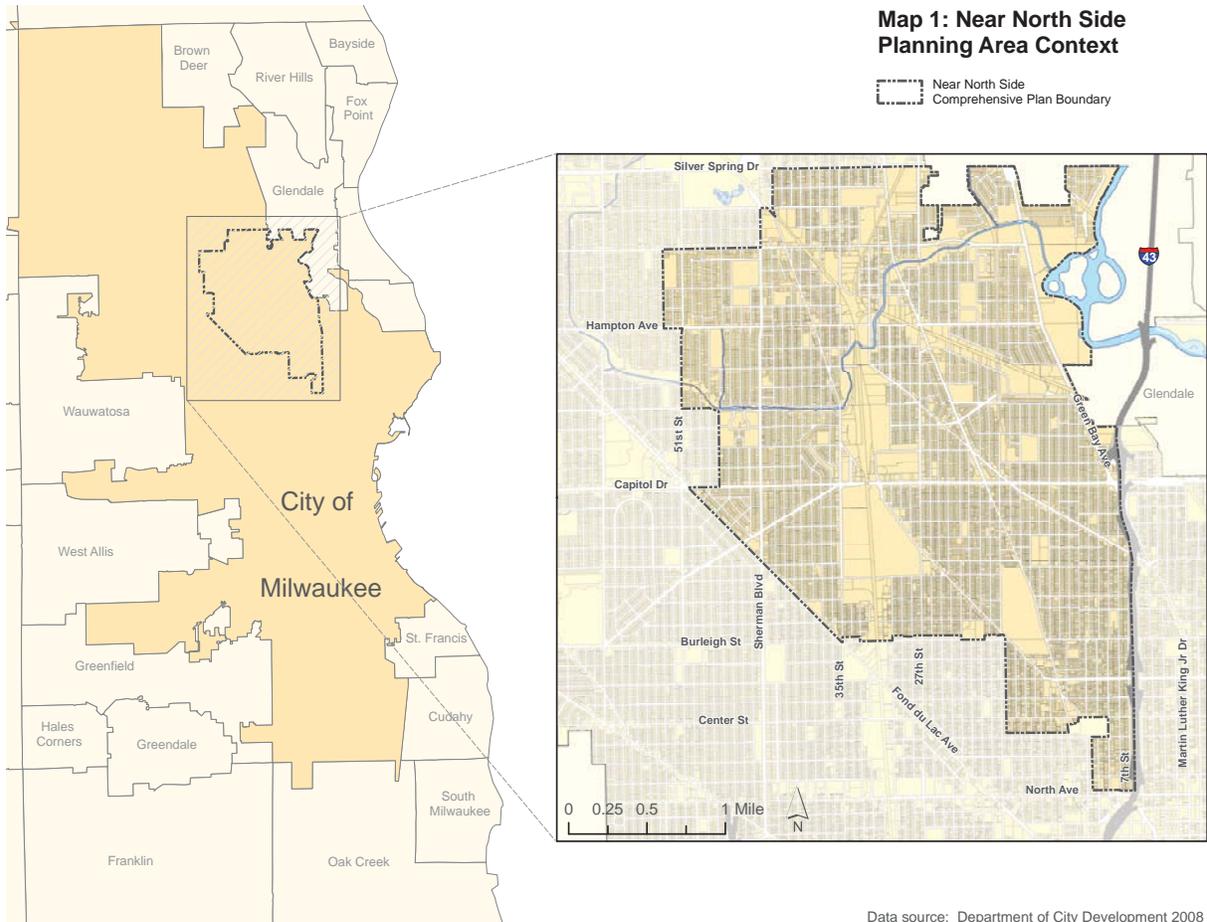
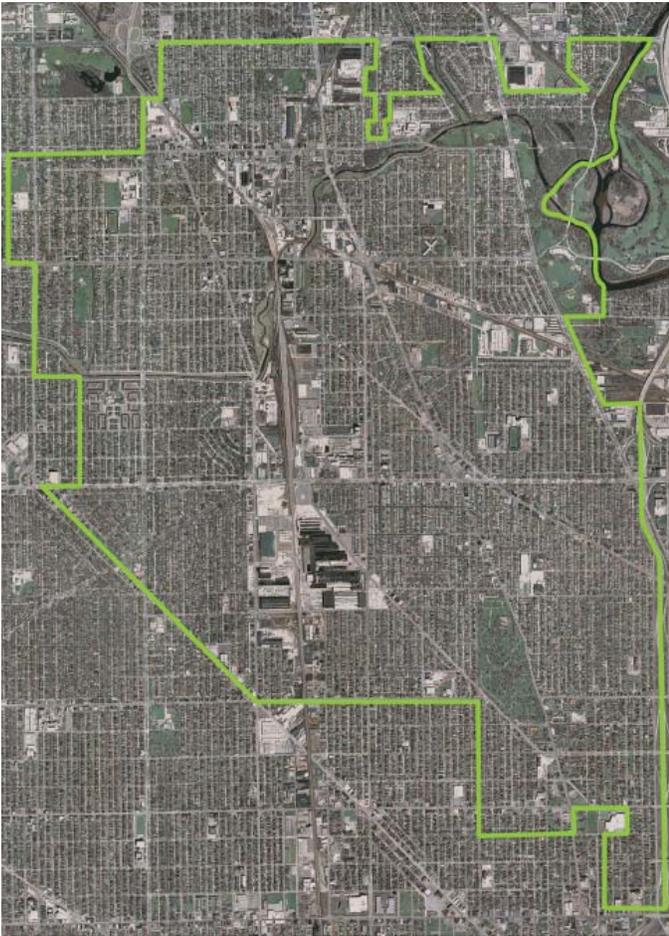


planning process &
information gathering

2



Existing Conditions, Information Gathering and Analysis



EXISTING CONDITIONS, INFORMATION GATHERING AND ANALYSIS

The process of gathering information depicts existing conditions in the Near North planning area, reveals perceptions and desires of various stakeholders, and leads to formation of future land use policies and formation of catalytic projects. This chapter provides a description of existing conditions, a series of detailed maps of the area, information regarding population characteristics, and describes the public participation throughout the planning process.

Maps of Existing Conditions

The following maps, prepared by the Department of City Development in 2008 and 2009, provides additional information about neighborhood conditions, existing services and programs, and potential opportunities.

Maps of Existing Conditions

Map 2: Near North Side Land Use

 Near North Side Comprehensive Plan Boundary

Residential

-  Single Family
-  Duplex
-  Multi-Family
-  Condominium

Commercial

-  Commercial
-  Mixed Commercial and Residential

Manufacturing, Construction, and Warehousing



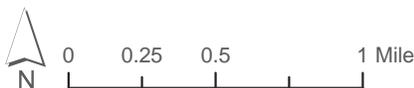
Transportation, Communications, and Utilities



Public and Quasi-Public

-  Public Parks and Quasi-Public Open space
-  Public Schools and Buildings, Churches, Cemeteries, and Quasi-Public Buildings

Vacant Land



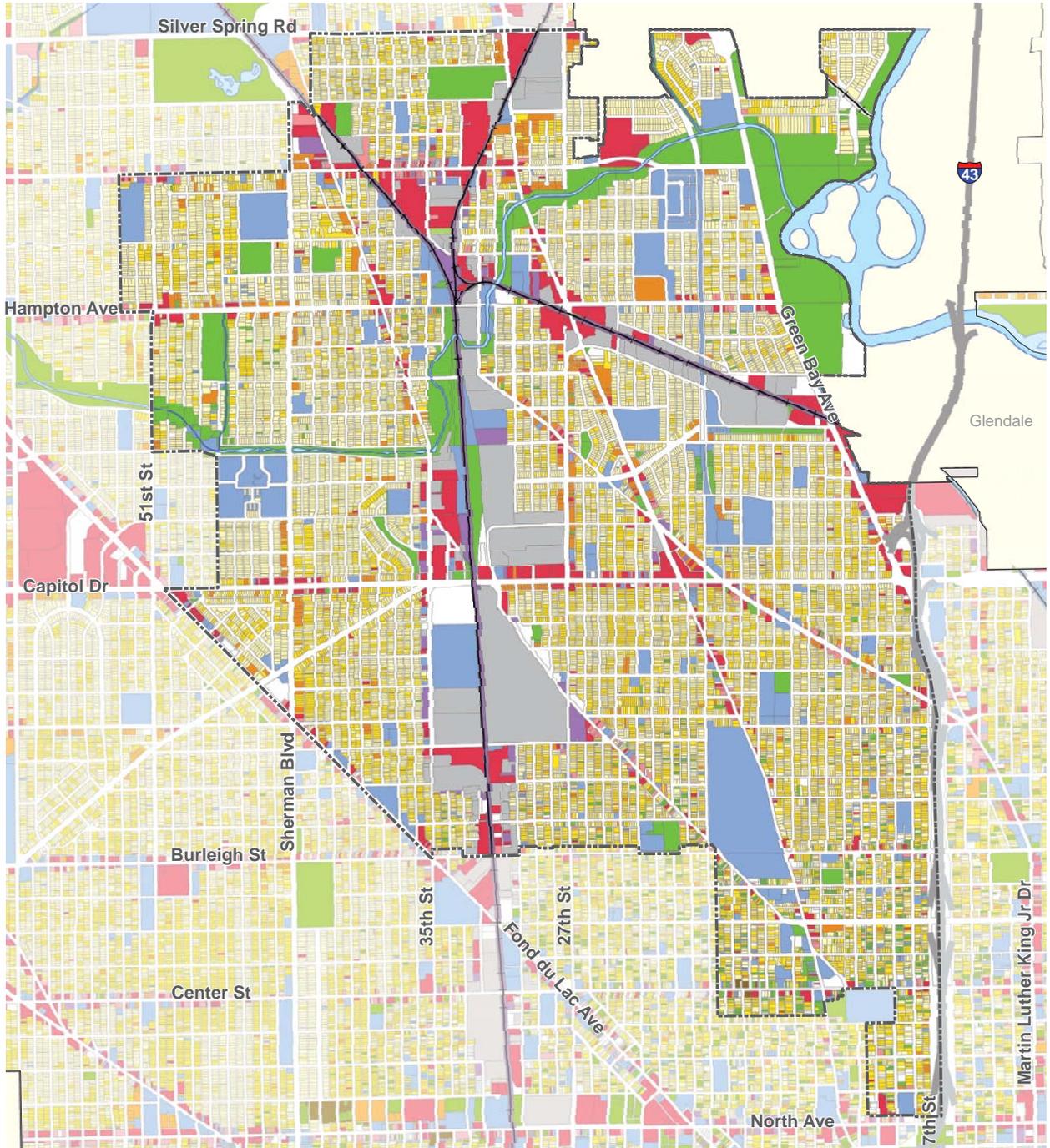
Data source: Department of City Development 2008

Existing Land Use – Map 2

The Near North area encompasses over 8.65 square miles or 5,561 acres of land. It is largely residential, with smaller areas of commercial, industrial and mixed-use. Land use percentages follow the City averages.

Single-family residential uses are any residential structure utilized by one family. Duplex Residential is any structure with dwelling units for two families. Multi-family residential includes structures with three or more residential dwellings. Commercial land uses provide office space or retail space for goods and/or services. Mixed uses are both residential and commercial uses in the same structure. Transportation and utility is for moving residents and/or products. Parking is land for the parking of motor vehicles. Open space and park use includes all City and/or County owned facilities used for passive or active recreation, as well as any community gardens or natural features left undeveloped. Institutional uses are all owned or maintained educational, religious, municipal, county, state, or federal buildings and facilities.

Land Use		
	Near North	City of Milwaukee
Residential	88.7%	87.5%
Mixed: Residential & Commercial	1.5%	1.8%
Commercial	2.3%	2.8%
Manufacturing	0.5%	0.8%
Vacant	1.7%	1.8%
Other	5.4%	5.3%
Total	100.0%	100.0%



Maps of Existing Conditions

Map 3a: Near North Side Base Zoning

 Near North Side Comprehensive Plan Boundary

Residential Districts

-  Single Family
-  Two-Family
-  Multi-Family
-  Residential and Office

Commercial Districts

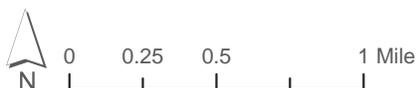
-  Neighborhood Shopping
-  Local Business
-  Commercial Service
-  Regional Business
-  Central Business

Industrial Districts

-  Industrial - Office
-  Industrial - Light
-  Industrial - Mixed
-  Industrial - Heavy

Special Districts

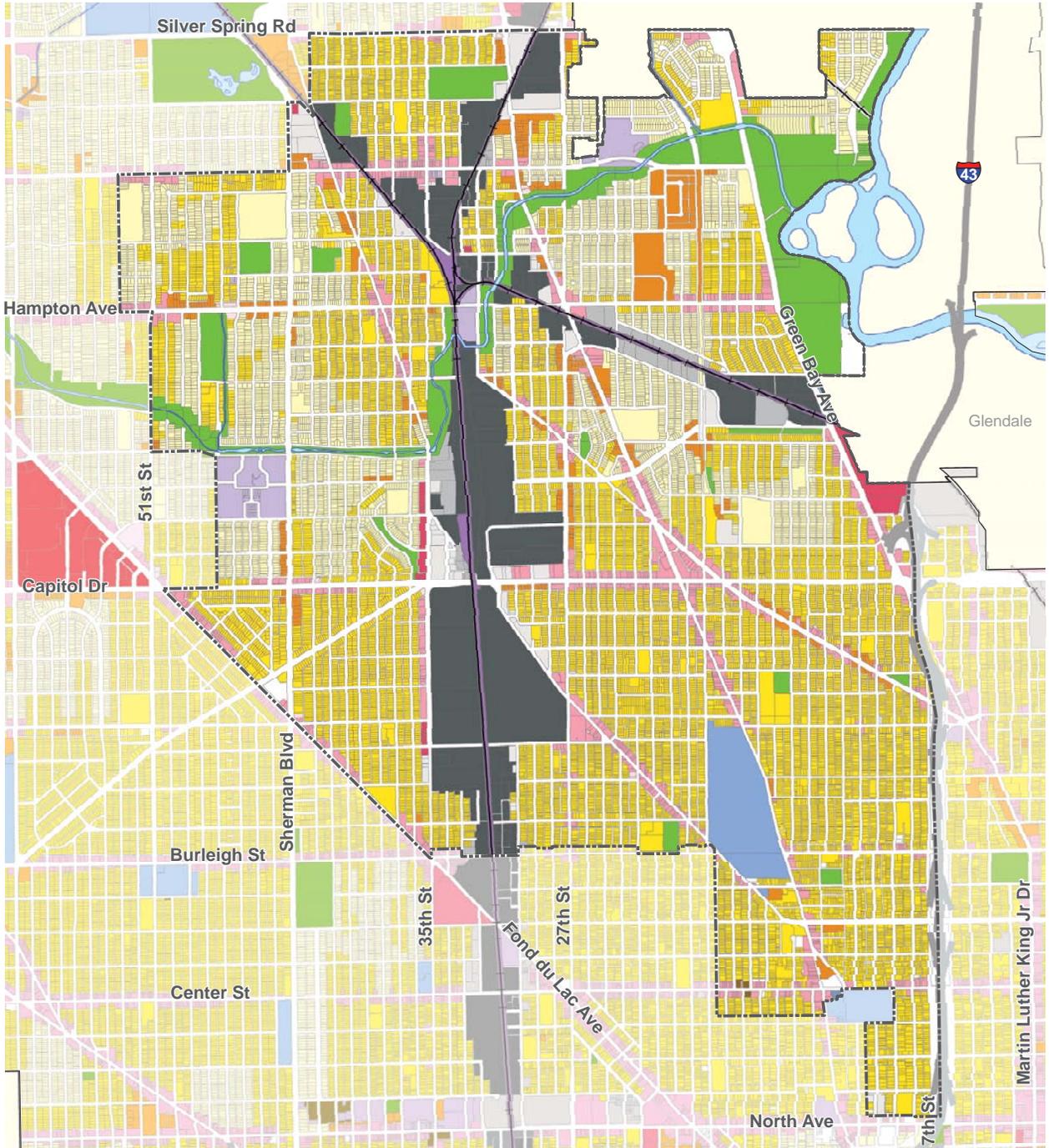
-  Parks
-  Institutional
-  Planned Development
-  Redevelopment



Data source: Department of City Development 2008

Current Zoning - Map 3a

Zoning analysis allows for a comparison between the existing uses of an area and the potential new uses that could occur based on the uses permitted by right for each zoning district.



