



U.S. Department  
of Transportation  
**Federal Highway  
Administration**

EDC-Value Capture Implementation Team



# Value Capture, Key Economic Development Strategies

# Outline of Presentation

- Value Capture Strategies Overview
- Key Economic Development Tools
- Tax Increment Financing (TIF) Framework
- Financing Tools for TIF District
- Project Examples
- Q&A





U.S. Department  
of Transportation  
**Federal Highway  
Administration**

Center for Accelerating Innovation



# Value Capture Strategies Overview



**Developer  
Contribution**



**Special  
Assessments**



**Advertising ,  
Naming  
Rights, &  
Sponsorships**



**Transportation  
Utility Fees**

# Value Capture Strategies

**Sustainable, Reliable, & Equitable**



**Concessions**



**Joint  
Development**



**Incremental  
Growth**

# VC Strategies for Economic Development

- **Tax Increment Financing (TIF)**
  - ✓ Existing ad valorem tax base, City/County commitment (value based)
- **Special Assessment District (SAD)**
  - ✓ New surcharge, majority/voter approval, “unique, direct, measurable” specificity (mostly cost based)
- **Development Impact Fees (DIF)**
  - ✓ One-time fee by use (no. trips), “nexus/proportionality” tests, inclusion in local Comprehensive Plan/CIP (cost based)
- **Development Agreement (DA)**
  - ✓ Integrative tool, negotiated & less litigious

# Tax Increment Financing by Other Names

- California: Redevelopment Agency (RDA)
- Georgia: Tax Allocation District (TAD)
- Massachusetts: District Improvement Financing (DIF)
- New Jersey: Revenue Allocation District (RAD)
- North Carolina: Project Development Financing (PDF)
- Pennsylvania: Transportation Revitalization Investment Districts (TRIDs)
- Texas: Tax Increment Reinvestment Zones (TIRZ)
- Michigan: Tax Increment Financing (TIF)

# Types of TIF Approaches

## Project-Specific

- Single project or single piece of property
- Funds typically used for public improvements necessary to support the project

## District-Wide

- Large area of land or entire neighborhood is targeted for redevelopment
- Funds typically support major infrastructure projects

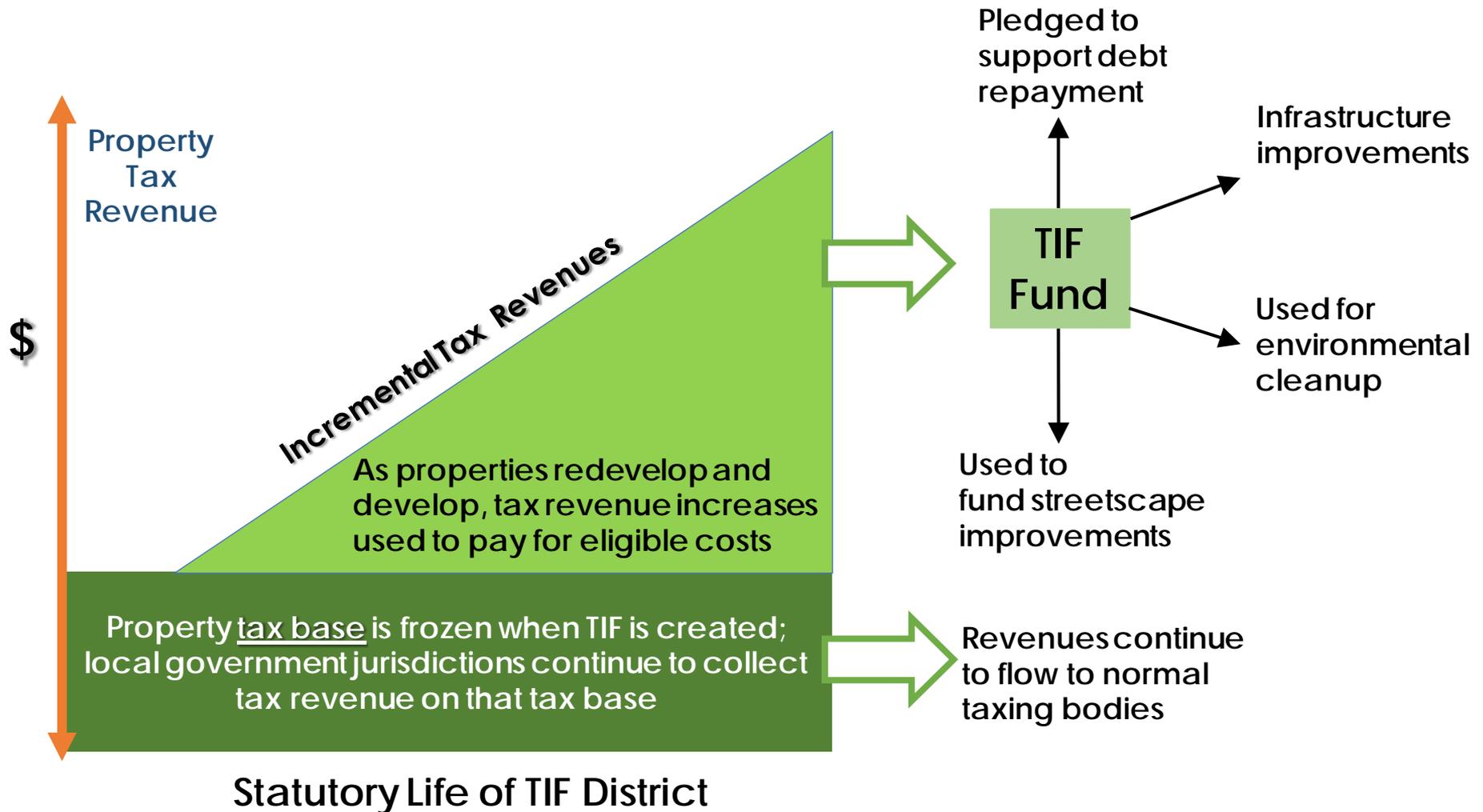
# What is Tax Increment Financing (TIF)?

- A revenue strategy/tool to help local governments
  - ✓ Restore run-down area or jumpstart economically sluggish part of town
  - ✓ Attract/retain private development and businesses
  - ✓ Make improvements that are needed, such as new and improved roads, sewers, and water system
- Allows redevelopment costs to be comparable to the cost of greenfield development, therefore “incenting” redevelopment
- A tax increment is the difference between the amount of property tax revenues generated before the TIF District is established and the amount of property tax revenue generated after the TIF District has new development

# TIF vs. Taxes

- TIF is **NOT** a tax increase
- TIF does **not** reduce property tax revenue available to other taxing bodies
  - Only property taxes generated by the incremental increase are available for use by the city for eligible expenditures within the TIF District

# How Tax Increment Financing Works



# Incremental Revenue Sources

1. Property (real estate) taxes
2. Sales taxes
3. Special assessments

Used in the District of Columbia, California, Colorado, Kansas, Georgia (Transit), Illinois, Louisiana, Maine, Missouri, Pennsylvania, Texas, Virginia, Wyoming, and more

# Leveraging TIF Revenue Examples

| Public Authority                                   | Year Started | Total City Dollars Invested | Total Investment Leveraged | Leverage Ratio (Private : Public) |
|--|--------------|-----------------------------|----------------------------|-----------------------------------|
| Downtown Development Authority                     | 1976         | \$335.2 million             | \$3.7 billion              | 11:1                              |
| Detroit Brownfield Redevelopment Authority         | 2001         | \$241.7 million             | \$6.8 billion              | 28:1                              |
| Local Development Finance Authority                | 1988         | \$16.4 million              | \$1.2 billion              | 73:1                              |
| Tax Increment Finance Authority                    | 1982         | \$21.6 million              | \$1.3 billion              | 60:1                              |
| Eight Mile Woodward Corridor Improvement Authority | 2007         | \$4.6 million               | \$55 million               | 13:1                              |

Source: Detroit Economic Growth Corporation

# TIF Opportunities

- Self-financing with no new taxes, less political resistance
- Used and accepted in most states
- Works well for urban redevelopment/development
- Leverages private investment
- Can generate significant “gap financing” to make priority projects feasible
- Locally controlled; one of few such resources
- Flexible—pairs well with many other development financing tools and foster high quality development and redevelopment

# TIF Challenges

- Requires a strong cadastre and tax collection system
- Vulnerable to national and local economic crises, which creates repayment risks
- Complex dependences on expert advisor
- Risk of overextended use or inflated revenue projections
- Strong political backing for enabling legislation



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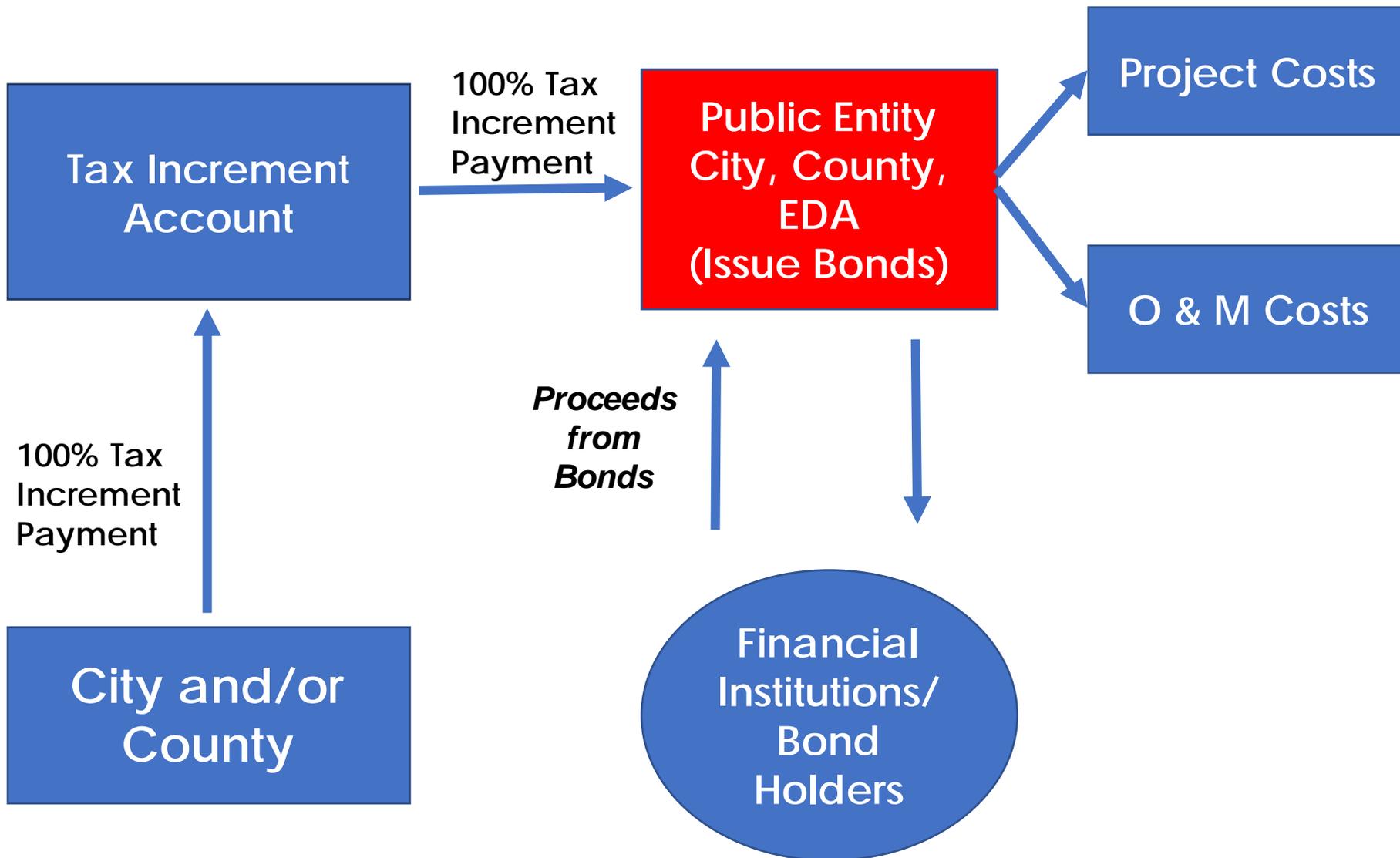


# TIF Financing Tools

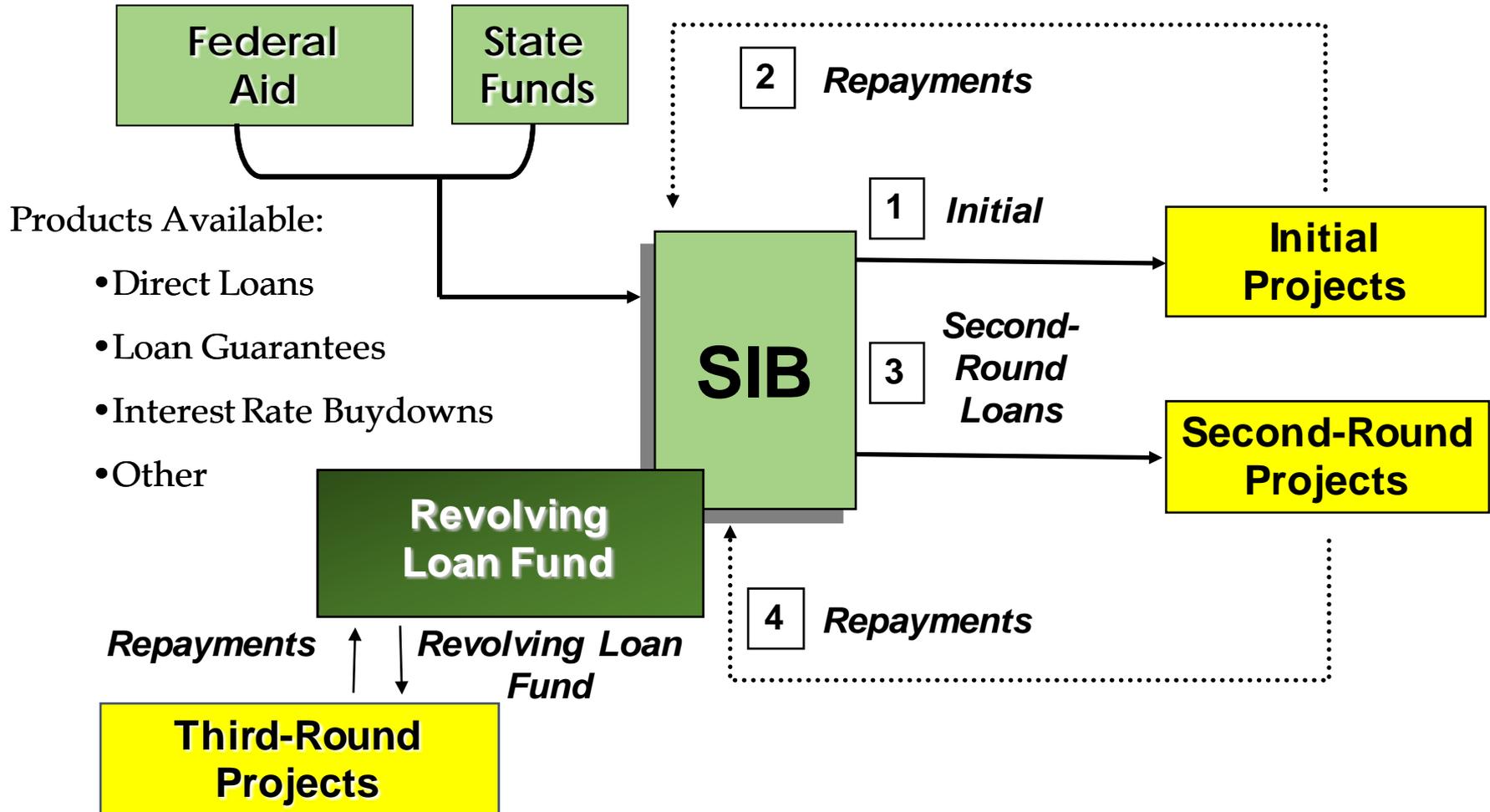
# Incremental Revenues Financing Tools

- Pay-as-you-go financing: expenditures are undertaken as incremental revenue is realized
- Developer financing: Local authority reimburses the developer for TIF-eligible costs as it obtains incremental revenues
- Municipal financing with developer participation: Local authority issues bonds while the developer simultaneously pledges to purchase all or a significant portion of bonds
- Municipal financing:
  - ✓ Revenue Bonds & General Obligation
  - ✓ Federal Credit Program: TIFIA, SIBs, Sec 129 Loans

# TIF Bonds

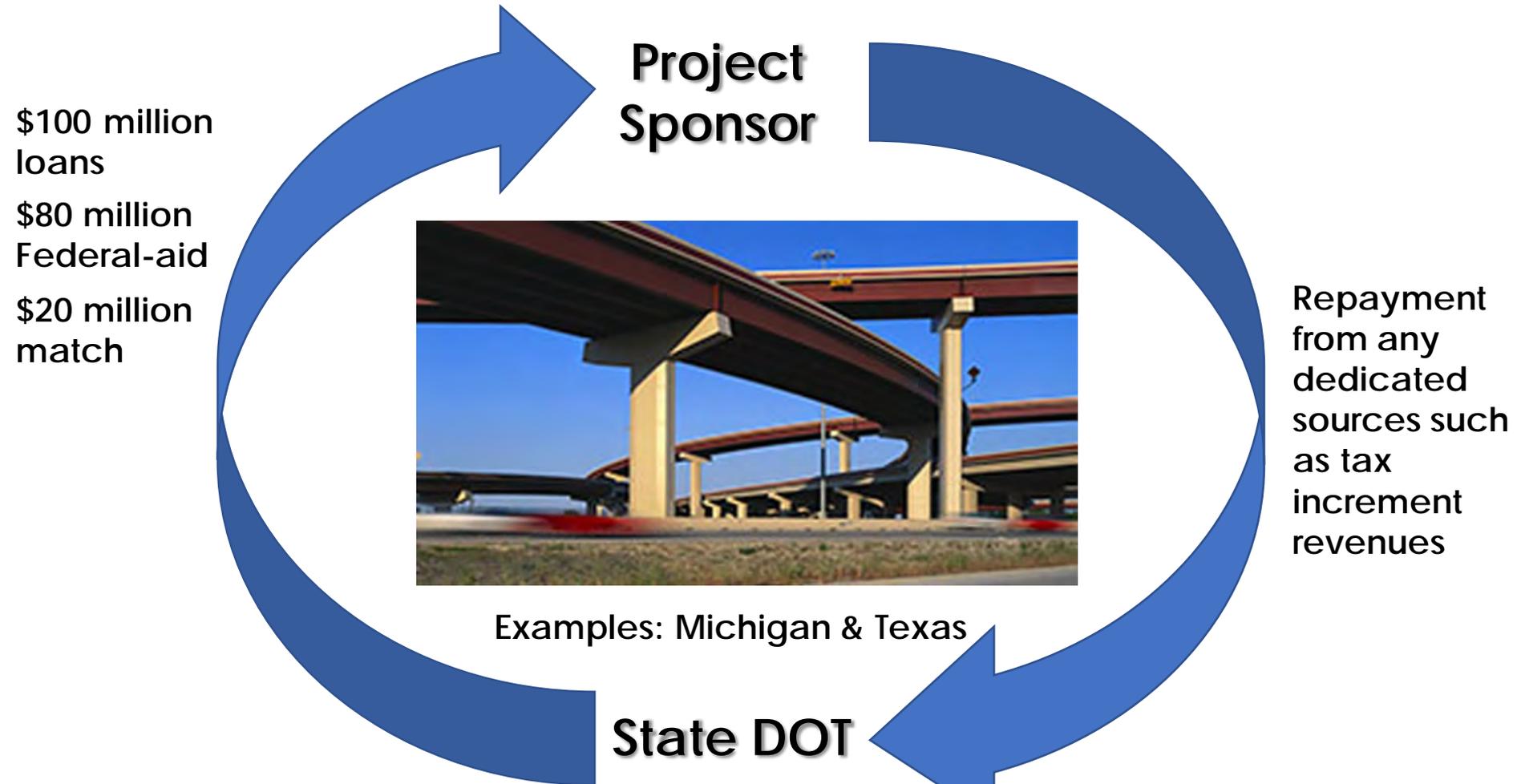


# Leveraging SIBs



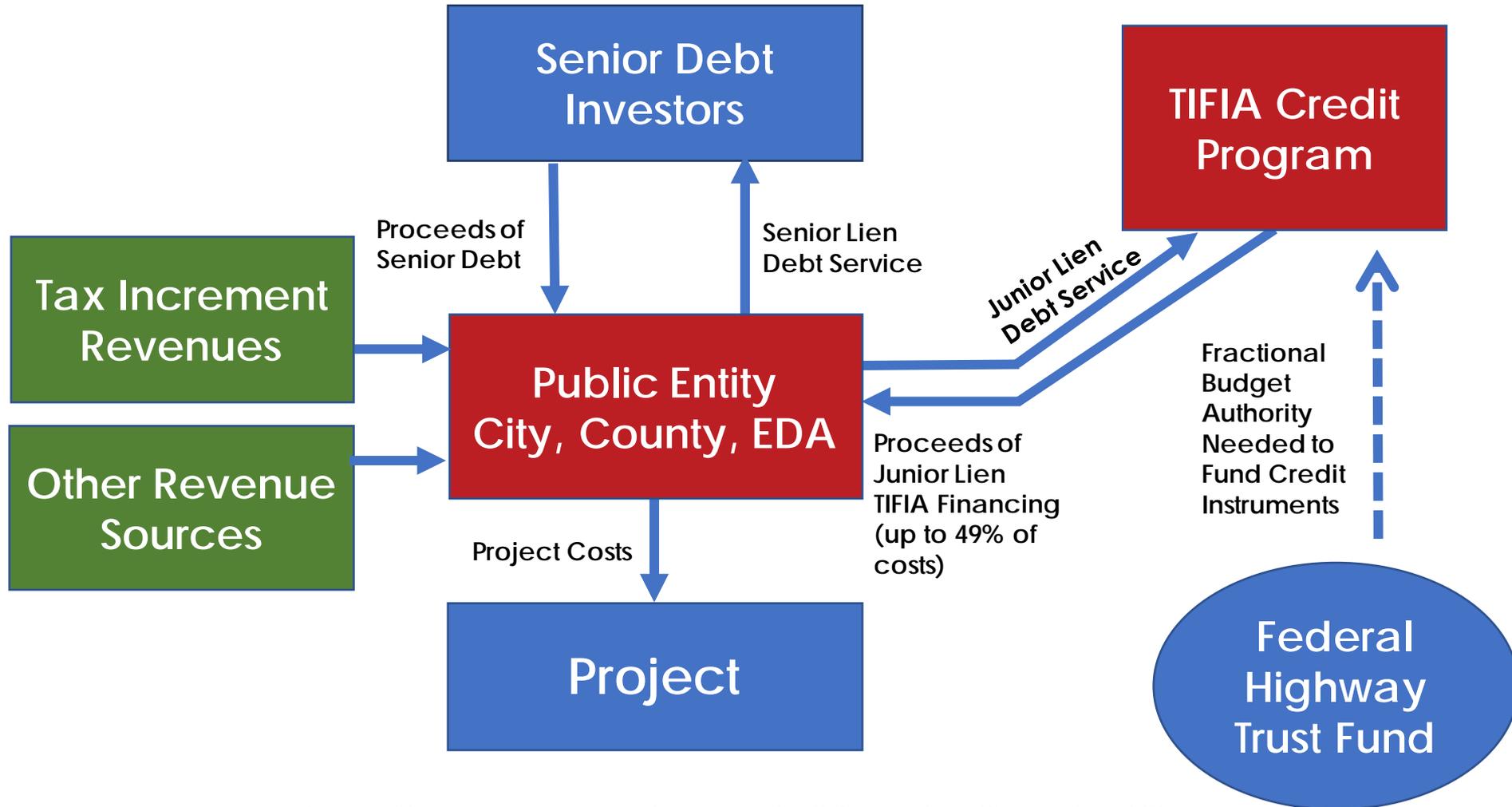
Example: [I-10/Loop 375 America's Interchange, El Paso, TX](#). \$30 million in SIB Loan (VC TRZs repayment source)

# Section 129 (a)(7) Credit



[https://www.fhwa.dot.gov/ipd/finance/tools\\_programs/federal\\_credit\\_assistance/section\\_129/](https://www.fhwa.dot.gov/ipd/finance/tools_programs/federal_credit_assistance/section_129/)

# TIFIA Credit Assistance



<https://www.transportation.gov/buildamerica/financing/tifia>

# Highway Transformation Projects

- [Atlantic Station 17th Street Bridge, GA](#)
- [Atlanta Beltline Redevelopment Project, GA](#)
- [Capitol Crossing / Third Street Tunnel, DC](#)
- [Central 70, Denver, CO; Cap Park \(a recessed highway\)](#)
- [Klyde Warren Park in Dallas, Texas](#)
- [Millennium Park, Chicago, Illinois](#)
- [Park East Freeway Removal - Milwaukee, WI](#)
- [Rochester Inner Loop East, NY, Freeway to Boulevard](#)
- [Transbay Transit Center, CA](#)

# Potential VC Implementation Steps

- Engage with developers/city/county to gauge their interests and work towards commitment
- Assess VC feasibility → VC implementation roadmap
- Develop Specific Plan (SP) and CIP for VC opportunity areas (OAs)
- Conduct SP-based nexus study for coding DIF fee schedule into city ordinance
- Set up Qualified Opportunity Zones (QOZ) investment fund(s) dedicated to VC OAs
- Start TIF/SAD district formation process as early as possible



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Questions & Answers



# Rethinking Highways in Cities

Peter J. Park

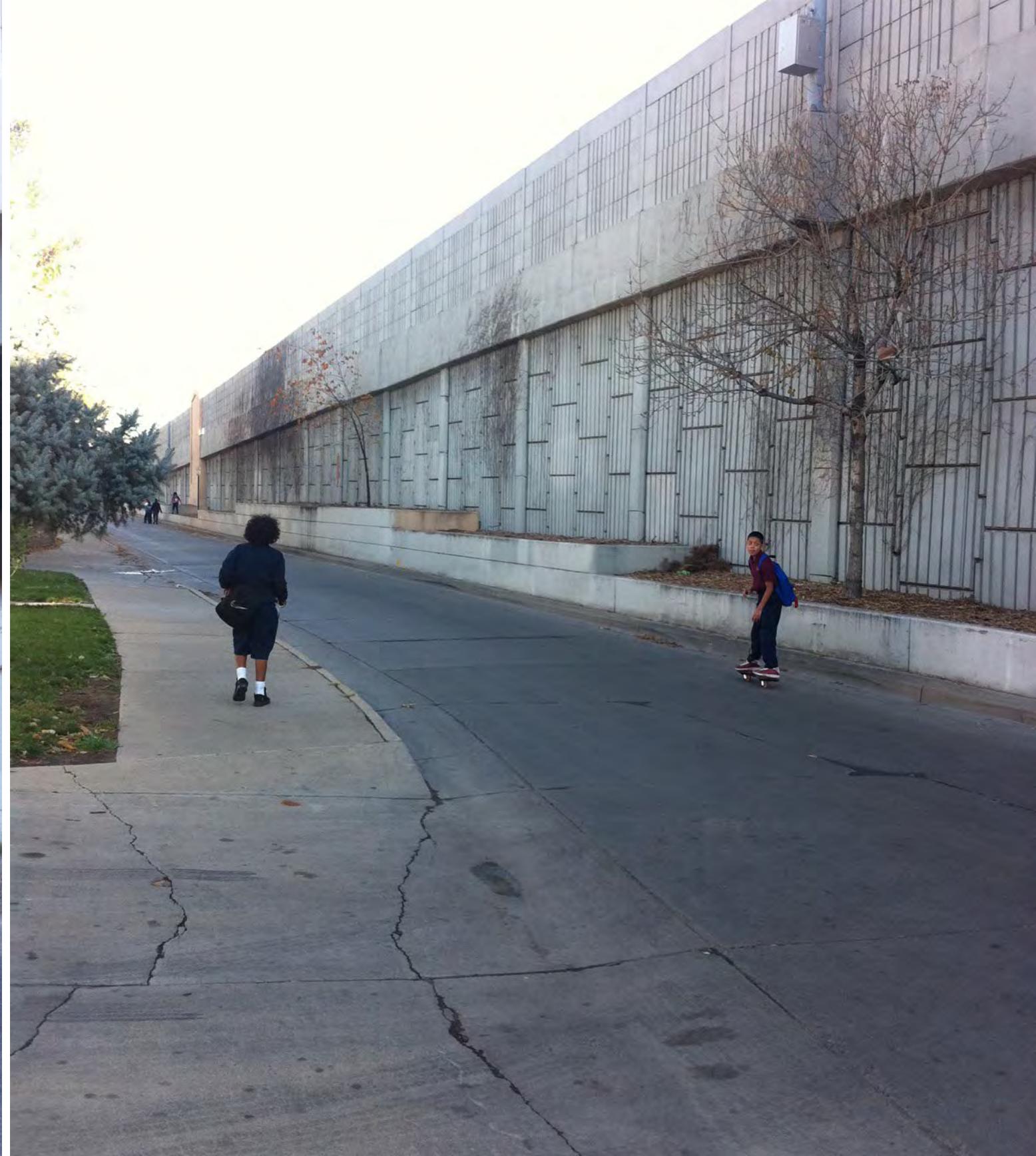
**Value Capture Strategies as Economic Development Tools:**  
Tapping Value Capture Strategies to Improve Aging Infrastructure and  
Spur Economic Development

*February 9, 2023  
11:00 am – 1:00 pm MST*

# CHOICE

Definition of Public Improvement





ONCE YOUR  
STREET IS **IMPROVED**, THE  
CURB WILL BE RIGHT  
HERE



# Definition of "Public Improvement"

...means a building or construction work which is constructed under the **control of a governmental entity** and is **paid for** in whole or in part with funds of the government entity...

