GROWING PROSPERITY

An Action Agenda for Economic Development
in the City of Milwaukee

SECOND ANNUAL PROGRESS REPORT

Department of City Development

April 2017

City of Milwaukee

ACKNOWLEDGMENTS

CITY OF MILWAUKEE

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CITY DEPARTMENTS INVOLVED

Department of Administration
Department of City Development
Department of Neighborhood Services
Department of Public Works
Environmental Collaboration Office
Milwaukee Public Library
Redevelopment Authority, City of Milwaukee

PARTNER ORGANIZATIONS

BizStarts Milwaukee
Community Development Alliance
Creative Alliance Milwaukee
Employ Milwaukee
FaB Wisconsin
FUEL Milwaukee
Greater Milwaukee Committee
Junior Achievement of Wisconsin
Local Initiative Support Corporation
Marquette University
MetroGO!
Metropolitan Milwaukee Assoc. of Commerce
Midwest Energy Research Consortium
Milwaukee 7
Milwaukee Artist Resource Network
Milwaukee China Business Council
Milwaukee Public Schools
Milwaukee Sister Cities Committee
The Commons
The Water Council
Urban Economic Development Association
VISIT Milwaukee
Wisconsin Community Services
Wisconsin Dept. of Children and Families
Wisconsin Women's Business Initiative Corp.

Front Cover Image: Attendees at a Financial Services and Hospitality hiring event at Employ Milwaukee (Credit: Janet McMillan; Employ Milwaukee)
Back Cover Image: TechHire information session at Employ Milwaukee (Credit: Janet McMillan; Employ Milwaukee)

YEAR TWO: SUSTAINING THE MOMENTUM

After being adopted in 2014, 2015 was a strong inaugural year for *Growing Prosperity*: 39 of the 47 action items were launched and 16 of those made it more than half-way to completion. In 2016, the City and its partners continued to make progress on the action items outlined in the Action Agenda, albeit at a more moderate pace than 2015's spring out of the starting gate.

Growing Prosperity was envisioned as a 10-year framework, and as such, not every year will show the same level of progress as priorities shift and other initiatives take precedence. In 2016, 15 *Growing Prosperity* action items advanced significantly.

The City of Milwaukee and its partners continued to advance initiatives aimed at improving public transit and access to jobs (Action Items 4.2.4, 4.2.5, 5.2.4) through ongoing work on the East-West Bus Rapid Transit study, breaking ground on the first phase of the Milwaukee Streetcar, and securing a $750,000 Federal Transit Administration grant to foster equitable transit-oriented development.

Employ Milwaukee continued its leadership in securing funding to assist Milwaukee workers obtain the skills and training they need to gain and hold jobs in the region's asset industry and large employment clusters (5.1.2). In 2016 Employ Milwaukee was awarded $9.1 million in America's Promise, Tech Hire and YouthBuild grants to assist hundreds of Milwaukee workers effectively get trained up and employed.

The City of Milwaukee launched the StartSmart website that provides permiting and licensing information for entrepreneurs to ease the path to start-up (6.1.1), established the Pivot Program to engage small neighborhood businesses on licensing and resources, and sponsored Milwaukee Small Business Week that celebrated and honored small business owners and entrepreneurs (6.1.4).

The City of Milwaukee and Greater Milwaukee Committee launched MKE United, which aims to develop a framework to address inclusive economic growth and quality of life for the neighborhoods in and around the city's greater downtown (7.1.1, 7.1.2). Work in 2016 involved deep civic engagement efforts and information gathering; in 2017 the team will continue to shape and formulate a transformative direction.

Finally, work continues apace by the City and its partners on preparing and marketing City owned real estate and industrial property for redevelopment (4.1.1, 4.1.2, 4.3.1), establishing a job training facility at Century City (5.1.1), investigating children's savings accounts (5.1.5), expanding Kiva Milwaukee to support local entrepreneurs and small businesses (6.2.1), creative placemaking (7.1.4) and implementing the recommendations of *ReFresh Milwaukee* (7.1.5), among others.

These efforts are achieving tangible results in growing prosperity for Milwaukee residents: workforce participation is up, poverty is moderated, new businesses are opening and existing ones expanding, and property values are stabilizing.

The following pages provide an update of the *Growing Prosperity* baseline and metrics, progress updates on all 47 action items, and detailed updates on specific action items that advanced in 2016.

Action Items 4.2.4, 4.2.5

Awarded
FTA GRANT
to study equitable transit-oriented development for potential streetcar expansion.

