

Memo to: DAVID L. WALTHER

1968

Major Outline

Encourage rebuilding, renewal

^{completely}
Intro - a city must rebuild itself every 40 yrs. or go downhill, like Newark.
Mke. has fallen behind, is in danger. New bldg. isn't keeping up with depreciation.
Means loss of tax base, higher welfare costs, higher tax rates, repelling of new investment: a vicious circle.
Rebuilding has ~~three~~ 3 aspects: a, Expansion b, Upkeep & remodeling c, Clearance
& renewal

a. Expansion

Mke. has expansion areas, s & n.w. esply. These compete w. suburban locns, have to be competitive.

Under H.M., have become frightful examples of urban sprawl: of unjust enrichment of parasitic land speculators; of public works for priv. profit. Mke. taxpayers force the p.w., but the rich owners live outside the city, hiding behind the smokescreen of mayor who poses as defender of city.

Problem: city extends utilities better shelter, at initiative of developers. This multiplies the cost per family of serving new people. By deliberate policy, assessor undervalues the included but undeveloped land. This strengthens holding power of speculators, while the city's investments rust, taxpayers carry the interest, other parts of city are neglected, and potential builders and buyers are repelled by overpriced land and go elsewhere.

Solution: extend city works in compact incremental blocks, at the city's initiative. Plan the ultimate density of population.

Size the city works for the ultimate density. Raise land assessments as soon as the extension of works makes the land more valuable. Thus go quickly to ultimate density let full use of city's investment. End free ride for favored taxpayers -- add the unearned increment to the city tax base immediately. (This is in keeping with what will be a major recommendation of the National Commission on Urban Problems, Sen. Paul Douglas, Chmn.; also of the national organization of mayors, including H.M., only he doesn't practice at home what he preaches) Free city's capital for use elsewhere.

There are also inner rings of expansion of hi-density uses like apts. and commerce into older and low density uses. Same principles apply.

b. Upkeep, maintenance, and remodeling.

Many ^{and not} poor citizens, in Mke, have made notable efforts to maintain their bldgs. and neighborhoods. This can create ^{and restore} neighborhoods of great charm, as it has in some places.

Problem: H M has emphasized bull-dozer approach to urban renewal. He has searched the earth and scattered pockets of humped-out cleared land all over. He has broken up stable neighborhoods, destroyed their community structure and social organization. His bulldozers have cleared out good homes along with the bad. ^{like pulling all your teeth out because of an ache in one.} He has let his assessor take remodeling permits as the signal for raising assessments. So many householders are afraid to improve for fear of tax penalties. ^{But on the other hand,} ~~the~~ the absentee who ~~lets tenants~~ rents out, milks his property while tenants are inadequately supervised, is rewarded by a downward reassessment ~~after~~ on the milked-out building.

Solution: Shift emphasis from wide-swatch bulldozer clearance to selective removal of substandard individual buildings. Encourage ~~a~~ maintenance of the rest.

Use the assessor's latitude. Stretch it just as far as the law allows, to avoid ~~a~~ and delay upward reassessment following remodeling.

Push for a formal ~~assessment~~ assessment-freeze law for remodeling.

c. Clearance and renewal

This is major. Mke. has become an older city. Large areas are on the verge of renewal. Many are over the verge, but haven't been renewed because of investor doubts about the future of Mke.

Especially in the central area, there are wide neighborhoods where the standing buildings are worthless — they add nothing to, or detract from the value of the bare land.

Milwaukee impresses visitors as a city w/o a center. This is the city's great weakness in interurban competition. It has the weakest c.b.d. of any major American city — even decentralized L.A. has a c.b.d. which contains a higher share of the city's tax base than does Mke.

The problem is epitomized in our troubles over a convention center. "Convene" means bring together. The full use of Mke's hotel-motel space cannot be brought together to support a convention — it is too fragmented.

So we need renewal for two reasons: to offset aging; and to revitalize the heart of Mke, lest Mke. become the city w/o a heart, a fragmented collection of small towns and shopping centers, close enough to get in each others' way but too far apart to pull together.

