

## **RECORD OF PUBLIC COMMENTS AND RESPONSES ON THE DRAFT COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY FOR SOUTHEASTERN WISCONSIN: 2015 - 2020**

- Summary of Comments and Responses
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## SUMMARY OF COMMENTS AND RESPONSES

### INTRODUCTION

The Comprehensive Economic Development Strategy (CEDS) for Southeastern Wisconsin is intended to make the Region and its constituent county and local governments eligible for grant funding from the U. S. Department of Commerce Economic Development Administration (EDA) through the preparation of a regional economic development strategy. The CEDS was developed with the participation of the public and private (government and business) sectors. The CEDS draws heavily from the “Framework for Economic Growth” prepared in 2012 and 2013 for the Milwaukee 7 (M7) by the Brookings Institution. The M7/Brookings Institution plan was supplemented where necessary to meet the requirements for development of a CEDS set forth in EDA regulations and to address the comments made on the draft CEDS, as documented in this report. The CEDS was prepared jointly by the M7, SEWRPC, and the Southeast Wisconsin Regional Economic Partnership (REP). The REP includes a representative from each county economic development organization or county staff, the City of Milwaukee, We Energies, M7, and SEWRPC.

This report documents the CEDS review process, which took place from March 2 through May 1, 2015. This section includes a summary of verbal comments received at public meetings at which the draft CEDS was presented, followed by a summary of written comments. Responses and, where applicable, changes made to the draft CEDS are provided after each comment. Copies of written comments received are in Attachment A.

The availability of the CEDS report for review and comment was advertised through an announcement at the M7 meeting on February 19, 2015, display advertisements in newspapers throughout the Region, the March 2015 edition of the SEWRPC newsletter, and by posting on the SEWRPC website. In addition, notice of the availability of the draft CEDS for review and comment and a copy of the Executive Summary was mailed to 83 environmental justice organizations. Copies of these materials are included in Attachments J through N.

Presentations on the draft CEDS were made at the following meetings in early 2015:

- February 10: SEWRPC Planning and Research Committee
- March 12: Waukesha County Business Alliance Economic Development Committee
- April 2: Washington County Economic Development Corporation Board
- April 7: SEWRPC Environmental Justice Task Force
- April 13: Milwaukee County Economic and Community Development Committee
- April 14: Racine County Economic Development Corporation Board
- April 16: Ozaukee Economic Development Corporation Board
- April 20: Racine County Economic Development and Land Use Planning Committee
- April 21: Walworth County Board

Written comments were received via mail or email from the City of West Bend, the American Civil Liberties Union (ACLU) Foundation of Wisconsin, the NAACP Milwaukee Branch, and three individuals. Verbal comments were provided the presentations made to County economic development organizations and county board or board committees between March 12 and April 21, 2015. Verbal comments were also provided at the Commission’s Planning and Research Committee meeting on February 10, 2015.

## SEWRPC PLANNING AND RESEARCH COMMITTEE

1. **Comment:** Agriculture plays a big part in the regional economy and consideration should be given to identifying agriculture as a key cluster. There are many jobs in the Region that are agricultural-related, including processing of leather goods, canning, grain elevators, production and sale of chemical fertilizers, farming equipment, animal feed, and seed conditioning.

**Response:** The location quotient for the Region for all farm-related industries for which there is a specific North American Industrial Classification System (NAICS) code is 0.32. This relatively low number may be attributable to location quotients for the Region of 0.21, 0.33, and 0.12 in the NAICS codes for crop production, animal products and aquaculture, and support activities for crop production, respectively. When the NAICS codes associated with food manufacturing and manufacturing farm equipment are added to farm-related industries, the location quotient for the Region is 0.84.

Production agriculture plays a more prominent role in some of the counties than in the Region as a whole. The location quotient for animal production was over 1.0 in Ozaukee, Walworth, and Washington Counties (1.39, 3.72, and 2.01, respectively). At 0.85, Washington County had the highest location quotient of the Counties for crop production.

