



ECONOMIC DEVELOPMENT



*“I think there is something about coming to a **city to work** that puts you **in touch** with it in a different way.”*

– Marilyn Hacker





VISION FOR SUCCESS

This plan envisions growing the local economy sustainably and providing all city residents with the opportunity and resources necessary to achieve economic stability and success.

The vision of success for Economic Development includes:

Strong Neighborhoods

Neighborhoods will be safe, walkable, diverse, thriving, and culturally rich.

Quality Education

Children will be empowered with the tools needed to reach their full potential, including a superior education.

Employment Opportunities

Citizens will have equal access to living wage, family supporting jobs with benefits.

Sustainability

The environment and economy will support and sustain a high quality of life for this generation and future generations.

OVERVIEW AND INTRODUCTION

For much of its history, Milwaukee's economic identity was rooted in the early visions of two of the city's founders. Solomon Juneau, Milwaukee's first mayor, came to Milwaukee from Montreal to run a trading post. Byron Kilbourn, who hailed from Ohio, recognized that Milwaukee's location on the shores of Lake Michigan conferred great potential for development of a port.

As the Wisconsin Territory was settled by farmers who eventually grew one-sixth of the wheat grown in the United States, Milwaukee became the largest shipper of wheat in the world. Early industries processed Wisconsin's agricultural bounty, turning wheat into flour, grain into beer, and cow hides into leather and shoes.

The immigration of large numbers of Europeans to Milwaukee beginning in the 1840s brought new talents to Milwaukee's workforce and infused the local economy with entrepreneurial spirit. The wheat trade declined, to be replaced by a growing iron and steel industry and manufacturing that added value to these raw materials. Sprawling complexes turned out engines, tractors, electrical equipment, controls, mining shovels, and automobile frames. People seeking jobs and opportunity flocked to "the machine shop of the world." Successful union organizing campaigns improved wages and working conditions for factory workers, and toward the end of the 19th century, one out of two plant workers belonged to a union.

Milwaukee's industrial success continued well into the 20th century. The city's early growth was fueled by a flood of European immigrants, primarily from Germany, Poland, Italy and Ireland. As Milwaukee matured, immigrants from Mexico and African-Americans from the southern states found decent-paying factory work in Milwaukee.

Milwaukee's industry and economy grew on the foundation of southeastern Wisconsin's assets: good agricultural land, the availability of unlimited fresh water needed for industrial processing and beer production, proximity to Chicago and its rail transportation hub and steel mills, a strong system of public education, and the availability of highly-skilled workers. These assets remain largely intact today. But Milwaukee's economy has changed dramatically. Evidence of that change is all around us. It is symbolized by the conversion of old factory complexes into shopping centers, office parks, and condominiums.

Over a 30 period, from 1970 to 2000, due to the relocation of industry and competition from emerging markets over seas, manufacturing employment plummeted by more than 77,000 jobs. The loss has continued in the last decade; manufacturing accounts for nearly 95% of all job loss in Milwaukee since 2000, according to a Brookings Institution analysis of Bureau of Labor Statistics data. About 40% of the workforce was employed



in manufacturing in 1960; today, that proportion is 17.4%, according to the 2007 American Community Survey. Key factors driving this dramatic change include the relocation of manufacturing firms to new facilities in suburban locations within metro Milwaukee; the movement of industrial production to lower-wage locations, initially within the United States and now dominantly internationally (particularly in Latin America and Asia); and significant increases in productivity spurred by innovation technology. While manufacturing remains a very significant

sector of Milwaukee's economy, the loss of production jobs means that remaining manufacturing jobs tend to be positions that require higher levels of education and skill than the factory jobs of Milwaukee's past.

Many of the lost factory jobs were replaced by service sector employment, particularly in the education, health care, and professional and business services sectors. According to the 2007 American Community Survey, 24.4% of Milwaukee's population now works in education, services, and health care

and social assistance, and nearly 11% is employed in retail trade.

Along with the shift in employment patterns, Milwaukee has experienced significant population loss. Over the past 50 years, the city's population has fallen from the highest point in its history (741,000 in 1960) to just over 600,000 today.

These trends illustrate the importance of creating jobs and expanding Milwaukee's tax base through economic development.



OPPORTUNITIES

1. **Milwaukee and the southeast Wisconsin region have significant locational advantages for business.**

The southeast Wisconsin region is located amidst rich renewable resources. The agricultural productivity of the nation's breadbasket lies to the west and south. To the north are timber and mineral resources. Lake Michigan gives the region access to the world's largest supply of fresh water, and the Milwaukee Water Works has ample capacity to deliver a reliable, reasonably priced supply of clean water to customers.

The region is part of a mega-city anchored by Milwaukee and Chicago. This 90-mile string of Lake Michigan coastal cities has a population of more than ten million, 36 Fortune 500 companies, 18 members of Congress, nine professional sports teams, and more than 100 colleges, universities and technical and professional schools.

The region also is close to Canada, putting major international markets within easy reach. The region's

proximity to the academic hub of Madison provides great opportunities for cooperation and synergy.

Southeast Wisconsin also is largely safe from the natural disasters that interrupt business, such as hurricanes, flooding and earthquakes. Forbes.com noted this in naming Milwaukee the nation's second safest city in 2009.

