

**HAVENWOODS
ECONOMIC DEVELOPMENT
CORPORATION**

WORK PLAN for 2003

**KABaillargeon Co.
December 31, 2002**

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HAVENWOODS ECONOMIC DEVELOPMENT CORPORATION WORK PLAN for 2003

Background

The Havenwoods Economic Development Corporation (HEDC) retained the services of KAbailargeon Co. in late 2002 to assist the newly incorporated group in developing a Work Plan for 2003 and providing direction for 2004.

In late 2001, The Havenwoods Business Council, supported by Silver Spring Neighborhood Center, organized as the Havenwoods Economic Development Corporation (HEDC). During 2002, HEDC secured its not-for-profit tax-exempt status; developed Bylaws; and established and recruited a Board of Directors. As the Havenwoods Business Council operated, HEDC continues its successful partnership with the Silver Spring Neighborhood Center.

HEDC already has accomplished a great deal and is quickly positioning itself to be an effective community development organization that facilitates industrial growth, commercial district revitalization and neighborhood stabilization. The group has:

- addressed land use issues, nuisance issues and business and property owner concerns
- hosted a presentation by Corbin Design to address the area's identity, image and appearance
- sponsored a landscape seminar by Will Allen for residents
- developed a Commercial Space Listing, Industrial Space Listing and Asset Inventory
- disseminated information on financing and technical assistance
- participated in the Predatory Lending Task Force
- hosted Homebuyer's Workshops
- published a Newsletter

Havenwoods, as a Targeted Investment Neighborhood (TIN), has experienced the renovation of 26 units in 7 buildings, resulting in a \$172,098 public investment and \$172,098 private investment. Twenty-eight units in 9 buildings are currently under bid, representing a \$170,979 public investment and \$185,579 private investment. HEDC also works closely with Kaul Avenue Neighborhood Development Organization to maintain code violation-free buildings and collaborates with the Department of Building Inspection, Milwaukee Police Department - District 4 and Department of Corrections to address nuisance issues and criminal activities.

Purpose of the Work Plan

In March of 2001, S.B. Friedman & Company prepared the Redevelopment Strategy for the Havenwoods Area for the Milwaukee Economic Development Corporation. It was co-sponsored by Milwaukee County and the Havenwoods Business Council. The strategy was developed with public input, market research and analyses, and an examination and analysis of the area's physical environment. The study is a comprehensive development plan, including redevelopment strategies, and a wealth of information on demographics, markets and physical conditions for use in planning efforts.

In November and December of 2002, the HEDC participated in a strategic planning process to develop a Work Plan for 2003 and to achieve successful implementation of select redevelopment strategies from the Friedman study. This Work Plan was developed with the Redevelopment Strategy for the Havenwoods Area as its framework; the Silver Spring Neighborhood Center Integrated Neighborhood Revitalization Strategy Year 2003 Work Plan; and input from industrial and commercial business owners, retailers, residents, property owners, service providers, and government officials.

The Executive Summary of the Redevelopment Strategy for the Havenwoods Area can be accessed via the City of Milwaukee website at www.mkedcd.org.

Target Area

Havenwoods consists of approximately 4-square miles bound on the north by West Good Hope Road, on the south by West Silver Spring Drive, on the east by North Sherman Boulevard, and on the west by North 76th Street. The Redevelopment Strategy for the Havenwoods Area presents a detailed look at the diversity of land uses and zoning, as well as land use conflicts.

Methodology

The Work Plan for 2003 was developed through a series of 3 planning sessions held in November and December 2002. At Planning Session #1 Havenwoods area stakeholders:

- reviewed HEDC's accomplishments
- discussed their perspectives on the purpose of the organization
- inventoried assets and challenges in the area
- established the following work groups to more fully develop goals, actions and implementation steps:

- Physical Environment Work Group
- Community Development Work Group
- Commercial Development Work Group
- Industrial Development Work Group
- Resource Development Work Group

During the second planning session, the work groups clarified and prioritized their goals and began to develop projects and programs or action plans to achieve the goals. The final planning session was used to identify implementation steps, timetables and individuals or groups to be responsible for specific tasks.

