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

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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

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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

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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

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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

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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

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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

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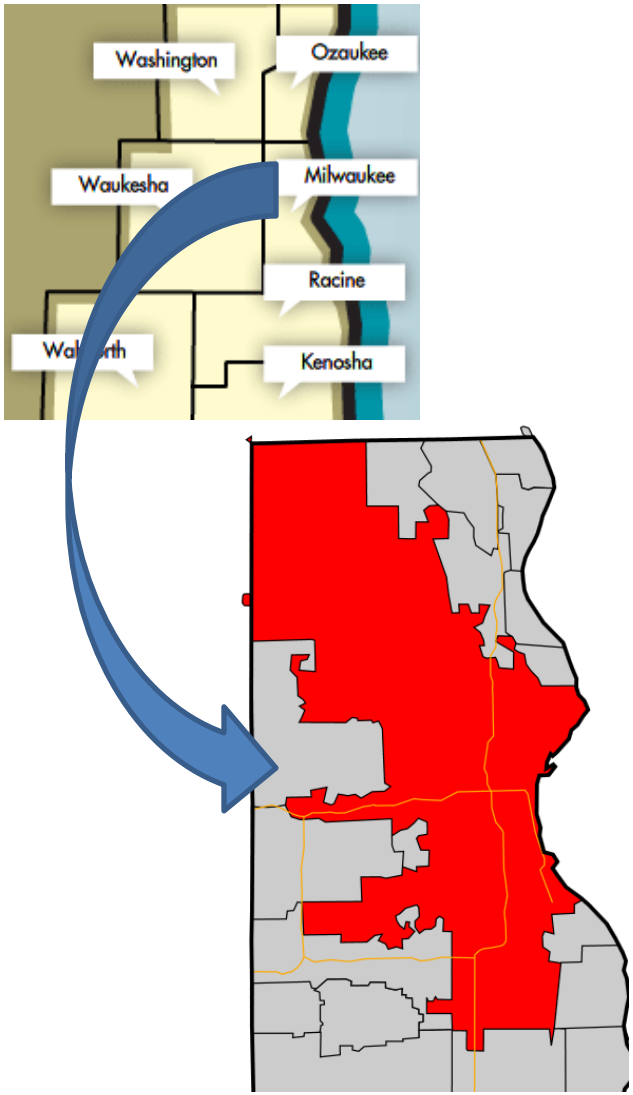
Goals of the Document

- 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

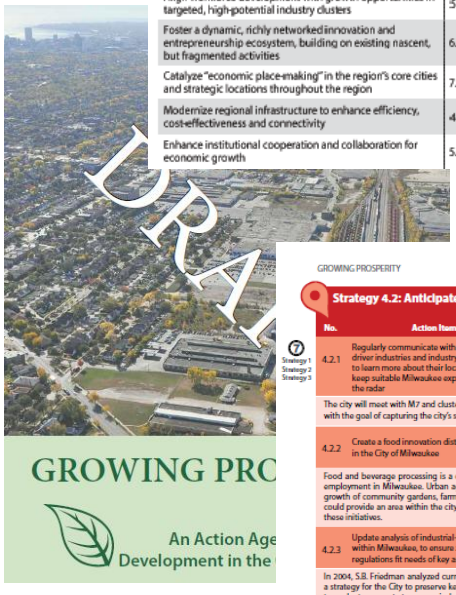
- **Location-Based Opportunities** for new and growing employers
- **Human Capital**, leveraging existing talent and addressing the needs of hard to employ individuals
- **Supporting Entrepreneurship** at all sizes and stages
- **Quality of Life** assets: physical, cultural, educational, entertainment 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 8.1: 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

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; FaB 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	FaB 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 strengthened 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 Now; 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 ridesharing, 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.			