Maps of Existing Conditions

Map 3b: Near North Side Zoning Overlays

 Near North Side Comprehensive Plan Boundary

Master Sign Program



Detailed Plan Development



Development Incentive Zone



Site Plan Review



Neighborhood Conservation

 Brewers Hill

Floodplain

 100-Year Flood Plain

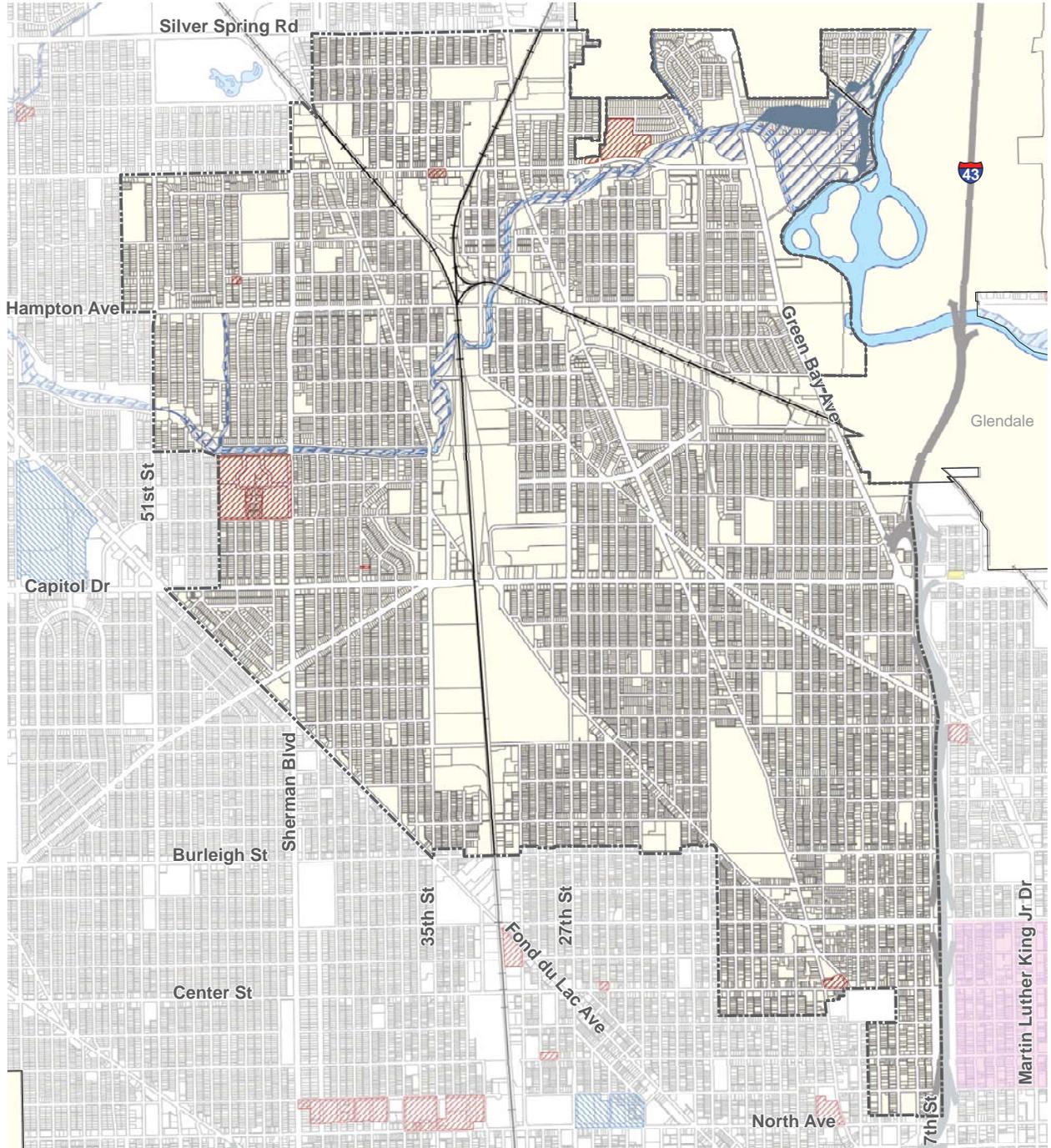
 500-Year Flood Plain

Zoning Overlays - Map 3b

The overlay zones indicate locations of Detailed Plan Developments. The flood plain is indicated along Lincoln Creek.

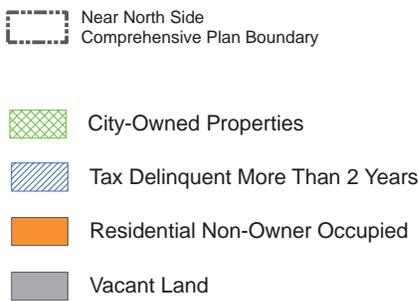


Data source: Department of City Development 2008



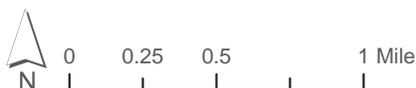
Maps of Existing Conditions

Map 4: Near North Side Development Opportunities

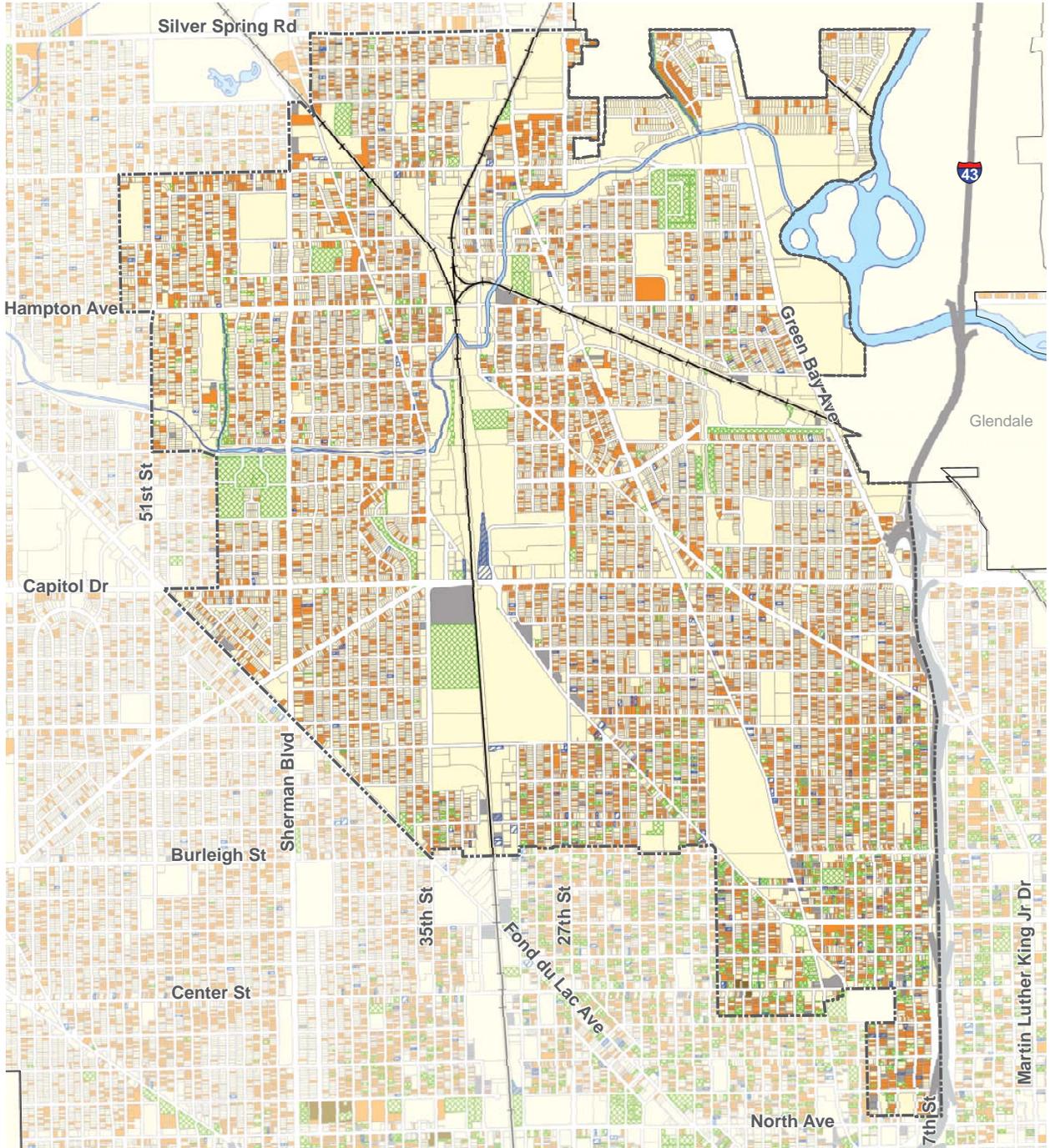


Development Opportunities - Map 4

Illustration of City owned and the Redevelopment Authority of the City of Milwaukee (RACM) owned properties, properties that have been tax delinquent for more than two years, non-owner occupied residential properties, “do not acquire” properties, historic buildings/properties and vacant lots.



Data source: Department of City Development 2008



Maps of Existing Conditions

Map 5: Near North Side Rehabilitation and Neighborhood Investment Opportunities

 Near North Side Comprehensive Plan Boundary

 Owner-Occupied Single Family Residence

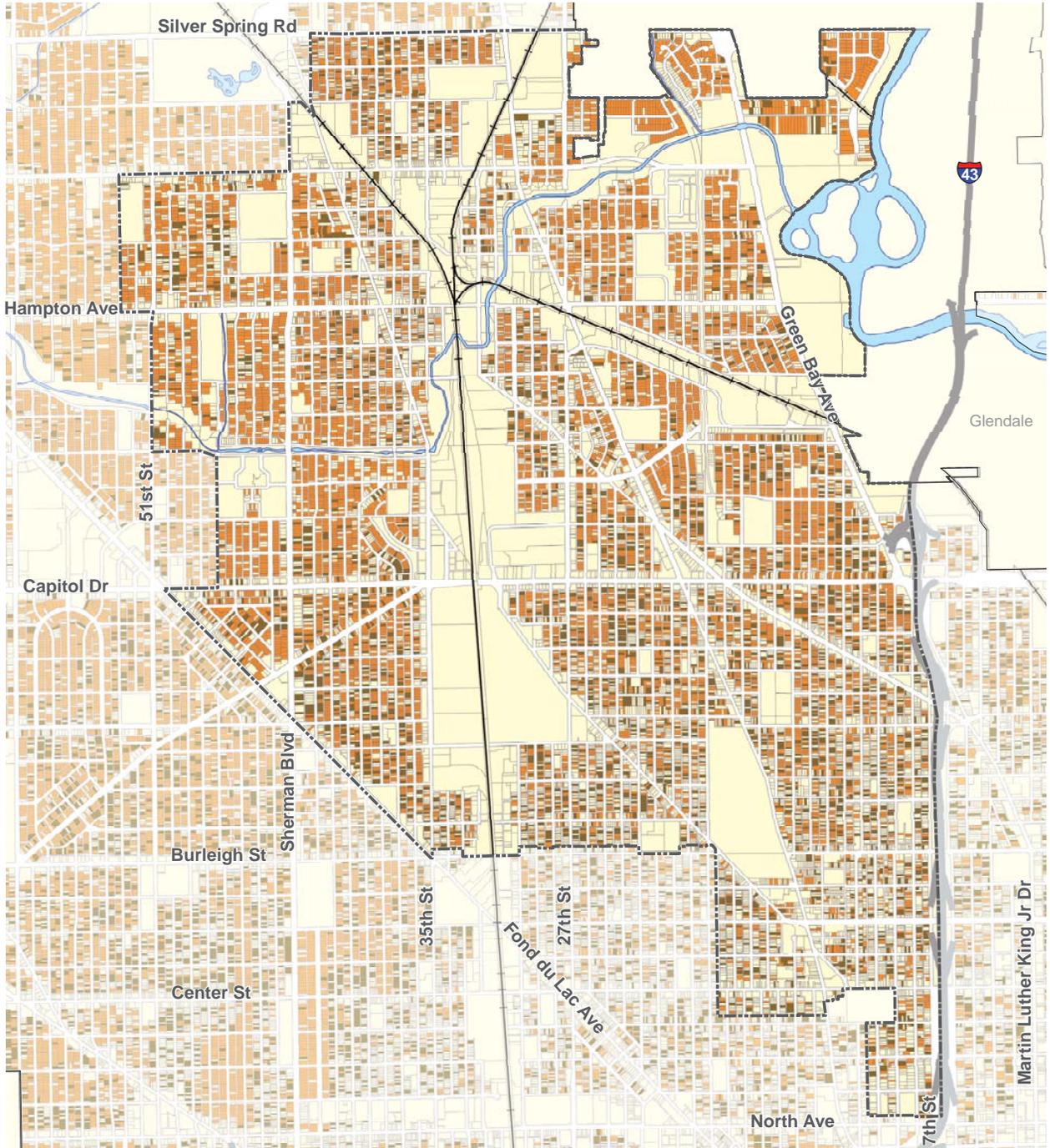
 Owner-Occupied Two Family Residence

Rehabilitation and Neighborhood Investment Opportunities - Map 5

Illustration of owner-occupied single-family and duplex units. Owner-occupancy is greater in the northern portion of the plan area than the southern portion.