Food and beverage manufacturing is identified as a key cluster in the Region. The location of a number of food processing/manufacturing facilities in the Region is due in part to the supply of agricultural products grown and produced in and around the Region. To recognize the existence and contribution of agricultural production to this cluster, references to “Food and beverage manufacturing” have been revised to read “Food and beverage production and manufacturing, including ingredients, processing, and food production.” Based on other comments received during the review period, the list of key business clusters in the report summary and in Chapter V has been revised as follows:

“Six business clusters have been identified as having the best potential for economic growth, expansion, and attraction in Southeastern Wisconsin:

- **Energy, power, and controls**, focusing on products and services related to electrical power distribution and industrial and building automation and controls.
- **Water technologies**, involving water quality and quantity, wastewater treatment, environmental engineering, and the manufacturing and distribution of pumps, valves, and other water related equipment.
- **Food and beverage production and manufacturing**, involving ingredients, processing, and food production.
- **Finance and insurance services**, focusing on insurance and money management.
- **Headquarters and business services**, particularly relating to information technology; data processing systems and services; distribution and supply chain systems; and medical information.
- **Medical technology, bioscience, and health services**, focusing on diagnostic equipment and botanical and pharmaceutical research, product development, and manufacturing.

**Machinery manufacturing** has also been identified as a driver industry, which supports or is part of most of the six key clusters through the manufacture of sophisticated machinery used in the power, energy efficiency, water treatment and distribution, medical, and food products industries, among others.

**Printing** was identified as a legacy cluster, with a potential to capture an increasing share of the consolidating printing market based on the cluster’s regional concentration and levels of local expertise, supportive industry institutions, and access to Wisconsin’s paper industry.”

2. **Comment:** Would EDA grants be available for funding public transit projects if a County has adopted a CEDS?

**Response:** According to EDA staff, the U.S. Department of Transportation is the Federal agency with primary responsibility for funding arterial street and public transit projects; however, EDA will consider funding transportation projects if a clear economic purpose for the project is established, which typically requires job creation or leads to additional private investment in the economy. Examples of transportation projects that EDA may consider funding include street widenings or turn lanes to improve access to a manufacturing facility or business park, or shuttle services to provide transit access to a manufacturing facility or business park. EDA staff stressed that proposed projects considered important to economic development in the Region, such as increased transit service, should be included in the CEDS even though EDA would not be the primary funding source.

See Attachment B for additional information about EDA grants.

3. **Comment:** How much funding would potentially be available through EDA grants for a particular project?

**Response:** During the first three quarters of 2014, the EDA awarded grants to 179 projects. The awards ranged from \$125,000 to \$4.6 million, with an average award of \$1.05 million. Two projects in Wisconsin were funded, one for \$800,000 for infrastructure improvements for an industrial park in the City of Platteville, and a \$200,000 award to the City of Milwaukee and M7 to initiate the Next Generation Manufacturing initiative. The Milwaukee/M7 award was deemed eligible based on the draft CEDS for the Region.

4. **Comment:** Are the projects on Tables VIII-1 and VIII-2 listed in priority order?

**Response:** Potential projects are divided into lists of Tier I and Tier II projects. Tier I projects (Table VIII-1) would have a more significant impact on economic development in the Region than Tier II projects. Projects within each of the lists are not in any priority sequence or order.

5. **Comment:** Does the CEDS includes information about industries and government agencies partnering with research departments of universities such as the University of Wisconsin-Milwaukee and Marquette University to help foster more cooperation and collaboration among the parties?

**Response:** Additional information about collaborations between institutions of higher learning, government agencies, and the business community has been added to Chapters IV and VI (see Attachments C and D).

## **WAUKESHA BUSINESS ALLIANCE ECONOMIC DEVELOPMENT COMMITTEE**

6. **Comment:** Consider including Information Services as a key economic cluster in the Region. This is an important cluster in Waukesha County.

**Response:** The description of the “Headquarters and Business Services” cluster in the draft CEDS has been revised to read “Headquarters and business services, particularly relating to information technology and data processing systems and services; distribution and supply chain systems; and medical information.” See the response to Comment No. 1 for other refinements to the list of key clusters.

Data processing systems and services currently has a location quotient of 2.43 in the Region, with concentrations in Milwaukee and Waukesha Counties (location quotients of 2.66 and 4.47, respectively). Information technology (computer system and software design) has a location quotient of 0.70 in the Region, with higher than average concentrations in Ozaukee and Waukesha Counties (1.38 and 1.25, respectively).

7. **Comment:** Consider including additional Performance Measures to help measure success in implementing the CEDS, specifically comparisons between the Region and similar-sized metropolitan areas in terms of median incomes and other metrics.

**Response:** Data comparing the Milwaukee Metropolitan Statistical Area (MSA) to comparable metropolitan areas is presented in Attachment E and will be incorporated into Chapter V of the CEDS. Such data will be included in the annual CEDS implementation reports if the Region is designated an Economic Development District.

