



GROWING PROSPERITY | WORK PLAN

STRATEGY 7.1

Enhance Quality of Life & Opportunity

ACTION ITEM

7.1.1: Establish a Quality of Life Council

PRIORITY

Medium-term, high priority

PARTNERS

LEAD:

- City of Milwaukee

PARTNERS:

- Local Initiative Support Corporation (LISC)
- Creative Alliance of Milwaukee
- Greater Milwaukee Foundation (GMF)
- Greater Milwaukee Committee (GMC)
- Newaukee

RESOURCES REQUIRED

- Funding

REASON FOR ACTION

The City of Milwaukee needs a forum in which to identify and discuss ways to improve neighborhood quality of life and capitalize on existing assets. City government recognizes that those already working in Milwaukee's quality of life sphere will have the best ideas for and greatest investment in leading the discussion around and implementation of strategies aimed at supporting and growing quality of life and place in city neighborhoods.

While quality of life is high in many neighborhoods of the city, and a multitude of quality of life amenities exist, other areas of the city struggle to provide and maintain a comfortable and nurturing environment for residents. Identifying the city's existing assets and developing strategies aimed at making quality of life available for all residents is important to promoting Milwaukee as an attractive place to live and work.

IMPLEMENTATION STEPS

1. Identify funding sources.
2. Mayor to identify and appoint to a Quality of Life Council community leaders and residents who are deeply involved in promoting quality of life in the City of Milwaukee.
3. Quality of Life Council to identify and publish a schedule of meetings to discuss and identify relevant strengths, weaknesses, opportunities and challenges in the city's quality of life and develop goals and objectives for the maintenance and promotion of quality of life and place within Milwaukee.
4. Quality of Life Council to develop a Quality of Life Plan as outlined in Action Item 7.1.2 of *Growing Prosperity* and provide to Common Council for consideration.
5. Introduce Quality of Life Plan to ZND for review and support.
6. Shepherd Quality of Life Plan through ZND and Common Council to adoption.
7. Direct and support implementation of Quality of Life Plan.

DESIRED OUTCOME

An ongoing standing council of engaged community leaders and residents who will identify and promote ways to improve and maintain the city's quality of life and who will further work to develop and implement a Quality of Life Plan as identified in Action Item 7.1.2 of *Growing Prosperity*.



GROWING PROSPERITY | WORK PLAN

STRATEGY 7.1

Enhance quality of life and opportunity

ACTION ITEM

7.1.3: Establish an Equality of Opportunity blueprint.

PARTNERS

Lead: City of Milwaukee

Partners: Milwaukee County, Milwaukee Black Male Achievement Task Force, State of Wisconsin Depts. of Workforce Development and Children and Families, Milwaukee Public Schools, Milwaukee Succeeds, PAVE, Local Chambers of Commerce, Faith community/Common Ground/MICAH Foundations, United Neighborhood Centers of Milwaukee, Local universities, Local employers, Milwaukee Health Care Partnership, Creative Alliance/Greater Milwaukee Committee, Newaukee/FUEL Milwaukee/Urban League Young Professionals/Asian-American Young Professionals/Hispanic Professionals of Greater Milwaukee

RESOURCES REQUIRED

- Financial resources to provide staff support, commission research, hold working sessions, hire facilitators, write and publish reports
- Commitment of all partners to engage in formulation of the blueprint
- Platforms for community testimony and feedback

IMPLEMENTATION STEPS

- 1) Adopt resolution establishing an Equality of Opportunity task force.
- 2) Mayor and Common Council President appoint task force members.
- 3) Create a temporary City position or contract to provide full time support to the task force.
- 4) From the many reports that have been published in recent years about this topic, gather into a single document the information that identifies gaps in employment, education, aspirations, income and opportunity in Milwaukee. This document will provide a baseline of information for all task force members.
- 5) Identify all existing community efforts to promote equality of opportunity. This document will provide a baseline of information for task force members.
- 5) Task force shall commission research regarding successful strategies that promote equality of opportunity.
- 6) Task force shall take testimony from a broad range of community stakeholders on issues that must be addressed to create equality of opportunity.
- 7) Task force to develop recommendations and priority for implementation. The report of the task force shall include numeric goals for selected measures of equality.
- 8) Release task force report.
- 9) Form working committees with broad stakeholder representation to implement recommendations.

