



GROWING PROSPERITY | WORK PLAN

STRATEGY 4.1

Implement a data driven, location based approach

ACTION ITEM

4.1.1: Develop and maintain a comprehensive web site of available publicly-owned or administered sites for development within the city of Milwaukee.

PARTNERS

LEAD:

- City of Milwaukee Department of City Development

PARTNERS:

- City of Milwaukee ITMD
- Redevelopment Authority of the City of Milwaukee
- Milwaukee County
- Milwaukee Economic Development Corporation
- State of Wisconsin

RESOURCES REQUIRED

- Staff time to identify appropriate vendor for web site.
- Staff time for identification of sites/ site attributes/incentives.
- Staff time for ongoing updating of site information.
- Staff time to configure data in formats compatible with the web site.
- One-time fee to link data sources to web platform provided by vendor (unknown until vendor is selected)*
- Annual license fee (unknown until vendor is selected)

* DCD has had initial conversations with a vendor that estimates the one-time fee to be \$15,000. See www.opportunityspace.org.

IMPLEMENTATION STEPS

1. Review available vendors for property sales web site platforms. Select vendor and identify funds required to enter into a vendor contract.
2. Secure agreement among partners that own and administer publicly-owned development property within the city of Milwaukee. Agreement will commit partners to supplying information about all properties available for development in the format required by the web site platform, and to regularly update the data with respect to listed properties.
3. Work with ITMD to establish protocols to supply data to the vendor.
4. Assemble initial inventory of all publicly-owned and administered development property within the city of Milwaukee, including property address, zoning, applicable development boundaries and plans, and applicable incentives.
5. Provide data to vendor to create site.
6. Beta test site; provide modifications to vendor.
7. Launch site. Market site to brokers, site selectors, and urban redevelopment organizations.
8. Continually update site.

PRIORITY

Short-term, high priority

REASON FOR ACTION

In order to ensure that publicly-owned sites within the city of Milwaukee are competitive for new development within the region, it is critical to market them in a fashion that meets the needs of buyers and site selectors. A high-quality, high-function web site is critical to meet this goal.

The proposed web site will market all available public property, in a manner that simplifies understanding of the development incentives and restrictions that affect development potential. The site will map all publicly-owned and administered properties, and provide information about nearby development.

The site will complement the listings of property on the M7-maintained site, www.choosemilwaukee.com.

DESIRED OUTCOME

Improve the competitiveness of publicly-owned and administered property within the regional marketplace, with the goal of attracting employment opportunities to Milwaukee sites.



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Implement a data-driven, location-based approach

ACTION ITEM

4.1.2: Maintain an inventory of 100 acres "shovel ready" industrial land for development

PRIORITY

Medium-term, high priority

PARTNERS

LEAD:

- City of Milwaukee Department of City Development

PARTNERS:

- Redevelopment Authority of the City of Milwaukee
- Milwaukee Economic Development Corporation
- Wisconsin Department of Natural Resources
- Wisconsin Economic Development Corporation
- U.S. Environmental Protection Agency

RESOURCES REQUIRED

- Staff to maintain inventory list and determine where the inventory will be listed.
- State and Federal Assessment and Cleanup Grant funds.
- Zoning code must be upheld and the City must resist rezoning requests of industrial land.

REASON FOR ACTION

In order to support industry retention, growth and attraction, land available to support asset clusters needs to be readily available on an annual basis.

IMPLEMENTATION STEPS

1. Staff to identifies and prioritizes inventory, and maintains and updates on website.
2. Staff works with industrial BID and stakeholders to share inventory list.
3. Staff works with MMAC/M7 on prospective end users and to maintain list on www.choosemilwaukee.com.
4. Staff works on utilizing new tools to market industrial properties.
5. Staff works with City Attorney's Office on acquiring industrial properties to limit City's environmental liabilities.

DESIRED OUTCOME

An inventory of 100 acres of industrial land is available at any given time to support industrial asset cluster growth and expansion.



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Implement a data-driven, location-based approach

ACTION ITEM

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

PARTNERS

LEAD:

- City of Milwaukee Department of City Development

PARTNERS:

- Redevelopment Authority of the City of Milwaukee
- Department of Public Works and Department of Neighborhood Services
- Milwaukee Economic Development Corporation
- Wisconsin Department of Natural Resources
- Wisconsin Economic Development Corporation
- U.S. Environmental Protection Agency

RESOURCES REQUIRED

- Staff to maintain inventory list and determine where the inventory will be listed.
- Financial tools to attract manufacturing businesses to available industrial land.
- State and Federal Assessment and Cleanup Grant funds.
- Zoning Code must be upheld and the City must resist rezoning requests of industrial land.

