

Part 1 – definition and concepts for transpartisan planning  
Larry Witzling, GRAEF

Part 2 – example – Strategic Action Plan for Transform  
Milwaukee  
Stephanie Hacker, GRAEF

Part 3 Transform Milwaukee plan implementation  
Wyman Winston, WHEDA

Part 4 – the future of transpartisan growth in the  
metropolitan areas  
Rocky Marcoux, Milwaukee DCD

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# Session Proposal:

Learning  
Objective

1

Ways to reframe plans to reduce risks and increase potential for implementation

Learning  
Objective

2

Techniques for removing ideology from planning and putting pragmatism back in

Learning  
Objective

3

Changing planning culture in our communities to avoid political pitfalls

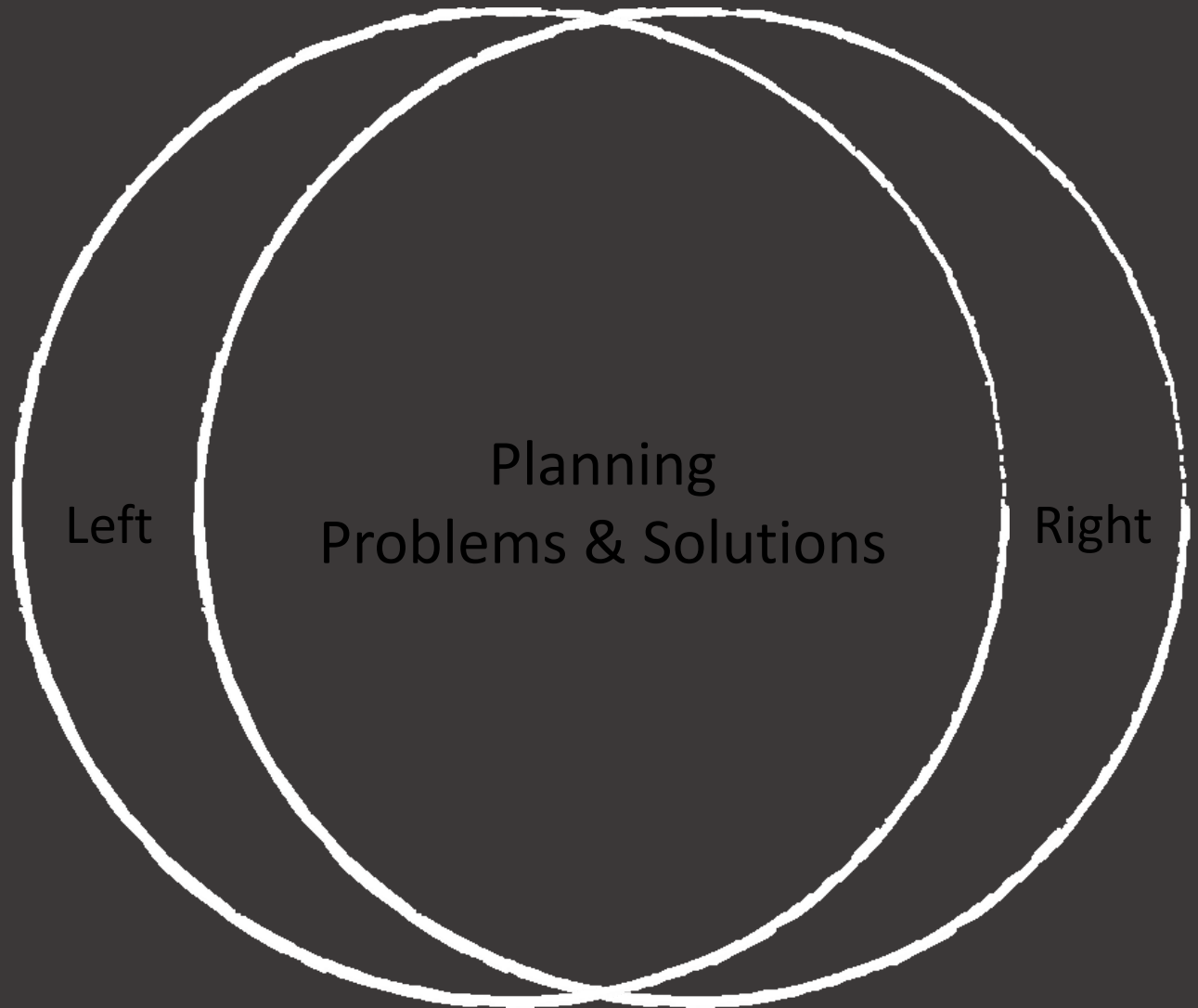
What is a partisan decision-making process?

Why does it matter?

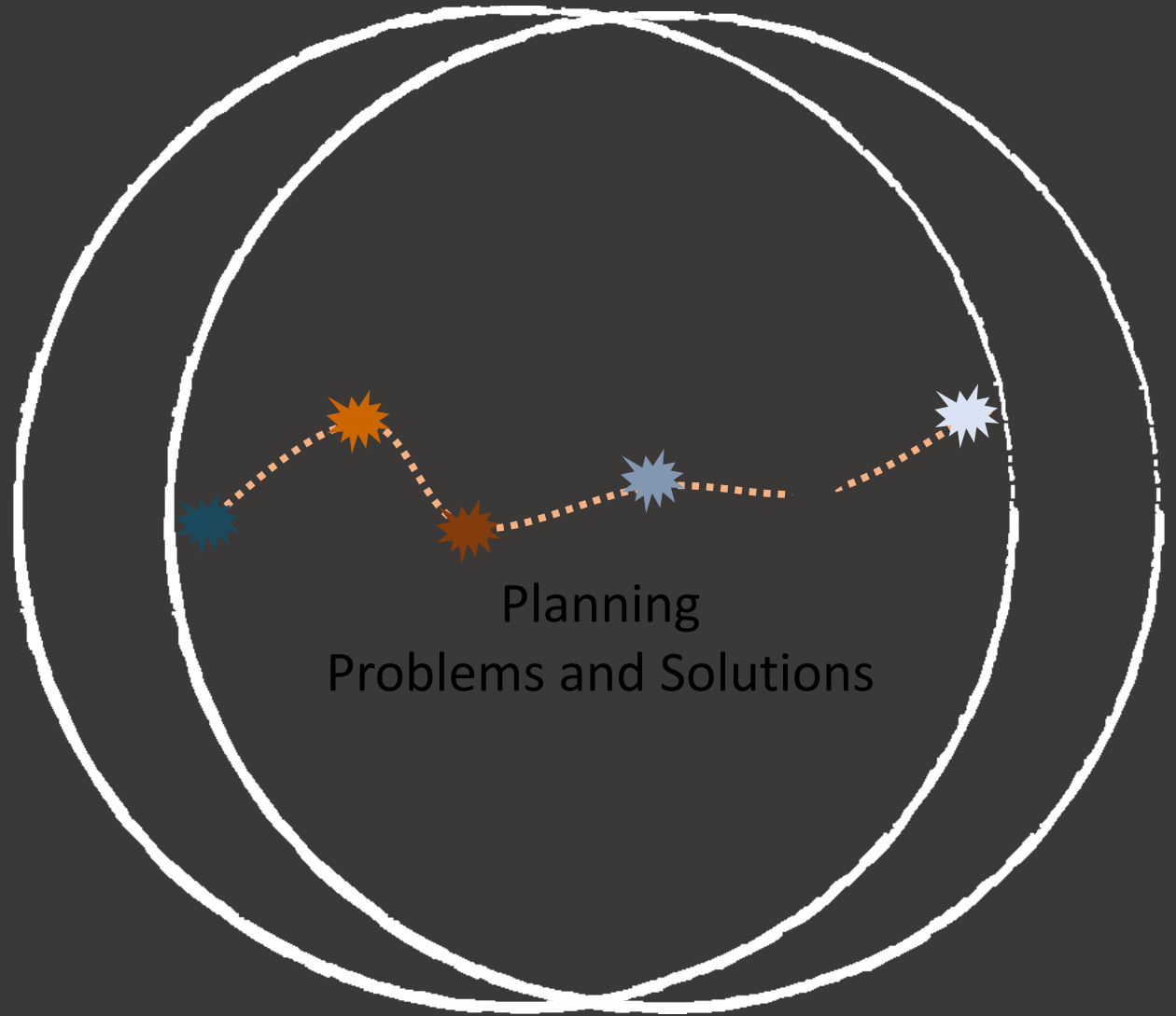


Back in the day...

Comfortable  
overlap for  
balanced  
solutions

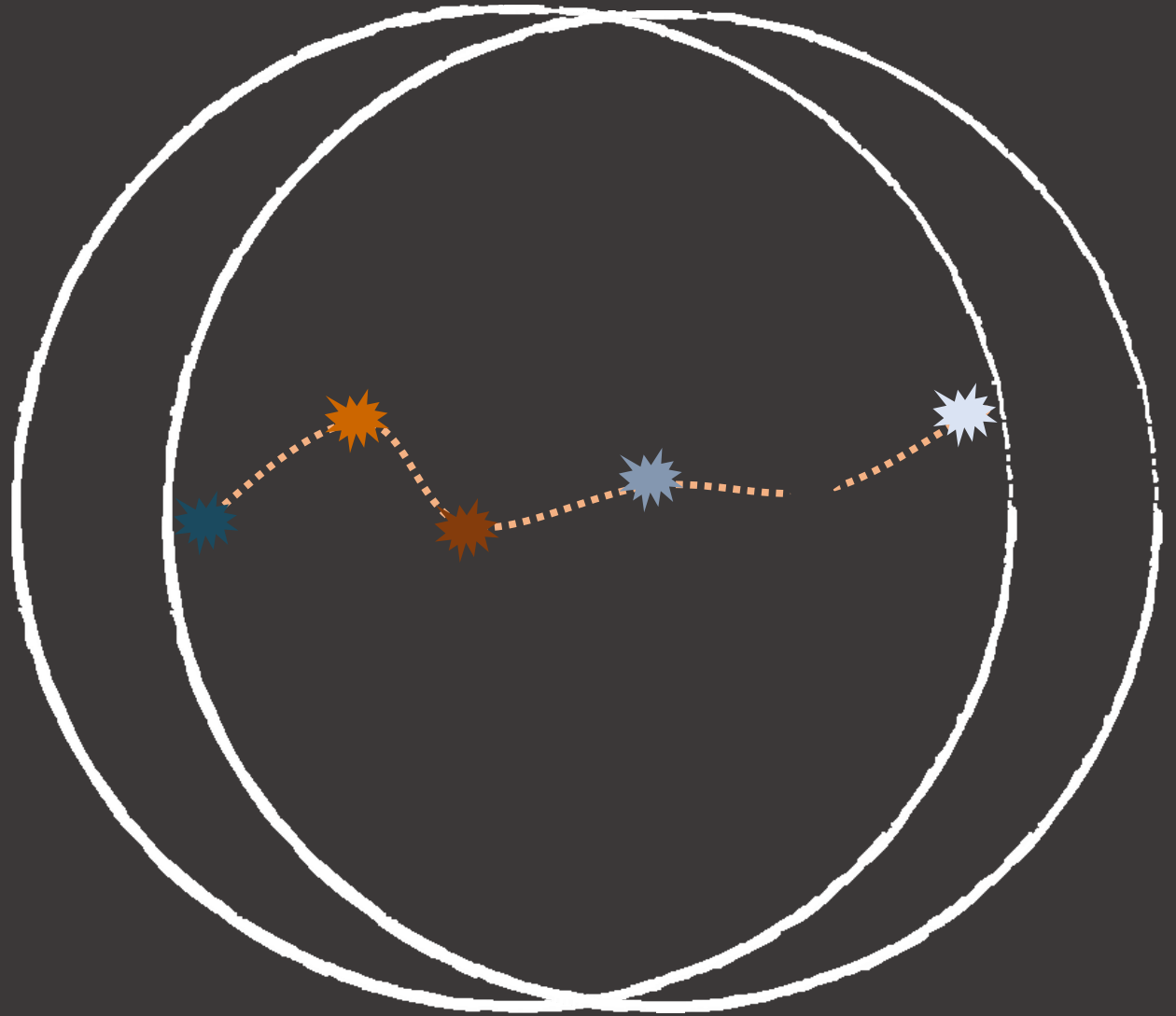


Problems and solutions (the dots) could be described in the same field of discussion as the actions (lines) that connected those dots ... without major political discord



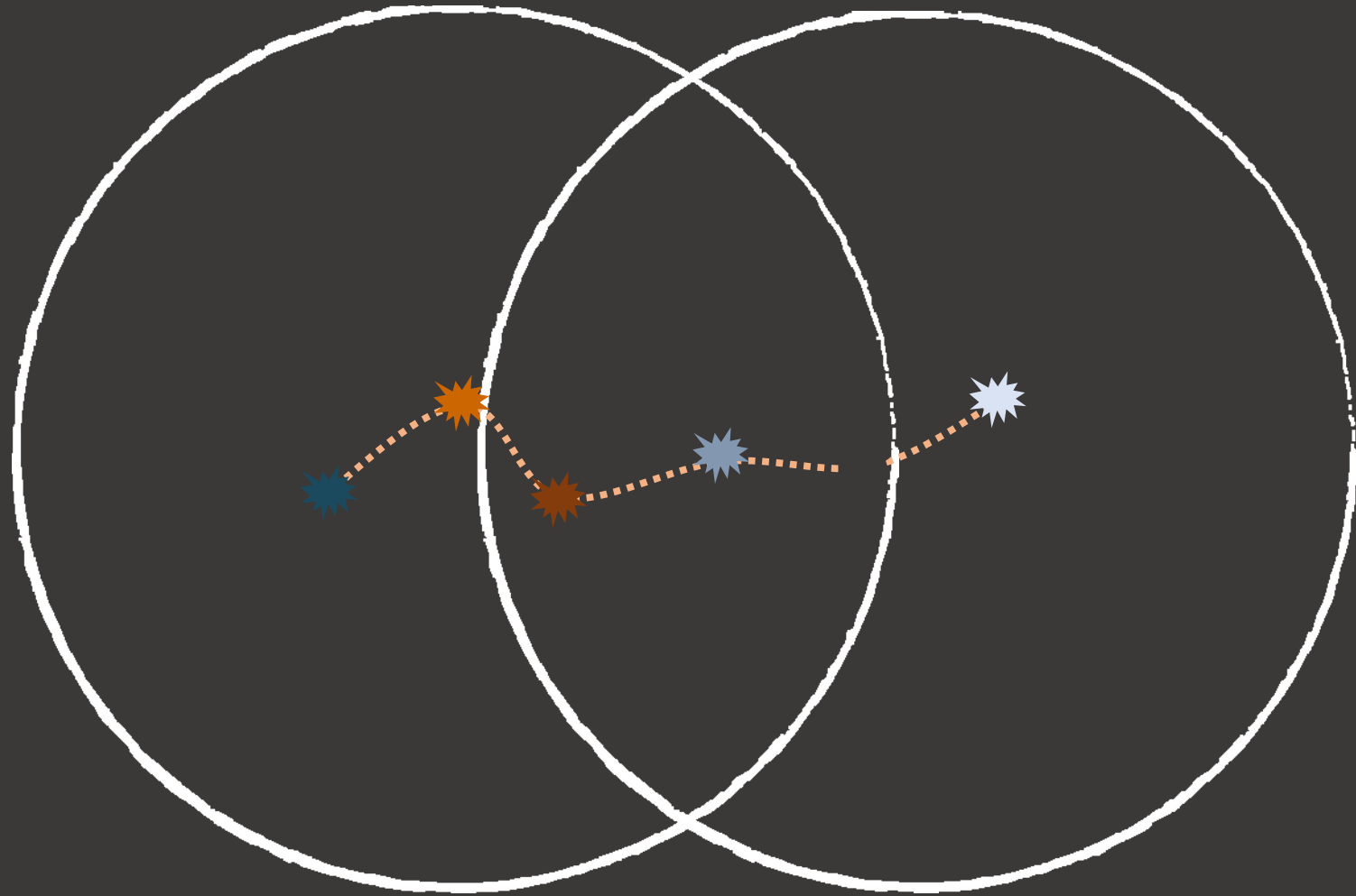
Planners could  
connect the dots  
using:

- Planning
- Zoning
- Capital  
Improvements
- Operational  
changes

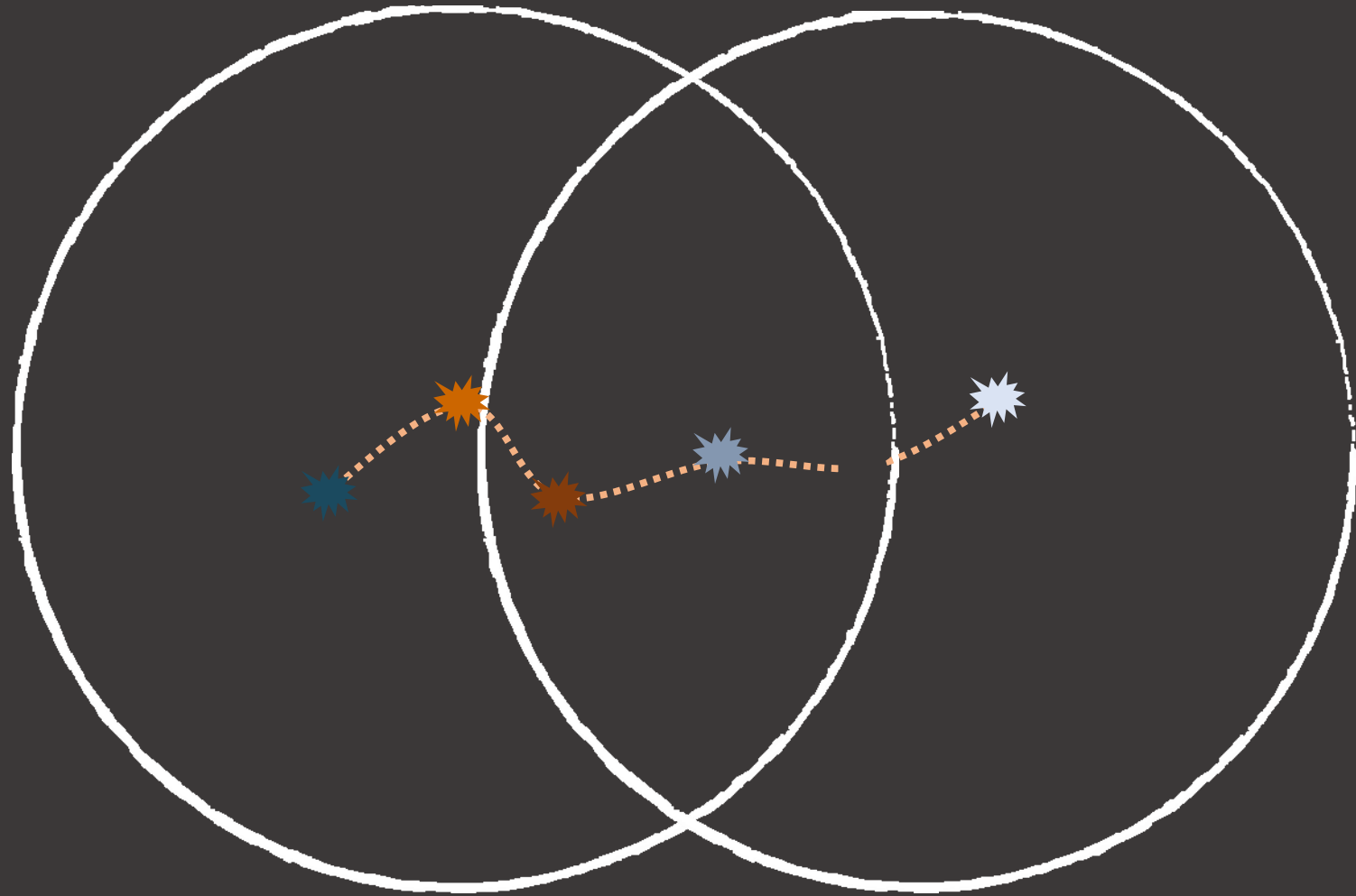


But the partisan context began to change:

- Ideologies replaced problem solving
- Ideologies became the criteria for approving actions

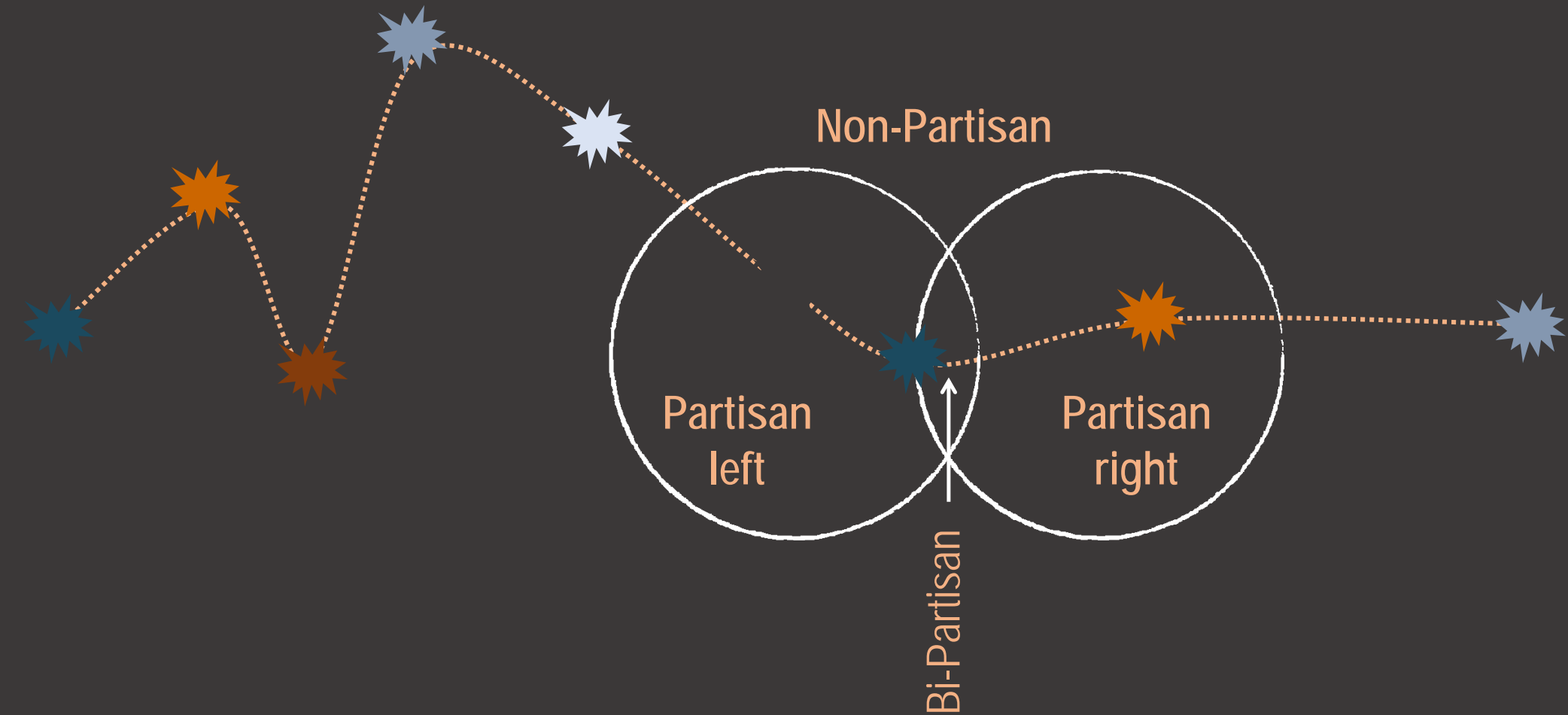


Connecting  
the dots has  
always been  
political but  
now it is  
ONLY  
political.



Dots = problems/solutions

# Lines = actions

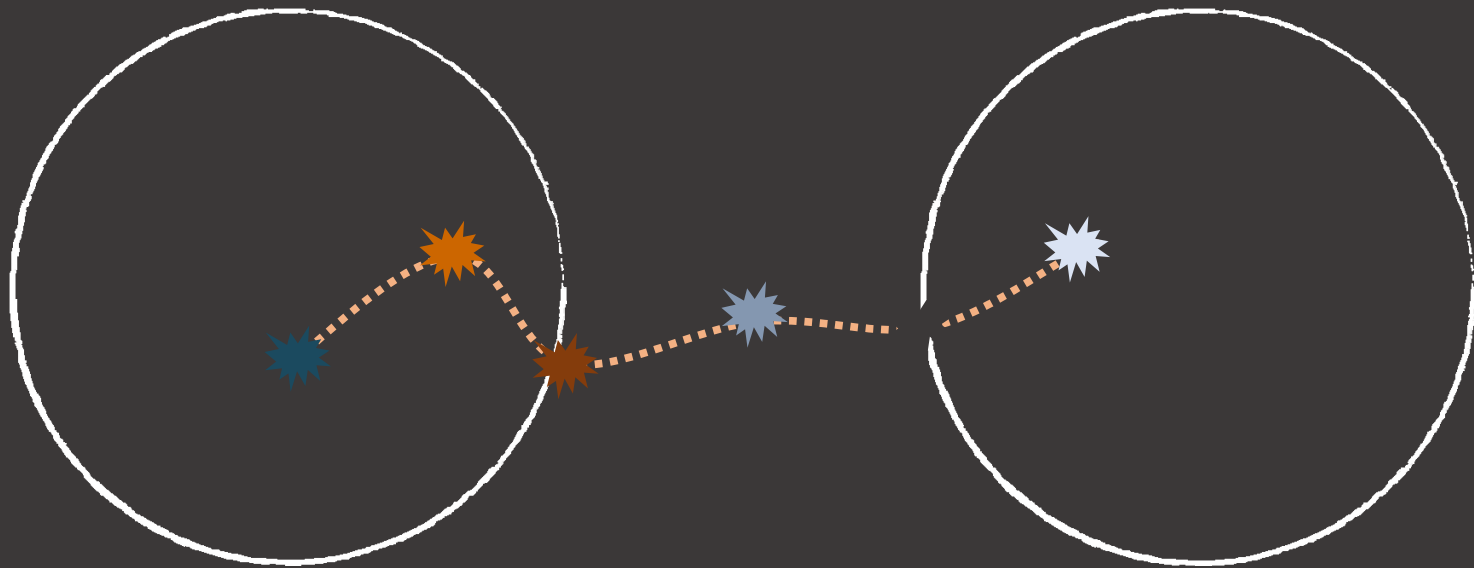


Some dots are “left” – save all wetlands and all buildings.

Some are “right” – give all owners complete land-use freedom.

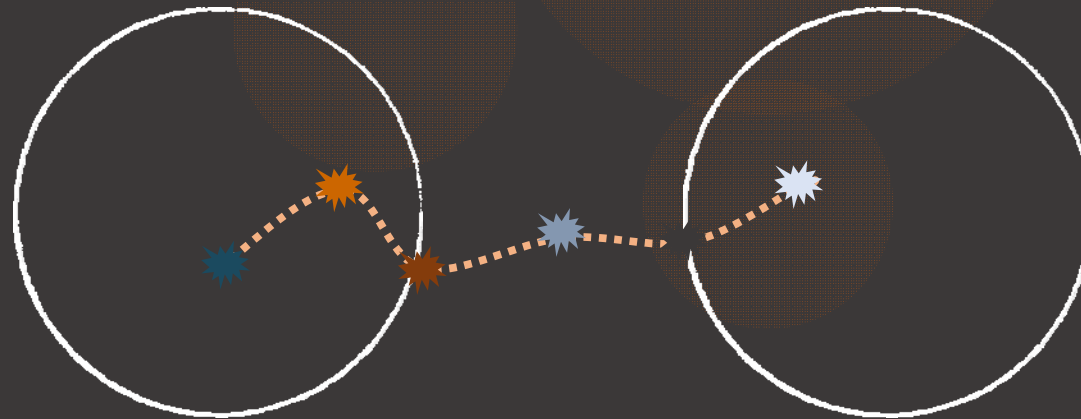
Some are bi-partisan – make sure the process is fair.

Some are non-partisan – don’t make technical errors.



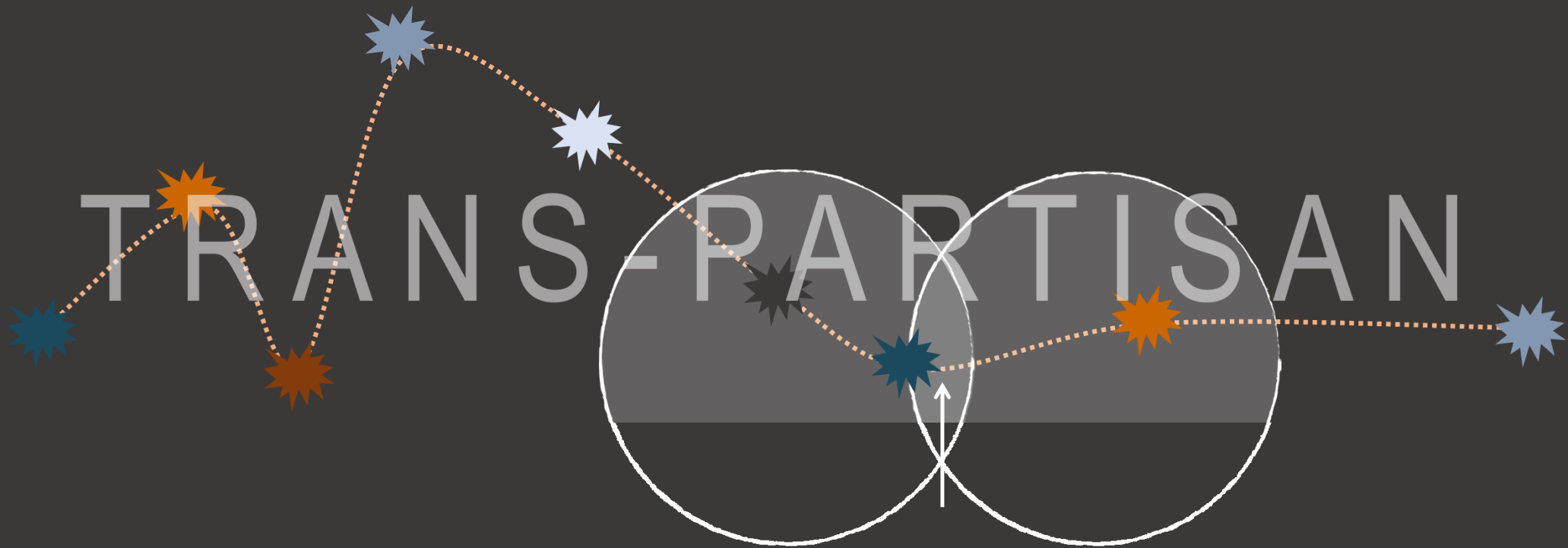
## Examples of ideological dilemmas:

1. Getting to jobs in the burbs versus getting jobs into the city
2. Using eminent domain for plans versus property owners
3. Avoiding gentrification versus increasing wealth for the city
4. Making complete streets versus active streets
5. Conserving environmental features versus creating social parks
6. Making "big green" space versus "small occupied" places



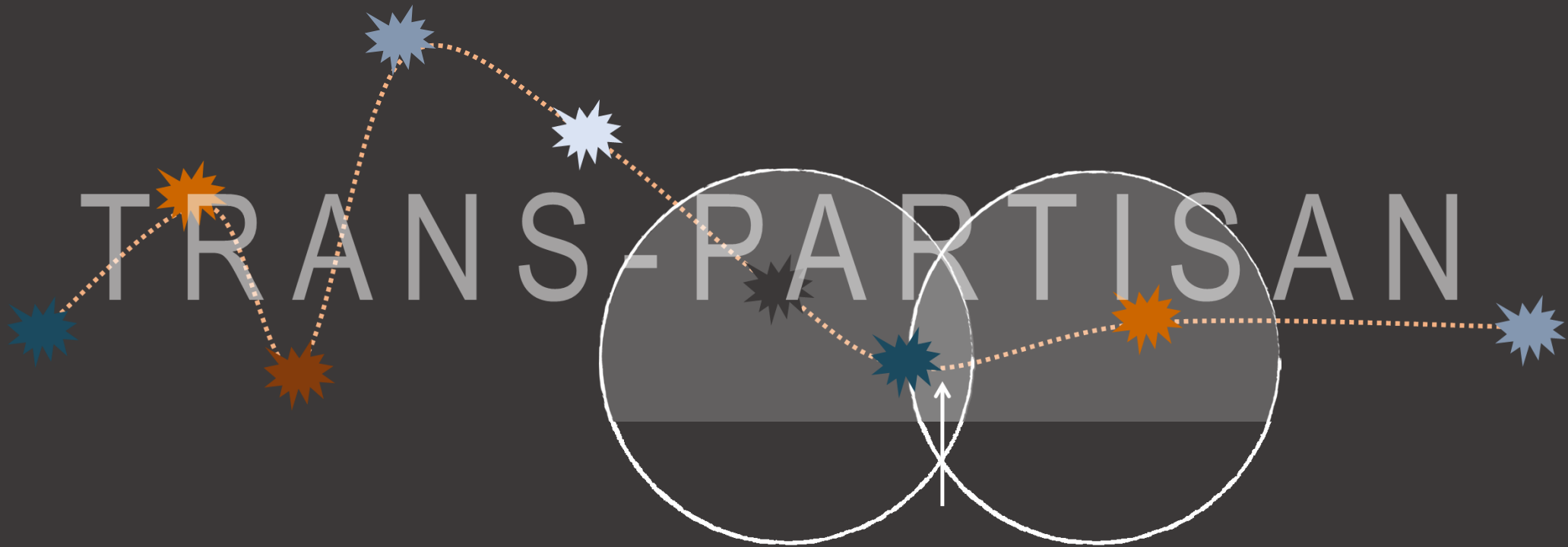


Connecting the dots is 'transpartisan' – this requires weaving inside, outside, between and within the circles to connect the dots. It is more than just 'politics' in planning – it is full recognition of conflicting ideals.

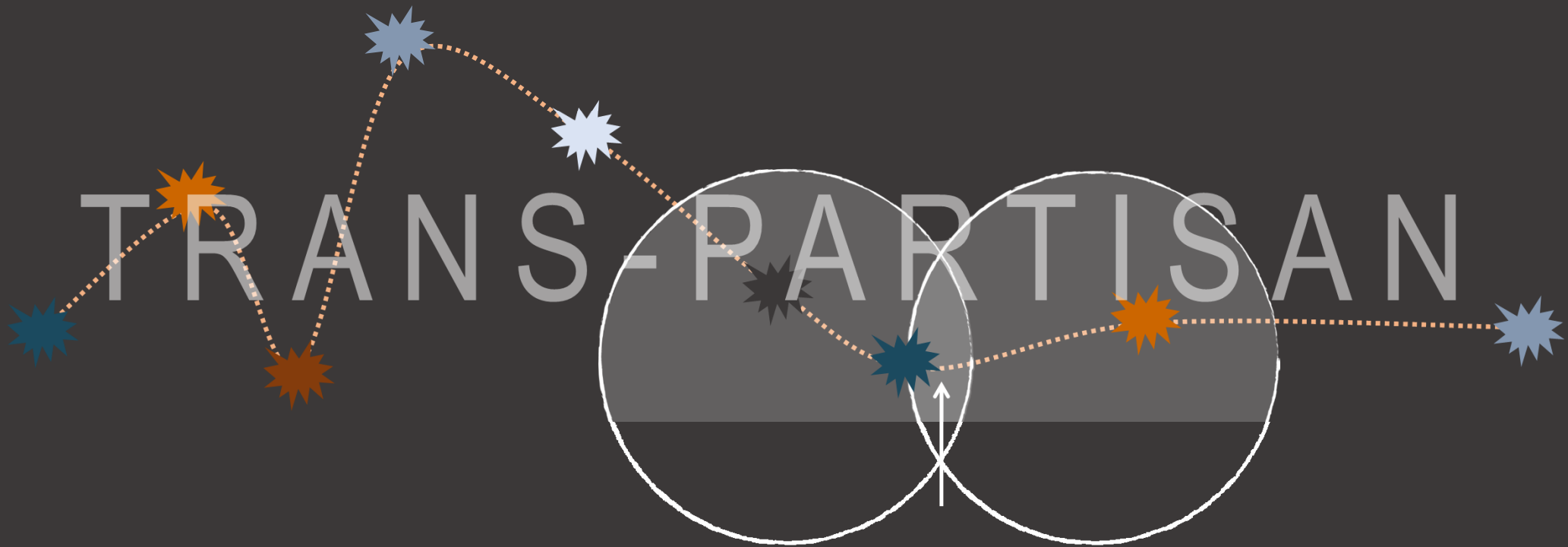


Planners avoid discussion of partisan politics like we avoid discussions of racism. Now, however, we must talk about partisan conflicts so we can identify good “lines” of connection.

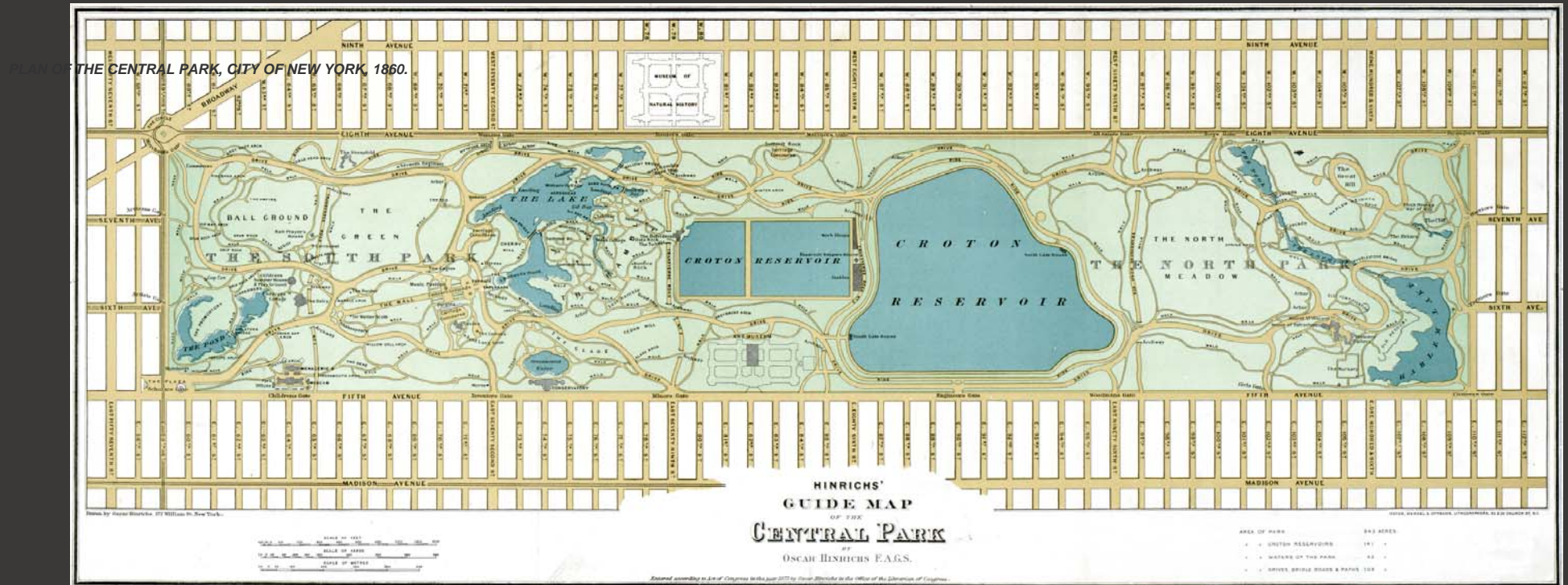
Did the planning profession help this dilemma?



Is the planning profession a victim or perpetrator?  
Either way, how can we change the situation?



We can start by acknowledging the circumstance and our history.



# A Park for the Civil War 1860 – was this transpartisan?

From the 1860s to the 1960s:

When planners invented “advocacy planning” we forgot that all ideologies could be advocated, even ones we did not like.

We were supposed to advocate ‘alternatives,’ not ‘ideologies.’ Jane Jacobs advocated well-reasoned alternatives that planners ignored.

Opponents of pragmatic thinking (which can lead to transpartisan actions) often use arguments like:

- "let's not compromise."
- "let's stand up for what is right"
- "follow your ideals"
- "achieve the vision"
- "act like a true partisan"

## Pragmatism (as 'transpartisan') means:

1. Find the best solutions as defined by the circumstances.
2. Use visions within the confines of what we can achieve.
3. Do not favor idealistic delusions – recognize the “perfect being the enemy of the good.”
4. Use what is at hand (aka “bricolage”). That is, use tools you have and don't blame the lack of better tools.
5. If nothing works, tackle a different challenge.

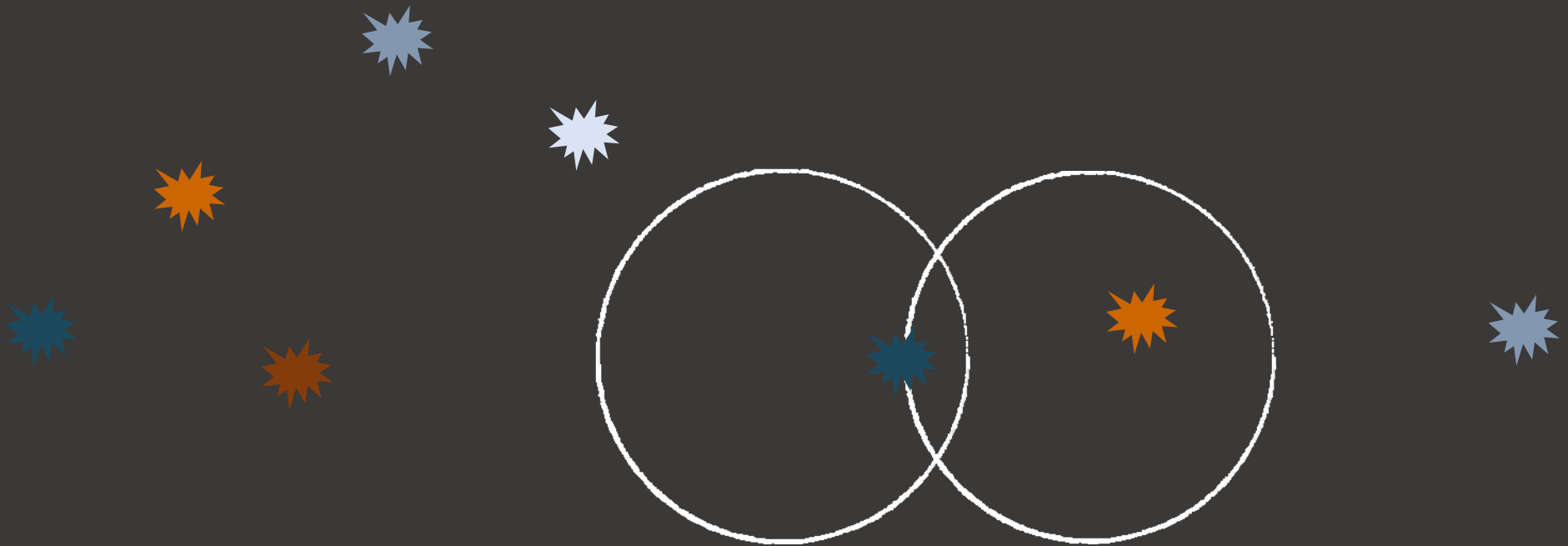


Partisanship is not disappearing – it is getting stronger.

We need a practical theory of how to deal with this.

We do not need overly general principles & theories.

We need on the ground, back room, usable techniques.





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# TRANS-PARTISAN

Partisan left

Bi-Partisan

Partisan right

# Connecting the dots to transform Milwaukee

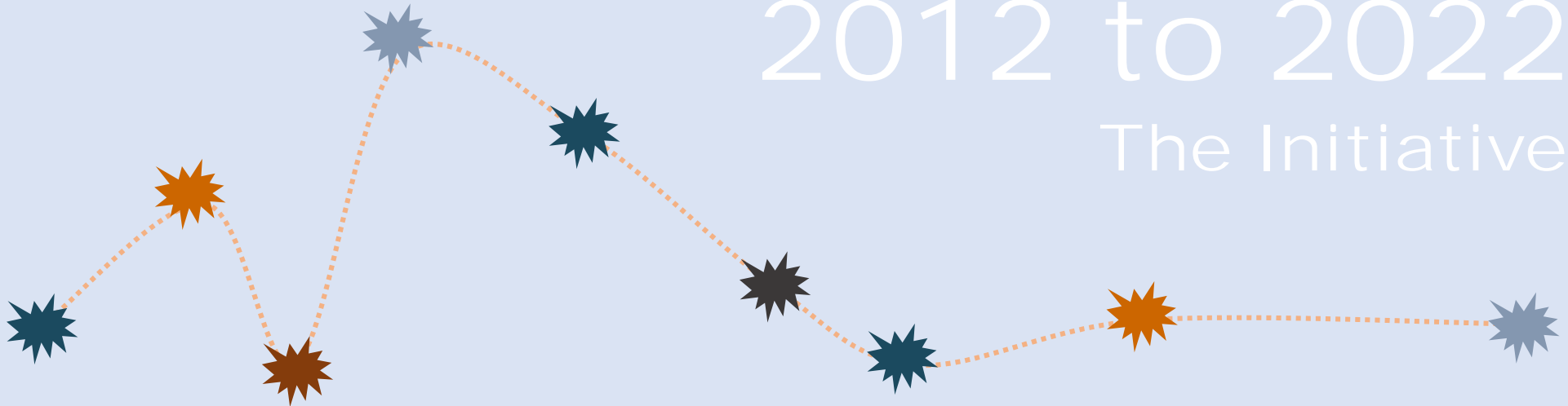


Launched in 2012 by WHEDA & Governor Walker to:

- Focus on public-private partnerships
- Restore economic prosperity in core Milwaukee neighborhoods

# 2012 to 2022

## The Initiative.



## The Plan.

“Transform Milwaukee Strategic Action Plan”

- Build upon the Initiative’s traction (2012-2014)
- Maximize limited resources to reach \$1 billion
- Build effective partnerships
- Provide a road map through 2022

# Preceding the Plan.

## The 5 Key Strategies

- » **Use new and existing financing resources to expand business development and spur job creation**
- » **Make neighborhoods more desirable for housing and business development by reducing the number of foreclosed and vacant properties**
- » **Increase job training, skill enhancement and educational opportunities by fostering partnerships between state agencies and nonprofit community groups**
- » **Prevent future flooding by developing alternatives to storm sewers, such as bioswales or stormwater runoff conveyance systems**
- » **Direct resources to establish intermodal transportation infrastructure – water, air, rail and highway systems**

## The 6 Expected Results

Through WHEDA financing and public-private partnerships, the initiative is expected to:

- » **Generate \$200 million in development in Milwaukee over the initial two-year period that began May 2012**
- » **Improve the city's unemployment levels by creating thousands of construction-related and other permanent jobs**
- » **Diversify and strengthen local property values, housing stock, retail businesses and manufacturing facilities**
- » **Remediate longstanding flood issues to help rebuild confidence in Milwaukee's stormwater management**
- » **Unite transportation networks to boost the shipment of Milwaukee goods and commodities to national and global markets**
- » **Decrease the city's reliance on social service assistance while increasing state and local revenues**



Preceding the Plan.