5 pages on this

- 1 -

How to make a city greater -- (and sustain r.e. values and maintain tax base)

Conc. on things mayor can do something about

A. Encourage rebuilding

1. Make land available

- Use land banks technique to assemble sites for apts.
- Sell urban renewal land in smaller parcels, and faster.
- Use city's bonding power to ~~the~~ extend credit to small

builders

- Raise assessments on vacant and underdeveloped land, accelerate sale. Assessor put more emphasis on potential productivity and neighboring sales values of land, less on actual use.
- Increase capacity of utilities in hot areas - cooperate to get land prepared for development

- Step up condemnation of dilapidated bldgs., Demolish them fast, sell land - after reassembling if possible.

2. Soften impact of property tax on new bldgs.

- Push for new freeze law, general use latitude in assessor's office ^{destructively} instead of as in the past
- Instruct assessor not to put new bldg. on rolls at cost, but wait until it fills up

Compare like to other cities

Low % of r.e. in CBD

Anti + of new bldg.

Is new bldg. keeping up w. deprec.

- Lower tax ^{rate} (central city has cbd & indy. and compactness, why can't it have lower taxes? ineffic. gov; draws more from state & fed; needs ^{urban} ~~city~~ ^{place} ~~place~~ ^{growth} ~~growth~~ ^{employment} ~~employment~~ ^{investment} ~~investment~~)
- Instruct assessor not to A.L.V. when site is renewed,

- Instruct " to A.L.V. before site is renewed, thus preventing redeprec. of old bldgs. for inc. tax.

- Instruct ass. to keep to up value the land lease loan in divided (over)

interests. I.e. soaks the absentee rent collector lounging on the beach in Acapulco, rather than the investor who improves the city. This is better than railing futilely at suburbs.

5. Attract new indy & jobs

— correct overassessment of indy. It is tempting to soak indy, ~~but~~ thinking this lowers taxes on homeowners. But it drives away indy. Mbe. is not the only loan, for most indy. Our firms are progressively removing their capt. from our tax base by expanding elsewhere. This leaves us w. a residue of ^{Welfare} ~~underemployment~~ — thus raising taxes on homeowners. So overassessing indy. ~~it~~ is shortsighted. (It is also illegal)

6. Strengthen center. Mbe. is known to visitors as the city w/o a center. A city needs a heart. A focus of supply & demand, where the full power of its size may be brought to bear.

~~Fragmentation problem epitomized by convention problem. "Convene" — bring together. Of what value are motels ^{rooms} out in Wauwatosa, ~~or~~ or even out at 27th & W's., to conventions downtown?~~

— recalcitrant regional planning toward city, & city center. How can center grow strong when RPC has written it off; is dominated by outer fringe reps. and their philosophy of decentralization; when the Mayor ~~own~~ ~~and planning staff declines to~~ does not support his own planning & ec. dev't. staff in combatting RPC; & when he lets his own eng. staff support RPC? They are subsidizing decentralization.

1 (renewed)

- ~~zone~~ land for highest use the market allows, beginning in center
- ~~reexamine holdings of Port of Mbe.~~
- expand public housing

3. Use muni. bonds to force bldgs. for new indy.

City can borrow cheaper than any firm. Espl. small firms. Use city's credit to help small firms. Ways must be found, as other cities have shown.

4. A renewal value of land in Mbe.

- L.v. now very low: Mbe. has perilous position. needs to be on its toes, live by wits.
- Element of urgency; could go downhill
- One of highest propy. tax rates in U.S.
- ~~Land overripe for renewal. A small push could~~ spark a lot of change. A renewal value; lower defender income.
- Lower tax rates.

7. Clean up lake front.

Recreation & beach life are fast-growing Am. avocations. Meanwhile, under Main airm., Mke's beaches growing unfit for use.

Mke's inadequate sewer collection lines to blame.

Capt. budget must be spent on them. But Main is squandering sewer money on new areas, low density -- & letting city be hooked for sewerage suburbs.

8. ~~Revent~~ Menom. V. for indy.

~~Great indl. heart of Mke., best rail & wtr. access, a shambles, an indl. mess. Piles of coal & salt, ^{common, sand & gravel, scrap.} open storage. Terrible access for labor. Low tax yields. Low l.v. Low turnover. Low linkage to CBD.~~

9. Balance industry and residences.

Historically, Mke. has been a high wage blue collar town.