...means any beneficial or valuable change or addition, betterment, enhancement or amelioration of or upon any real property, or interest therein, belonging to the City, **intended to enhance its value, beauty or utility or to adapt it to new or further purposes.**

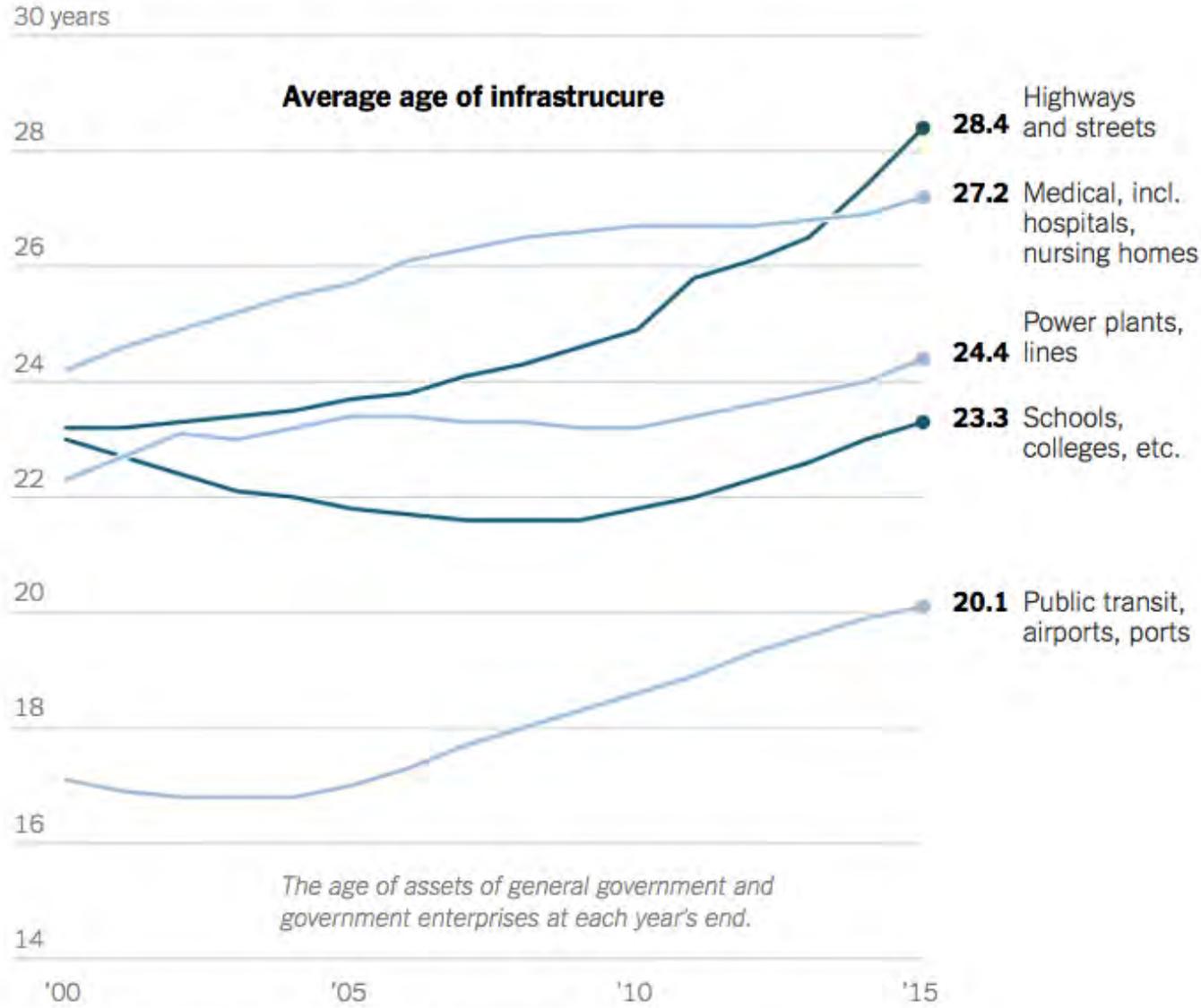
# OPPORTUNITY

Aging Infrastructure Return  
to City

Successful Examples Globally

## Public Assets Are Aging

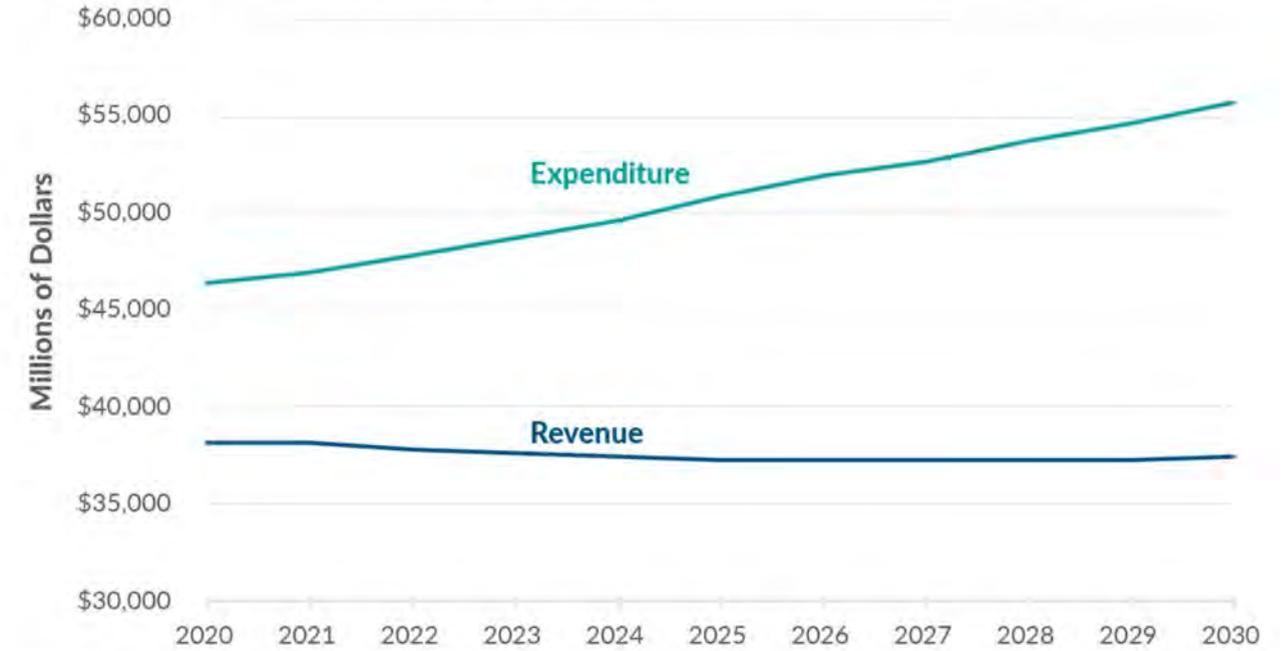
Shrinking investment over the past two decades has left the United States with an older, less efficient foundation for economic growth.



The New York Times | Source: Bureau of Economic Analysis

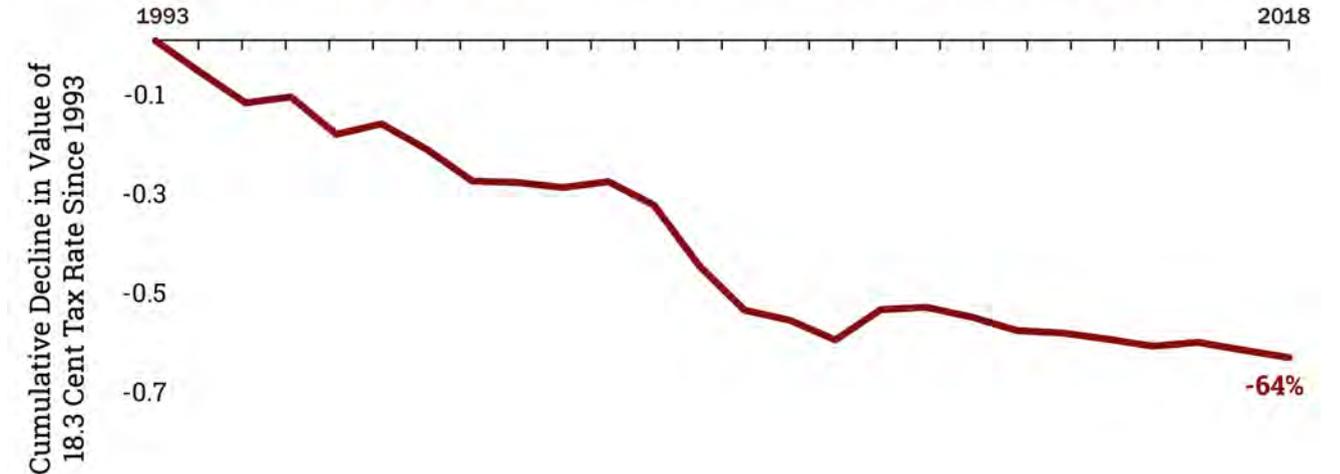
## Highway Trust Fund Revenue Does Not Keep Pace with Projected Spending

Projected Highway Trust Fund Revenue and Expenditures (millions of dollars) by Fiscal Year



Source: Congressional Budget Office.

## Purchasing Power of Federal Gas Tax Rate Has Fallen by Nearly Two-Thirds Because of Inflation and Fuel-Efficiency Gains



Source: Institute on Taxation and Economic Policy (ITEP) analysis of data from the Federal Highway Administration (FHWA), Energy Information Administration (EIA), and Congressional Budget Office (CBO).



A COMPREHENSIVE  
ASSESSMENT  
OF AMERICA'S  
INFRASTRUCTURE



**2021** REPORT CARD  
FOR AMERICA'S INFRASTRUCTURE

G.P.A.



**2021 Report Card for  
America's Infrastructure**

|                  |              |
|------------------|--------------|
| AVIATION         | PUBLIC PARKS |
| BRIDGES          | RAIL         |
| DAMS             | ROADS        |
| DRINKING WATER   | SCHOOLS      |
| ENERGY           | SOLID WASTE  |
| HAZARDOUS WASTE  | STORMWATER   |
| INLAND WATERWAYS | TRANSIT      |
| LEVEES           | WASTEWATER   |
| PORTS            |              |

# WHAT AFFECTS U.S. PASSENGER TRAVEL? CURRENT TRENDS AND FUTURE PERSPECTIVES

February  
2016

A White Paper from the National Center for Sustainable Transportation

Giovanni Circella, University of California, Davis  
Kate Tiedeman, University of California, Davis  
Susan Handy, University of California, Davis  
Farzad Alemi, University of California, Davis  
Patricia Mokhtarian, Georgia Institute of Technology



National Center  
for Sustainable  
Transportation



1. Passenger travel trends **no longer closely track** economic trends.
2. Changes in gas prices have **weak impact** on VMT.
3. The urban form of American cities is **changing**.
4. Socio-demographic trends have potentially **lasting effects** on travel demand.
5. Individuals belonging to **all generations** are frequent users of modern technologies.
6. Technology-enabled shared mobility services are **lessening necessity** of private vehicle ownership.



# Urban Highway Removals Completed and Planned

**Alaska Way Viaduct**  
 Seattle, Washington, USA  
 Constructed: 1953  
 Status: Tear down began in 2011  
 Km: 4.5  
 Annual Vehicular Traffic: 30,000 daily  
 Construction Investment (mil USD): 3,500  
 Investment per km (mil USD): 688.1  
 Replacement Type: Tunnel—Boulevard

**Harbor Drive Boulevard**  
 Portland, Oregon, USA  
 Constructed: 1950  
 Status: Torn Down 1974  
 Km: 4.8  
 Annual Vehicular Traffic: 25,000 daily  
 Construction Investment (mil USD): Unknown  
 Investment per km (mil USD): Unknown  
 Replacement Type: Boulevard-Park

**Central Freeway**  
 San Francisco, California, USA  
 Constructed: 1959  
 Status: Torn Down 2005  
 Km: 1  
 Annual Vehicular Traffic: 93,000 daily  
 Construction Investment (mil USD): 50  
 Investment per km (mil USD): 51.8  
 Replacement Type: Boulevard

**Frederickson Freeway**  
 San Francisco, California, USA  
 Constructed: 1959  
 Status: Torn Down 1991—2001  
 Km: 2.6  
 Annual Vehicular Traffic: 61,000 daily  
 Construction Investment (mil USD): 50  
 Investment per km (mil USD): 31.1  
 Replacement Type: Boulevard

**Park East Freeway**  
 Milwaukee, Wisconsin, USA  
 Constructed: 1965—1971  
 Status: Torn Down 2002—2003  
 Km: 1.6  
 Annual Vehicular Traffic: 35,000 daily  
 Construction Investment (mil USD): 35  
 Investment per km (mil USD): 15.5  
 Replacement Type: Boulevard

**I-64**  
 Louisville, Kentucky, USA  
 Constructed: 1961  
 Status: Community proposal to remove the freeway  
 Km: 3.2  
 Annual Vehicular Traffic: 86,300 daily  
 Construction Investment (mil USD): 4,100  
 Investment per km (mil USD): 1274.1  
 Replacement Type: Boulevard

**Gardiner Expressway**  
 Toronto, Canada  
 Constructed: 1955—1966  
 Status: Portions were removed in 2001 and 2003, there is a study and way to remove another portion  
 Km: 8  
 Annual Vehicular Traffic: 300,000 daily  
 Construction Investment (mil USD): 490  
 Investment per km (mil USD): 27.2  
 Replacement Type: Boulevard

**I-81 Boulevard**  
 Syracuse, New York, USA  
 Constructed: 1957  
 Status: Community proposal  
 Km: 2.3  
 Annual Vehicular Traffic: 100,000 daily  
 Construction Investment (mil USD): Unknown  
 Investment per km (mil USD): Unknown  
 Replacement Type: Boulevard

**Claborn Expressway**  
 New Orleans, Louisiana, USA  
 Constructed: 1968  
 Status: Community proposal for removal  
 Km: 3.2  
 Annual Vehicular Traffic: 69,000 daily  
 Construction Investment (mil USD): Unknown  
 Investment per km (mil USD): Unknown  
 Replacement Type: Boulevard

**West Side Highway aka "The Fwy"**  
 New York, New York, USA  
 Constructed: 1927—1931  
 Status: Torn Down 2001  
 Km: 7.6  
 Annual Vehicular Traffic: 140,000 daily  
 Construction Investment (mil USD): 380  
 Investment per km (mil USD): 50.2  
 Replacement Type: Boulevard

**Shenandoah Expressway**  
 New York, New York, USA  
 Constructed: 1958-1961  
 Status: Proposal being studied by the government  
 Km: 1.9  
 Annual Vehicular Traffic: 45,000 daily  
 Construction Investment (mil USD): Unknown  
 Investment per km (mil USD): Unknown  
 Replacement Type: Boulevard

**Route 91 (Downtown Expressway)**  
 New Haven, Connecticut, USA  
 Constructed: 1960  
 Status: Construction slated to begin 2014  
 Km: 0.9  
 Annual Vehicular Traffic: 30,000 daily  
 Construction Investment (mil USD): 342  
 Investment per km (mil USD): 402  
 Replacement Type: Boulevard

**I-93 aka "The Big Dig"**  
 Boston, Massachusetts, USA  
 Constructed: 1979  
 Status: Torn Down 2007  
 Km: 2.9  
 Annual Vehicular Traffic: 200,000 daily  
 Construction Investment (mil USD): 15,000  
 Investment per km (mil USD): 5179.2  
 Replacement Type: Tunnel—Boulevard

**Mass Freeway**  
 Paris, France  
 Constructed: 1932—1967  
 Status: Plans  
 Km: 7.9  
 Annual Vehicular Traffic: 100,000 daily  
 Construction Investment (mil USD): 411  
 Investment per km (mil USD): 52  
 Replacement Type: Boulevard

**George Pompidou Expressway**  
 Paris, France  
 Constructed: 1967  
 Status: Government proposal  
 Km: 1.8  
 Annual Vehicular Traffic: 70,000 daily  
 Construction Investment (mil USD): Unknown  
 Investment per km (mil USD): Unknown  
 Replacement Type: Boulevard

**A-100 Tunnel**  
 Berlin, Germany  
 Constructed: 1995  
 Status: Torn Down 2000  
 Km: 1.7  
 Annual Vehicular Traffic: 170,000 daily (2015)  
 Construction Investment (mil USD): 276  
 Investment per km (mil USD): 162.4  
 Replacement Type: Tunnel—Boulevard

**Chonggyecheon**  
 Seoul, South Korea  
 Constructed: 1967—1971  
 Status: Torn Down 2003—2005  
 Km: 9.4  
 Annual Vehicular Traffic: 102,747 daily  
 Construction Investment (mil USD): 120  
 Investment per km (mil USD): 12.7  
 Replacement Type: Boulevard-Park



# THE LIFE AND DEATH OF URBAN HIGHWAYS





## Highways to Boulevards

In the 20<sup>th</sup> Century, the American era of highway-building created sprawling freeways that cut huge swaths through our cities. Too often vibrant, diverse, and functioning neighborhoods were destroyed or isolated by their construction, devastating communities and economies alike. Today, many of these urban freeways are reaching the end of their lifespans—and their continuing purpose and worth is being called into question.

The Highways to Boulevards movement offers a path forward for communities to repair, rebuild, and reknit. It seeks to replace aging highways that damage communities with assets like city streets, housing, and green space. These streets become places for the people who live around them, with local businesses and places for public interaction, as well as better integration with a city's transit systems. Highways to Boulevards conversions increase access to jobs and services and allow for the creation of neighborhood-driven, well-functioning urban space. To date, [18 American cities have either removed, covered, or committed to transform urban highway corridors.](#)

As end-stage urban freeways and their adjacent corridors present opportunities to transform broken liabilities into assets, elected officials and citizens alike can be advocates for transformations that support socially and economically valuable places.



## Freeways Without Futures

*Freeways Without Futures* highlights the efforts of local campaign organizers and activists seeking to revitalize their communities by dismantling the city highways that burden them with the significant health hazards of vehicle exhaust, a loss of local businesses and services, and streets that are hostile to pedestrians. The highways featured in these reports are too costly to rebuild and for too long have segregated and polluted nearby neighborhoods and communities. Now, with many of them reaching the end of their designed lifespan, it is time to repair the damage and channel the benefits unlocked by taking down an expressway to serve the members of the current community. *Media inquiries: Contact [Lauren Mayer](#) or [Dee Powell](#).*



# RETHINKING HIGHWAYS IN AMERICAN CITIES



JULY 2013

*Peter J. Park*

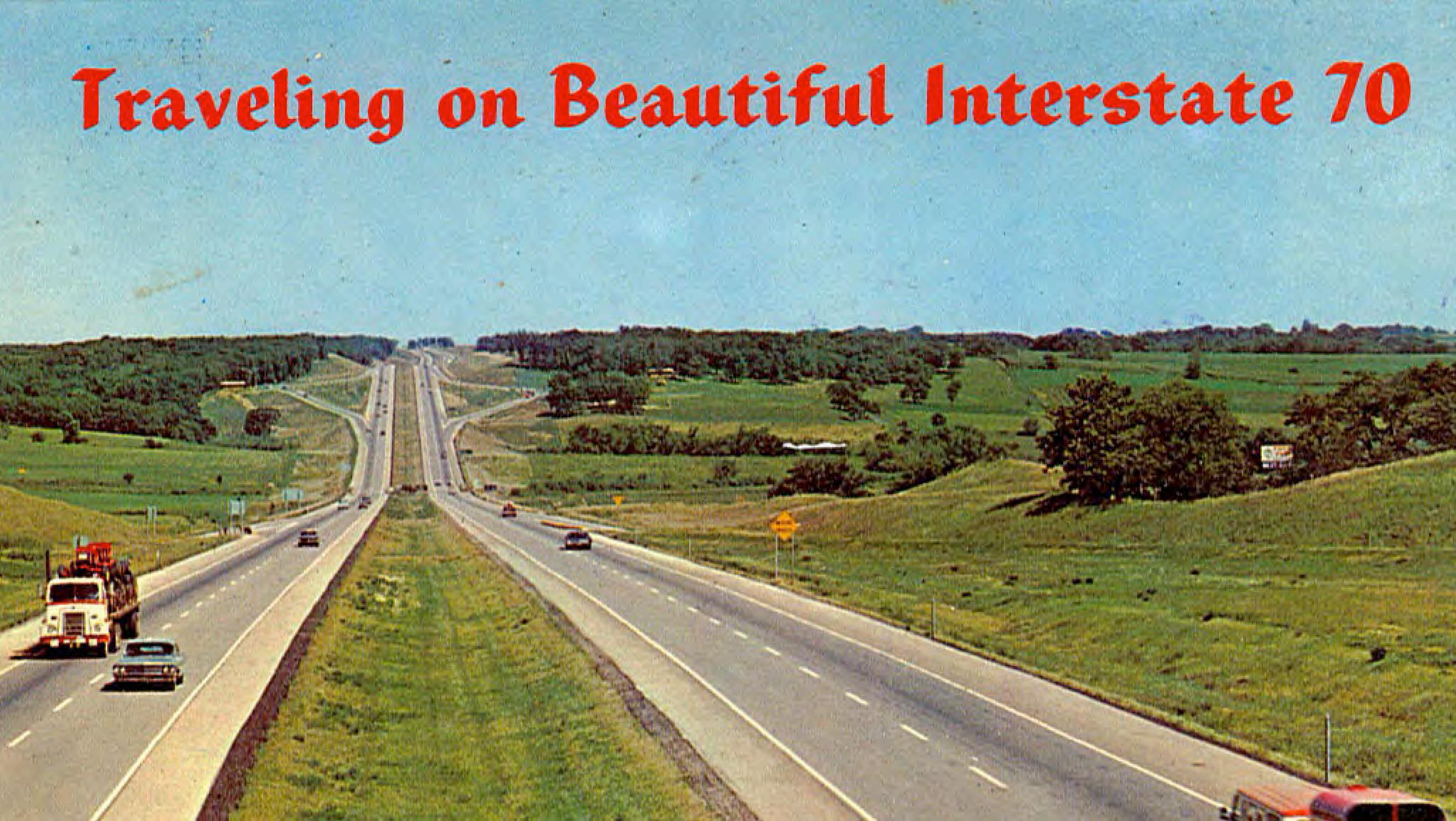
**ABSTRACT:** Since 2005, the Congress for the New Urbanism's Highways-to-Boulevards initiative has argued that replacing urban freeways with surface streets, boulevards and avenues is the most cost-effective, sustainable option for cities with aging grade separated roads. Since the West Side Highway was removed in 1977, CNU has tracked nearly 115 freeway candidates, more than 25 active removal campaigns, and ten successful removal efforts. The increase in removal candidates and active campaigns has repositioned urban freeway removal