## City officials, economic development groups still await \$100 million state initiative

BY RICH KIRCHEN

rkirchen@bizjournals.com

Nearly eight months after Gov. Scott Walker announced what he called a historic \$100 million initiative to rebuild Milwaukee's economy, city officials count about \$500,000 in spending in the target area.

That is about \$74.2 million less than the Walker administration reports investing so far in the Transform Milwaukee project, which was announced about a month before Walker faced Milwaukee Mayor Tom Barrett in a recall election.



Winston

The Walker administration, through the Wisconsin Housing and Economic Development Authority, told The Business Journal this week that it has financed projects in downtown Milwaukee, Walker's Point, the near west side, Park East corridor and the central city totaling \$74.7 million. Those all were in the Transform Milwaukee zone, said WHEDA executive director Wyman Winston.

SEE **TRANSFORM**, PAGE 24

# THE Business Journal

SERVING GREATER MILWAUKEE

JANUARY 18, 2013  
ONE SECTION  
VOL. 30, NO. 18  
\$3.00



## Transform Milwaukee?

# Preceding the Plan.

- 6th Senate District 6
- African American Chamber of Commerce of Greater Milwaukee
- ACTS Housing
- Advanced Wireless, Inc.
- African American Chamber of Commerce
- Agape Community Center of Milwaukee, Inc.
- Anderson Commercial Group
- Arteaga Construction Inc.
- Associated Bank
- Astar and Cardinal Capital WHPC board
- AtVantage Business Consultants
- Avenues West Association/BID No. 10
- Bank Mutual
- Bear Realty
- BMO Harris Bank
- Bucket Brigade
- Burleigh Street CDC
- Campus Housing Chair -Journey House
- Center for Self-Sufficiency Inc.
- Center for Teaching Entrepreneurship
- City of Milwaukee Economic Development
- City Realty Advisors
- Clarke Square Neighborhood Initiative
- Clean Wisconsin
- Common Bond Communities
- Community Business Development Partners
- Community First
- Career Youth Development
- Dominican Center for Women
- Dream Milwaukee
- Ezekiel Community Dev Corp
- Fess Properties LLC
- General Capital
- Global Capital Group, LLC.
- Glorious Malone's
- Gorman and Company
- Greater Milwaukee Association of Realtors
- Greater Milwaukee Foundation
- Guaranty Bank, FSB
- Guardian Credit Union

- Helen Bader Foundation
- Hiller Realty Inc.
- Hispanic Chamber of Commerce Wisconsin
- Hmong American Peace Academy
- Hmong Wisconsin Chamber of Commerce
- Horizon Development
- Housing Resources
- IFF (Chicago)
- Impact Seven, Incorporated
- Journey House
- K. Singh & Associates, Inc.
- Landmark Credit Union
- Land-Quest
- Latino Entrepreneurial Network
- Layton Boulevard West Neighborhoods
- Legacy Redevelopment Corp.
- Local Initiatives Support Corporation (LISC)
- Milwaukee Inner-city Congregations Allied for Hope (MICAH)
- Mahattil International LLC
- Mandel Group, Inc.
- Marquette University
- Martin Luther King Economic Development Corporation (MLKEDC)
- Maures Development Group
- Menomonee Valley
- Metcalf Park Community Action Team
- Metropolitan Missionary Baptist Church
- Milwaukee Area Technical College (MATC)
- Milwaukee Area Workforce Investment Board (MAWIB)
- Milwaukee Community Business Collaborative
- Milwaukee School of Engineering
- Milwaukee Urban League
- North Avenue/Fond du Lac Marketplace BID 32
- Northcott Neighborhood
- Northwest Side Community Development Corporation (NWSKDC)
- Office of Sen. Ron Johnson
- ¡Pa'lante! Creative, LLC
- Pastors United

- PNC Bank
- Pyramax Bank
- Revolution Labs
- Riverworks
- Royal Capital Group RCG
- Scale Up Milwaukee
- Southeast Wisconsin Regional Planning Commission
- Second Chance Partners for Education
- Sherman Park Community Association
- Shorewest Realtors
- Small Business Development Center UW Milwaukee
- SNAP2Media Milwaukee
- Spanish Center
- St. Timothy Baptist Church
- Summit Credit Union
- The Business Council
- The Corridor
- The Gateway to Milwaukee
- Tri City National Bank
- UEDA
- UMOS
- United Way of Greater Milwaukee
- US Bank
- UW-Extension Center for Community & Economic Development
- UW-Milwaukee School of Fresh Water Sciences
- Vanguard Group LLC
- Walnut Way Conservation Corp
- Washington Park Partners
- WasteCap Resource Solutions
- WI Primary Health Care Association
- Wintrust Commercial Banking at Town Bank
- Wisconsin Business Development
- WWBIC
- Xpertz Engineering
- Zehren Consulting
- Zilber Family Foundation



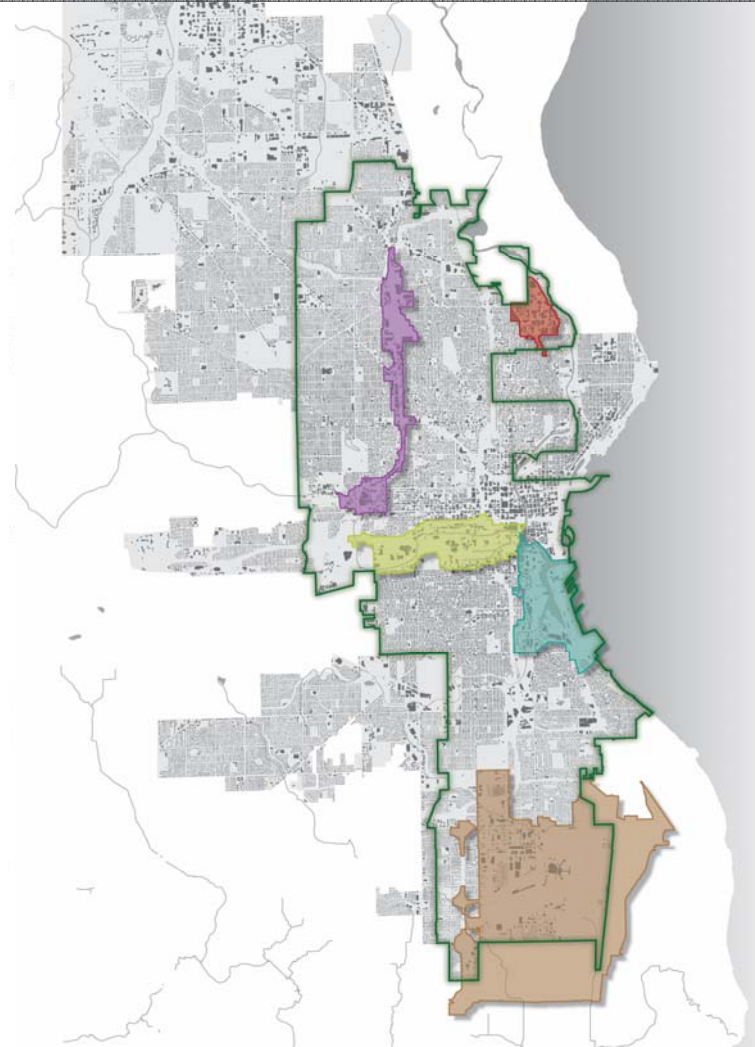
Collective  
Impact



## Preceding the Plan.



**WHEDA**







Enter the Plan.

on Existing Plans.

50+ PLANS

7,574 PAGES TO REVIEW



Built on Existing Recommendations.

726  
RECOMMENDATIONS  
COMPILED FOR REVIEW



# Next Steps First, not Last.

- Preceded by:
  - Strategies and Outcomes
  - Media interpretation
  - Collective Impact
  - Defined [Core] Areas & the TM Area
- Offers minimal data – an important notion for MKE  
*(Creates, not regurgitates)*
- Focuses on state and partner actions up front

Learning  
Objective

1

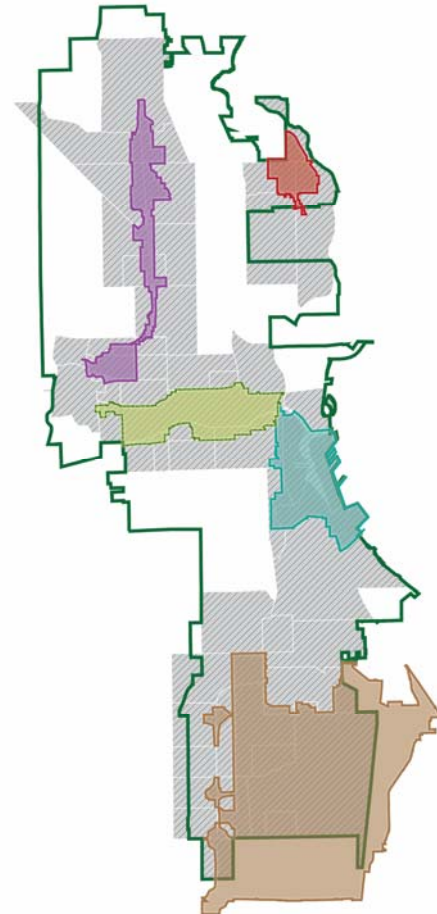
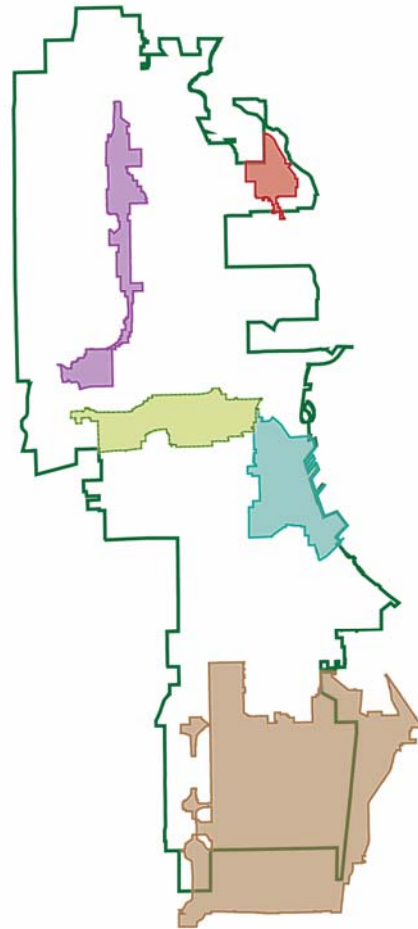
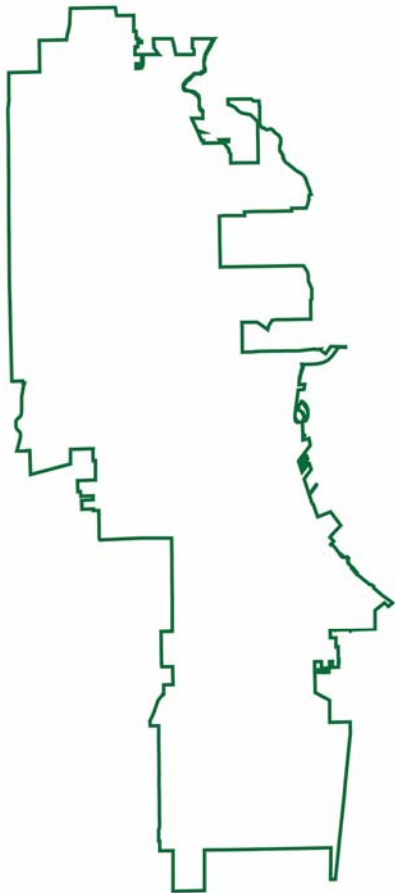
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# Boundaries as Transpartisan Metrics

Learning  
Objective

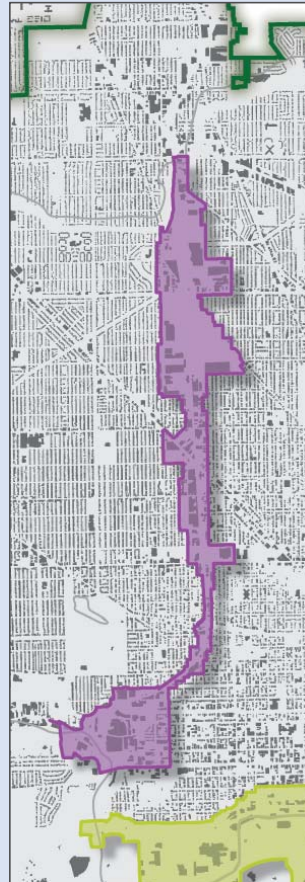
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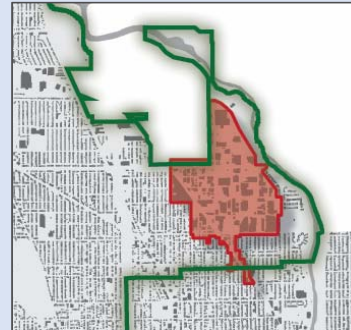
# Boundaries as Transpartisan Metrics