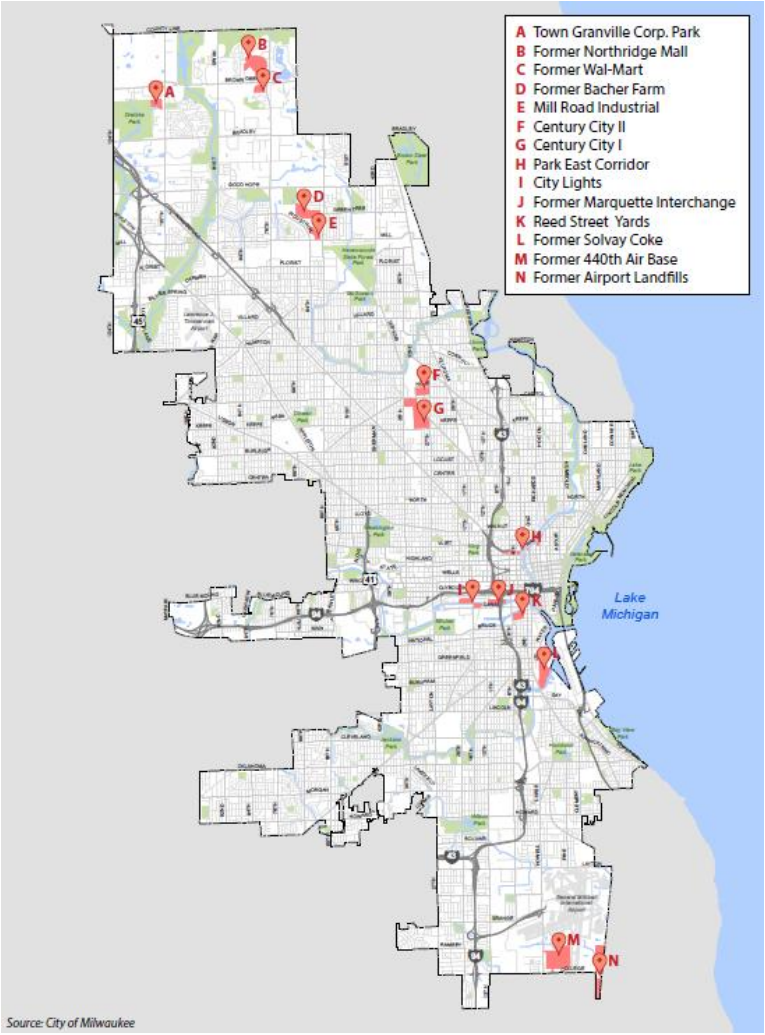
City of Milwaukee 36

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



Source: City of Milwaukee

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

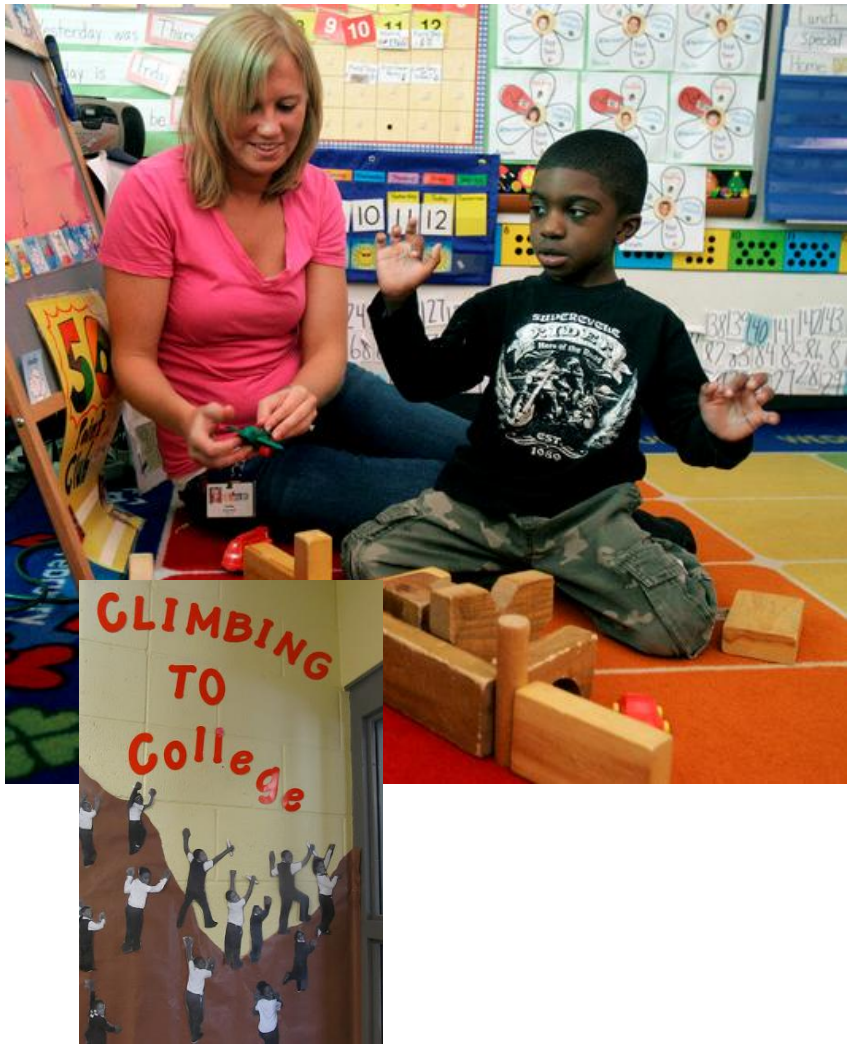
Establish a Center for Advanced Manufacturing at Century City