As older housing deprec., has attracted low skilled immigrants. But employment base hasn't adjusted, resulting in high unemployment for this group. Educ. system hasn't adequately adjusted, either. (Mke's good ~~young~~ indl. young school plant needs to gear to doing the job that now needs doing.)

Program: expand indy in areas of high unemployment. Add missing rungs on ladder of advancement. More shoe prodn., e.g. We have the Tanneries. Let city coop. in training programs. (How?)

But as we adjust to low wage immigrants, simul. want to offset further depreen. Upgrade bldgs. & schools, attract & hold higher paid people.

10. Rationalize devmt. of NW side

Develop in steps. Compact increments.

Now, NW gets all the capt., pays few taxes. -- assets held down; munic. works extended widely.

11. A city must rebuild itself every 40 yrs, or become a slum.

Site renewal is a regul. decision to the renewer

But to his neighbors, ~~at~~ spillover benefits are supranatural.

Waltham

1. Assessment Pol.

2. Utilities - get into sewer financing

#1 3. ~~Lower~~ ^{Lower} r.e. values in Mbe.

by Wed. mite

"How to make a city greater"

Mbe. can be great city

Mix inspiration (greatness) with ~~grabbing~~ ^{pragmatic} earthiness (maintain values)

5:15 PM Wed.

Appeal to you as adults; HM appeals to you as children.

He caters to yr. lower ~~inst~~ feelings: jealousy of suburbs; fear of negroes.

I speak to you as responsible people who are glad you live in Mbe.
and want to ~~keep~~ restore its greatness.

Waltham

Ec. devt.

By Sat. A.M.

1. Tip-off program
 2. Last minute appeal for bus. votes, from Lauer
 3. City Partnership w. Business
-

Some ideas:

- Get Urban Renewal moving. Rebuild land already cleared. Generate fiscal surpluses.
- Foster bus. climate favorable to innovation, attracting growth industries. Cooperation of business and Universities, on the Calif. model.
- Help the city "grow up to its size" by ~~strengthening~~ the central market place, and infrastructure needed to promote internal circulation of city, linkages among firms. Stop & reverse loss of warehousing.
- Get more city representation on SEWRPC; greater orientation toward central city.
- Help restore greatness and preeminence of downtown by combatting its weaknesses: noise, air pollution, traffic congestion, obsolescence, fragmentation, poor access.
- Review assessment discrim.

Get more state money spent on city circulation. E.g. Mitchell Field — get it linked to CBD

To make a great city, add to variety of available resources. Thus a no. of things that can be done here. Technology is ^{progressively} increasing ~~the~~ the dependence of one mfr. on another, and on supply houses. Firms move to cities ~~where they can~~ which facilitate the access of one mfr. to another.

To make a climate healthy not just for "business", but for small bus., new bus., growth bus.

— Need emplmt. opps. for labor. New indy. in core. Take advantage of Fed. retraining programs. City coops. w. bus. to start new bus. Not in the unsavory way of the pipeline terminal, but to the end of helping reasonably, and getting empl. opps.

— Every resource we lose makes us lose others. It lowers our magnanimity. Every supply house that leaves, was a market for some, a source of materials for others, an employer and a taxpayer as well. We do not choose indies: they choose us. Need to be more attractive. Need to attract our own competition: ~~those indies~~ realize advantages of being close to competition — as been did.

— What makes a city ^{great?} good? No longer a location; or a single raw material. Rather, it provides a depth and variety of materials, skills, ^{specialized business and personal services,} and ~~access~~ amenities and services, not available elsewhere. Internal circulation is key to city growth. Also frequent external contacts. City provides fast, convenient, cheap access: to the outside; and among its own parts. Look to these basics

A. External access

— The Port of Mke. Need renewal of Menom. V., intensify

uses of port, get use from the capl. already there, justify more.

(Review leasing policies)

(Review performance criteria, is Port understating its asset values?)

- ~~Ps~~ Rail

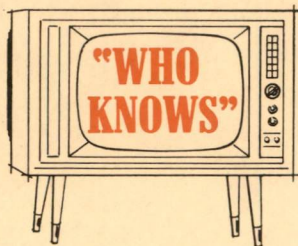
- ~~Es~~ Hiways.