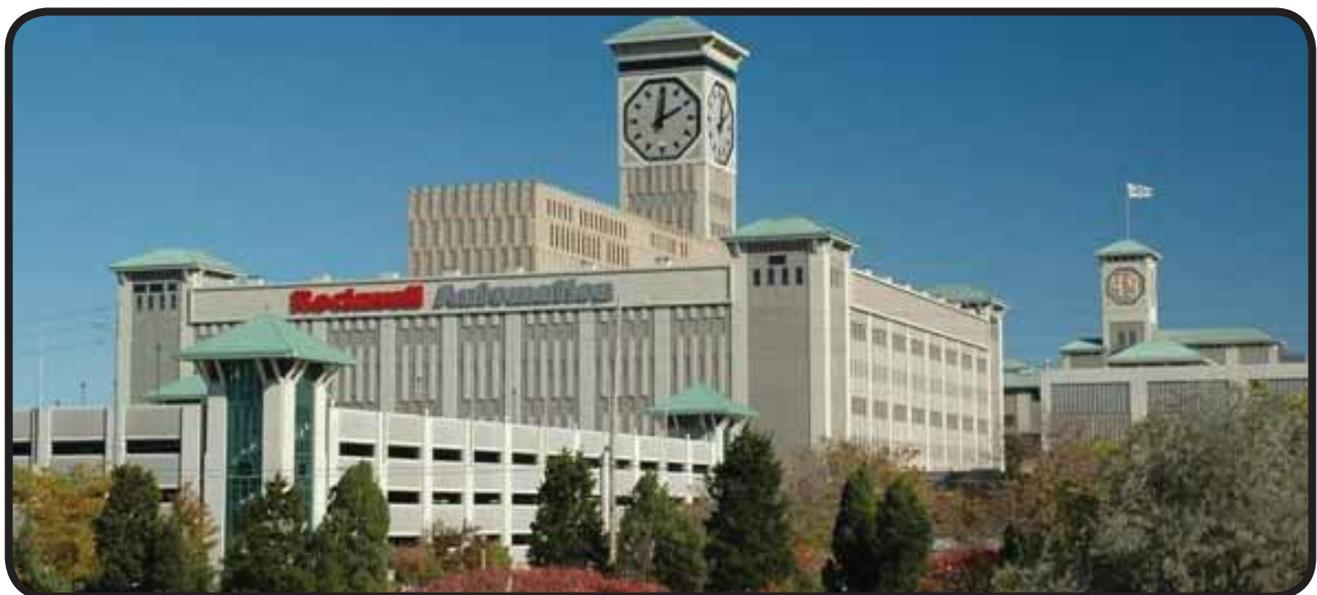
As the economic and cultural hub of the southeast region and the state of Wisconsin, Milwaukee brings very significant locational assets to the region. These include an outstanding quality of life and a growing international atmosphere within the city strengthened by ongoing immigration and the global reach of Milwaukee companies, institutions and organizations.

Milwaukee is building a culture of innovation, developing new products, processes, and approaches to doing business. Companies like Rockwell Automation, Johnson Controls, Direct Supply, and Manpower continually develop new

technologies and approaches to solve 21st century problems and serve new markets.

Milwaukee's colleges, universities, professional and technical schools are another important aspect of the culture of innovation. These institutions, particularly UW-Milwaukee and the Medical College of Wisconsin, are engaged in ground-breaking research with potential commercial applications.

Milwaukee is also the transportation hub of the region. People use Milwaukee's network of streets to get to jobs; employers use the streets to move goods and services. Mitchell International Airport is a key asset that supports economic growth, and the city is well served by freight and passenger rail service and freeways. Proposals to construct a starter streetcar system in downtown Milwaukee and plans for high-speed rail linking Milwaukee to Chicago, Madison and Minneapolis will significantly enhance local transportation assets. The City-run Port of Milwaukee is another essential transportation link for many industrial employers.



2. The Milwaukee 7 Regional Economic Development Organization is formulating and executing strategies that benefit the economy of Milwaukee and the entire metropolitan area.

The Milwaukee 7 was formed in 2005 to align the economic development efforts of governments, economic development organizations, and employers throughout seven southeast Wisconsin counties (Milwaukee, Waukesha, Washington, Ozaukee, Racine, Kenosha, and Walworth). The mission of the organization is to retain and attract employers and talent. Its work is organized around achievement of three goals:

- Grow, expand and attract existing export driver industries and emerging business clusters.
- Strengthen our capacity to innovate.
- Enhance the competitiveness of the region.

The Milwaukee 7 and its affiliates, the Milwaukee 7 Water Council, the Milwaukee 7 Next Generation Manufacturing Council, and the Regional Workforce Alliance, bring an unprecedented level of cooperation and expertise to the region's efforts to attract, retain and grow employment. The Milwaukee 7 has identified the water technology and next generation manufacturing sectors as being especially well-positioned to increase employment opportunities in the region, and is supporting efforts to grow these industries. Milwaukee 7 also is spearheading activities that provide resources to local entrepreneurs and inventors.

Milwaukee 7 adds significant capacity to corporate recruiting capability throughout southeastern Wisconsin. A robust site selection web site and responsive staff provide robust support to efforts to sell Milwaukee nationally and internationally as a business location.

3. The Milwaukee Area Workforce Investment Board has reorganized its services to better assist employers and job-seekers, and a new Regional Workforce Alliance is bringing new workforce development resources to the region.

