

UEDA Summit Lab Report-Out



Thursday, October 16, 2014

Bronzeville District: Overview

Location

Boundaries for the “New Bronzeville” are 7th Street on the west, Dr. Martin Luther King Jr. Drive on the east, Garfield on the south and Burleigh on the north.

This area was the business, economic and cultural center to most of Milwaukee’s African-American residents between the early 1900s and the 1960s, with the heart of the neighborhood stretching along Walnut Street between King Drive and 12th Street.

Assets

- Bronzeville design charrette completed in December 2013
- 2nd Annual Bronzeville Week held in August 2014
- Friends of Bronzeville
- City offering financial incentives for residential and commercial development
- City releasing Request for Proposals (RFP’s) for specific projects

Key Stakeholders

- Alderwoman Milele Coggs
- Friends of Bronzeville
- Department of City Development
- Local artists and creatives
- Local businesses, community organizations & developers
- UW-Milwaukee Center for Design Solutions
- UEDA
- Historic King Drive BID



Bronzeville District: Challenges

- Common vision for development
- Lack of financial investors currently
- Multi-sector stakeholder engagement & commitment



Bronzeville District: Lab Outcomes

- A. Identify one (1) or more catalytic projects with identified resources that builds off previous activities (charrette, *Bronzeville Week*)
- B. Develop a strategy for recruitment of potential developers.
- C. Develop an outreach strategy for engaging grassroots and grasstops supporters of Bronzeville.



Bronzeville District: Lab Results

- The **Garfield School is the first catalytic project** for Bronzeville
 - All agreed that energies should be put there first, then other projects to follow
- Establish and convene a meeting of a **task force with Friends of Bronzeville** and other stakeholders
 - Share next steps with them to carry forward
 - How can I plug in if I'm interested? Community outreach needed
- What is the **"brand of Bronzeville"**? Need to develop a theme that is easy to plug into
- Develop a **comprehensive marketing plan** to recruit developers & business into the area
 - Promote the Bronzeville brand & include the history of Bronzeville in all promotion
 - Revamp the website for development and creative opportunities – have information ready to move forward
 - Work with City to access TID budget for marketing and other activities
 - Engage other affinity groups (i.e. GMC, Social X, NEWaukee, Fuel, etc.)
- Seek out **funding for follow-up work**



Sherman Park Theatre Project: Overview

Location: 4630 W Burleigh Street, Milwaukee

Assets

- Theatre structure is sound, though major rehab work is needed.
- Resurgence of theatres in Milwaukee make a compelling case for this development.
- Identified funding strategy from private donors and philanthropic organizations

Key Stakeholders

- Community: Large number of individuals with knowledge of the theatre's history and in favor of the project
- Arts Community (Sherman Park Arts Council, Reginald Baylor)
- Burleigh Street CDC
- Department of City Development
- Sherman Park Community Association



Sherman Park Theatre Project: Challenges

- Obtaining site Control (now city-owned through tax foreclosure)
- Recruitment of tenants for office suites
- Recruitment of groups for Theatre Space
- Identifying sufficient operating income from non-theatre use
- Perceived lack of off-street parking
- Street Speed Limits reduce the visibility of the theatre and surrounding commercial corridor
- Need a partner with the savvy to operate this as a for-profit venture



Sherman Park Theatre Project: Lab Outcomes

- A. Identify Potential Co-developer(s) and recommendation for development process
- B. Identify Potential Sources of Financing/Funding
- C. Identify Potential Tenants
- D. Recommendations for potential management structure/operational structure
- E. Recommendations for a marketing/promotional strategy to create buzz/interest



Sherman Park Theatre Project: Lab Results

Discussion Outcomes

- Focus on inter-generational programs & engagement
- Theater as an “outpost” for film and performance groups as part of city-wide network
- Pursue a cooperative, creative business model with “work-perform” lease
- Market space as an educational satellite (universities, MPS, charter schools)
- Develop branding related to neighborhood history
- Marketing to notable historical neighbors (i.e. Herb Kohl)
- Develop inventive community engagement process for strategies, design & construction of the Theater
 - Engagement process led by artists involved in the project
 - Engage neighbors with message of self-empowerment, determination through self-expression



Sherman Park Theatre Project: Lab Results

Next Steps

- Assess site control process, determine next steps
- Outreach to developers and funders with sustainability and community engagement purpose (i.e. foundations)
- Outreach to key film and performance groups seeking rehearsal, performance, production & screening space
- Explore management models for local businesses / creative entities
- Research & review national case studies for best practices



Walker's Point Innovation District: Overview

Location: Located on roughly 100 acres of primarily under-developed commercial and industrial real estate. It bridges between the eastern terminus of the Menomonee Valley and the recently developed study area known as the Inner Harbor.