$750,000

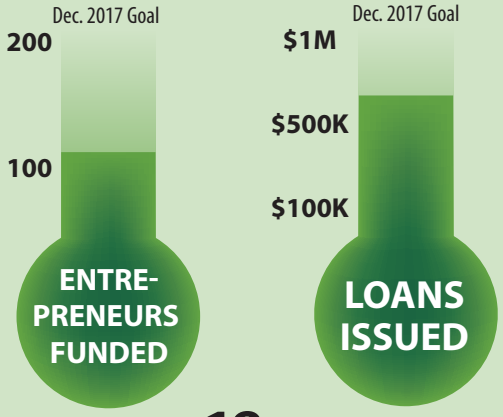
Action Item 5.1.2

EMPLOY MILWAUKEE
$9.1M
Grants thru U.S. Dept. of Labor
WORKFORCE DEVELOPMENT

- Improving workers' skills
- Broadening the regional pool of qualified workers
- Attracting industry and employers
- Serving unemployed and underemployed
- Serving dislocated individuals and at-risk young adults

Action Items 6.2.1

kiva
Loans that change lives

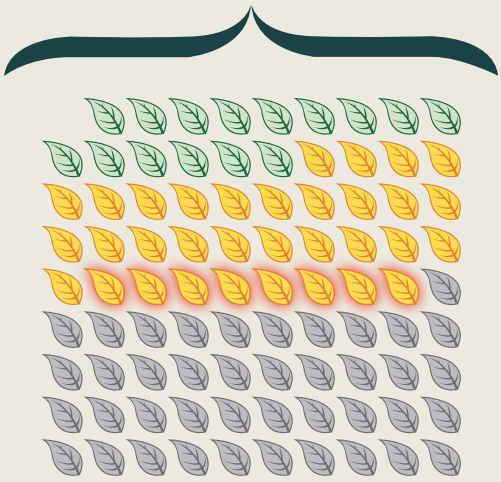


18
trustees endosed more than one loan

Borrower Demographic

Action Item 7.1.6

Out of **89 total catalytic projects** identified by the city's area plans, **15 have been completed** and **33 are in progress**.



BASELINE AND METRICS

Growing Prosperity identifies a baseline and key metrics to define and measure the success of the City's economic development efforts on a macro level. These figures are shown in the charts on the next two pages. It is important to remember that these metrics describe broad regional and social characteristics that will take time and effort to shift, and little or no movement in the metrics for this reporting period should not be interpreted as demonstrating a lack of progress on the ground.

Population change: Estimates show that the city's overall population grew 0.2% from the baseline [1], while population in the central city decreased by 2.0% [2]. These trends echo on the one hand the resurgence and redevelopment in the downtown and adjacent neighborhoods, and on the other hand the continued effects of the foreclosure crisis in central city neighborhoods.

Industrial land redevelopment: The City maintained its goal of having 100 acres of developable land shovel-ready in 2016, and remediated an additional 20 acres of brownfield sites [3].

Workforce participation: Estimates show that workforce participation has increased from the baseline [4], including among the city's minority populations [5] and continues to exceed national rates as well as the rates for many peer cities.

The number of ***workers employed in manufacturing*** is up slightly over the baseline, but down from last year's estimate [6]. This can likely be explained by more workers entering the labor force and diluting the overall percentage of workers in manufacturing, rather than an actual drop in manufacturing jobs.

Poverty rate: While the city's share of regional poverty dropped by 2.9% against the baseline (a positive trend) [7], this is largely due to poverty increasing within the region overall. Within the City of Milwaukee, the number of residents in poverty is down 4.4% over the baseline, due to continued economic expansion as the US recovers from the recession of 2008 [8].

Household income: Citywide median household income is up 6.6% from the baseline [9] *Growing Prosperity* also targeted income growth among African American and Latino households and last year saw increases among both of these groups [10].

Educational attainment: Overall educational attainment is up over the baseline. This is especially true for city residents who hold bachelor's degrees: the number of residents with bachelor's degrees is up 10.2% [11].

Neighborhood market conditions: The average assessed value for residential property in the city increased 3.6% over the baseline [12]. While tax foreclosed residential properties as a percent of all residential properties was up slightly, bank foreclosures were down significantly [13]. When the Market Value Analysis is updated, more robust neighborhood market measures will be available.

For the charts on pages 8-13, a red box around a progress indicator means a significant positive change over the 2015 report.