Appendix A, page 24 provides a meeting schedule and listing of plan participants.

The Resource Development work group did not meet during the 2nd and 3rd planning sessions, but the HEDC Executive Committee should convene to address issues related to organizational operations, capacity building, and financial resources.

Priorities

Physical Environment Work Group

The overall goal of this work group is to define, strengthen and market the industrial core. To achieve this, the group is pursuing means to create an identity for the industrial core, improve its image and appearance, and implement urban design and streetscape improvements. In 2003 a major task of Physical Environment Work Group will be to revisit the Corbin Design proposal prepared in 2002. If the Work Group is not satisfied with the proposal, it should prepare another Request for Proposals to distribute among landscape architects and design firms. Concurrently, and in collaboration with the City of Milwaukee long range planning division, design standards that incorporate the city's new zoning code and overlays need to be established.

By organizing and laying the groundwork in 2003, HEDC will be able to begin implementing urban design and streetscape improvements in 2004.

Community Development Work Group

This work group is focused on bringing the whole community together – industrial, commercial, residential and service providers – to create and sustain a live-work community. While several goals and projects have been identified, the work group should concentrate on two areas in 2003: 1) Improving neighborhood perceptions and 2) Encouraging Havenwoods to be a “work” community. Specifically, the group should continue abating nuisance issues and developing partnerships between businesses and residents. By initially working toward these goals, Havenwoods can emerge as a desirable community in which to live and work. If the new TIN Coordinator, (hired in February) can assist with implementation of the Work Plan, (s)he will be able to assist with many of the “live” community tasks (see page 13).

In 2004, the work group should continue efforts to strengthen and market the community, as well as implement a community event and promote the “play” aspects of the neighborhood (see page 16).

Commercial Development Work Group

Silver Spring Neighborhood Center/HEDC has been selected by the City of Milwaukee to receive funding and technical assistance in 2003 to carry out an Integrated Neighborhood Revitalization Strategy. This strategy employs the 4-point approach of the National Main Street program focusing on Design, Organization, Promotion and Economic Restructuring. The target area for implementation of the strategy is retail development along West Silver Spring Drive and North 76th Street. The Year 2003 Activity Work Plan for this project is incorporated in the chart on page 17 .

This is a very aggressive approach to commercial district revitalization requiring concentrated staff effort. If at all possible, additional staff resources should be directed to this project, e.g., a part time assistant, intern, “marketer.”

The accomplishments of 2003 and the Main Street approach will provide direction for 2004.

Industrial Development Work Group

The Industrial Development Work Group is concentrating on the development of the Bacher Farm site and the Florist and North 73rd area in 2003. Critical to all of the projects identified by the group is the creation and/or update of the industrial inventory. The inventory should include a listing of vacant land, facilities, and buildings, along with a discussion of physical conditions and limitations, i.e., environmental issues, infrastructure needs, new roadway impacts, etc.

Information gathering, pre-development work and marketing the industrial corridor are key to 2003. Based upon the success of HEDC in preparing the two sites for development and its outcome will determine its industrial focus in 2004.

Resource Development Work Group

While this Work Group did not meet during the planning sessions, there was consensus among staff and Board members to delegate its responsibilities to the Executive Committee. The group will work toward building the capacity of the organization as it moves toward independence from the Silver Spring Neighborhood Center and self-sufficiency as an independent not-for-profit community development organization. Its responsibilities will be on-going and focused on membership recruitment, identifying financial resources, and diversifying HEDC's financial support. The work group should identify and implement any required operational or organizational changes – staffing, financial systems, facilities – and support Board development activities.

Additionally, as soon as possible, the Executive Committee should prepare a Statement of Purpose for the organization, based upon input from Planning Session #1 (see Appendix B, page 25, for adoption by the HEDC Board of Directors).

