
Remaking Cities Congress

Pittsburgh, PA

October 16-18, 2013

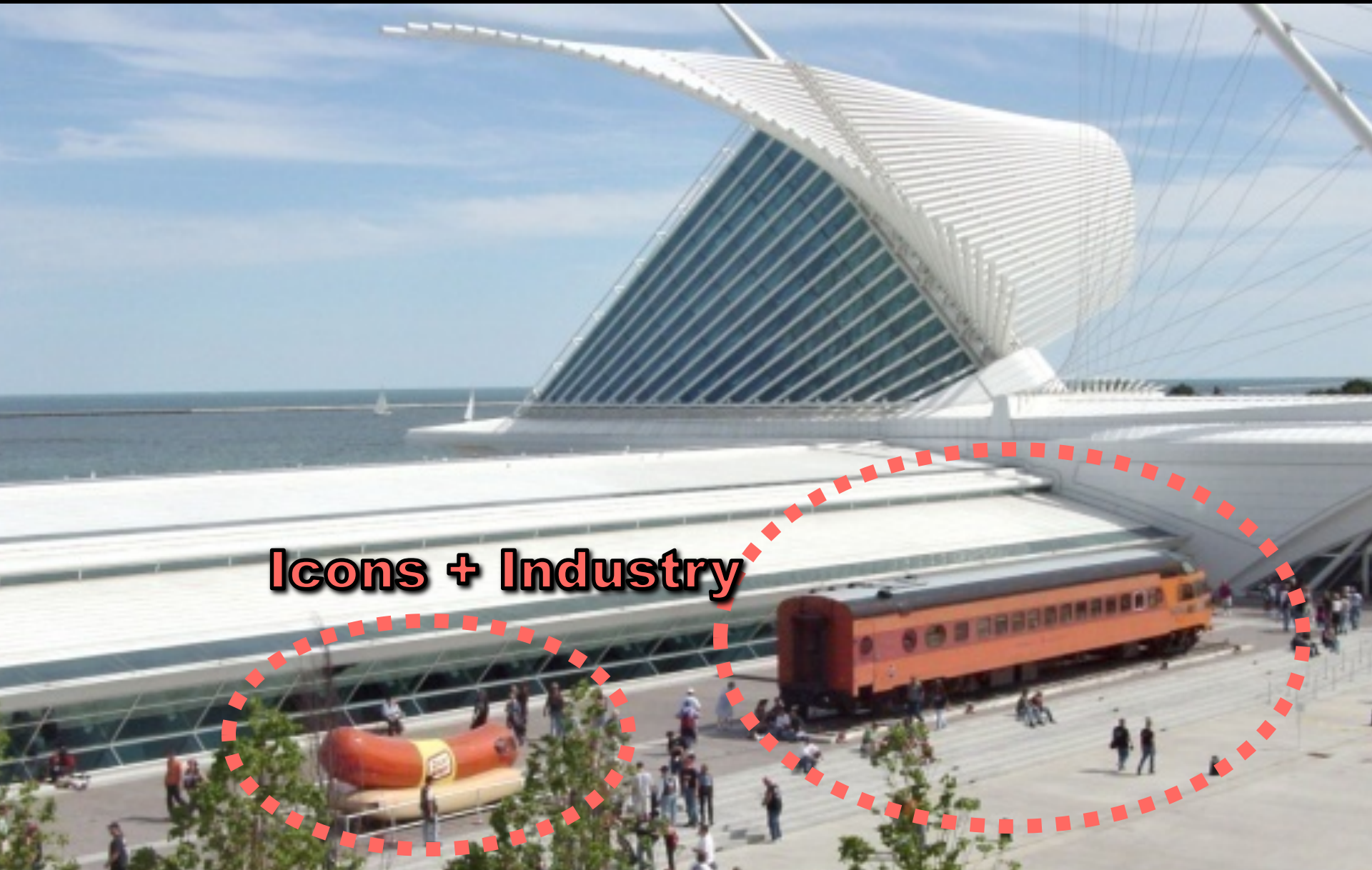


Major Partners

Remaking Cities Institute,
Carnegie Mellon University

The American Institute
of Architects

Milwaukee and the re-industrialization of beer



Icons + Industry

Milwaukee and the re-industrialization of beer

Context:

- ✓ **Location**
- ✓ **Culture**
- ✓ **Politics**
- ✓ **Economics**

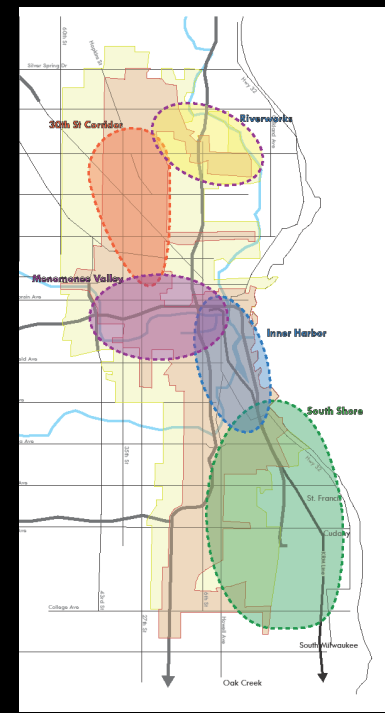
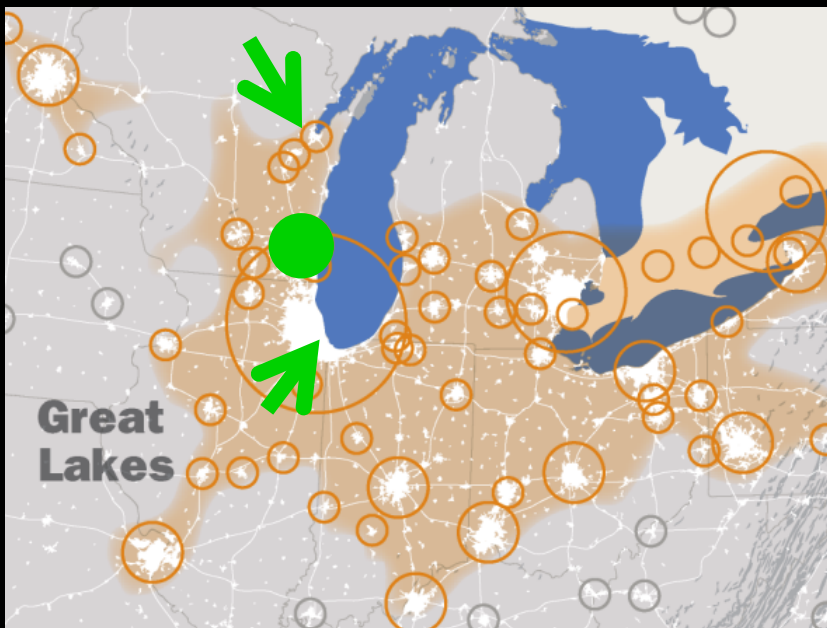
Post-industrial planning:

- ✓ **Land use shifts**
- ✓ **New urban forms**
- ✓ **Repaired fabric**

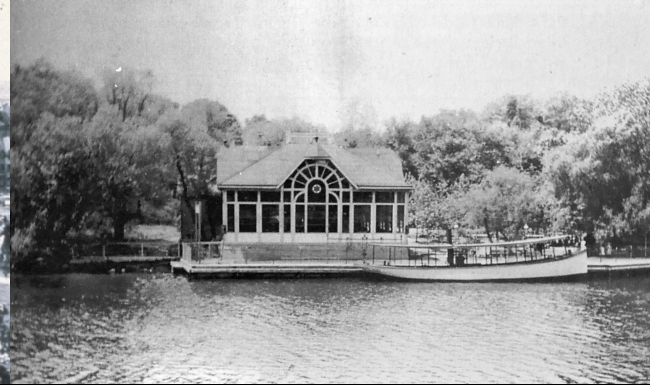
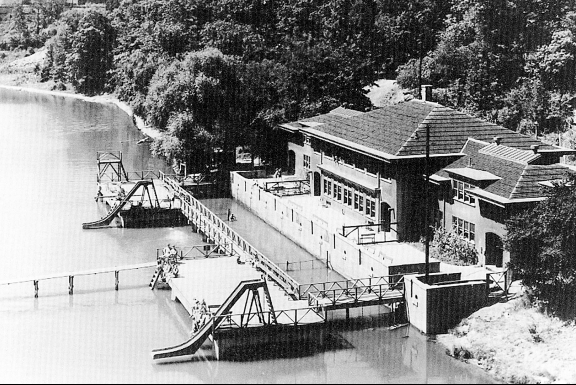
Location, location, location

1970

2000



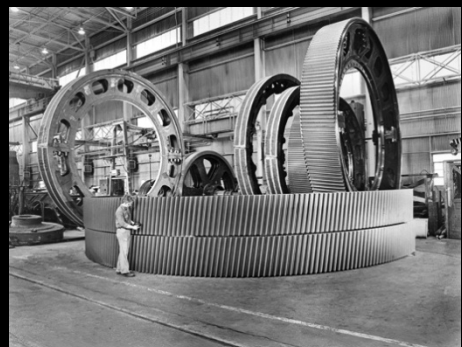
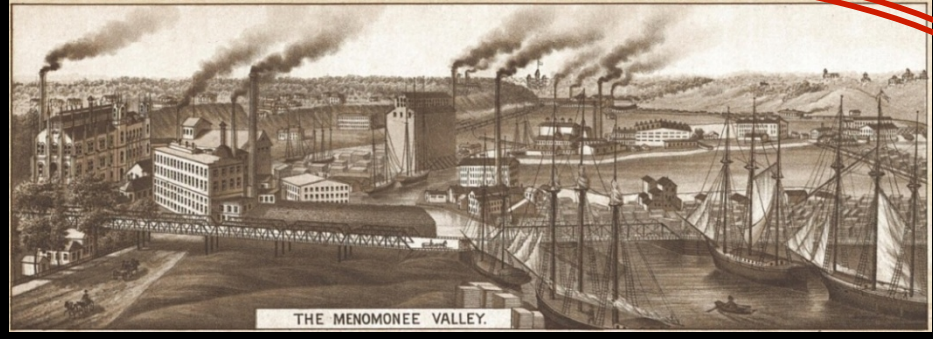
Culture: blue collar town, with great beer and sausage ... but also strong community life



Political struggle: it never ends, plan within it



Economics: the celebration of industry is part of our history, from farms and factories, to gears and shovels ... the engine under the hood ornament



Economics: dismal statistics – a ‘half-empty glass’

Map 2:
Growing Male Joblessness in Milwaukee, 1970-2000
 Census Tracts with Working-Age Male Employment Rates Under 50 percent



Table 11:
The Changing Geography of Employment: 1970-2011
Where Residents of Metro Milwaukee Work

Place of Work	1970	2011
Downtown Milwaukee	8.5%	8.7%
Rest of City of Milwaukee	47.2%	25.3%
Milwaukee County Suburbs	23.9%	20.7%
Waukesha	11.9%	24.6%
Washington	3.3%	5.1%
Ozaukee	3.1%	4.3%
Outside the Metro Area	2.1%	11.3%

Economics: private sector action – the ‘half-full glass’

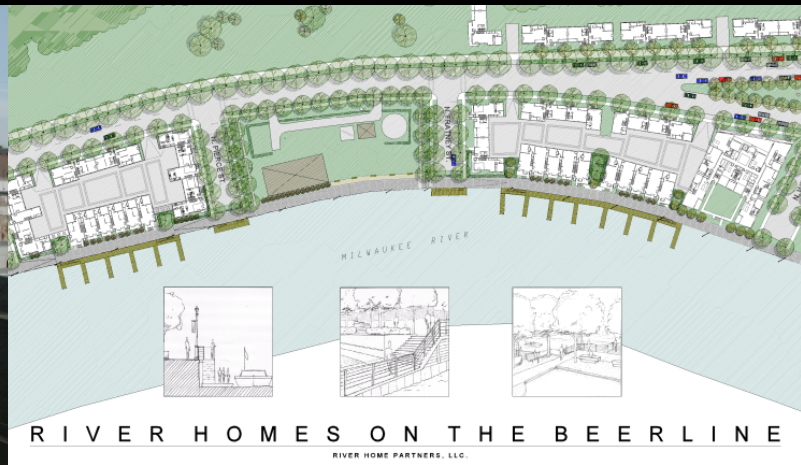
BUSINESS STARTS, EXPANSIONS & ATTRACTIONS

- ✓ **Manufacturing - Power, Automation, Controls and Energy**
- ✓ **Water Technologies - Milwaukee Water Council**
- ✓ **FaB Milwaukee - Food & Beverage Industry Network**
- ✓ **MiKE - Innovation in Milwaukee**

BUSINESS CLIMATE IMPROVEMENT

- ✓ **Inner City Business Development**
- ✓ **Talent Attraction & Retention / FUEL Milwaukee**
- ✓ **Technology Transfer**
- ✓ **Workforce Development / STEM7**

Post-industrial planning ... *land use shifts*



Post-industrial planning ... *land use shifts*



Post-industrial planning ... *new urban forms*



Post-industrial planning ... *new urban forms*



Post-industrial planning ... *repaired fabric*



The entire Park Freeway (East) from a 2000 aerial photograph of the north side of downtown Milwaukee. The entire freeway shown in this image was demolished in 2003 and replaced by surface streets.



Post-industrial planning ... *repaired fabric*



Post-industrial planning ... *repaired fabric*



Post-industrial planning ... *repaired fabric*

Our railroad became the Oak Leaf Trail ... an urban, environmental “low line” with industrial history embedded in the form



Re-industrialization as an attitude

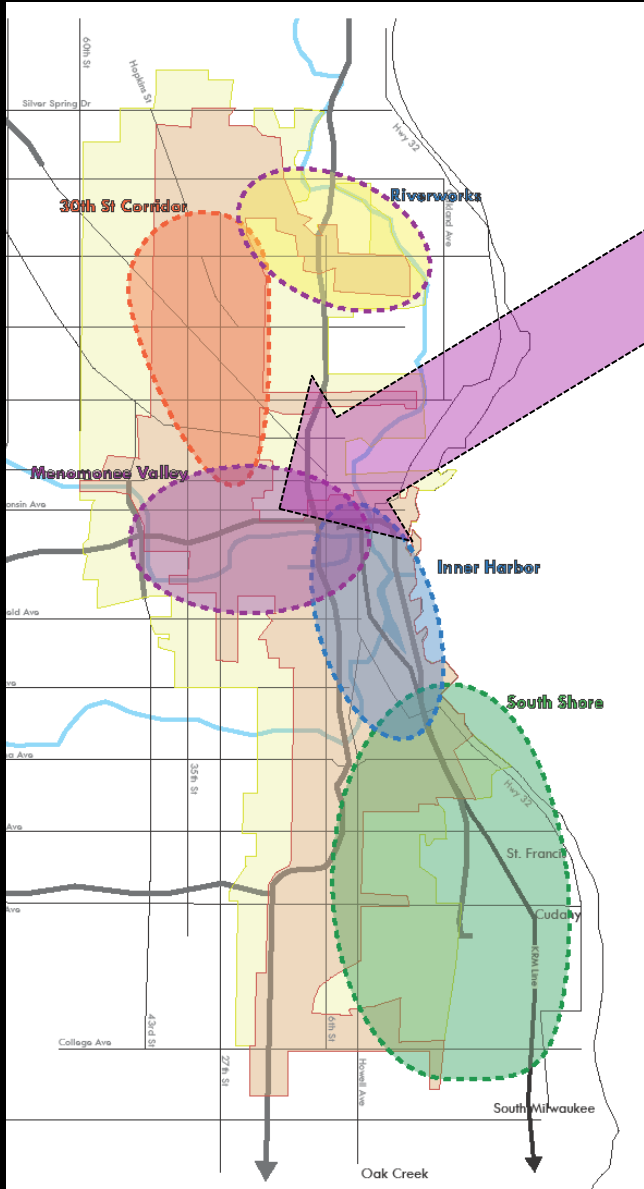
Since the 1970s. ... manufacturing employment has declined by over **77 percent in the City of Milwaukee ...**