Data source: Department of City Development 2008



Maps of Existing Conditions

Map 6: Near North Side Program Areas

 Near North Side Comprehensive Plan Boundary

Business Improvement District (BID)



Tax Incremental District (TID)



Targeted Investment Neighborhood (TIN)

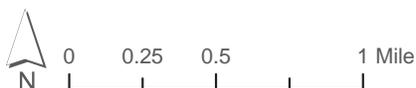


Neighborhood Strategic Planning (NSP)

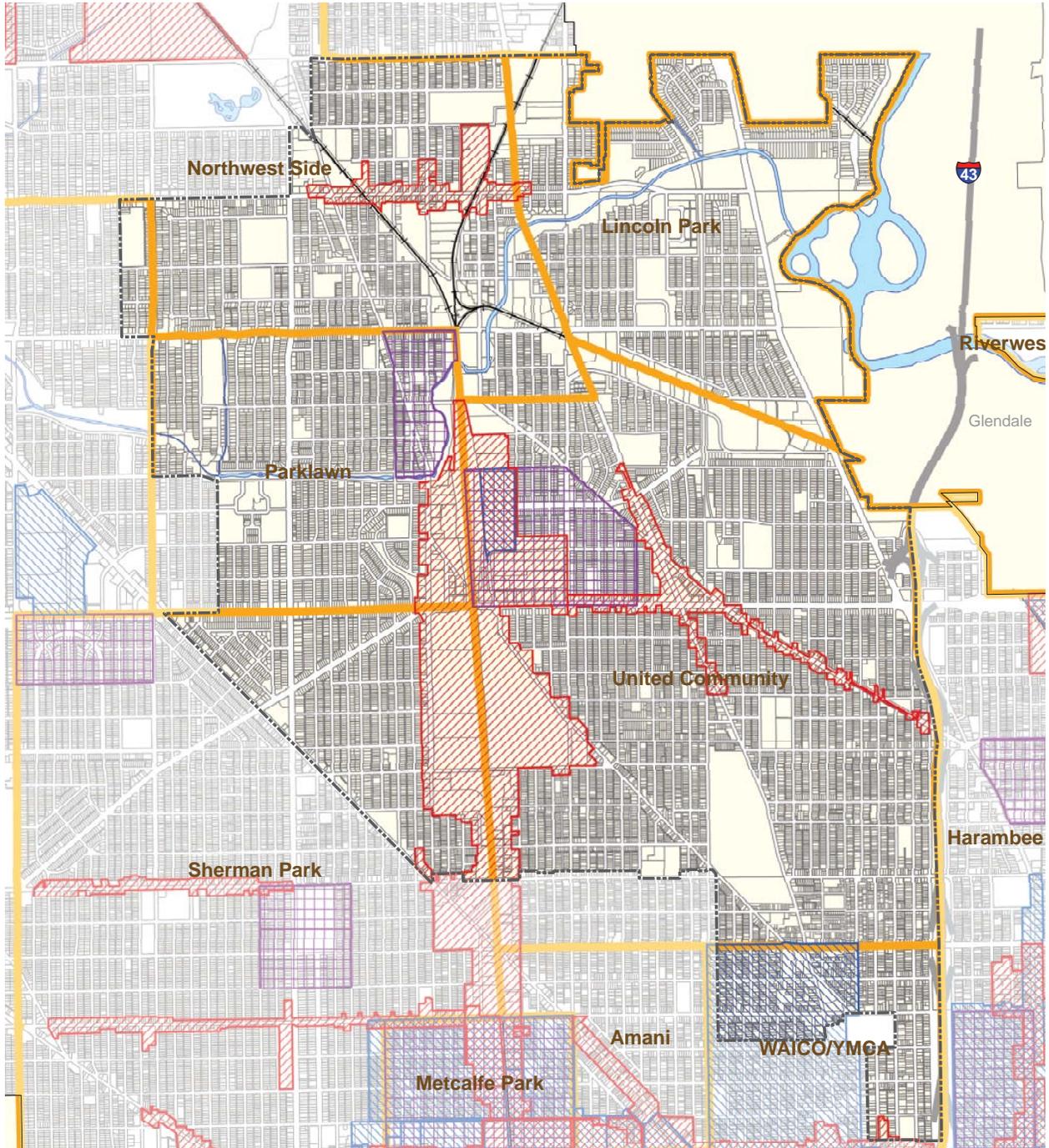


Program Areas - Map 6

Illustration of Neighborhood Strategic Plan boundaries, Target Investment Neighborhood (TIN) boundaries, Tax Incremental District (TID) boundaries, Business Improvement District (BID) boundaries and special program areas. The Near North area has 3 BIDs: Atkinson/Capitol/Teutonia BID, Villard BID, and 30th St ICC BID. There are 2 TINs: Eaton Neighborhood and Bishop's Creek. There are 3 TIF Districts: Tower/AO Smith; Lindsay Heights Project; and DRS.



Data source: Department of City Development 2008



Maps of Existing Conditions

Map 7: Near North Side Other Regulatory Districts

 Near North Side
Comprehensive Plan Boundary

Renewal District



Historic Designation



Local Historic District



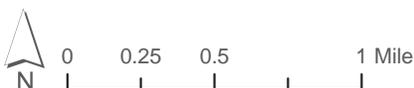
National Historic District



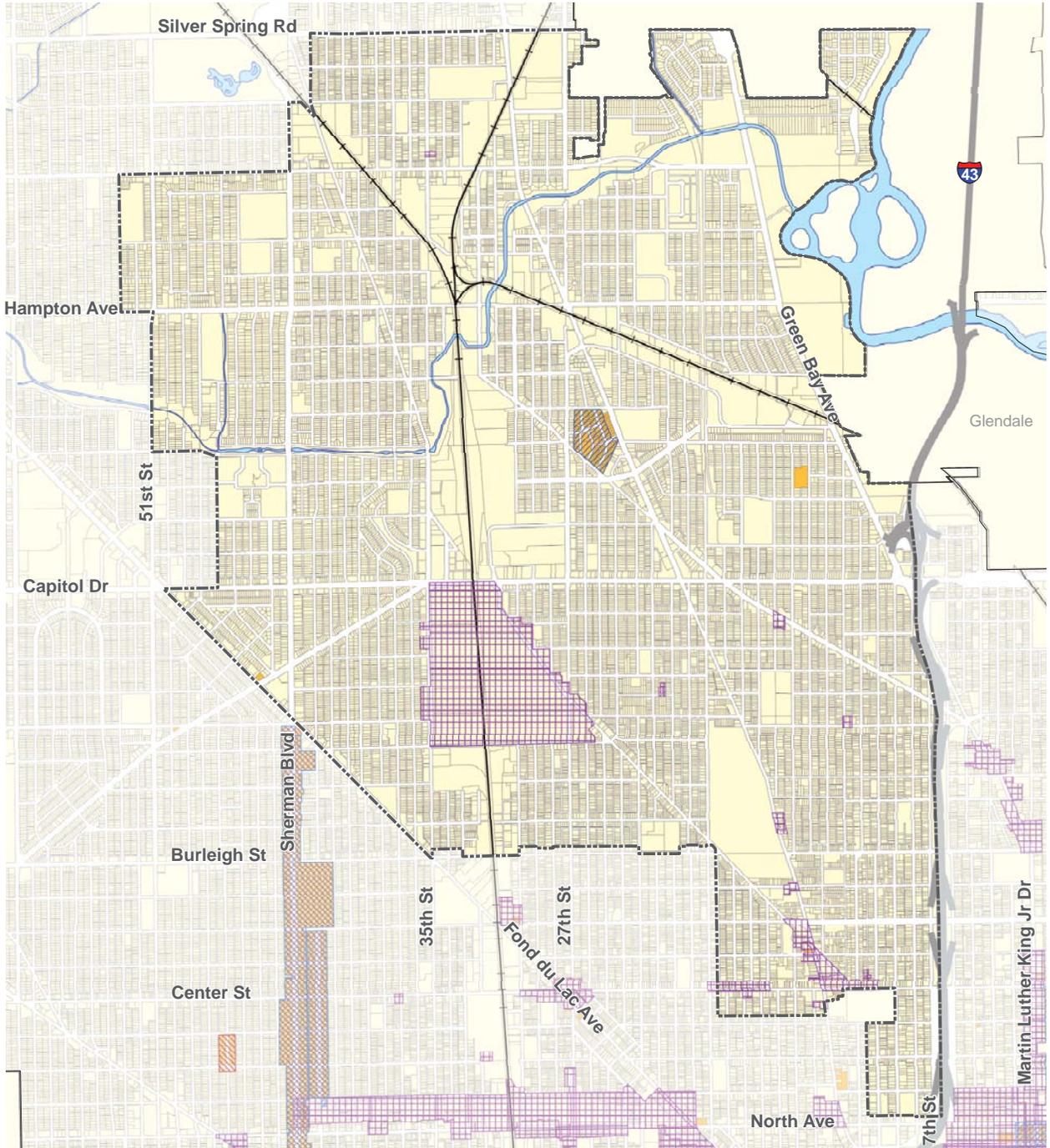
Historic Property

Other Regulatory Districts - Map 7

Illustration of renewal district boundaries, national historic district boundaries, local historic district boundaries, local historic sites and national historic sites. A renewal district is an area designated by RACM as blighted, and acquired by RACM for the purpose of rehabilitation or development. The Near North area has some notable historic features such as the Emanuel Philipp School at 4310 N. 16th Street, an Eschweiler building which was locally designated in 1987. Garden Homes is a State and National Historic District, by architect William H. Schuchardt, and is bounded by W. Ruby, N. Teutonia, N 24th Place, W. Atkinson Ave. and N. 27th Street.



Data source: Department of City Development 2008



Maps of Existing Conditions

Map 8: Near North Side Service Districts and Locations

Service Districts - Map 8

Illustration of police district boundaries, sanitation district boundaries, fire stations and schools.

 Near North Side Comprehensive Plan Boundary

 School

 Public Library

 Fire Station

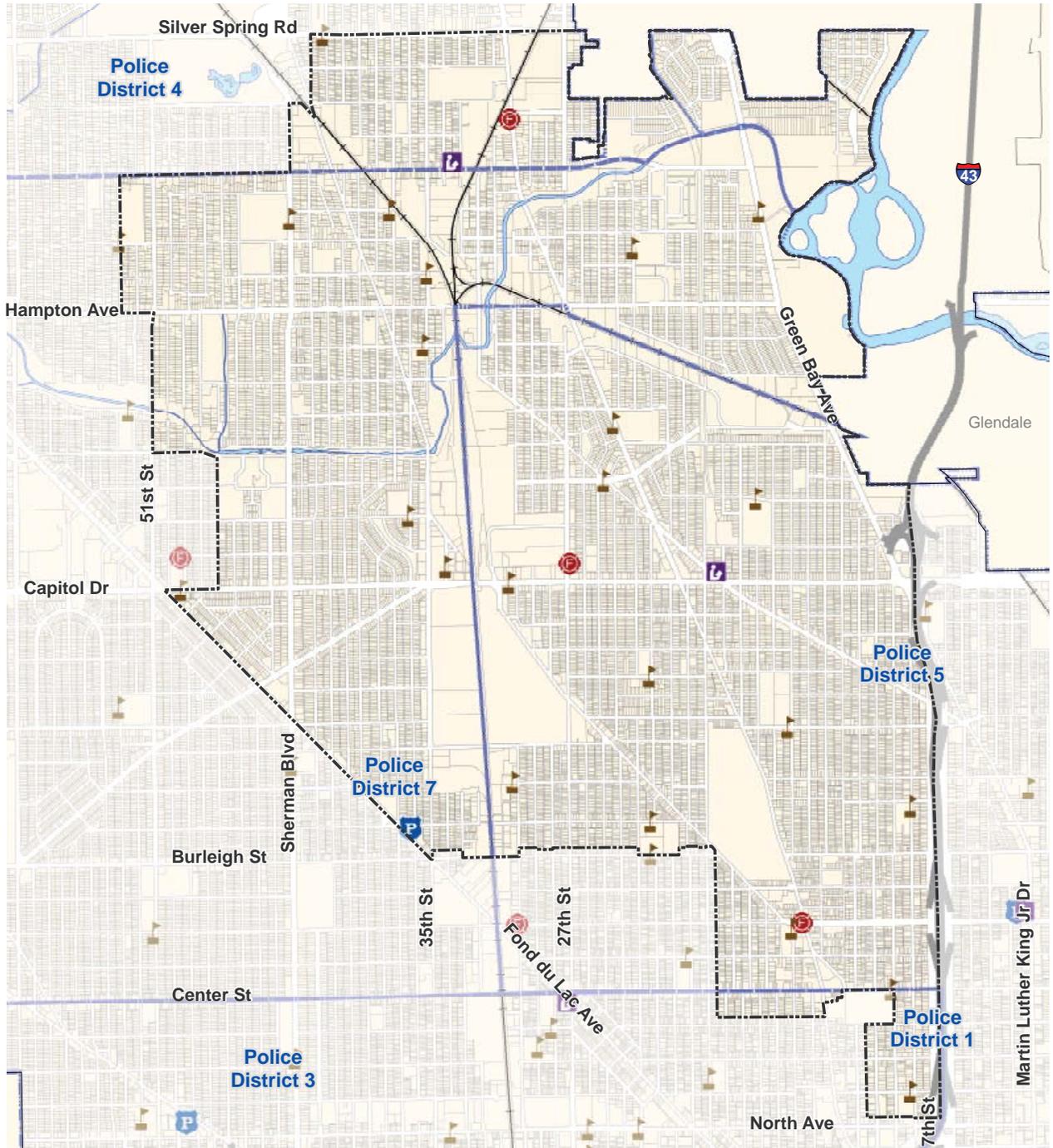
 Police Station

 Police District Boundary

 Parks and Open Space



Data source: Department of City Development 2008



Maps of Existing Conditions

Map 9: Near North Side Streets

 Near North Side Comprehensive Plan Boundary

-  Principal Arterial Freeway
-  Principal Arterial
-  Minor Arterial
-  Collector
-  Local Street
-  Railway

DPW Planned Street Paving

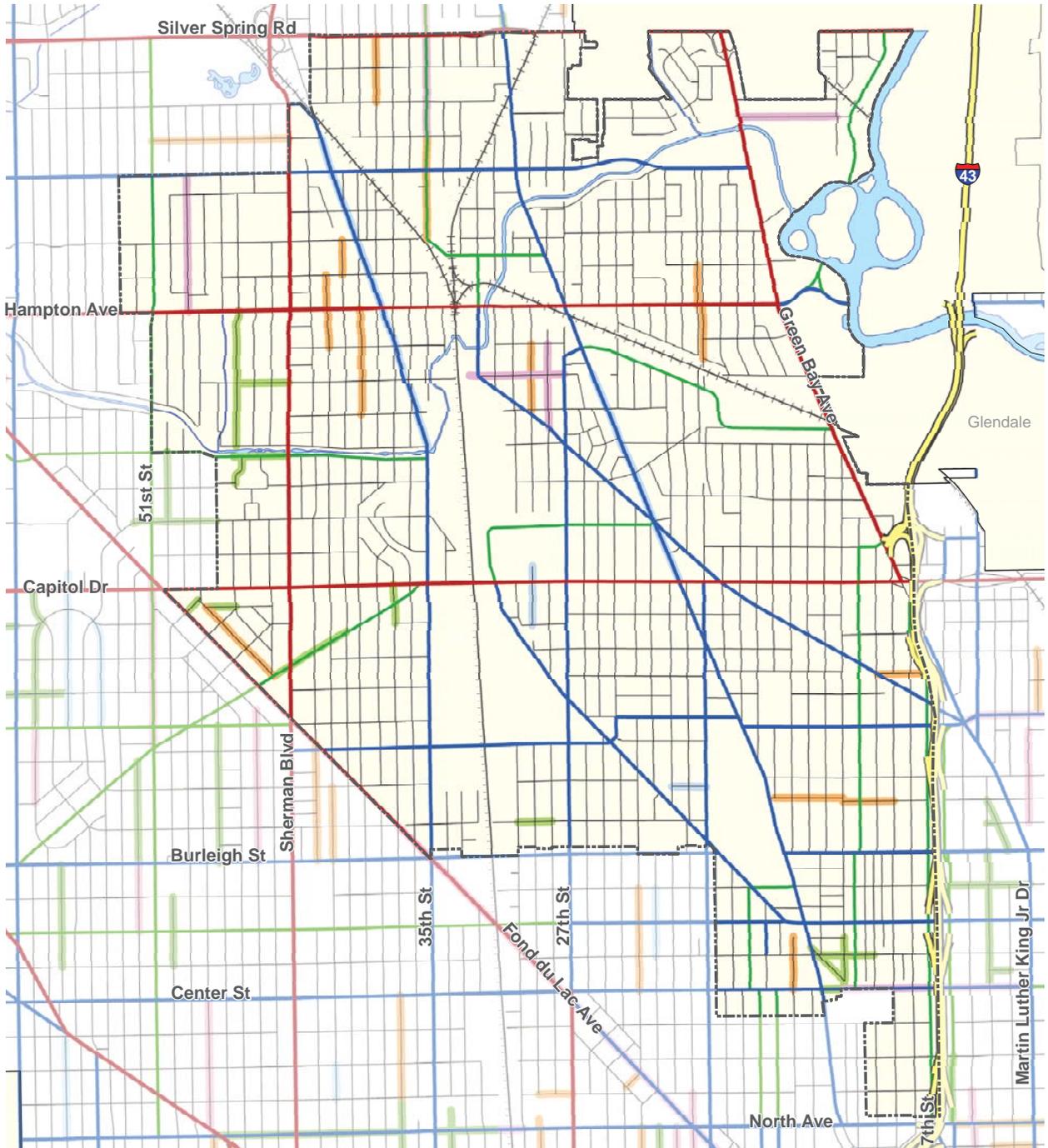
-  2008
-  2009
-  2010
-  2011

Streets - Map 9

Illustration of street classifications, including freeways, principle arterials, minor arterials, collectors, and local streets. This map also illustrates planned street paving projects according to DPW.