Additional Considerations

Financing

Early in 2003, HEDC should host an educational seminar for stakeholders to learn about the benefits of business improvement districts (BIDs) and tax-incremental finance districts (TIFs). Many of the projects identified by work groups lend themselves to funding by BIDs and/or TIFs. HEDC should invite City representatives and community leaders from BIDs and areas where TIFs are in place to present information and respond to audience questions.

Summit

The Physical Environment Work Group identified a need to create dialogue among stakeholders and establish partnerships. With input from all work groups, HEDC should develop an upbeat, positive marketing presentation that includes issues and input from all of the work groups to present at a HEDC summit. Invited guests should include prospective partners – representatives of the Department of City Development long range planning and the Development Center, Department of Neighborhood Services, Milwaukee Police Department, Department of Public Works, WE Energies and Ameritech. The Summit tentatively is scheduled for

September 2003. The timing should give all of the work groups time to organize; prepare plans for well-thought out projects; create a professional presentation; and be able to communicate their expectations of the prospective partnerships.

Marketing

Many of the work groups identified a need for marketing materials – a HEDC membership brochure; a marketing brochure and information packet targeted to industrial businesses; a marketing brochure and information packet targeted to commercial businesses; a Newsletter; and a website. If resources are available, HEDC should hire a public relations & marketing consultant to create an identity for the organization and incorporate that into the various print pieces and a website. The firm also could assist HEDC in preparing a public relations and media campaign.

Work Groups

To continue the momentum generated during the planning sessions and to implement the Work Plan for 2003, the work groups must continue to meet on a regular basis. Members also are encouraged to invite other Havenwoods stakeholders to participate in the HEDC. Once or twice a year the work groups should meet together to evaluate their progress, solicit feedback and update their work plans.

Complete copies of the Redevelopment Strategy for the Havenwoods Area are available from the Milwaukee Economic Development Corporation. Each work group should have at least one copy for use as a resource.

HEDC has limited staff and financial resources that will need to be expanded. Work group members must be committed to carry a fair share of the work involved to implement the Work Plan. The Business/Community Development Specialist cannot be responsible to carry out the tasks and for the accomplishments of each of the Work Groups.

Work Plans

The following charts are summaries of the work groups' action plans developed in Planning Sessions #2 and #3. Each work plan includes goals, actions, implementation steps, timelines and identification of responsible parties.

- Physical Environment Work Group, Page 9
- Community Development Work Group, Page 11
- Commercial Development Work Group, Page 17
- Industrial Development Work Group, Page 20
- Resource Development Work Group, Page 23

PHYSICAL ENVIRONMENT

Roy Biehl, Kevin Peters, Jamie Kaufman, Co. Supervisor Robert Krug, Bob Trimmier

Overall goal: Define, strengthen and market the industrial core

GOAL	ACTION	IMPLEMENTATION STEPS	TIMETABLE	RESPONSIBLE PARTY
1. Create an attractive, functional environment for continued industrial development.	A. Create identity.	1) Corbin Design.	January 31, 2003	Bob Trimmier
		2) Review updated Corbin Design proposal.	March 2003	HEDC
	B. Improve image and appearance.	1) Contact Corbin Design.	January 31, 2003	Bob Trimmier
		2) Review updated Corbin Design proposal.	March 2003	HEDC
		3) Establish design standards incorporating new zoning code and overlays.	December 2003	DCD long range planning staff
	C. Implement urban design & streetscape improvements.	1) Meet with businesses (Florist to Mill Road) to determine interest.	April & May 2003	J. Kaufman

PHYSICAL ENVIRONMENT (continued)