– July 2013, Marc Levine, UWM Center for Economic Development

[Manufacturing] ... “should be viewed as a dynamic and evolving group of industries that are a source of new ideas and new skills, as well as new products.

– March 2013, Tom McNamara, Rennes School of Business

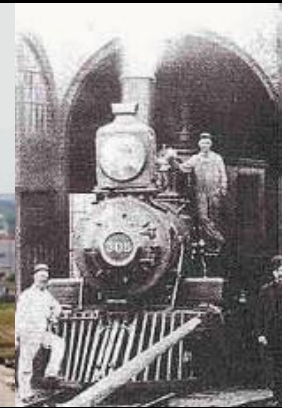
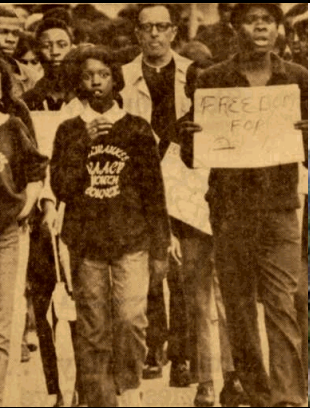
Re-industrialization customized by neighborhood MENOMONEE VALLEY



Almost finished: the comprehensive re-emergence of the Menomonee Valley as the heart of our industrial geography

Re-industrialization customized by neighborhood

STORIED HISTORY



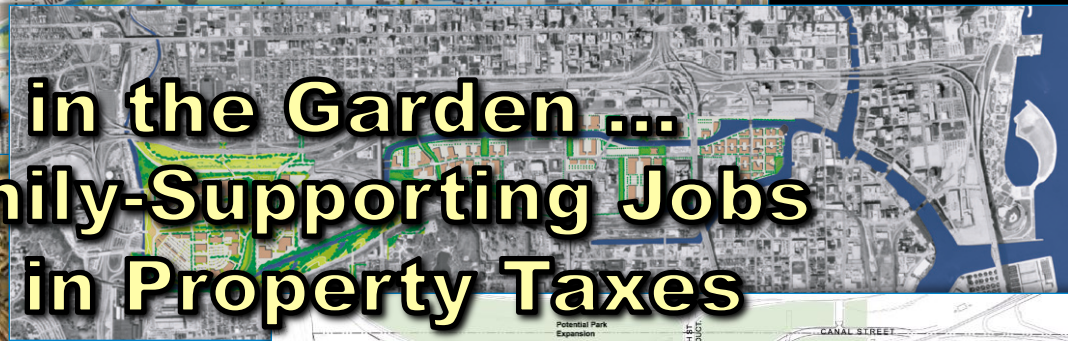
Re-industrialization customized by neighborhood

ACHIEVABLE VISION



The Engine in the Garden ...

- 5,000 Family-Supporting Jobs
- \$4 Million in Property Taxes
- 70 Acres of Park and Trails
- \$700 m. – infrastructure & development



Re-industrialization customized by neighborhood INFRASTRUCTURE



Re-industrialization customized by neighborhood

NEW BUSINESS AND JOBS



Re-industrialization customized by neighborhood

NEW MIXED USE –entertainment destination



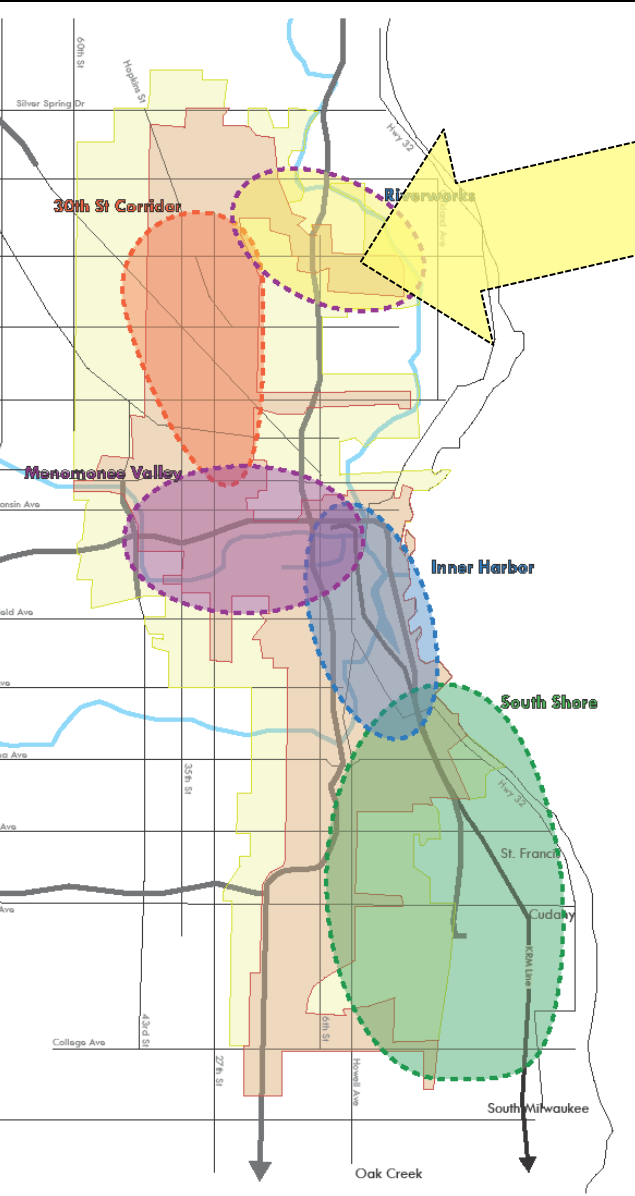
Re-industrialization customized by neighborhood **NEW MIXED USE – environmental restoration**



A new way to work, play, and live [nearby]