The Corridor



Riverworks



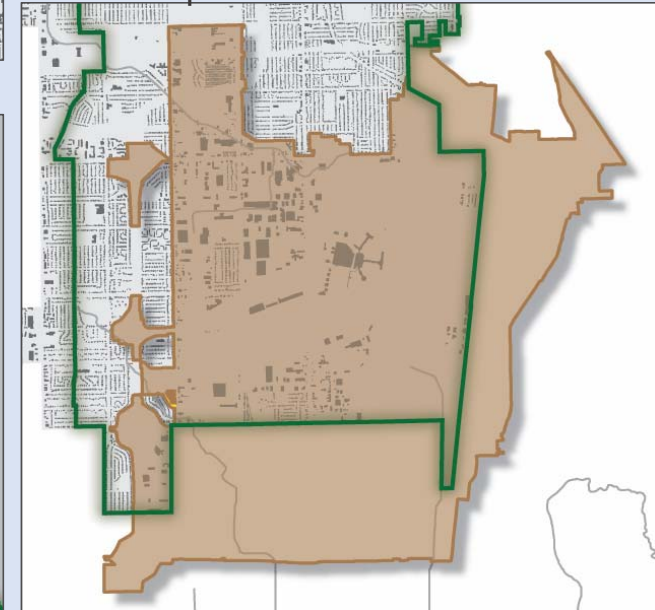
Harbor District



Menomonee Valley

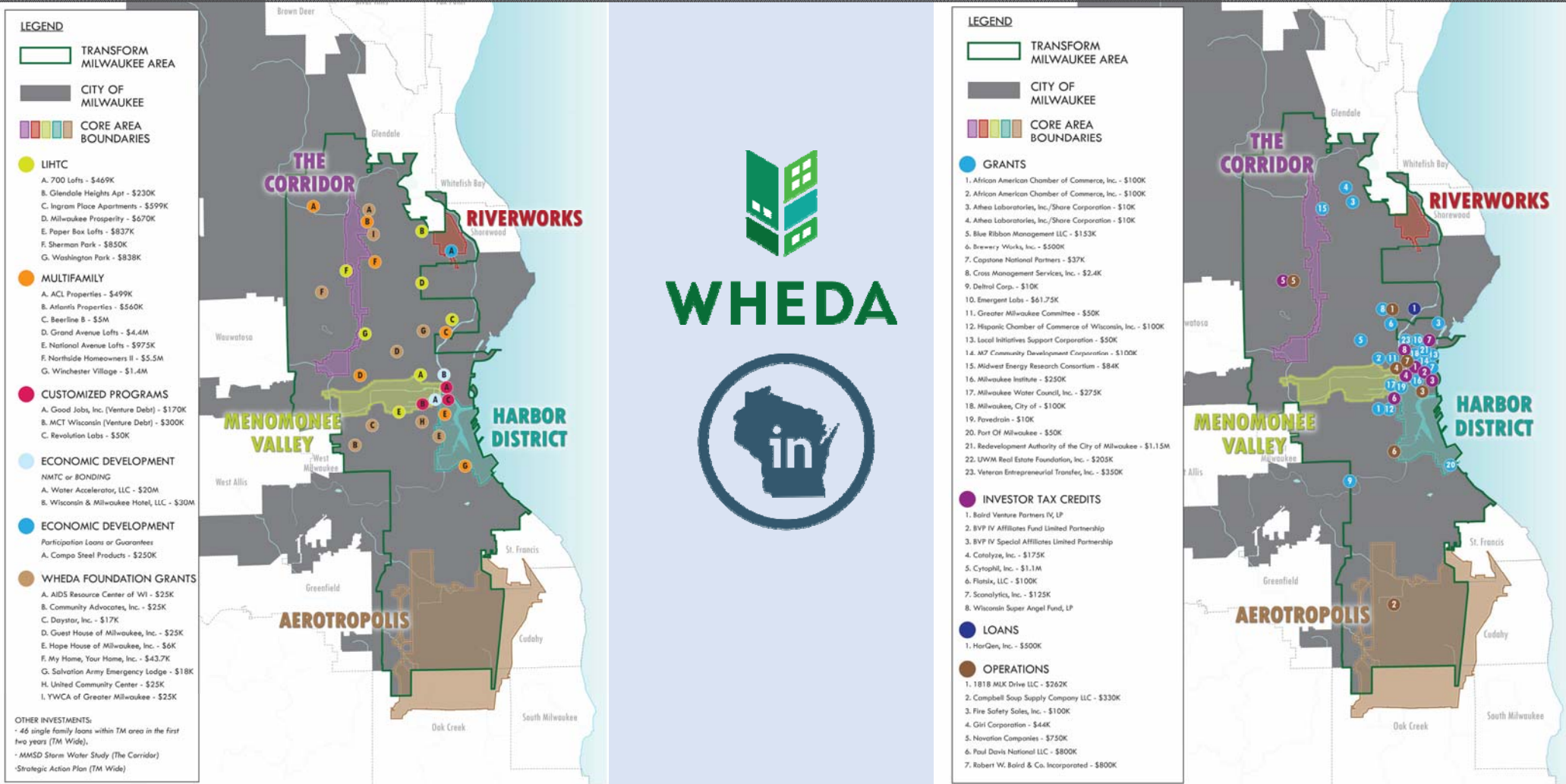


Aerotropolis





# How the Plan became Transpartisan: Boundaries



# How the Plan became Transpartisan: **Actions**

24 ACTIONS

**Transform Milwaukee Area Actions**

14 ACTIONS

**The Corridor Actions**

15 ACTIONS

**Riverworks Actions**

11 ACTIONS

**Menomonee Valley Actions**

12 ACTIONS

**Harbor District Actions**

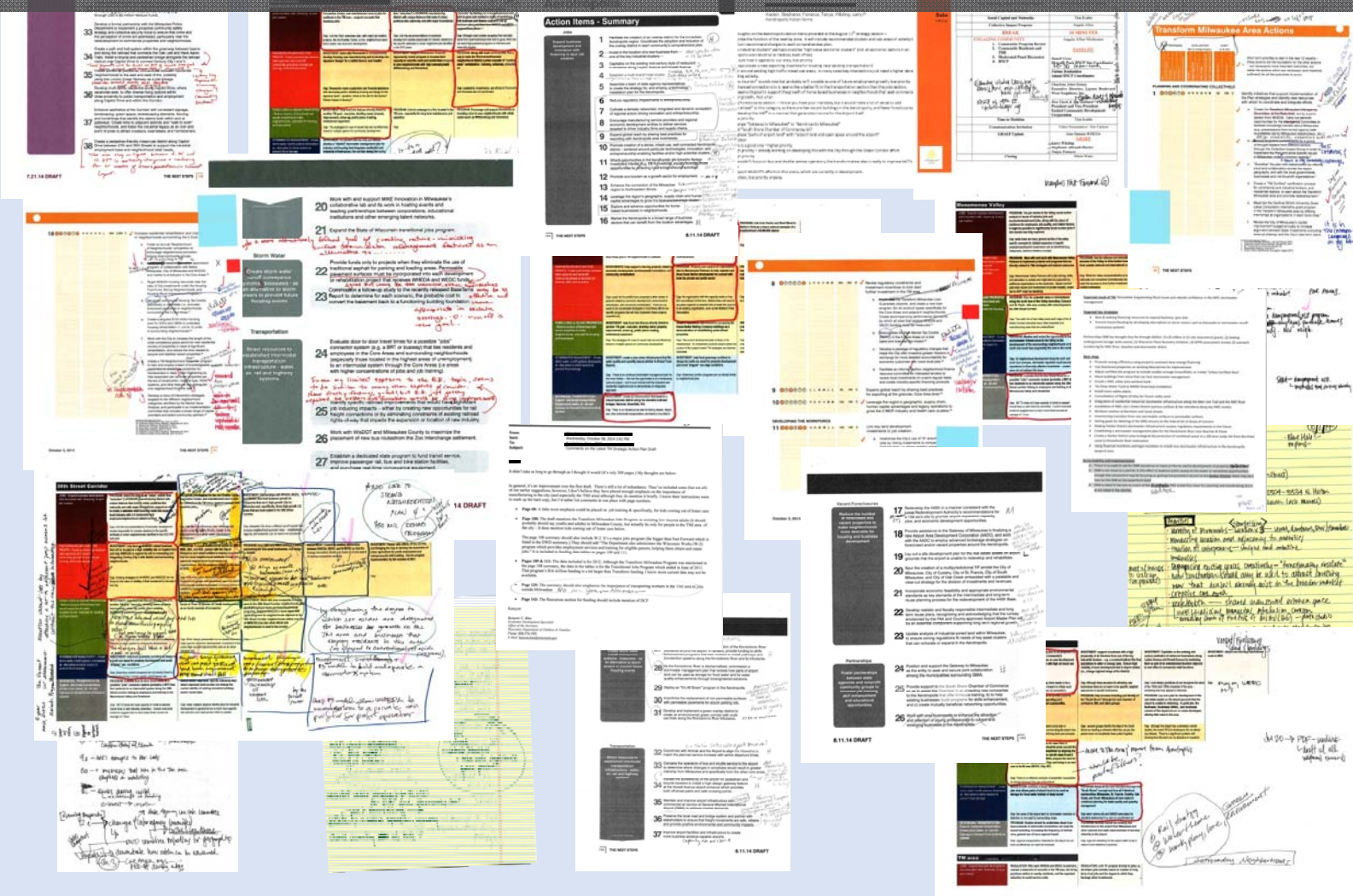
13 ACTIONS

**Aerotropolis Actions**

89 TOTAL ACTIONS



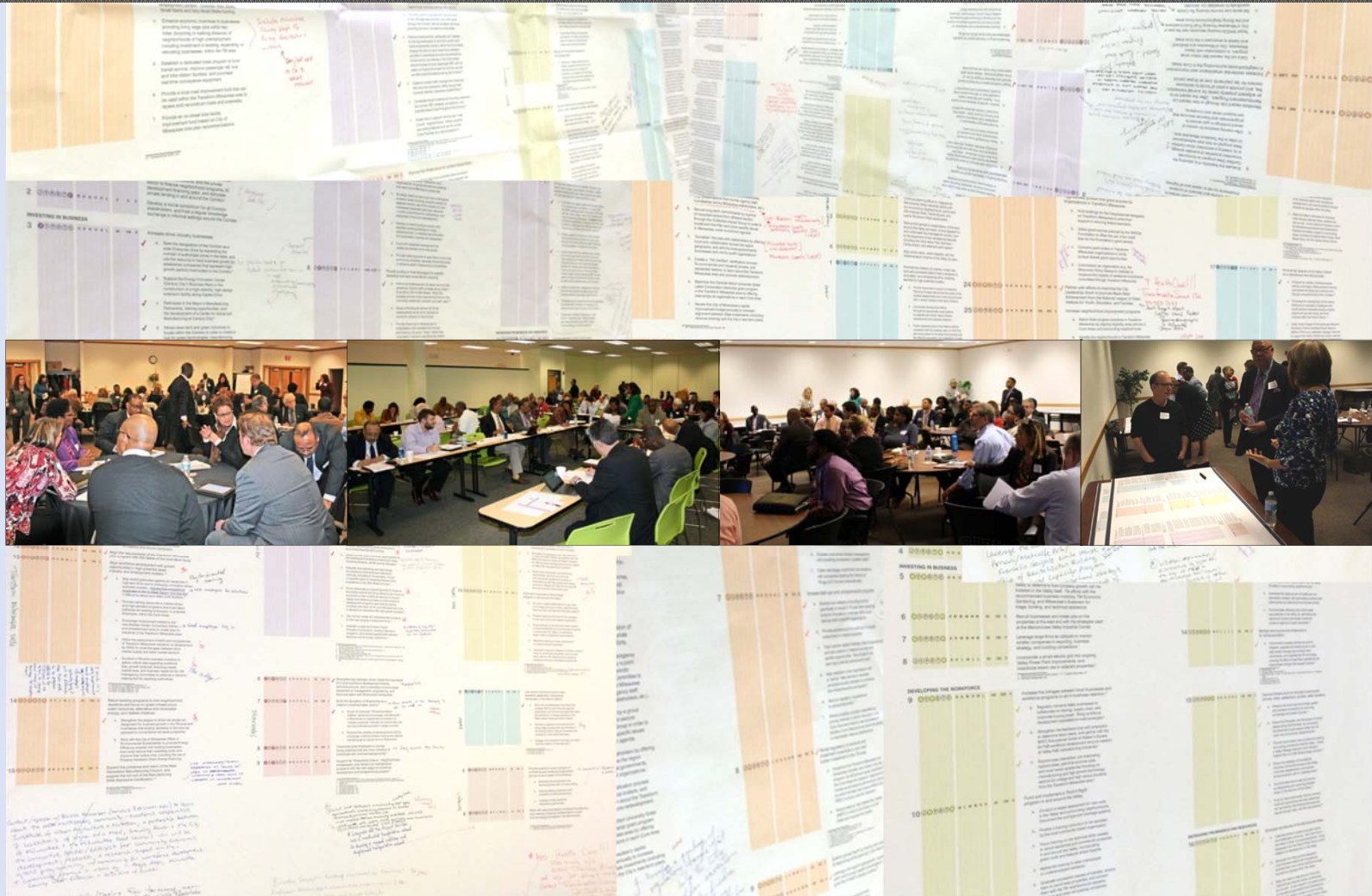
# How the Plan became Transpartisan: Of the People



Learning  
Objective

3

# How the Plan became Transpartisan: Review Body



Learning  
Objective

3



# How the Plan became Transpartisan: *The Dance*



# How the Plan became Transpartisan: **Economics**



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## REPORT IDENTIFIES 37 DRIVER INDUSTRIES IN WISCONSIN

*Economic study shows increase in driver sectors since 2005*

MILWAUKEE, Wis. June 18, 2013 – Wisconsin has 37 industry sectors driving the bulk of the state's economy, according to the [Wisconsin Economic Future Study](#) released today by the [Wisconsin Economic Development Corporation](#). The study encourages the state and regions to develop strategies that will further strengthen driver industries.

"To improve Wisconsin's competitiveness compared to other states, we need to reinvest in productivity, workforce development and technology," said Lee Swindall, vice president of business and industry development for WEDC. "There are many important sectors in Wisconsin, but the study showed that the manufacturing sector has the highest industry concentrations across the state."

The Economic Future Study, commissioned by WEDC, [Wisconsin Manufacturing Extension Partnership](#) and [Milwaukee 7](#), was conducted by the [Manufacturing Performance Institute](#) (MPI). MPI and the Department of Commerce released the first study in 2005 to identify key manufacturing industries that drive economic growth statewide and within seven Wisconsin regions. This updated study analyzed all Wisconsin industries and compared Wisconsin's economic competitiveness in 2011 to the results in the in 2005 study.

# How the Plan became Transpartisan: Economics

“Driver industries, as defined by the Wisconsin Economic Future Study, are those that have concentrations that afford them a competitive advantage and, from an economic perspective, are relatively concentrated in a region and produce more goods than can be consumed locally, thereby bringing new monies back into the region, and, thus, driving regional economic growth.”