GOAL	ACTION	IMPLEMENTATION STEPS	TIMETABLE	RESPONSIBLE PARTY
		2) Contact WE Energies to remove telephone poles.	June 2003	HEDC
		3) Request that DNS enforce ordinances and control street vendors.	January 2003	HEDC
		4) Implement Corbin or "other" design proposal.	2004	HEDC
		2. Increase the capacity of work group to get things done.	A. Create a partnership among HEDC, DNS, DCD long range planning staff, Ameritech, MPD, DPW, and BI.	1) Develop a marketing presentation to include issues from all work groups and listing of current projects.
2) Schedule a "summit" to present plan to membership and partners.	September 2003			S. Harling

COMMUNITY DEVELOPMENT

Bob Stein, Susie Fredman, Jerry Jeske, Stu Jackson, Rebecca Babich, Jim Bartos

Overall goal: Encourage Havenwoods to be a Live-Work Community

GOAL	ACTION	IMPLEMENTATION STEPS	TIMETABLE	RESPONSIBLE PARTY
<p>1. Improve neighborhood perceptions.</p>	<p>A. Generate positive media attention.</p>	<p>1) Establish contacts with local media.</p>	<p>by March 2003</p>	<p>S. Hentzen and S. Harling</p>
	<p>B. Develop and promote a work/live program for MPD.</p>	<p>1) Identify "model" programs and residential owners.</p>	<p>by June 2003</p>	<p>Work group</p>
	<p>C. Control litter on streets, walks and alleys.</p>	<p>2) Implement program.</p>	<p>by September 2003</p>	<p>TIN Coordinator</p>
	<p>D. Enhance street safety and lighting.</p>	<p>1) Work with DPW and property owners.</p>	<p>April 2003</p>	<p>TIN Coordinator</p>
	<p>E. Increase police patrol.</p>	<p>1) Work with Physical Environment work group.</p>	<p>March 2003</p>	<p>Work group, WE Energies, Phys Environment</p>
	<p>1) Work with MPD.</p>	<p>January 2003</p>	<p>TIN Coordinator, SSNC</p>	

COMMUNITY DEVELOPMENT (continued)

GOAL	ACTION	IMPLEMENTATION STEPS	TIMETABLE	RESPONSIBLE PARTY
	<p>F. Attend to nuisance issues.</p> <ul style="list-style-type: none"> ▪ Eliminate perception of littering, loitering and cruising. ▪ Improve appearance of trash receptacles and bus stops. ▪ Reduce the number of pay phones on Silver Spring. 	<ol style="list-style-type: none"> 1) Hold 2 community meetings with DNS and MPD to discuss nuisance issues and properties. 2) Work with DNS to streamline KANDO nuisance reporting system. 	<p>Feb & May 2003</p> <p>Jan - Feb 2003</p>	<p>HEDC, SSNC, TIN Coordinator</p> <p>TIN Coordinator</p>
	<p>G. Improve seasonal decorations.</p>	<ol style="list-style-type: none"> 1) Establish promotions committee. 2) Plan for and purchase decorations for holiday season. 3) Install decorations. 	<p>February 2003</p> <p>March - October 2003</p> <p>November 2003 & 2004</p> <p>June 2003</p> <p>September 2004</p>	<p>Work group</p> <p>Promotions committee</p> <p>Promotions committee</p> <p>Promotions committee</p> <p>Promotions committee</p>
	<p>H. Initiate a community event.</p>	<ol style="list-style-type: none"> 1) Beginning planning for event. 2) Implement event. 		

COMMUNITY DEVELOPMENT (continued)