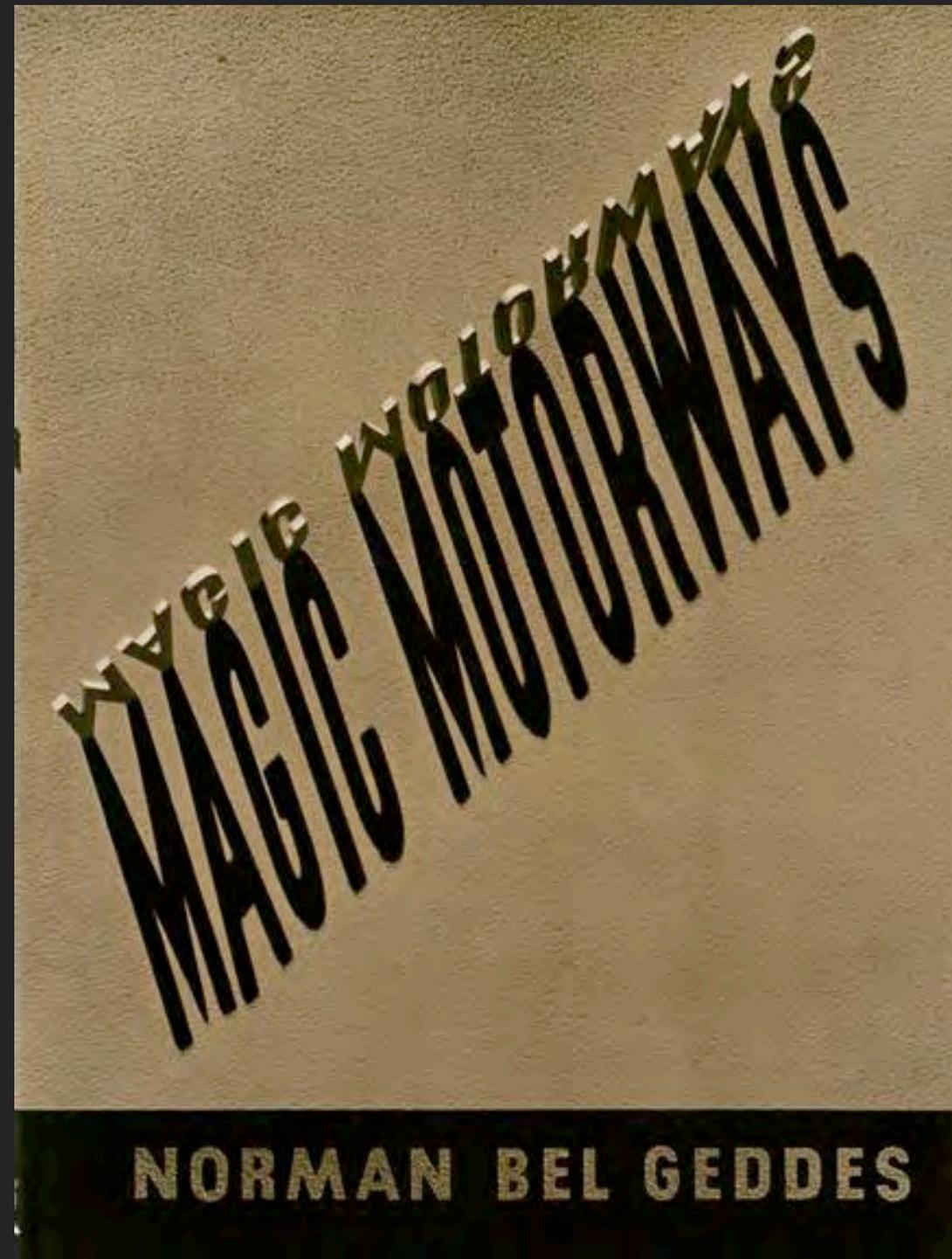
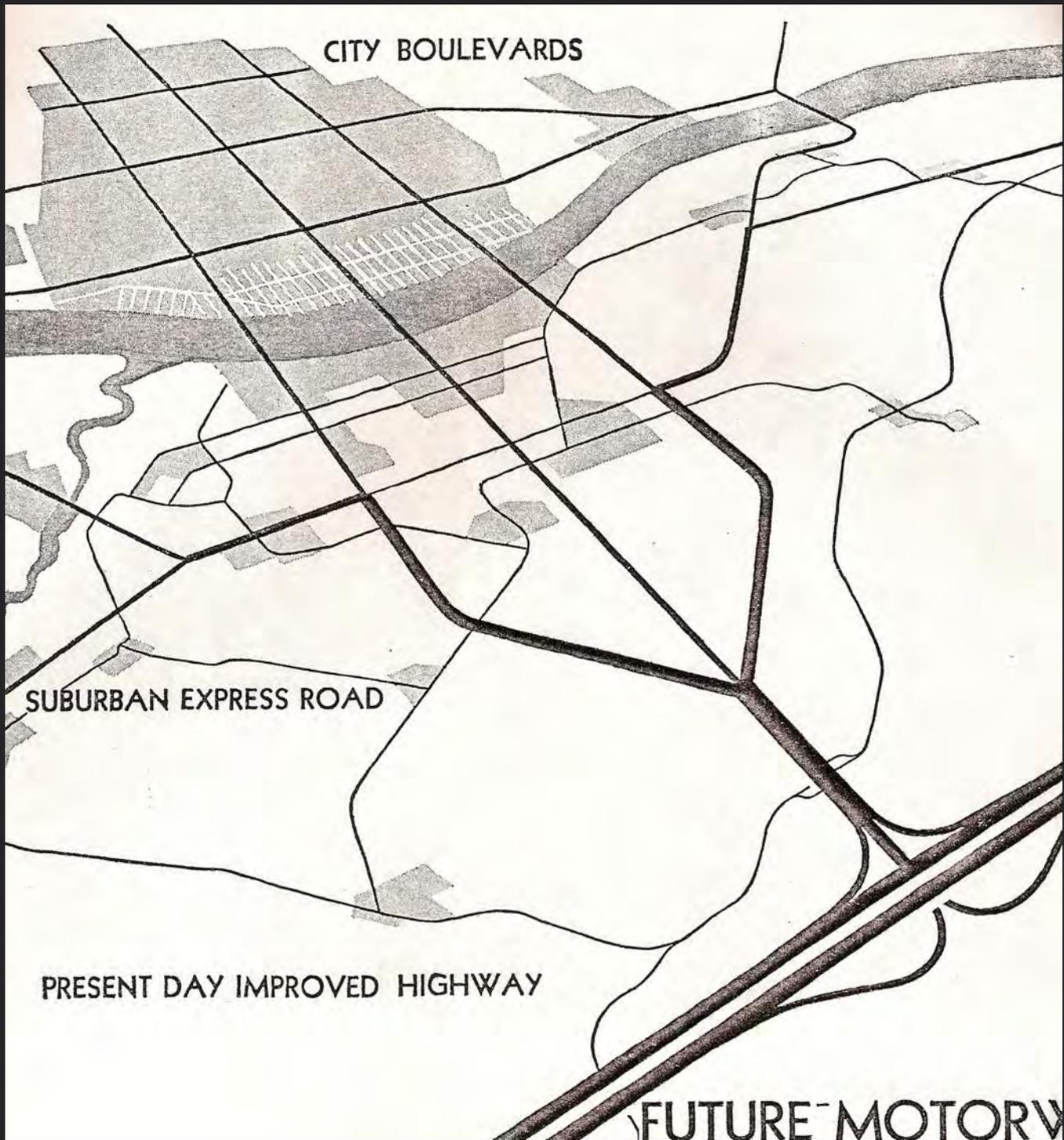
# DESIGN FLAW

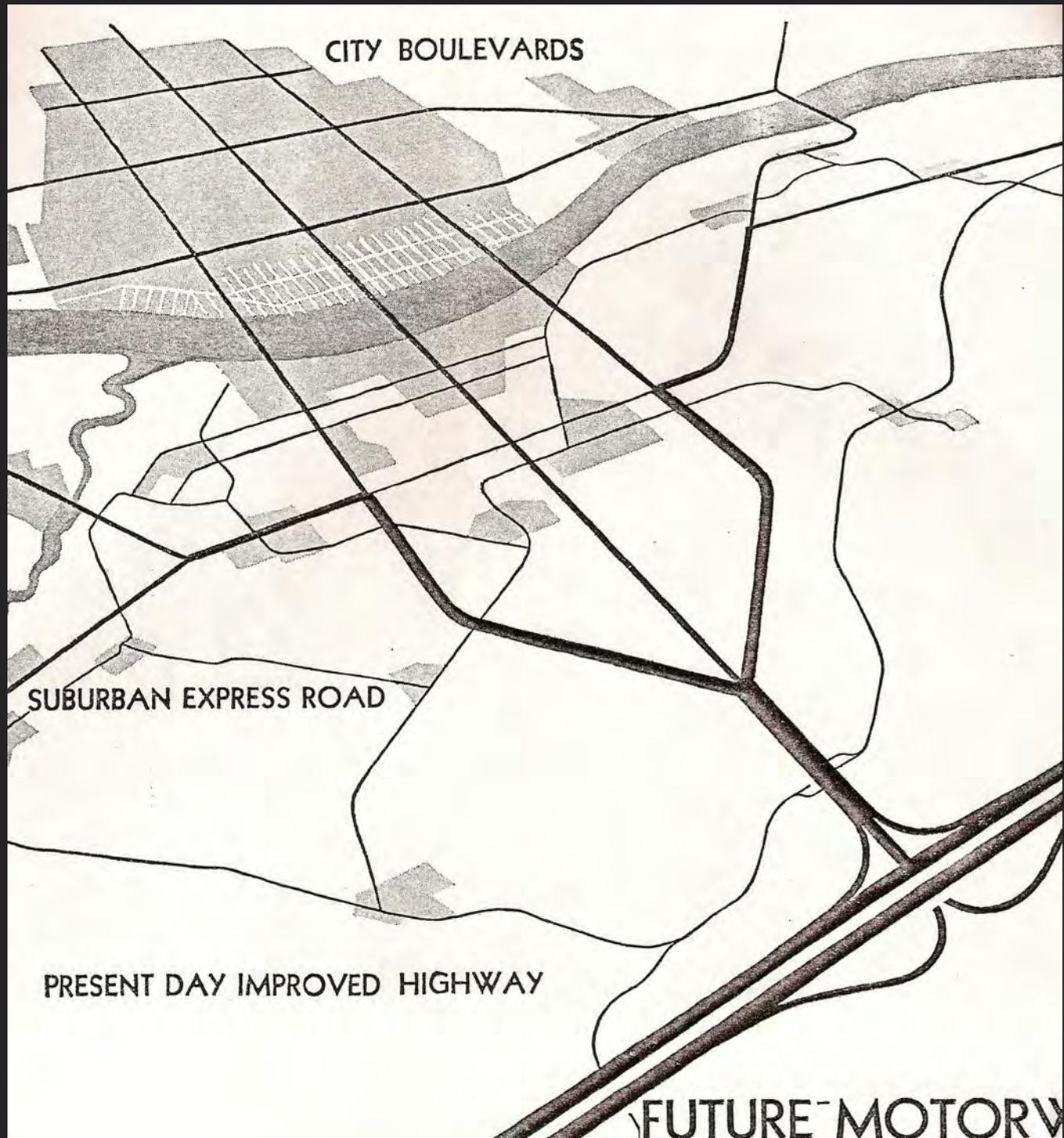
Limited Access vs Urban Street Networks

Cities are for People

# Traveling on Beautiful Interstate 70

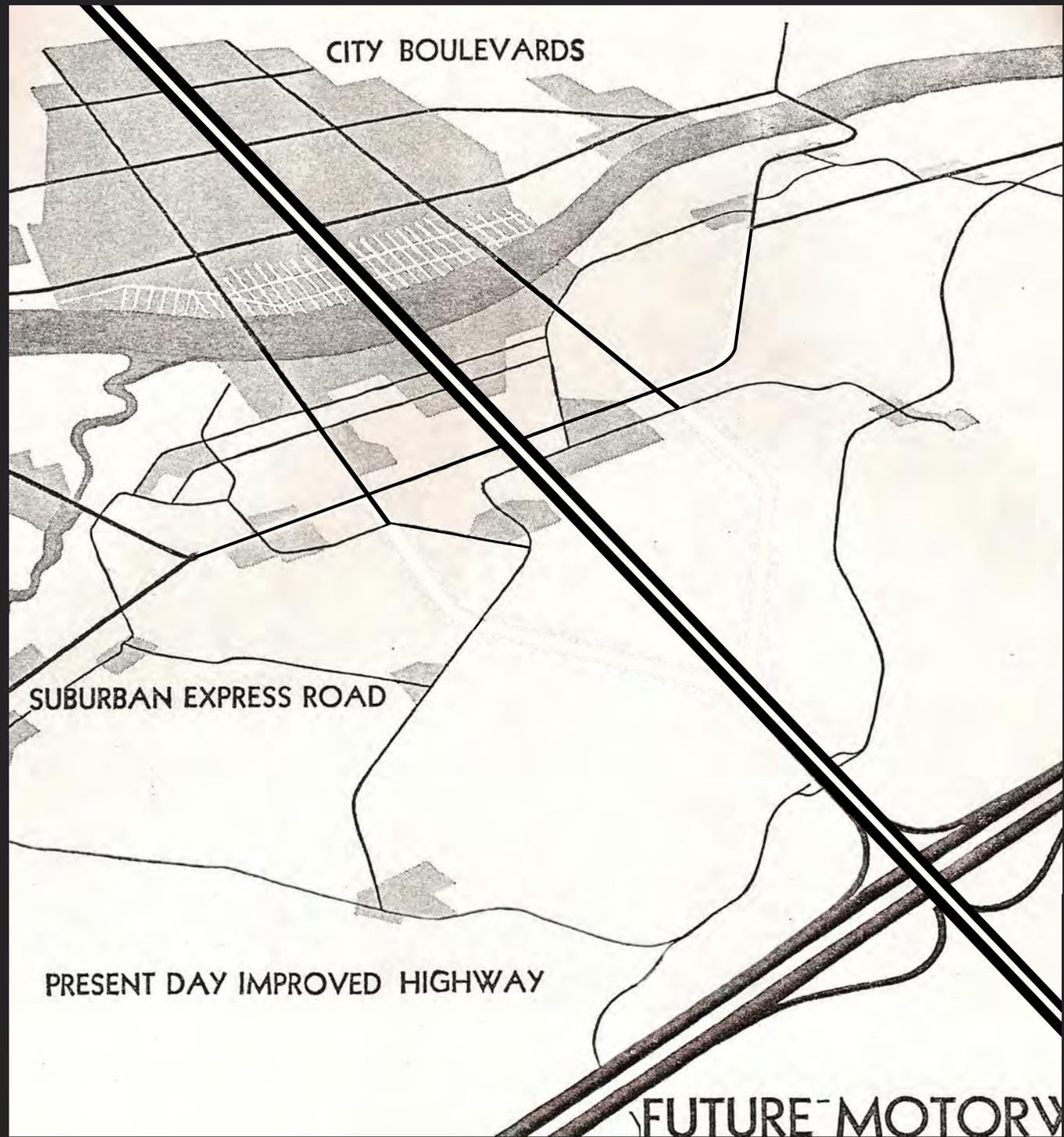






“...frequent streets and short blocks are valuable because of the fabric of intricate cross-use that they permit among the users of a city neighbourhood.”

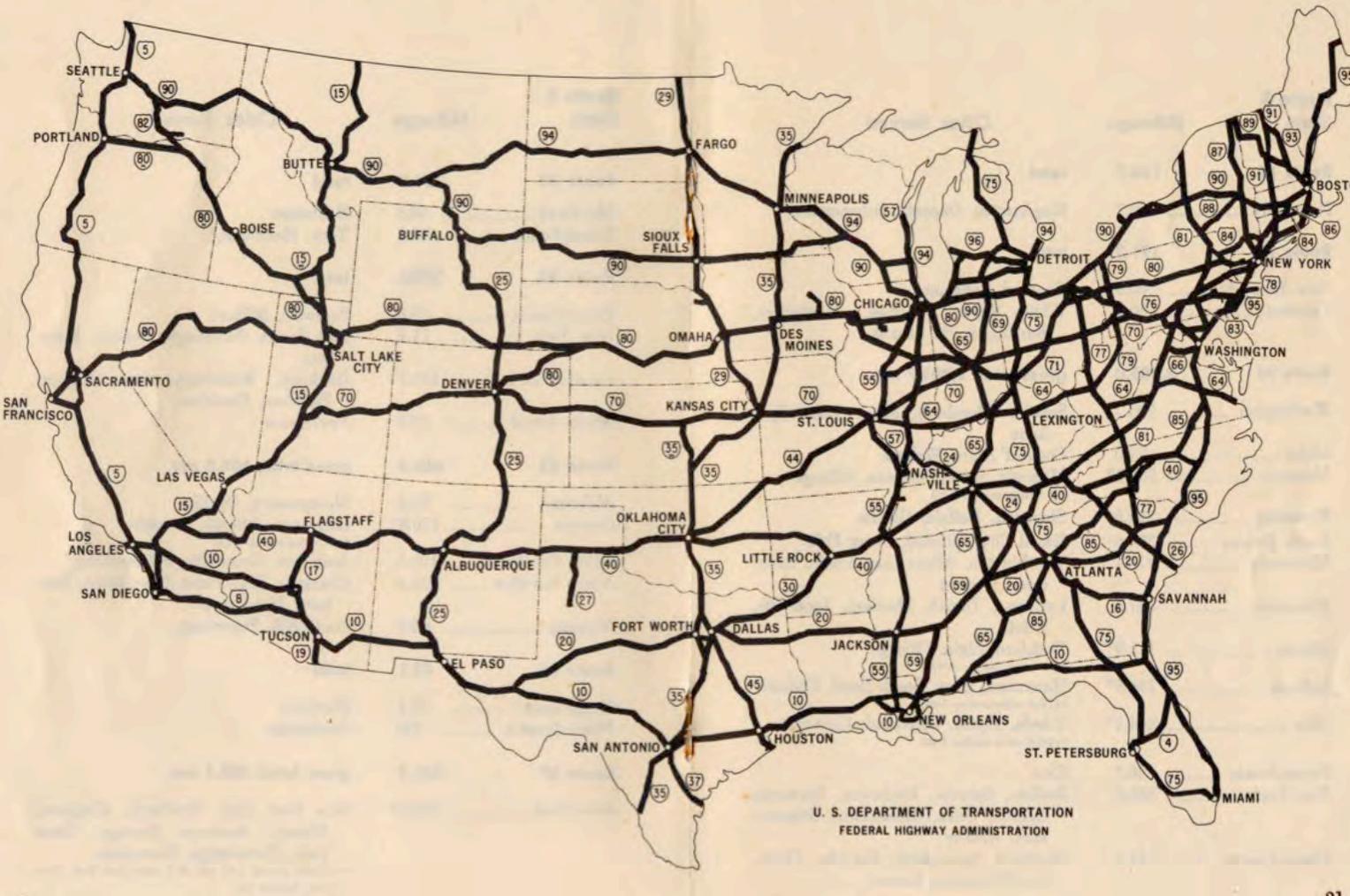
Jane Jacobs



Building of a highway “has about the same result upon vegetation and human structures as the passage of a tornado or the blast of an atom bomb.”

Lewis Mumford

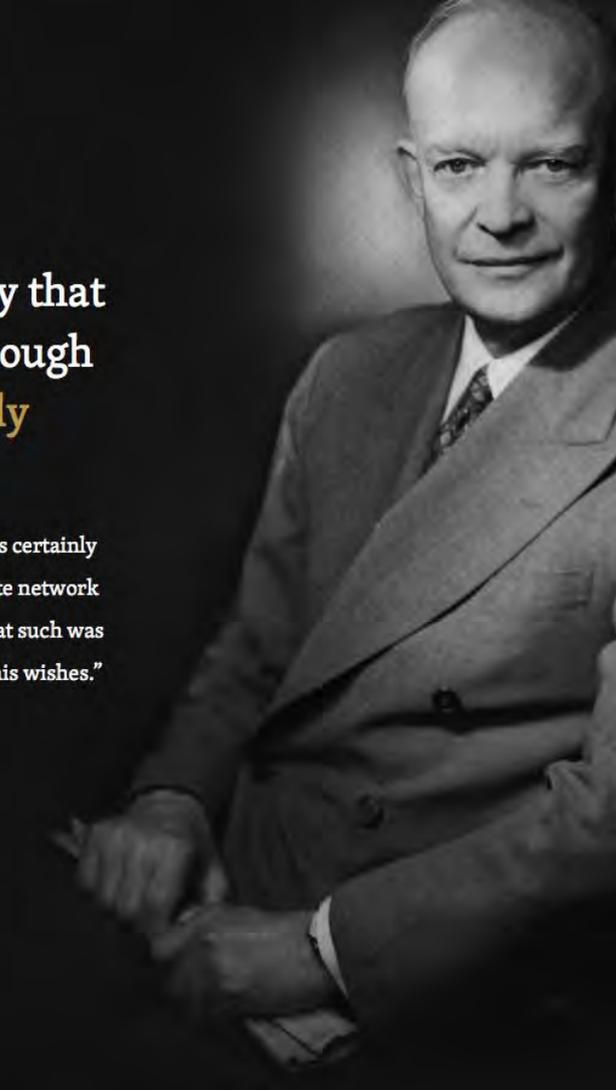
THE NATIONAL SYSTEM OF INTERSTATE AND DEFENSE HIGHWAYS



“PRESIDENT EISENHOWER went on to say that the matter of running Interstate routes through the congested parts of the cities was **entirely against his original concept and wishes;**

that he never anticipated that the program would turn out this way . . . and that he was certainly not aware of any concept of using the program to build up an extensive intra-city route network as part of the program he sponsored. He added that those who had not advised him that such was being done, and those who steered the program in such a direction, had not followed his wishes.”

NOTES FROM MEETING - APRIL 6TH, 1960  
EISENHOWER PRESIDENTIAL LIBRARY ARCHIVES

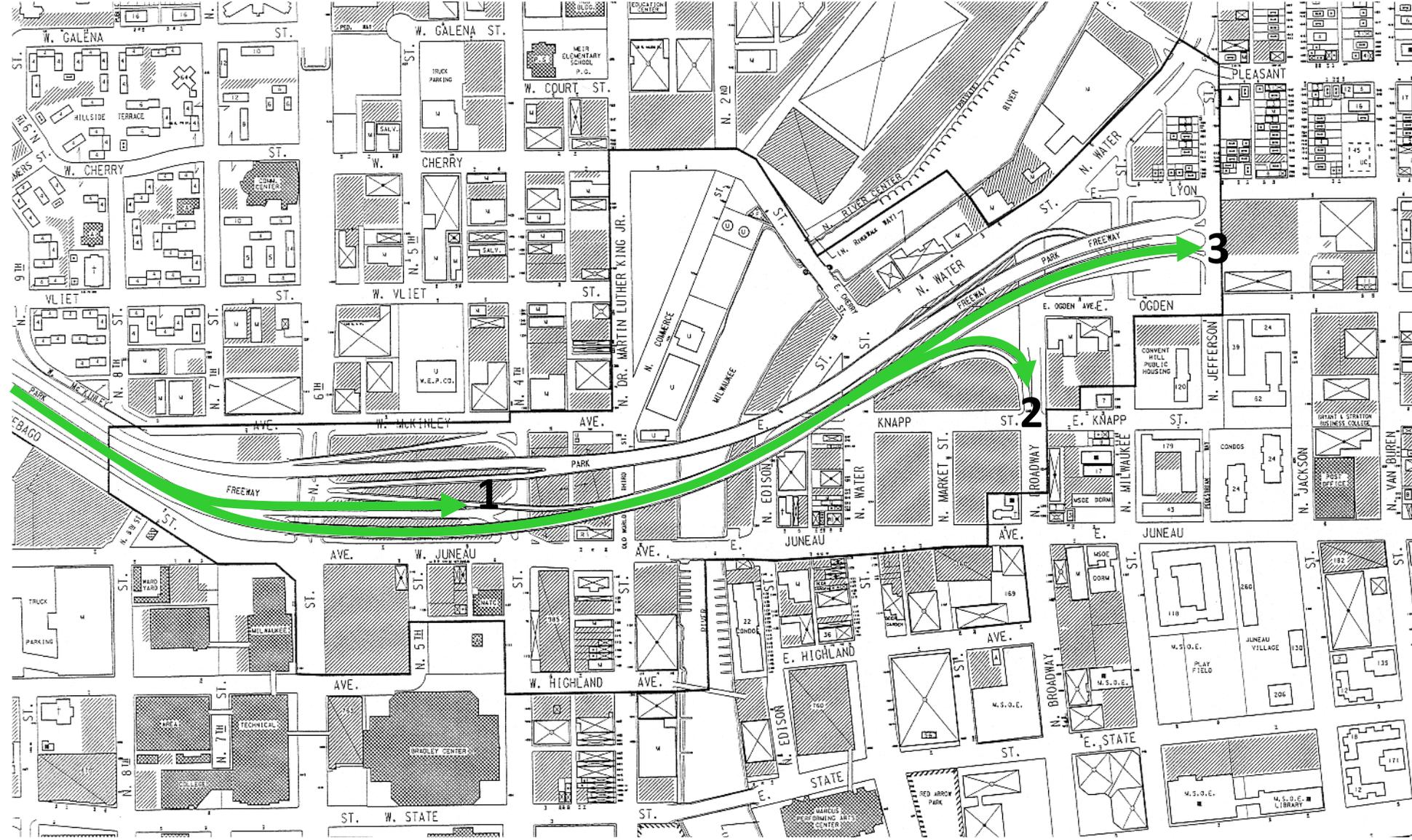


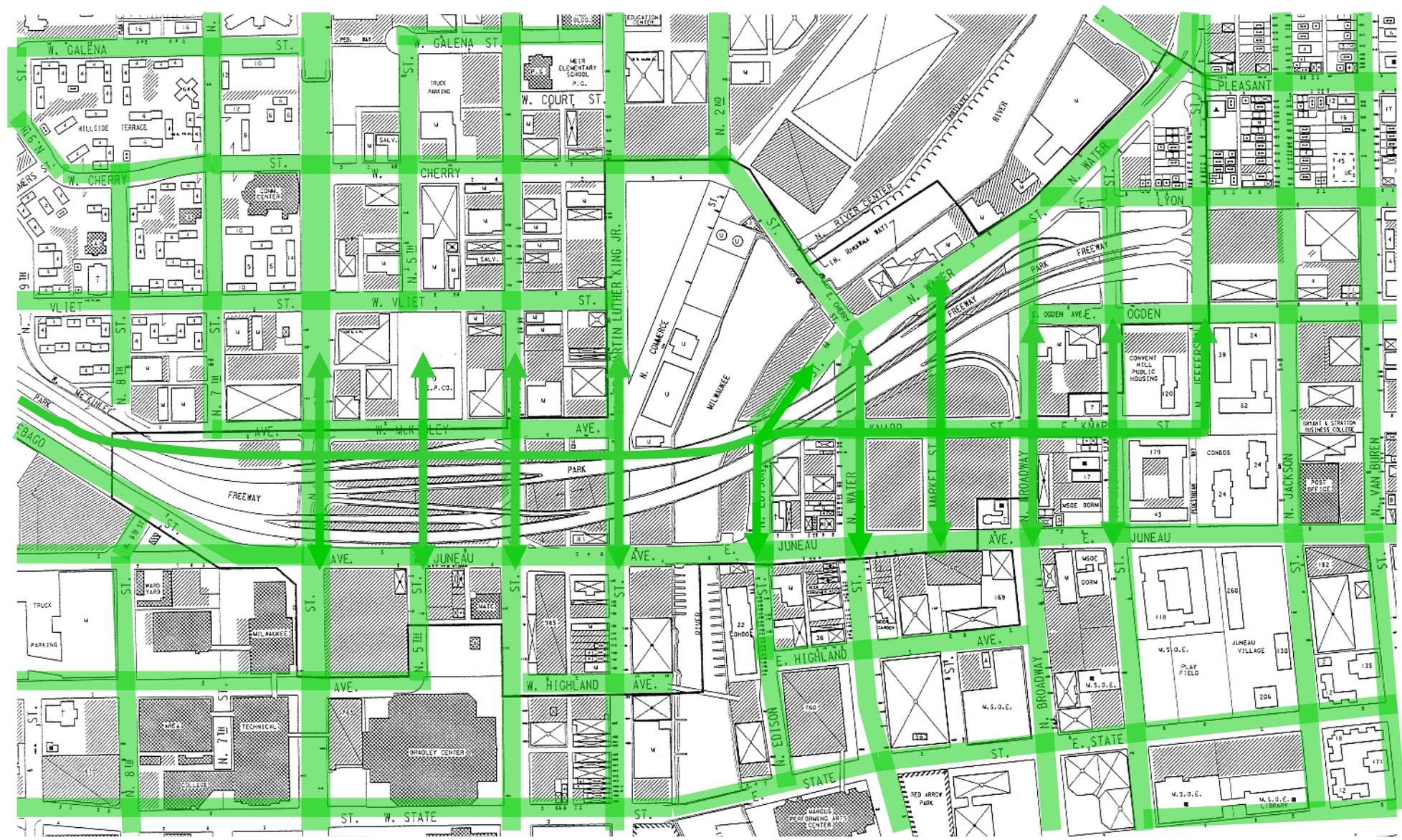
Such roads as this one hamper rapid movement of mechanical units of the Army and must be widened and realigned for National Defense.