The Milwaukee Area Workforce Investment Board, which receives significant federal funds to provide residents with job training, job search assistance, and work-readiness, was reorganized with Milwaukee's mayor as its chief local elected official in 2007. The mayor now appoints WIB members and its CEO, who serves on the mayor's cabinet. MAWIB plans, coordinates and monitors the entire workforce development system while also providing direct services through a network of local service providers.



ECONOMIC DEVELOPMENT PARTNERS

The City of Milwaukee relies on other governmental partners to help foster economic development. These include, at a regional level, SEWRPC and Milwaukee 7; Milwaukee County; at the State level, Departments of Commerce, Natural Resources, Administration, Transportation, and WHEDA; at the Federal level, HUD, EPA, EDA, EDI; also foundations, and more.



The connection between MAWIB and City government provides new opportunities to coordinate workforce development with City policy and program initiatives. For example, MAWIB is helping to implement new local hiring requirements imposed on developers that receive City financial assistance.

Part of MAWIB's coordinating function is the administration of the One Stop System under the federally funded Workforce Investment Act (WIA) as well as the Food Stamp and Employment Training (FSET) program and other funding sources. These funds provide training to low-skill and displaced workers and underwrite customized training costs incurred by employers. These resources must meet the needs of multiple customers: job-seekers who want to improve their skills, and employers who need assistance in finding or preparing qualified workers.

MAWIB is an active partner in the recently-formed Regional Workforce Alliance (RWA), along with workforce investment boards in six other southeast Wisconsin counties. The RWA was organized to make the Milwaukee 7 region more efficient and systematic about

getting people matched to careers in growth areas. RWA was awarded a significant Workforce Innovation in Regional Economic Development (WIRED) grant by the U.S. Department of Labor in 2008.

Major goal areas for the RWA and WIRED initiative include:

- growing talent to fuel driver industries,
- transforming the workforce development delivery system, and
- linking and leveraging assets for the long-term.

4. **There is a growing network of support for entrepreneurs and emerging businesses in Milwaukee.**

In 2007, the Milwaukee 7 recognized the importance of strengthening the region's entrepreneurial climate. A year later, BizStarts Milwaukee was launched to implement a variety of initiatives that assist entrepreneurs in obtaining the education, technical assistance, and financing they need to succeed. BizStarts has created a powerful web portal for entrepreneurs, recruited 25 local CEOs to mentor emerging companies, developed a ten-week comprehensive course for early stage emerging

companies, sponsored major networking events, publicized the success of local entrepreneurs, and established a consortium of 20 colleges and universities to improve entrepreneurial education.

These new efforts complement ongoing programs sponsored by a variety of organizations that focus on the growth of minority-owned firms. The Metropolitan Milwaukee Association of Commerce operates a Supplier Diversity Module that connects minority-owned business with large corporations. The City of Milwaukee has increased the required level of participation by emerging business enterprises in City contracting as well as private projects that receive significant City financial investment. Lending programs, including the micro-credit program operated by the Wisconsin Women's Business Initiative Corp. and the Capital Access Program run by the Milwaukee Economic Development Corp., have improved access to financing for women- and minority-owned companies. A new incubator developed by the Northwest Side Community Development Corporation within a building owned by DRS has creatively re-purposed surplus production space into attractive quarters for new small firms.

5. A new federal Job Corps facility will begin operating in Milwaukee in 2010.

Job Corps is a vocational job training program administered by the U.S. Dept. of Labor. The program links low-income youth from 16 to 24 years old with education, job training and placement. Most students live on campus, in a 24/7 learning environment.

The average applicant to Job Corps does not have a high school diploma or GED and needs additional reading, math skills and job skills training to meet requirements of many entry level jobs. However, nine out of ten Job Corps graduates go on to jobs, apprenticeships, and higher education.

A new Job Corps campus serving 300 students will open on Milwaukee's northwest side in 2010. Training will be provided in three occupational clusters: manufacturing, construction and health care.

6. City government continues to develop expertise and invest resources to redevelop brownfield manufacturing sites as places where 21st century employers can prosper.

A decade ago, Milwaukee's Department of City Development and its Redevelopment Authority tackled the re-invention of the state's largest brownfield site, the Menomonee Valley. The

project attracted local, state and federal resources to demolish abandoned industrial buildings, remediate pollution, construct new infrastructure, and create new business sites that have had strong market appeal. Companies attracted to the Menomonee Valley Industrial Center have restored this accessible central city location as an important employment base. Partnerships with employers and property owners played a key role in achieving support for the Menomonee Valley redevelopment, and an innovative nonprofit organization, Menomonee Valley Partners, has expanded the efforts begun by local government.

Starting in 2010, City government will undertake another large-scale industrial redevelopment, at the site of the former A.O. Smith and Tower Automotive plants on Milwaukee's north side. For this project, the renewal strategies used successfully in the Valley will be refined and enhanced with green initiatives, including the installation of alternative energy infrastructure, and targeted workforce development efforts. By returning formerly polluted land to productive use, brownfield redevelopment is a significant tactic to expand the tax base.

Milwaukee is recognized as a Brownfield Showcase Community by the U.S. Environmental Protection Agency, and has been named as a national pilot site for EPA's Environmental Justice economic development/environmental sustainability program. The

Menomonee Valley Industrial Center and Business Park garnered the EPA Region 5 Phoenix Award and national People's Choice Phoenix Award in 2009. These are the highest honors bestowed for brownfields projects in the United States.

7. There is growing interest and support for Science, Technology, Engineering and Math (STEM) education among both educators and employers in Milwaukee.