PRIORITY

Long-term, high priority

REASON FOR ACTION

Significant racial gaps in employment, education and aspirations, income and opportunity plague Milwaukee and inhibit the prospects of success for the entire community. An Equality of Opportunity blueprint can identify and document these gaps, provide information about best practices that have been proven to narrow such gaps, and serve as a road map and shared commitment to reduce and, overtime, eradicate such gaps and promote full equality of opportunity for all Milwaukeeans.

DESIRED OUTCOME

A wide range of community stakeholders will be involved in the creation of a plan to create greater equality of opportunity in Milwaukee, and will exhibit a shared commitment to implementing priority recommendations.



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STRATEGY 7.1.4

Promote Creative Placemaking

ACTION ITEM

7.1.4 Use creative placemaking to establish places within Milwaukee in which all segments of the community and region can interact.

PARTNERS

- Greater Milwaukee Committee
- City of Milwaukee
- Riverworks Center (Development Corporation and BIDs)
- WAM DC
- Walker's Point Association
- Greater Milwaukee Foundation
- Mandel Group Inc.
- MKE<->LAX
- Creative Alliance Milwaukee
- NEWaukee
- beintween
- Many other arts, cultural and neighborhood based organizations

RESOURCES REQUIRED

- Access to public spaces and other city-owned property for temporary and permanent projects.
- Investment in public space design process and implementation in project areas.
- Involvement of BIDs, TINs, TIFs, NIDs, and other financial and organizational forms in collaboration with neighborhood leadership to support placemaking initiatives.
- Financial support for production of art installations, performances and programs.
- Financial support for complementary entrepreneurship and workforce development.
- Financial support for community improvement projects.

IMPLEMENTATION STEPS

- GMC continues to lead Creative Placemaking Committee to implement this recommendation and facilitate ongoing creative placemaking projects.
- The Avenue, Beerline Trail, and Walker's Point placemaking projects continue to be carried out to improve public spaces in Downtown, Harambee, and Walker's Point. The Beerline Trail Extension is developed as a public park focused on the arts.
- City staff from a variety of departments participate as thought partners in neighborhood-based creative placemaking workgroups. and incorporate placemaking principles into future design and public space projects.
- All partners commit to incorporating a meaningful community input processes in the variety of neighborhood development initiatives involving creative placemaking.
- Placemaking continues to be elevated as strategy that is employed and supported as part of the City of Milwaukee's comprehensive community development efforts across City neighborhoods.
- Partners collaborate to secure funds to support placemaking projects from regional and national funding sources.
- Metrics are developed to track the outcomes and successes of placemaking projects in Milwaukee.

PRIORITY

Short/Long Term, High Priority

REASON FOR ACTION

Creative placemaking encourages community activation, engagement and the creation of a neighborhood voice. The creative placemaking framework gathers neighborhood stakeholders to the table and helps them build on existing assets to create a collective vision for their community and its public spaces, and then helps to implement that vision.

Creative Placemaking:

- Unifies the arts and culture with economic and community development.
- Accelerates neighborhood development through creative civic gathering places.
- Creates a platform for community exchange.
- Retains and attracts talent by making Milwaukee an interesting and vibrant city.
- Focuses on neighborhood scale to increase density, safety, business creation, tax base, and property values.
- Supports artists, makers, and other cultural workers to co-lead neighborhood engagement processes.
- Increases access to important resources such as public space, freshwater lakes, green space, rivers and other natural amenities via trail networks among neighbors.

DESIRED OUTCOME

By using creative placemaking processes and frameworks, we will:

- Improve the use, function, design and community control of our City's public spaces.
- Strengthen existing neighborhood-based organizations, or, in some cases form new ones, that will invest long term in neighborhood development efforts and improve the quality and use of public space in the City.
- Improve visibility and accessibility of creative entrepreneurs in each neighborhood.
- Build platforms for existing cultural groups within neighborhoods to increase access to resources, investment, and representation.
- Help to build a leadership network within and between existing neighborhoods that advocates for community needs and interests.



GROWING PROSPERITY | WORK PLAN

STRATEGY 7.1

Enhance Quality of Life and Opportunity

ACTION ITEM

7.1.5: Implement *ReFresh Milwaukee* plan to make Milwaukee a more sustainable city while improving quality of life for all residents.