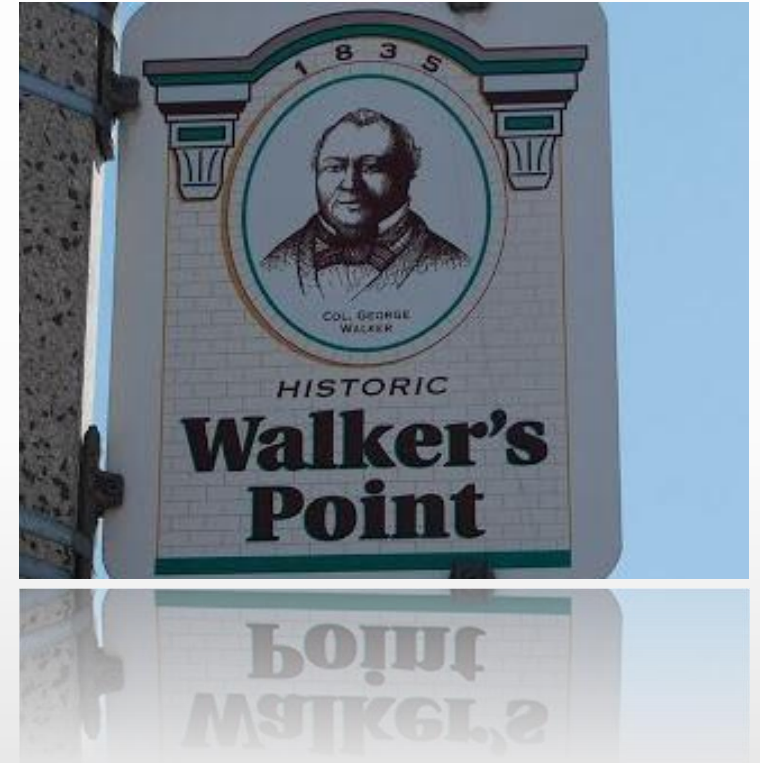
Bounded on the west by the Reed Street Yards, on the east by the Milwaukee River, on the south by East Florida Street and Bruce Street, and on the north by the Milwaukee River and Burnham Canal.

Assets

- Presence of innovative activity in the district through local businesses, creatives, independent workers
- Located nearby booming restaurant scene & food cluster on 2nd Street & School of Fresh Water Sciences
- The Water Council & Global Water Center