# Highways for National Defense

By C. H. PURCELL, State Highway Engineer

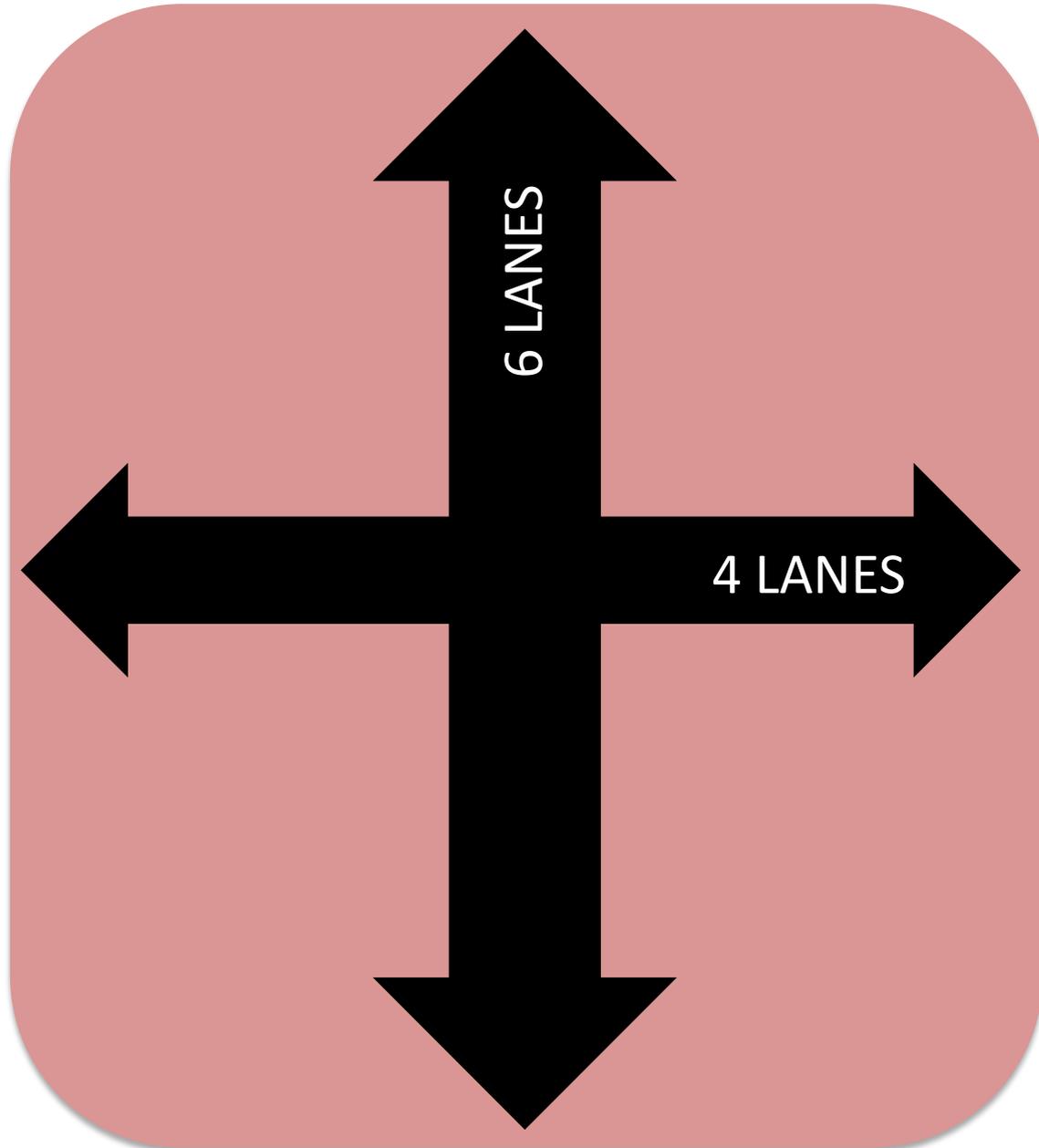




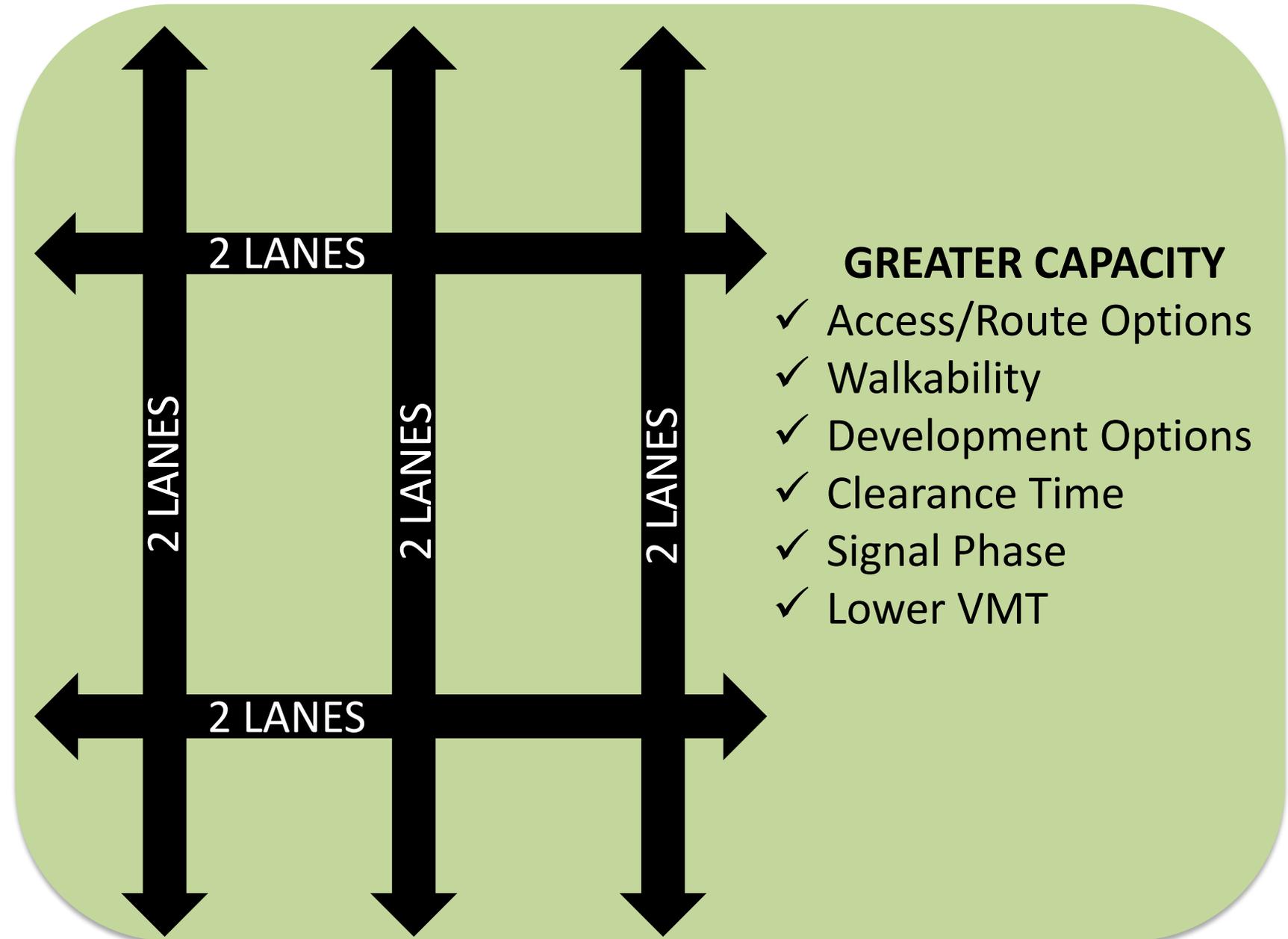


# Network Performance

6 x 4 Travel Lanes



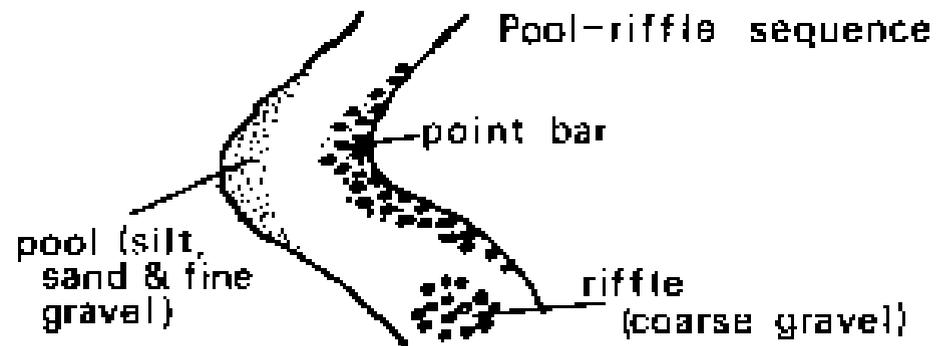
6 x 4 Travel Lanes



## NATURAL CHANNEL

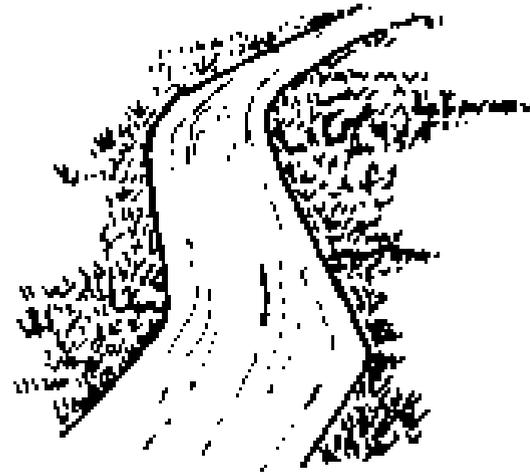


Suitable water temperatures.  
adequate shading; good cover for fish  
life; minimal variation in temperatures;  
abundant leaf material input.



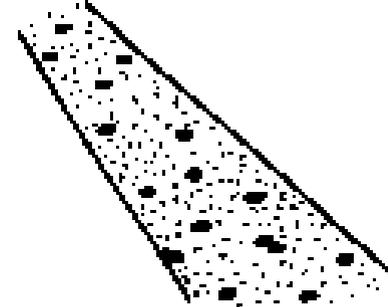
Sorted gravels provide diversified habitats  
for many stream organisms.

## MANMADE CHANNEL

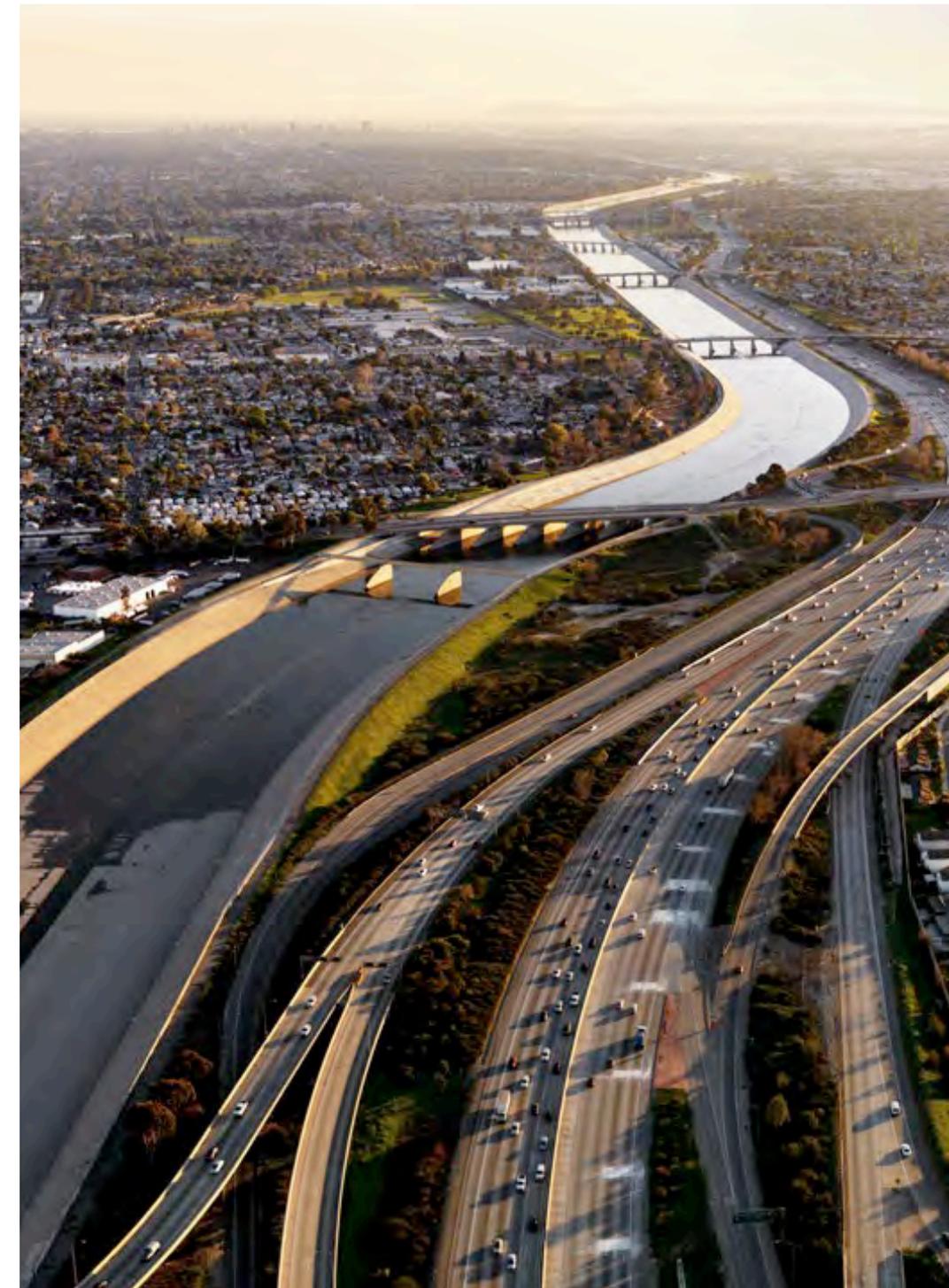


Increased water temperatures.  
no shading; no cover for fish life;  
rapid daily and seasonal fluctuations  
in temperatures; reduced leaf  
material input.

mostly riffle



Unsorted gravels:  
reduction in habitats, few organisms





RAMP  
35  
MPH

WEST  
690  
Syracuse  
EAST  
690  
E Syracuse  
EXIT ONLY

Public Works  
Syracuse, NY



موريتانيا

Moroccan & Mediterranean

OPEN

ANNOUNCEMENT



# CAPACITY

Adding Choices & Placemaking

VS

Solving Congestion



"Capacity" of a Street













ONE WAY

DR DUANEREADE

pharmacy Rx

Sovereign

Sovereign

TITAN  
American Airlines  
TUNE IN AND OUT.  
Boat QuietComfort 15 Headphones  
The Authority  
A Search for Justice  
Headed by John Slattery

NO STANDING ANYTIME  
NO STOPPING EXCEPT FOR  
LOADING OR UNLOADING  
PASSENGERS OR MERCHANDISE  
IN THE CITY OF NEW YORK  
TAXI - 60c  
BUS - 1.00  
NYC - 1.50

NYFD  
Security Camera

FedEx Office

HSBC

WELCOMEN

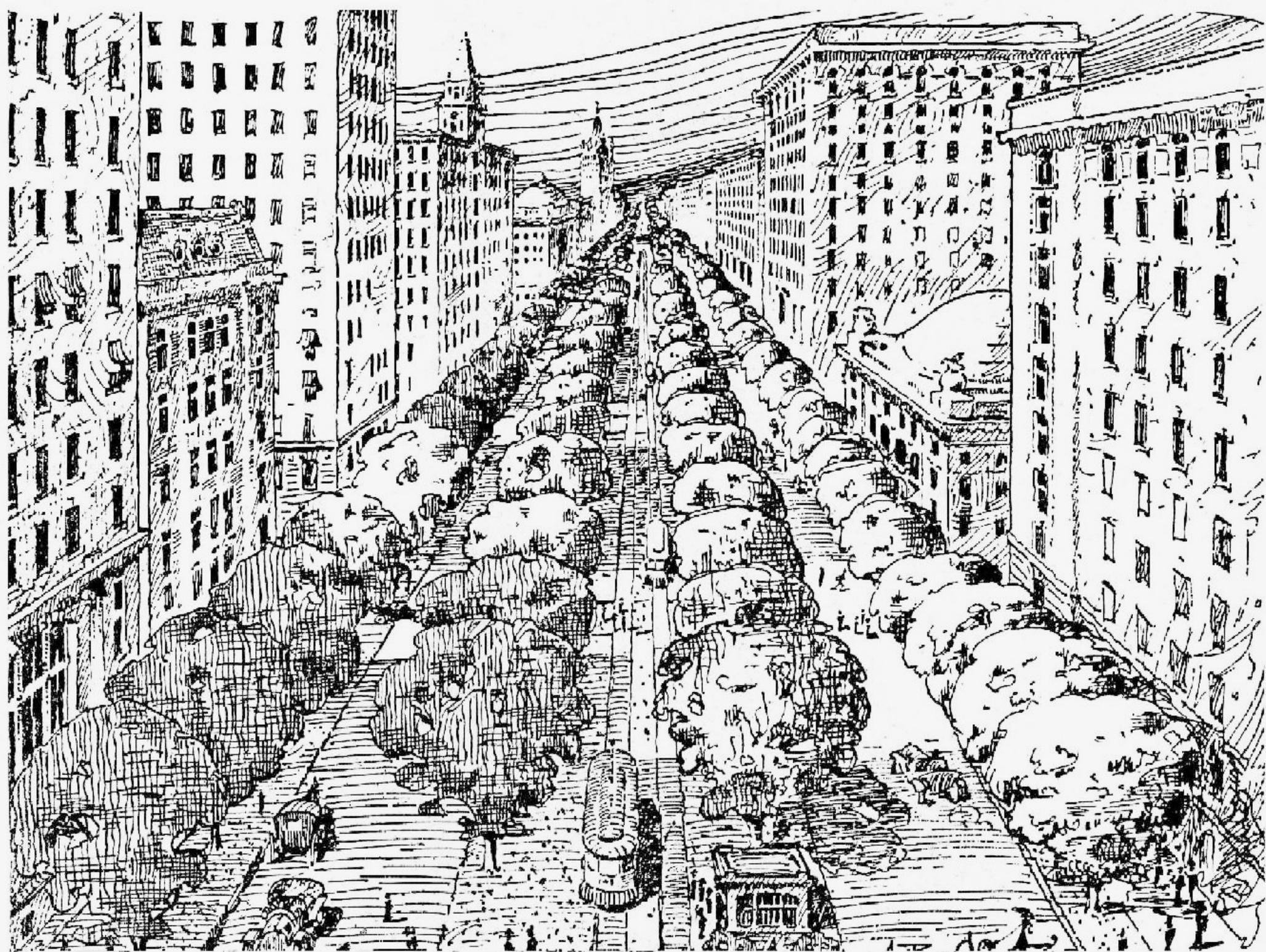
West 36th St

Herald Square Park

# ROI

Prioritize ROI for the Local Community

Value Added/Value Capture

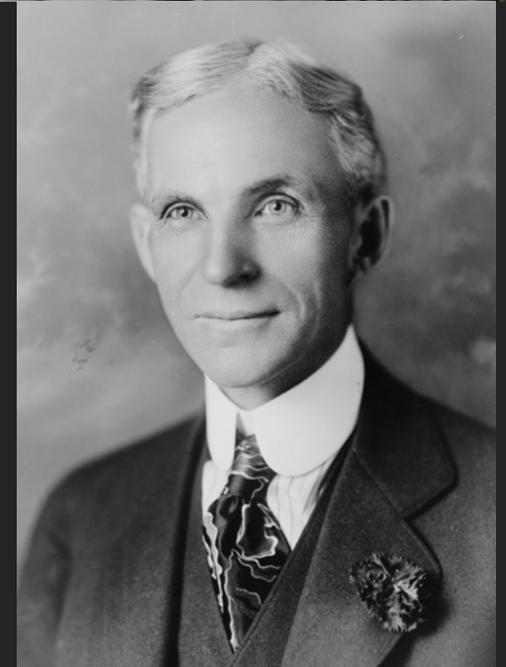


DESIGN FOR PARKED WAYS PUBLISHED BY THE METROPOLITAN  
PARK COMMISSION OF MILWAUKEE IN 1909



“We shall solve the *problem* of the city by leaving the city”