Re-industrialization customized by neighborhood

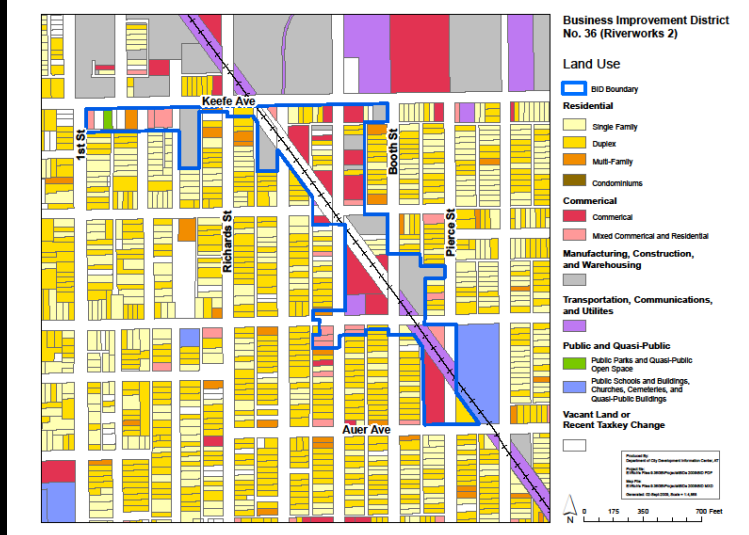
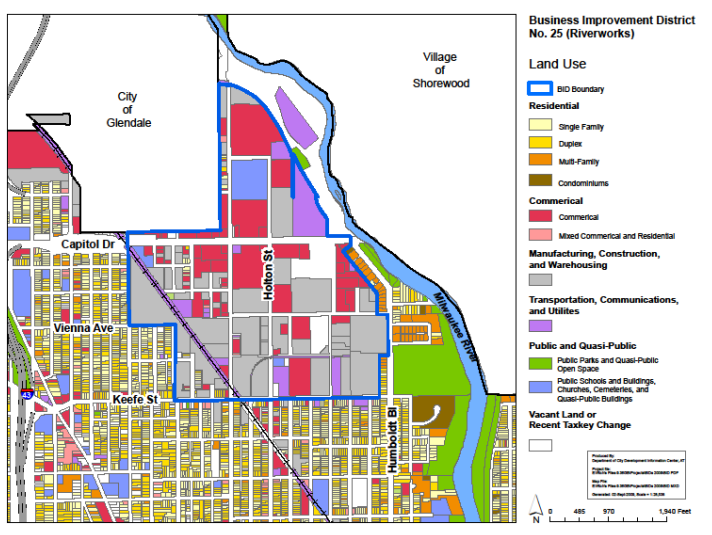
RIVERWORKS



***Slow and steady –
an ongoing, stable
project that
actually integrates
industry, housing,
art, and
community***

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FINE GRAIN LAND USE



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MULTIPLE JOB TYPES




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NEIGHBORHOOD HISTORY

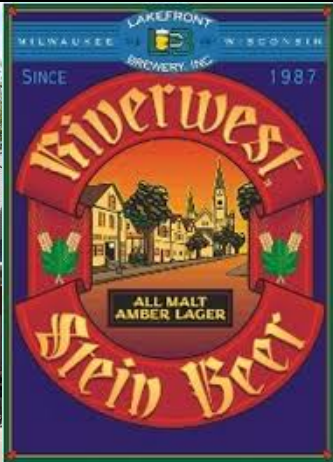


SOLAR RIVERWEST

Solar Group Purchase Program for the Riverwest Neighborhood

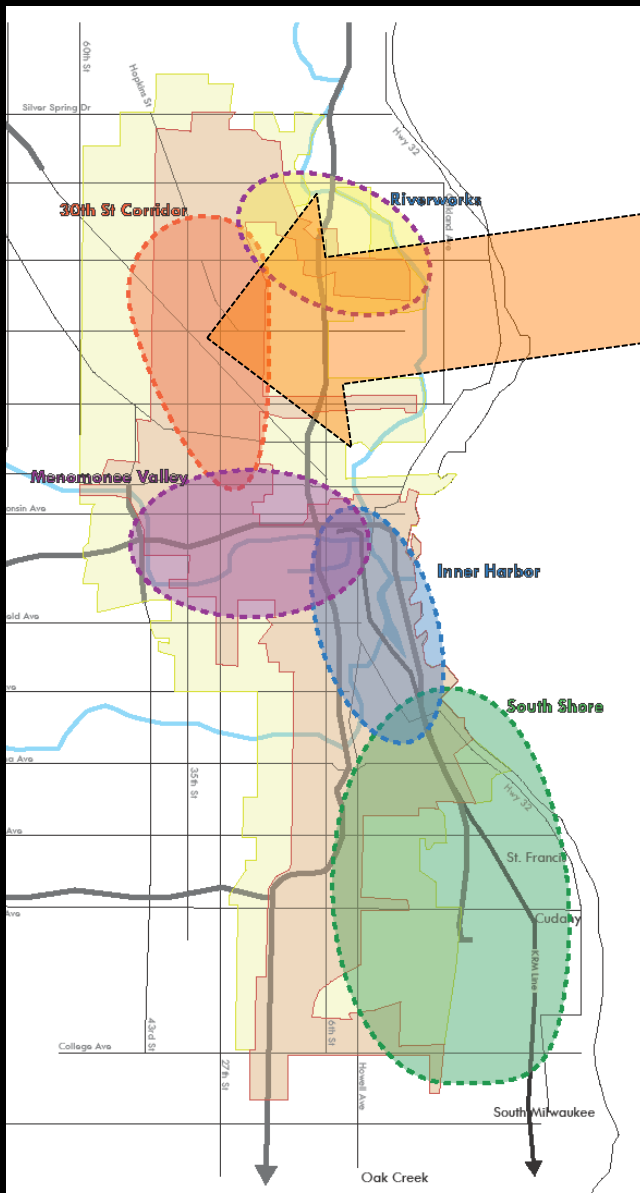


Building community, one panel at a time.



Re-industrialization customized by neighborhood

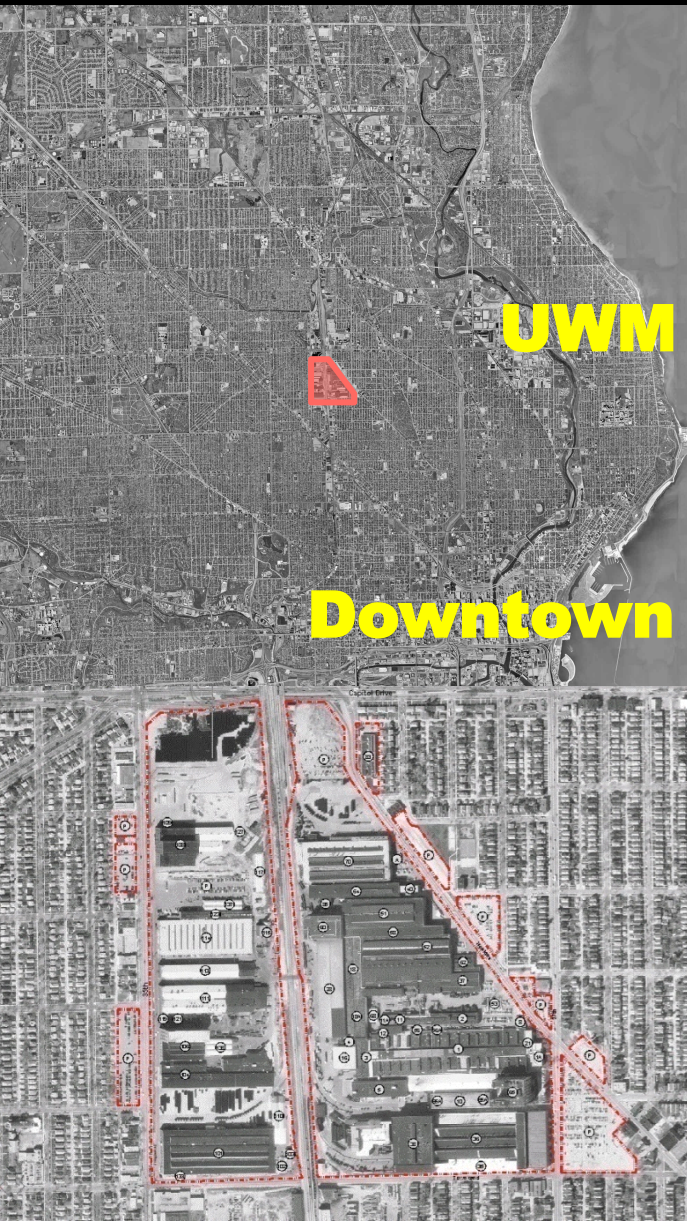
30th STREET CORRIDOR



Starting up – the current effort to re-industrialize a RR corridor with a 100-acre abandoned site that used to be one industry – Century City