8. **Comment:** The Plan of Action (Chapter VII of the CEDS) should give more attention to infrastructure needs, specifically transportation infrastructure related to freight (trucking and railroads), business travel (additional non-stop flights from Mitchell Airport), and transit (providing access to job locations).

**Response:** Transportation needs within the Region are identified in the Regional Transportation System Plan prepared by SEWRPC and updated periodically. The following implementation measure has been added under the “Public Policy” sub-section of Chapter VII (see Attachment F):

- **Implementation of the Regional Transportation Plan**  
The M7 and State, County, and local governments should work to implement the regional transportation system plan prepared by SEWRPC. The regional transportation plan seeks to provide a multi-modal transportation system with high quality public transit, bicycle and pedestrian, and arterial street and highway elements which add to the quality of life of Region residents and support and promote expansion of the Region’s economy by providing for convenient, efficient, and safe travel by each mode. A sound and reliable transportation system is necessary to ensure the timely movement of freight and to ensure that workers can readily access job locations, including access for households that rely on public transit for travel to work and training opportunities.

9. **Comment:** The Plan of Action should also include an effort to educate local officials about the need for affordable single- and multi-family housing that would be affordable to the Region’s workforce.

**Response:** The following implementation measure has been added under the “Public Policy” sub-section of Chapter VII (see Attachment F):

- **Continue Efforts to Provide Housing Affordable to the Region’s Workforce**  
Economic development agencies, SEWRPC, and businesses will continue to work with local governments to inform them of the need for affordable workforce housing within a convenient commuting distance of area businesses. The regional housing plan prepared by SEWRPC includes recommendations for providing housing affordable to a community’s workforce and for providing transit services to provide connections between existing areas of affordable housing and job centers.

## WASHINGTON COUNTY ECONOMIC DEVELOPMENT CORPORATION BOARD

10. **Comment:** Who is eligible to apply for EDA grants, and what is the process for applying?

**Response:** Attachment B provides information about the EDA grant process.

## SEWRPC ENVIRONMENTAL JUSTICE TASK FORCE

Members of the Environmental Justice Task Force (EJTF), at a meeting on April 7, 2015, did not make any comments on the CEDS, but the ACLU of Wisconsin Foundation provided comments to the EJTF. The ACLU comments are included and addressed in this Record of Public Comments.

## MILWAUKEE COUNTY ECONOMIC AND COMMUNITY DEVELOPMENT COMMITTEE

11. **Comment:** The CEDS should be revised to include an additional component which will address the job training and sustainable housing needs of men and women transitioning to the community from the Department of Corrections.

**Response:** The “Workforce Development” section under Objective 5 (Improve the Climate for Economic Development) in the “Principles and Action Plan” in Chapter VII and Table VIII-1 in Chapter VIII have been revised to address this comment (see Attachments F and I).

12. **Comment:** The CEDS should include focused implementation measures to address minority unemployment, which is particularly high.

**Response:** A new Objective 6 (Achieve Greater Equity in Employment and Income) and implementing recommendations have been added to the “Principles and Action Plan” in Chapter VII to address this comment (see Attachment F). Additional information and maps documenting minority unemployment have been added to Chapter V (see Attachment G).

13. **Comment:** What criteria does EDA use to evaluate grant applications, and who is eligible to apply? Will there be a regional clearinghouse for prioritizing grant applications from counties and communities within the Region?

**Response:** Attachment B provides the requested information about the EDA grant process. No regional prioritization is required by EDA.

14. **Comment:** The Milwaukee County Medical Center and Research Park are important components of the regional economy and should be included in the CEDS.

**Response:** The requested information has been added to Chapter VI (see Attachment D).

15. **Comment:** The Intergovernmental Cooperation Council, referenced on page VI-8 with regard to enhancing inter-jurisdictional cooperation and collaboration for economic growth, has a suburban focus and does not adequately consider the needs of City of Milwaukee residents.

**Response:** The first bullet point under Strategy No. 9 “Enhance inter-jurisdictional cooperation and collaboration for economic growth” in Chapter VI of the draft CEDS has been revised as follows:

“Eliminate duplication and achieve more cost-effective, efficient, and streamlined provision of government services. Government efficiency fosters economic growth by improving the tax-value proposition for firms

(i.e., they reap more value for their tax dollars). The Intergovernmental Cooperation Council of Milwaukee County, the Kenosha County Council of Governments, the Walworth County Intergovernmental Cooperation Council, the Waukesha County Cooperation Council, and similar organizations have identified and begun to execute shared services initiatives across the region. Efforts across County lines have also been made, including a recent joint recycling project between the City of Milwaukee and Waukesha County, joint fuel purchases by the City of Milwaukee, Milwaukee County, and Waukesha County, and HAZMAT services provided by the City of Milwaukee for the four-county MSA and by the City of Racine for Racine, Kenosha, and Walworth Counties. These efforts should be bolstered to identify further opportunities to better coordinate public services and align policies in ways that reduce costs. Joint discussions and efforts among all municipalities in each county and between county and local governments across county lines should also be pursued on a regular basis.”

