 acres of Brownfield land to active, industrial use in 10 years

Update analysis of industrial-zoned land within Milwaukee, to ensure that zoning regulations fit the needs of asset industry clusters



Location-Based Opportunities

Action Item 4.2.2

Create a food innovation district or corridor in the City of Milwaukee:

- Distribution
- Education
- Production
- Processing
- Restaurants
- Retail outlets
- Food-centered special events





Human Capital Development

Action Item 5.1.1

Establish a Center for Advanced Manufacturing at Century City

- Partnership with MATC
- Training facilities
- Production facilities for prototype products, small-run niche products
- Investing in Manufacturing Communities Partnership





Human Capital Development

Action Item 5.1.5

Establish college savings accounts for Milwaukee students when they enter kindergarten

- Helps to reduce aspiration gap
- Public and private funding
- San Francisco example





Human Capital Development

Action Item 5.2.5

Support expansion of the State of Wisconsin transitional jobs programs





Entrepreneurship & Innovation

Action Item 6.1.3

Establish a Local Business Action Team within City government to focus on improving service to business



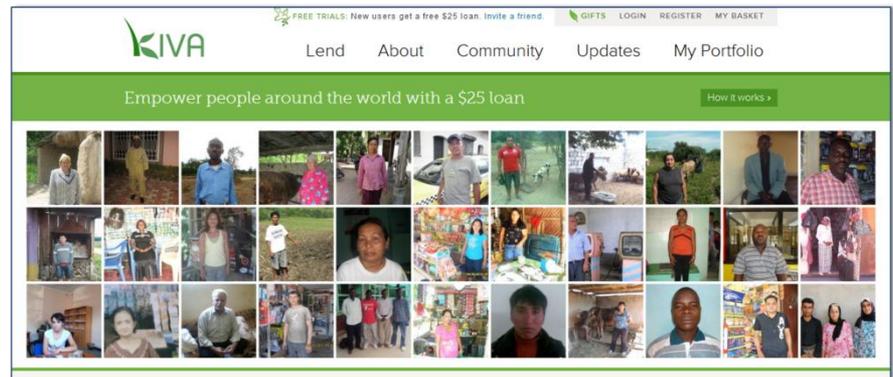


Entrepreneurship & Innovation

Action Item 6.2.1

Partner with KIVA.org, to establish a KivaCity program in Milwaukee

- Expand micro-finance resource for start-up businesses
- Provide platform for all Milwaukeeans to support establishment of new businesses



 **Santanna: Santanna's Art Gallery**
Cleveland, OH

31 comments **36%** raised
\$5,000 [Lend \\$5](#)
6 days left to fund

Santanna's Art Gallery is a fresh and innovative art company that will vigorously seek to advance art awareness in the community and ensure that all company actions reflect its dedication to preserve and enrich art awareness. With this Kiva Zip loan, I can finish buying the supplies needed to start my business.

Endorsed by The Urban League of Greater Cle...
1 endorsement made.

 **Josh: Monkey Bread Depot**
Novato, CA

21 comments **87%** raised
\$3,500 [Lend \\$5](#)

Monkey Bread Depot is more than just another pastry company making the most delicious monkey bread you've ever tasted; it is a coalescence of the love of a budding family and a passion to create delicious, local food that brings happiness to the community.

Endorsed by Denise Billings
1 endorsement made.

How It Works [Learn more](#)

- 1 Choose a borrower
- 2 Make a loan
- 3 Get repaid
- 4 Repeat!

[Ready? Find a loan](#)



Entrepreneurship & Innovation

Action Item 6.3.1

Host an annual “Mayor’s Entrepreneur Week”

- Showcase and recognize local entrepreneurial talent
- Connect entrepreneurs with resources needed for success
 - Business pitch opportunities
 - Workshops
 - Technical assistance
 - Financing





Quality of Life & Place

Action Item 7.1.4

Use creative placemaking and special events to establish places and activities in the city where all segments of our community can interact





Quality of Life & Place

Action Items 7.4.1 – 7.4.4

Build Milwaukee's brand

- Promote Milwaukee as America's most water-centric city
- Establish an aggressive neighborhood marketing campaign
- Create and distribute a Milwaukee marketing tool kit for use by local businesses





A Path Forward

Key Metrics and Targeted Trends

Metric	Desired Trend
Population change, central city in particular	↑
Acres of developable industrial land available; remediated/redeveloped	100 ac. shovel-ready; 500 ac. over 10 years
Percent of workforce employed in manufacturing or “family-supporting” jobs	↑
Percent of workforce employed in key asset industry clusters	↑
Unemployment rate overall and in central city	↓
Total population poverty rate in city and as share of the MSA	↓
Business starts	↑
Median household income	↑
Neighborhood market conditions	↔ ↑



A Path Forward

Next Steps

- Continue collaboration with Milwaukee 7
- Develop and deepen key partnerships
 - Identify partners and roles
 - Establish action plans
- Establish baseline data & develop a dashboard for annual reporting