Re-industrialization customized by neighborhood

ABANDONED SITE, HISTORIC BUILDINGS

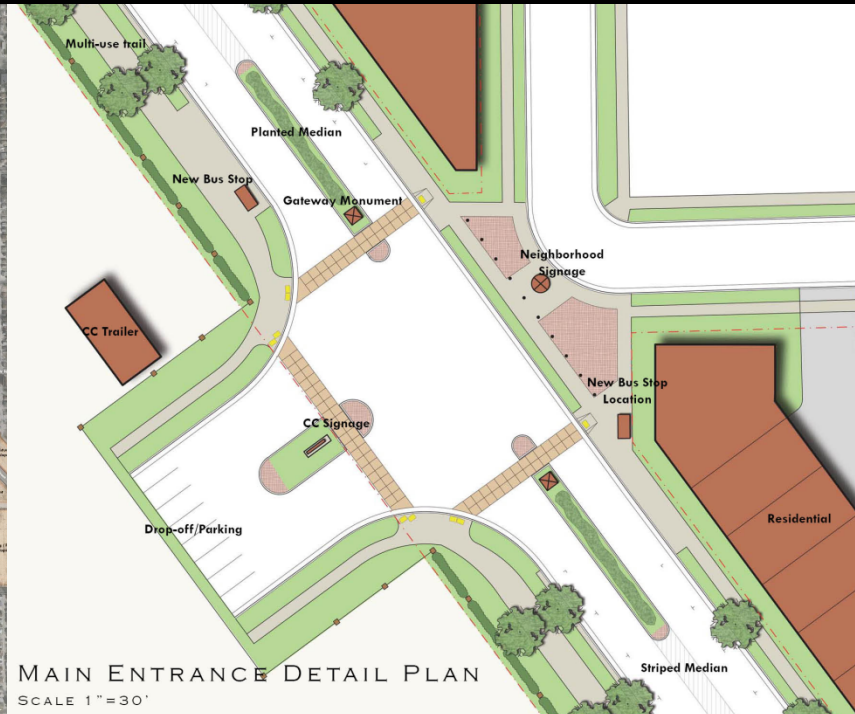
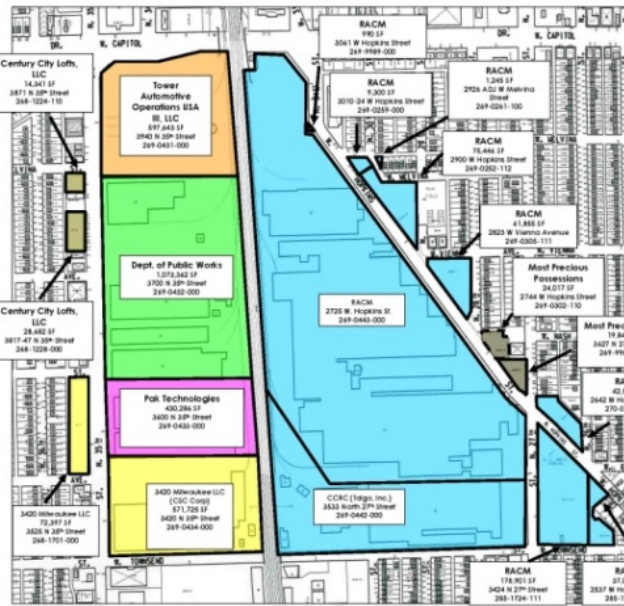


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NEW JOBS/USES/FORMS

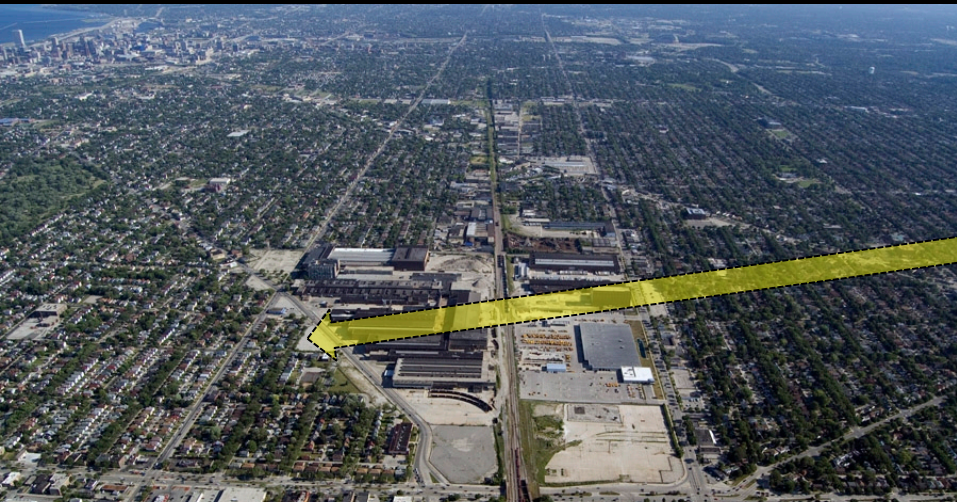


Former A.O. Smith/Tower Auto Site



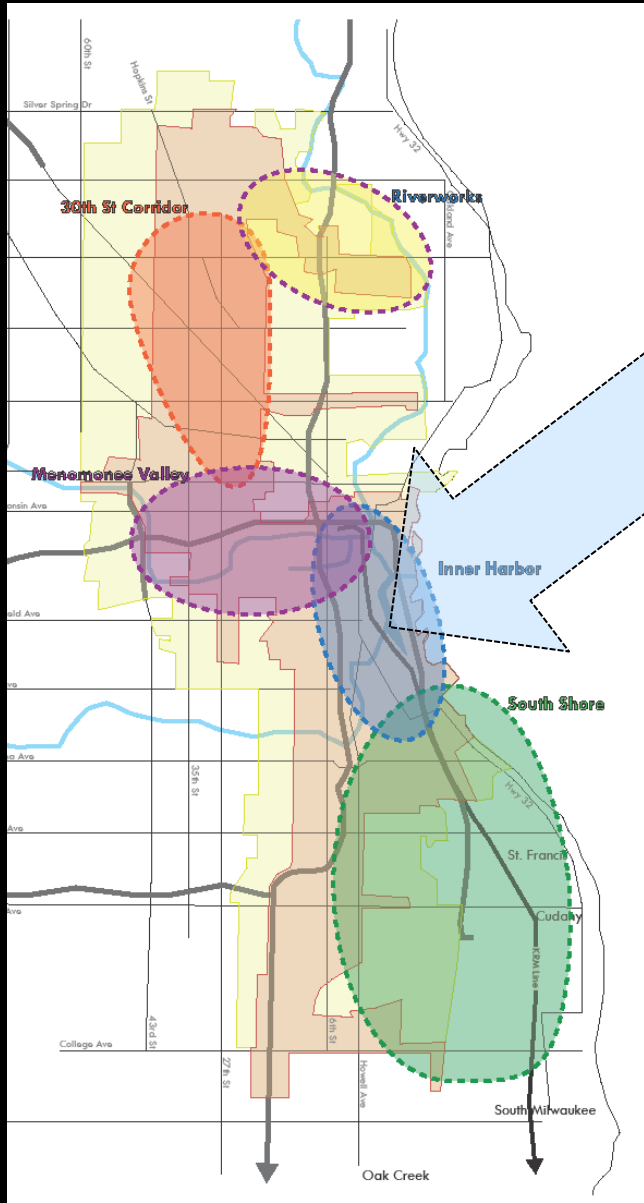
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RELINK THE NEIGHBORHOOD