	BASELINE (2013)	Previous Report (2014)	Current Report (2015)	% Change over Previous Report	% Change over Benchmark
POPULATION					
Citywide **[1]**	*599,168*	599,653	600,154	0.1%	0.2% ●
Central city* **[2]**	*279,907*	277,095	274,375	-1.0%	-2.0% ●
INDUSTRIAL AND COMMERCIAL PROPERTY					
Industrial land [1]					
Acres of shovel-ready land **[3]**	*126.3*	115	115	0.0%	-8.9% ●
Acres remediated since adoption	*0*	28	48	71.4%	- ●
Commercial and industrial vacancy by sq. ft. [2]					
Industrial vacancy rate	*6.1%*	4.7%	4.4%	-6.4%	-27.9% ●
Commercial office vacancy rate	*20.9%*	18.4%	16.7%	-9.2%	-20.1% ●
Vacant buildings [3]					
Vacant industrial buildings	*129*	89	54	-39.3%	-58.1% ●
Vacant commercial buildings	*497*	336	115	-65.8%	-76.9% ●
WORKFORCE PARTICIPATION **					
Citywide					
Population 16 years and over	*457,661*	459,966	459,913	0.0%	0.5% ●
Not in labor force	*162,470*	161,448	158,670	-1.7%	-2.3% ●
In labor force **[4]**	*295,191*	298,518	301,243	0.9%	2.1% ●
Employed	*261,782*	267,240	275,035	2.9%	5.1% ●
Unemployed	*33,409*	31,278	26,208	-16.2%	-21.6% ●
Race/Ethnicity					
White					
Population 16 years and over	*238,782*	239,550	233,903	-2.4%	-2.0% ●
Not in labor force	*75,455*	79,531	76,018	-4.4%	0.7% ●
In labor force	*163,327*	160,019	157,885	-1.3%	-3.3% ●
Employed	*151,388*	151,156	151,095	0.0%	-0.2% ●
Unemployed	*11,939*	8,863	6,789	-23.4%	-43.1% ●
African American					
Population 16 years and over	*165,674*	167,428	166,834	-0.4%	0.7% ●
Not in labor force	*67,098*	65,632	64,732	-1.4%	-3.5% ●
In labor force **[5]**	*98,576*	101,796	102,102	0.3%	3.6% ●
Employed	*80,352*	82,877	86,991	5.0%	8.3% ●
Unemployed	*18,224*	18,919	15,111	-20.1%	-17.1% ●
African American Male					
Population 16 years and over	*71,145*	72,671	73,604	1.3%	3.5% ●
Not in labor force	*28,689*	29,998	31,227	4.1%	8.8% ●
In labor force **[5]**	*42,456*	42,673	42,377	-0.7%	-0.2% ●
Employed	*31,394*	31,697	35,458	11.9%	12.9% ●
Unemployed	*11,062*	10,976	6,919	-37.0%	-37.5% ●
Hispanic or Latino (of any race)					
Population 16 years and over	*69,299*	71,026	73,410	3.4%	2.5% ●
Not in labor force	*22,314*	22,444	23,565	5.0%	0.6% ●
In labor force **[5]**	*46,985*	48,582	49,845	2.6%	3.4% ●
Employed	*42,064*	45,030	45,708	1.5%	7.1% ●
Unemployed	*4,920*	3,551	4,137	16.5%	-27.8% ●
POPULATION EMPLOYED IN MANUFACTURING					
Percent employed in manufacturing **[6]**	*14.1%*	15.2%	14.3%	-5.9%	7.8% ●
POPULATION EMPLOYED IN KEY ASSET INDUSTRY CLUSTERS (M7 Region)					
Total employed in asset clusters	*125,945*				
Food and beverage processing	*14,409*				
Power, energy and controls	*18,967*				
Water technology	*5,917*		*<< Insufficient Data >>*		
Headquarters and biz services	*41,703*				
Finance and insurance	*44,949*				