- Airport

- Pipelines

B. Internal Circ.

Can a new firm get what it wants, needs



HIGH SCHOOL QUIZ SHOW ...

If you haven't already done so, make it a point to tune in Channel 6 at 5:30 Saturday afternoons to see and hear the exciting and entertaining high school quiz show "Who Knows?" This half hour television show matches teams of students from high schools in Milwaukee and surrounding communities in a contest of knowledge and skill. The show is dedicated to youth — and gives them a chance to reveal their real potential to the adult world. The whole family will enjoy WHO KNOWS? Tune in Channel 6 — Saturday, 5:30 P.M.

HOUSEHOLD TIPS: When doubling a recipe, never double the salt. Use just half again as much, then keep testing until salt is sufficient... A tablespoon of cooking oil or margarine added to boiling spaghetti or noodles will make the water less likely to boil over... A cloth dipped in vinegar will remove starch stains from the sole plates of your electric iron. Rub the cloth over the plate while the iron is still warm.

Ed. Mke. org. as a coop?

TAX INEQUITY



Did you know that about 22 cents out of each dollar you pay for electric service goes for taxes — to support government at all levels — federal, state and local. Did you also know that there are many Americans whose electric bills carry no such tax burden? These favored consumers, representing some 20% of the public, are customers of government owned or sponsored power utility systems, including electric cooperatives. We are in a critical period of our country's history. There is great concern over inflation and the need for higher taxes. It seems that now would be a good time to correct this tax inequity, and collect taxes through all electric bills, and not just from customers of investor-owned companies.



The first Series E War Bonds were issued in May 1941. Today, U.S. Savings Bonds are owned by 40 million Americans. They are important to the U.S. Treasury in its efforts to manage national debt and curb inflation.

WINTER'S HERE . . .

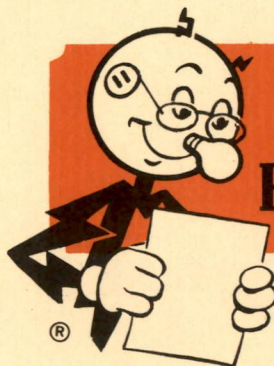
Did you realize how much the season of the year affects your electric bill? In the winter time, for example, folks usually stay indoors more. This means more hours of radio and television entertainment, more kitchen snacks prepared on electric appliances, more lighting and, of course, more work for furnace fans and blowers. When temperatures go down, your use of electricity usually goes up.



When stopping on a slippery pavement, pump your brakes to avoid locking the wheels, advises the division of motor vehicles, Wisconsin department of transportation. A rapid pumping action helps maintain steering control and also flashes the brake lights to warn following traffic. Braking distances on snow and ice are three to nine times the normal dry pavement braking distance. So reduce your speed accordingly.

Safety experts also say that heater and defroster operating at peak efficiency are essential for good visibility during winter. They suggest that you check your lights front and rear, replace streaking wiper blades, and keep the washer filled with an adequate amount of recommended windshield anti-freeze solution.

WISCONSIN **electric power** COMPANY



REDDY KILOWATT REPORTS...

Edison Electric Institute predicts that by the year 2000, most travel within city limits will be in small electric cars and that, in downtown areas, shoppers and office workers will ride on moving sidewalks.

Wisconsin Electric Power Company has purchased an electric car to study its possible application in lessening air pollution. In addition, air pollution control equipment is being installed on all WEPCo. trucks and automobiles. This is but a small part of a constant effort to reduce to a minimum any remaining air pollution for which WEPCo. plants or equipment may have some responsibility. Improvements include such things as high-efficiency precipitators (dust and fly ash collectors) at coal-burning power plants, the installation of high-rise chimneys for the greater dilution and dispersal of invisible gases which cannot be disposed of by other means, the conversion of some of the older coal-burning plants to natural gas and oil, and the building of nuclear (chimney-less) power plants such as the Point Beach Nuclear Plant now under construction.

Send to Dave W. (or carry)

1. H & H '60
2. Nations Cities
3. " "
4. Cont. Pol.
5. PT 74 R
6. Douglas Comm.
7. Air Constr.
8. Sections of Well. Ecs & Env.
9. ~~" " Fed. Water stuff~~