GOAL	ACTION	IMPLEMENTATION STEPS	TIMETABLE	RESPONSIBLE PARTY
<p>2. Encourage Havenwoods to be a "live" community.</p>	<p>A. Support/expand TIN and its boundaries.</p>	<p>1) Create property awards/ block awards.</p>	<p>June 2003</p>	<p>Work group</p>
		<p>2) Quarterly mailings to promote TIN.</p>	<p>Jan, April, July, Sept 2003</p>	<p>TIN Coordinator</p>
	<p>B. Promote home ownership.</p>	<p>1) Identify 1 nuisance property/month; work with DNS to abate.</p>	<p>Ongoing</p>	<p>TIN Coordinator</p>
		<p>2) Present 2 home buying workshops.</p>	<p>March & Oct 2003</p>	<p>TIN Coordinator</p>
		<p>3) Promote employer assisted home buying programs to current industrial businesses.</p>	<p>Ongoing</p>	<p>HEDC, SSNC and TIN Coordinator</p>
	<p>C. Support Silver Spring/UWM Nursing Clinic.</p>	<p>1) Include in marketing brochures and on website.</p>	<p>When appropriate</p>	<p>Work group, SSND</p>
<p>D. Promote new K-5 neighborhood school/alternative school.</p>	<p>1) Include in marketing brochures and on website.</p>	<p>When appropriate</p>	<p>Work group, SSND</p>	

COMMUNITY DEVELOPMENT (continued)

GOAL	ACTION	IMPLEMENTATION STEPS	TIMETABLE	RESPONSIBLE PARTY
	E. Promote state forest.	1) Include in marketing brochures and on website.	When appropriate	Work group, SSND
3. Encourage Havenwoods to be a "work" community.	A. Establish Walk to Work program.	1) Identify successful "models" and collaborate with residents and businesses.	March 2003	TIN Coordinator, SSNC, Industrial Development work group
	B. Publicize bus lines.	1) Include in marketing brochures and website.	When appropriate	HEDC
	C. Recruit/encourage successful "mid-level" restaurants to area.	1) Review market studies. 2) Identify prospective restaurants. 3) Present marketing materials to prospects and tour area.	by September 2003	Commercial Development work group
	D. Promote daycare center within community.	1) Include in marketing brochures and website	When appropriate	HEDC

COMMUNITY DEVELOPMENT (continued)

GOAL	ACTION	IMPLEMENTATION STEPS	TIMETABLE	RESPONSIBLE PARTY
	E. Support job linkage programs.	1) Identify successful "models" and collaborate with residents and businesses.	June 2003	TIN Coordinator, SSNC, Industrial Development work group
	F. Publicize county medical assistance available to employees and BadgerCare.	2) Include in marketing brochures and website.	When appropriate	HEDC

COMMUNITY DEVELOPMENT (continued)

GOAL	ACTION	IMPLEMENTATION STEPS	TIMETABLE	RESPONSIBLE PARTY
<p>4. Encourage Havenwoods to be a "play" community</p>	<p>A. Promote local baseball park.</p>	<p>1) Publish newsletter. 2) Include in marketing brochures.</p>	<p>September 2003</p>	<p>SSNC, HEDC, TIN Coordinator</p>
	<p>B. Inform residents of Red Mill, Broadway Baby, and other entertainment, arts and recreation venues.</p>	<p>1) Publish newsletter. 2) Include in marketing brochures.</p>	<p>September 2003</p>	<p>SSNC, HEDC, TIN Coordinator</p>
	<p>C. Promote new \$10.5 mil community center.</p>	<p>1) Publish newsletter. 2) Include in marketing brochures.</p>	<p>September 2003</p>	<p>SSNC, HEDC, TIN Coordinator</p>
	<p>D. Promote state forest programs.</p>	<p>1) Publish newsletter. 2) Include in marketing brochures.</p>	<p>September 2003</p>	<p>SSNC, HEDC, TIN Coordinator</p>

COMMERCIAL DEVELOPMENT

Anthony McHenry, Andy Arena, Ken Bieck, Shurun Nunnery, Stephanie Harling

Overall goal: Undertake commercial revitalization

GOAL	ACTION	IMPLEMENTATION STEPS	TIMETABLE	RESPONSIBLE PARTY
1. Improve perception of the area.	A. Develop a public relations campaign to attract outside investors.		March 2003	Work group, Community Development work group.
2. Create an attractive, functional environment for commercial revitalization.	A. Improve image and appearance.	1) Hold community meetings to solicit ideas for streetscape plan. 2) Hire landscape architect/consultant to develop renderings. 3) Incorporate streetscape plans into road rehab project.	March 2003	Work group, Physical Environment, HEDC