	BASELINE (2013)	Previous Report (2014)	Current Report (2015)	% Change over Previous Report	% Change over Benchmark
POVERTY RATE					
City of Milwaukee					
Persons in poverty **[8]**	*163,826*	169,016	156,573	-7.4%	-4.4% ●
White	*50,769*	49,268	47,381	-3.8%	-6.7% ●
African American	*90,532*	91,626	79,266	-13.5%	-12.4% ●
Hispanic or Latino	*31,159*	33,841	35,890	6.1%	15.2% ●
M7 region, excluding city					
Persons in poverty	*115,682*	134,356	116,535	-13.3%	0.7% ●
White	*88,490*	103,910	89,762	-13.6%	1.4% ●
African American	*14,898*	15,378	13,669	-11.1%	-8.2% ●
Hispanic or Latino	*19,247*	22,659	21,193	-6.5%	10.1% ●
M7 region and city combined					
Persons in poverty	*279,508*	303,372	273,108	-10.0%	-2.3% ●
White	*139,259*	153,178	137,143	-10.5%	-1.5% ●
African American	*105,430*	107,004	92,935	-13.1%	-11.9% ●
Hispanic or Latino	*50,406*	56,500	57,083	1.0%	13.2% ●
City share of region					
City share of regional population	*30.1%*	29.2%	29.2%	-0.2%	-2.9% ●
City share of regional poverty **[7]**	*58.6%*	55.7%	57.3%	2.9%	-2.2% ●
BUSINESS START-UPS AND CLOSURES *					
Business start-ups	*2,924*	2,789	2,828	1.4%	-3.3% ●
Business closures	*2,916*	2,663	2,548	-4.3%	-12.6% ●
Ratio of start-ups to closures	*1.00*	1.05	1.11	5.7%	11.0% ●
MEDIAN HOUSEHOLD INCOME					
City of Milwaukee					
City overall **[9]**	*$35,186*	$35,049	$37,495	7.0%	6.6% ●
White, non-Hispanic **[10]**	*$48,311*	$49,603	$51,493	3.8%	6.6% ●
African American, non-Hispanic **[10]**	*$26,351*	$24,967	$27,918	11.8%	5.9% ●
Hispanic or Latino **[10]**	*$29,289*	$31,517	$35,603	13.0%	21.6% ●
EDUCATIONAL ATTAINMENT					
Population 25 years or older	*365,916*	368,229	371,229	0.8%	1.5% ●
Less than 9th grade	*23,785*	21,726	23,041	6.1%	-3.1% ●
9th to 12th grade, no diploma	*42,812*	40,873	41,166	0.7%	-3.8% ●
High school graduate or equivalent	*108,677*	110,837	106,670	-3.8%	-1.8% ●
Some college, no degree	*80,867*	81,747	87,173	6.6%	7.8% ●
Associate's degree	*25,248*	26,512	24,456	-7.8%	-3.1% ●
Bachelor's degree **[11]**	*55,253*	55,603	60,906	9.5%	10.2% ●
Graduate or professional degree **[11]**	*29,273*	30,931	27,817	-10.1%	-5.0% ●
NEIGHBORHOOD CONDITIONS					
Residential market health					
Average assessed value **[12]**	*$118,547*	$120,117	$122,760	2.2%	3.6% ●
Tax foreclosed as % of all **[13]**	*0.79%*	0.80%	0.84%	5.3%	6.4% ●
Bank foreclosed as % of all **[13]**	*0.91%*	0.73%	0.47%	-35.2%	-48.3% ●

** Due to how the data is reported, these figures are 1 year behind the reporting cycle, i.e. baseline starts at 2012.*

● *Neutral change over baseline*
● *Improvement over the baseline*
● *Weakening over the baseline*

LOCATION-BASED OPPORTUNITIES

ACTION ITEM	DESCRIPTION	TERM	2016 PROGRESS	PROGRESS INDICATOR
4.1.1	Develop, maintain and publish a comprehensive list of available development sites in the city	SHORT	· Developed process to list properties on social media & engage subscribers · Developed coordinated listings with Milwaukee County & State of WI	50%+
4.1.2	Maintain an inventory of 100 acres of "shovel ready" industrial land for development	MED	· Continue prep of 45 acres of land to be marketed at Century City · Working with Harbor District on Water & Land Use Plan to ID & preserve land	50%+
4.1.3	Return 500 acres of brownfield land to active, industrial use in 10 years	LONG	· Continue prep of 45 acres of land to be marketed at Century City · Ongoing work with gov't agencies and Responsible Party on Solvay Coke site	0% - 50%
4.2.1	Regularly communicate with M7 and key asset industry orgs to keep suitable city development sites on their radars	LONG	· Serve on region's Next Generation Manufacturing Steering Committee · Support FaB's Near West Side initiative	ONGOING
4.2.2	Create a food innovation district or corridor in the city	MED	· City staff continued its work with FaB Wisconsin to identify locations for a FaB Center of Excellence	0% - 50%
4.2.3	Update the analysis of industrial-zoned land within the city	SHORT	· DCD and RACM staff assembling materials for update; anticipate initiating update in 2017	0% - 50%
4.2.4	Advocate for policy changes that promote investment in public transportation options	LONG	· City participating in East-West BRT feasbility study · DCD secured $750K for TOD planning study of potential streetcar expansion	ONGOING
4.2.5	Invest in infrastructure to promote efficient intermodal networks	LONG	· Lakefront Gateway project underway · City completed utility prep work for initial streetcar lines	ONGOING
4.3.1	Identify existing building inventory and promote for alternative uses	MED	· Efforts in 2016 included two charrettes with city real estate sites, work with ACRE program, education and coordination with BIDs, etc.	50%+
4.3.2	Explore and advance opportunities for home-based businesses in neighborhoods	LONG	· City staff continues to research ways to provide more flexibility for home-based businesses while balancing potential impacts	0% - 50%
4.3.3	Explore and advance opportunities for live/work/sell space to support artists and entrepreneurs alike	LONG	· City staff continues to research ways to provide more flexibility for live/work/sell space while balancing potential impacts	0% - 50%