Data source: Department of City Development 2008



Maps of Existing Conditions

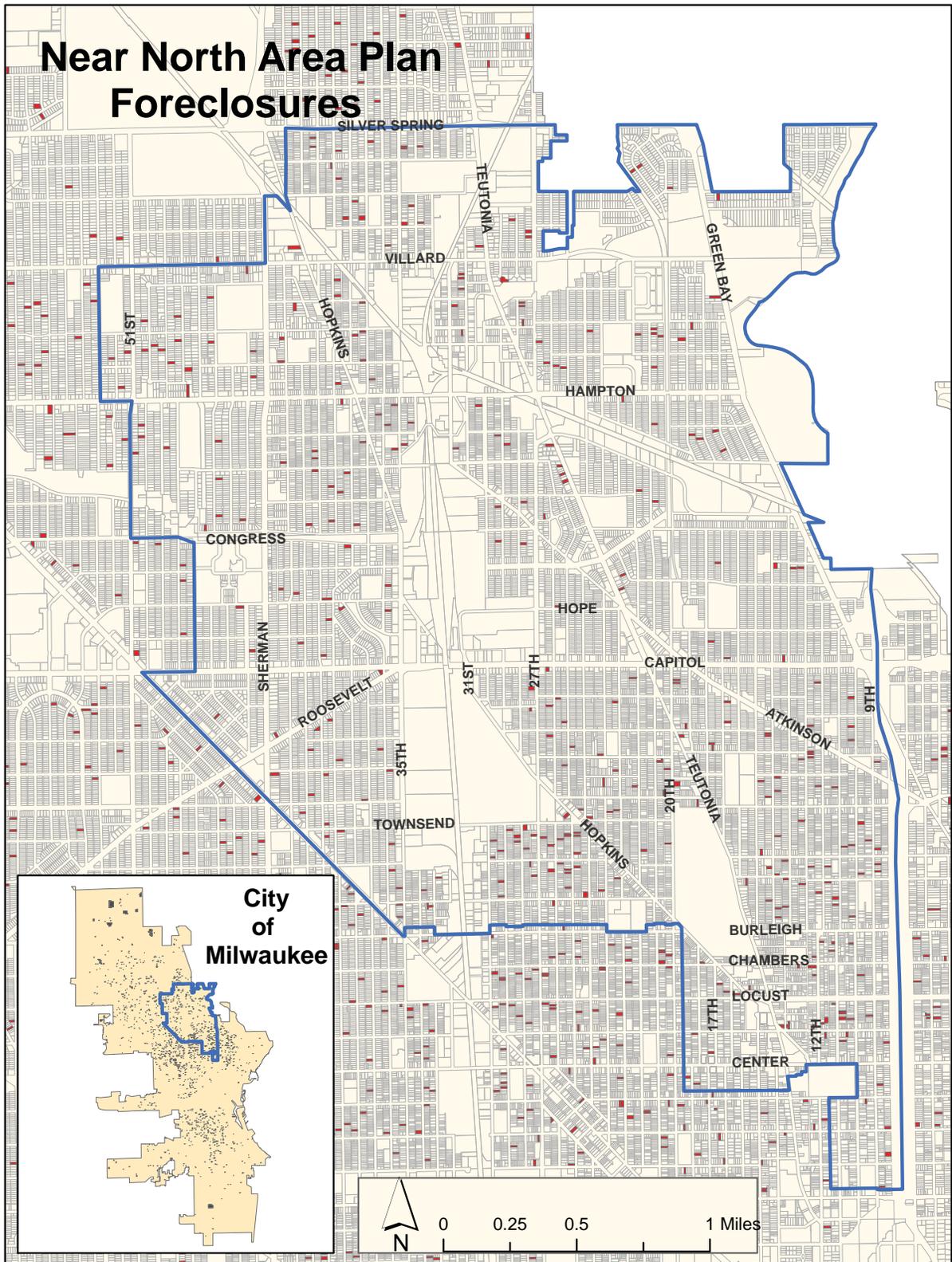
Transit - Map 10

Illustration of Milwaukee County Transit Service (MCTS) bus routes, as of October 2009.

Maps of Existing Conditions

Foreclosures – Map 11

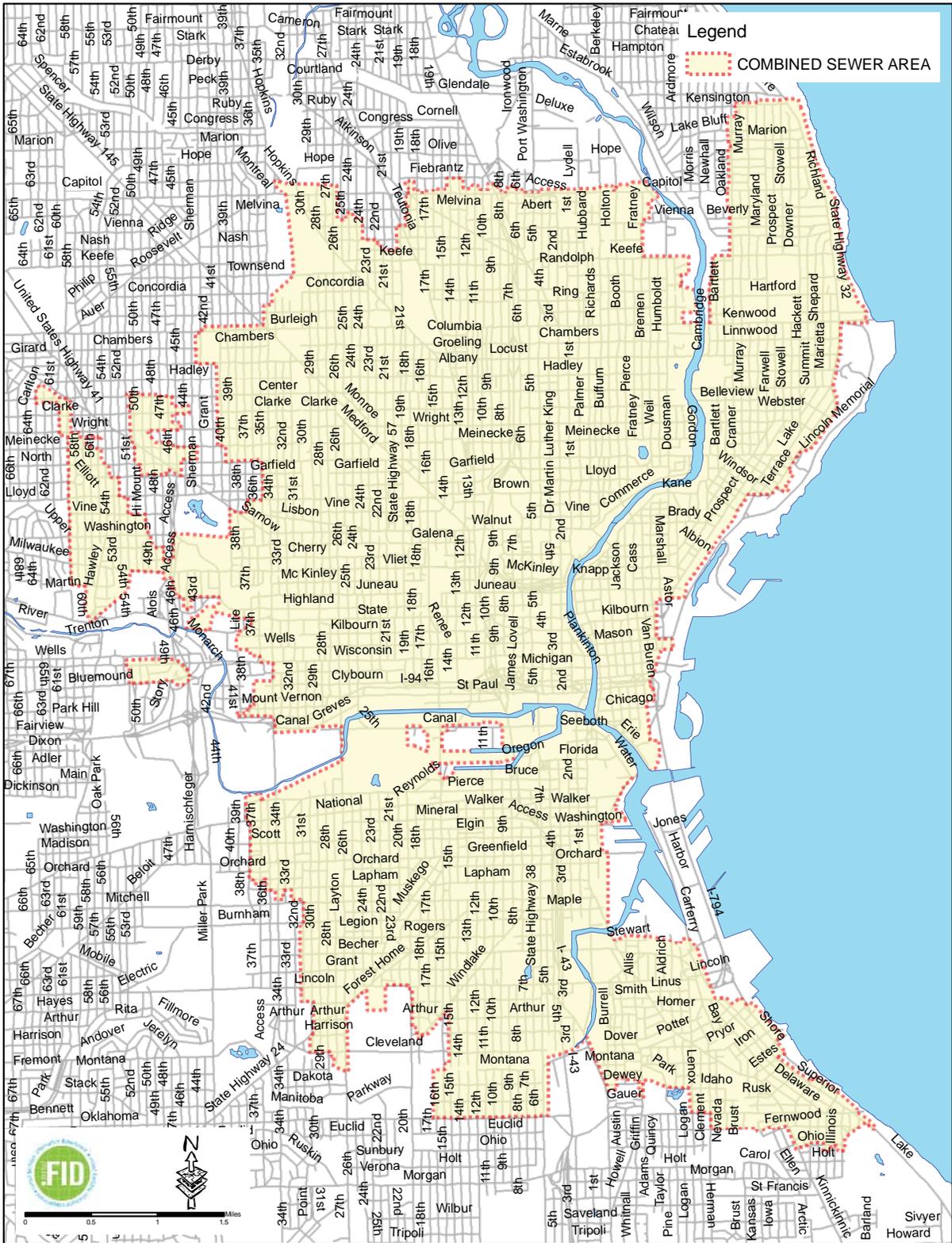
Illustration of foreclosures in the area, as of fall 2009. There are over 330 foreclosed properties in the Near North area as of August 2009. The entire City has approximately 1,665 foreclosed properties, 330 or 20% are located in the Near North Area. The Redevelopment Authority of the City of Milwaukee has taken ownership of several tax delinquent properties in this area. Many of these RACM-owned properties have been on the market for over a year and are not selling.



Maps of Existing Conditions

Combined and Separated Sewer Areas

95% of the Milwaukee Metropolitan Sewerage District uses separate sewers for storm water and sanitary use. The remaining 5% is combined sewers, with one pipe containing both storm water and sanitary sewage. The Near North area has approximately 22% of its land in the combined sewer area and 78% as separate sewers. The separated sewer area is a priority for the City of Milwaukee to address water quality as required by the State of Wisconsin.



Demographics and Market Analysis

Demographics

The Near North population is estimated to have declined almost seven percent since 2000 and just over 16 percent since 1990. This decline has meant that the Near North Neighborhood has lost over 13,000 residents in the past 18 years. Furthermore, Claritas forecasts the population to decline another 4.2 percent or 3,200 residents by 2013.

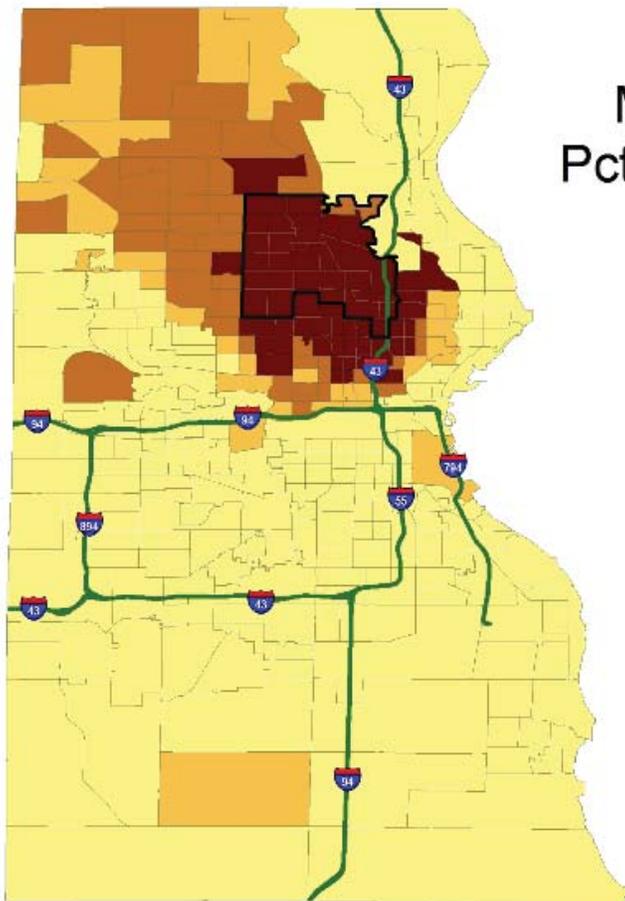
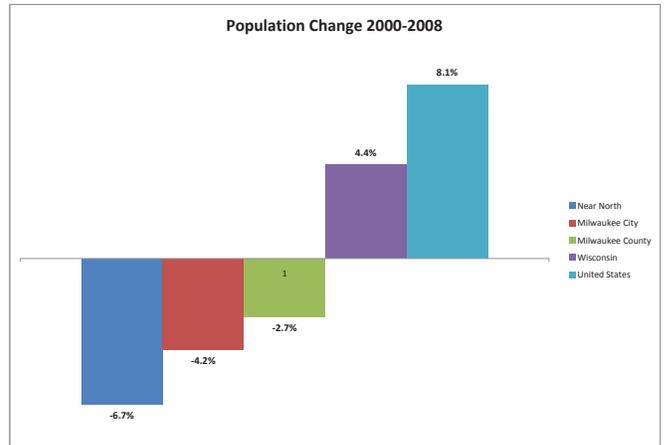
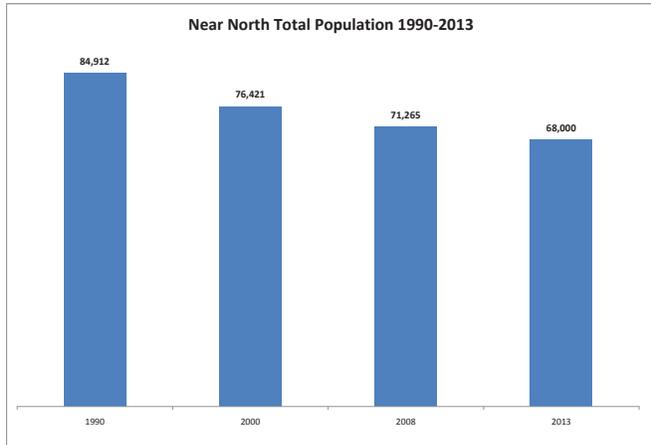
The City and County of Milwaukee has lost population during this time period as well. Population decline in the City and County has not been as steep as the Near North Neighborhood, but the City has lost approximately 56,000 (-9.0%) residents and the County has lost 44,500 (-4.6%) since 1990. At the same time, Wisconsin has grown by almost 14.5 percent adding over 700,000 residents over the same time period. However, following the 2000 census, the population for the City of Milwaukee did experience a slight rise in population.

Race

The Near North neighborhood is a predominantly African-American neighborhood with almost 90 percent of its residents estimated to fall in that racial category in 2008. This rate is more than double the citywide percentage of 40.2 percent of residents being African-American. The African-American population is strongly concentrated in the North-Central to North-Western area of the county. All but one census tract in the Near North neighborhood has a African-American population of at least 78 percent.

Age and Sex

When analyzing the age and gender data two items stand out as unique to the Near North neighborhood. The first is the relatively young age of its residents and the second is the lack of males. The median age of the Near North neighborhood was 29 years in 2008. This is low when compared to the citywide median age of 32 years and the state median of 38 years. However, when looking specifically at males, the differences are even greater. The median age of males in the Near North neighborhood was 25 years in 2008. This is extremely low when compared to the citywide and statewide median ages for males of 34 and 37 years respectively.