### **RACINE COUNTY ECONOMIC DEVELOPMENT CORPORATION (RCEDC) BOARD**

16. **Comment:** Include Wisconsin location quotient information in relation to the Region as well as the Nation.

**Response:** Table V-7 has been updated to provide the requested information (see Attachment H).

17. **Comment:** Revise the Plan of Action to reflect programs and activities efforts carried out by the RCEDC.

**Response:** The “Principles and Action Plan” in Chapter VII of the CEDS has been updated to include the requested information for the RCEDC and other county economic development organizations (see Attachment F).

### **OZAUKEE ECONOMIC DEVELOPMENT CORPORATION BOARD**

18. **Comment:** Are only those counties and communities with areas of economic distress eligible to apply for EDA grants?

**Response:** If an Economic Development District (EDD) is established, any eligible applicant within the District may submit an application if the proposed project will benefit an area(s) of economic distress. If the Southeastern Wisconsin Region is not designated an EDD, only those county or local governments or institutions of higher learning located in an economically distressed community and proposing a project that will benefit the economically distressed area are eligible to receive funding. See Attachment B for additional information about the EDA grant process.

19. **Comment:** Support was expressed for cooperative regional economic development planning and the need, included in the CEDS, for creating vibrant, mixed-use communities to encourage younger workers to remain in, or relocate to, the Region.

### **RACINE COUNTY ECONOMIC DEVELOPMENT AND LAND USE PLANNING COMMITTEE**

20. **Comment:** Who would be the appropriate agency in Racine County to apply for EDA grants?

**Response:** The County Board could designate any, or multiple, County agencies as responsible for preparing EDA grant applications, although participation by the Racine County EDC would be advisable for any economic development project to be undertaken by the County. If an Economic Development District (EDD) is designated in the Region, the staff of the EDD would also be available to assist in preparing the application.

## WALWORTH COUNTY BOARD

21. **Comment:** Will there be a regional clearinghouse for prioritizing grant applications from counties and communities within the Region, or would the County submit applications directly to EDA?

**Response:** Any applications within the Region would be submitted directly to EDA. See Attachment B for additional information about the EDA grant process.

22. **Comment:** Are street and highway improvement projects eligible for EDA grant funding?

**Response:** According to EDA staff, the U.S. Department of Transportation is the Federal agency with primary responsibility for funding arterial street and public transit projects. EDA will consider funding limited transportation projects if a clear economic purpose for the project is established, which typically requires job creation or leads to additional private investment in the economy. Examples of transportation projects that EDA may consider funding include street widenings or turn lanes to improve access to a manufacturing facility or business park, or shuttle services to provide transit access to a manufacturing facility or business park.

## AMERICAN CIVIL LIBERTIES UNION (ACLU) OF WISCONSIN FOUNDATION

23. **Comment:** Do any of the CEDS plan advisory committee members represent minority businesses?

**Response:** Preparation of the CEDS was a joint effort by the M7, REP, and SEWRPC. The CEDS is drawn from the "Framework for Economic Growth" plan prepared by the M7/Brookings Institution. The CEDS was not a SEWRPC-led planning effort and therefore was not guided by a SEWRPC Advisory Committee. The M7 Council served as the advisory committee for the CEDS.

24. **Comment:** The fact that counties/communities could apply for grants for distressed areas would not obligate them to do so, correct? Also, the fact that an area may be listed as distressed does not appear to mean that it is an area of substantial minority population - is there a map overlay on that point?

**Response:** Adoption of a CEDS by a County Board or local governing body is a prerequisite for applying for EDA grants to benefit areas in economic distress under the EDA's Public Works and Economic Adjustment programs. There is no requirement that counties or communities apply for such grants.

EDA criteria for determining economic distress are based on unemployment rates 1 percent or higher than the national average and per capita incomes 80 percent or less than the national average. The percentage of minority population is not an EDA criterion. About 77 percent of census tracts that meet EDA economic distress criteria are also census tracts where the percentage of minority residents is higher than the regional average. Maps have been added to the CEDS to illustrate this relationship (see Attachment G).