Learning  
Objective

3

Output LQs: Milwaukee County and/or SE Wisconsin's Driver Industries

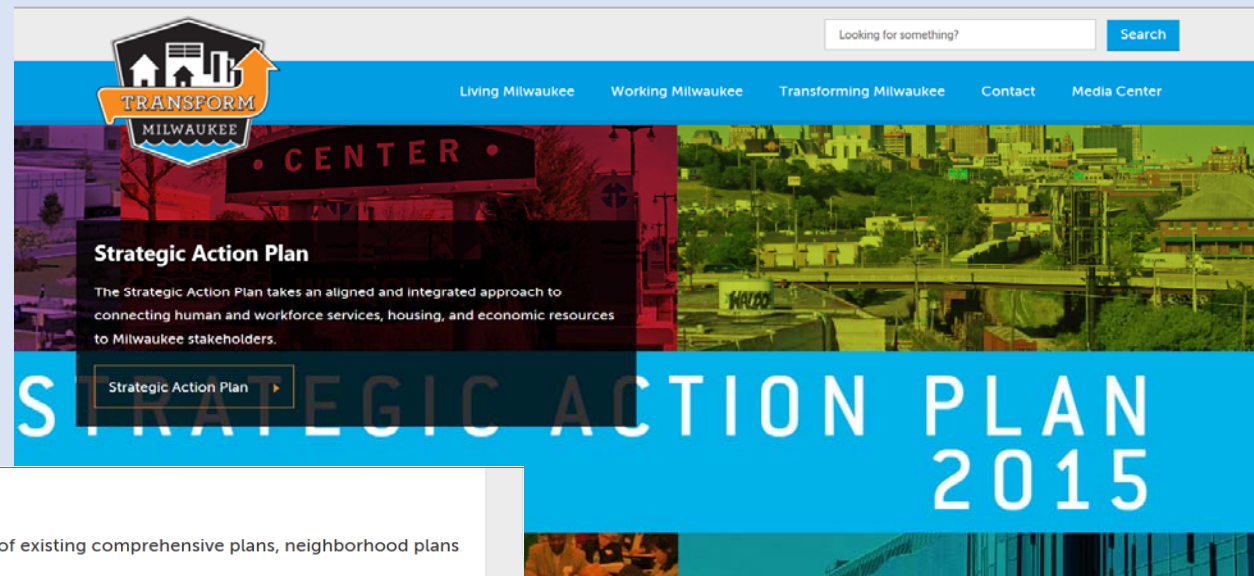
NAICS Code	Driver Industry for SE Wisconsin (Green Denotes Industry which is ALSO a Driver Industry for Milwaukee County)	2003	2008	2011	National LQ, 2013
3113	Sugar and confectionery product manufacturing	1.18	1.44	1.41	--
3114	Fruit and vegetable preserving and specialty	1.64	1.78	1.67	--
3115	Dairy product manufacturing	3.94	4.31	4.39	--
3116	Animal slaughtering and processing	0.98	1.12	1.08	1.55
3119	Other food manufacturing	1.83	2.16	1.98	2.22
3161	Leather and hide tanning and finishing	2.95	4.62	5.48	--
3162	Footwear manufacturing	2.30	1.95	2.68	--
3222	Converted paper product manufacturing	3.32	2.32	2.74	1.34
3231	Printing and related support activities	3.38	3.86	4.34	1.84
3255	Paint, coating, and adhesive manufacturing	2.82	2.38	2.43	--
3256	Soap, cleaning compound, and toiletry manufacturing	4.76	4.08	4.20	--
3261	Plastics product manufacturing	2.23	2.88	2.92	--
3279	Other nonmetallic mineral products	1.51	2.18	2.43	--
3315	Foundries	7.97	7.11	8.19	3.18
3321	Forging and stamping	5.85	5.29	4.84	4.24
3322	Cutlery and handtool manufacturing	6.06	4.34	4.56	--
3324	Boiler, tank, and shipping container manufacturing	4.63	4.23	3.97	--
3325	Hardware manufacturing	3.21	4.21	4.08	--
3326	Spring and wire product manufacturing	1.65	1.73	1.89	--
3327	Machine shops and threaded product manufacturing	3.52	3.38	3.36	1.68
3328	Coating, engraving, and heat treating metals	2.85	2.81	2.72	2.30
3329	Other fabricated metal product manufacturing	5.30	5.23	4.95	1.34
3331	Agriculture, construction, and mining machinery manufacturing	4.51	3.88	4.26	3.30
3332	Industrial machinery manufacturing	2.28	3.02	3.85	--
3333	Commercial and service industry machinery	1.19	1.95	2.24	--
3334	HVAC and commercial refrigeration equipment	1.46	2.31	2.18	--
3335	Metalworking machinery manufacturing	3.23	3.56	3.73	1.59
3336	Turbine and power transmission equipment manufacturing	9.96	8.03	6.87	7.51
3339	Other general purpose machinery manufacturing	3.52	3.68	3.76	1.88
3351	Electric lighting equipment manufacturing	2.26	2.86	4.77	--
3352	Household Appliance manufacturing	5.62	4.99	4.65	--
3353	Electrical equipment manufacturing	11.75	10.33	12.14	7.36
3359	Other electrical equipment and component manufacturing	2.94	2.31	3.08	--
3362	Motor vehicle body and trailer manufacturing	1.75	1.89	2.32	--
3369	Other transportation equipment manufacturing	16.38	15.91	15.71	11.76
3371	Household and institutional furniture manufacturing	1.06	1.86	1.82	--
3399	Other miscellaneous manufacturing	1.95	1.70	1.59	--
4246	Chemical merchant wholesalers	1.59	1.84	2.13	--
4855	Charter bus industry	2.38	2.48	2.27	--
4889	Other support activities for transportation	1.58	2.38	3.54	--
5182	Data Processing and related services	1.62	2.04	2.09	--

Figure 20. Output Location Quotients for the Driver Industries in Milwaukee County and/or Southeastern Wisconsin.

Milwaukee County Industry Data: EMSI industry data have various sources depending on the class of worker: (1) For QCEW employees, EMSI primarily uses the QCEW (Quarterly Census of Employment and Wages), with supplemental estimates from County Business Patterns and Current Employment Statistics; (2) Non-QCEW employees data are based on a number of sources including QCEW, Current Employment Statistics, County Business Patterns, BEA State and Local Personal Income reports, the National Industry Occupation Employment Matrix (NIOEM), the American Community Survey, and Railroad Retirement Board statistics; (3) Self-employed and Extended Proprietor classes of worker data are primarily based on the American Community Survey, Nonemployer Statistics, and BEA State and Local Personal Income Reports. Projections for QCEW and Non-QCEW Employees are informed by NIOEM and long-term industry projections published by individual states.



# How the Plan became Transpartisan: Open Source



## About the SAP

**Builds on past plans:** This Plan is based on the review of existing comprehensive plans, neighborhood plans and other key planning documents.

The following is a **Searchable Database** of the key planning documents broken down by categories of Clients, Plan Years and Geographic Focuses:

Select Clients...



Select Plan Years...



Select Geographic Focuses...



Submit

[www.transformmilwaukee.com](http://www.transformmilwaukee.com)

Learning  
Objective

3

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Wyman Winston, WHEDA

Part 4 – looking ahead to transpartisan redevelopment in  
the region  
Rocky Marcoux, Milwaukee DCD

# TRANSFORM MILWAUKEE

Collective Impact 2.0 – The Next Generation



## STATE BUDGET GOALS

Cut 30th  
Street Corridor  
social assistance by 15%



Raise earnings and labor rates  
to county average



Increase state  
revenues

## STATE BUDGET IMPACT

**\$ 154 million:** of additional earnings per  
year by local residents

**\$ 41.8 million:** of social service savings  
per year

**\$ 8 million:** of additional tax revenues

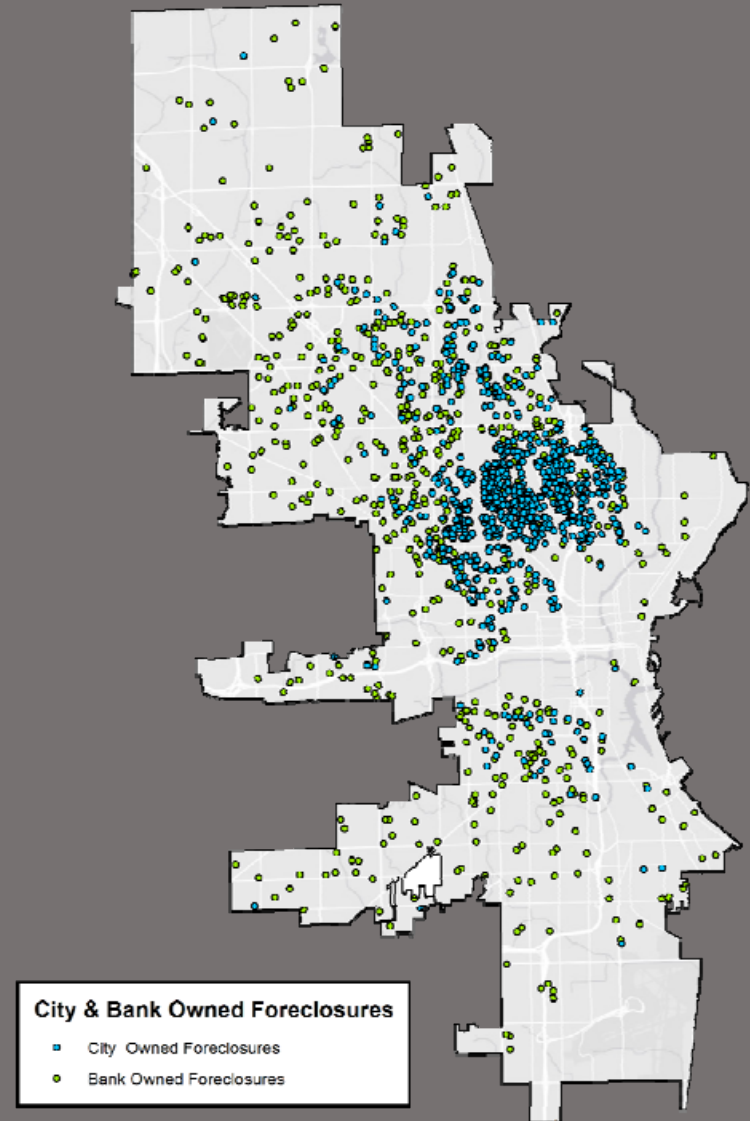
**\$ 50 million:** net benefit to state taxpayers

Source: Department of Workforce Development



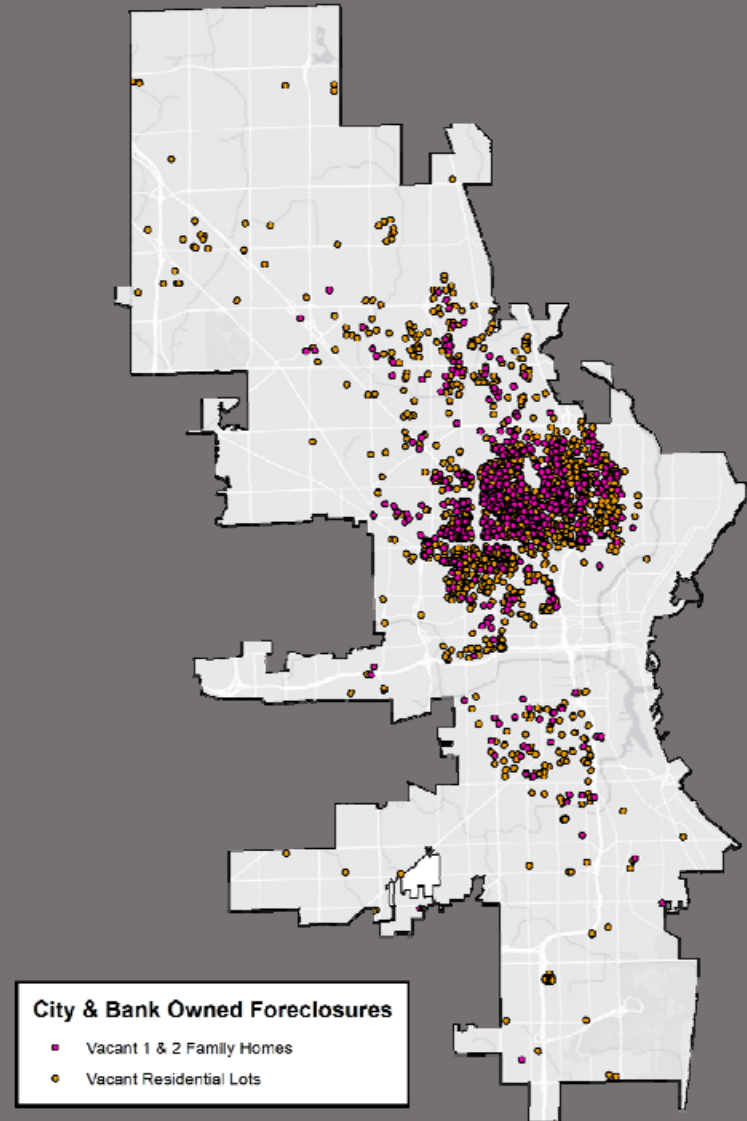
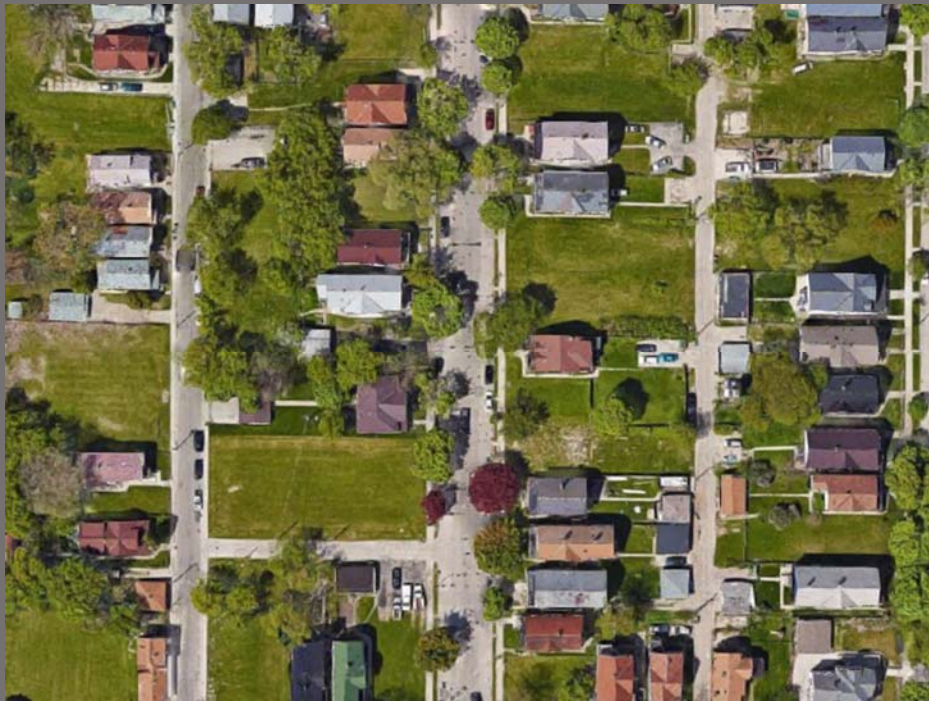
# Foreclosures

(As of March 31, 2016)



# Vacant Buildings & Lots

(As of March 31, 2016)





# CORE BUSINESS AREAS

Aerotropolis



Riverworks



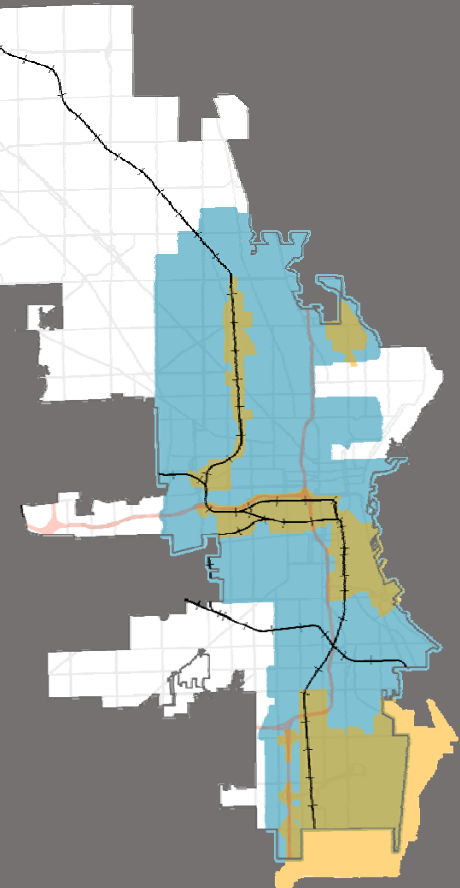
Menomonee Valley



Inner Harbor



30th Street Corridor



## Employment by Industry & Wages (2010)

Employment Area	Riverworks	Corridor	Menomonee Valley	Inner Harbor	Aerotropolis
Manufacturing	<b>26.1%</b>	<b>25.3%</b>	9.0%	<b>46.0%</b>	<b>26.3%</b>
Educational Services	1.0%	<b>30.2%</b>	<b>12.1%</b>	4.4%	3.2%
Other Services	<b>13.2%</b>	02.3%	1.3%	1.2%	3.0%
Finance and Insurance	0.4%	0.5%	7.8%	0.6%	1.0%
Health Care and Social Assistance	7.5%	<b>10.8%</b>	<b>40.8%</b>	<b>17.3%</b>	3.1%
<b>Employment by Monthly Wage</b>					
More than \$3,333 per month	<b>35.4%</b>	<b>59.6%</b>	<b>44.6%</b>	<b>46.6%</b>	<b>35.3%</b>

## Industrial Specialization

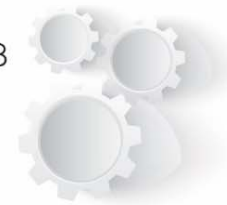
Employment Area	Location Quotient
Manufacturing	1.68
Educational Services	1.43
Other Services	1.41
Finance and Insurance	1.26
Health Care and Social Assistance	1.21

## Labor Participation & Employment Rates

Employment Rate	T.M.	U.S.
Black Men	43.9%	56.1%
Labor Participation Rate		
Black Men	61.3%	66.6%

## Jobs Filled by Area Residents

	Riverworks	Corridor	Menomonee Valley	Inner Harbor	Aerotropolis
Percent of Jobs	25.2%	28.6%	22.2%	24.4%	19.8%
Total Jobs	1,660	13,187	27,307	8,954	16,978



# What Has Transpired

as of July 2017



**\$511 Million in  
Total Investment**



**\$234 Million in  
WHEDA Investment**



**\$277 Million in  
Public & Private Investment**





# What Has Transpired

Wisconsin Fast Forward; Blueprint for Prosperity - Department of Workforce Development

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Transform Milwaukee Jobs - WI Dept. of Children & Families.