Milwaukee County
Pct. of Black Residents
2008

Percentage of Black Residents

- 0% - 15%
- 16% - 47%
- 48% - 77%
- 78% - 98%



Demographics and Market Analysis

Education

Over 60% of residents have graduated from high school, completed some college, or achieved an associate's degree. This indicates a well prepared workforce, ready for employment opportunities. Unemployment in 2000 was 14.5% when the City of Milwaukee had a 6% unemployment rate. With the current economic slowdown, unemployment has increased in Milwaukee, and the Near North area has likely followed that trend.

Although the Near North neighborhood lagged behind on broader benchmarks for High School graduates, they did not fall far behind. The 70 percent High School graduation rate trailed the city's 75 percent rate and the state's 85 percent. When looking at four year and post graduate degrees nine percent of Near North residents ages 25 and higher had a four year college degree and two percent had a post graduate degree. This trails the citywide averages of 19 and six percent and Wisconsin's 23 and seven percent.

Income

The Near North neighborhood had an estimated median household income of approximately \$30,000 in 2008. This was only 58 percent of the statewide median household income of \$51,000. The City of Milwaukee had a median household income 22 percent higher than Near North in 2008 with an estimated \$36,000 per household. The demographics of the area alone do not reflect existing conditions. There are blocks within the Near North that have higher levels of income and education, while nearby blocks have significantly lower levels of income.

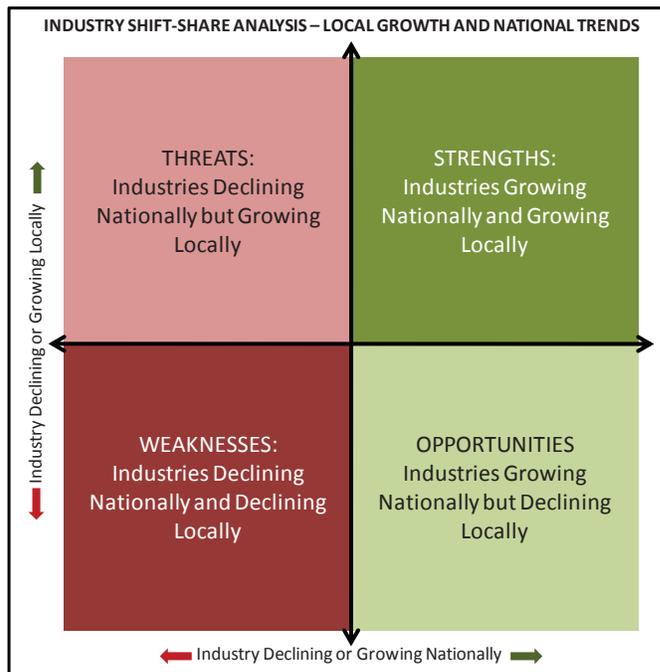
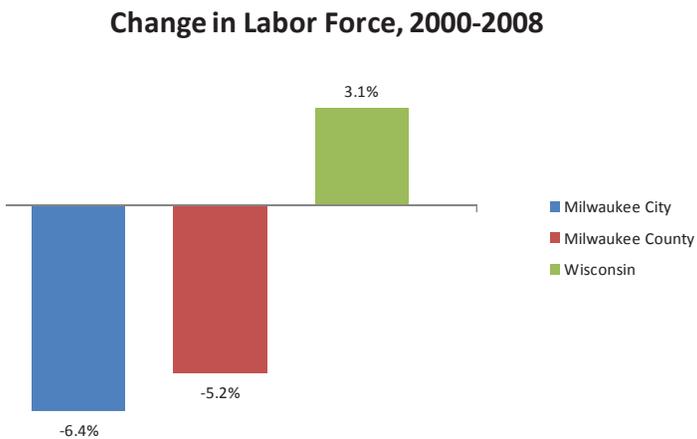
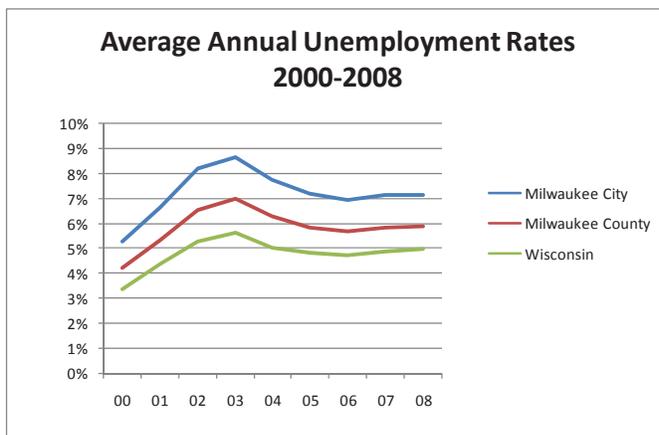
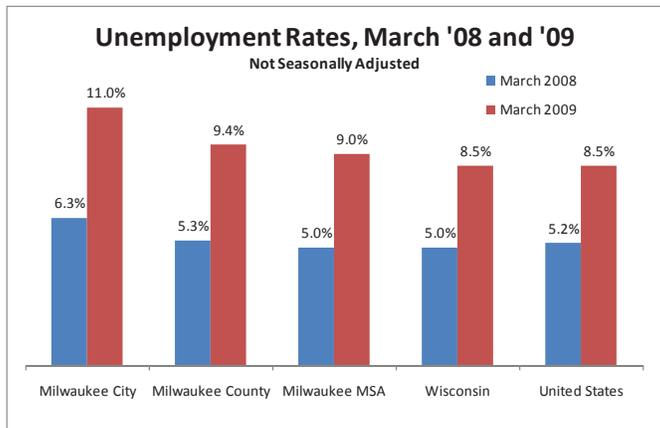
Labor

The employment picture for the City of Milwaukee has changed drastically over the past year as it has much of the nation. The latest unemployment rate(March 2009) for the City is 11 percent. This is nearly double the unemployment rate of the same month a year earlier, 6 percent. All levels of government have seen similar increases, with the County unemployment rate at 9 percent and both the State of Wisconsin and United States recording 8.5 percent rates for the same month.

The largest types of industry/employment (in thousands) in Milwaukee County include Health Care and Social Assistance - 86,000, Manufacturing-58,000, Retail Trade-47,729. The lowest types of industry/employment is the following Utilities-3700, Mining-60, Forestry-10. What is also considerably low include Arts, Entertainment & Recreation-8223, Real Estate, leasing,MGT -7500, Construction -11,860.

Shift Share Analysis

A Shift-share analysis is a measurement of strengths and weaknesses in local employment sectors that can identify areas of strengths to build upon and also areas where a need or area for employment growth exists. The Shift-share reveals some opportunities for the Near North side. Transportation and warehousing, for example, would be a natural fit on selected industrial sites. Existing and underutilized health care facilities represent another opportunity for the area to capture employment in a growing sector. Another opportunity that Milwaukee has tried to seize upon is Professional, Technical, and Scientific Services. This sector has a very low location quotient in Milwaukee County, but the Near North side has attracted and retained jobs in this industry which represent an evolution from the area's manufacturing past.



Demographics and Market Analysis

Retail

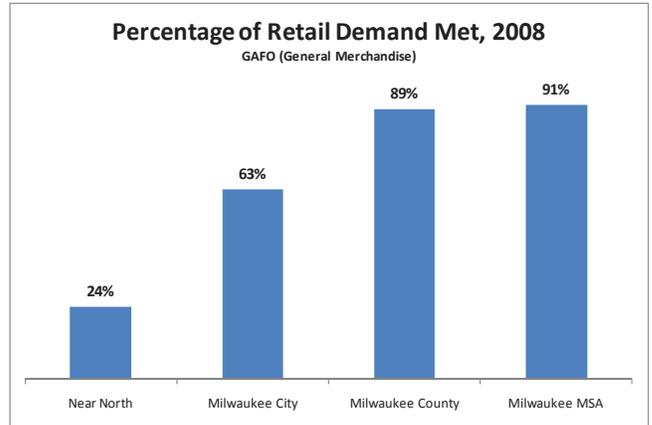
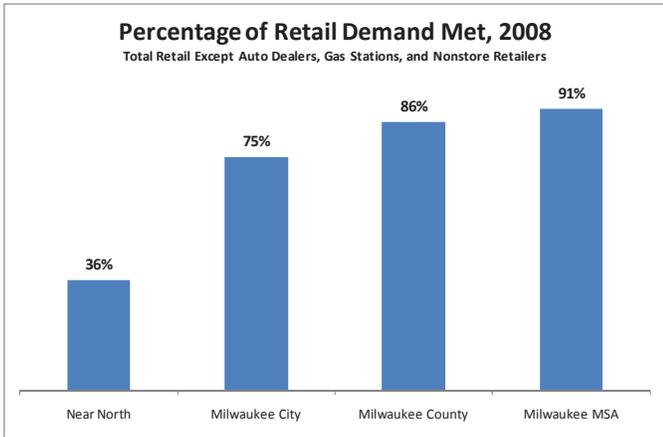
The retail charts that follow will list demand, supply and difference. The demand in the area is based upon income levels and total individuals in the district which demand goods. Since the Near North neighborhood has lower income levels relative to the rest of the region, neighborhood demand will be adjusted by these income levels as well. The supply is the total sales for the area based upon data collected by Nielsen Claritas. When the demand exceeds supply there is extra room for retail merchants to meet this extra demand. If the supply is higher than the demand then, as a general rule, it is assumed that people are coming to shop in the area from other regions causing more sales than expected.

The Near North neighborhood does not meet its retail demand, only accounting for 36 percent of the total demand. In fact, the only major retail category that meets even half of the retail demand for the Near North neighborhood is Food and Beverage Stores. Every other major retail category falls short of meeting even half of the local demand.

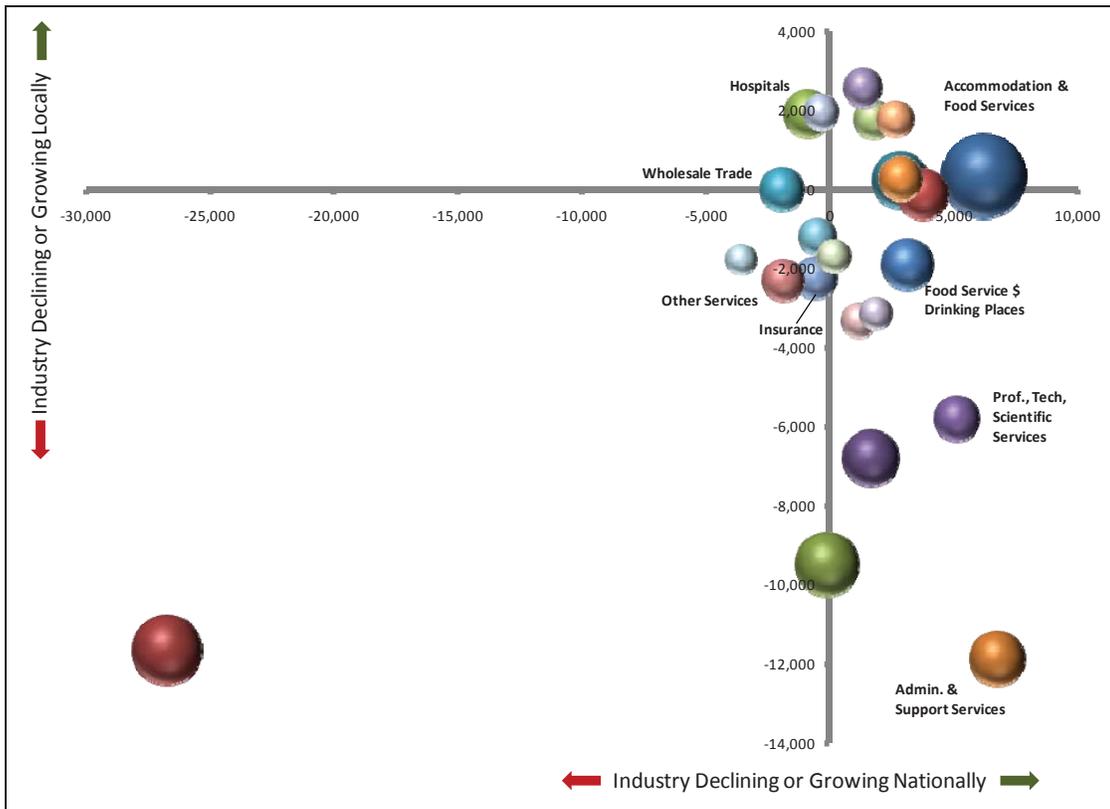
One additional factor is the availability of the Mid-Town shopping center just outside the Near North neighborhood. Many Near North residents shop at this location and it shows up as leakage for the Near North. If this development is included in the Near North dataset, the percentage of local demand met rises from 36 to 58 percent. This retail development needs to be kept in mind when thinking about retail opportunities for the Near North neighborhood.

One final metric is the total amount of retail sales that take place in a region on a per capita basis. This only accounts for sales within each specific region and does not account for sales that are made by residents in another area of the region. The Near North neighborhood lags behind the rest of the regional benchmarks in this category as well. Lower incomes in the Near North give residents less disposable income and the lack of choices in retail as described above both lead to this low amount of sales per capita.

Near North Neighborhood Retail Sales, 2008	Demand	Supply	Difference	Percentage of Demand Met
Food and Beverage Stores-445				
Beer, Wine and Liquor Stores-4453	6,069,549	16,132,903	10,063,354	266%
Clothing and Clothing Accessories Stores-448				
Other Clothing Stores-44819	1,815,958	3,877,052	2,061,094	213%
Sporting Goods, Hobby, Book, Music Stores-451				
Prerecorded Tapes, CDs, Record Stores-45122	1,603,903	2,538,954	935,051	158%
Foodservice and Drinking Places-722				
Drinking Places -Alcoholic Beverages-7224	2,684,379	5,327,913	2,643,534	198%



Shift-Share Analysis- Milwaukee County, 1998-2006



Demographics and Market Analysis

Housing

The housing stock in the Near North neighborhood is quite old relative to the region. According to 2008 data from Nielsen Claritas, the median construction date of area housing stock is 1948. With over half of the housing stock built more than 60 years ago, it is safe to say that there has not been substantial residential development in recent decades. However, this is the case for both the City and County of Milwaukee as well. As the nation went through the recent housing boom, Milwaukee did not participate in it at the same rates as the rest of the state and nation, but not surprising or un-common for older, land-locked communities such as Milwaukee.

