



2013 Annual Awards Entry Form
(Complete one for each entry.)

Entry Name **Transform Milwaukee**

Fill out the entry name *exactly* as you want it listed in the awards program.

HFA **WHEDA**

Submission Contact **Kevin Garczynski**

Phone **608-267-5142**

Email Kevin.garczynski@wheda.com

Program Contact **Brenda Marquardt**

Phone **608-266-8655**

Email Brenda.marquardt@wheda.com

Entry form with description, check(s), and visual aids (optional) must be received by NCSHA by **Monday, July 1, 2013**.

Use this header on the upper right corner of each page.

HFA WHEDA _____

Entry Name Transform Milwaukee _____

Communications	Homeownership	Legislative Advocacy	Management Innovation
<input type="checkbox"/> Annual Report <input type="checkbox"/> Promotional Materials and Newsletters <input type="checkbox"/> Creative Media	<input type="checkbox"/> Empowering New Buyers <input type="checkbox"/> Home Improvement and Rehabilitation <input type="checkbox"/> Encouraging New Production	<input type="checkbox"/> Federal Advocacy <input type="checkbox"/> State Advocacy	<input type="checkbox"/> Financial <input type="checkbox"/> Human Resources <input type="checkbox"/> Operations <input type="checkbox"/> Technology
Rental Housing	Special Needs Housing	Special Achievement	Are you providing visual aids?
<input type="checkbox"/> Multifamily Management <input type="checkbox"/> Preservation and Rehabilitation <input type="checkbox"/> Encouraging New Production	<input type="checkbox"/> Combating Homelessness <input type="checkbox"/> Housing for Persons with Special Needs	<input checked="" type="checkbox"/> Special Achievement	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO

2013 NCSHA Annual Awards for Program Excellence
Wisconsin Housing and Economic Development Authority (WHEDA)
Special Achievement | Transform Milwaukee

On April 30, 2012, Wisconsin Governor Scott Walker and the Wisconsin Housing and Economic Development Authority (WHEDA) announced Transform Milwaukee, a public-private initiative focused on enhancing the quality life, developing human capital and restoring the economic vitality of Wisconsin's largest city. WHEDA has pledged an initial \$100 million, with the intention of leveraging an additional \$100 million from outside investors, for a total of \$200 million over the first 24 months of the 10-year plan's horizon.

APPROACH

Transform Milwaukee utilizes the Collective Impact approach. Collective Impact initiatives are “long-term commitments by a group of important actors from different sectors” – in this case, private and public partners – “to a common agenda for solving large and intractable problems. Their actions are supported by a shared measurement system, mutually reinforcing activities and ongoing communication, and are staffed by an independent backbone organization.” To date, WHEDA has engaged over 100 entities involved in everything from banking and finance, to community organization and entrepreneurship. Engagement activities have included: conducting tours of the project area, holding workshops, gauging views and opinions through surveys, as well as attending community meetings, and educating partners in the process of Collective Impact. The hope is that a unified group of concerned and dedicated partners will maximize the effectiveness of individual organizations' limited resources, by reducing /eliminating overlap and fostering cooperative partnerships where missions align.

STRATEGY

WHEDA identified five primary strategies at the inception of Transform Milwaukee:

- 1) Develop new financing resources in order to expand business development and innovation, which in turn will result in job creation
- 2) Make neighborhoods more desirable for housing and business development by reducing the surplus of foreclosed and vacant properties
- 3) Increase job training, skills enhancement and educational opportunities, by fostering partnerships between state agencies and nonprofit groups
- 4) Develop flooding mitigation features and green amenities, in order to attract businesses back into the 30th Street Industrial Corridor, by creating storm water runoff conveyance systems, bioswales and urban agriculture.
- 5) Direct resources towards making Milwaukee's multimodal infrastructure more efficient to ensure the transportation of Milwaukee-based products to national and global markets.

AREA

The boundaries of Transform Milwaukee were delineated in response to two main areas of need -- the underutilization of the industrial business cores of the City and the decline of the surrounding neighborhoods. The five industrial business cores which comprise the Transform Milwaukee area are:

Menomonee Valley

The Menomonee Valley is the premier success story in the City of Milwaukee. Once a thriving corridor, the 300 acres became blighted and unusable due to Brownfield contamination from a century of heavy industrial activity. The area has been transformed, and today is a modern, sustainable industrial park, with innovative public spaces home to 35 companies, employing over 4,700 family-supporting jobs. Transform Milwaukee seeks to continue the momentum of the area by creating stronger linkages to the surrounding neighborhoods and other industrial redevelopment areas through transportation networks and inter-business connections.