Action Item 4.1.2 & 4.1.3: Industrial Land Redevelopment

In 2016, the Redevelopment Authority of the City of Milwakee (RACM) continued its development of Century City, a City of Milwaukee Business Park, including the preparation of the remaining 45 acres of developable land to be marketed.

RACM also secured $600,000 in brownfield grant money from the US EPA to remediate three former industrial properties in the City of Milwaukee. These properties will continue to support Action Item 4.1.2 and 4.1.3: maintaining an active inventory of industrial land avaiable for redevelopment, and remediating and putting back into productive use 500 acres of brownfield land within 10 years.

In 2017, RACM will continue to work with its partners to prepare and market land and former industrial sites, like the former Solvay Coke site, for productive, taxable use.

Demolition and remediation at the former Solvay Coke site in the Harbor District (Credit: Dan Aadams / Harbor District, Inc.)

Action Item 4.2.4 & 4.2.5: Investing in public transit and intermodal networks

In 2016, the City of Milwaukee Department of City Development secured a $750,000 grant through the Federal Transit Administration to study transit-oriented development (TOD) along two corridors that were identified as potential future Milwaukee Streetcar routes. This TOD Planning Study will be divided into two components: first developing a market analysis and affordability strategy to foster TOD along the two potential routes; and second building a larger TOD strategy aimed at catalyzing development along these two corridors while preserving affordability and a diversity of incomes along the routes.

The TOD Planning Study will be one component of the City's ongoing efforts to preserve affordability and combat displacement in neighborhoods while improving accessibility to jobs and opportunity through transit.

Action Item 5.1.2: Coordinating Efforts to Employ Milwaukee

The Milwaukee Area Workforce Investment Board's 2016 name change to Employ Milwaukee was a signal of the laser focus with which Employ Milwaukee and its partners are working to align the local workforce development structure with employment opportunities in the region's growth sectors.

The past year saw Employ Milwaukee receive a number of new grants that will allow it to expand its capacity to provide training services to an additional 600+ Milwaukee residents in target high growth industries including advanced manufacturing, healthcare, and information technology.

The America's Promise grant will allow Employ Milwaukee to collaborate with workforce development boards in peer cities to create more skilled worker connections to industry, broaden the regional pool of qualified workers, and attract industries and employers to the Midwest.

HUMAN CAPITAL DEVELOPMENT

ACTION ITEM	DESCRIPTION	TERM	2016 PROGRESS	PROGRESS INDICATOR
5.1.1	Develop a Center for Advanced Manufacturing at Century City	MED	· RACM met with the Economic Development Administration in Summer 2016 to discuss training facility at Century City	0% - 50%
5.1.2	Align workforce development structure with growth opportunities in asset industry and large employment clusters	SHORT	· Employ Milwaukee secured $9.1M in federal grants to support area workers · M7 established Grow.Here.Now to expose students to manufacturing jobs	ONGOING
5.1.3	Expand internships, job shadowing, part-time summer jobs, etc., for high school & college students	MED	· Employ Milwaukee placed Career Plus coordinators in Milw. Co. high schools · Secured $2M Summer Jobs & Beyond Grant to connect youth to employment · 3,400 students served by Earn & Learn	ONGOING
5.1.4	Develop a website of opportunities for employers to become involved in job prep activities that target local youth	MED	· No progress reported for 2016	0% - 50%
5.1.5	Investigate national children's savings account models that change aspirations of students of low-income families	MED	· Released concept paper in Feb. 2016 · Secured $25K CFED grant to finalize design and business plan · Building community support	0% - 50%
5.1.6	Establish branding, events, and opportunities to better connect Milwaukee college students with the larger community	LONG	· Though no progress reported for 2016, The Commons board has formed to explore future efforts	0% - 50%
5.2.1	Appoint a team to explore creating an entity like Homeboy Industries that offers jobs and support to ex-offenders	MED	· No progress reported for 2016	NOT STARTED
5.2.2	Facilitate local employers' pursuit of hiring practices that are more inclusive of ex-offenders	LONG	· Several ongoing programs, including $1M US DOJ Smart Reentry Program, for which Employ Milwaukee is providing assistance	0% - 50%
5.2.3	Spearhead private fundraising efforts to restore free driver's education classes & expand license recovery efforts	LONG	· MPS piloted Universal Driver Education with 262 students; on pace to serve 1,400 students · Program expanded to 8 schools	50%+
5.2.4	Advocate for public transportation improvements to connect city residents to job centers through the metro area	LONG	· City continues to support the ongoing efforts to develop an east- west BRT line between downtown and the Regional Medical Center	ONGOING
5.2.5	Support the expansion of the State of Wisconsin transitional jobs program	LONG	· Compete Milwaukee hired 67 individuals to work in DPW, DNS, and other agencies.	50%+