STEM refers to programs in the areas of science, technology, engineering and mathematics. Skill development in these areas is critical for Milwaukee's economic future and for the job prospects of individual job-seekers. Through 2014, job openings requiring expertise in science, technology, engineering and math will increase by 18.3%, compared to 11.5% for all occupations, according to the University of Wisconsin-Madison Center on Education and Work.

In the last several years, local primary, secondary and post-secondary schools, professional organizations and employers have become engaged in pro-active efforts to promote STEM education. Engineers and Scientist of Milwaukee, Inc. has established an initiative called STEM as a clearinghouse for educational activities in the area, including Project Lead the Way.

PLTW is a curriculum that makes math and science relevant by involving students in hands-on, real-world





projects. Students understand the relationship between their classroom lessons and opportunities for higher education and careers. The curriculum also appears to help students gain other skills that are valuable in the workplace, such as solving workplace problems and treating others respectfully.

In Milwaukee, Project Lead the Way is being implemented in six MPS high schools and 11 middle schools serving approximately 4,000 students, the most of any school district in Wisconsin. Collaborations allow classroom work to be supplemented with field trips and special projects; partners include Rockwell Automation, CH2M Hill, Marquette University, UW-Milwaukee, Milwaukee School of Engineering, the Society of Women Engineers, the Society of Hispanic Engineers, and the National Society of Black Engineers.

On the post-secondary level, new engineering schools are on the drawing boards at both UWM and Marquette, and UWM's College of Engineering and Applied Science recently added 21 professors.

8. Milwaukee's standing is improving in quality of life rankings that influence a city's ability to attract talent.

Successful employers rely not only on home-grown talent, but also work hard to attract well-educated people from all over to their firms. Highly-educated individuals who bring their skills and experience to Milwaukee

are a significant economic asset, and it is thus appropriate to focus on attracting a more educated population. Milwaukee's image was long considered a barrier to the attraction of job applicants from other parts of the country, but that is changing. Strategic investments like the recent redevelopment of Milwaukee's downtown and riverfront neighborhoods have helped to increase the city's appeal to a young, educated, mobile population. Recent rankings from a variety of sources that rate quality of life applaud Milwaukee for recent downtown and riverfront development, employment prospects among professionals, the concentration of Fortune 500 companies here, and the city's reasonable cost of living.

Among these rankings are the following:

- Forbes ranks Milwaukee as the 9th best city for singles (2009), and the 9th best city for new professionals (2008), one of ten up-and-coming tech cities, and one of the nation's most affordable cities to live well.
- American Style ranks Milwaukee as one of the nation's top 25 arts destinations.
- BizJournals calls Milwaukee one of the top 15 most fun cities in America.
- Front Door.com's ranking of cities with moderate climates rates Milwaukee as the nation's 4th "coolest" city (2009).
- Marketwatch rated Milwaukee as the nation's 16th best metro area

for business (2008).

- Men's Journal named Milwaukee a "comeback city" in its Best Places to Live rankings (2008).
- Newsmax Magazine places Milwaukee in 11th place on its list of "Uniquely American Cities & Towns" (2008).

9. Downtown Milwaukee continues to evolve as a highly-attractive destination.

A strong downtown is essential to the economic health of both the city of Milwaukee and the southeastern Wisconsin region. Recent development activity in the residential sector, particularly near the Milwaukee River, has increased population density and brought new vibrancy. The downtown and Third Ward Business Improvement Districts have instituted a broad variety of complimentary activities, including special events, the Downtown Ambassador program, and a retail recruitment initiative.

A 2010 revision of the 1999 downtown land use plan will explore the opportunities available for continued downtown development, including the creation of a streetcar line, improvements at the Milwaukee lakefront, and new visions for the west end of downtown near MacArthur Square and the long-vacant property at Fourth Street and Wisconsin Avenue.



CHALLENGES

The structural changes in Milwaukee's economy present several significant challenges for the city's economic health and the well-being of its residents.

1. As Milwaukee's economy has become more diversified, high-wage manufacturing jobs have been replaced by lower-wage service employment, and poverty has increased.

Although Milwaukee added a significant number of advanced service sector jobs that pay relatively high wages and export income between 1995 and 2005, they do not equal the number of high-wage manufacturing jobs lost during that period. As a result, Milwaukee lags behind both the state of Wisconsin and the nation in the growth of Total Personal Income (TPI). Governor Jim Doyle's Office of Economic Advisors reported that TPI grew 5.2% from 2005 to 2006 in Milwaukee, compared to growth of 6.7% nationwide. During the last five years, Milwaukee's TPI grew 15.%, compared with a 25.8% growth rate for the United States.

2. Today's jobs increasingly demand higher skills, and job candidates frequently require post-secondary education to compete for positions. The large numbers of Milwaukee students who fail to graduate from high school are unlikely to compete successfully for high-wage jobs, or meet the workforce needs of local employers.

Milwaukee has large numbers of job-seekers who compete successfully for jobs because they can demonstrate that they offer skills needed by employers. Job-seekers without the credentials and experience employers demand are less competitive. Educational attainment is key: most jobs require a minimum of a high school diploma, and, increasingly, post-secondary education.