PARTNERS

LEAD:

- City of Milwaukee Office of Environmental Sustainability (OES)

PARTNERS:

- Green Team, public-private volunteer group and related organizations and non-profits
- City of Milwaukee Departments
- Redevelopment Authority of the City of Milwaukee (RACM)

RESOURCES REQUIRED

- Staff time to identify resources to implement *ReFresh Milwaukee* goals and targets.
- Staff time for ongoing implementation of *ReFresh Milwaukee*.
- Staff time to update *ReFresh Milwaukee* website: www.refreshmke.com.
- Budgetary resources and capital dollars to meet City-specific *ReFresh Milwaukee* targets.

IMPLEMENTATION STEPS

1. OES works with Green Team volunteers and City staff to implement *ReFresh Milwaukee* goals and strategies.
2. OES provides an annual progress report to the Common Council.
3. OES and its public-private partners identify funding needs and monetary resources to meet *ReFresh Milwaukee* targets.

PRIORITY

Medium-term, medium priority

REASON FOR ACTION

In 2012, Mayor Barrett appointed a new Green Team and tasked them to develop the city's first sustainability plan by providing a road map that "creates an alignment of economic and environmental interests that improve Milwaukee's quality of life both for current residents and businesses and for future generations through embracing smart, achievable sustainability principles". Through community and stakeholder input, eight issue areas have been identified: buildings, energy, food systems, human capital, land and urban ecosystems, mobility, resource recovery and water. Within each issue area, the current baseline and need for action have been identified, along with specific goals and targets to be met. In addition, two catalytic projects were identified to demonstrate multiple sustainability outcomes to residents in a single project: the City's HOME GR/OWN initiative and the Inner Harbor Redevelopment.

DESIRED OUTCOME

By 2023, fully implement *ReFresh Milwaukee*, and definitively demonstrate Milwaukee's sustainability leadership and innovation, ultimately leading to stronger neighborhoods for all Milwaukeeans to live and raise families.



GROWING PROSPERITY | WORK PLAN

STRATEGY 7.1

Enhance Quality of Life and Opportunity

ACTION ITEM

7.1.6: Support the continued implementation of catalytic projects identified in the Milwaukee area land use plans.

PARTNERS

LEAD:

- City of Milwaukee Department of City Development (DCD)

PARTNERS:

- Area Plan Contract Management Teams (CMT)

RESOURCES REQUIRED

- Staff time to identify resources to implement catalytic projects.
- Staff time for ongoing implementation and updates to comprehensive area plans, strategic land use plans and redevelopment plans.
- Staff time to update Milwaukee DCD comprehensive planning webpages: <http://city.milwaukee.gov/Plansandstudies/AreaPlans.htm>.
- Maintain Advance Planning capital budget.
- Consideration given to catalytic projects.
- City funds.

IMPLEMENTATION STEPS

1. DCD works with other department city staff and CMT to implement comprehensive area plan catalytic projects.
2. DCD provides an annual progress report on the citywide policy plan to the Common Council that includes status of catalytic projects.
3. Review and update area plans to measure progress on existing catalytic projects and identify new catalytic projects.

PRIORITY

Long-term, medium priority

REASON FOR ACTION

In 2010, the City's comprehensive plan was completed. It provides a positive vision for revitalization and future land use throughout Milwaukee's neighborhoods.

DESIRED OUTCOME

Implement all 89 catalytic projects and initiatives identified in the City of Milwaukee's 13 Comprehensive Area Plans. Of these catalytic projects, 15 are completed. Another 25 are in progress and six of those in progress are being implemented in 2014.



GROWING PROSPERITY | WORK PLAN

STRATEGY 7.2.1

Support Young Professional Groups

ACTION ITEM

7.2.1 Support the growth of affinity groups like NEWaukee and FUEL Milwaukee that engage younger Milwaukeeans in civic life.

PARTNERS

- Young Professional Groups (Asian Pacific American Young Professionals of Milwaukee, FUEL Milwaukee, Hispanic Professionals of Greater Milwaukee, NEWaukee, Social X, Milwaukee Urban League Young Professionals, Wisconsin LGBT Chamber of Commerce)
- Business Leaders (Greater Milwaukee Committee, Milwaukee Metropolitan Association of Commerce)
- Non-Profit Center of Milwaukee – Volunteer Center
- City of Milwaukee (Mayor’s Office)

RESOURCES REQUIRED

Continued financial support to Young Professional (YP) organizations in the form of event sponsorships, memberships, and fee-for-service programing.