Action Item 5.2.3: MPS Drive[s] into its Second Year

The collaboration between Milwaukee Public Schools, the City of Milwaukee, and the Center for Driver's License Recovery and Employability to launch MPS Drive demonstrates how effective partnerships can quickly translate recommendations into results.

During spring of 2016, the MPS Drive Universal Driver Education pilot program was launched at four MPS high schools, serving 262 predominantly low-income students. It was a rousing success and saw 99% of participants pass the temporary driver's permit exam.

The program expanded to eight sites in the 2016-2017 school year and is on pace to serve 1,400 total students by the end of the year. MPS Drive reduces barriers to future employment by increasing the number of new drivers who are fully licensed and trained on safe driving skills.

Changes in 2016 to the City's Residential Preference Program

The City of Milwaukee's Residential Preference Program (RPP) helps underemployed and unemployed residents access employment opportunities on city-funded construction and development projects. In 2016, the RPP saw several changes that will improve program outcomes:

- Special Impact Areas were established to require hiring workers and apprentices from ZIP codes with greatest employment needs
- Contractors will be required to proactively forecast participation in the program prior to the start of the project/contract
- Contractors will receive an incentive for exceeding minimum requirements for hours worked by residents from Special Impact Area ZIP codes

These changes aim to improve the effectiveness of the RPP, create new apprenticeship pathways, and employ more residents from ZIP codes with higher rates of unemployment. These changes align with the goals of *Growing Prosperity* and employ more city workers.

Action Item 6.1.1 & 6.2.2: Supporting Local Businesses & Start Smart

In an ongoing effort to better support local entrepreneurs and small businesses, and building on the recommendations developed by the Local Business Action Team (6.1.3), in 2016 the City of Milwaukee launched its StartSmart web resource that provides licensing and permitting information for aspiring small business owners and helps walk them through what they need to do in order to successfully get up and running. The site is available in both English and Spanish, and helps ease the path to business creation in the City of Milwaukee. As of the end of 2016, StartSmart had more than 2,600 unique users.

UEDA continued its partnership with The Business Council and Rule Enterprises, LLC, to convene a Small Business Affinity Group, which discussed local project development and small business success, mentoring to small businesses, and the local small business service provider system, among other topics. In addition, UEDA updated its comprehensive list of small business resource and service providers to more easily share with existing small businesses and aspiring entrepreneurs (6.2.2).

In 2016, the License Division of the City Clerk's Office established the Pivot Program. The Pivot Program "takes the show on the road" by engaging small business owners and helping them to keep their licenses current and in good standing, resolving licensing problems, explaining rules and regulations, and connecting small businesses and entrepreneurs with City of Milwaukee and other community resources (6.1.4).

Finally, the City's Office of Small Business Development sponsored the 2016 Milwaukee Small Business Week. The celebration recognized and honored small business owners and entrepreneurs for their ongoing contributions to economic growth in Milwaukee. Small Business Week will be held again in May 2017 (6.1.4).