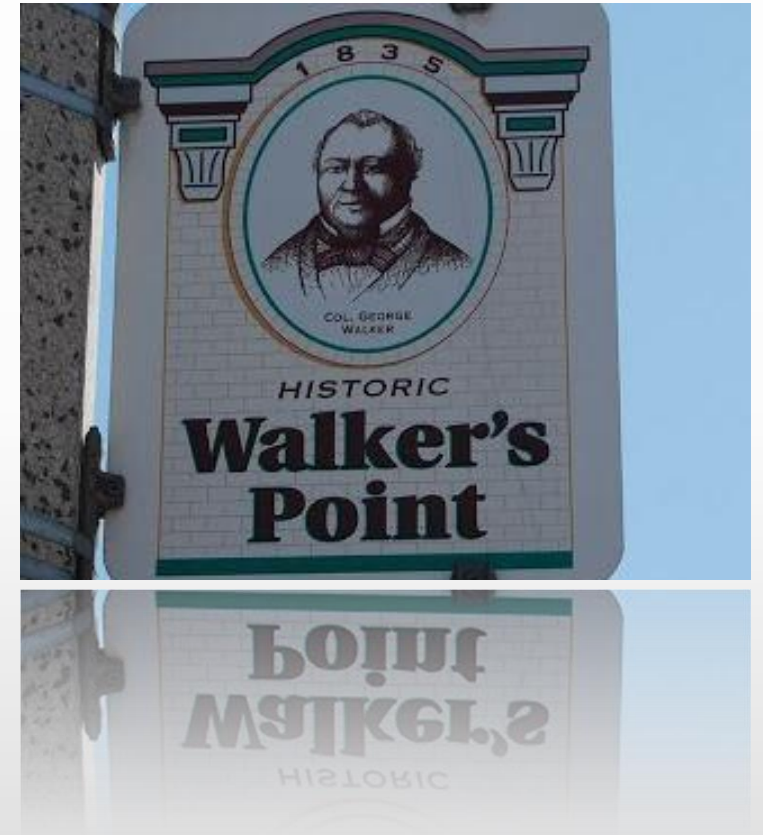
Key Stakeholders

- Mandel Group
- Walker's Point Association
- Department of City Development
- Greater Milwaukee Committee



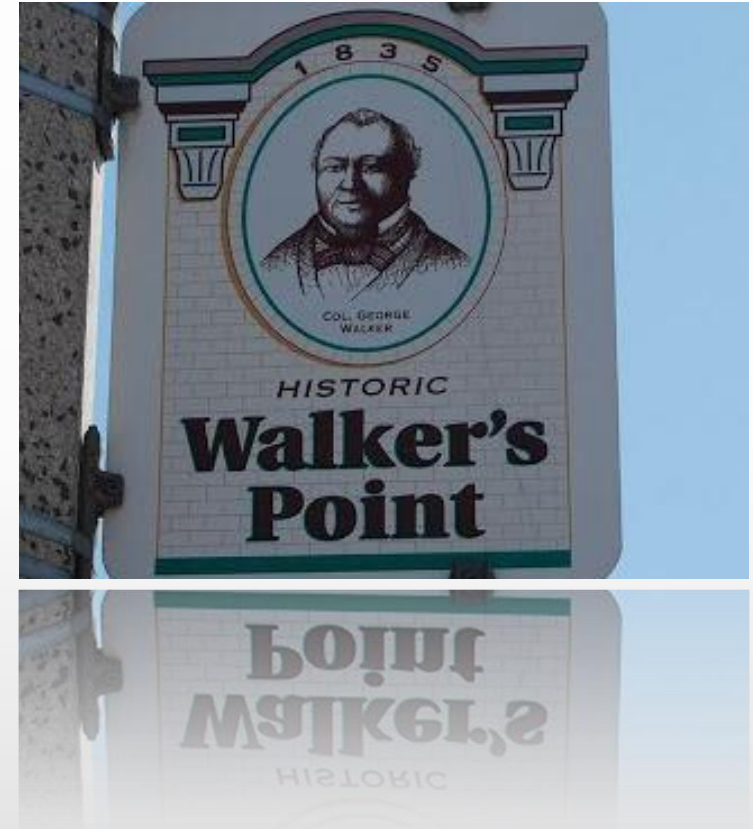
Walker's Point Innovation District: Challenges

- Located in active and “hot” real estate market = high interest
- Developing a collaborative model & communication process that keeps residents engaged
- Ensuring the development aligns with other plans (Transform Milwaukee, Inner Harbor, etc.)
- Engaging other regional innovation projects to collaborate (not compete)