Henry Ford, 1922



SAN FRANCISCO EMBARCADERO 1993



SAN FRANCISCO EMBARCADERO 2003



TOD

Transit Oriented Development

DOT

Development Oriented Transportation

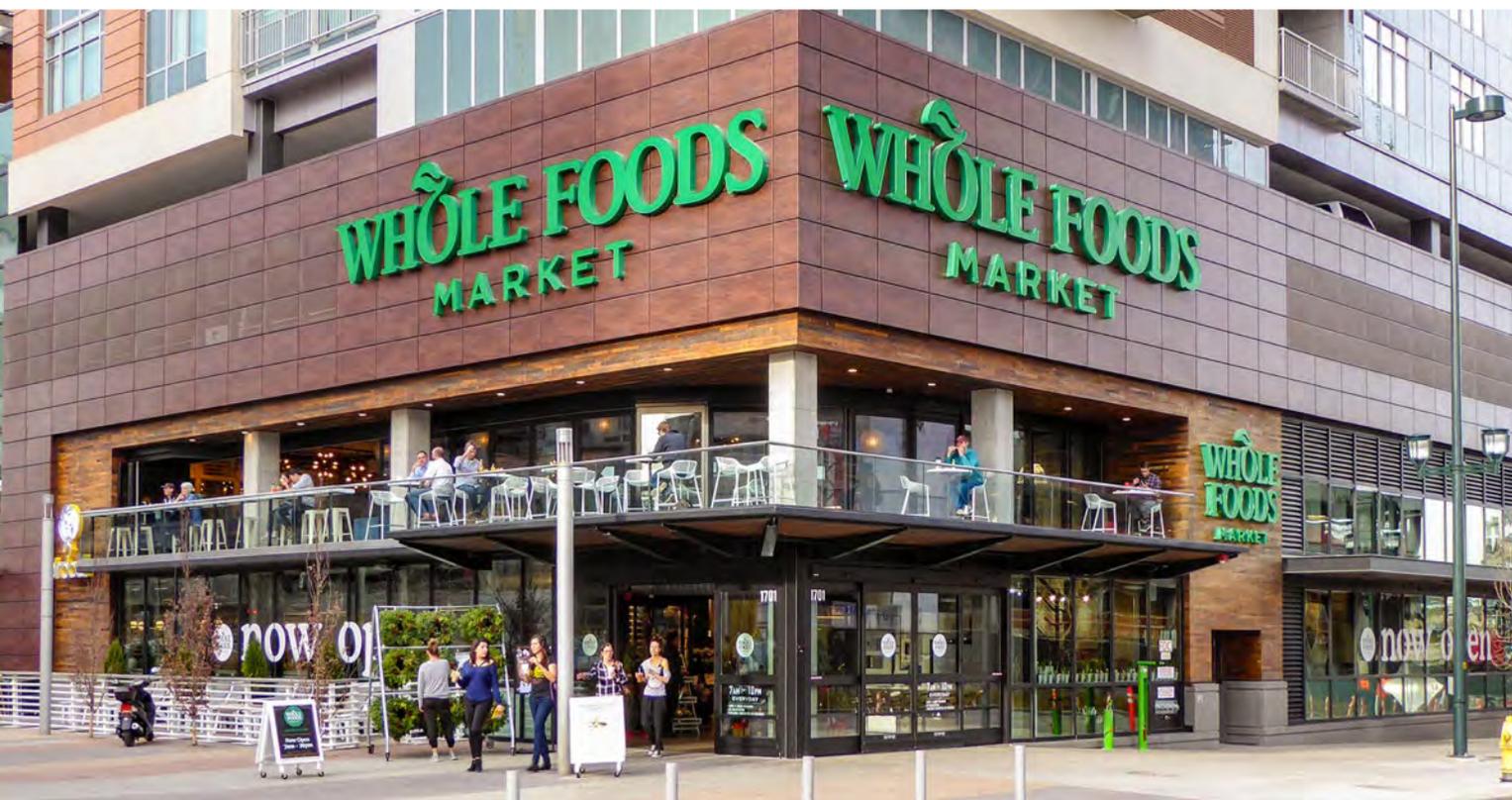




Light Rail

Regional Bus (below)

CRT/Passenger Rail



POT

POT

PLACE Oriented Transportation



# PLAN NOW

An Urban Vision

A Community Vision

# MILWAUKEE DOWNTOWN PLAN











**Rethink 794 in MKE, Reconnect the Grid!**

**What if Milwaukee's downtown transportation system reflected the city we are today?**

Photo Credits: Before Photo by Jason Carter After Rendering by Taylor Korslin



**Rethink 794 in MKE, Reconnect the Grid!**

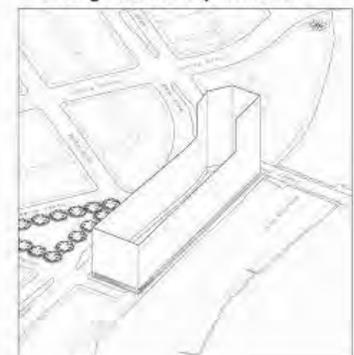
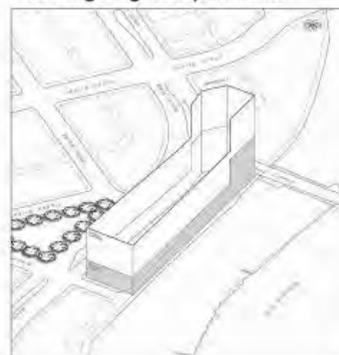
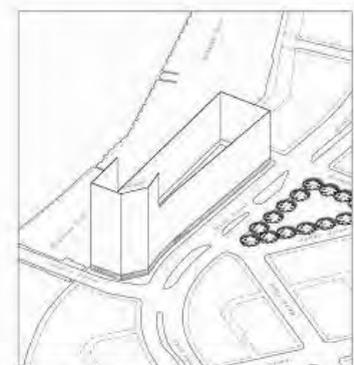
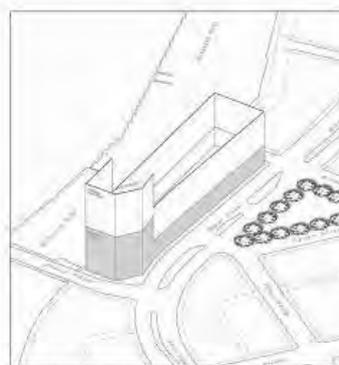
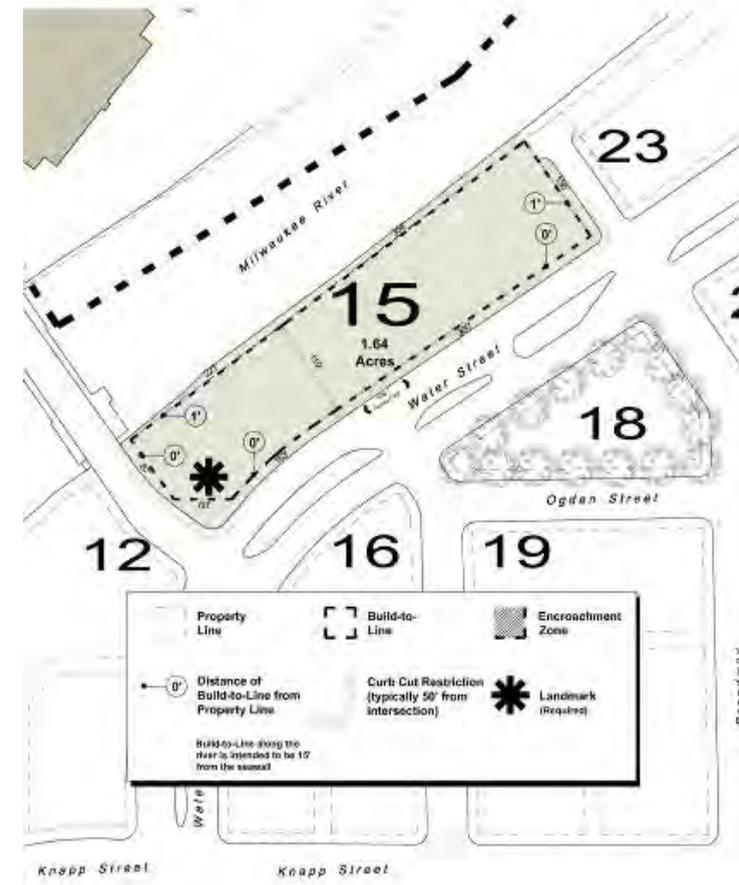
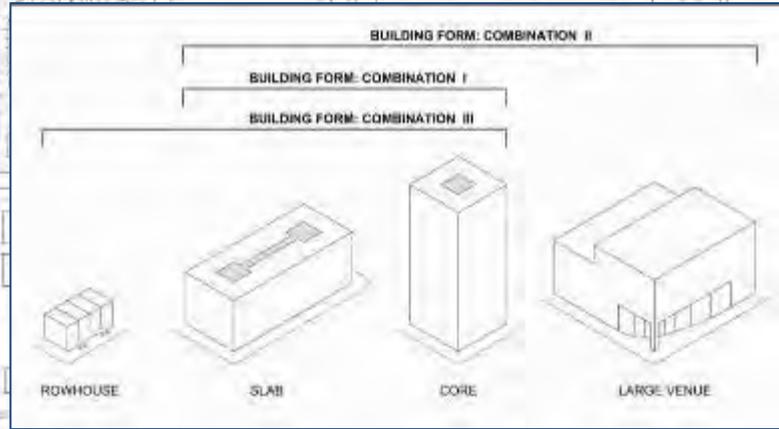
**What if Milwaukee's downtown transportation system reflected the city we are today?**

Photo Credits: Before Photo by Jason Carter After Rendering by Taylor Korslin

# CODE IT

Clear & Predictable Regulations







**Proposed, Planned and/or Under Construction Projects within the Park East Corridor**



**Manpower (Block 9)**

Construction of the new world headquarters for Manpower Inc. was completed in fall 2007. The \$87 million development employs 1,200 people and includes a parking structure, public plaza, and extension of the Milwaukee Riverwalk. The building is the recipient of the 2007 Midwest Construction Award and the 2007 Real Estate and Construction Review Building of America Award. Gilbane Building Company was the general contractor.



**North End- Phase 1 and 2 (Blocks 23, 24, & 27)**

A \$175 million project developed in phases over the next 5-7 years is expected to become a neighborhood within itself with a variety of housing options and supportive retail services. Construction began earlier this year on phase 1: a 5-story apartment building featuring 83 apartments and 12,000 sq ft of 1st floor neighborhood retail (Block 24 on the Park East map.) Construction of phase 2 is planned to begin later this year (Block 23) and will consist of two 5-story apartment buildings that will offer 130-160 apartments, a new RiverWalk segment, public plaza, and new road. KBS is the general contractor.



**Flatiron (Block 25)**

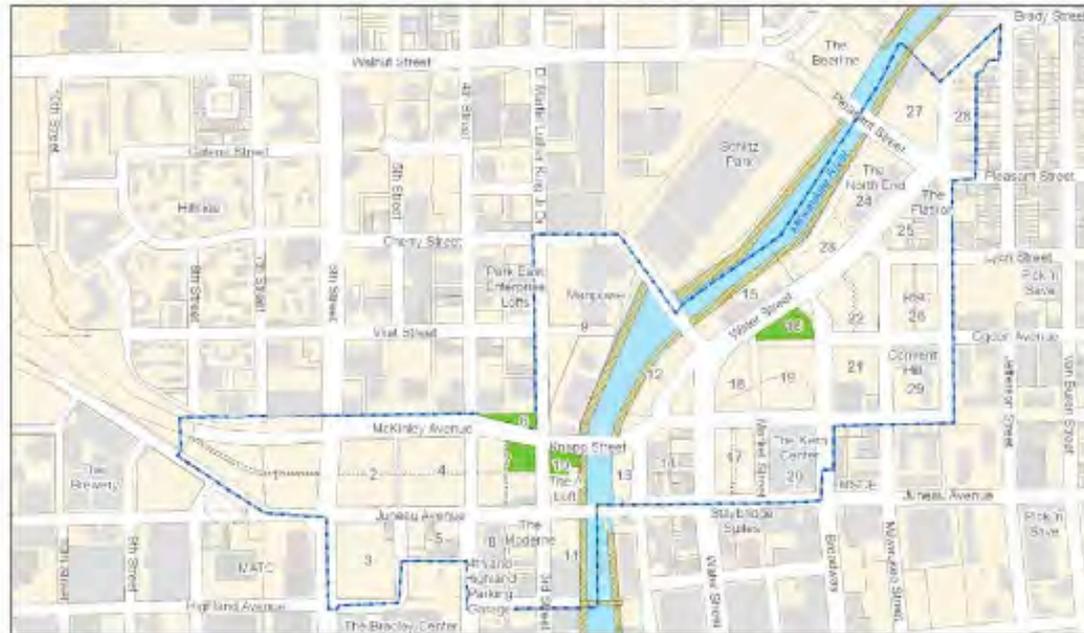
Mixed use project developed by Legacy Real Estate Partners, LLC with ground level retail, a corner public plaza, and 38 condominiums. This project was completed in Fall 2007. Currently, there are remaining condo units for sale and the retail space remains for lease. Altius Building Company was the general contractor.



**MSOE Kern Center (Block 20)**

A \$25 million investment completed by MSOE in 2005. The development includes a 210,000 sq ft. facility with a fitness center, 3 classrooms, 1,600-seat hockey arena, 1-200 seat basketball arena, field house, running track, wrestling area, offices, facilities associated with athletics, counseling and health services.

**Park East Redevelopment Corridor**



**Convent Hill (Block 29)**

Senior housing owned and operated by the Housing Authority of the City of Milwaukee. Phase 1 of the transformation of a former 120-unit, high-rise building into 182 on-site and 20 off-site housing units occurred in 2006. The new high-rise is a green, LEED certified building with mixed income units and a garden roof too.



**The Aloft (Block 10)**

A 5-story, 160-room hotel development with 3,200 square feet of ground floor retail, a Riverwalk, and public green space. Total investment equals approximately \$24 million.



**The Moderne (Block 8)**

Owned by Milwaukee Moderne LLC. This will be a 30-story development to include 14 condos (priced between \$258,000-\$2.8 million), 203 high-end executive residences for lease and 7,200 sq/ft retail (spa and restaurant). Total private investment will be \$72 million. Hunzinger is the general contractor.



**Park East Square- Phase 1 (Block 26)**

Although there are over 4 blocks that have been optioned by Milwaukee County, this is the first block within the Park East corridor that has been officially sold by Milwaukee County. RSC & Associates has purchased the property and is proposing a hotel with ground floor retail and outdoor seating.

**Quiet resurgence pulses downtown**

**HEALTH**

**Downtown offers an escape from suburbia**

Housing appeals to childless households tired of gutters, lawns

By WHITNEY GOULD of the Journal Sentinel staff

Nancy Weber, a New shudders to remember impression of downtown waukee when she arrived as a young bride in 1971 al ghost town.

"Where are all the pe asked her husband, a native, tried to clean streets. She "I don't think I here," she moaned Today, when th out on the Mi from their sty condo on N. 1

**—MAKE WAY FOR DOWNTOWN HOUSING**

DALE GALDANSTAFF PHOTOGRAPHER

Nancy and Jeffrey Weber sit out on their ninth-story balcony overlooking the Milwaukee River at their Riverfront loft condominium. The building, at 730 N. Plankinton Ave., is the former Nelson Bros. Furniture Co. warehouse.

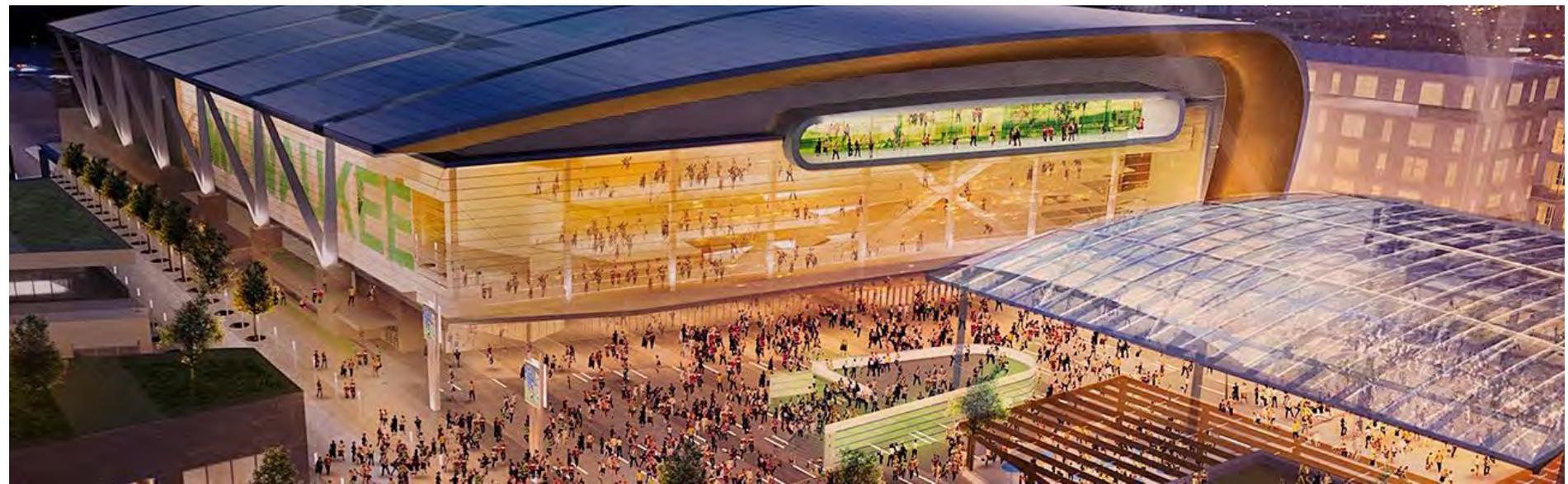
developers gobble up property,



eu:a



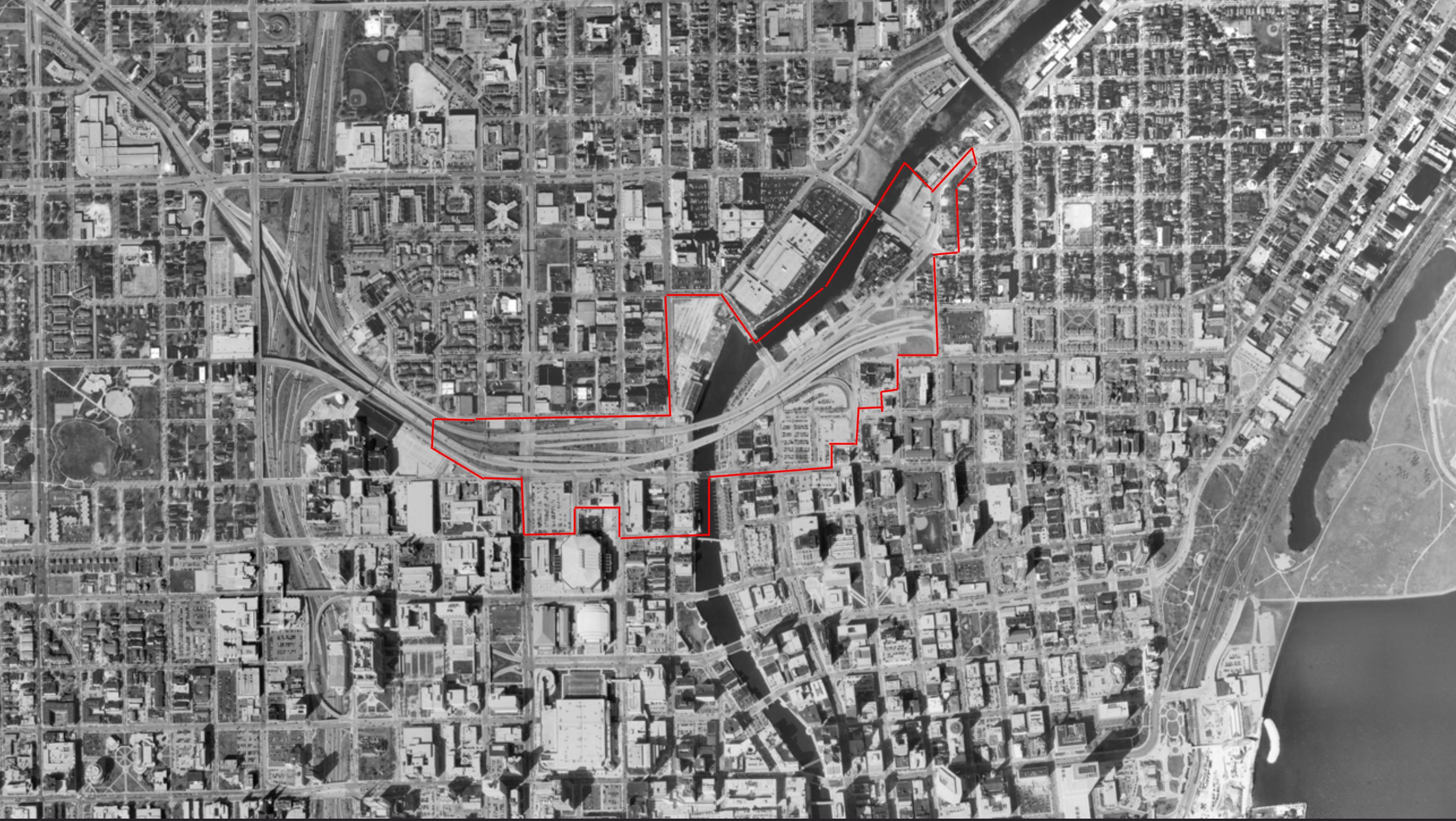
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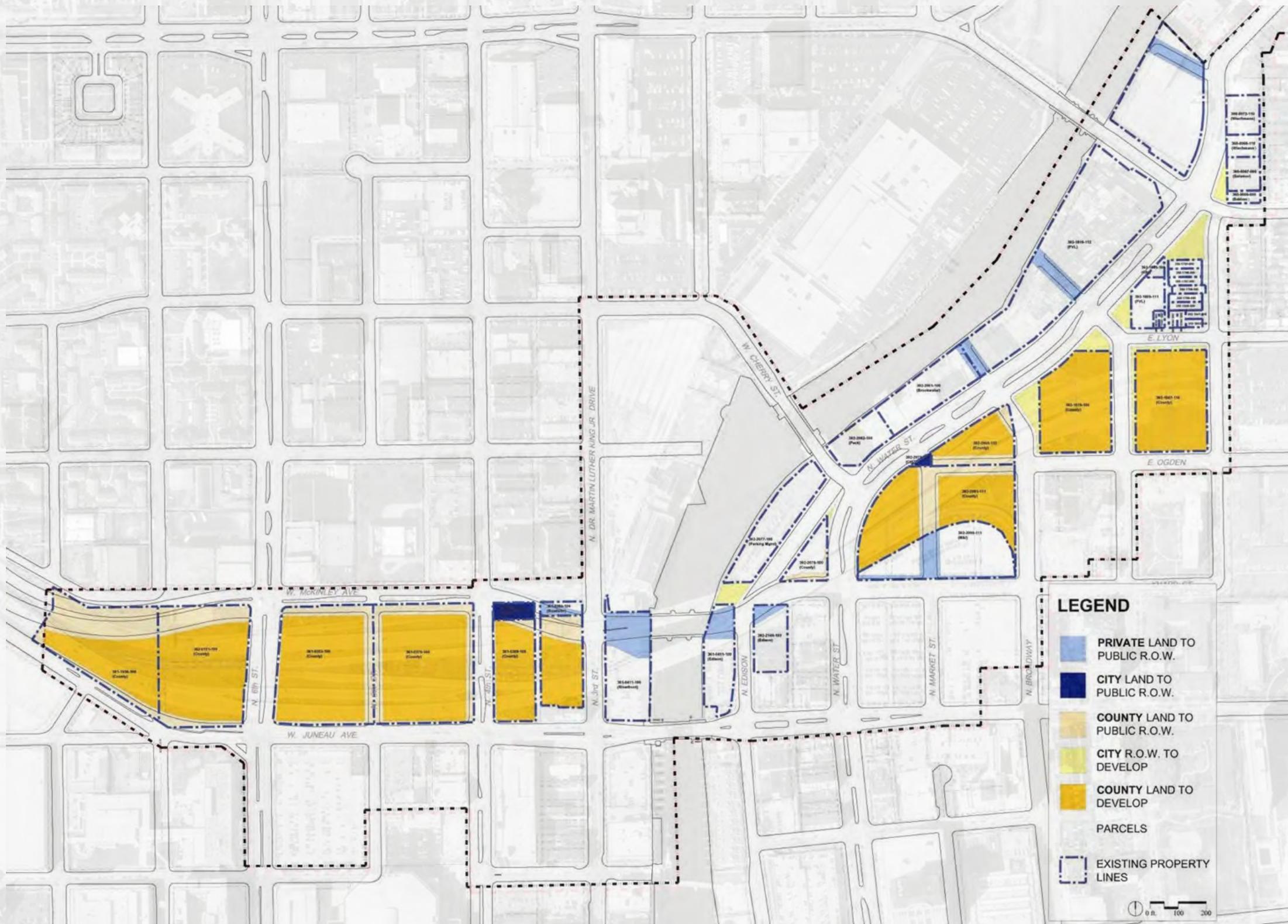


# OWN IT

Prioritize Swift Land Transfer  
Unencumbered Land Local  
Control







**LEGEND**

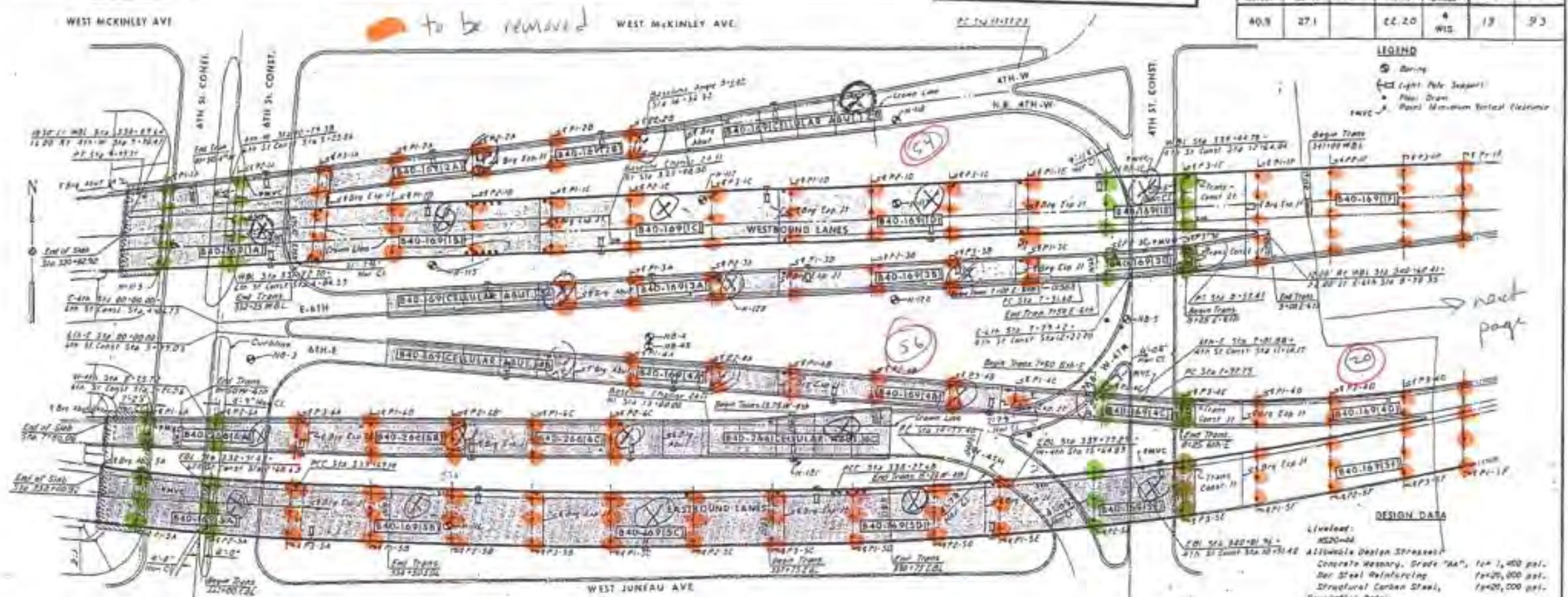
- PRIVATE LAND TO PUBLIC R.O.W.
- CITY LAND TO PUBLIC R.O.W.
- COUNTY LAND TO PUBLIC R.O.W.
- CITY R.O.W. TO DEVELOP
- COUNTY LAND TO DEVELOP
- PARCELS
- EXISTING PROPERTY LINES

0 ft. 100 200

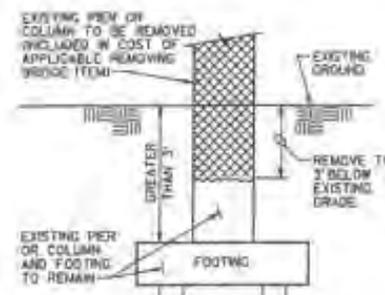
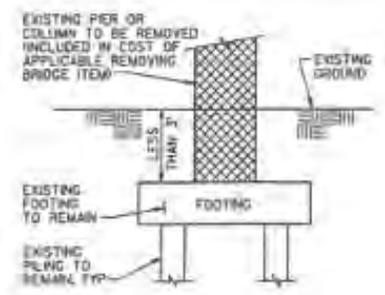


FOR INFORMATION USE ONLY

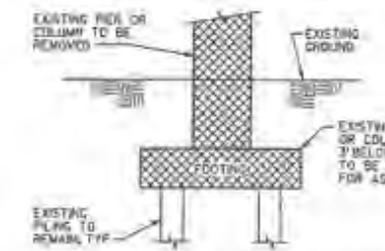
| COUNTY | ROUTE | CLASS AND NUMBER | S.T.S. SECTION NUMBER | SHEET NUMBER | TOTAL SHEETS |
|--------|-------|------------------|-----------------------|--------------|--------------|
| 40.8   | 27.1  | CL. 2.0          | 4 WIS.                | 13           | 33           |



**LEGEND**  
 (Symbol) Existing Pier Support  
 (Symbol) Pier Minimum Vertical Clearance  
 (Symbol) Footing



**COLUMN/PIER/FOOTING EXCAVATION BELOW GROUND DETAIL**  
 NON-ROADWAY RIGHT-OF-WAY LOCATIONS



**COLUMN AND FOOTING EXCAVATION BELOW GROUND DETAIL**  
 ROADWAY RIGHT-OF-WAY LOCATIONS

**DESIGN DATA**  
 Live Load: HS20-44  
 Allowable Design Stresses:  
 Concrete Working, Grade "A", for 1,400 psi.  
 Bar Steel Reinforcing, for 20,000 psi.  
 Structural Carbon Steel, for 20,000 psi.  
 Foundation Data:  
 All footings supported on 120PC 3-piles  
 25 ton maximum capacity with  
 estimated lengths as shown in table on  
 Ground Plan Sheet. For pile capacities, see  
 pier and abutment sheet notes.