ENTREPRENEURSHIP & INNOVATION

ACTION ITEM	DESCRIPTION	TERM	2015 PROGRESS	PROGRESS INDICATOR
6.1.1	Develop regulation road maps for common start-up businesses	SHORT	· City launched StartSmart, available in both English and Spanish, an interactive site that provides permit and license data for start-ups	50%+
6.1.2	Reuse vacant City-owned commercial properties to foster start-ups in central city neighborhoods	MED	· Sold 16 commercial properties · Created CROP to tie entrepreneurs to city real estate and creatively reuse vacant properties	50%+
6.1.3	Establish a Local Business Action Team within City government to focus on improving service to businesses	SHORT	· City staff continues to implement the various recommendations of the LBAT final report	COMPLETE
6.1.4	Outstation City staff with local entrepreneurship development organizations to provide direct assistance	LONG	· Pivot Program established · Milwaukee Small Business Week launched in 2016 to celebrate small biz and entrepreneurs	50%+
6.2.1	Invite KIVA to partner with City government and local orgs to develop micro-lending to small businesses	SHORT	· 107 entrepreneurs funded for a total of $584K in loans through 2016 · Kiva Wisconsin capacity expanded with 2 advisors and 1 UWM fellow	50%+
6.2.2	Encourage all organizations that assist small businesses to list their services on a common forum	MED	· Small Business Affinity Group convened to coordinate resources · Updated comprehensive list of small biz resources and service providers	50%+
6.2.3	Improve communication between City agencies and intermediaries that provide services and TA to local businesses	MED	· DCD's Commercial Corridor Team continues to engage with BIDs and other TA organizations to provide effective support to local businesses	ONGOING
6.3.1	Develop and host an annual "Entrepreneur Week" to showcase local talent and resources	SHORT	· In 2016 Mayor called for change to private sector non-compete contracts as a way to encourage more entrepreneurialism	COMPLETE
6.3.2	Introduce principles of entrepreneurship to Milwaukee students	LONG	· No progress reported at this time	NOT STARTED
6.3.3	Foster an "Artist Entrepreneurial City" by supporting artists and creative entrepreneurs	LONG	· City provided funds to encourage artists housing development including in Bronzeville neighborhood · BID #21's "Sculpture Milwaukee"	0% - 50%
6.3.4	Evaluate City regulations to ensure they facilitate shared work spaces, live/work/sell spaces, and R&D activities	LONG	· Number of live/work and R&D spaces continued to increase in 2016 · Could indicate regulatory environment may not require adjustment	ONGOING

QUALITY OF LIFE & PLACE

ACTION ITEM	DESCRIPTION	TERM	2015 PROGRESS	PROGRESS INDICATOR
7.1.1	Establish a Quality of Life Council	MED	· City and GMC launched MKE United, which is developing a framework to address quality of life topics	0% - 50%
7.1.2	Adopt a Quality of Life Plan	LONG	· City and GMC launched MKE United, which is developing a framework to address quality of life topics	0% - 50%
7.1.3	Establish an Equality of Opportunity Blueprint	LONG	· The City continues to implement the recommendations from the My Brother's Keeper Action Plan	50%+
7.1.4	Use creative placemaking to establish places where all residents can interact	LONG	· Numerous funding sources engaged · Developed metrics for measuring placemaking accomplishments	50%+
7.1.5	Implement *ReFresh Milwaukee* to make Milwaukee a more sustainable city	MED	· City ECO Office continues to implement strategies outlined in *ReFresh*	50%+
7.1.6	Support continued implementation of catalytic projects identified in area plans	LONG	· 15 catalytic projects completed to-date · 33 catalytic projects in progress	0% - 50%
7.2.1	Support the growth of affinity groups that engage younger Milwaukeeans in civic life	SHORT	· Multiple efforts underway including GMC integration of YP events into existing programs	0% - 50%
7.2.2	Encourage and support organizations involved in neighborhood improvement	SHORT	· Multiple city and foundation initiatives continue to support neighborhood improvement efforts	ONGOING
7.3.1	Develop intervention strategies targeted to neighborhood categories identified by the MVA	MED	· MVA used to target implementation of several city programs · Coordination working group convened	0% - 50%
7.3.2	Seek alignment among actors working to improve Milwaukee's neighborhoods	ONGOING	· CDA continues to convene members to better align efforts · MKE United is working to connect neighborhoods to downtown prosperity	50%+
7.4.1	Promote Milwaukee as America's most water-centric city	LONG	· New website (milwaukee.gov/wcc) provides info about city's water resources · Global Water Center fully occupied · Harbor District developing comprehensive Water & Land Use Plan	ONGOING
7.4.2	Establish an aggressive neighborhood marketing campaign	SHORT	· Work continues on developing web-based neighborhood marketing resources & branding materials	0% - 50%
7.4.3	Leverage opportunities linked to the City of Milwaukee's international relationships	MED	· No progress reported at this time	NOT STARTED
7.4.4	Create and distribute a Milwaukee marketing toolkit for use by local business leaders	MED	· VISIT Milwaukee has developed a marketing kit for its members and continues to work with them to refine	COMPLETE

Action Item 6.2.1: Funding Small Business through KivaZip Milwaukee

Kiva Milwaukee, through the sustained efforts of the Wisconsin Women's Business Initiative Corporation (WWBIC), has continued to make strong progress towards the action item outlined in Growing Prosperity and the targets established by WWBIC and its partners.