25. **Comment:** There appears to be no mention in the "Plan of Action" of targeting persons of color or minority-owned businesses to benefit from these initiatives. In fact, those words do not appear to be mentioned at all in the plan of action - despite undisputed evidence of disproportionate and very high rates of unemployment for African-American and Latino residents. Thus there is no way to ascertain (or assert) that this plan will benefit minority communities in the region. There is clearly a glaring need for a socio-economic impact analysis to evaluate whether and to what extent this plan benefits communities and workers of color.

**Response:** See response to Comment No. 12 regarding recommendations to address the high unemployment rates of minority residents.

The CEDS, as a supplement to the strategic plan for economic development documented in the M7/Brookings Institution “Framework for Economic Development” report, is intended to make counties and communities in the Region eligible to apply for EDA grants designed to benefit areas of economic distress. As shown by Map VI-3 in Appendix G, about 77 percent of census tracts that meet EDA criteria for economic distress are also census tracts where the percentage of minority residents is higher than the regional average. Adoption of the CEDS will provide eligibility for units of government to apply for EDA grants to help create jobs to benefit residents in economically distressed areas.

26. **Comment:** This plan asserts there is a "skills gap" - i.e., a workforce problem. However, there are many workers with skills, or willing to obtain skills, who remain unemployed - and many of these are persons of color. These workers need family supporting jobs. Yet there is evidence from the UWM-Center for Economic Development that this "skills gap" is a myth. See, e.g.: <http://www.bizjournals.com/milwaukee/blog/2013/02/uwm-professor-wisconsin-skills-gap-a.html>, [http://www4.uwm.edu/ced/publications/skillsgap\\_2013-2.pdf](http://www4.uwm.edu/ced/publications/skillsgap_2013-2.pdf).

**Response:** Economists are divided on the question of whether the “skills gap” is due to low wages or a lack of workers with the skills and education needed to fill jobs in the advanced manufacturing and skilled trade jobs; or a combination of the two factors. While there is debate about whether a skills gap exists, there is no debate that unemployment levels are extremely high in parts of the Region (see Map VI-4 in Appendix G). The CEDS is intended to help create more and better-paying jobs and target workforce development efforts to lower unemployment rates and increase incomes within the Region, and to make the Region eligible for EDA grants that will benefit residents in census tracts that meet economic distress criteria due to high unemployment levels and/or low incomes. See response to Comment No. 12 for more information.

27. **Comment:** Despite acknowledging in this plan high and disproportionate rates of Black and Latino unemployment (and we know rates are even higher, if you count "joblessness" - such as those who have given up looking for work), this plan does not appear to contain any targeted solution to deal with those issues or to specifically seek to ensure that these unemployed and underemployed residents have access to benefits of this development - either spatially (by planning for development and redevelopment in and near where communities of color live - which also could provide economic development benefits to those communities as well as employment), or by seeking to ensure the creation of family supporting jobs that persons in poor, hyper-segregated areas of our regions will be able to fill. Of course it is critical that both be considered and addressed, to ensure that African-American and Latino residents receive a fair share of the benefits of this plan.

**Response:** See response to Comment No. 12.

## CITY OF WEST BEND

28. **Comment:** Revise the plan summary to include the names of each of the municipalities or reference how many municipalities are in the Region to reflect the Milwaukee suburban and metro population concentrations.

**Response:** The second section, titled “Southeastern Wisconsin Region” in the Summary chapter was revised as follows:

“The Southeastern Wisconsin Region consists of seven counties located in the southeastern corner of Wisconsin along Lake Michigan (Kenosha, Milwaukee, Ozaukee, Racine, Walworth, Washington, and Waukesha Counties). The seven counties have a total land area of 2,689 square miles, or about 5 percent of the total area of Wisconsin. These counties, however, have a resident population of over 2 million persons, or about 36 percent of the total population of the State. The seven-county region provides about 1.18

million jobs, or about 36 percent of all jobs in the State, and contains real property worth about \$182.6 billion, or about 37 percent of the wealth of the State as measured by equalized property value. Exclusive of school and other special-purpose districts, the Region contained 155 units of general government (counties, cities, villages, and towns) as of June 2015, which are shown on Map I-1.