Walker's Point Innovation District: Lab Outcomes

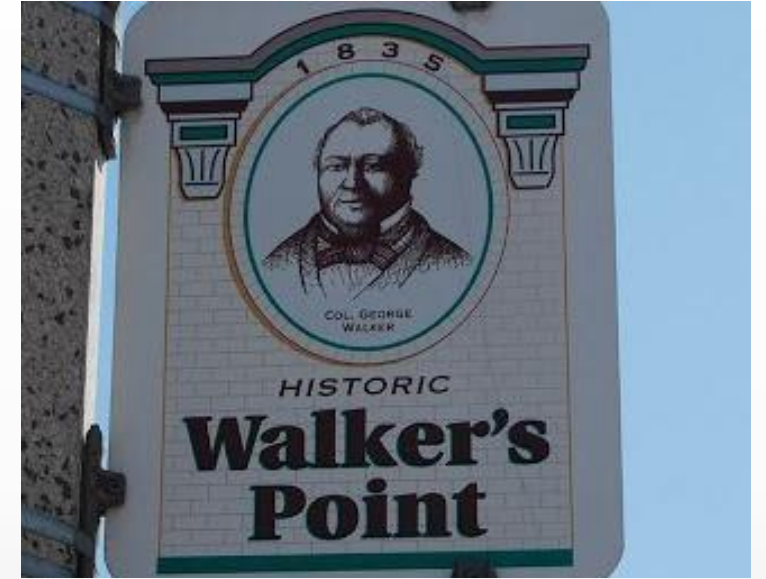
- A. Identify comprehensive list of potential funding sources
- B. Identify strategies for recruitment and engagement of residents
- C. Strategy for solidifying property owners support, future engagement and concrete follow up steps
- D. Identification of potential creative place-making projects within the District
- E. Identification of leader-volunteers



Walker's Point Innovation District: Lab Results

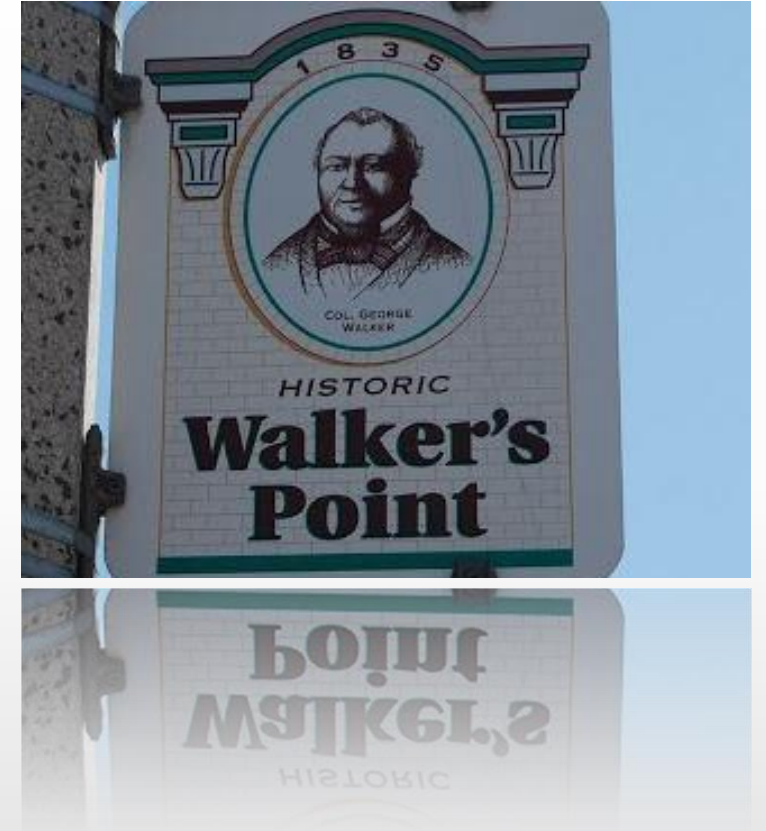
Recommendations

- 1. Launch a central physical and virtual space (“nerve center”)**
 - For people to visit and access information about development
 - Also could be used as a place to let residents know about development, cultural, and other opportunities
- 2. Bring together each group to sign on and help create real estate packages**
 - Invite investors, property owners, the City, and representatives of residents like Walker's Point Association
 - Packages should include public narratives of creative projects that allow people to come together
 - Real estate packages should include jobs in the neighborhood and placemaking
 - Guidelines for the packages should be created



Walker's Point Innovation District: Lab Results

- 3. Identify & engage small business owners and companies in the area**
 - Contact them individually & ask them about their opportunities and options to participate in the District
- 4. Connect smaller projects with the larger projects**
 - There are several places for small, or micro, developments that offer opportunities for innovation that could be leveraged by bringing groups together
- 5. Include opportunities for funding in the “packages”**
 - Encourage more cooperative investments
 - “No-fail” nontraditional banking strategies could be used for these investments



Milwaukee's Commercial Corridors: Overview

The City of Milwaukee has just over 30 Business Improvement Districts or commercial corridor areas. They often serve as gateways into neighborhoods.