COMMERCIAL DEVELOPMENT (continued)

GOAL	ACTION	IMPLEMENTATION STEPS	TIMETABLE	RESPONSIBLE PARTY
		<ol style="list-style-type: none"> 1) Work with DPW to coordinate road improvements with streetscape plan. 2) Identify financing sources for streetscape enhancements. 3) Hold 3 community meetings to develop, finalize and adopt guidelines relating to appearance of retail corridors. 	<p>June 2003 – 2004</p> <p>February, March, July 2003</p>	<p>Landscape architect, S. Harling Resource Development</p> <p>Work group, Community Development</p>
<p>3. Rejuvenate distressed retail centers.</p>	<p>A. Identify distressed properties.</p>	<ol style="list-style-type: none"> 1) Establish method for determining “distressed.” 2) Develop guidelines and a timeline for “unoccupancy.” 3) Request that owners of vacant properties submit a 2-year plan, in writing, to HEDC and/or City of Milwaukee. 	<p>Feb 2003</p> <p>March 2003</p> <p>April 2003</p>	<p>Work group</p> <p>Work group</p> <p>S. Harling</p>

COMMERCIAL DEVELOPMENT (continued)

GOAL	ACTION	IMPLEMENTATION STEPS	TIMETABLE	RESPONSIBLE PARTY
	B. Encourage Silver Spring strip mall storefront owners to improve appearances.	<ol style="list-style-type: none"> 1) Coordinate bi-monthly meetings to discuss technical and financial assistance programs. 	Ongoing	S. Harling
	1)	<ol style="list-style-type: none"> 2) Implement aggressive façade grant promotion. 	June 2003	Work group, S. Harling
		<ol style="list-style-type: none"> 3) Hire architect/consultant to provide storefront renderings. 	June 2003	Work group, S. Harling
	C. Attract a diversity of services and retailers, including national tenants, a supermarket, shoes, clothing, furniture, etc.	<ol style="list-style-type: none"> 1) Maintain a commercial inventory as created by Main Streets program. 2) Market neighborhood to potential retailers. 3) Make contact with 1 retailer/developer per month. 	Ongoing	Work group, DCD, S. Harling
		<ol style="list-style-type: none"> 1) Create a marketing brochure and information packet to promote Havenwoods' benefits to retailers and service providers. 	August 2003	Work group, HEDC

INDUSTRIAL DEVELOPMENT

Stephanie Harling, Les Wilson, Steve Hentzen, Alderman Don Richards

Overall goal: Increase the industrial occupancy rate in Havenwoods.

GOAL	ACTION	IMPLEMENTATION STEPS	TIMETABLE	RESPONSIBLE PARTY
1. Develop priority industrial sites.	A. Develop the Bacher Farm.	1) Build inventory of vacant land, facilities and buildings. a) Review/update existing market assessment. b) Assess limitations (e.g., environmental, structural, tenure, roadway plans).	Jan - June 2003	HEDC, DCD Work group
		2) Identify markets to approach. a) Select industrial development firm.	July - Sept 2003	DCD Work group
		3) Determine location(s) and cost projections for sewer/ water and roadway enhancements.	Oct - Dec 2003	DCD, DPW
1. Develop priority industrial sites.	B. Develop Florist & N. 73 rd (including old Red Carpet Lanes and Handy Andy).	1) Build inventory of vacant land, facilities and buildings. a) Review/update existing market assessment. b) Assess limitations (e.g., environmental, structural, tenure, roadway plans).	Jan - June 2003	HEDC, DCD Work group Ald. Don Richards DCD

INDUSTRIAL DEVELOPMENT (continued)