IMPLEMENTATION STEPS

1. Staff identifies and prioritizes inventory, and maintains and updates on website.
2. Staff works with industrial BIDs and stakeholders to share inventory list.
3. Staff works with MMAC/M7 on prospective end users and to maintain lists on www.choosemilwaukee.com.
4. Staff works with City Attorney's Office on acquiring industrial properties to limit City's environmental liability.
5. Staff works with private land owners on financial tools available to co-develop industrial \ properties.

PRIORITY

Long-term, high priority

REASON FOR ACTION

While the City has "shovel-ready" sites and will continue to land bank and market these aggressively to meet demand, there are many acres that are Brownfield sites that require environmental remediation. To maintain a consistent inventory, the City must remediate former manufacturing sites.

DESIRED OUTCOME

The City will make it a goal to return all 500 acres of currently available industrial vacant land to active use within 10 years. In the short term, this will require identifying which of these sites are poised for redevelopment now, and moving diligently to market them and put them back into use. In the longer term, the City will prioritize what each site needs to be attractive for redevelopment and work to align investment and marketing with key asset industry clusters to prepare sites for future development.



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STRATEGY 4.2

Anticipate future industry needs

ACTION ITEM

4.2.1: Regularly communicate with M7 and key asset industry organizations to learn more about their location needs, and keep suitable Milwaukee sites on the radar.

PARTNERS

LEAD:

City of Milwaukee Department of City Development

PARTNERS:

Milwaukee 7

FaB Wisconsin (food and beverage cluster organization)

M-WERC (energy, power and controls cluster organization)

The Water Council (water technology cluster organization)

RESOURCES REQUIRED

- Staff time to serve as liaison to Industry Asset Cluster organizations.
- Assistance of marketing firm to produce cluster-specific marketing materials for properties within the city of Milwaukee.

IMPLEMENTATION STEPS

1. Appoint a DCD staff liaison to each of the three Industry Asset Cluster organizations (FaB Wisconsin, M-WERC, The Water Council.) Liaison should attend meetings and special events organized by the cluster for purposes of learning more about the site-specific needs of companies within the cluster. Liaison should also follow local, national and trade media for news about trends affecting employers within the cluster.
2. Create cluster-specific marketing materials for development sites that emphasize the ways in which sites meet the needs of companies within the highlighted cluster.
3. Identify opportunities for intentional development of cluster-specific sites. For example, the Reed Street Yards business park has been developed to meet the needs of water technology firms. Elements that make the park appealing to water technology firms include proximity to the UWM School of Freshwater Science, proximity to The Global Water Center, and accommodation of water treatment demonstration installations within the business park.

PRIORITY

Long-term, high priority

REASON FOR ACTION

Research has identified that the Milwaukee 7 region has particularly strong location-based advantages for several industry asset clusters, such as food and beverage, water technology, and power, energy and controls. Cluster organizations have formed to bring together companies that have common needs such as worker training, supply chain, and business sites. Close communication with these organizations will help City staff to understand how best to meet their needs and attract their growth to sites in the city of Milwaukee.

DESIRED OUTCOME

Companies in the region's key industry asset clusters will be retained and attracted to City of Milwaukee development sites.

More jobs in the region's key industry asset clusters will be accessible to Milwaukee citizens because they are located within the city limits.



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STRATEGY 4.2

Anticipate Future Industry Needs

ACTION ITEM

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

(The original analysis was conducted by S.B. Friedman & Company in 2004.)

PARTNERS

LEAD:

- City of Milwaukee / MEDC (LEAD)

PARTNERS:

- S.B. Friedman & Company
- M-WERC
- FaB Wisconsin
- Water Council
- Other industry partners as necessary

RESOURCES REQUIRED

- Funding for consultant to update study.
- DCD staff member to manage the contract / interface with consultant.

IMPLEMENTATION STEPS

1. Review previous plan to identify what areas may need updating or increased focus.
2. Develop scope of work for analysis.
3. Send to S.B. Friedman & Company for quote (Friedman is already under contract with DCD).
4. Work closely with S.B. Friedman and encourage them to reach out to asset industry cluster organizations during information gathering and report development.
5. Review report, amend City practices and implement as appropriate.

PRIORITY

Short-term, medium priority

REASON FOR ACTION

In order to be responsive to manufacturing and key asset industry clusters identified by the Milwaukee 7, the City of Milwaukee must have a clear understanding of current industrial conditions and likely future trends. The 2004 study by S.B. Friedman provides a solid starting point, but the analysis is a decade old, and does not account for the Great Recession of 2008.

An updated analysis along with revised recommendations, with a particular focus on retention and attraction of key asset industry clusters, will help inform City decision-making on how best to preserve existing industrial land, supply new sites, and be responsive to asset industries.