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INNER HARBOR



Starting up – the future potential for a mixed-use industrial redevelopment in an overlooked but highly valued piece of our Port

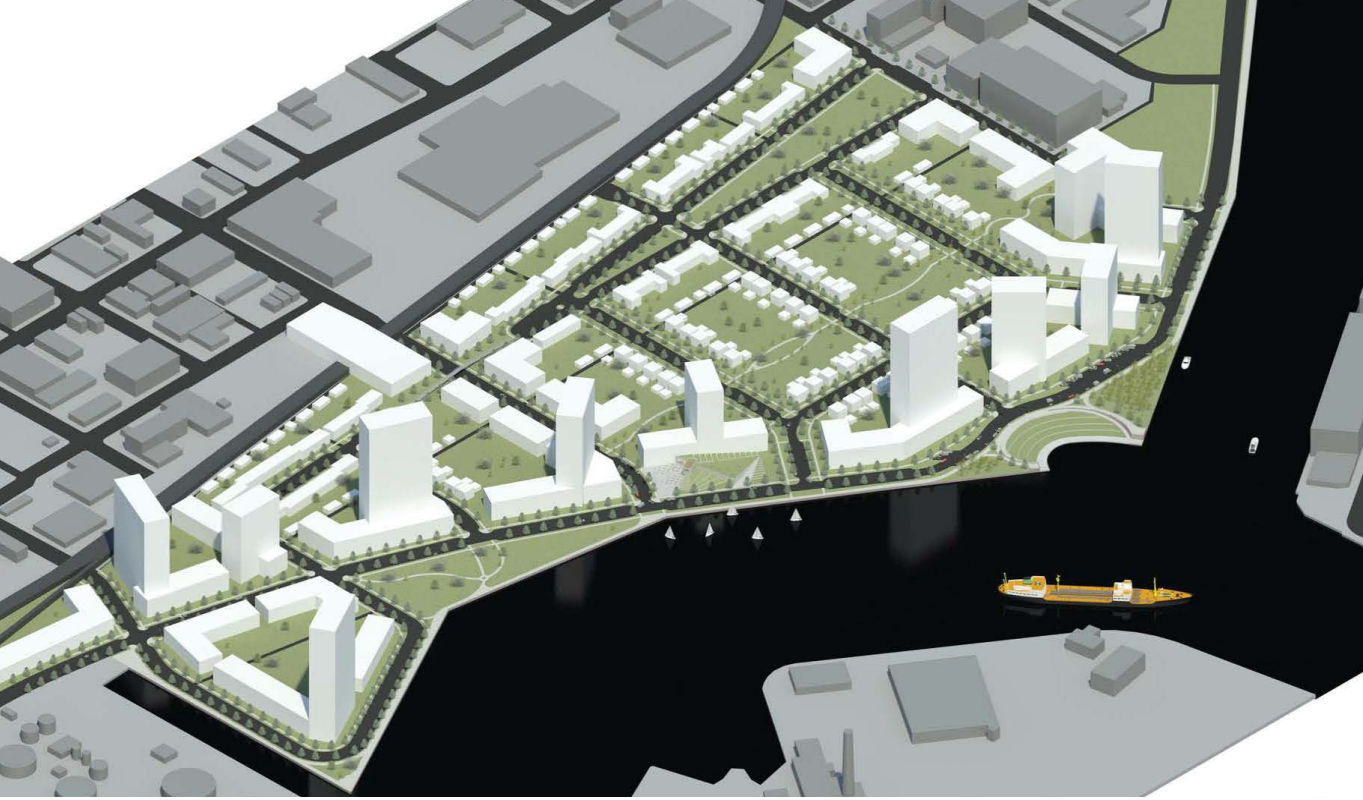
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A++ OPPORTUNITY



Re-industrialization customized by neighborhood

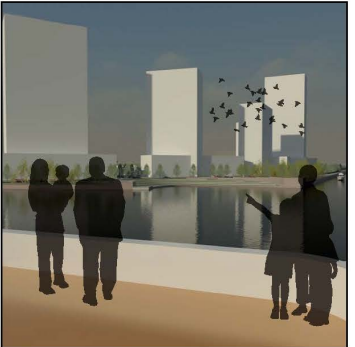
INDUSTRIAL REMIX



The Terrace
Terracing which bounds an urban plaza while also affording views of the activity occurring at the mouth of



The Triangleyard's
A public park that wedges itself in between a street bounded by town homes exposing the activity of the



The Point
A neighborhood park which steps down granting residents access to the waters of Milwaukee's harbor.



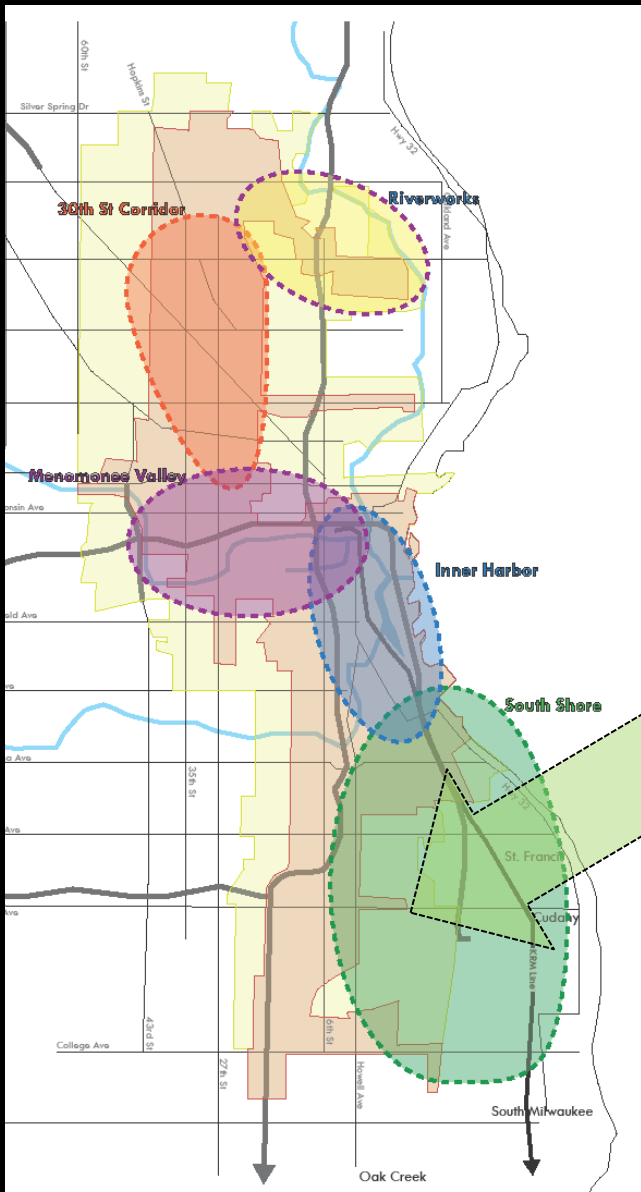
The Tower Row
A development defines the harbors edge while allowing it's residents to overlook the activity with in the harbor