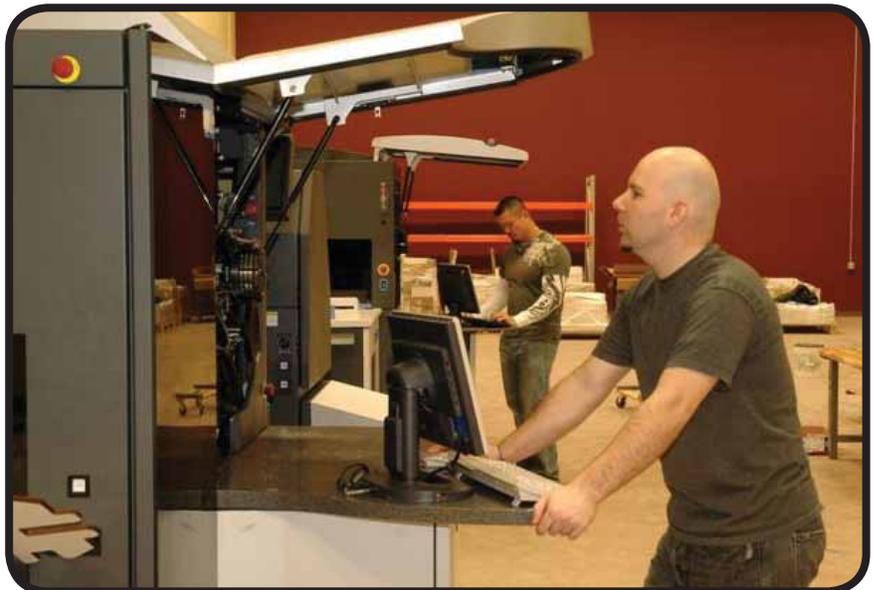
A recent U.S. Department of Labor analysis that pinpoints the nation's fastest-growing occupations indicates that more than half of the occupations expected to post the largest number of job openings

between now and 2016 require an associate degree or higher. Positions for which on-the-job training is more important than formal education are decreasing.

Locally, the most recent annual analysis of job openings conducted for the Regional Workforce Alliance by the University of Wisconsin-Milwaukee Employment and Training Institute found that, among the limited jobs available in the region during the recession, nine out of ten full-time openings and eight out of ten part-time openings required education or technical training beyond high school.

There is a clear link between educational attainment and earnings. Nationally, in 2007, median annual earnings for individuals with less than a high school diploma averaged \$17,250. Those who had earned a diploma earned just over \$25,000, while those holding a bachelor's degree earned \$40,300.

An analysis released in November 2009 concluded that if half of the 6,485 metro Milwaukee students





from the class of 2008 who dropped out had completed their diplomas, they would together earn almost \$41 million more in wages annually, compared to their wages without a diploma.

But many Milwaukee young people do not associate their school performance with the likelihood of future employment and earnings potential. The Milwaukee Public Schools reports a 69% graduation rate, compared to a 91% rate statewide. Although the rate has edged up by three percent over the last four years, nearly one-third of MPS students do not achieve even the minimal credential required for employment as adults.

Standardized test results among MPS 10th graders indicate that even those who graduate may struggle to successfully complete the higher education required to compete successfully for high-quality jobs. For standardized tests given during the 2007-2008 school year, only 38% of MPS sophomores were rated “proficient” in reading (compared to 75% of sophomores statewide), and

only 27% were rated “proficient” in math (compared to 69% statewide).

Milwaukee adults are less highly-educated than adults in other parts of the metro area as well as peer cities. While about 79% of Milwaukeeans aged 25 and older hold at least a high school diploma or GED, 87% of the adults in metro Milwaukee and 81% of adults in the nation’s 50 largest cities hold those credentials. Nationally, 28% of the population holds a bachelor’s or graduate degree. In Milwaukee, that figure is 22%.

3. New job growth has been concentrated in the outlying areas of the city, and in other parts of the metropolitan area. The spatial mismatch between job openings and job-seekers contributes to high levels of unemployment in Milwaukee.

Economies do not operate within the confines of neighborhood or municipal boundaries. However, a variety of factors have contributed to a spatial mismatch between jobs and job-seekers, limiting employment

prospects for a significant number of Milwaukee workers.

For the last 30 years, employers seeking new space have relocated to low-cost green field sites in nearby suburbs more frequently than they have built new facilities in the city. This trend was particularly pronounced from 1990 to 2000, when the metro area added 105,000 jobs, but the city of Milwaukee added only 4,100 jobs.

Significant cuts in public transit service have dramatically reduced the number of jobs accessible to transit-dependent residents. A 2008 analysis by UW-Milwaukee’s Center for Economic Development determined that, between 2001 and 2007, the elimination of just four Milwaukee County Transit System routes eliminated public transit access to 531 employers. The same study estimates that, within the four-county metro area, at least 40,000 jobs became inaccessible via public transit between 2001 and 2007.

Owing to the absence of state aid support for driver’s education in

MEETING MULTIPLE CITY OBJECTIVES THROUGH ECONOMIC DEVELOPMENT

The City of Milwaukee can use economic development tools to help achieve multiple policy objectives. For example:

- **The City’s decision to invest in a business park that will be marketed to water technology firms advances the region’s goals to grow this industry.**
- **The provision of brownfield redevelopment resources to assist an employer also fulfills the public purpose of improving Milwaukee’s environmental health.**
- **City financial investment in a project, which generally carries with it certain requirements designed to meet the goals of employing Milwaukee residents, can support the growth of emerging and local businesses.**
- **Coupled with workforce development, city financial investment efforts can have a multiplier effect of providing a trained, diverse workforce.**

schools, many Milwaukee teens do not obtain driver's licenses prior to graduation. A UWM analysis of April 2008 Wisconsin Department of Transportation data found that only 10% of central city youth ages 16 and 17 had probationary licenses or instruction permits, while 90% were unlicensed. In addition, nearly 90,000 Milwaukee adults have lost their driving privileges because of license suspension or revocation.