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**GENERAL NOTES**  
 All details, materials, and fabrication shall conform to the Standard Specifications for Road and Bridge Construction of the State Highway Commission of Wisconsin (1963) except as otherwise noted.  
 Detail Specification: ASMSO Specification 1963 and later in 1965.  
 Reading dimensions for calculating bars are out to bar.  
 All elevations are referred to the City of Milwaukee datum.  
 Bevel member edges of concrete if unless otherwise noted.  
 Drawings shall not be scaled.  
 100' POINT BENTON JOINT SHALL CONFORM TO ASMSO Specification 01190.  
 Expansion joint filler shall conform to ASMSO Specification 01190, Type 1.  
 Reinforcing bars shall be tapered so that the structure will in which they are placed in tension.  
 Tubular steel shall be Type 30.

**CURVE DATA**

| LOCATION | CURVE NO. | PC OF PCC | PL        | PT OR PCC | Δ         | D        | E       | T      | T'     |
|----------|-----------|-----------|-----------|-----------|-----------|----------|---------|--------|--------|
| 47A - E  | 551       | 1+61.52   | 1+60.07   | 1+68.77   | 41°54'18" | 1'00'00" | 1145.92 | 418.00 | 418.10 |
| E - 87A  | 546       | 2+11.68   | 2+04.00   | 2+57.47   | 1°46'25"  | 2'00'00" | 1709.86 | 67.80  | 125.75 |
| 87A - E  | 551       | 7+57.75   | 7+57.75   | 7+57.75   | 0°00'00"  | 1'00'00" | 1145.92 | 0.00   | 0.00   |
| 87B      | 552       | 11+15.75  | 11+02.75  | 11+65.14  | 8°50'38"  | 2'00'00" | 2091.62 | 126.84 | 251.42 |
| 87C      | 547       | 131+03.14 | 131+04.52 | 131+25.14 | 4°12'00"  | 1'00'00" | 5723.68 | 209.19 | 450.54 |
| 87D      | 544       | 131+27.68 | 131+27.68 | 131+27.68 | 0°00'00"  | 2'00'00" | 2064.75 | 0.00   | 0.00   |

**NON-BID ITEMS**  
 Aluminum end of steel plate for abutments and bents.  
 Hot spaced joint system.  
 Performed joint filler.  
 Membrane waterproofing.

**STATE HIGHWAY COMMISSION OF WISCONSIN**

**GENERAL PLAN**

|                  |               |           |
|------------------|---------------|-----------|
| NO. 10000000     | DATE 12/15/63 | SHEET 133 |
| PROJECT 10000000 | DATE 12/15/63 | SHEET 133 |
| APPROVED         | DATE 12/15/63 | SHEET 133 |

**MILWAUKEE COUNTY EXPRESSWAY COMMISSION**

**4TH-6TH STREET INTERCHANGE**

**BRIDGES 840-160 AND 840-266**

**GENERAL PLAN**

HOWARD, NEEDLES, TAMMEN & BENDROFF  
 CONSULTING ENGINEERS  
 1000 W. WISCONSIN ST., MILWAUKEE, WIS.  
 SHEET 1 OF 63

# Deal signed: Land in Milwaukee's Park East Corridor sold to Bucks for \$1

Published September 9, 2015 | News | FOX 6 Now Milwaukee



Deal signed: Land in Milwaukee's Park East Corridor sold to Bucks for \$1

MILWAUKEE -- Milwaukee County Executive Chris Abele, Milwaukee County Board President Peter Feigin and leaders from the construction industry in Milwaukee were present on Wednesday. Senior Milwaukee County Executive Chris Abele and Milwaukee County Board President Peter Feigin were present on Wednesday. Senior Milwaukee County Executive Chris Abele and Milwaukee County Board President Peter Feigin were present on Wednesday.

## TID 48 - Park East Corridor Redevelopment Periodic Report 12/31/19

District Created: 2002  
Authorized expenditure (excluding interest): \$45,303,211  
Authorized resolution(s): #011182, #041514, #071392, #081717, #090687, #101297, #131498, #150159, #151547, #160418, #160419, #160420  
Projected TID cost recovery: 2021 (levy year)  
Maximum legal life: 2029  
Base property value: \$45,325,600  
Completion status: Flatiron, North End I, Aloft Hotel, Milwaukee Moderne, North End II, North End III, North End IV, Rhythm, The Avenir Hammes and the MSOE soccer stadium, parking structure and public park projects are completed.

**Project description**  
The district encompasses the corridor of the former Park East Freeway, generally bounded by East Juneau Avenue and East Highland Avenue on the south, North 8th Street on the west, North Jefferson Street, North Milwaukee Street, and North Broadway on the east, and West McKinley Street on the north.

Initially, the district funded capital costs of \$3.9 million for improvements and reconstruction of numerous street segments. These improvements were made in coordination with the demolition of the freeway structure that previously ended at North Jefferson Street. The freeway has been rebuilt to end at North 6th Street and reconnect with the city street grid at that location.

The demolition of the freeway freed up approximately 25 acres of underutilized land for future development. It is expected that \$780 million of new office, commercial and residential construction will take place on these sites over the next ten to fifteen years. The Redevelopment Authority approved the Redevelopment Plan in 2003 with Common Council approval obtained in 2004.

An amendment to the district plan, increasing costs to \$19.9 million, was approved by the Common Council in May of 2005. Also in 2005, the sale of a site at 1550 North Water Street was approved to Flatiron, LLC. The Flatiron development includes 33 residential units and ground floor retail space along Water Street. In addition, two sites were optioned to RSC, Inc. of Chicago, which proposed to develop a mix of residential and commercial projects. RSC purchased block 26 from Milwaukee County with the intention of developing two hotels and a residential mixed-use project.

In the latter part of 2006, Milwaukee County also optioned the block encompassed by East Juneau Avenue, East McKinley Avenue, North 3rd Street and North 4th Street to Mequon-based developer Rob Ruvim, who proposed a mixed-use development that would include a hotel, residential units and a small retail component. This option expired and the development did not move forward.

In December 2006, the Common Council approved a development agreement for the North End riverwalk and public infrastructure project, in conjunction with the North End development on the site of the former US Leather tannery, located at 1531 North Water Street. The Development

### Park East Redevelopment Compact (PERC)

By Milwaukee County, Wisconsin Supervisors Johnson, Coggins-Jones, Broderick, Dimitrijevic, Clark, West, White, Holloway, Weishan, Quindel, DeBruin

#### A RESOLUTION

To create the Community and Economic Development (CED) Fund and adopt the Park East Redevelopment Compact (PERC) in order to provide additional sustainable community benefits for the development of the County Park East land.

WHEREAS, Milwaukee County will seek the sale of significant real estate assets, including approximately 18 acres of land in the Park East freeway corridor and these lands represent tremendous assets held in trust for the benefit of the County Park East land.

WHEREAS, while offsetting tax necessary, such major sales of community. True stewardship benefit for the citizens; and

WHEREAS, the redevelopment not take advantage of unique to those in most need of jobs; and

WHEREAS, adoption of the resolution, will provide the best this land, but also for the entire

WHEREAS, this resolution also establishes the CED Fund, The of programs designed to address reproduce resources that are a public resources; and

WHEREAS, the CED Fund rec available the resources require the Fund seeks to be a catalyst to prosper, and the lives of all to be endowed with all net revenue used to carry out this resolution

WHEREAS, in the future, with ordinance, resolution, or budget (except park land sales) may be each sale; and

The following are some possible:  
- Minority Business Working Co  
- Small & Minority Business Co

- Housing Development
- Neighborhood Business Development
- Economic Development
- Environmental Mitigation/Brownfields
- Carry out Park East Redevelopment Compact (PERC); now therefore

BE IT RESOLVED that this resolution adopts the principle and creation of the Community Economic Development (CED) Fund and adopts the Park East Redevelopment Compact (PERC) with the specifics of the policies and procedures to implement this resolution to be adopted separately by the County Board; and

BE IT FURTHER

1. Competitive Development  
Each parcel of Park East land which shall be resold shall be sold for the highest and best use of the land which will provide the greatest public benefit and the highest return to the County. The requirements will be met or until the Tax Incremental District is completed for more blocks as outlined in the PERC.

2. Cooperation with Milwaukee County organizations, professional organizations, and other agencies.

3. Community and Economic Development  
The County CED Fund shall be used to provide additional resources to the County CED Fund.

4. Disadvantaged Business Enterprises  
Milwaukee County shall encourage and support the participation of Disadvantaged Business Enterprises in all Redevelopment Compact projects.

5. Enhanced Apprenticeship Programs  
All RFP's and development agreements shall include provisions for apprenticeship training shall meet the requirements of the PERC.

6. Local Employment  
Milwaukee County shall encourage and support the participation of local businesses in all Redevelopment Compact projects.

vacancies. This requirement will end with the TID. Milwaukee County and many in the community have as a goal that the workforce on the Park East property reflect the racial diversity of Milwaukee County. The Milwaukee County Board and the community asks and expects businesses and contractors to make a good faith effort to employ racial minorities consistent with their numbers in the County's workforce (The 2000 county census population (over age 18) was 68.7% White, 20.4% Black, 7.2% Hispanic and 3.7% other). Reports will be required to determine whether this goal is being achieved.

**7. Prevailing Wages and Employment Data**  
All RFP's and development agreements will require the payment of prevailing wages for construction employees as is now required for most public works projects. Developers, owners and tenants will be required to provide an annual report to Milwaukee County with the number of non-construction full and part time employees working on the Park East project. Milwaukee County will develop the required report which will include the wage ranges and whether employees have health or retirement benefits. This report will be designed to help measure the job impact of the PERC. This requirement will end with the TID.

**8. Affordable Housing**  
Milwaukee County will sponsor the construction of new affordable housing of not less than 20% of the total housing units built on the County's Park East lands but they may be built on other infill sites in the city of Milwaukee. The County, in each RFP for any given parcel, may require a different percentage of affordable housing or have no requirement at all. The County may use funds from existing housing programs along with County funds to meet this requirement.

**9. Green Space and Green Design**  
Milwaukee County will require that green space and green design be specifically included in all proposals submitted in response to an RFP. The County will consider this information when evaluating and selecting a final developer for each parcel.

**10. Community Advisory Committee and Administration**  
A Community Advisory Committee will be appointed by the Chairman of the County Board, after the adoption of the PERC, which shall advise the County Board on implementing the PERC policies. This committee shall continue until the Tax Incremental District is completed for the PERC area. The Director of Economic and Community Development shall assist this committee in preparing an annual report to the County Board on the effects of the PERC policies. The Director of Economic and Community Development shall administer the PERC agreements with the primary goal to achieve the desired community benefits.

BE IT FURTHER RESOLVED, that Milwaukee County should seek the input of business and community leaders to assist in carrying out the PERC and CED Fund policies.

Adopted by the Milwaukee County Board of Supervisors December 16, 2004

# LEADERSHIP

“All Politics is Local”

# The Atlantic

## A Departure From Decades of Highway Policy

Transportation Secretary Anthony Foxx is urging communities to think more carefully about where they build roads.



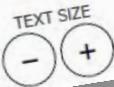
Secretary of Transportation Anthony Foxx in 2015

Alex Brandon / AP

ALANA SEMUELS

MAR 29, 2016

BUSINESS



Transportation

## A crusade to defeat the legacy of highways rammed through poor neighborhoods

By Ashley Halsey III March 29

As a child, Anthony Foxx knew he couldn't ride his bike far from home without being blocked by a freeway. By the time he became U.S. transportation secretary he understood why.

"We now know — overwhelmingly — that our urban freeways were almost always routed through low-income and minority neighborhoods, creating disconnections from opportunity that exist to this day," Foxx said.

When the expressways that walled off his Charlotte neighborhood were designed, black residents of North Carolina still were denied voting rights. That highways routinely were routed through poor neighborhoods — Robert

ing urban planner of the era, called them "blighted" — is well and the consequences.

to lob that fact into a steps to

nprpolitics

POLITICS

## After Dividing For Decades, Highways Are On The Road To Inclusion

Listen - 4:22

Queue

Download

Transcript

28, 2016 - 5:08 AM ET  
on Morning Edition

IAN NAYLOR



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## Buttigieg's Infrastructure Plan Calls for a National Vision Zero

The Democratic candidate's \$1 trillion pledge to upgrade roads, utilities, and public transportation has an emphasis on road safety and climate adaptation.

By Sarah Holder  
January 10, 2020, 12:22 PM MST



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... (Pete Buttigieg is still thinking local). Martine Albertazzi/Bloomberg

... longer the mayor of South Bend, Indiana. But with the ... on Friday, he says he's still thinking like ... proposal includes \$1 trillion in ... and lead



# U.S. MAYOR

World Cultural Economic Forum, New Orleans, May 2-4 . . . 5  
Food Policy Task Force Meeting, Boston, April 18-19. . . . . 6  
Mayors, Coalition Seek CDBG Funding Restoration. . . . . 8

## BIPARTISANSHIP PROPELS SURFACE TRANSPORTATION BILL THROUGH SENATE

### Mayors Now Pressing House to Take Action

By Kevin McCarty

After successful Senate action on a bipartisan surface transportation renewal plan (S. 1813), Senator Barbara Boxer (CA), Chairman of the Environment and Public Works Committee (EPW), a key leader in the bipartisanship effort on the legislation, said, "It is a great day when the Senate, in an overwhelmingly bipartisan way, votes to save 1.8 million jobs

and create up to 1 million more jobs." The Senate voted 74-22 to approve the legislation on March 14.

"I call on the House of Representatives to take our bill, pass it, and send it to the President's desk so that we can give a needed boost to our economic recovery and our aging infrastructure," Boxer said.

Echoing the Chairman's challenge to House Members, Conference of Mayors President Los Angeles Mayor Antonio R. Villaraigosa said, "The nation's mayors are now calling on both parties in the House to put politics aside and pass

See **TRANSPORT** on page 9



Federal Highway and Transit Programs Expire on March 31st  
**1.8 Million Jobs at Stake**

Senate Environment and Public Works Chairman Barbara Boxer (CA), at podium, with USCM President Los Angeles Mayor Antonio R. Villaraigosa at March 7 Capitol Hill press event to urge Senate approval of pending surface transportation renewal legislation.

### Villaraigosa, Bloomberg, Emanuel Highlight Mayoral Leadership Needed on Education Reform



Left to right, NBC's Andrea Mitchell, USCM President Los Angeles Mayor Antonio R. Villaraigosa, New York City Mayor Michael R. Bloomberg, Chicago Mayor Rahm Emanuel, and U.S. Secretary of Education Arne Duncan. See Story on Page 4.

### Nutter Receives Riley Urban Design Leadership Award



USCM Vice President Philadelphia Mayor Michael A. Nutter, second left, receives Riley Design Award from, left to right, USCM President Charleston Mayor Joseph P. Riley, Jr., USCM CEO and Executive Director Tom Cochran, and American Architecture Foundation President and CEO Ron Bogle. See Story on Page 4.



CONCLUSION

“Land, they’re not making it anymore”



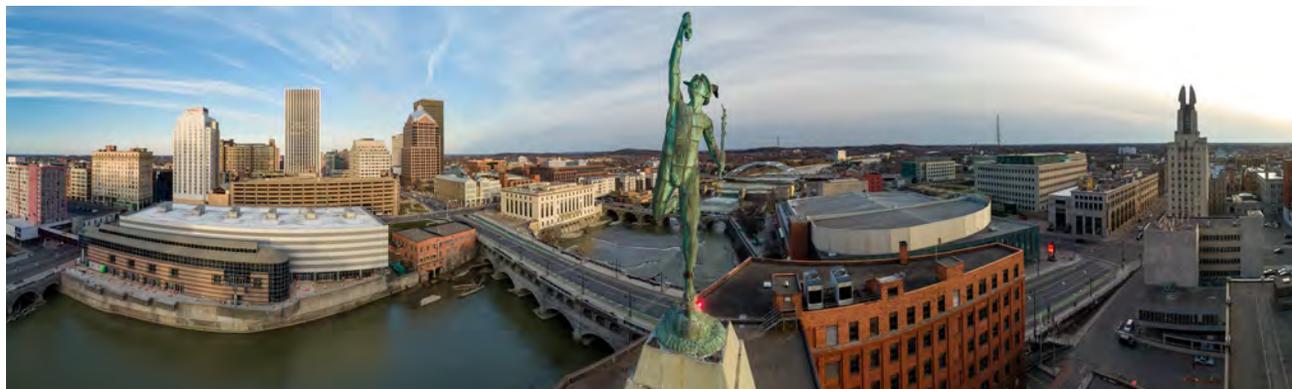
“Nobody goes there nowadays, it’s too crowded”

Yogi Berra



# SUCCESS REQUIRES

1. Strong community support with **extraordinary** leadership and political will
2. An **urban** vision for the city (not dominated by the automobile) that prioritizes the **short trip vs the long trip**
3. Decision processes driven by long-term community **investment versus spending** federal allocations on projects within given timeframes.
4. ROI priority for the **Local Community**
5. **Local Land Control**
6. Recognizing it's not technical, it's **Political**



# Rochester's Inner Loop Transformation(s)

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ERIK FRISCH, DEPUTY COMMISSIONER

ANNE DASILVA TELLA, DIRECTOR OF DEVELOPMENT

CITY OF ROCHESTER

DEPARTMENT OF NEIGHBORHOOD & BUSINESS DEVELOPMENT

# Topics

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- Background and Context
- Inner Loop East: Setting the Stage
- Inner Loop North
  - Project Goals
  - Community Guidance
  - Concept Analysis
  - Preferred Concept
  - Roadway Impacts



# Rochester?

City Population: 211,000

Metro Population: 1.2 million

Kodak, Xerox, Bausch & Lomb

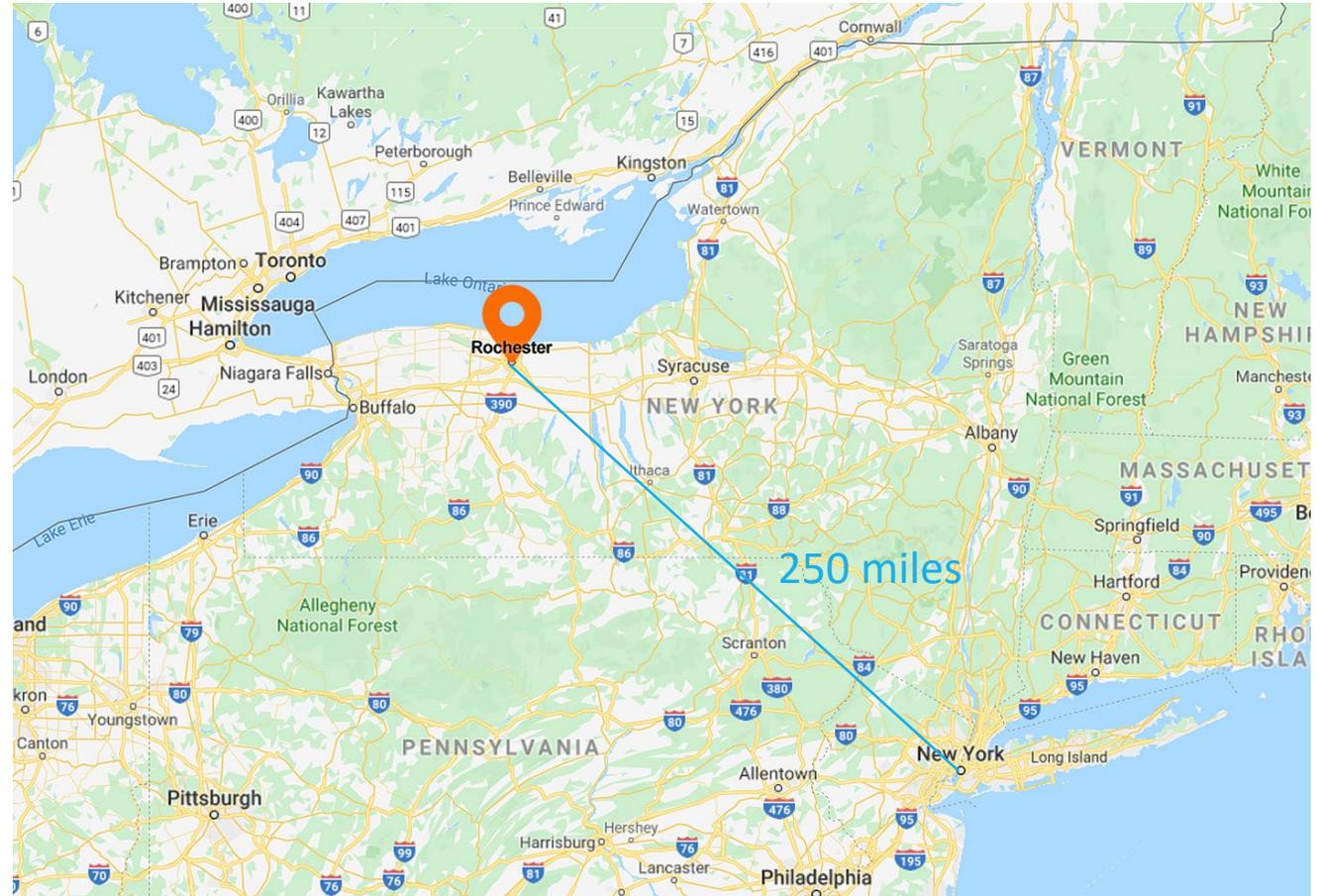
Frederick Douglass and Susan B. Anthony

Lake Ontario, Erie Canal, Finger Lakes

Closer to Toronto than NYC

Go Bills

Not MN



# Historic Context – 1940s through 1970s

*Rochester Grows  
Auto Registration Rises*

**CITY TRAFFIC  
AT NEW HIGH**

*City Planners Okay  
Inner Loop Design*

*Here's the answer to downtown  
traffic and parking problems*

**THE  
INNER  
LOOP IS  
COMING!**

*Loop Plan Calls for Demolition*

*100 More Buildings  
To Fall with Advance  
Of City's Inner Loop*

*Inner Loop Section  
To Be Opened Today*

*six-lane highway in the heart of the city*

**Herds move to suburbs**  
*Rochester's population falls*



## 1940s

Population growth combined with an explosion of personal vehicle ownership and a decline in public transportation use creates poor traffic conditions and congested downtown streets.

## Late 1940s

The Inner Loop is planned as a solution to downtown traffic congestion. It follows the prevailing planning sentiment at the time and is designed as an urban beltway, where cars can cruise unimpeded around downtown.

## 1952

Construction on the Inner Loop begins. The roadway was built in five segments, from 1952 to 1965, beginning at Central Avenue west of the Genesee River and continuing counterclockwise.

## 1950s and 60s

To make way for the Inner Loop, entire city blocks were destroyed, hundreds of homes and buildings were demolished, residents were displaced, and communities were torn apart, never to be the same again.

## 1965

The Inner Loop is completed and the 2.7-mile beltway around downtown is open for use.

## 1970s

By the end of the decade, Rochester's population had declined more than 27% from its peak in 1950, due in part to the increased accessibility between downtown and the suburbs created by the Inner Loop.