30th Street Industrial Corridor

The 30th Street Industrial Corridor is faced with flooding, contamination, and a high concentration of underutilized and blighted buildings. Moreover, the surrounding neighborhoods have some of the highest unemployment rates and lowest property values in the city. The City of Milwaukee has been working on demolishing derelict buildings and remediating brownfield soils to prepare the land for redevelopment. Transform Milwaukee has been working with the sewerage district to advance plans for bioswales flood mitigation. In addition, programs have been established to mitigate foreclosures and build upon existing human capital through workforce development efforts.

Port of Milwaukee

The Port of Milwaukee is a large deep water port located on Lake Michigan, with convenient access to national and international markets. Despite a steady increase in cargo traffic, the Port operates under capacity. Transform Milwaukee is working to establish stronger connections with the other transportation networks: rail, road, and air. An interconnected system of transportation will provide a locational advantage for businesses seeking efficient supply and distribution lines.

Riverworks

Riverworks is a manufacturing district that supports businesses and residents in the Harambee and Riverwest communities located in Milwaukee's northeast industrial corridor. Over the years, Riverworks saw its manufacturing base shrink. Recently, Riverworks has begun to adapt from heavy manufacturing to light industry and distribution. Transform Milwaukee aims to support their continued adaptation by providing financing to new entrepreneurship opportunities; it will also aid in the stabilization of the surrounding residential neighborhoods through community programs.

Aerotropolis

The Milwaukee Aerotropolis, also known as the Milwaukee Regional Business Park, is an emerging business area based on the concept of Milwaukee as an intermodal transportation hub. Aerotropolis seeks to become a new type of urban redevelopment focused on attracting businesses that need air transport for cargo, especially those utilizing "just in time" shipping. Transform Milwaukee is assisting the Aerotropolis area by researching/understanding the market, providing a positive regulatory environment and actively working to enhance intermodal connections.

To date, WHEDA has invested \$84.7 million and leveraged another \$85.3 million from private sector partnerships, for a total of \$170 million investment into Transform Milwaukee.

Already within the first year of the initiative, WHEDA is approaching its intended two-year investment goal of \$200 million. Some of WHEDA's accomplishments thus far include:

- \$42.5 million in bond issuance for the Downtown Milwaukee Marriott Hotel
- \$20 million in New Markets Tax Credits to the Global Water Accelerator, international business center focusing on water technology; the first of its kind
- \$252,000 loan to Compo Steel Products to purchase new equipment, resulting in a doubling of their staff
- \$250,000 loan to complete the engineering design for the 30th Street Industrial Corridor's flood mitigation plan
- Over \$3.7 million of investment toward single family and multifamily housing developments

Currently, WHEDA and its partners are developing the Transform Milwaukee Strategic Action Plan. The Strategic Plan will synthesize existing /ongoing planning efforts into one comprehensive plan, outlining estimated costs, prioritization of initiatives, and a timeline of implementable action items. The Strategic Plan will provide the necessary elements for further implementation of the five Transform Milwaukee strategies. The goal of the Strategic Plan is to maximize the limited resources in the Transform area and illustrate where/how relationships among partners can be leveraged into effective and beneficial partnerships. Upon its completion, the Strategic Plan will operate as a playbook, outlining what, when, where, by whom, and at what cost, implementation elements will occur. Implementation will be evident in the addition/improvement of bricks and mortar, organizational alignment, program development, financial incentives, human capital development, and infrastructure enhancements. A coordinated and focused approach will help ensure limited resources are utilized efficiently and are catalytic in nature.

Additionally, in the coming year WHEDA is planning to launch a variety of new projects and programs for Transform Milwaukee. For example, by focusing on workforce development centers in the 30th Street Industrial Corridor, WHEDA will continue to support the city's job creation efforts. Also, WHEDA will finalize flood mitigation strategies with the Milwaukee Metropolitan Sewerage District (MMSD), in an effort to alleviate flood prone areas; this will make them more marketable to businesses and viable for residential revitalization. WHEDA will also launch a new partnership with the Northwest Side Community Development Corporation (NWSCDC) to assist home buyers who are underwater with their mortgage through refinancing. Finally, WHEDA plans to make \$60 million in startup and venture capital available.

In the long run WHEDA is committed to finding programmatic and funding solutions for the estimated 4,000 vacant and foreclosed properties in the city. These vacant and/or underutilized properties require solutions. WHEDA is exploring an array of options, from blight elimination and lot clearing, to rehabilitation and urban agriculture.

WHEDA has committed to the Transform Milwaukee initiative until 2022, with a target goal of \$1 billion private-public dollars of investment into the area. This substantial public-private investment strategy will greatly influence the transformation of the city's industrial corridors and neighborhoods, thus providing the people of Milwaukee a better chance at competing in the global economy.