The Promontory
A key public place from which all visitors and residents view the gathering of the water where all three rivers

Re-industrialization customized by neighborhood

THE SOUTH SHORE



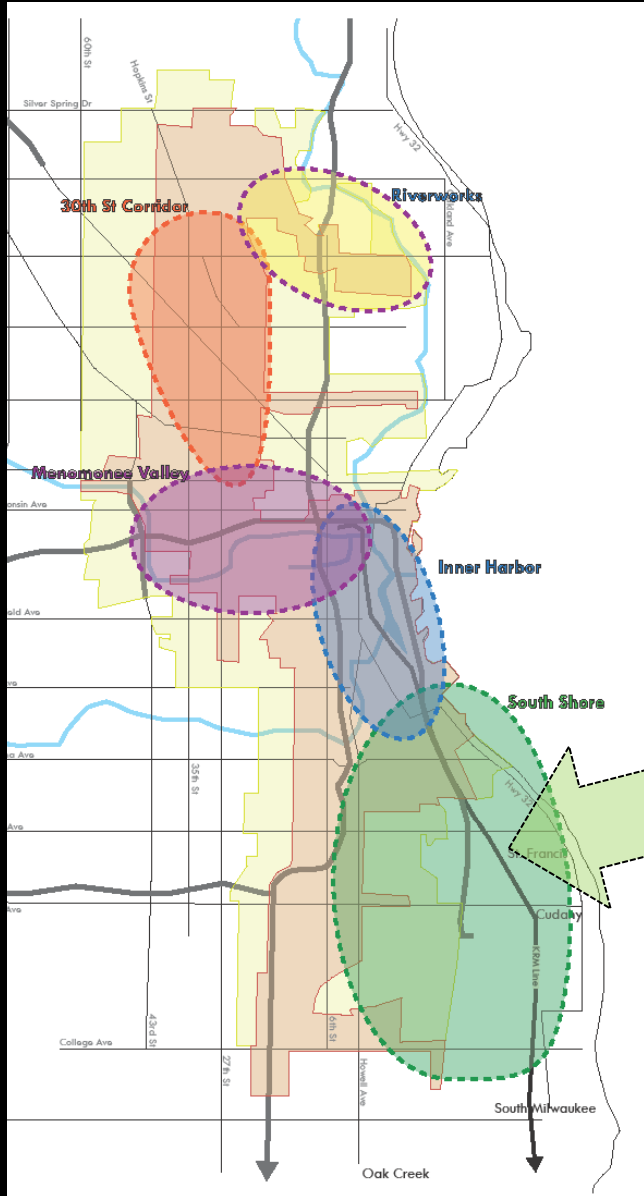
Still thinking –
Aerotropolis, linking
8 communities, 3
RR corridors, 2
arterials, freeway,
and lakefront, at
the junction of city
and older/newer
suburbs

Re-industrialization customized by neighborhood AEROTROPOLIS?



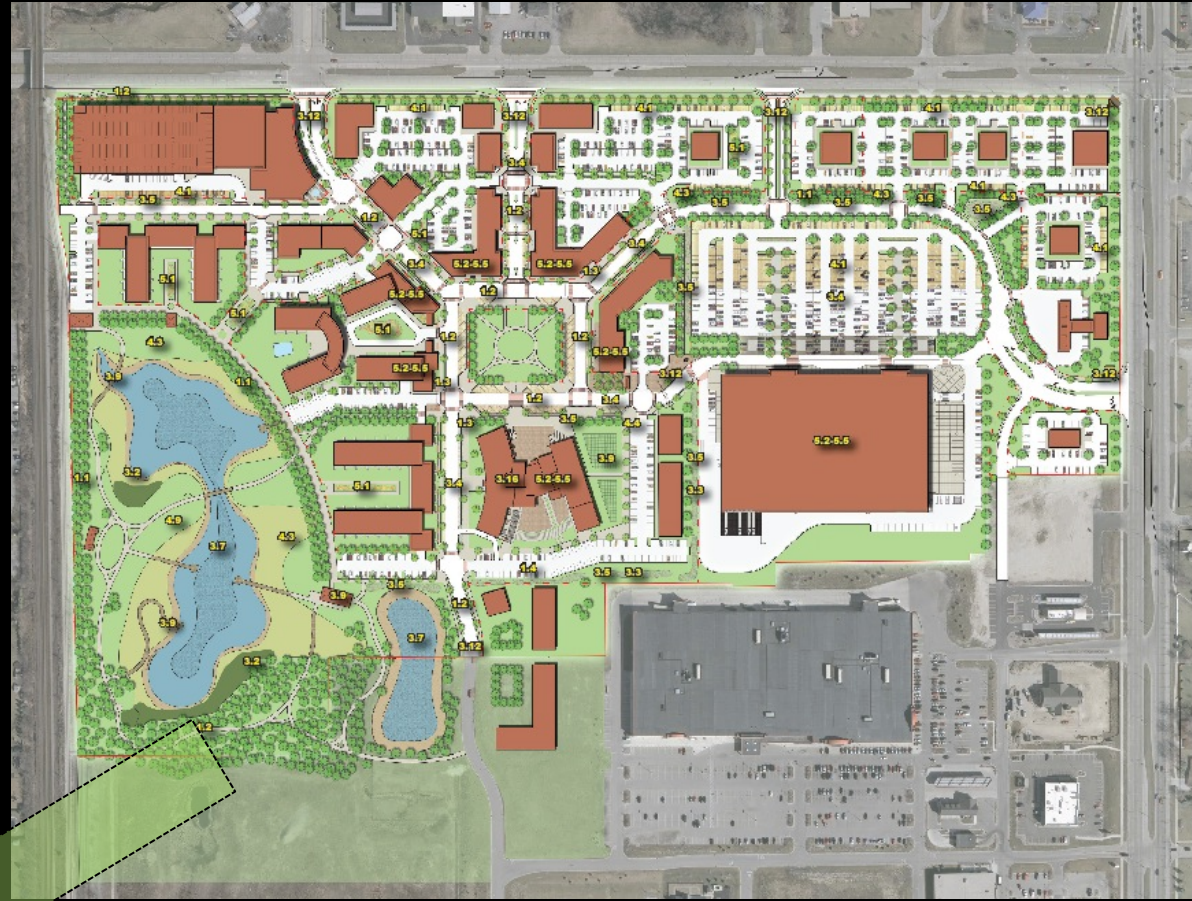
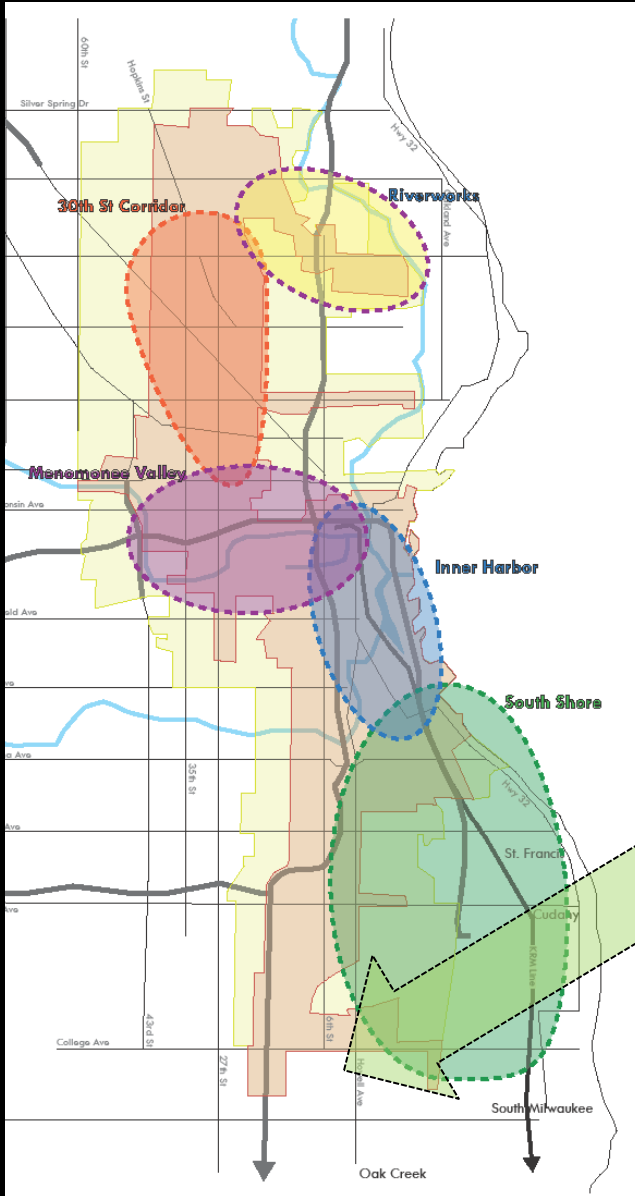
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OLDER INNER SUBURBS