IMPLEMENTATION STEPS

Local businesses continue to support the growth of YP groups and encourage their employees to participate in YP activities. This includes:

- Sponsoring events being coordinated by YP groups, utilizing YP groups Job Boards when recruiting to fill positions and becoming members of those groups.
- Establishing formal relationships between “Employee Resource Groups” within larger employers and YP groups serving similar target memberships.
- Offering internal mentorship and leadership development programs within their own organizations and supporting City-wide leadership development efforts such as Young Professionals Week and Professional Development Bootcamp.
- The GMC will continue to explore other avenues that its members can financially support the efforts of local YP groups. This could include individual businesses working intentionally with YP groups to involve them in their talent attraction and retention efforts through customized fee-for-service programing (events, leadership development initiatives, etc.)

City government continues its openness to and support of the efforts of YP groups and engages YPs in the activities of City government. This includes:

- Continue hosting “Tournavation”-style events or explore participatory budgeting initiatives to generate new ideas to address challenges in the local community.
- Partnering with YP organizations to host periodic, introductory “Welcome to Milwaukee” events geared towards YPs to expose them to local municipal leaders, the structure of City government, and explain how citizens can engage with City government, including recruiting YPs to serve on City boards and commissions.
- Hosting small informal discussions between YP group leaders and their members and the Mayor to discuss issues impacting the YP community and ways the City can support efforts to attract and retain YPs in the City.

YP groups continue to bolster their efforts to connect their members to opportunities to volunteer and serve on boards at local non-profits.

- The Volunteer Center of Greater Milwaukee has the ability to work with YP groups both individually and collectively to serve as a bridge between YPs and area non-profits. The Volunteer Center and area YP groups should work to formalize their partnerships to make it easier for area non-profits to connect with volunteers and vice-versa, as well as to provide training for YPs seeking to effectively serve as board members.

PRIORITY

Short Term, Medium Priority

REASON FOR ACTION

A growing body of research has identified quality of life as central to fostering an inviting environment within which old and new businesses, entrepreneurs, workers, and their families can flourish. Milwaukee’s various Young Professional (YP) groups play a critical role in both showcasing and working to improve the quality of life for young professionals in the City. Their role in forging social and professional networks, helping acclimate new residents to the City, and working with local businesses and government to create a climate where young professionals can thrive is critical to Milwaukee’s talent attraction and retention.

DESIRED OUTCOME

- Educational attainment; residents 25+ with a bachelor’s degree or higher (Growing Prosperity success metric)
- Increased membership in YP groups and increased participation in affiliated events, programing, and volunteer opportunities.
- Both in perception and in reality, Milwaukee is a City that offers young professionals of all racial and ethnic backgrounds a great place to grow their careers, access unique cultural activities and attractions, find a strong social network, and become civically engaged.



GROWING PROSPERITY | WORK PLAN

STRATEGY 7.2

Strengthen and engage neighborhoods and civic leadership

ACTION ITEM

7.2.2: Encourage and support grassroots organizations that engage in neighborhood improvements

PARTNERS

City of Milwaukee Departments of City Development, Neighborhood Services, Public Works, Police, and Health; Information Technology Management Division; Milwaukee Public Library; Neighborhood Improvement Development Corp.

RESOURCES REQUIRED

- Add two new commercial corridor positions to DCD staff (included in 2015 City budget)
- Maintain City funding for Healthy Neighborhoods program and Community Improvement Project grants program
- Maintain City funding for Milwaukee Police Dept. Community Liaison officers.
- Staff and funding required to continuously update and improve the "Map Milwaukee" online GIS services.
- Maintain City funding for Targeted Investment Neighborhoods home loan programs.
- City funds to periodically update neighborhood land use plans.