Job-seekers who lack a driver's license face problems on two levels. Jobs that require an auto commute are no longer accessible. Also, because some employers consider possession of a driver's license a soft-skill measurement of reliability, people unable to produce a valid license are less competitive when seeking employment.

4. While the City of Milwaukee has powerful tools available to assist in real estate development, tools to encourage business retention, expansion, recruitment, and training are modest relative to the needs of the local businesses and the demands of potential employer expansion.

The following items in City government's economic development tool kit can be used to provide assistance to an employer:

- Financing through the Milwaukee Economic Development Corporation (MEDC), a tax incremental district, or the sale of industrial revenue or redevelopment bonds
- Measures that reduce the cost of a project, such as direct subsidy or allocation of credits that reduce an employer's tax liability
- Technical and financial support to remediate environmental problems
- Sale of City property, and assistance in site assembly
- Worker training funds

The City of Milwaukee has successfully used Tax Increment Financing (TIF) to encourage a great variety of real estate development. TIF also has been used creatively to support the retention and expansion of Milwaukee businesses such as Direct Supply, Falk/ Rexnord, and Aldrich Chemical. However, the power of TIF as a job-creation tool is limited for those projects that expand employment but do not result in significant property tax increment.

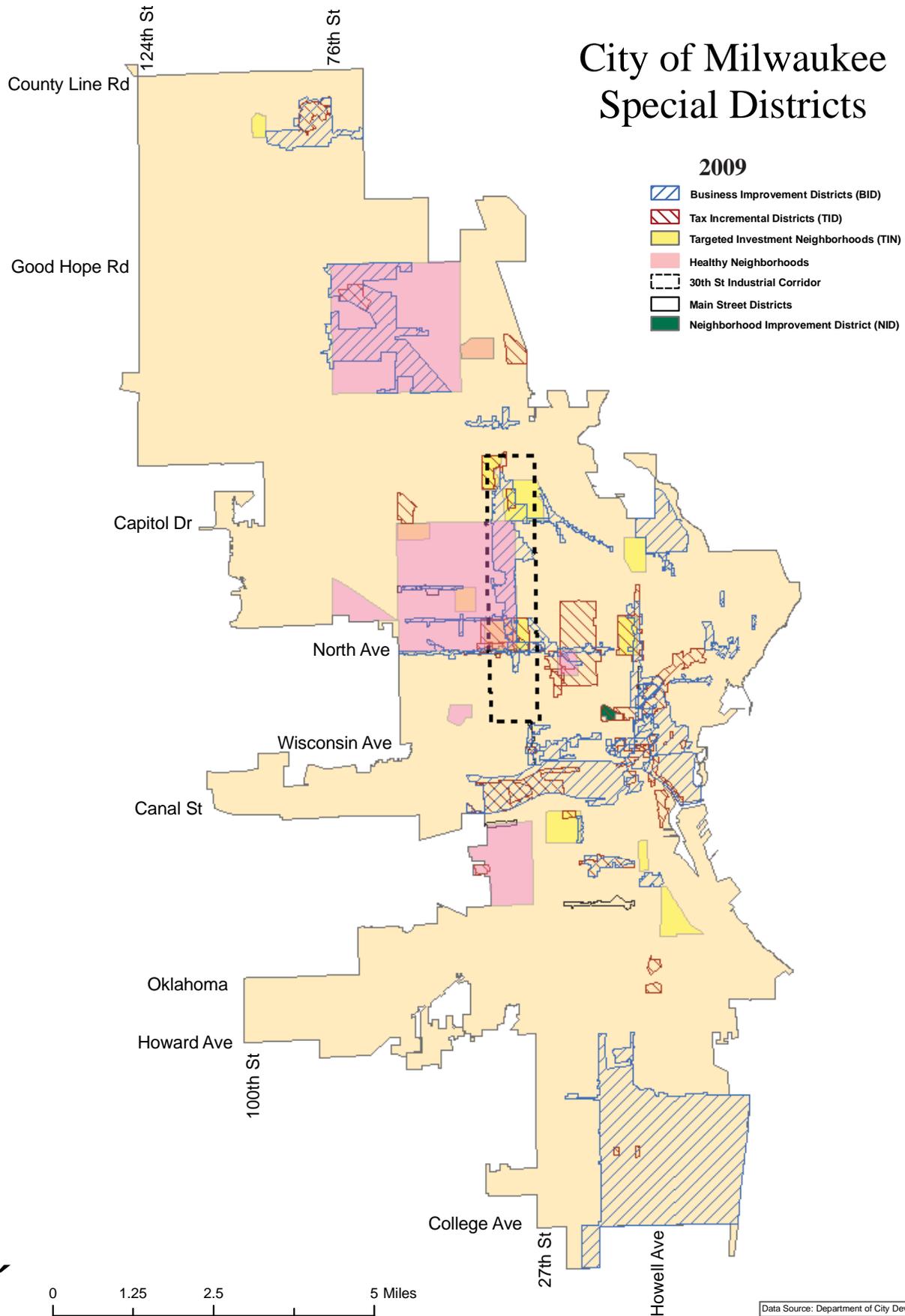
Wisconsin provides a cluster of incentives that reduce corporate income tax liability based on job creation, capital investment, employee training costs, and establishment or retention of headquarters facilities. While more modest than those available in nearby states, these tax credits generally are the foundation of incentives packaged to attract and retain employers in Milwaukee. The City supplements state tools with low-interest loans from the Milwaukee Economic Development Corporation, federal Renewal Community tax credits (if the company is located in the central city), tax-exempt bond financing, and small capital grants.