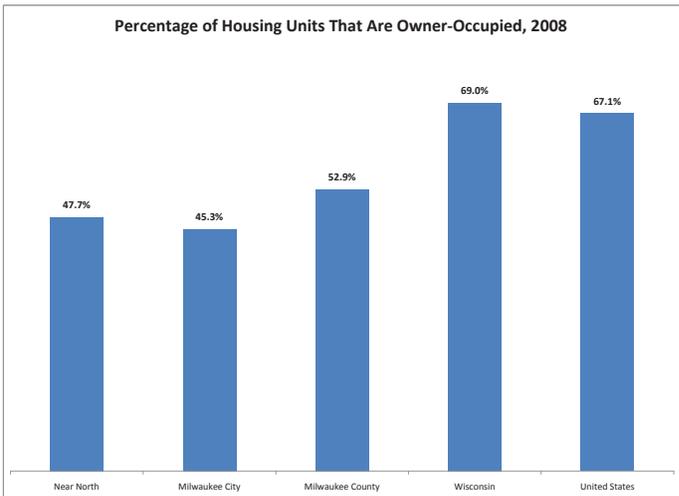
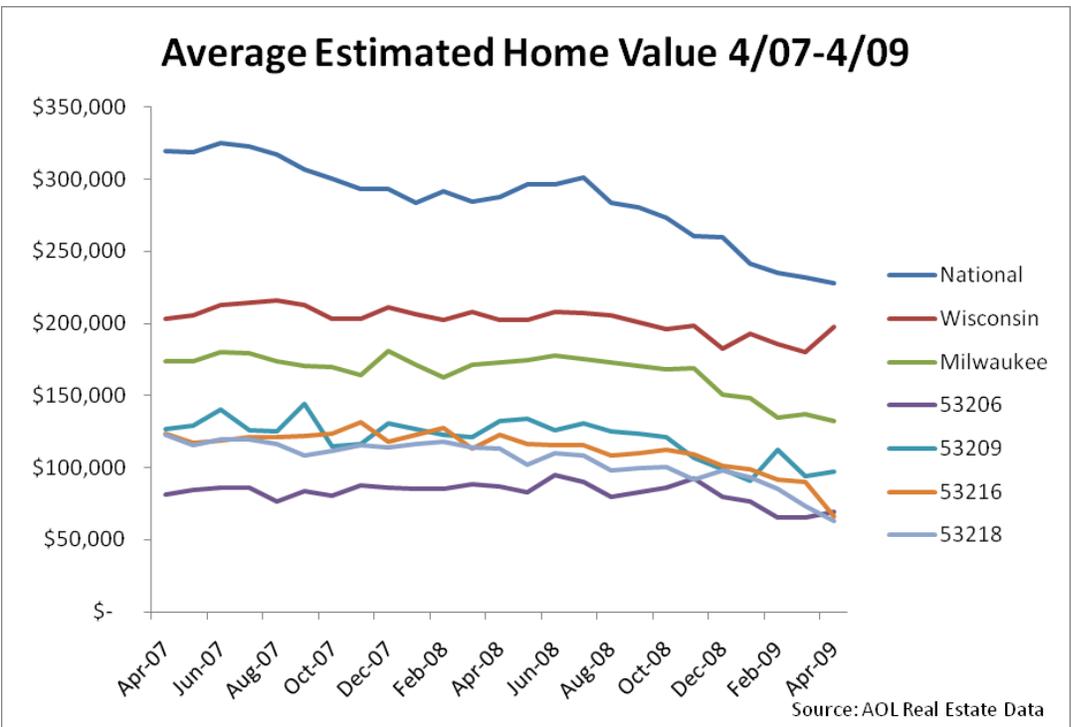
Near North has significantly cheaper housing stock than the rest of the city and county, not to mention the state and rest of the nation. Only in the far southwestern corner of the neighborhood do median housing values rise into six figures. The Near North's housing stock is valued at less than half that of Milwaukee County. During the past year it is safe to assume that all of the prices have declined but only time will tell as to how much and when they will start to rise again.

One dataset on which the Near North neighborhood tracks closely with the city and county is the percentage of housing units that are owner-occupied. Just less than half of the housing in the Near North neighborhood is owner occupied, which is slightly greater than the City of Milwaukee and only modestly lower than Milwaukee County.

The Near North neighborhood's housing stock contains little multi-family development. In fact over 85 percent of the housing units are in structures containing one (attached and detached) or two housing units. This percentage is 15 percentage points higher than the national average. This single family makeup is an interesting characteristic when shown in conjunction with the other statistics in this section. It makes the low housing values stand out even more when one considers the higher percentage of single family homes in the neighborhood. Despite this single family nature, lot sizes are small enough to still promote some density within the Near North neighborhood.

Foreclosures have hit the Near North neighborhood hard over the past year. One search of homes for sale turned up over 1,600 homes for sale in the zip codes making up the Near North neighborhood that were in foreclosure. This accounted for nearly 4 percent of all the homes in those zip codes. This compares to only 2 percent of homes being sold from foreclosure from the rest of the City of Milwaukee. The 53218 zip code has been hit especially hard as their rate of foreclosed homes for sale is double the rate for Milwaukee as a whole. Roughly 35 percent of all foreclosed homes for sale in Milwaukee are located in the four zip codes comprising the Near North neighborhood.

This high rate of foreclosure, combined with the almost non-existent building of market rate housing even through the national real estate boom, limits the probability of any substantial housing development occurring in the Near North neighborhood in the near future. When adding in the declining population base it will be some time before there is a market need for market rate new single-family housing in the area.



Foreclosed Home for sale		
	Number	% of Total
Milwaukee	4796	2.4%
53206	281	4.0%
53209	466	3.6%
53216	405	4.5%
53218	514	4.9%
Near North	1666	4.3%

Review of Prior Plans and Studies

As part of the planning process, at least 15 plans and studies relevant to the Near North area were reviewed and summarized. These plans included those conducted by the City, but also some from community organizations and SEWRPC. Current and previous plan recommendations were taken into consideration as the Near North Area Plan evolved. Below is a comprehensive list of these plans and studies:

- MLG 30th Street ICC Plan
- MLG 30th Street ICC Implementation Plan
- MLG 30th Street ICC Market Analysis
- City of Milwaukee – Department of City Development: Eaton Action Plan
- UW Milwaukee Applied Planning Workshop - Comprehensive Plan Review: 30th Street Industrial Corridor
- SEWRPC 30th Street Corridor Study
- PDI Tower Land Use Concepts
- PDI Villard Plan
- Vandewalle Corridor Economic Asset & Opportunity Analysis – 30th Street Industrial Corridor
- UW Milwaukee Eco-industrial Development – A Planning Guide for the 30th Street Industrial Corridor
- 30th Street Industrial Corridor Land Use Plan
- Tower Redevelopment Public Outreach and Stakeholder Participation
- 30th Street Industrial Corridor Transformation Plan
- Lindsay Heights Neighborhoods Initiative Strategic Plan & Projects

Public Participation

Public participation is essential to bring stakeholders of every kind – residents, business owners, nonprofits, elected officials, to the planning process. Issues are identified and creative ideas begin to form as a direct result of public input. This becomes the basis for the plan and policy recommendations, and helps to establish the implementation process.

Throughout the planning process interviews were used to identify additional plans from area churches, community organizations, Business Improvement Districts, and more. The City of Milwaukee is grateful for the efforts of these organizations.

Public participation events included stakeholder interviews, community surveys, image preference surveys, focus group workshops, informational meetings, public workshops, and a public open house.

Community Survey

A community survey was available during 2008 both on the website and hardcopy stacks located in the plan areas two public libraries, during various public events and participating businesses. Survey questions centered on land use and development issues for the Near North area. There were a total of 227 responses to the survey. More detailed results are in the Appendix, but key findings include:

Background

- 77% of respondents are residents, while 5% own businesses, and 22% own property in the Near North area
- Most respondents (33%) have lived in the area over 20 years
- Top reasons to live in the area include: affordable housing (55%), close to downtown (30%), born / raised in the area (24%), appearance of neighborhood (24%), and neighborhood diversity (23%)
- 90% of respondents are homeowners

Business Factors

- The top challenges facing businesses in the Near North are safety/crime, workforce training / education / schools, and jobs.
- Factors cited which will improve employment and economic development in the area are: jobs, job training, safety / crime, and litter/ trash
- Commercial areas need improvement in: cleanliness of streets / sidewalks, appearance of storefronts, amount of parking, appearance and visibility of signs, types and quality of businesses, appearance of parking lots, streetscape, bus stops and shelters, and police presence / security
- Top businesses that respondents want in the area include: job training center (37%), sit-down restaurant (36%), grocery store (30%), bookstore (25%), entertainment (25%), community center (25%), medical services (24%), bakery (24%)
- Businesses to keep out of the area include liquor stores, taverns / bars, payday loan / check cashing stores
- Most people (76%) drive to go shopping, but 23% take the bus to shop
- The majority of respondents (61%) would like the former AO Smith / Tower site to be used for industrial, while 46% would like retail, 44% prefer office use, 38% want housing, while 34% desire parks or open space

Neighborhood

- When asked to identify what they like best about the neighborhood, most respondents identified a specific place, like a library or church. The next most popular response was people or neighbors, followed by proximity or central location, then affordable housing / housing stock, and close community or neighborhood.

Public Participation

- Items liked least about the neighborhood include crime / safety, conditions (roads, litter, alleys, buildings), followed by absentee landlords and nothing to do for kids.
- 67% of respondents indicate that the Near North area is in worse shape than 10 years ago, but 53% believe the Near North area will be better off 10 years from now

Comments

Open-ended survey questions generated a variety of comments. Some of the comments are listed below.

- Jobs are a must
- Tower Automotive has always been a site that provided livable wage jobs to this community. Redevelopment of that site would help to stabilize the community and attract new businesses to the area
- I like the diversity of the people; housing options, and public transportation
- Less crime would help existing businesses to grow
- Everyone wants the area to improve and be safer
We look out for each other
- Expand or create a healthcare facility and a physical fitness facility
- Reach out to youth. Emphasize the importance of education
- Establish catalytic plans for retail and commercial arterials
- More small businesses with 10-20 employees

Stakeholder Interviews Summary

Stakeholders encompass a variety of people with an interest in the Near North area. This includes residents, business owners, community organizations, nonprofits, elected officials, and other representatives. The list of stakeholders to be interviewed is typically suggested by elected officials and the Contract Management Team (CMT). The stakeholders are asked a series of questions on a variety of topics in the Near North area. The following is a summary of stakeholder comments. Additional stakeholder information is available in the Appendix.

- General community characteristics of any city or community which stakeholders like tend to include: friendly, welcoming, social interaction, clean and vibrant, well-connected with the built environment while offering multi-modal transportation options, mix of culture, economic diversity and connected to nature with ample green space.

Near North specific:

- The stakeholders would like to see more of: jobs, job training, light-industrial jobs, services that generate foot traffic, improved cleanliness and maintenance, health clinic, quality restaurants, well-maintained green space with activities for children, family-oriented entertainment, and urban gardening
- The top three areas of focus: Capitol Drive; Teutonia and Atkinson Ave; and Fond du Lac
- The former Tower site and the 30th Street Industrial Corridor are a catalyst for the Near North area and the entire city. It is essential to create family-supporting jobs, retain successful businesses and encourage expansion, and to include job training and educational opportunities
- Lack of jobs and a prepared workforce are two major economic issues in the area

Public Participation

- Issues of concern include: crime/safety, perception of crime, unemployment, and a lack of accountability and responsibility of ownership
- Not all housing stock or streets are properly maintained, which impacts business investment opportunities
- Offer more things to do for children, whether it's more usable parks, but also more things to do for adults and seniors, which may include indoor recreation facilities

Community Meeting

A community meeting was held early in the planning process to inform local residents, business owners, and other stakeholders about the Near North Area Plan. It also provided an opportunity to solicit issues, opportunities or general feedback about the planning process and the Near North area.

Participants were invited to mark up a map with stickers to identify areas of concern, areas with redevelopment potential, and areas that deserve a special look or photographs by the consulting and planning team. The results of this exercise are summarized in <add NN PAG map and photos and remember to re-label this version for PC >

Image Preference Survey (IPS) Results

The Image Preference Survey (IPS) is a technique to help identify desirable and undesirable attributes of the physical form of the plan area. The survey displays a series of images, ranging from various commercial building types, signage, parking space, and open space, to differing residential types. Participants then rate the images to establish a measure of preference for design characteristics of these features. A group discussion on the desirability of the different characteristics and to clarify what participants liked or disliked about the images.

In March, 2009, a series of IPS sessions were conducted in various locations in the Near North area. A summary of the participants scoring sheets and corresponding images of the highest and lowest ranked images in each category are shown below along with summary comments below.

Residential:

- "With multi-family, you can't control who the tenants are as much as you can with duplexes and townhouses, which also have less parking issues."
- "Parking with garages facing the street could be a problem."

Commercial:

- In response to the typical layout of a large parking lot fronting the street with the commercial building setback behind the parking lot: "You can get out of your car – it is good for business but not good for the neighborhood; could look like a used car lot."
- "Apartment atmosphere is sometimes a problem, especially with multiple levels of tenants above retail."
- In response to a commercial building with a small side setback with moderate scale off-street parking: would fit in with residential areas, not too overwhelming."

Industrial:

- "The idea of art on industrial buildings is interesting."

Institutional:

- "Curved modern architecture, which is good."
- "Open look with use of glass is good architectural context especially when it's not just slapped on a building."
- "Library with apartments would depend on where it's located, would also depend on the right tenants."
- "A library must be user-friendly and invite you in."

Public Participation

Open Space:

- “I like greenery, flowers, and trees but it depends on what is around it – that goes for any open space.”
- “Concern over any open space is maintenance.”
- “Get businesses involved.”
- “Basketball courts are OK but must be maintained and often supervised.”
- “What do we do with teens? NIMBY – they should use schools, clubs, private sector should be involved.”
- “When private sector is involved with maintenance (of parks/greenspace) it’s better and more effective.”

Parking:

- “(Parking) depends on ease of snow removal.”
- “Angle parking is good, you get more cars in the area without more asphalt.”
- “Angle parking is difficult to back out of.”
- “Summer vs winter makes a difference with parking.”
- “Parking structures with ground floor retail or commercial space is a good idea.”

Signs:

- “Neighborhoods have no control over businesses that go into an area, but we can influence the signs – some devalue the neighborhoods...sometimes the signage) says, we’ll take any business.”
- “Signage says something about a neighborhood... affects behavior and how people treat an area – good style of signs says that people in the neighborhood care.”

Bus Shelters:

- “Maintenance of bus shelters is very important.”
- “Any (bus shelter) should be enclosed and well lit.”
- “Tempered glass sometimes encourages people to smash the glass.”
- “Use of technology is good, could it also be used for ads to generate revenue.”
- “(Large ads on a shelter) have safety issues – ads block one side of the shelter entirely – could ads be transparent or silk screened?”

Storm Water:

- “(The large cistern) looks like a big silver missile; could be painted to improve appearance.”
- “Green roof could be a maintenance issue – maybe a contract for a non-profit.”
- “All of the storm water images are a good function.”

Planning Process and Information Gathering



Lowest ranked residential image.



Highest ranked residential image.



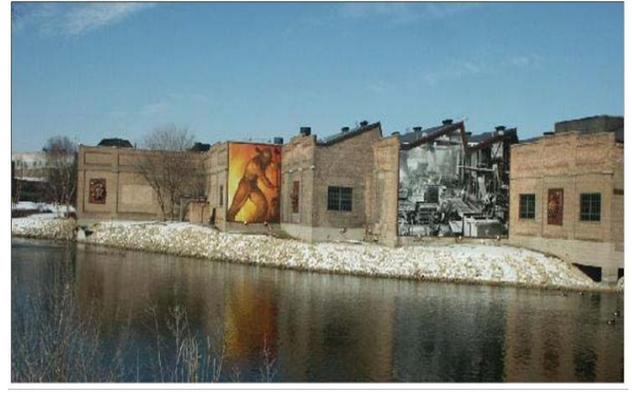
Lowest ranked commercial image.



Highest ranked commercial image.



Highest ranked industrial image.



Lowest ranked industrial image.

Planning Process and Information Gathering



Lowest ranked institutional image.



Highest ranked institutional image.



Lowest ranked open space image.



Highest ranked open space image.



Lowest ranked parking image.



Highest ranked parking image.

Planning Process and Information Gathering



Lowest ranked sign image.



Highest ranked sign image.



Lowest ranked bus shelter image.



Highest ranked bus shelter image.