GOAL	ACTION	IMPLEMENTATION STEPS	TIMETABLE	RESPONSIBLE PARTY
		2) Resolve land swap issues with church.	June 2003	K. Schuele Ald. Don Richards
		3) Identify markets to approach.	July - Sept 2003	DCD Work group
	C. Identify smaller vacant parcels for development.	1) Build inventory of vacant land, facilities and buildings. a) Review/update existing market assessment. b) Assess limitations (e.g., environmental, structural, tenure, roadwork plans).	Jan - June 2003	HEDC, DCD Work group Ald. Don Richards DCD
2. Market the area.	A. Identify and communicate the benefits of being in the industrial corridor.	1) Survey industrial owners to find out how HEDC can best serve them.	February 2003	S. Harling
		2) Develop a marketing brochure for industrial recruitment.	February 2003	HEDC
		3) Develop a website.	Sept 2003	HEDC
	B. Offer front-end assistance.	1) Become clearinghouse for information on available industrial land and bldgs.	February 2003	S. Harling

INDUSTRIAL DEVELOPMENT (continued)

GOAL	ACTION	IMPLEMENTATION STEPS	TIMETABLE	RESPONSIBLE PARTY
	C. Improve relationships with developers and brokers.	1) Hold 2 industrial owners' meetings, re: technical assistance (tax credits, financing) 2) Identify a "marketer."	April and October 2003 November 2003	S. Harling DCD HEDC

RESOURCE DEVELOPMENT
HEDC Executive Committee

Overall goal: Strengthen and "grow" the Havenwoods Economic Development Corporation.

GOAL	ACTION	IMPLEMENTATION STEPS	TIMETABLE	RESPONSIBLE PARTY
1. Build the capacity of HEDC.	A. Membership recruitment.	1) Meet with 2 industrial business owners per month to promote HEDC.	Jan - Dec 2003	S. Harling
		2) Develop a brochure demonstrating the benefits of HEDC.	February 2003	HEDC
		3) Develop a quarterly newsletter of interest to residents, commercial and industrial businesses and prospective new business.	Begin March 2003	S. Harling, SSDC, HEDC
	B. Diversify funding sources.	1) Begin discussions with City of Milwaukee regarding a TIF as a possible funding source.	Jan 2003	HEDC
		1) Identify marketing resources. 2) Partner with larger corporations for venture capital.	Ongoing	HEDC
	C. Establish accounting and financial systems.	1) Establish independent accounts for HEDC and institute appropriate financial reporting systems.	March 2003	HEDC Executive Committee
	D. Undertake Board development activities.	1) Identify Board training opportunities. 2) Support board member participation in training. 3) Identify prospective new Board members.	June 2003 through Dec 2004	HEDC Executive Committee

APPENDIX A

HAVENWOODS ECONOMIC DEVELOPMENT CORPORATION WORK PLAN for 2003

MEETING SCHEDULE

November 15, 2002

December 11, 2002

December 17, 2002

All planning sessions were held at 9:00 a.m. until approximately 11:00 a.m. at Phoenix Products, 6161 N. 64th Street, Milwaukee, Wisconsin.

PLAN PARTICIPANTS

Andy	Arena	Silver Terrace Center
Rebecca	Babich	MPD - 4th District
Jim	Bartos	Silver Spring Neighborhood Center
Ken	Bieck	Bieck Management, Inc.
Roy	Biehl	Forte Design
Susie	Fredman	Fredman Bag Co.
Stephanie	Harling	SSNC/Havenwoods Econ Development Corp
Steve	Hentzen	Hentzen Coatings
Stu	Jackson	Silver Spring Neighborhood Center
Gerald	Jeske	Resident
Jamie	Kaufman	B & K Powder Co.
Robert	Krug	Milwaukee County Supervisor
Bob	Leonard	Nohl Company
Anthony	McHenry	Silver Spring Neighborhood Center
Shurun	Nunnery	Daycare owner and resident
Kevin	Peters	Direct Supply
Don	Richards	9th District Alderman
Bob	Stein	Niets Property Management
Bob	Trimmier	Dept of City Development
Les	Wilson	Pereless Brothers
Chuck	Yahnke	Mickey's Linen Supply

APPENDIX B

HAVENWOODS ECONOMIC DEVELOPMENT CORPORATION

Planning Session #1

Friday, November 15

9:00 - 11:10 a.m.