Wisconsin is not as aggressive as neighboring states with respect to tax-based incentives. According to the International Economic Development Council, incentives alone do not attract employers, but they can play a decisive role when "the last few sites are being compared." Property tax forgiveness, a tool used to attract employers and encourage business expansion in Ohio, Michigan and Minnesota, is not available in Wisconsin due to restrictive provisions in the State constitution.





City of Milwaukee Special Districts



POLICIES

Though political and civic leadership drives local initiatives to expand the regional economy, municipal government plays a critical role in the evolution and performance of the local economy. There are some very specific ways in which the City of Milwaukee has the ability to influence the business and employment climate, and to provide financial assistance to specific employment and development projects. The following policy objectives reflect these critical roles.

- I. ENSURE THAT THE CITY'S ECONOMIC DEVELOPMENT EFFORTS COMPLEMENT THE EFFORTS OF LOCAL AND REGIONAL PARTNERS. **Align with and leverage the Milwaukee 7 research, staff capacity and resources to support City of Milwaukee economic development staff for recruiting new employers and responding to inquiries from corporate site selectors. Regularly contact local employers to uncover opportunities to provide City government's support and provide valuable information about the impact of city services and policies on the success of local business.**

A. Align City government's economic development efforts with the efforts of others pursuing economic and employment growth, and expansion of the tax base in Milwaukee and the region.

1. Work with regional partners, particularly Milwaukee 7, to promote and grow the strengths of Milwaukee's economy
2. Encourage and support intergovernmental cooperation on economic development and workforce development activities and issues
3. Support the efforts of business-driven industry clusters, like the Water Council, that organize to promote specialized knowledge, research and development, marketing and workforce training to enhance global competitiveness of local firms





B. *Align City government's economic development efforts with the needs of local employers, since most job growth occurs through the expansion of existing companies.*

1. Actively seek input from local employers in the formation of economic development programs and policy
2. Recognize that existing employers are the base of successful economic development efforts, and make existing employers City government's top priority
3. Align investments and strategic leadership with the Milwaukee Area Workforce Investment Board to ensure effective and timely response to the skills requirements and training needs of local employers
4. Consider creation of a strategic economic development plan to identify City government's role in high priority job initiatives and to maximize economic impacts of limited resources

II. MAXIMIZE AND TARGET CITY GOVERNMENT'S ECONOMIC DEVELOPMENT RESOURCES THROUGH PARTNERSHIPS AND TARGETED INVESTMENT. **The city's limited resources must be directed towards projects with the greatest public benefit. The value of city investment is multiplied when it aligns with the region's economic development strategy, serves the city's larger policy goals, complements workforce development efforts, and is paired with other sources of assistance.**

A. **Maximize and target City government's economic development resources to employers and sectors poised for growth in the Milwaukee region.**

1. Assemble a business development team within City government poised to identify and take advantage of opportunities for job growth and expansion of the tax base
2. Engage in and support activities that grow the entrepreneurial culture in Milwaukee
3. Coordinate efforts with local, state, and federal organizations interested in businesses generation, entrepreneurship, small business development, and business retention
4. Coordinate with the MAWIB CareerWorks Workforce Industry Sector initiative currently targeted toward the Health Care, Manufacturing, Construction, Green/Sustainability, and Retail & Hospitality

B. **Maximize and target City government's economic development resources so Milwaukee residents benefit from the growth of economic opportunity.**

1. Invest in the human and physical assets of the central city to create opportunities for employers in neighborhoods where residents are most in need of employment
2. Position public investment in economic development to promote the retention and growth of living-wage jobs for Milwaukee residents
3. Pursue economic development opportunities that expand the tax base to balance the tax burden between businesses and residents
4. Strengthen the economies of communities in need, using approaches such as the Main Street program and business improvement districts
5. Support high-quality public transportation networks that connect residents to job opportunities
6. Promote and enforce measures that require resident hiring and use of emerging business enterprises and local business enterprises for publicly-funded investments
7. Support driver's license recovery efforts for those whose employment opportunities are limited by lack of a license
8. Promote the provision of job training that results in professional credentials and certifications





C. *Maximize and target City government's economic development resources through partnerships that leverage additional resources.*

1. Vigorously pursue funding and technical assistance opportunities made available through state and federal economic development programs
2. Extend the reach of City economic development staff through collaborations with community development corporations, Main Street districts, and business improvement districts
3. Assist neighborhood-serving retail businesses to remain competitive by providing support through programs such as façade grants
4. Assist in implementation of catalytic projects that leverage investment, improve quality of life, and create jobs for Milwaukee residents
5. Use long range planning to involve and empower citizens to preserve, transform or redevelop areas, neighborhoods, districts and corridors
6. Use regional planning to equitably distribute and protect resources