Lowest ranked stormwater image.



Highest ranked stormwater image.

Public Participation

Focus Groups

Three focus groups were held during April, 2009 each with a different topic of discussion and each with a pertinent gathering of stakeholders and area residents. The subject of each focus group were:

- Retail / business / industrial focus group
- Open space / environment focus group
- Neighborhood focus group

Comments from the focus groups include the following:

- All groups felt that job creation is very important, especially for young people.
- Workforce training and job placement programs are needed.
- Green jobs, like weatherizing homes or brownfield reclamation, would benefit the area.
- There is a shortage of healthcare providers in the area.
- Retailers are not typically attracted to the area, even though their products and services are needed.
- Revitalize Capitol Drive from Teutonia to at least 27th Street.
- Advertising and marketing is needed to raise awareness of local businesses.
- Businesses should hire from the area and be more involved in the surrounding neighborhoods.
- The City of Milwaukee should re-evaluate how it uses tax incremental financing (TIF).
- The City of Milwaukee should enforce building code violations.
- More community centers would allow young people to develop healthy relationships through tutoring, recreation, etc.
- Children and adults need places where they can socialize.
- The Near North area used to be vibrant with entertainment options – residents want the area to be that way again.
- Nonprofits might benefit from collaboration.
- Nonprofits have been providing food, but have seen an increasing need.
- Nonprofits occasionally partner with health organizations to offer health clinics.
- Some of the housing stock is beautiful and should continue to be maintained.
- Yet some areas, typically those with many transient renters, are not well-maintained.
- People want more pride in ownership in their neighborhoods.
- The area could benefit from an interconnected green infrastructure system, which would address storm water issues.
- There is a community perception of lack of well-maintained green space.
- Urban agriculture, like those at Growing Power or Teutonia Gardens, could provide fresh food.
- Pocket parks could be used for children to play, provide urban garden space, or be used for trees, perhaps as an urban orchard.

Public Participation

Community Visioning Workshops Summary

In May, 2009, two Community Visioning Workshops were held to gather public input to the plan goals and vision, and to generate ideas for improvement of districts, corridors, and catalytic projects within the plan area. One workshop was held at the Villard Avenue Public Library and another was at St. Mark African Methodist Episcopal Church.

Three general categories were explored: Neighborhoods / Community, Business / Industrial / Commercial and Environment / Open Space. A summary of each topic as discussed during the workshop are below:

Neighborhood

- The heart of the community is typically viewed as Teutonia & Capitol, which is consistent with Mr. Perkin's and Lena's being favorite places
- Landscaping, pedestrian promenade retail area, transit, medical services, sit-down restaurants, business development, facilities for an aging population, and more, were mentioned as desired to make the neighborhood more enjoyable
- Suggested neighborhood catalytic projects, large or small, include: housing and assistance for ex-offenders; recovery/ treatment facilities; group homes for young single mothers; medical services and facilities; green technology / small industry/ research and development; YMCA/ community center; greener homes/ weatherization; community theater; street repairs; alternative energy generation; schools integrated into the neighborhoods; restored streetcar service; a new middle school near Rufus King; clean, safe, and well-lighted streets, sidewalks, and alleys; additional parks, swimming pools, pocket parks in vacant lots; community gardens; and additional police presence and visibility.

Business / Commercial / Industrial

- Suggested uses for the 30th Street Industrial Corridor and the former Tower Automotive site are:
 - Establish a learning campus offering a variety of training programs, perhaps partner with a university or college
 - Clean, light, green industry and business
 - Small retail shopping area
 - Health care
 - Mixed use rails and trails
- Suggested uses for the former St. Michael's site are: health care (hospital, walk-in clinic, dental); addiction and recovery counseling; assisted living or senior housing; big-box type retail; job training (health care, assembly, clerical)
- Jobs identified that would be good for the neighborhood include: computers / information technology; light industry / manufacturing / assembly; research and development; family and parenting skills; education / non-traditional students; retail sales; medical, dental technicians; healthcare; professional trades (carpentry, plumbing, mechanics, landscaping, construction); business administration; food service; home improvement; and security.
- Catalytic projects to help bring jobs to the area include: establish a learning and job training campus in the 30th Street Corridor/ Tower site; increase police presence; re-use the Astronautics building for job training; re-establish a hospital or medical facility at St. Michael's Hospital site; develop small, green businesses; create partnerships between nonprofits and for-profits; skills, education for non-traditional students; businesses along Burleigh; additional computer training offerings at the public libraries; tax incentives; small shopping areas/ retail anchor; a shopping promenade with restaurants and cafes; Trek DreamBikes; community theater in a restored building

Public Participation



Environmental

- Suggested activities to generate greater use of parks and open space include: additional and better maintained restrooms; tot lots, playgrounds, wading pools and swimming pools; basketball and tennis courts; Little League and soccer; pocket parks and community gardens; trails; music in the parks; a park in the 30th Street corridor; additional police presence / substation; pavilions or indoor space for cold weather activities; ice / roller skating; and dog parks.



National Precedent Project Review

Nationally-recognized successful projects and programs were examined for relevance to the economic, environmental, and neighborhood issues identified during the Near North planning process. Locally, Milwaukee has several organizations, programs, neighborhood groups, and initiatives that illustrate best practices related to community wide programs. This study of planning precedents is simply intended to highlight the national best practice examples in hopes that some existing programs can be expanded or new programs created to replicate successful efforts in the Near North area.



Sustainable South Bronx New York, New York

Sustainable South Bronx (SSBx) is a community organization dedicated to Environmental Justice solutions through innovative, economically sustainable projects informed by community needs. In 2001, SSBx was created to address policy and planning issues in land use, energy, transportation, water, waste, education, and design and manufacturing.

The Hunts Point neighborhood in the South Bronx is one of New York City's last remaining industrial areas. The neighborhood has numerous assets, including a waterfront location on the Bronx and East Rivers, proximity to Manhattan, the economic engine of the Hunts Point Food Distribution Center (the second largest in the world), new City led development projects, waterfront parks, and a strong local organizational infrastructure. It also exhibits one of the highest poverty and unemployment levels in the city, with poor community health, noxious uses and commercial traffic, substance abuse, and prostitution.

Caught in the middle of these pressures are approximately 11,000 residents who have been neglected and under served by the neighborhood's local economy. The one-square mile area of Hunts Point is bound by the Bruckner Expressway to the north and west, and the Bronx and East Rivers to the south and east. The 1970s and 1980s witnessed severe deterioration in property and living conditions, and only in the late 1990s and 2000s has the neighborhood begun to receive the attention that it requires to revitalize. SSBx has a strong history of working for the betterment of the community. Since 2001, SSBx has enjoyed success and recognition on a local, regional, and national level with utilization and coordination of some of the programs administered by SSBx and SSBx staff which include:

- Education & Outreach- Educating the community about environmental concerns, and educating the public and private sector on how to mitigate the pollution and waste in the community.
- Youth Program (LIFT)-Programs intended to both train and prepare youth for community building through environmental practices, clean up, and ownership, and overall sense of community pride

- Smart Living-Understanding the ways in which we live and how one can improve using sustainable practices, healthy foods, healthy living, and social solidarity
- Vocational Training (Green Jobs)- Preparing youth and young adults for the green economy through training, education, and preparation.
- Bronx Environmental Stewardship Training (BEST) is one of the nation's first and most successful green-collar job training and placement programs that caters largely to residents on public assistance and formerly-incarcerated. Students can graduate from the 16-week program with several certifications (hazardous material cleanup, green roof installation, ecological restoration, urban forestry, and landscaping) as well as job readiness preparation. To date, over 80 percent of students are employed, and 15 percent have gone on to higher education.
- In 2005, Sustainable South Bronx installed the first Cool and Green Roof Demonstration Project atop their offices in the historic American Banknote Building.
- The Bronx Recycling Industrial Park is a proposed eco-industrial park where businesses use and recycle others' waste products, reducing waste creation while creating green-collar job opportunities.
- South Bronx Greenway is a community-led plan and feasibility study for a bicycle/pedestrian greenway along the South Bronx waterfront, providing open space, waterfront access, traffic calming measures, safe public space to encourage physical activity, and opportunities for mixed-use development. \$30 million has been secured for greenway related projects.
- Sheridan Expressway Redevelopment plan to remove highway, provide access to newly restored Bronx River, and redevelop space to include parks, affordable housing, and community-positive economic development including 900-1200 housing units, 200,000 SF of school and community space, 90,000 SF of local retail



Harlem Children's Zone Harlem, New York

Called "one of the most ambitious social-service experiments of our time," by The New York Times, the Harlem Children's Zone® Project is a unique, holistic approach to rebuilding a community so that its children can stay on track through college and go on to the job market.

The goal is to create a "tipping point" in the neighborhood so that children are surrounded by an enriching environment of college-oriented peers and supportive adults, a counterweight to "the street" and a toxic popular culture that glorifies misogyny and anti-social behavior.

In January 2007, the Children's Zone® launched its Phase 3, expanding its comprehensive system of programs to nearly 100 blocks of Central Harlem.

The HCZ pipeline begins with The Baby College®, a series of workshops for parents of children ages 0-3. The pipeline goes on to include best-practice programs for children of every age through college. The network includes in-school, after-school, social-service, health and community-building programs.

For children to do well, their families have to do well. And for families, to do well, their community must do well. That is why HCZ works to strengthen families as well as empowering them to have a positive impact on their children's development.

HCZ also works to reweave the social fabric of Harlem, which has been torn apart by crime, drugs and decades of poverty.

The two fundamental principles of The Zone Project are to help kids as early in their lives as possible and to create a critical mass of adults around them who understand what it takes to help children succeed.

The HCZ Project began as a one-block pilot in the 1990s, then following a 10-year business plan, it expanded to 24 blocks and then 60 blocks. The goal is to serve 15,000 children and 7,000 adults by 2011. The budget for the HCZ Project for fiscal year 2009 is over \$40 million, costing an average of \$3,500 per child.

Like all HCZ programs, those of the HCZ Project are provided to children and families absolutely free of charge, which is made possible by the support of both federal, state, local, and private funding. Harlem Children's Zone, Inc. has experienced incredible growth - from the number of children we serve to the breadth of our services. But one thing has stayed the same: the agency's "whatever it takes" attitude when it comes to helping children to succeed.

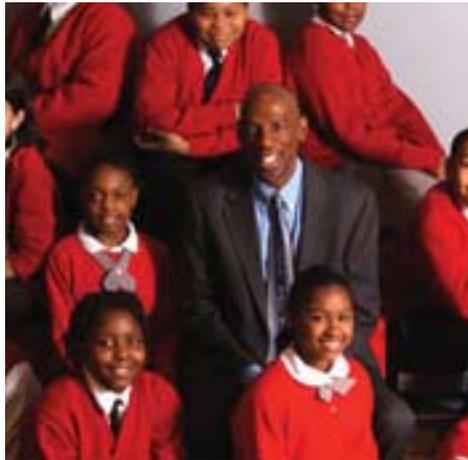
In the late 1990s, HCZ ran a pilot project that brought a range of support services to a single block. The idea was to address all the problems that poor families were facing: from crumbling apartments to failing schools, from violent crime to chronic health problems.

It created a 10-year business plan, then to ensure its best-practice programs were operating as planned, HCZ was in the vanguard of nonprofits that began carefully evaluating and tracking the results of their work.

In 1997, the agency began a network of programs for a 24-block area: the Harlem Children's Zone Project. In 2007, the Zone Project grew to almost 100 blocks and served 7,400 children and over 4,100 adults.

Over the years, the agency introduced several efforts: in 2000, The Baby College parenting workshops; in 2001, the Harlem Gems pre-school program; also in 2001, the HCZ Asthma Initiative, which teaches families to better manage the disease; in 2004, the Promise Academy, a high-quality public charter school; and in 2006, an obesity program to help children stay healthy.

Under the leadership of its President and CEO, Geoffrey Canada, HCZ continues to offer programs that are aimed at doing nothing less than breaking the cycle of generational poverty for the thousands of children and families it serves. All HCZ programs are offered free to the children and families of Harlem.



Philadelphia Green Strategy Philadelphia, PA

As we entered the new millennium, the Pennsylvania Horticultural Society unveiled a “Green City Strategy” for Philadelphia. Based on the 30-year work of PHS’s Philadelphia Green program, the Strategy is a distillation of extensive experience in reclaiming vacant land, community greening, and long-term landscape management. Rooted in the premise that open spaces are essential to the viability of the city, the Strategy calls for a significant investment in Philadelphia’s green infrastructure as a tool for revitalization.

“The Green City Strategy considers greening as fundamental, not only in any serious effort to improve the quality of life in Philadelphia, but also for the city’s economic development,” says J. Blaine Bonham, Jr., executive vice president of PHS. Indeed, research from Chicago, Los Angeles, and St. Louis shows that housing values, home ownership, and median household income all increase when there is close proximity to green spaces, while violent crimes and property crimes decrease. Investing in a greener city promises other benefits as well, according to Patrice Carroll, metropolitan initiative coordinator for the USDA Forest Service, Northeast Area. “Studies show that greening—especially in high-density areas like Philadelphia—offers a broad range of social and environmental benefits as well, including stress reduction and improved air quality,” she says.

The Green City Strategy includes a considerable effort to address the problem of Philadelphia’s burgeoning amount of vacant land, which contributes to the downward spiral of blighted neighborhoods. It calls for clearing vast amounts of trash and debris from untended land and transforming it into clean, usable spaces that can attract new development or become permanent open space. It promotes the enhancement of community gardens, neighborhood parks and gateways, and commercial corridors, as well as beautifying communities with colorful containers and offering horticultural education and training opportunities. PHS proposed specific projects for fiscal year 2004 that will dramatically improve the appearance of selected neighborhoods. The components of this initial phase of the Green City Strategy reflect key priorities for NTI, a three-pronged approach that includes: concentrated greening in six target areas, community-based vacant land maintenance, and citywide greening projects.

The work completed so far demonstrates that greening can yield dramatic results and conveys the message that the city is serious about its mission of neighborhood transformation. The immediate visual improvements bring hope to residents of formerly blighted areas and help build support for investment in the city’s green spaces.



Fuller Park Community Development Corporation Chicago, Illinois

The Fuller Park Community Development Corporation's mission is to address housing, education, and environmental issues that have contributed to the community's legacy of poverty, illiteracy, and general state of disrepair. A principle goal of the FPCDC is to equip disadvantaged Chicagoans with the information, education, and skills necessary to move out of poverty. In addition to running a community food pantry, distributing over 500 pounds of food weekly to Fuller Park residents, projects and programs include:

Housing

Provide affordable housing, facilitate tenant and community meetings, and house a Local Housing Resource Center (HRC) for Chicago's Department of Housing. The HRC promotes community empowerment and neighborhood development without displacement of residents, provides technical assistance to area residents for city family programs, and provides assistance to local homeowners in loan document preparation. The HRC also creates and manages affordable housing and intervenes in predatory lending and the demolition of viable housing stock to create more affordable housing.

Train local residents how to establish tenant associations, aid in building management, and build/maintain block clubs.

Education

Reduce unemployment, illiteracy, and lack of technology in the neighborhood through family literacy, life skills, Pre-GED, computer literacy, and construction trade skills training at the South Point Academy Community Adult Learning Center. Property Maintenance trainees acquire basic skills in carpentry, electrical, plumbing, heating, drywall, decorating, and janitorial services.

