

**The Milwaukee Idea – Consortium for Economic Opportunity  
Initiative Outcomes, 2002-2003**

<b>Program</b>	<b>Inputs</b>	<b>Activities</b>	<b>Outputs</b>	<b>Outcomes</b>
Small Business Development	<ul style="list-style-type: none"> <li>• 1.0 Assoc. Dir. FTE</li> <li>• 1.5 Outreach Specialist FTE</li> <li>• S &amp; E</li> <li>• Equipment</li> </ul>	<ul style="list-style-type: none"> <li>• Provide counseling assistance to entrepreneurs and business owners</li> <li>• Offer business management education and training sessions</li> <li>• Develop partnerships with and linkages to financial and other small business development service providers</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• 142 clients received counseling assistance</li> <li>• 169 clients attended 50 training sessions</li> <li>• Meetings with financial intermediaries established linkages for clients</li> <li>• Ran “Entrepreneurial Certificate Program,” a 10-week session providing business management education and counseling assistance. Program was expanded to 12-week. The program produced 134 graduates, 62 business plans</li> <li>• Held “Consortium Dialogue Sessions” with seven economic development and business development agencies to inform them of CEO activities and initiate possible partnerships</li> <li>• Forged linkages with US Bank, Bank One, Legacy Bank, TriCity Bank, Meridien Capital, Northwestern Mutual Life Insurance</li> </ul>	<p>Contribute to:</p> <ul style="list-style-type: none"> <li>• Improved climate for business development in Milwaukee’s inner city</li> <li>• Reduced failure rate of small businesses</li> <li>• Growth of existing small businesses (increased sales, job creation, and retention).</li> <li>• Enhanced level of commercial activity in targeted areas</li> </ul>

<p>Community Economic Development Technical Assistance</p>	<ul style="list-style-type: none"> <li>• 0.2 Dir. FTE</li> <li>• 3.0 Academic Staff FTE</li> <li>• S &amp; E</li> <li>• Equipment</li> </ul>	<ul style="list-style-type: none"> <li>• Strategic planning assistance to community-based organizations, non-profit organizations, and units of government</li> <li>• Program evaluation and project feasibility analysis</li> <li>• Baseline data for local CDCs in promoting neighborhood commercial development and job creation/training programs</li> <li>• Capacity-building and fund development support for local economic development organizations</li> <li>• Information dissemination and clearinghouse function to community on UWM economic development resources and initiatives</li> </ul>	<ul style="list-style-type: none"> <li>• Worked on 42 major economic development projects, with community organizations, local governments and economic development agencies, non-profit organizations, and foundations. These include: <ul style="list-style-type: none"> <li>• Park East Redevelopment, to develop best practices for a major urban redevelopment project;</li> <li>• New Hope Project (program and fund development);</li> <li>• Northeast Milwaukee Industrial Development Corporation (strategic planning and resource development; job survey for “Riverworks” community);</li> <li>• Downtown Kenosha Business Improvement District (strategic planning and organizational capacity-building;</li> <li>• Milwaukee Graphic Arts Institute (printing industry sectoral analysis);</li> <li>• Harambee Ombudsman Project (program development and assets inventory);</li> <li>• North Avenue CDC (neighborhood marketing analysis);</li> <li>• Wauwatosa Economic Development Corporation (support for strategic planning);</li> <li>• State Fair Park (economic impact study)</li> <li>• Grafton EDGE (staff development);</li> <li>• 30<sup>th</sup> St. Industrial Corridor Corporation (organizational development assistance);</li> <li>• South Community Organization (consumer and demographic data for market analysis; participation in project planning);</li> <li>• City of Brookfield (support for development of “community attraction” materials);</li> <li>• Waukesha Economic Development Corporation (assistance in development of workforce needs survey);</li> <li>• Menomonee Valley Partners (provided baseline economic data )</li> </ul> </li> </ul>	<p>Contribute to:</p> <ul style="list-style-type: none"> <li>• Improved capacity of local economic development organizations (CDCs, non-profits, units of government, ED agencies) to promote economic development and job growth</li> <li>• Help Consortium partners leverage resources to support business growth, increased neighborhood economic activity, and job growth</li> <li>• Produce strategic plans or feasibility studies that lead to neighborhood economic development and job creation programs</li> <li>• Improve economic development practice in Greater Milwaukee through rigorous program evaluation and dissemination of best practices</li> <li>• Overall outcome: Contribute to job creation, business development, poverty reduction, and income growth, particularly in Milwaukee’s low-income neighborhoods</li> </ul>
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<p>Community Economic Technical Assistance (continued)</p>			<ul style="list-style-type: none"> <li>• Provided short-term assistance (i.e. small data collection or basic information) or advice on 38 smaller projects</li> <li>• Participated on 21 boards or task forces, and made presentations at over 45 workshops and community gatherings</li> <li>• Compiled and published comprehensive directory of “Economic Development Assistance Providers and Resources” for Metropolitan Milwaukee</li> <li>• Informed community about Consortium activities and resources through newsletter, and the web. By June 2003, CEO/CED sites receiving on average 10,000 to 12,000 hits per month</li> </ul>	
<p>Economic Development Initiatives</p>	<ul style="list-style-type: none"> <li>• 0.2 Dir FTE</li> <li>• 1.5 Academic Staff FTE</li> <li>• S &amp; E</li> </ul>	<ul style="list-style-type: none"> <li>• Work with community partners on large-scale, multi-organizational initiatives to address community economic development challenges</li> <li>• Participate in larger initiatives to build economic development capacity among Milwaukee organizations</li> </ul>	<ul style="list-style-type: none"> <li>• Park East Redevelopment (develop best practices for major urban redevelopment)</li> <li>• Community Economic Development Summit (with LISC, UEDA, Bader, City of Milwaukee) – to organize a major summit on needs and strategies for community economic development in Milwaukee</li> <li>• Participated in coalitions such as the Alliance for Low-wage Workers, the W-2 Monitoring Task Force, and the W-2 Reform Task Force, to improve the functioning of labor markets in metro Milwaukee</li> <li>• Assisted with the development of a nonprofit web portal that will provide up-to-date resource and capacity development information to the nonprofit community locally and nationally.</li> </ul>	<p>Contribute to:</p> <ul style="list-style-type: none"> <li>• Increased economic development capacity in Greater Milwaukee</li> <li>• Increased business development and job creation in region, particularly in low-income neighborhoods</li> <li>• Increased resident income and decreases in poverty</li> </ul>