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Transportation & infrastructure - Wisconsin Department of Transportation.

---

Flooding and water quality - Wisconsin DNR & MMSD

---

Business development - Wisconsin Economic Development Corporation

Core Cabinet Agencies:  
WHEDA, WEDC, DWD, DCF, & WisDOT



# Recent Successes

## Gerald Ignace Indian Health Center

\$5.5 million in New Markets Tax Credits.

WHEDA teamed with the Illinois Facility Fund (IFF) to provide a participation loan of \$1.7 million each.





# Recent Successes

## Reed Street Yards

WEDC awarded a \$1 million grant to the City for environmental & geotechnical activities.

In 2010, WHEDA provided \$20 million NMTC to Global Water Center.

Reed Street Yards will be a mixed-use technology park for the international water industry.

\$211 million in public & private investment (Source: SARUP).





# Recent Successes

## Paper Box Lofts

WHEDA allocated \$837,500 in low-income housing tax credits.

Home to the old Milwaukee Paper Box Company, it is listed on the National Park Service's National Register of Historic Places.

5 story, 72 unit development at 1520 Pierce Street, Milwaukee.



# Recent Successes

## Innovations & Wellness Commons

Project by the Walnut Way Conservation Corporation and public and private partners.

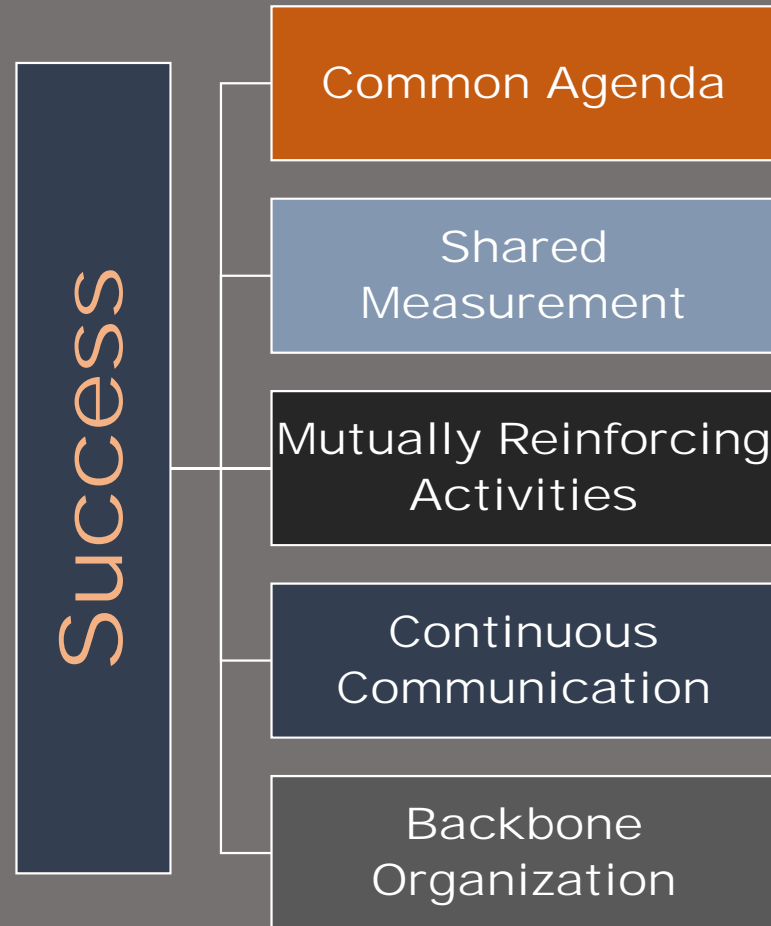
\$2.2M project is financed by Forward Community Investments.

WEDC awarded \$413,750 grant.

WHEDA allocated \$10.5M NMTC to construct Fresh Thyme, which gave \$100,000 to Walnut Way.



# Collective Impact's Five Conditions of Success

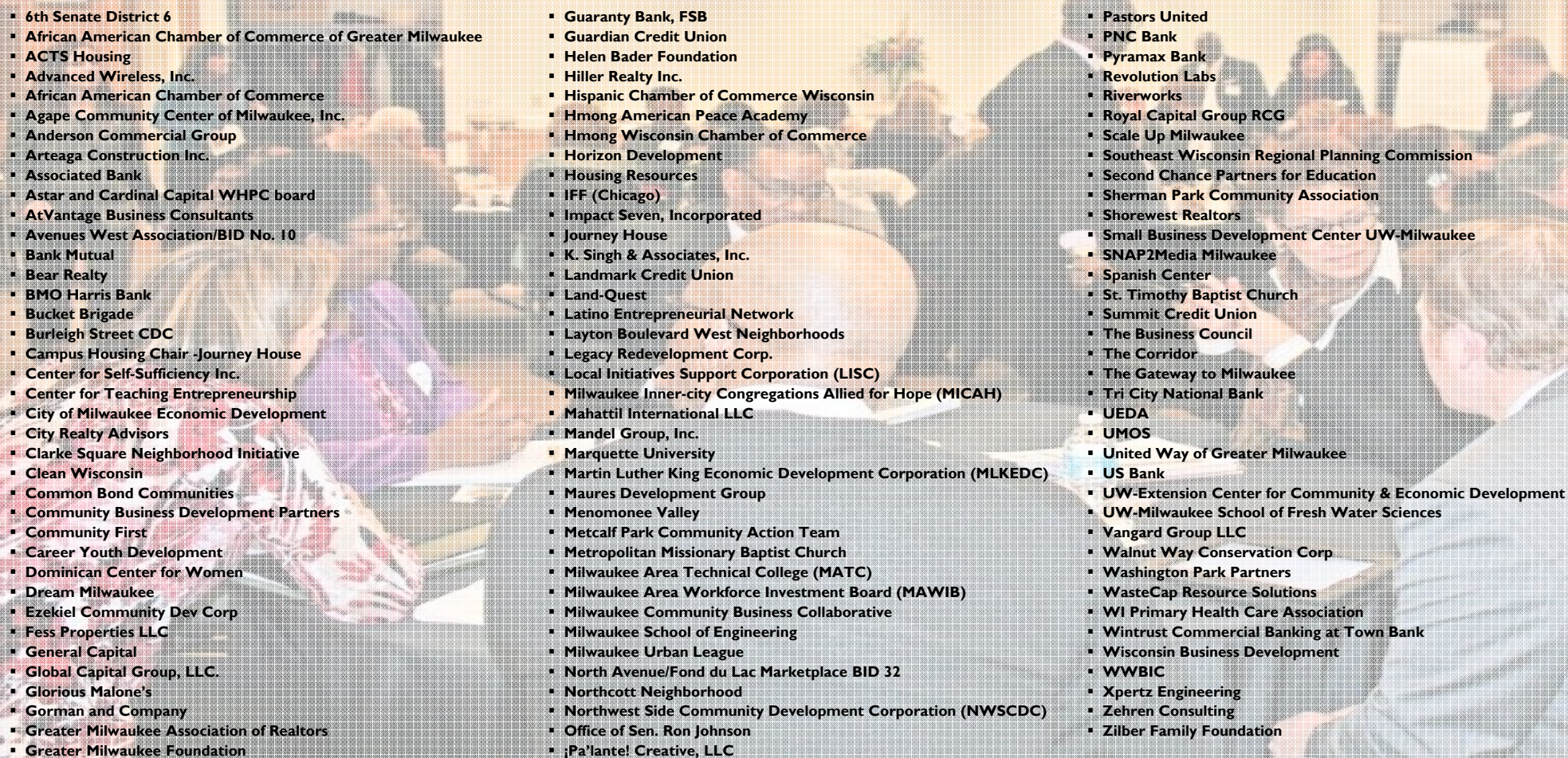


Tina Koehn, Ph.D.

Hanleybrown, Kania, & Kramer, (2012)



# WHEDA as Backbone to Collective Impact

- 
- 6th Senate District 6
  - African American Chamber of Commerce of Greater Milwaukee
  - ACTS Housing
  - Advanced Wireless, Inc.
  - African American Chamber of Commerce
  - Agape Community Center of Milwaukee, Inc.
  - Anderson Commercial Group
  - Arteaga Construction Inc.
  - Associated Bank
  - Astar and Cardinal Capital WHPC board
  - AtVantage Business Consultants
  - Avenues West Association/BID No. 10
  - Bank Mutual
  - Bear Realty
  - BMO Harris Bank
  - Bucket Brigade
  - Burleigh Street CDC
  - Campus Housing Chair -Journey House
  - Center for Self-Sufficiency Inc.
  - Center for Teaching Entrepreneurship
  - City of Milwaukee Economic Development
  - City Realty Advisors
  - Clarke Square Neighborhood Initiative
  - Clean Wisconsin
  - Common Bond Communities
  - Community Business Development Partners
  - Community First
  - Career Youth Development
  - Dominican Center for Women
  - Dream Milwaukee
  - Ezekiel Community Dev Corp
  - Fess Properties LLC
  - General Capital
  - Global Capital Group, LLC.
  - Glorious Malone's
  - Gorman and Company
  - Greater Milwaukee Association of Realtors
  - Greater Milwaukee Foundation
  - Guaranty Bank, FSB
  - Guardian Credit Union
  - Helen Bader Foundation
  - Hiller Realty Inc.
  - Hispanic Chamber of Commerce Wisconsin
  - Hmong American Peace Academy
  - Hmong Wisconsin Chamber of Commerce
  - Horizon Development
  - Housing Resources
  - IFF (Chicago)
  - Impact Seven, Incorporated
  - Journey House
  - K. Singh & Associates, Inc.
  - Landmark Credit Union
  - Land-Quest
  - Latino Entrepreneurial Network
  - Layton Boulevard West Neighborhoods
  - Legacy Redevelopment Corp.
  - Local Initiatives Support Corporation (LISC)
  - Milwaukee Inner-city Congregations Allied for Hope (MICAH)
  - Mahattil International LLC
  - Mandel Group, Inc.
  - Marquette University
  - Martin Luther King Economic Development Corporation (MLKEDC)
  - Maures Development Group
  - Menomonee Valley
  - Metcalf Park Community Action Team
  - Metropolitan Missionary Baptist Church
  - Milwaukee Area Technical College (MATC)
  - Milwaukee Area Workforce Investment Board (MAWIB)
  - Milwaukee Community Business Collaborative
  - Milwaukee School of Engineering
  - Milwaukee Urban League
  - North Avenue/Fond du Lac Marketplace BID 32
  - Northcott Neighborhood
  - Northwest Side Community Development Corporation (NWS CDC)
  - Office of Sen. Ron Johnson
  - ¡Pa'lante! Creative, LLC
  - Pastors United
  - PNC Bank
  - Pyramax Bank
  - Revolution Labs
  - Riverworks
  - Royal Capital Group RCG
  - Scale Up Milwaukee
  - Southeast Wisconsin Regional Planning Commission
  - Second Chance Partners for Education
  - Sherman Park Community Association
  - Shorewest Realtors
  - Small Business Development Center UW-Milwaukee
  - SNAP2Media Milwaukee
  - Spanish Center
  - St. Timothy Baptist Church
  - Summit Credit Union
  - The Business Council
  - The Corridor
  - The Gateway to Milwaukee
  - Tri City National Bank
  - UEDA
  - UMOS
  - United Way of Greater Milwaukee
  - US Bank
  - UW-Extension Center for Community & Economic Development
  - UW-Milwaukee School of Fresh Water Sciences
  - Vanguard Group LLC
  - Walnut Way Conservation Corp
  - Washington Park Partners
  - WasteCap Resource Solutions
  - WI Primary Health Care Association
  - Wintrust Commercial Banking at Town Bank
  - Wisconsin Business Development
  - WWBIC
  - Xpertz Engineering
  - Zehren Consulting
  - Zilber Family Foundation



# Where We Are: TMI Collective Impact/Growth Path





# Looking Forward

WHEDA has already financed the development or redevelopment of 1,500 housing units in Transform Milwaukee over the past five years. That is 1,500 households who now have safe, quality and affordable housing.

WHEDA will continue to move ahead to improve housing for families living in Transform Milwaukee.



# Success

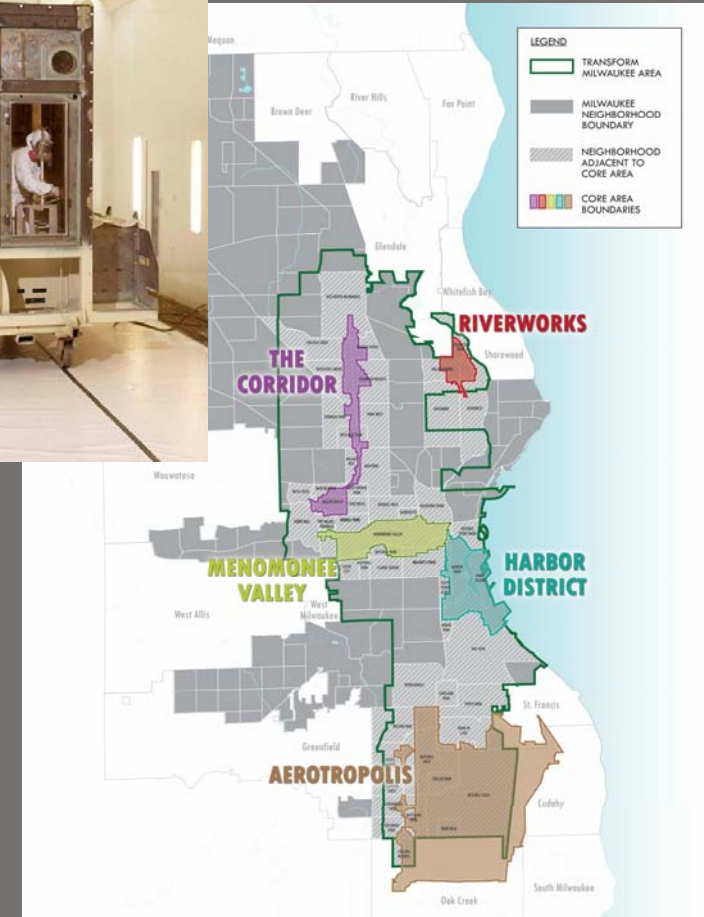
“Success” for Transform Milwaukee is defined as bringing the Initiative:

Closer to the 6 Expected Results

Job Growth in the Five Core Areas  
(and across the Transform Milwaukee area)

Major national recognition as a  
model manufacturing  
metropolitan community

With transpartisan planning, the actions  
succeed.