Environmental

The Eden Place Nature Center, a simulated nature preserve of bio-diversified wetland, prairie, and woodland systems, is dedicated to educating community children and parents about their living environment and how to protect against indigenous pollutants, and hazards. Multimedia, presentations, and science, writing, and art classes are provided in an outdoor setting.



Re-Imagining a More Sustainable Cleveland Cleveland, Ohio

The City of Cleveland initiated a planning effort to positively reuse approximately 3,300 acres of vacant land and 15,000 vacant buildings to create opportunities for all people, fair access to resources, make a commitment to healthy places for children, and use ingenuity to capitalize on these neighborhood assets. Program goals include:

- Vacant properties should provide an economic return, a community benefit, and/or an enhancement to natural ecosystems.
- Future plans should incorporate stormwater management, soil restoration, air quality, carbon sequestration, urban heat island effects, biodiversity, and wildlife habitat.
- Remove risk to human health and the environment from environmental pollutants, either with targeted remediation projects or with long-term incremental strategies.

Recommendations for vacant land reuse include:

- Green infrastructure network, including expansion of parks and natural areas, linkages between green space amenities within the city and region, and community gardens within ½ mile of every Cleveland resident.
- Ecosystem restoration to manage stormwater, reduce urban heat island effects, enhance biodiversity, and remediate contaminated sites.
- Productive landscapes as an economic development strategy, including local food production, capture and reuse of rainwater, community composting facilities, and local energy generation.

Planning Process and Information Gathering



Uncommon Ground Chicago, Illinois

Uncommon Ground (www.uncommonground.com) operates a community-based restaurant that advocates the principles of a “Farm to Table Mentality”; local, sustainable, and organically produced food; and contributing to the community in which the business is located. Through the Uncommon Ground Rooftop Farm, the restaurant shows its commitment to a long-term organic gardening program as a model for other rooftop gardens and farms in the urban environment.

Chicago’s first certified organic rooftop farm features 2500 square feet and 640 square feet of organic soil that produces various peppers, tomatoes, beans, corn, and other produce for use in the restaurant cuisine. Two beehives produce more than 40 pounds of honey annually. The rooftop also includes five solar panels that heat 70 percent of the restaurant’s water to 160 degrees, hot enough for the commercial dishwashers.

The restaurant also provides programming and events including:

- A monthly Eco-mixer, which promotes eco-awareness and networking, features local environmental organizations, and promotes the product of a local farmer or producer.
- Volunteer events providing practical training in building urban farm facilities.
- Urban agriculture classes for the local Waldorf school 3rd graders.
- Used vegetable oil supplied to Loyola University’s Environmental Science Department.
- Weekly Farmer Fridays Farmer’s Market including local musicians and artists.
- Tables made from reclaimed wood from nearby Jackson Park and designed by local furniture makers.
- All 28 rooftop planter boxes designed and built by local craftsmen.
- Restaurant walls feature paintings by local artists.



Chicago Center for Green Technology Chicago, Illinois

The Chicago Center for Green Technology (CCGT) is a model for sustainable design that minimizes environmental impacts, maximizes resource utility, and demonstrates adaptive reuse of a former industrial site. As the owner of the CCGT, the Chicago Department of Environment maintains an educational center where visitors can learn about the practical technologies that make up a high performance green building, and also offers free weekly public education seminars. Tenants of the CCGT are committed to environmental issues: Greencorps Chicago is a community gardening and job training program, and WRD Environmental is an urban landscape company.

After taking control of the site in the late 1990s, the City spent \$9 million to remove 600,000 tons of waste concrete and remediated the site and prepare the vacant building for renovation as the City's first LEED-Platinum high performance building and site redevelopment. Site features include:

- Three photovoltaic arrays on the roof, window awnings, and parking structure generate 45% of annual energy needs.
- Passive solar practices help minimize the building's energy consumption for winter heating and lighting.
- Smart-lighting systems and motion sensors automatically adjust lighting.
- A water management system reduces the volume of stormwater runoff to Chicago's combined sewer system by 50% and stores rainwater to supplement the site's landscape irrigation needs.
- A green roof captures and cleanses rainfall.
- Four 12,000-gallon cisterns collect runoff from the roof, storing it for future landscape irrigation needs.
- Roof downspouts direct rainwater into landscaped areas rather than into the city sewer system.
- Bioswales and constructed wetlands further infiltrate and purify rainwater runoff.
- Ground-source (aka 'geothermal') heating and cooling reduce demand for more polluting sources of energy.
- Bike racks, showers, and proximity to public transportation reduce use of cars and vehicle emissions.
- 40% of renovation materials were produced within 300 miles, reducing vehicle emissions produced in transport.
- Use of native plants reduces the need for chemical fertilizers and pesticides and irrigation and provide habitat for native insect and bird species.
- Greater than 40% of the building materials used in renovation were made from recycled materials.



Chicago Center FOR Green Technology



The Green Exchange Chicago, Illinois

The Green Exchange (www.greenexchange.com) is an adaptive reuse of a former lamp factory into a mixed-use business and residential complex committed to the “triple bottom line” of environmental sustainability, profit and positive social impact. The 272,000 square foot concrete building, which is designed to achieve LEED-Platinum certification, will house more than 100 green businesses offering a unique collection of leading edge products and services to the environmentally conscientious consumer. In aggregating numerous green businesses under one roof, the Green Exchange aims to establish a synergistic environment where tenants not only partner in developing clean and green products and services, network and share ideas and best practices, and to benefit from the broad access to an eco-conscious client base. Features of the facility include:

Access and Transportation

- I-Go car-sharing service on-site
- Priority parking for low-emission vehicles
- Bike room and showers
- Access to public transportation, Interstate 90/94, and 10 minutes north of downtown Chicago

Energy Efficiency and Renewables

- Solar thermal panels providing domestic hot water
- High efficiency HVAC system reducing building energy use by 22%
- Energy efficient windows permit natural lighting and reduce energy use
- Escalator adjusts speed with occupancy sensors, using 30% less energy
- State-of-the-art recycling system with sorting capacity on all floors

Stormwater and Water Use

- 41,329-gallon cistern stores stormwater for irrigation
- 8,000 square foot organic sky garden and green roof gathering space also absorbs rain water

Indoor Air Quality

- Low-VOC paint and stains used throughout building
- Indoor air quality monitored and controlled on all floors with high efficiency filters and air quality sensors



Green for All Oakland, California

Green for All (www.greenforall.org) is a national organization dedicated to building an inclusive green economy through green job creation, job training, and entrepreneurial opportunities in disadvantaged communities. Strategies for achieving this mission include:

- Facilitating connections between activists and advocates, organizations, policymakers, practitioners, and business, labor, and community leaders
- Raising public awareness on potential of green-collar jobs to transform the economy, curb global warming, and reduce poverty
- Leveraging best green practices and policy into model programs and legislation
- Provide technical assistance to mayors and community groups to implement local green-collar job initiatives

Projects and Programs

- The Green Jobs Act of 2007 authorized \$125 million annually to create the Energy Efficiency and Renewable Energy Worker Training Program to identify needed skills, develop training programs, and train workers for jobs in range of industries.
- Green-Collar Cities, an initiative among leaders and practitioners in five cities, establishes laboratories for creating local green jobs policies, programs, and actions to be applied throughout the country.

- The Local Government Green Jobs Pledge, a partnership between the Apollo Alliance, Center for American Progress, and ICLEI-Local Governments for Sustainability, calls on city and county leaders to commit to building a green economy. The U.S. Conference of Mayors and 20 cities and counties have since signed on to the pledge.
- The Green for All Academy equips future leaders with communication skills necessary to involve disadvantaged communities with green jobs and climate protection. Academy participants take part in a one-year fellowship where they organize events, engage in speaking activities, and deepen their understanding of the green-collar economy.
- Community of Practice is a forum with two Communities of Practice:
 1. Retrofit America's Cities, which supports the creation of city-scale energy efficiency retrofit programs.
 2. Green Pathways Out of Poverty, supporting community college and community-based green training programs for people with barriers to employment.

Planning Process and Information Gathering



Green Institute - Phillips Eco-Enterprise Center (PEEC) Minneapolis, Minnesota

In the late 1980s, the town of Phillips, Minnesota, a low-income inner city neighborhood of Minneapolis, secured a Hennepin County grant for the development of a building materials exchange and re-use facility. The resulting Green Institute includes three linked flagship programs designed to reduce building material waste, provide job training and workforce development, provide start-up business support, and profit through the sale of recovered materials. The Green Institute includes three programs: the Re-Use Center, DeConstruction Services, and the Phillips Eco-Enterprise Center (PEEC).

ReUse Center

- \$2 million salvaged building materials enterprise.
- Materials include: kitchens, doors, windows, flooring, millwork, lighting, and green building product lines certified by the Forest Stewardship Council.
- 24,000 square feet of retail space
- Diverts 400 tons of reusable building material from the waste stream annually
- Over 75,000 customers per year

DeConstruction Services

- Area residents earn living wages and gain skills in carpentry and business operations
- Crews disassemble and salvage building materials from demolition and remodeling project sites
- Up to 60 percent of materials sold on site, 30 percent resold at the ReUse Center, and 10 percent disposed of in an environmentally responsible manner

Eco-Enterprise Center (PEEC)

- Incubator for progressive businesses and non-profits focused on energy and environmental sustainability
- Provide area residents with opportunity to earn living wages in green industries
- Incubated organizations include Gardening Matters, focused on community gardens, backyard food producers, and market garden growers, and Minnesota GreenStar, developer of regionally-appropriate green building guidelines

Building Highlights

- 64,000 square foot green building; pilot project for LEED program
- 34-kilowatt solar photovoltaic array
- Energy efficiency features include: use of natural daylight, high-efficiency light fixtures, scheduling and occupancy sensors, geo-exchange heat pump
- On-site stormwater management system, including a green roof and parking bioswales, diverts 2 million gallons per year from sewer system.



Greencorps Chicago Chicago, Illinois

Established in 1994, Greencorps Chicago is a community landscaping and green industry job training program focused on environmental stewardship and increasing and improving Chicago's public green spaces. Greencorps is a program of the City of Chicago Department of the Environment in partnership with WRD urban landscaping company, which is housed in the Chicago Center for Green Technology. Greencorps' mission is to improve the quality of life in all of Chicago by providing horticultural instruction, gardening materials, and employment opportunities.

Community Garden Certification Program

Greencorps Chicago provides free horticultural guidance and landscape materials to community groups planting gardens in public spaces, such as schools, public housing communities, block clubs, community centers, libraries, and faith institutions that work in a public space. All groups must be certified every three years to remain in the community garden program.

Programs Offered by Greencorps Chicago

- Plant Distribution Days: Greencorps distributes free seeds, vegetables, and bulbs to community organizations five times a year.
- Basic Assistance: Greencorps offers one day of assistance from its landscaping crew to groups in the preliminary stages of public garden development.
- Community Garden Assistance: Greencorps offers various levels of technical assistance, garden materials, and labor to certified community groups.
- Job training: Each spring, Greencorps hires approximately 50 people into its nine-month green industry job training program in areas including horticulture/landscaping, environmental health and safety, weatherization, electronics recycling, academic improvement and professional development. Industry partners host internships throughout the term, which may lead to employment for trainees.
- Volunteer Opportunities: Volunteers are invited to assist with Greencorps' community gardens and serve as docents at the Chicago Center for Green Technology.
- Mayor Daley's Landscape Awards: Annual awards program recognizes residents, schools, community organizations, and businesses for outstanding contributions to the city's environment.



Quad Communities Development Corporation Chicago, Illinois

The Quad Communities Development Corporation (www.qcdc.org) serves North Kenwood, Oakland, and portions of Douglas and Grand Boulevard neighborhoods. The QCDC was formed in 2003 through the combined efforts of the 4th Ward Alderman and institutional, community organizations, business, and public housing leaders. The QCDC organizes stakeholders and leverages resources to plan, guide, support, and monitor infrastructure and community development to create sustainable, healthy, mixed-income neighborhoods.

Program Areas

- Engage residents in a community planning effort to develop strategies and programs to achieve a shared community vision.
- Employment and financial services include the Center for Working Families, which provides job training, employment readiness training, placement, vocational and adult education, school-to-work linkages, and improve financial literacy.
- The Transitional Advisory Council helps plan goals for the Donoghue Charter School, one of a number of efforts to develop a network of high-performing schools with local attendance serving a range of children from diverse racial and economic backgrounds.
- Local organizations such as the Little Black Pearl Art and Design Center and the Sutherland Community Arts Initiative help direct youth in positive directions through a new neighborhood space for youth activities, internships and mentoring, athletics and recreation, leadership development, and community service opportunities. The Digital Connectors program equips youth with skills to become next generation of community leaders.
- Restore a balance of housing choices via counseling and organizing through the Affordable Housing Resource Center, monitoring of CHA replacement housing, and partnerships to preserve existing affordable units.
- Support for business and commercial redevelopment of this area, which was once home to many successful African-American-owned enterprises. Activities include the 43rd & Cottage Grove TIF Council, Cottage Grove Clean Up Initiative, restoration of Drexel Boulevard, Little Black Pearl youth-inspired beautification concept, Small Business Capacity Building, and Community and Commercial Corridor Mapping.



Milwaukee Precedent Project Review

Milwaukee has several of its own noteworthy precedent projects, some of which are briefly described below. This list is not exhaustive, but covers a wide variety of topics.

Growing Power

Growing Power founder and CEO, Will Allen, believes in transforming communities by supporting people with diverse backgrounds through community food systems. Growing Power was awarded the MacArthur Fellowship, and continues to provide hands-on training in urban gardening, composting, aquaponics, vermiculture, bee hives, and more. Growing Power programs and efforts continue to expand.

Teutonia Gardens

Teutonia Gardens is an innovative, affordable housing development which incorporates a thriving neighborhood barbershop which existed on the site for over 40 years. It also has an award-winning urban garden with roof-fed

cistern. Residents have the opportunity to learn and earn from the urban garden.

Milwaukee Police Department – Park and Walk, Neighborhood Policing Plan

MPD has initiated a program to park and walk several neighborhoods to encourage officers get to know and exchange information with area residents. The Community Liaison Officer (CLO) program provides additional connections through the block watch programs. Neighborhood Policing Plans are tailored for each district. MPD proactively reaches out to business owners and residents to demonstrate its commitment to public safety in all neighborhoods.



Walnut Way

Walnut Way has demonstrated how a grass roots effort can positively change a neighborhood. Educational topics include such topics as rain gardens, urban agriculture, literacy, healthy choices, building rehabilitation, and more. Gardens to Market provides teens with jobs, and empowers people to establish supplemental income through urban gardening. 65 new homes have been constructed and there are plans for 54 more new homes.

Martin Luther King, Jr. Drive – Revitalization

The Historic King Drive BID has worked to establish a vibrant mix of national retailers, specialty shops and quality housing along King Drive. The BID is anchored by Manpower and Time Warner Cable, whose presence proved catalytic for nearby businesses. The BID uses the Main Street approach to help establish a thriving community.

The Brewery

The Brewery was redeveloped from the former Pabst Brewery into a mixed-use, LEED certified development. As the state's first Neighborhood Improvement District (NID), residential properties with 8 or more units can be assessed like a BID, and use the funds for pocket parks, streetscaping, stormwater facilities, and signs.

Menomonee Valley

The Menomonee Valley was a heavily contaminated brownfield, which was purchased by the City of Milwaukee and redeveloped into a green industrial park. Menomonee Valley businesses currently have over 700 employees and the industrial park offers scenic walking paths and recreational opportunities, as well as an integrated system of stormwater management.