<p style="text-align: center;">Academic Program Development</p>	<ul style="list-style-type: none"> <li>• 0.2 Dir. FTE</li> <li>• 0.7 Academic Staff FTE</li> </ul>	<ul style="list-style-type: none"> <li>• Development of new academic programs in economic development</li> </ul>	<ul style="list-style-type: none"> <li>• Development of Peace Corps Fellows program (for returning volunteers to pursue UWM degrees while working on CEO projects). In 2003, the program placed 4 fellows in Milwaukee community-based organizations</li> <li>• Securing extramural support for Fellows program</li> <li>• Development of faculty and academic staff “fellowship” program, to encourage work on economic development. Three fellowships and three mini-grants distributed. (program suspended due to budget constraints)</li> <li>• Established REAL pilot program (to fund 2 teachers from Milwaukee’s School of Entrepreneurship to participate in the REAL training program)</li> </ul>	<p>Contribute to:</p> <ul style="list-style-type: none"> <li>• Expanded educational opportunities for potential urban economic development professionals</li> <li>• Growth in the pool of leaders in Milwaukee economic development community</li> <li>• Support the development of entrepreneurship curricula in local schools</li> </ul>
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<p>Applied Research on Economic Opportunity</p>	<ul style="list-style-type: none"> <li>• 0.2 Dir. FTE</li> <li>• 1.5 APS FTE</li> <li>• 1.2 PA FTE</li> <li>• S &amp; E</li> </ul>	<ul style="list-style-type: none"> <li>• Conduct research on key economic development issues facing Greater Milwaukee</li> </ul>	<ul style="list-style-type: none"> <li>• Produced research/reports on following topics: <ul style="list-style-type: none"> <li>• <i>Stealth Depression: Joblessness in the City of Milwaukee Since 1990</i></li> <li>• <i>The Economic State of Milwaukee's Inner City: 1970-2000</i></li> <li>• <i>Unfair Sanctions: Does W-2 Punish People of Color?</i></li> <li>• <i>The Economic Impact of Child Care in Milwaukee County</i></li> <li>• <i>The Economic Impact of the 2001 State Fair</i></li> </ul> </li> </ul> <p>Other research-related Activities:</p> <ul style="list-style-type: none"> <li>• Published articles in professional journals on stadiums and urban economic development; the economic state of black Milwaukee; social polarization in modern cities; and tourism as an urban economic development strategy.</li> <li>• <i>The Two Milwaukees: Separate and Unequal</i> presentation to the Milwaukee County Board Task Force on Segregation;</li> <li>• Participated in international working group on regionalism as an urban revitalization strategy</li> <li>• Dissemination of applied research locally through web site, articles in local newspapers, and appearances in electronic media</li> <li>• Participation in international working group on tourism as an urban economic development strategy</li> </ul>	<p>Contribute to:</p> <ul style="list-style-type: none"> <li>• Improved knowledge base for economic development policymaking in Greater Milwaukee</li> </ul>