# Downtown Rochester – 1930 vs 1960

---



## 1930 Population

City: 328,132

County: 423,881 (77%)

MSA: 638,975 (51%)

## 1960 Population

City: 318,611

County: 586,387 (54%)

MSA: 854,652 (37%)



# Downtown Rochester –2015

---



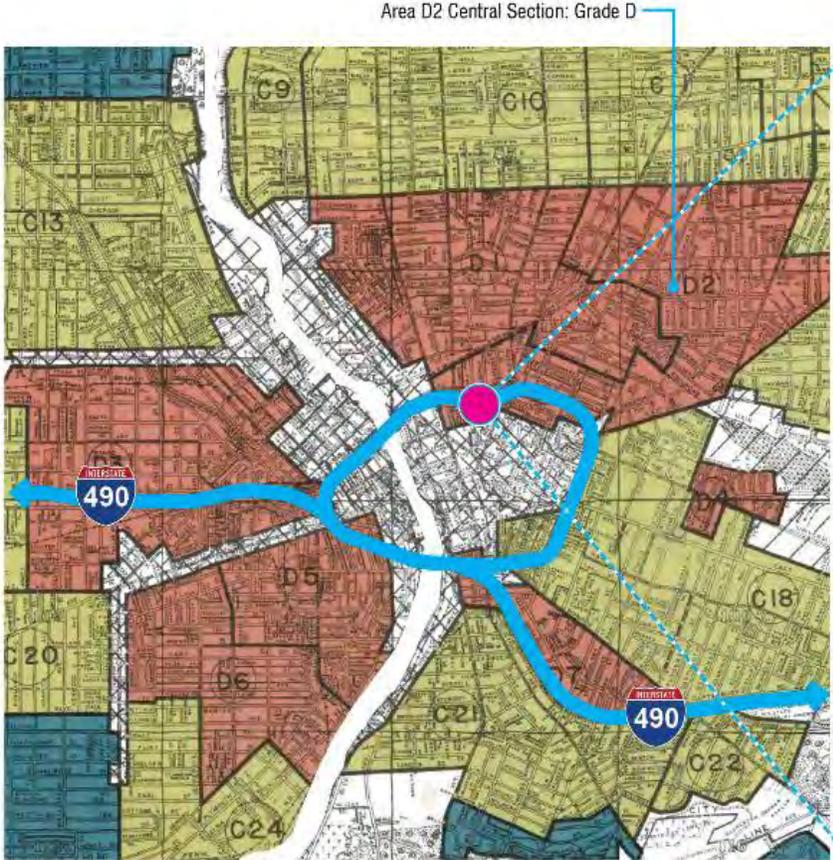
## 2010 Population

City: 210,565

County: 744,344 (28%)

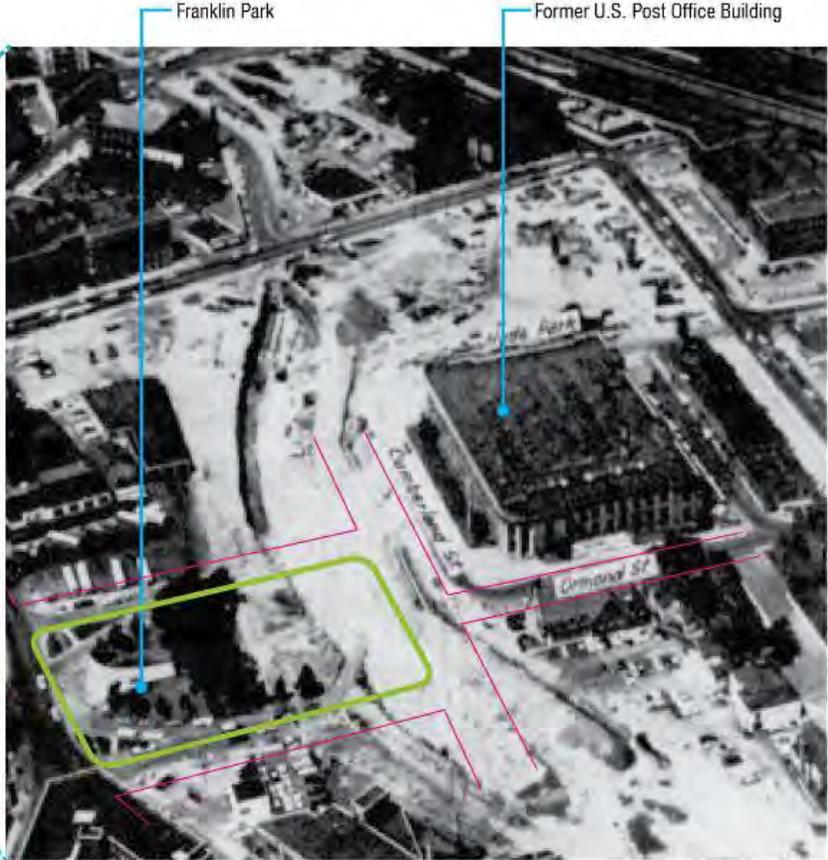
MSA: 1,114,402 (19%)

# Highways & Redlining



Home Owners Loan Corporation Map, 1938

Source: Robert K. Nelson, LaDale Winters, Richard Mandano, Nathan Connelly, et al., "Mapping Inequality," *American Panorama*, ed. Robert K. Nelson and Edward L. Fein, accessed November 24, 2020, <https://redford.illinoispanorama.org/mapping>



Construction of the Inner Loop, 1960

Source: A Look at the Neighborhoods of the Inner Loop, Part 4, Original: Democrat and Chronicle July 23, 1962

# Highways & Redlining



# A Quick Summary

---

Demolition of Homes, Businesses; Loss of Social Networks

Never Lived up to Traffic Expectations

Contributed to Suburbanization & Segregation

Walled off Downtown from Adjacent Neighborhoods

Depressed Property Values, Discouraged Growth

Safety, Noise, Quality of Life Impacts

Deteriorating Condition Required Costly Repair



# Planning Process

1990 – Removal Called for in *Vision 2000 Plan for Downtown*

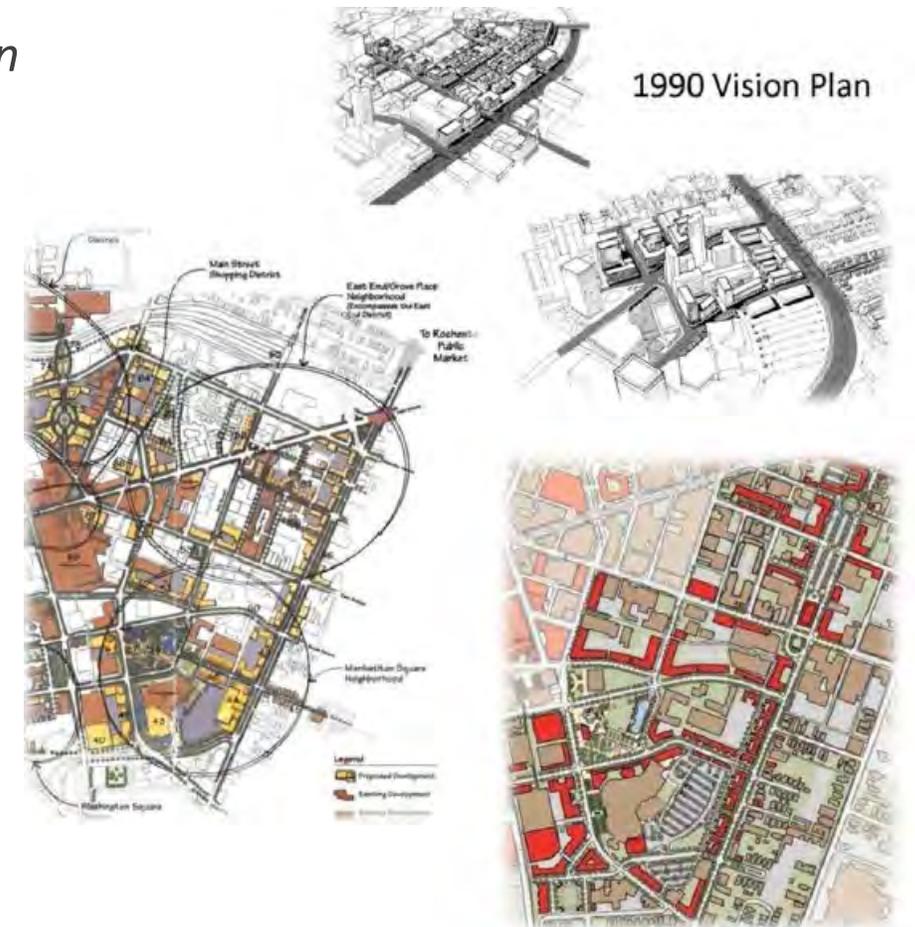
2001 – Inner Loop Improvement Study Completed

2003 – Center City Master Plan

2005 – State & Federal Design Funding Secured

2007 – Downtown Community Design Charrette

2009 – Formal Scoping Process Begins



# Why Highway Removal?

- Equitable Outcomes
- Right Size Overbuilt Infrastructure; Reduce Lifecycle Costs
- Reconnect Neighborhoods, Restore Historic Street Grid
- Enhance Walkability, Bike-ability of Urban Core
- Generate Investment, Economic Development
- Inner Loop East – Completed 2017; Inner Loop North – Planning Phase Complete



# Inner Loop East Highway Removal

---

## TIMELINE

- Planning Study – Completed 2001
- Scoping & Preliminary Design – 2009 to 2013
- Final Design – Summer 2013 to Spring 2014
- Bid & Award – Summer 2014
- Construction – Fall 2014 to Fall 2017
- Infill Development – Began Spring 2018 & Ongoing
  - ~6 acres new land leveraging over 500 housing units (>60% below AMI), hotel, museum expansion, commercial space

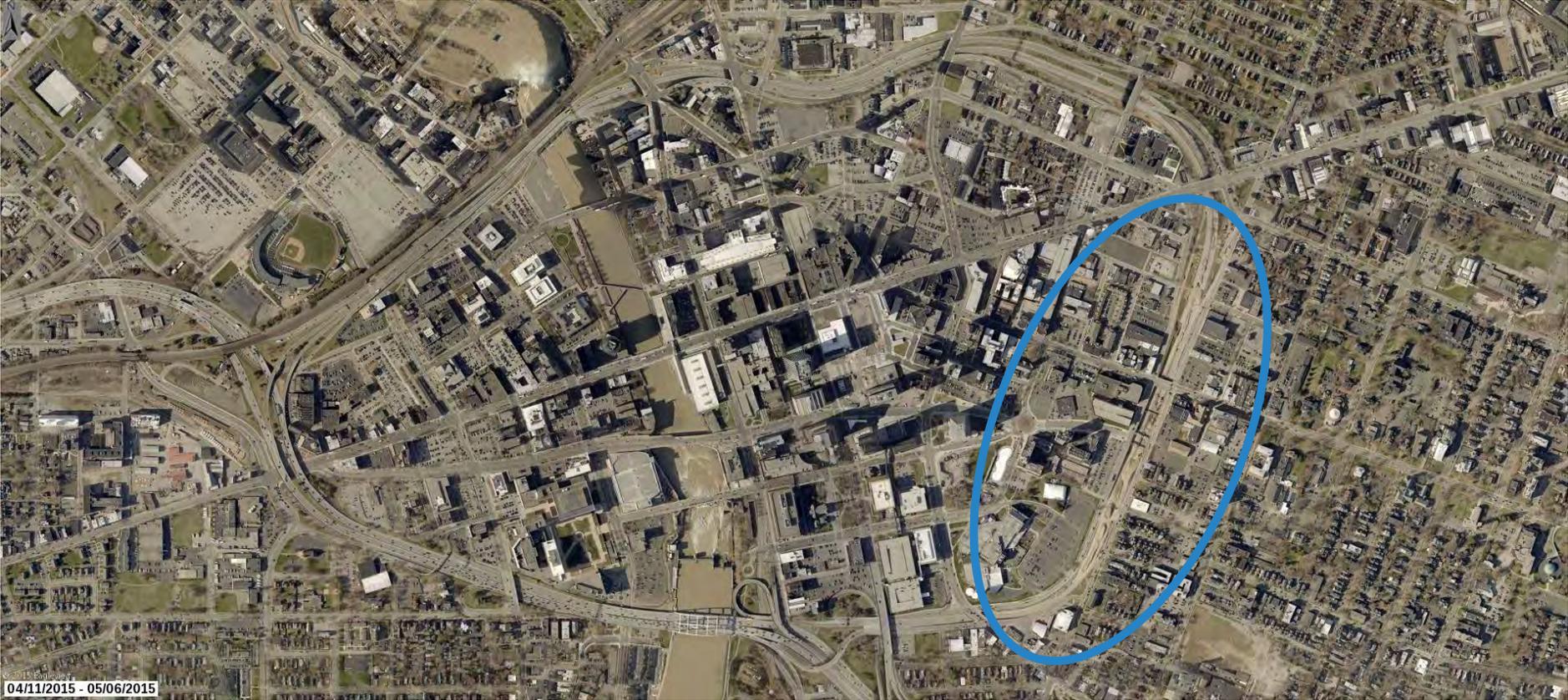
## COST

- Design: ~\$3 million
- Construction: ~\$21 million

## FUNDING

- Federal: \$~20 million
- State: \$3.5 million
- City: \$0.4 million

# Downtown Rochester - 2015



# Downtown Rochester - 2021



# N Union St at Charlotte St - 2012



# N Union St at Charlotte St - 2021



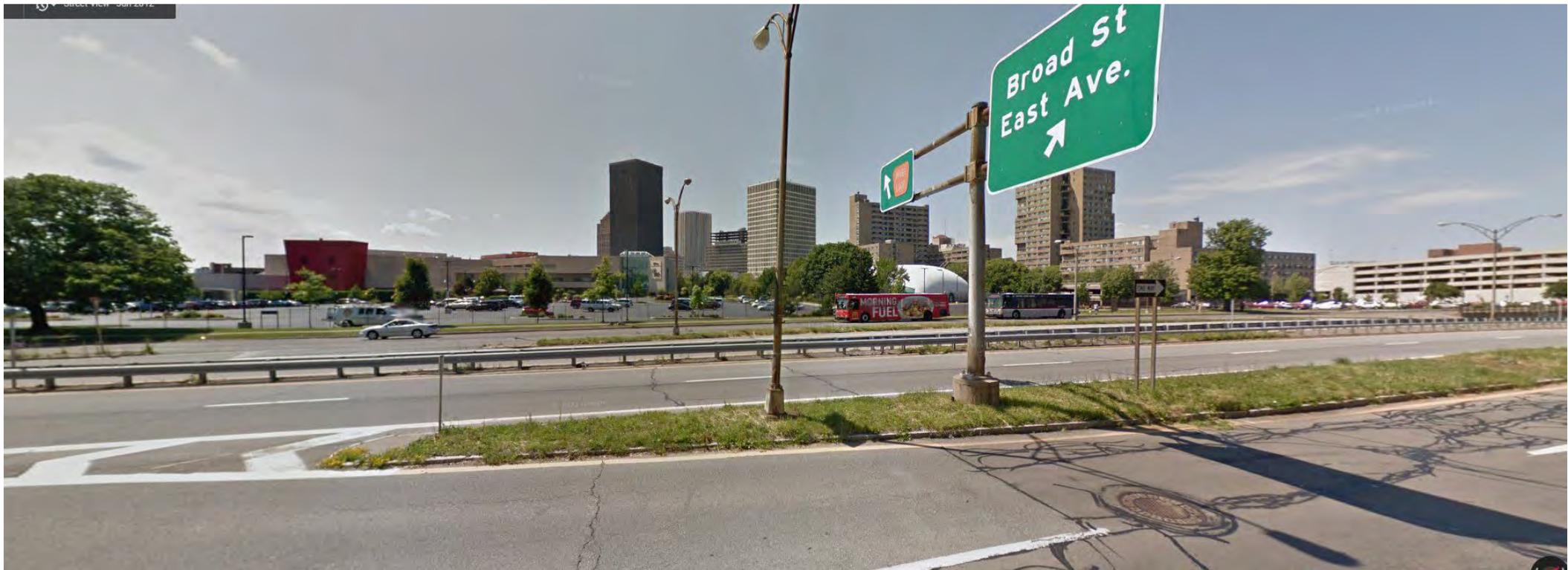
# N Union St at Broad St - 2014



# N Union St at Broad St - 2021



# N Union St at Adventure Pl - 2012



# N Union St at Adventure Pl - 2022

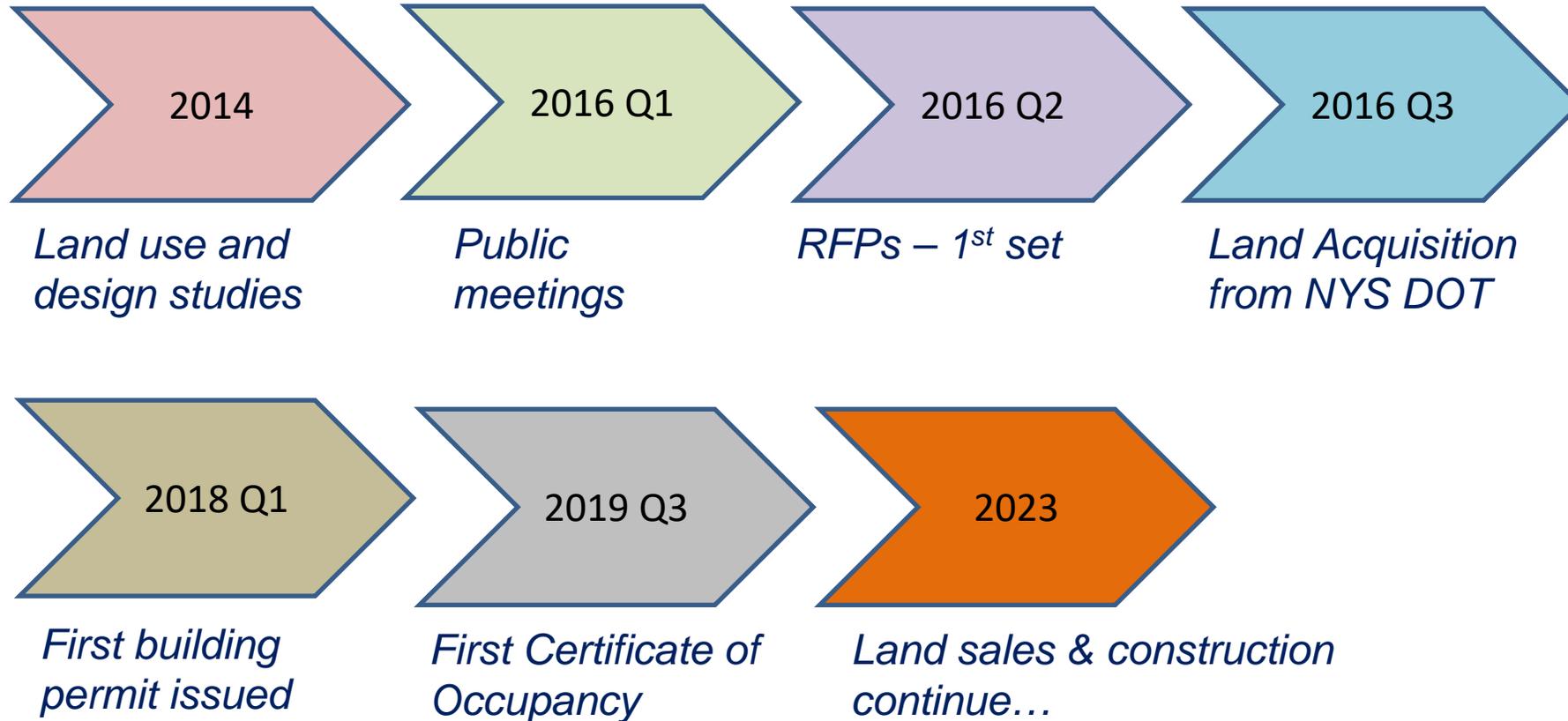


# Inner Loop East Development Sites



Six acres; seven development sites ranging in size.  
Created naturally by reconnecting the existing street grid.

# Acquisition & Development Timeline



# Development Goals

---

- Reintegrate divided neighborhoods
- Increase downtown residential units
- Activate ground floor uses
- No surface parking lots fronting on the new Union Street
- Increase density
- Creative design and high “wow” factor

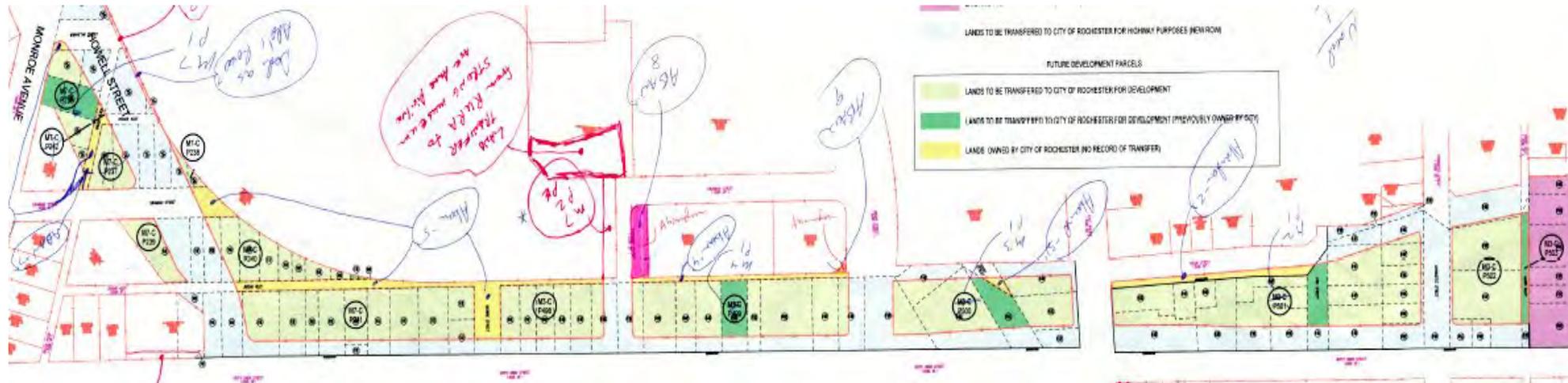
# Community Benefit Goals

---

- Affordable units in market-rate projects
- Publicly accessible green/open space
- Income diversity in every building
- MWBE and workforce goals
  - 30% MWBE
  - 25% city resident workforce
  - 20% minority workforce
  - 6.9% women workforce

# Land Acquisition & Sale Values

- Land acquisition at 50% of value
- Basis for land appraisal – surplus vs. highest & best use
- Sale of land by City at highest and best use value (mixed use)



# Preparation for RFPs & Development

---

- Environmental review (SEQR) done on projected build-out of entire six-parcel property
- Shelter Rent and other PILOT available to affordable housing and mixed-use market-rate developments respectively
- Availability of low interest loans from City (1% for 15 years)
- City also put out an Opportunity Zone prospectus

# Sources of Project Development Funds

---

- New York State Housing and Community Renewal (HCR)
- Traditional bank financing
- Private equity
- Philanthropic capital campaign (The Strong Museum of Play)
- Opportunity Zone (private and not confirmed)
- City HOME loans from (HUD entitlement)
- City cash capital loans and grant
- Supportive Housing grants from various State agencies
  - Formerly incarcerated
  - People living with aids

# Development Projects Stats

| <u>Site Name /<br/>Unit Type</u> | <u>Housing Units</u>       |            |            |   | <u>TOTAL<br/>Housing<br/>Units</u> | <u>Jobs</u> | <u>Commercial<br/>Sq. Ft.</u> | <u>Total Devt.<br/>Cost (\$)</u> |
|----------------------------------|----------------------------|------------|------------|---|------------------------------------|-------------|-------------------------------|----------------------------------|
|                                  | <u>City Affordable AMI</u> |            |            | <u>100% AMI<br/>&amp; Market<br/>Rate</u> |                                    |             |                               |                                  |
|                                  | <u>50%</u>                 | <u>60%</u> | <u>80%</u> |   |                                    |             |                               |                                  |
| <i>ILE 1</i>                     |                            | 34         |            | 16  | 50                                 | 2.5         | -                             | 12,037,000                       |
| <i>ILE 2</i>                     | 63                         | 36         | 13         |   | 112                                | 10          |                               | 30,927,962                       |
| <i>ILE 3</i>                     | 8                          | 43         | 21         |   | 72                                 | 3           | 18,788                        | 20,926,000                       |
| <i>ILE 4 &amp; 5</i>             |                            | 8          | 71         | 157                                       | 236                                | 145         | 135,629                       | 120,000,000                      |
| <i>ILE 6</i>                     |                            |            |            | 5   | 5                                  | 0           | -                             | 1,420,000                        |
| <i>ILE 7</i>                     | 35                         | 14         |            | 10  | 59                                 | 9           | 2,096                         | 17,543,000                       |
| <b>TOTALS</b>                    | 106                        | 135        | 105        | 188                                       | 534                                | 170         | 156,513                       | 202,853,962                      |
|                                  | 346                        |            |            |   |                                    |             |                               |                                  |
|                                  | 65%                        |            |            | 35%                                       | 100%                               |             |                               |                                  |

# Land Use Design Guideline & Vision vs. Reality

2014

2022



Philip  
Michael  
Brown  
Studio

View from East Avenue looking Downtown across Union Boulevard



City of Rochester, NY  
Lovely A. Warren, Mayor



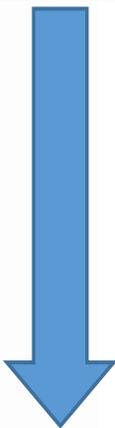
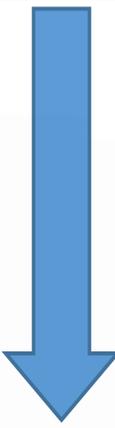
# Overall Value Summary

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- \$22 million public investment in a transportation project
- Creating approximately six (6) acres of development-ready parcels on seven (7) sites
- Resulting in:
  - ❑ \$200 million in private investment
  - ❑ 152,000 square feet of commercial space
  - ❑ 530 housing units
  - ❑ 170 permanent jobs (FTE)
  - ❑ 2,489 construction jobs
  - ❑ Property values/assessment BEFORE and AFTER...