DESIRED OUTCOME

An update to the industrial land analysis conducted by S.B. Friedman in 2004 will help the City of Milwaukee to better align its investment and zoning decisions to the needs of manufacturing businesses and key asset industry clusters, and help ensure that a portion of new industrial investment in the region is captured by the city for the benefit of its residents and tax base.



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STRATEGY 4.2

Anticipate future industry needs

ACTION ITEM

4.2.4: Advocate for policy changes that promote investment in public transportation options.

PARTNERS

LEAD:

- City of Milwaukee Department of Public Works

PARTNERS:

- City of Milwaukee Department of City Development
- Milwaukee County MCTS
- MetroGO!
- MMAC
- SEWRPC

RESOURCES REQUIRED

- Staff time to work with MCTS and other agencies to advocate for investment in public transportation.

IMPLEMENTATION STEPS

- Establish inter-agency working group to identify opportunities to improve, introduce and better coordinate multi-modal transportation options (ReFresh Milwaukee strategy).

PRIORITY

Long-term, high priority

REASON FOR ACTION

Despite low commute times, one in five working age Milwaukee residents does not have an automobile and relies on public transportation.

DESIRED OUTCOME

Continued and improved level of service of bus transit to connect residents to jobs and provision of multi-modal options that improve access to jobs and destinations (e.g., Milwaukee streetcar, bicycle lanes, Bubl, passenger and high speed rail and rideshare).



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STRATEGY 4.2

Anticipate future industry needs

ACTION ITEM

4.2.5: Invest in infrastructure to promote efficient intermodal networks.

PARTNERS

LEAD:

- City of Milwaukee Department of Public Works

PARTNERS:

- City of Milwaukee Port
- City of Milwaukee Department of City Development
- City of Milwaukee Department of Administration (budget office)
- Office of Environmental Sustainability (OES), Green Streets grant funding
- Milwaukee County (MCTS and GMIA)
- State of Wisconsin (DOT); Federal Government; AGBA; The Corridor; Harbor District Inc.

RESOURCES REQUIRED

- Maintain capital budget for street paving and rebuilding, and high impact projects.
- Identify Bikeshare funding resources.
- Utilize TIF funds for infrastructure projects.
- Identify streetcar infrastructure funding and operation & maintenance.
- Identify TIGER, CMAQ and other state and federal funding and grant opportunities for infrastructure improvements.

IMPLEMENTATION STEPS

- Form a city workgroup to identify funding sources and capital budget allocations on an annual basis and develop long term funding strategy. This work group should be actively engaged in preparing the capital improvements plan and strategic in prioritizing "green" streets.
- DOT formed inter-agency group to determine regional heavy trucking route to efficiently and effectively move goods .

PRIORITY

Long-term, high priority

REASON FOR ACTION

Aging infrastructure and utilities require upgrades to the local street and arterial system to move people and goods. Additional investment is needed to upgrade the railroad infrastructure and commuter rail systems and maintain airport and waterway systems to support industry clusters.

DESIRED OUTCOME

The city's infrastructure network is repaved and rebuilt as complete "green" streets that provide for multimodal use (e.g., pedestrians, bicycles, automobiles, BRT, bus and streetcar).

- Infrastructure necessary to support industry clusters is upgraded and maintained.

- Commuter rail service is upgraded to support employees and employers.



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STRATEGY 4.3

Develop and promote neighborhood business opportunities

ACTION ITEM

4.3.1: Identify existing vacant building inventory and promote for alternative uses.

PARTNERS

LEAD:

- City of Milwaukee Department of City Development

PARTNERS:

- UWM School of Architecture and Urban Studies
- LISC
- Business Improvement Districts
- Commercial Association of Realtors-Wisconsin

RESOURCES REQUIRED

- Broker assistance to market vacant commercial properties, particularly in areas in which there are few financial incentives for brokers.
- Design assistance to envision non-retail uses for outdated retail spaces.
- Marketing assistance from Business Improvement Districts to promote the sale and re-use of vacant properties within their boundaries.
- Financial resources to incentivize the sale and redevelopment of City-owned commercial buildings.

IMPLEMENTATION STEPS

1. Work with BIDs to identify vacant buildings within their districts that have redevelopment and re-use potential, but lack market appeal.
2. Engage the UWM School of Architecture and Urban Planning to create a catalog of re-use designs for typical commercial buildings in older commercial districts.
3. Convene a focus group of commercial real estate brokers to explore market opportunities and barriers for vacant buildings located within older commercial districts.
4. Establish a Commercial Property Revitalization Fund to provide renovation grants to buyers of key vacant, City-owned commercial properties within older commercial districts.

PRIORITY

Medium-term, medium priority

REASON FOR ACTION

The city has more than 650 vacant and underutilized commercial and industrial buildings, including about 150 that are City-owned. Many are vacant storefronts in neighborhood commercial corridors. While they may no longer be suitable for their original use, these buildings may be appropriate for alternative uses like start-ups, shared workspaces, live/work/sell units, or neighborhood services.