By December 2016, Kiva Milwaukee had engaged 107 entrepreneurs and provided them loans totaling $583,750. These microloans have assisted entrepreneurs and small businesses that are 45% minority, 62% female, and increase the vitality of neighborhood commercial districts in Milwaukee.

In 2016, Kiva Milwaukee also added two volunteer advisors and secured a Kiva Fellow from the University of Wisconsin-Milwaukee for a 22-month period. Both of these developments will increase Kiva Milwaukee's capacity and help it to expand its reach in Milwaukee.

Action Item 7.2.1: Supporting Milwaukee's Young Professionals

Growing Prosperity recognized the importance of young professionals in fostering economic growth and called for supporting affinity groups that engage young Milwaukeeans in civic life.

Milwaukee Urban League Young Professionals, Fuel Milwaukee, Hispanic Professionals of Greater Milwaukee, Social X, Newaukee, and others offered a diverse array of programming during 2016 that provided young professionals with the opportunity to grow their networks, volunteer in their communities and engage in meaningful discussions with local leaders from the private sector and local government.

The recent "Blueprints for Milwaukee" and "All Boats Rise" events also demonstrated the collective power of young professional groups to partner on events that bridge Milwaukee's social divides and amplify the voices of their members to shape the future of the city.

Action Item 7.1.6: Area Plan Catalytic Projects Move Forward

Growing Prosperity called for the city and its partners to work aggressively to implement the catalytic projects identified in the 13 area plans that make up the City of Milwaukee's Comprehensive Plan (7.1.6). These plans represent the collective vision of residents, business owners, and other stakeholders for their neighborhoods and 2016 saw great progress in advancing that vision. At the conclusion of 2016, 15 catalytic projects have been successfully completed and an additional 33 are in progress.

Notable area plan catalytic projects that advanced during 2016 included:

- Completion of transformational improvements at Moody Park.
- The reconstruction of South 5th Street to support the development of a Creative Corridor.
- Identification of a new grocery tenant for the former Lena's on Fond du Lac Avenue.
- The final phase of redevelopment of the former Indian Community School property by the Forest County Potawatomi.
- The in-progress redevelopment of the former Brooks Plaza into a Pete's Fruit Market and the Garfield Avenue School / Griot project in Bronzeville.
- The nearly completed reconstruction of South Lincoln Memorial Drive / Harbor Drive through the Third Ward.
- Work carried out through the Westlawn Choice Neighborhood Initiative to complete the Westlawn redevelopment.
- Habitat for Humanity's final year of its commitment to construct and rehabilitate homes within the Washington Park neighborhood.

2017 will see additional work to implement catalytic projects in Haymarket Square, the South 27th Street corridor, the Harbor District, Granville, and Uptown Crossing, as well as to advance Comprehensive Plan recommendations to foster transit-oriented development.

NEXT STEPS: REDOUBLING OUR EFFORTS

In 2017, the City will work with its partners to redouble our efforts towards the action items contained in *Growing Prosperity*, and ensure that the momentum we have developed since the launch of *Growing Prosperity* is maintained.

The City of Milwaukee Department of City Development will officially launch a $750,000 TOD Planning Study to develop a vision and strategies aimed at promoting equitable transit-oriented development along proposed future Milwaukee Streetcar corridors. This study will help to ensure that future streetcar extensions will catalyze development that preserves affordability and income diversity in the neighborhoods served by the Streetcar, and helps to connect Milwaukee residents to affordable housing and employment opportunities.

Kiva Milwaukee will work to grow its lending pipeline, improve the repayment rate on its microloans, promote local lending teams to develop a more engaged community of support, and reach out to the faith-based community to capitalize on local networks.

The MKE United initiative will launch Phase 2 in 2017, to deepen its engagement efforts and continue to develop transformative directions that will better connect downtown prosperity with adjacent neighborhoods and develop a downtown that is inclusive and welcoming to all.

The City of Milwaukee's Department of Administration will continue fundraising and building community support for a children's savings account program to improve educational outcomes for Milwaukee's K-12 students.

More generally, City staff will work to re-engage with partners and identify ways to sustain momentum on Growing Prosperity as it enters Year 3. As priorities shift and we move further from the official launch of Growing Prosperity, maintaining a focus on the 47 action items contained in this report will become more challenging; finding ways to reconnect, refine and re-engage on these efforts will be vitally important.

The City of Milwaukee is grateful to its partners for their continued efforts and investment in transforming Milwaukee into a place in which all residents have access to opportunity and prosperity; we honor your commitment in this Annual Report and look forward to continued partnership and progress in the years to come!

Visit city.milwaukee.gov/GrowingProsperity for more information.

City of Milwaukee

Department of City Development

April 2017