IMPLEMENTATION STEPS

- 1) Provide DCD staff liaison to the Milwaukee BID Council, to actively participate in planning Council meetings and ensure a consistent flow of information to Council members.
- 2) Realign DCD's commercial corridor staff to assign a staff liaison to every Business Improvement District.
- 3) Connect and regularly provide useful information to social media platforms that share information in neighborhoods, such as "NextDoor."
- 4) Target information about City programs and resources to Milwaukee Neighborhood News Services and hyper-local media such as Riverwest Currents.
- 5) Maintain ongoing outreach to neighborhood organizations to inform them of grant opportunities through Healthy Neighborhoods and Community Improvement Project grants.
- 6) Partner with neighborhood organizations to market home improvement resources such as TIN loans.
- 7) Deploy MPD Community Liaison officers to form block grants, hold community crime watch meetings, and attend community events to strengthen MPD relationships with neighbors.
- 8) Encourage City staff members to serve in leadership positions in neighborhood organizations and intermediary organizations that support neighborhood development.
- 9) Expand and update "Map Milwaukee" to continuously improve its role a user-friendly tool that displays a wide variety of neighborhood data.
- 10) Invite neighborhood organization representatives to serve on City boards, commissions, and task forces.
- 11) Welcome neighborhood organizations to schedule meetings in public space at neighborhood libraries.

PRIORITY

Short-term, medium priority

REASON FOR ACTION

Hundreds of grassroots organizations, from block clubs to business improvement districts, are actively working to improve their neighborhoods. These groups are critical partners in formulating and implementing neighborhood development strategies. Technical assistance, financial resources, and establishments of liaison relationships between these groups and City government will help to make them more effective and sustain their operations.

DESIRED OUTCOME

Neighborhood organizations will have the access to City government they require to serve their communities.

City agencies will develop strong relationships that inform the ways in which they shape programs and initiatives.



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STRATEGY 7.3

Enhance the impact of neighborhood investments

ACTION ITEM

7.3.1: Develop a menu of intervention strategies targeted to the different neighborhood categories identified by the Market Value Analysis

PARTNERS

City departments/agencies: City Development, Neighborhood Services, Office of the Mayor/Strong Neighborhoods Plan, Community Block Grant Agency, Public Works, Milwaukee Police Dept., Housing Authority of the City of Milwaukee, Redevelopment Authority

Other government agencies: Milwaukee County Parks, Wisconsin Housing and Economic Development Authority

Neighborhood/philanthropic orgs: LISC-Milwaukee, Community Development Funders Alliance

Consultant: The Reinvestment Fund

RESOURCES REQUIRED

Much of the work required for this action item will be done by City staff charged with cataloging all place-based and program-based neighborhood intervention strategies that relate to real estate market strength.

Approximately \$75,000 will be required to contract with The Reinvestment Fund to do data analysis and create a typology that connects intervention activities to markets. Additional funds will be required to contract for a new MVA every three years.

The development of the MVA used resources from the City of Milwaukee and the Community Development Funders Alliance, and the development of the intervention typology will be useful to public, private and philanthropic organizations that invest in neighborhoods. Thus, we believe the resources for this project could be provided by both public and non-public sources.

IMPLEMENTATION STEPS

- 1) Form a work group representing the departments and organizations listed above.
- 2) Develop a comprehensive list of all existing place-based and program-based neighborhood interventions that relate to real estate market strength, including public safety, housing, infrastructure, forestry, community development, planning, code enforcement, nuisance abatement, commercial corridor revitalization, City-owned properties, public space, community-organizing, brownfield remediation, and grant-making.
- 3) Chart the current frequency and intensity of these interventions in Milwaukee by MVA neighborhood type.
- 4) Contract with The Reinvestment Fund to evaluate data to determine patterns of current intervention, identify strategy gaps, recommend modifications or repositioning of existing interventions to suit neighborhood market condition, and identify neighborhoods at a tipping point in which appropriate interventions are lacking.
- 5) Create a typology that connects intervention activities to markets.
- 6) Convene forums with all agencies, public, private and non-profit, that invest in neighborhoods to share the typology as a guide to appropriate investment in neighborhood interventions.
- 7) Contract for a new MVA in 2016 and every 3 years thereafter to track changes in neighborhood market strength over time.

PRIORITY

Medium-term, high priority

REASON FOR ACTION

The Market Value Analysis, completed in 2013, provided a snapshot of the health of the real estate markets in all Milwaukee neighborhoods. The MVA provides important data that is needed to focus neighborhood interventions and investment in ways that are likely to be effective in addressing the needs of various market types. For example, while interventions that promote neighborhood assets are most appropriate for high-value neighborhoods, interventions that develop assets are most appropriate for neighborhoods in which real estate markets are functioning poorly.