- 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

wisconsin department of children & families

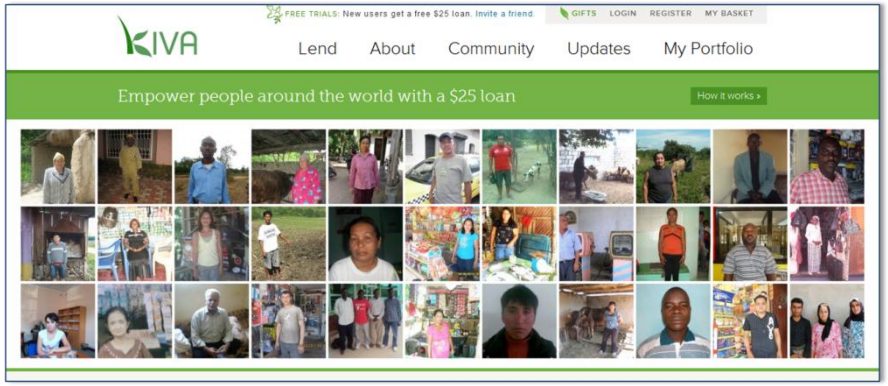
Entrepreneurship & Innovation
Action Item 6.1.3

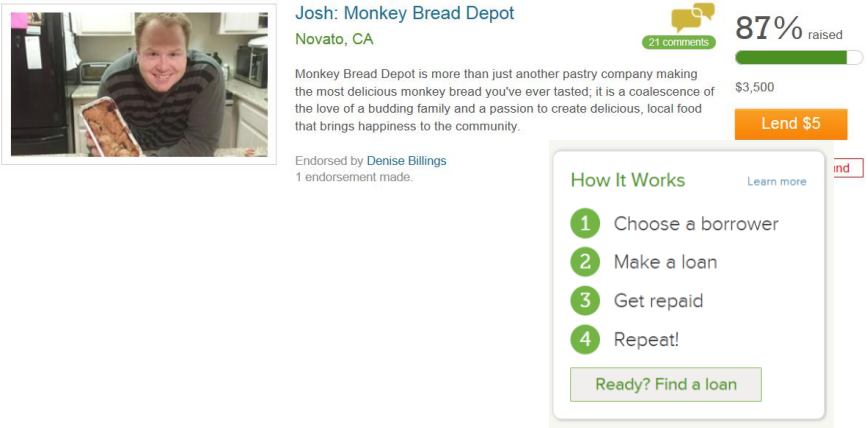
Establish a Local Business Action Team within City government to focus on improving service to business

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





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	↑
Workforce participation rate	↑
Percent of African American males of prime working age with criminal records	↓
Total population poverty rate in city and as share of the MSA	↓
Business starts	↑
Median household income	↑
Neighborhood market conditions	↔ ↑
Percent of population 25 years+ with bachelor's or higher	↑

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