Phoenix Products, 6161 N. 64th Street

Present: Steve Hentzen, Hentzen Coatings; Chuck Yahnke, Mickey's Linen Supply; Kevin Peters, Direct Supply; Bob Trimmier, DCD; Jim Bartos, SSNC - Executive Director; Co. Supervisor Robert Krug; Shurun Nunnery, resident & daycare owner; Ken Bieck, retail property owner; Roy Biehl, Forte Design; Bob Stein, Niets Property Management; Susie Fredman, Fredman Bag; Bob Leonard, Nohl Company; Gerald Jeske, resident; Les Wilson, Pereless Bros.; Anthony McHenry, SSNC - youth development; Stu Jackson, SSNC - employment; Stephanie Harling, Kathy Baillargeon

1) **Vision, mission, statement of purpose for HEDC**

Why did you establish HEDC? What do you think HEDC can do for the area?

Credibility

Build capacity of organization

Establish priorities

Structure

Have a voice

Political pressure to enforce laws

Create partnerships - not in city NSP area

Partner with City of Milwaukee

Non-profit, corporate structure to seek resources

Shift government money and resources to area

Serve industrial, commercial and residential

Retain existing business

Attract new business

Help emerging businesses

Employment opportunities for residents

Commercial strip revitalization

Improve roadways and streetscape

Create identity

Assist property owners

Keep area current with competitive development

Preserve industrial zoning, mixed uses

Address crime and perception of crime
Improve image
Marketing

2) **Assets**

Why do you do “business” in the area? Why do you live in the area?

SSNC - Westlawn wanted social infrastructure to help individuals and families achieve self-sufficiency

Residents

convenience
access to downtown and Northridge area
reasonable property values
diversified area
important part of the city
convenience to jobs
renewed commitment to neighborhood
comfortable in neighborhood

Manufacturing

available incubator space 50 years ago
can't duplicate facility - cost prohibitive
necessity - reassess value that you have
solid citizens, good neighborhoods, values
optimism regarding turn around in neighborhoods
unique building construction
no problems with crime
competitive advantage
labor pool in neighborhoods
hire by word of mouth
capacity, space to expand in area
public transportation
labor costs

Commercial

can sell a lot of merchandise
density
median income
buying power
mixed income in public housing
increasing value of housing
improving crime situation
outside investors not interested in area

Other

history

crime decreasing

intensified efforts with TIN by BI, MPD

new landlords

accessibility to routes other than the freeway/proximity to major roads

3) Challenges

What issues do you face as business people? residents? elected officials, non-profit staff, public sector staff?

- incorporated under 4) Work groups

4) Work groups

a) Accomplishments – Work Groups and Accomplishments hand-out

i) Resource Development – Stephanie Harling, Steve Hentzen

- Many informal neighborhood organizations outside of CDBG area need resources, allies, and funding
- Area does not have traditional organizations (i.e., Rotary) to support informal groups
- Northwest side is disconnected from the rest of the City
- Need effective pipelines

ii) Physical Environment – Roy Biehl, Co. Sup. Krug, Bob Leonard, Kevin Peters, Bob Trimmier

- Deterioration of landscape

iii) Industrial Development – Kevin Schuele, Les Wilson, Chuck Yahnke

- Lack of land zoned for manufacturing or industry

iv) Commercial Development – Ken Bieck

- Loss of retail in the area
- Vacancies

v) Community Development – Jim Bartos, Susie Fredman, Stu Jackson, Gerald Jeske, Co. Sup. Krug, Anthony McHenry, Shurun Nunnery, Bob Stein

- Crime, drugs

5) Next meeting – Wednesday, December 11, 9:00 – 11:00 am, Phoenix Products

6) Adjournment – 11:10 am