DESIRED OUTCOME

City and private investments will serve to strengthen the market of the neighborhoods in which investments are made. Periodic Market Value Analyses will identify improvement in market strength throughout the city over time.



GROWING PROSPERITY | WORK PLAN

STRATEGY 7.3.2

Align Neighborhood Development Activities

ACTION ITEM

7.3.2 Seek alignment among the many actors working to improve Milwaukee neighborhoods.

PARTNERS

- City of Milwaukee
- Community Development Alliance (City, State, and Federal government agencies, community based organizations engaged in neighborhood development, foundations and other philanthropic partners)

RESOURCES REQUIRED

- Community Development Alliance members must commit appropriate staff resources across organizational levels to support CDA efforts.
- A shared data and measurement system including Market Value Analysis (MVA) data, other publicly available data sources, and administrative data from partners, potentially coordinated via the National Neighborhood Indicators Partnership.

IMPLEMENTATION STEPS

The CDA and its members will continue to build a Collective Impact framework to improve the ability of the community development system in Milwaukee to achieve its desired outcomes. Following the Collective Impact model, this will require commitment to five core principles and the specific implementation steps listed below:

1. Common agenda

- CDA leaders will work with members to develop a common agenda to guide their collective efforts.
- CDA members will commit to shared accountability for achieving the goals of this common agenda.

2. Shared measurement systems

- The CDA will develop shared data and measurement systems that can be used to evaluate the impact of its efforts and inform decision making.
- The CDA will pursue becoming a National Neighborhood Indicators Partnership partner city.

3. Mutually reinforcing activities

- To the greatest extent possible, CDA members will align their resources and activities to attempt to achieve the shared goals determined by the common agenda of the membership.

4. Continuous communication

- CDA members will commit to engaged participation in bi-monthly CDA meetings. Members will include representatives from multiple levels of their organizations in CDA meetings to ensure that “front line” voices are given due weight in these discussions.
- The City of Milwaukee will be represented on the CDA by multiple City Departments (including DCD, CDGA, Mayor’s Office, MHD, DPW, MPD). The City should also designate one individual as the formal liaison between the CDA, the Mayor’s Office, and the Common Council to facilitate greater coordination of resources and planning.

5. Backbone support organization

- The CDA will serve as the backbone organization for this Collective Impact framework, and will engage in ongoing strategic planning and organizational development to build its capacity to play this role.
- The CDA and its members will seek to identify gaps in the current community development system and will use the framework of the CDA to build the capacity of the system while seeking to increase the amount of resources available to support the common agenda of the CDA.

PRIORITY

High Priority, Ongoing

REASON FOR ACTION

Improving the quality of life and access to economic, educational, recreational and housing opportunity across City neighborhoods is a cornerstone of Growing Prosperity. Milwaukee is home to numerous community based organizations, governmental entities, and philanthropic and private sector partners who are working towards these goals. A growing body of research demonstrates that broad cross-sector coordination between these actors is needed to achieve meaningful results in addressing social problems.

DESIRED OUTCOME

- Improved neighborhood market conditions, as measured by a Market Value Analysis (Growing Prosperity success metric).
- Partners working towards improved quality of life in City of Milwaukee neighborhoods adopt a “Collective Impact” approach that includes shared measurement systems, mutually reinforcing activities, and ongoing communication, with the Community Development Alliance (CDA) serving as the Coordinating Partner.



GROWING PROSPERITY | WORK PLAN

STRATEGY 7.4.2

Neighborhood Marketing

ACTION ITEM

7.4.2 Establish an aggressive neighborhood marketing campaign

PARTNERS

- LISC-Milwaukee
- Creative Alliance Milwaukee
- Take Root Milwaukee
- Select Milwaukee
- Greater Milwaukee Association of Realtors
- Neighborhood organizations
- City of Milwaukee (Mayor's Office, DCD, NIDC)
- Marketing and media partners

RESOURCES REQUIRED

- Short-term: Funds may need to be secured to commission market research and assist with the development of the neighborhood marketing plan and organizational framework. In conjunction with LISC, NIDC may be able to provide some of this early "seed capital" to assist with the development of the marketing plan.
- Long term: The development of the neighborhood marketing plan will need to include a proposed implementation budget as well as identify avenues to secure the required funds. Depending on the structure of the plan and where it is "housed," ongoing revenue generation should be included in the plan to help offset costs (the Live Baltimore model includes methods for generating ongoing revenues).
- Long term: Additional down payment assistance resources should be secured to assist City of Milwaukee homebuyers. These resources should have as few neighborhood and income restrictions as possible, but could be tied to the activities and priorities of the neighborhood marketing campaign (e.g. must attend a sponsored event to qualify).