III. GROW THE WORKFORCE EMPLOYERS NEED THROUGH EDUCATION, TRAINING, AND ATTRACTING TALENT. **Worker quality and availability are top concerns among Milwaukee employers. Efforts to attract new business to Milwaukee succeed only when the business is convinced that a well-qualified workforce with the appropriate skill set is available here, or is willing to move to Milwaukee from elsewhere.**

A. ***Grow the workforce employers need by encouraging Milwaukeeans to finish high school and pursue post-secondary education.***

1. Support high-quality career and vocational education
2. Support youth employment activities that provide work-readiness, training, career planning guidance, and work experiences for teenagers, particularly those who live in neighborhoods with high unemployment
3. Encourage the growth of internship partnerships between local institutions of higher education and local employers
4. Encourage Milwaukee Public Schools to build on its most successful programs, such as Project Lead the Way and other STEM initiatives
5. Maintain the Milwaukee Public Library as a cornerstone of community literacy resources
6. Support and expand collaborative initiatives, such as the Life Ventures Partnership, that promote the future vitality of Milwaukee's economy by preparing young people to become life-long learners, productive workers and self-sufficient citizens





B. *Grow the workforce employers need by providing robust training resources and vocational training preparation to the citizens of Milwaukee.*

1. Position the Milwaukee Area Workforce Investment Board to maximize federal resources available for job training
2. Support the growth of Milwaukee's institutions of higher learning, both public and private, both academic and technical, in locations that are accessible to city residents
3. Insist on adherence to best practices among agencies funded to provide work-readiness training to adults and young people
4. Support the development of Transitional Jobs programs to provide jobs and economic relief through neighborhood revitalization efforts
5. Coordinate public and private sector partnerships with MPS to achieve greater success with vocational programs intended to prepare students for both sustaining and emerging industries
6. Identify industry champions to promote the need for all types of skilled labor in Milwaukee, both blue and white collar

C. *Grow the workforce employers need by making Milwaukee attractive to talent from elsewhere.*

1. Invest in quality of life measures that make neighborhoods more attractive
2. Invest in public transportation assets
3. Support efforts that promote Milwaukee's assets to regional and national audiences
4. Support activities of FUEL Milwaukee and other programs related to the Milwaukee 7 and the Regional Workforce Alliance
5. Position Milwaukee as a green city that values and supports environmental sustainability while also preparing our children, workforce, and industry for an innovative green economy
6. Develop and deploy model training programs that serve as on-ramps for lower skilled workers, provide clear pathways to career track jobs, and assist training providers to increase training capacity



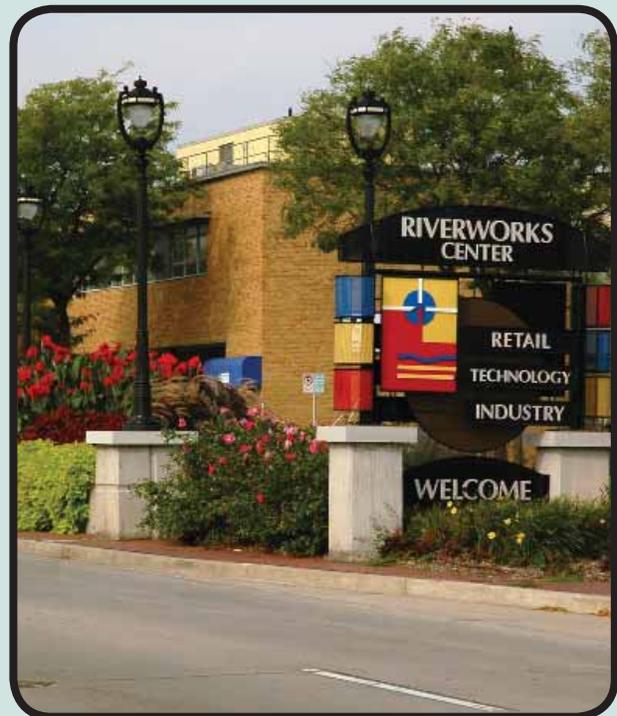
IV. OPERATE CITY GOVERNMENT IN A MANNER THAT SUPPORTS ECONOMIC DEVELOPMENT. City government's most important economic development function is to provide high quality, high value services to residents and businesses alike. A safe living and working environment, current and functional transportation and utility infrastructure, and a clear, fair and predictable regulatory environment help maintain a healthy business environment. Safety, a particularly critical issue for employers, is critical for attracting and retaining employees and customers.

A. Operate City government in a manner that supports economic development by reducing crime.

1. Continue to maintain a strong, effective police force
2. Support community-based activities that reduce crime, such as after-school and youth diversion programs, block watches, and prompt graffiti removal

B. Operate City government in a manner that supports economic development by providing a high quality physical infrastructure and top-notch local government services.

1. Fund a reasonable street repair and replacement cycle
2. Maintain Milwaukee's reputation for clean, abundant drinking water available at a fair price
3. Investigate and implement technology approaches that improve local government efficiency and service quality
4. Support the operation of a modern port
5. Support the growth of pedestrian traffic in commercial districts through measures such as streetscaping
6. Encourage high-quality design in the public realm to create both private development opportunity and significant public amenities





C. Operate City government in a manner that supports economic development by ensuring a consistent, understandable and predictable regulatory framework.

1. Balance the need to regulate with the desire to encourage employment and business growth
2. Use City government's web site to make regulations, application forms, and related information available at all times via the Internet
3. Recognize City employees who suggest ways to streamline and simplify regulations