# Value Summary Continued...

## Land Assessment Before/After

| Inner Loop East Parcels | State Appraised Value as Surplus Land - 2015                                       | Acquisition Cost from State DOT - 2016   | City Appraised Value (2016-17) | City Assessed Value (Dec. 2022) |
|-------------------------|--|--|--------------------------------|---------------------------------|
| Site 1                  |  |  | \$255,000                      | \$2,500,000                     |
| Site 2                  |  |  | \$600,000                      | \$3,997,400                     |
| Site 3                  |  |  | \$340,000                      | \$3,800,000                     |
| Site 4                  |  |  | \$440,000                      | \$5,080,000                     |
| Site 5                  |  |  | \$800,000                      | \$8,650,000                     |
| Site 6**                |  |  | \$65,000                       | \$63,000                        |
| Site 7**                |  |  | \$245,000                      | \$195,000                       |
| <b>TOTAL</b>            | <b>\$551,250</b>   | <b>\$275,625</b>   | <b>\$2,745,000</b>             | <b>\$24,285,400</b>             |

\*\* Site not yet developed

# Lessons Learned to be Applied to ILN

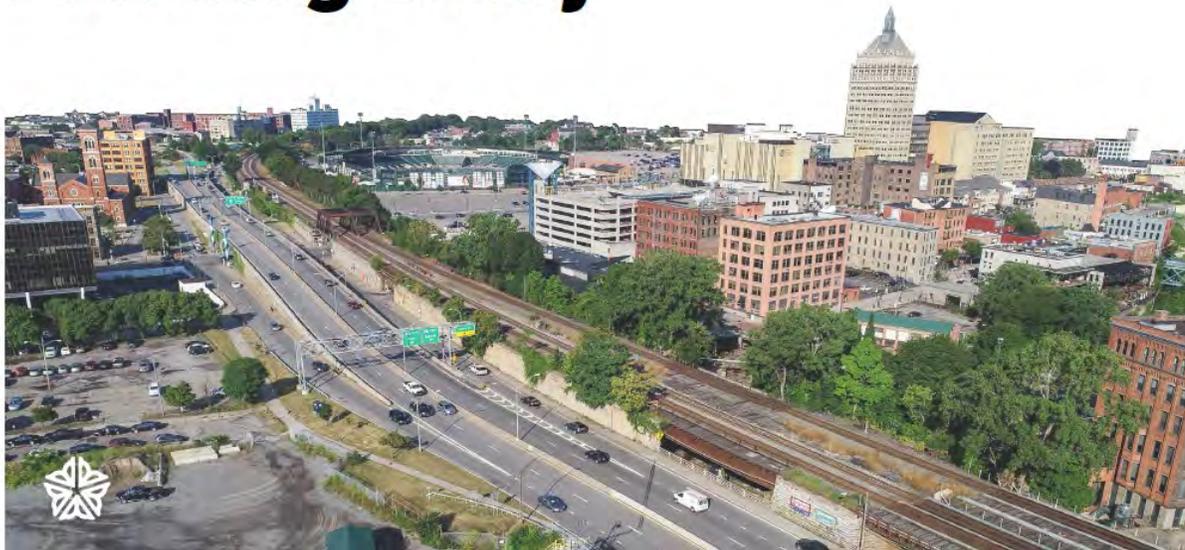
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- Start to gather data for future value capture analysis very early on in the process
- Keep diversity and inclusion up front and prominent in decision from very early on
- Balance expectations with actual market realities with respect to anticipated land use

# Inner Loop North



## Inner Loop North Transformation Planning Study



AUGUST 2022

Plan developed with three primary goals:

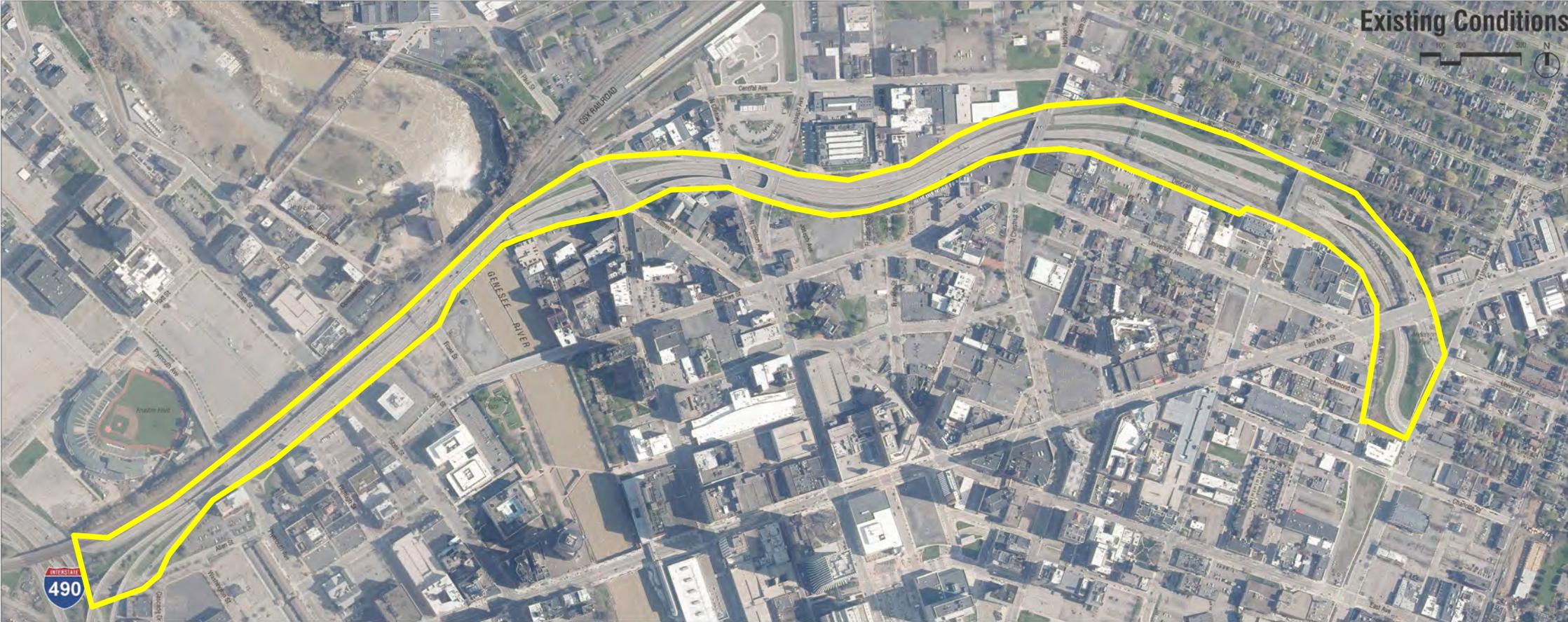
- **Equitable Outcomes**
  - Support needs of current and future residents
  - Minimize displacement of existing residents & businesses
  - Identify new housing opportunities
- **Neighborhood Restoration**
  - New investment & job opportunities
  - Community-based development
  - Promote reuse of vacant/underutilized land
- **Connectivity & Accessibility**
  - Reconnect neighborhoods at human scale
  - Multi-modal accessibility for all
  - Eliminate the highway and enhance access to riverfront



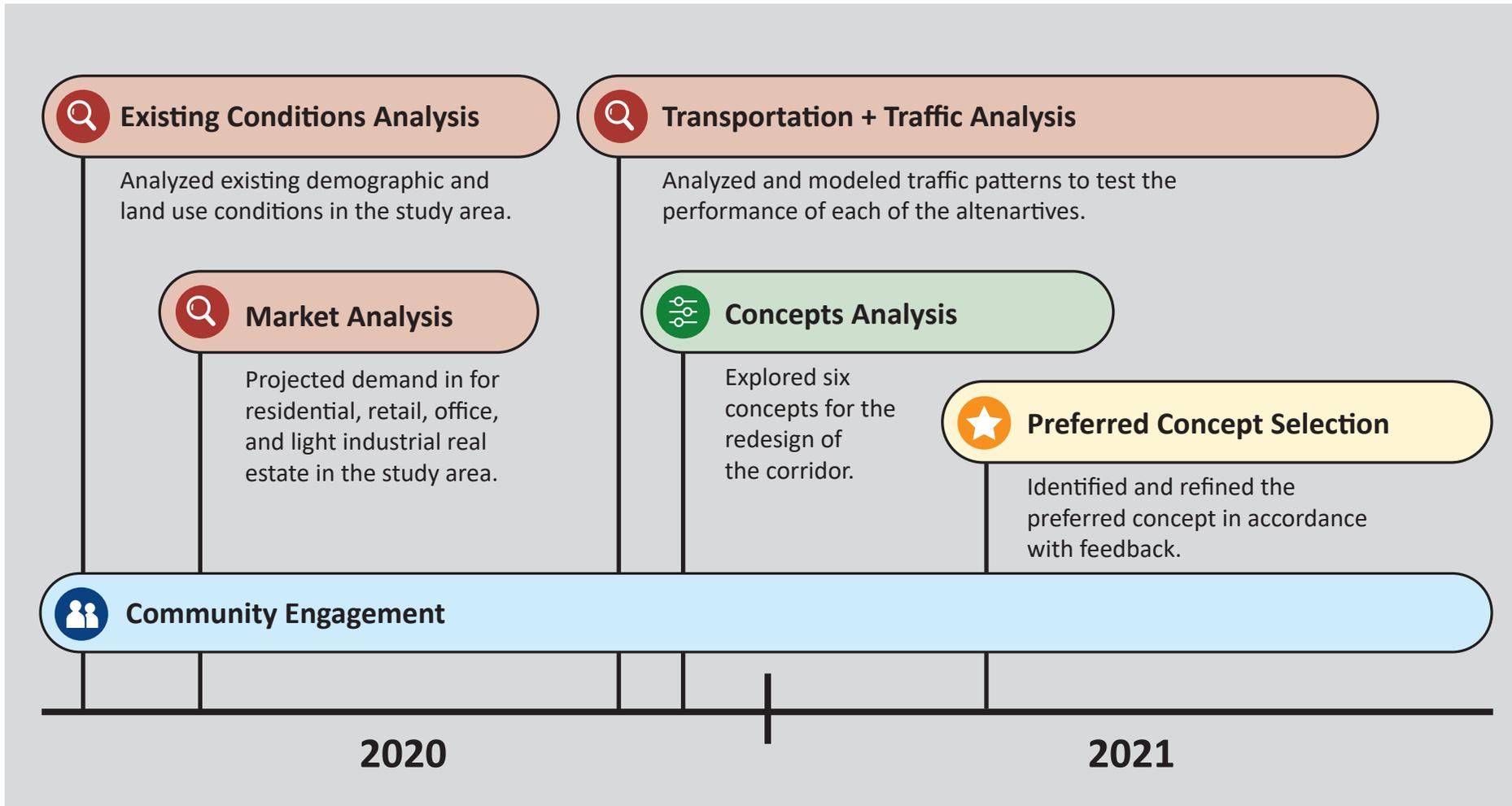
# Inner Loop North – Existing



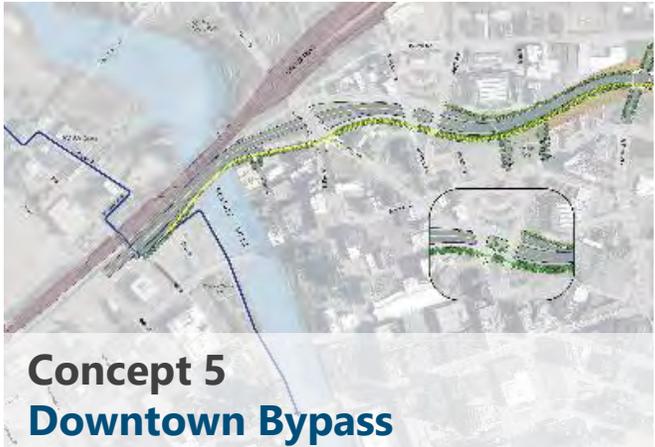
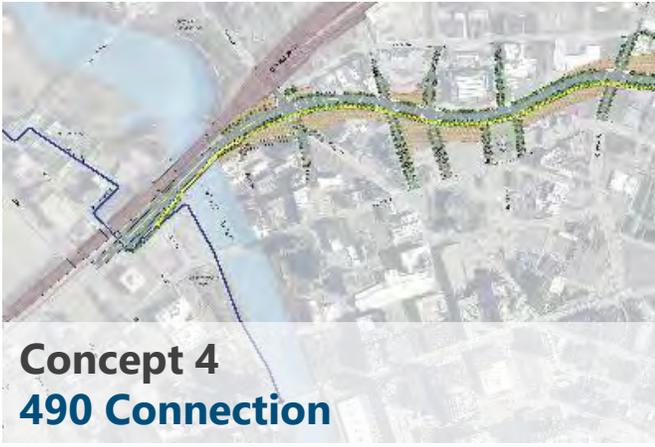
# Inner Loop North – Existing



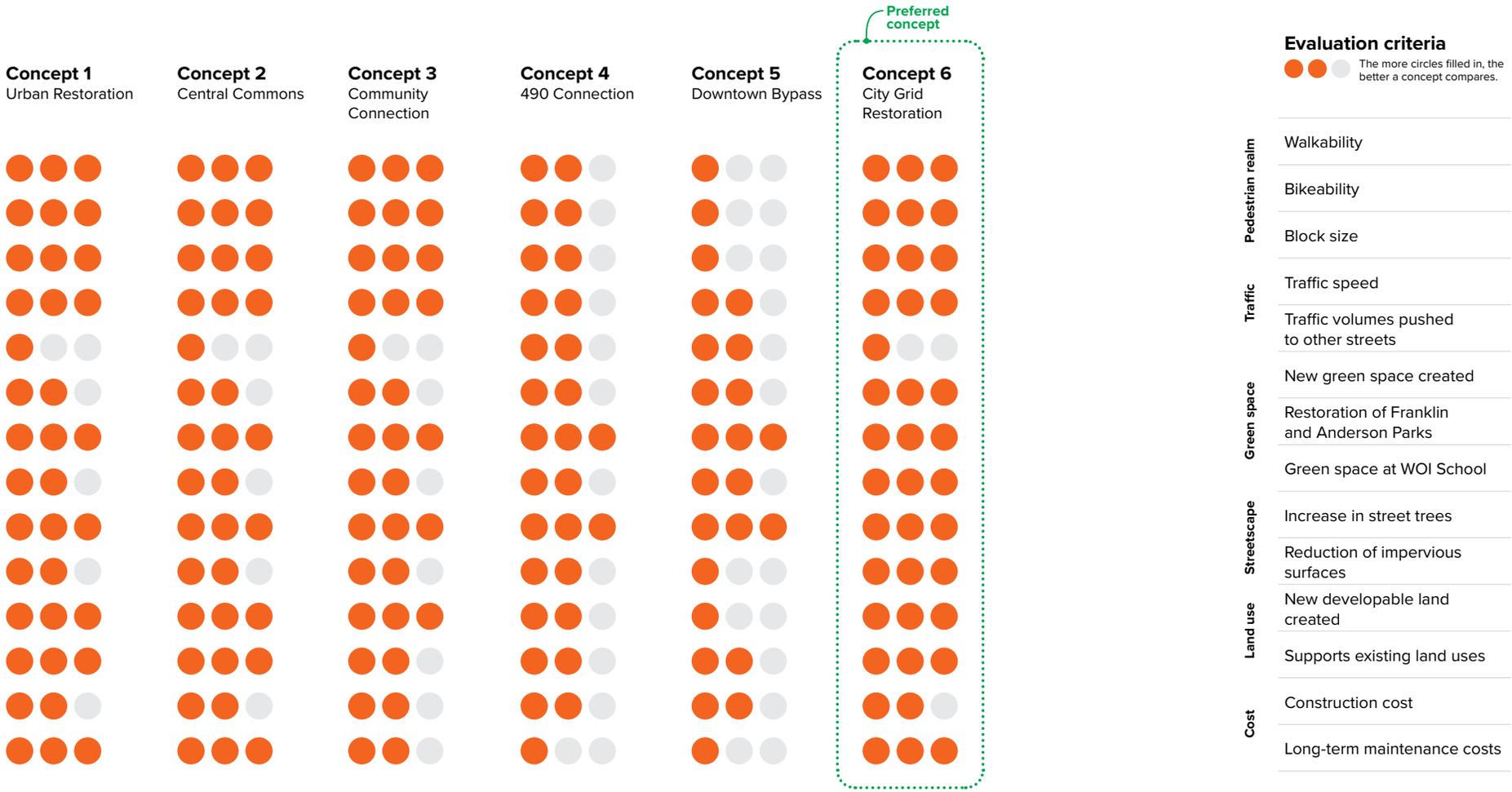
# Inner Loop North – Study Process



# Inner Loop North – Design Concepts



# Inner Loop North – Design Concepts



# Inner Loop North – Public Engagement

## Public Engagement Critical to Success

- 10 Public Workshops
- >20 Stakeholder Meetings
- 7 CAC Meetings
- 7 TAC Meetings
- 13 Racial Equity Subcommittee Meetings
- >300 Survey Responses
- >6,500 Website Views
- >22,000 Direct Mailers Sent



### Community Advisory Committee (CAC)

A group of 50+ representatives from neighborhood groups and organizations that helped guide the direction of the project with local considerations in mind. The CAC also participated in a walking tour of the study area to identify issues and opportunities on the ground.

### Racial Equity Subcommittee (RES)

A subcommittee to the CAC whose mission was to foreground racial equity throughout the planning process by exploring the history and impacts of past planning decisions and making recommendations to foster greater equity in the future.

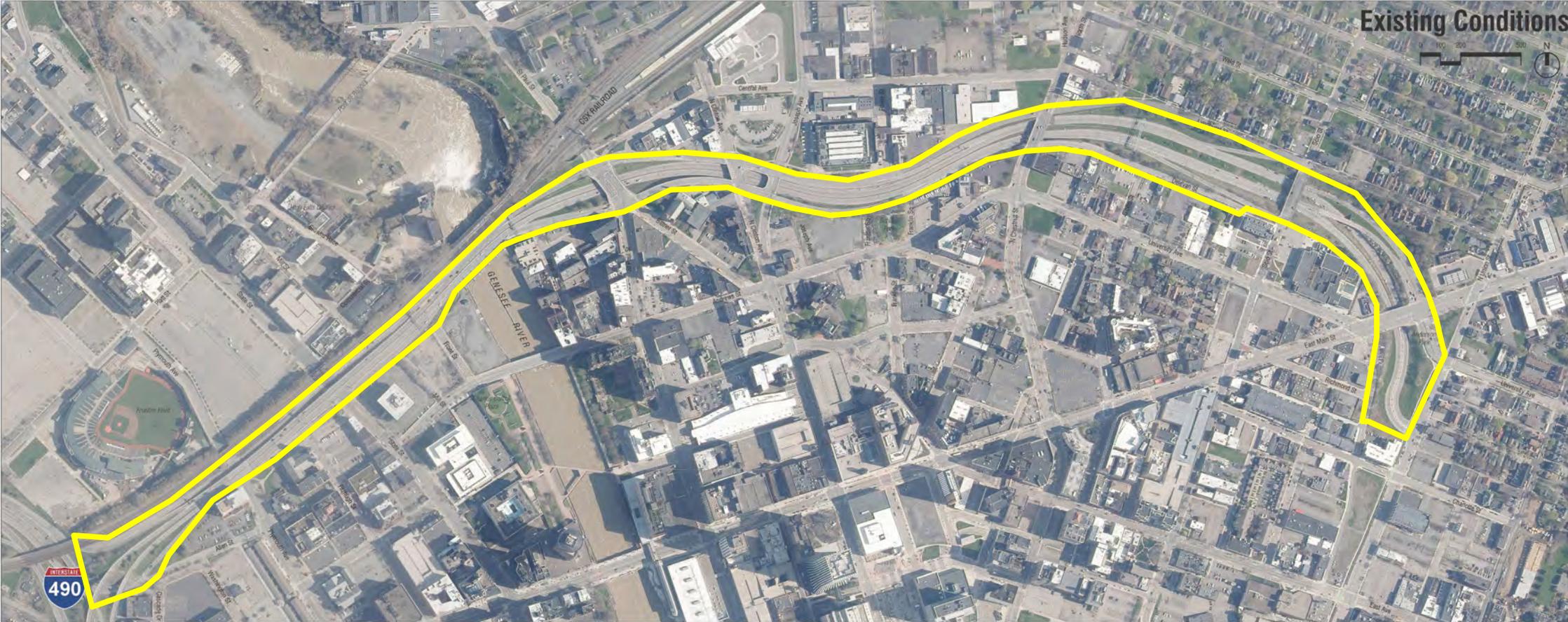
#### **Mission:**

*This subcommittee seeks to center racial equity throughout the planning process of the Inner Loop North redevelopment by examining the history of racial trauma caused by municipal planning decisions, and crafting recommendations that create accountability and build authentic community.*

#### **Vision:**

*The racial equity subcommittee aspires to redefine the city building process as a vehicle for reparations that provides for the economic, social, and emotional well-being of Black and Brown residents.*

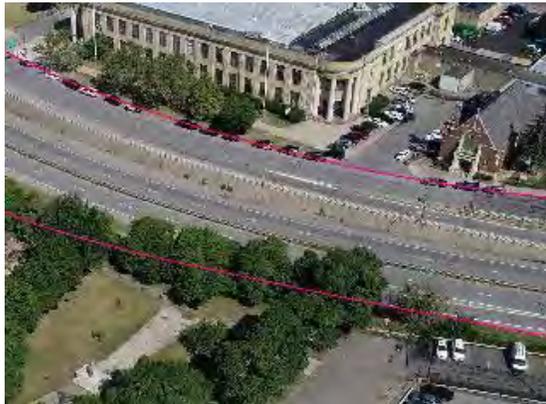
# Inner Loop North – Existing



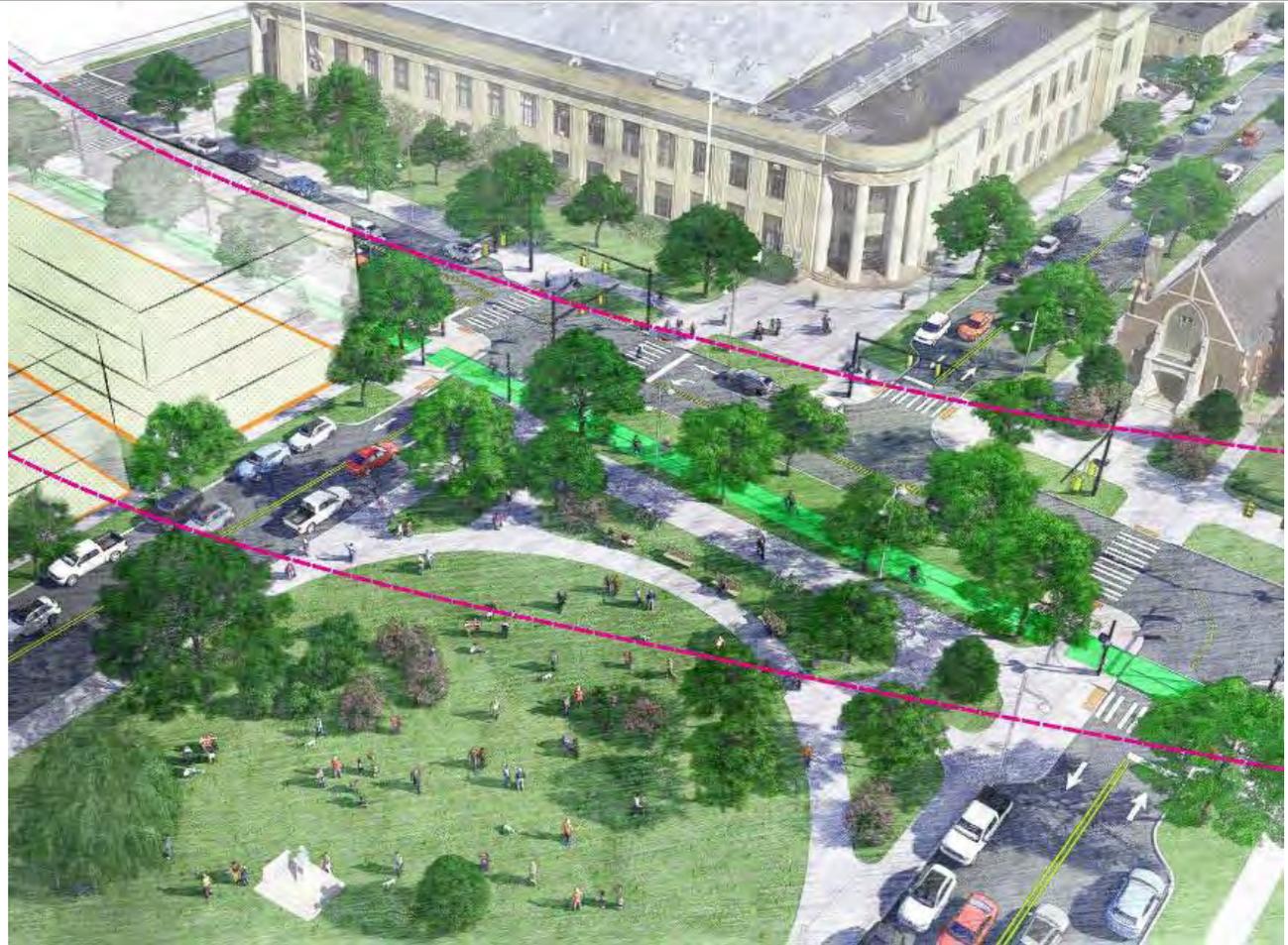
# Inner Loop North – Preferred Concept



# Inner Loop North – Preferred Concept



**Restored Green Space  
/ Franklin Square**



# Inner Loop North – Preferred Concept



# Inner Loop North – Preferred Concept



# Inner Loop North – Next Steps

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## TIMELINE

- Planning Study – Spring 2020 to Summer 2022
- Preliminary Design – Spring 2023 to Summer 2025
- Final Design – Summer 2025 to Summer 2026
- Bid & Award – Fall/Winter 2026/27
- Construction – Spring 2027 to Fall 2028
- Infill Development – Could begin Spring 2028
  - >20 acres of new land to be created

## COST

- Design: ~\$8M
- Construction: ~\$90M

## FUNDING

- State: \$100M for Design & Construction

# Thank You!

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