Part 1 – definition and concepts for transpartisan planning  
Larry Witzling, GRAEF

Part 2 – example – Strategic Action Plan for Transform  
Milwaukee  
Stephanie Hacker, GRAEF

Part 3 – (transpartisan) plan implementation  
Wyman Winston, WHEDA

Part 4 – looking ahead to transpartisan redevelopment in  
the region  
Rocky Marcoux, Milwaukee DCD

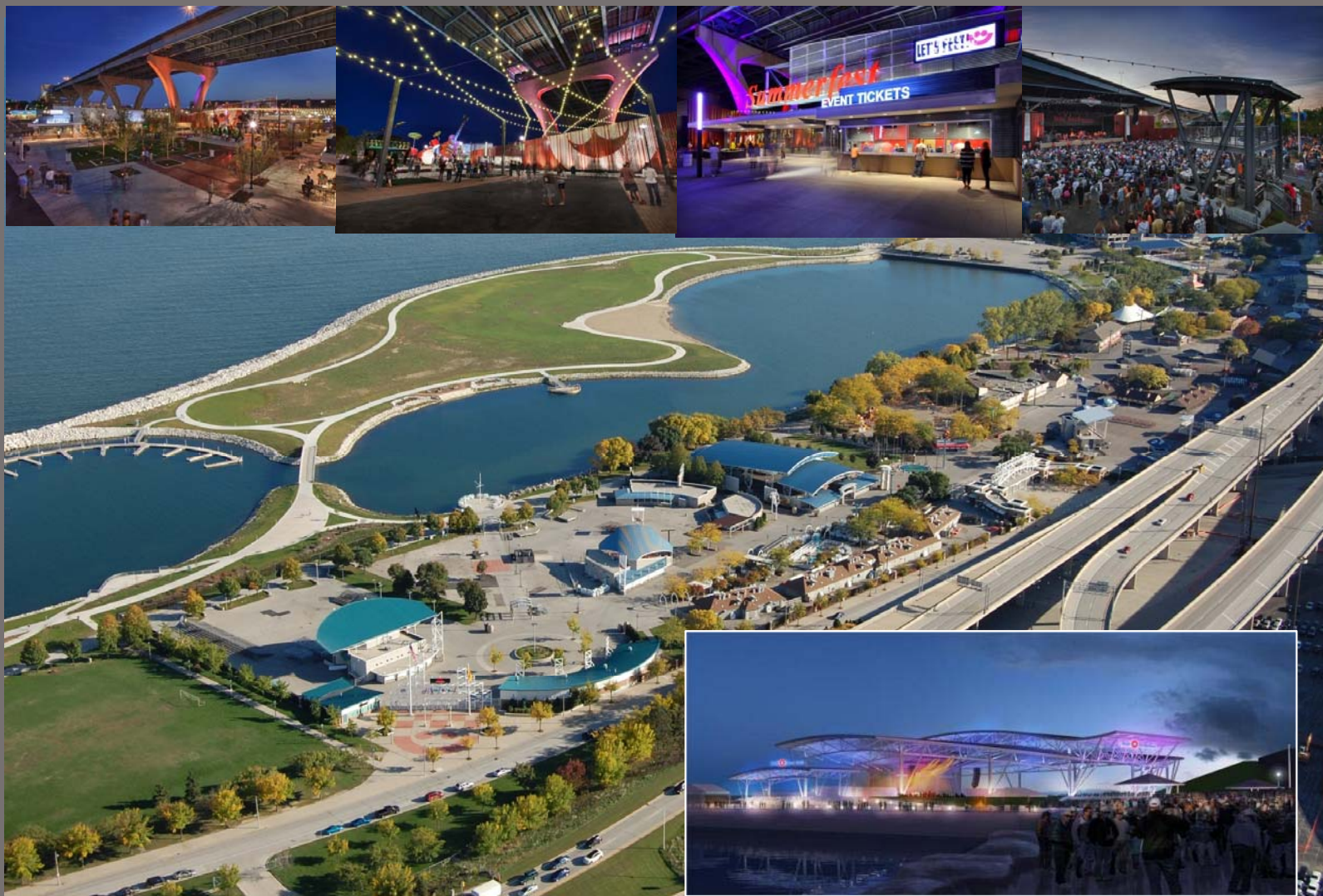












# Lakefront Gateway







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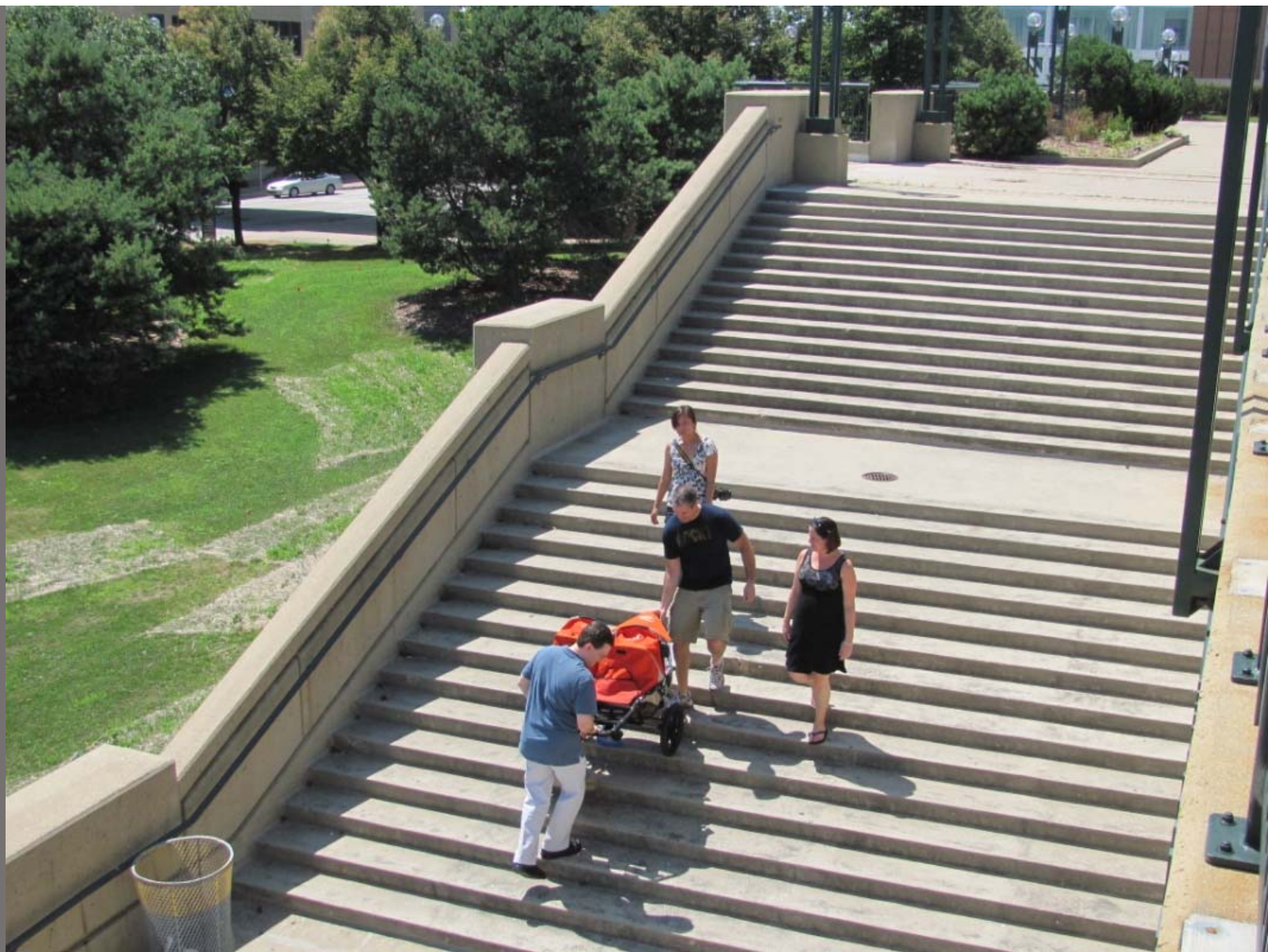
## LAKEFRONT GATEWAY PROJECT

Existing Lake Interchange

03/01/2013











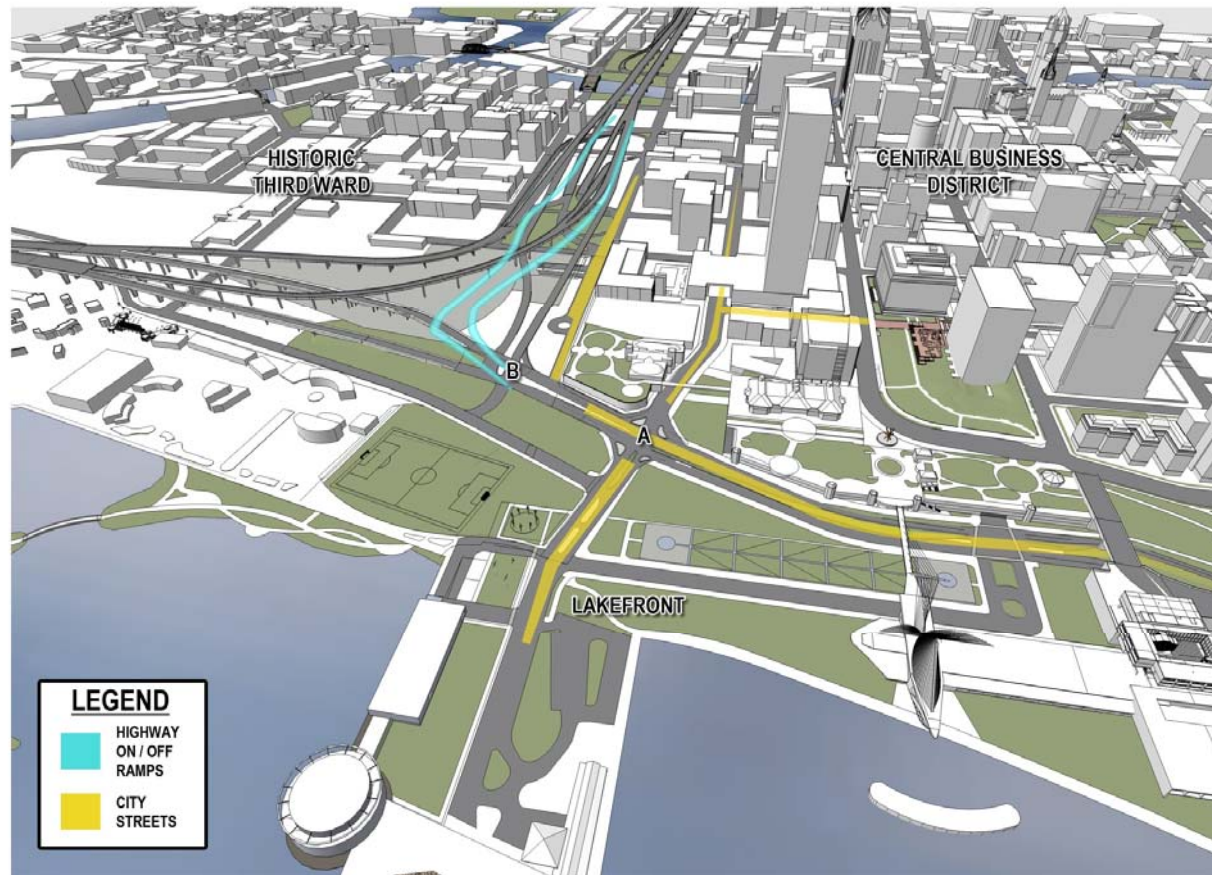
NORTH

## LAKE INTERCHANGE / DOWNTOWN PLAN

Existing Pedestrian Challenges – Up Close

03/01/2013





- A - LINCOLN MEMORIAL DRIVE ENDS AT HOAN APPROACH  
 B - I-794 ON / OFF RAMPS AT LINCOLN MEMORIAL DRIVE  
 C - EAST BOUND CLYBOURN DOES NOT MEET LINCOLN MEMORIAL



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## LAKEFRONT GATEWAY PROJECT

Lake Interchange – In Transition

03/01/2013



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## LAKEFRONT GATEWAY PROJECT

New Development Opportunities

03/01/2013



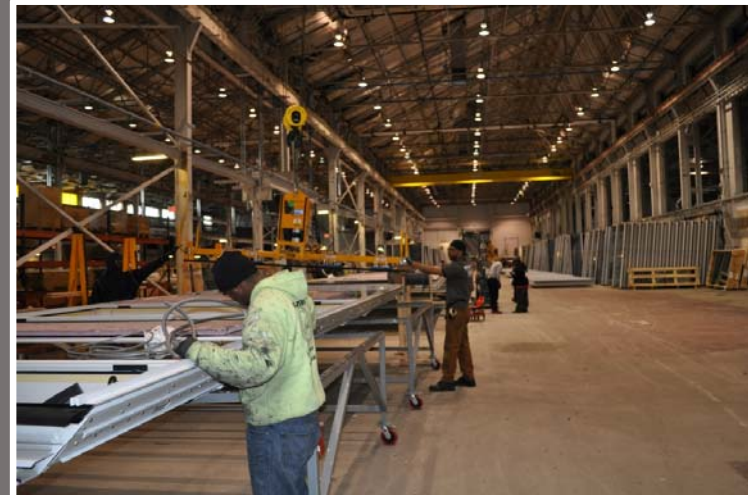














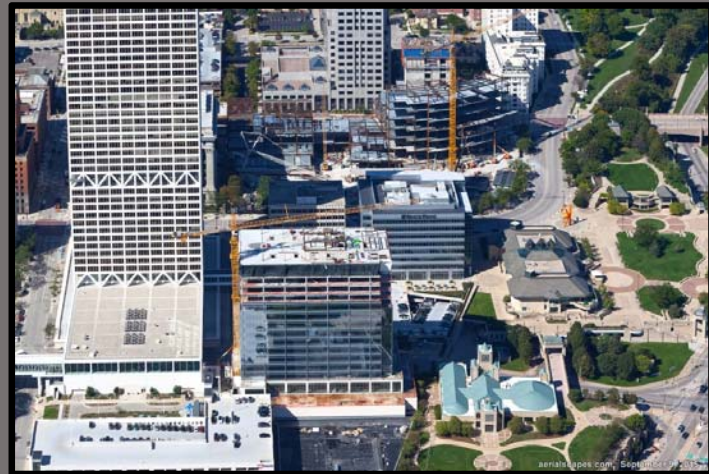


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## LAKEFRONT GATEWAY PROJECT

New Development Opportunities

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## LAKEFRONT GATEWAY PROJECT

New Development Opportunities

03/01/2013





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CONCEPT RENDERING - VIEW FROM LAKESHORE STATE PARK  
 DPD SUBMITTAL EXHIBIT - D

PAGE 11





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## LAKEFRONT GATEWAY PROJECT

New Development Opportunities

03/01/2013







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## LAKEFRONT GATEWAY PROJECT

New Development Opportunities

03/01/2013