Re-industrialization customized by neighborhood

NEWER OUTER SUBURBS



	1988	2013	2038
LOCATION	independent, minor environmental issues	megalopolis, regional competition, environmental crises, water	new integrations, new divisions, industrial/job networks
CULTURE	segregation and lack of diversity	new subcultures (art, design, food, urban ag), continued segregation yet valued social capital	diversity becomes a strength, suburbs become big problem
POLITICS	conflicts less hyper	conflict extremes	conflict routine
ECONOMICS	wealth stable, suburbs growing, industrial decline growing	wealth lower but returning, deindustrialization AND reindustrialization	more wealth returns, new industry related land use conflicts emerge
LAND USE SHIFTS	reuse of older industrial buildings started, some decline, no alarm	decline becomes major threat, multiple patterns of re-industrialization	more re-industrialization, reuse is commonplace, new land use models and problems
NEW URBAN FORMS	highly isolated, viewed as bad neighbor	beginning to revise land use forms for industry	new models of urban industrial forms and response
REPAIRED FABRIC	freeways dominate, transit declines, urban design rises, neighborhood planning	freeways dominate, arterials improve, transit weakens, neighborhoods strengthen, design improves	arterials become dominant, neighborhood planning grows, transit emerges, parking models change



1988

2013

2038

LOCATION

independent, minor environmental issues

megalopolis, regional competition, environmental crises, water

new integrations, new divisions, industrial/job networks

CULTURE

segregation and lack of diversity

new subcultures (art, design, food, urban ag), continued segregation yet valued social capital

diversity becomes a strength, suburbs become big problem

POLITICS

conflicts local level

conflict extremes

conflict routine

ECONOMICS

wealth stable, suburbs growing, industrial decline, low wages

wealth lower but returning, deindustrialization / reindustrialization

more wealth returns, new industry related land use conflicts emerge

**Propositions:
Target audience of local government –
regional, metro, city, district**

LAND USE SHIFTS

reuse of older industrial buildings started, some decline, no alarm

decline becomes major threat, multiple patterns of re-industrialization

more re-industrialization, reuse is commonplace, new land use models and problems

NEW URBAN FORMS

highly isolated, viewed as bad neighbor

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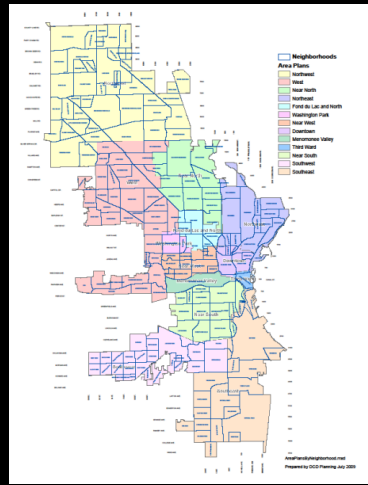
REPAIRED FABRIC

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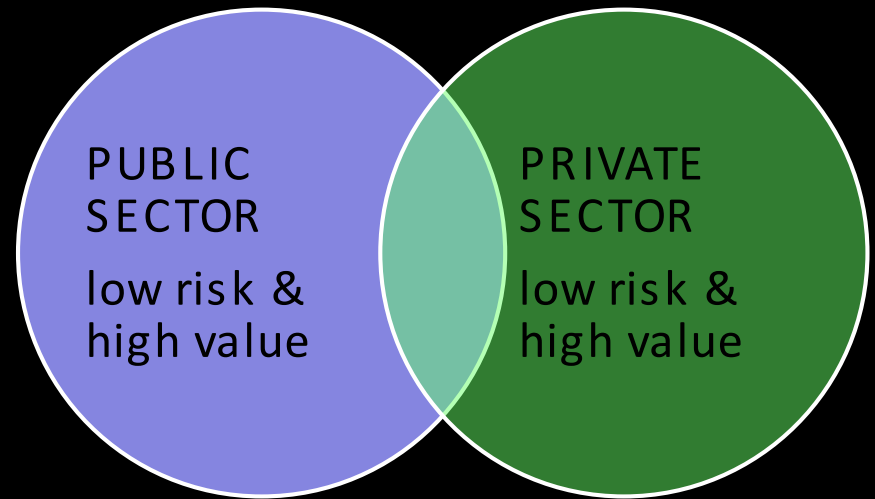
Proposition – Planners should increase their focus on the value and implementation of neighborhood based plans



Corollaries –

- ✓ **More decentralization**
- ✓ **Boost broad-based CDBG style funding**
- ✓ **Increase customized solutions**
- ✓ **Decrease inflexible control**
- ✓ **Use the public realm to make diversity visible**

Proposition – *Planners should decrease short-term risk/reward incentives and increase long-term risk reward incentives*



Corollaries –

- ✓ **Replace “win/win” with “shared value”**
- ✓ **Longer TIFs, “pay as you end” not “get as you go”**
- ✓ **Change tax codes**
- ✓ **Link sustainability to longevity**

Proposition – *Planners should reduce their reliance on standards and increase their use of customized, performance-based, contextualized plans*



Corollaries:

- ✓ **No principles without on-site pragmatism**
- ✓ **Better use of local urban history**
- ✓ **Abandon overly general BMPs**
- ✓ **Integrate big ideas with local actions**
- ✓ **Reduce commoditization and use of quick fixes**

A long bridge with a central arch spans a body of water. The sky is overcast with grey clouds. The bridge is dark against the lighter sky and water. The text "Dear optimists, pessimists, and realists:" is overlaid in yellow on the lower part of the image.

Dear optimists, pessimists, and realists:

A long bridge with a prominent arch spans a body of water. The sky is overcast with soft, grey clouds. The bridge's reflection is visible in the water below. The overall scene is somewhat muted and atmospheric.

Dear optimists, pessimists, and realists:

While you were all arguing over the glass of water, I just drank it.



Dear optimists, pessimists, and realists:

While you were all arguing over the glass of water, I just drank it.

Sincerely, an opportunist