IMPLEMENTATION STEPS

- Convene a working group including representatives of partners listed above to oversee development of neighborhood marketing campaign (LISC-Milwaukee and Creative Alliance Milwaukee will lead)
- Continue to build support among neighborhood organizations for a large scale neighborhood marketing campaign.
- Gather feedback from individual neighborhoods about how a campaign would support their efforts and their input on the branding and marketing plan itself. This could be done through the visioning process previously utilized by the Creative Alliance for the Creational Trails process.
- Engage partners and other professionals as needed to further refine problem statement/goals, identify target markets, compile relevant market data, etc.
- Explore models used in other cities in addition to Live Baltimore.
- Create a "workplan" that proposes the framework for the neighborhood marketing campaign. This would include: target markets, outreach strategies, branding, required budget, structure of campaign (where is it "housed?"), short-term and future revenue sources.
- City and partners work to raise funds to implement the neighborhood marketing campaign.

PRIORITY

Short Term, Medium Priority

REASON FOR ACTION

Milwaukee is a city full of safe, vibrant, affordable neighborhoods with a wide variety of housing choices. Encouraging new residents to choose to live in Milwaukee, as well as encouraging Milwaukee renters to become homeowners, is critical for the continued strength of City neighborhoods and the growth of the tax base.

There is a misperception among potential residents regarding the safety or lack of amenities in many City neighborhoods. Altering that perception and focusing on the assets in City neighborhoods is essential to attracting investment in those neighborhoods from existing and future residents.

The Milwaukee area has had increasing success in attracting young professionals to work in the region. Positioning city living as an attractive option for new transplants to the area, as well as renters looking to transition to homeownership, will help Milwaukee grow its population and strengthen the fabric of city neighborhoods.

DESIRED OUTCOME

- Increased population in the City of Milwaukee. This population growth will occur both City-wide and within Milwaukee's central city neighborhoods (Growing Prosperity success metric).
- Improved neighborhood market conditions, as measured by a Market Value Analysis (Growing Prosperity success metric).
- Increased homeownership rates within City neighborhoods.
- Increased percentage of transplants to the region electing to live in the City of Milwaukee.
- Decrease in "out-migration" from existing residents to surrounding municipalities.
- Improved perceptions of the quality of life in a wide spectrum of City neighborhoods among potential homebuyers.



GROWING PROSPERITY | WORK PLAN

STRATEGY 7.4

Effectively Communicate Milwaukee's Assets

ACTION ITEM

7.4.4 - Create and distribute a Milwaukee marketing tool kit for use by local business leaders

PARTNERS

Creative Alliance Milwaukee (CAM) [LEAD]
Visit Milwaukee
MMAC
City of Milwaukee

RESOURCES REQUIRED

None currently; potential future financial support to expand program.

IMPLEMENTATION STEPS

1. City to coordinate meeting with CAM and Visit Milwaukee to identify current breadth of marketing initiative and identify ways in which City and CAM can further support the program.
2. Engage MMAC to aggressively promote marketing materials to local businesses.
3. Identify ways to broaden and augment the marketing materials developed by Visit Milwaukee and encourage local businesses to be actively engaged.

PRIORITY

Medium-term, medium priority

REASON FOR ACTION

Local employers large and small have the opportunity to put Milwaukee on the map nationally as a business location, and they have the advantage of "speaking the language" as their colleagues in other cities. a tool kit containing items and information about how to attract a professional meeting to the city, and a regular feed of articles from the national media about the city would help equip businesses to tell the city's story to those with whom they interact.

DESIRED OUTCOME

Visit Milwaukee has already developed a robust toolkit of marketing materials for its corporate partners to promote Milwaukee to others outside the region. The desired outcome is to see the expansion and broad adoption of this toolkit by a majority of local businesses that have national and international connections.