Vibrant commercial districts can:

- Attract residents, businesses and visitors
- Encourage private investment
- Promote safety

Assets

- Strong, on the ground, organizations and partners working to further strengthen the community
- Community partners that have access to business and financing resources
- A network of philanthropic organizations that can partner with organizations on initiatives
- Great locations with proximity to both Downtown Milwaukee and surrounding suburbs
- Affordable leasing rates and building acquisition opportunities
- Diverse communities

Key Stakeholders

- Local businesses and neighborhood residents
- City of Milwaukee (Common Council, Department of City Development)
- Other community partners



Milwaukee's Commercial Corridors: Challenges

- Limited exposure and/or commitment from the larger development and brokerage community
- Perception of the safety and economic strength of the corridors that result from negative perceptions of the City of Milwaukee
- In some instances, absentee landlords or landlords who fail to maintain commercial spaces for tenants
- E-Commerce/Online markets for retail
- Technology: Corridors that once served the surrounding neighborhood now compete with "Big Box" retailers and regional shopping centers
- Infrastructure: In a lot of instances, off street parking and the change in the growth of the average retail space, have made some of the historic retail and industrial sites difficult for modern businesses



Milwaukee's Commercial Corridors: Lab Outcomes

- A. Identify potential projects that corridors can undertake that will create visibility and excitement
- B. Develop potential marketing/promotional strategies to increase corridor visibility
- C. Identify ways that corridors can engage artists
- D. Identify information/tools needed by corridor staff to attract developers and investors



Milwaukee's Commercial Corridors: Lab Results

Creating Visibility & Marketing:

- Value of doing street festivals & community engagement
 - Tailoring events that are unique to your neighborhood
- Have regular programming that gets people into businesses
- Keep districts clean
- Create strategic & targeted marketing plans
- Create “moments” that are media-worthy
 - Celebrating small accomplishments & positive stories
 - “news is made, not created”
- Challenges: apathy, lack of organizational leadership, process of collaboration



Milwaukee's Commercial Corridors: Lab Results

Engaging Artists & Creatives:

- Temporary art projects are great, but need more permanent art options to activate space
- A guideline from the City would be helpful regarding public art projects
- Need to do a better job connecting artists to resources, organizations, etc. (similar to food & HOME GR/OWN)
- Identify ways to change the mindset around artists and their role: not just nonprofits, not just “starving artists” but the entire community
- Art is not just tangible, it’s what people create (which can occur in endless ways). Keep options open.



Milwaukee's Commercial Corridors: Lab Results

Attracting Development & Investment:

- Can't create the market, but we can influence it
 - Create momentum around everything you do
 - Communicate standards for development
- Connect with others who have good examples
 - Learn about their projects – what worked, what didn't?
- Challenge of getting developers engaged: Districts need to be proactive
- Find the assets and market the surrounding neighborhood
 - Look for and encourage growth of existing businesses
- Locate non-retail businesses & service providers in the district
- Leverage investments from other districts to generate interest in your district



Milwaukee's Commercial Corridors: Lab Results

Potential Next Steps:

- Provide summary report of Summit lab to Milwaukee BID Council, other groups that work with Corridors
- Identify ways to assist BIDs and Corridor staff to:
 - Create strategic marketing plans for their districts
 - Find & market neighborhood assets
 - Engage in board development, strengthen organizational leadership
 - Locate non-retail businesses (service providers, community organizations, self-employed, artists/creatives, etc.) looking for space
- Foster opportunities for Corridors & BIDs to share best practices, meet developers & investors
 - Leverage current investment projects
- Reach out to City for assistance in developing guidelines for public art projects & ways to connect artists to BIDs and Corridor organizations



UEDA SUMMIT: Wrap

Next Steps:

- UEDA will collect notes & feedback from each lab and share with the project contact.
- UEDA will also compile the feedback and recommendations into a Summary report, which will be released in November.
- If you signed up to stay connected to a particular project, we will pass your information onto that project contact!
- Stay tuned for updates from UEDA regarding project recommendations, events or other activities.



Thank you for your participation & support!

Thursday, October 16, 2014