DESIRED OUTCOME

Fill vacant commercial buildings with uses that contribute to the vitality of neighborhood commercial corridors.



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STRATEGY 4.3

Develop and Promote Neighborhood Business Opportunities

ACTION ITEM

4.3.2: Explore and advance opportunities for home-based businesses in neighborhoods.

* Can be implemented concurrently with Action Items 4.3.3. and 6.3.4

PARTNERS

LEAD:

- City of Milwaukee

PARTNERS:

- Wisconsin Women's Business Initiative Corporation (WWBIC)
- Local Business Action Team (LBAT)

RESOURCES REQUIRED

- Staff time to conduct research and survey home-based workers; discuss findings and develop possible zoning code and regulatory changes.

IMPLEMENTATION STEPS

1. Conduct a literature survey to understand trends in home-based businesses and best practices other cities have implemented to cater to these individuals.
2. Conduct a survey of local independent workers to better understand their needs and preferences and how City government can be responsive to these needs.
3. Convene a group of City staff to review findings from steps 1 and 2 and identify areas in City regulations, zoning and building codes that could be changed to better accommodate the needs of shared and live/work/sell spaces.
4. Provide proposed zoning and building code changes to LRB for review and introduction to Common Council.
5. Introduce proposed zoning and building code changes to CPC and ZCTC for review and support.
6. Shepherd changes through CPC, ZCTC, and ZND to eventual Common Council adoption.
7. Work with the State to update International Building Code (IBC), to allow for the conversion of occupancy to permit home-based businesses.
8. Work with MEDC to develop a loan or grant program to support the creation of home-based businesses.

PRIORITY

Long-term, medium priority

REASON FOR ACTION

Providing greater flexibility for home-based businesses could provide valuable opportunities for individuals to successfully grow their business without the costs associated with finding and renting workspace.

More individuals than ever are self-employed, independent workers or contractors without a dedicated office or workspace outside of the home, and offering them greater ability (where appropriate) to be productive or grow their businesses at home will help to foster more economic prosperity in the city.

DESIRED OUTCOME

A menu of proposed regulatory changes for Common Council review and adoption that will make it easier for home-based businesses to be successful in the City of Milwaukee, identified by the research and advisory group established in implementation steps 1 - 3, which may include changes in local zoning and building codes, and support programs for people wishing to open a home-based business.



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STRATEGY 4.3

Develop and Promote Neighborhood Business Opportunities

ACTION ITEM

4.3.3: Explore and advance opportunities for live/work/sell space to support artists and entrepreneurs alike.

* Can be implemented concurrently with Action Items 4.3.2. and 6.3.4

PARTNERS

LEAD:

- City of Milwaukee

PARTNERS:

- Creative Alliance
- Wisconsin Women's Business Initiative Corporation (WWBIC)
- Local Business Action Team (LBAT)

RESOURCES REQUIRED

- Staff time to conduct research and survey live/work/sell workers; discuss findings and develop possible zoning code and regulatory changes.

IMPLEMENTATION STEPS

1. Conduct a literature survey to understand trends in creative and artistic businesses and best practices other cities have implemented to cater to these individuals.
2. Conduct a survey of local independent workers to better understand their needs and preferences and how City government can be responsive to these needs.
3. Convene a group of City staff to review findings from steps 1 and 2 and identify areas in City regulations, zoning and building codes that could be changed to better accommodate the needs of shared and live/work/sell spaces.
4. Provide proposed zoning and building code changes to LRB for review and introduction to Common Council.
5. Introduce proposed zoning and building code changes to CPC and ZCTC for review and support.
6. Shepherd changes through CPC, ZCTC, and ZND to eventual Common Council adoption.
7. Work with the State to update International Building Code (IBC), to allow for the conversion of occupancy to permit home-based businesses.
8. Work with MEDC to develop a loan or grant program to support the creation of home-based businesses.

PRIORITY

Long-term, medium priority

REASON FOR ACTION

In recent years, work habits have changed, and along with them the spaces needed to accommodate new production processes and collaboration opportunities.

Many independent and creative workers seek more flexible spaces that allow them to work, live and even sell their creations all in the same space; many also express a desire for shared and common spaces that foster communication, collaboration, and the exchange of ideas.

The City must be responsive to new trends in the way people work, innovate, create wealth, and engage in economic activity by ensuring that its zoning and regulatory environment is receptive to new ways of doing business.

DESIRED OUTCOME

A menu of proposed regulatory and zoning changes for Common Council review and adoption that will make it easier for creative workers, artists and independent workers to be successful in the City of Milwaukee, identified by the research and advisory group established in implementation steps 1 - 3, which may include changes in local zoning and building codes, and support programs for people wishing to work in collaborative, creative or artistic types of business.