The Region includes four urbanized areas, and one urbanized area that extends into the Region from northern Illinois (see Map III-1). Urbanized areas consists of a central core and adjacent urban and suburban areas that together contain at least 50,000 people, which are delineated by the Census Bureau based on resident population and population density. In addition to the principal cities of Kenosha, Milwaukee, Racine, and West Bend, the Cities of Brookfield, Cedarburg, Hartford, Mequon, Oconomowoc, Port Washington, Waukesha, and all of Milwaukee County except southern portions of Franklin and Oak Creek are included in the five urbanized areas. The urbanized areas include about 86 percent of the Region’s population and about 27 percent of the Region’s area. The Region also includes many smaller urban areas with a mix of higher-density residential, commercial, and industrial uses, typically within smaller cities and villages. Urban areas with a population between 2,500 and 50,000 residents outside urbanized areas include the Cities of Burlington, Delavan, Elkhorn, Lake Geneva, and Whitewater, and the Villages of East Troy, Mukwonago, Union Grove, and Walworth. These areas, termed “urban clusters” by the Census Bureau, occupy about 3 percent of the Region. About 70 percent of the Region is characterized as rural, where agricultural uses predominate.”

29. **Comment:** Include distribution as a key economic cluster in the Region. Given the proximity to Chicago, the Great Lakes, and Port of Milwaukee, distribution is a key part of the Region’s economic fabric.

**Response:** The description of the “Headquarters and Business Services” cluster has been revised to read “Headquarters and business services, particularly relating to information technology; data processing systems and services; distribution and supply chain systems; and medical information.” See the response to Comment No. 1 for other refinements to the list of key clusters.

30. **Comment:** Although difficult to capture and not a requirement as part of most economic development incentive programs, corporate investment should be considered as a performance measurement. ...Business reinvest a substantial amount of money back into the Region by way of park infrastructure, education, etc..

**Response:** See response to Comment No. 37.

31. **Comment:** Update the lists of proposed projects in Tables VIII-1 and VIII-2 to include four additional and one revised project in the City of West Bend.

**Response:** The updates have been made and are included on the updated tables in Attachment I.

## NAACP MILWAUKEE BRANCH

32. **Comment:** Preference should be given to hiring unemployed residents in economically distressed areas as part of any projects that receive EDA funding, similar to the City of Milwaukee’s Residents Preference Program (RPP).

**Response:** The following recommendation has been added to the “Workforce Development” section under Objective 5 in the “Principles and Action Plan” in Chapter VII (see Attachment F):

“The City of Milwaukee has established a Resident Preference Program (RPP) that requires that 40 percent of hours worked under City-let construction contracts or on projects within a City Tax Incremental Financing District are by City residents who fit specific unemployment or underemployment criteria. Other county and local governments with a high percentage of census tracts in economic distress

due to high unemployment levels could consider enacting residence preference programs for EDA-funded construction projects sponsored by the county or local government. The enactment of such programs may require cooperation with workforce development agencies to ensure that workers with the necessary skills are available.”

33. **Comment:** It would seem beneficial to establish re-entry training focused on the construction industry to help reduce recidivism of previously incarcerated individuals.

**Response:** See response to Comment No. 11.

34. **Comment:** The NAACP Milwaukee Branch will continue to focus on the need for current laws to be applied in the manner in which they were written to benefit the individuals who reside in the distressed areas where these dollars are intended to have direct and indirect economic impact. The employment of African Americans would certainly be a direct benefit of the projects identified in the CEDS.

## **WALEED AHMAD**

35. **Comment:** The number of economic development projects identified in Racine County seems low compared to the Region as a whole.

**Response:** Proposed projects on Tables VIII-1 and VIII-2 were identified by WEDC and County economic development staff. The list of projects may be amended at any time, and any additional projects identified will be added to the project lists if requested by WEDC, M7, or a county or local government.

36. **Comment:** It would strengthen the CEDS if it was adopted by both city and county boards.

**Response:** EDA regulations require adoption of the CEDS by a majority of county boards in the Region as a prerequisite for designation as an Economic Development District. Support from local governments is also important, and the CEDS will be sent to each city, village, and town in the Region with a request that they consider endorsing the CEDS as a framework for economic development in the Region.

37. **Comment:** The CEDS performance measures should call for tracking the residency of those hired for any jobs created to better measure the economic impact on the economically distressed areas EDA grants are intended to benefit.

**Response:** The following paragraph has been added at the end of the list of performance measures in the “Performance Measures” section in Chapter VII (also see Comment No. 30, which is also addressed by the following changes):

“In addition to the performance measures listed above, the M7 and County EDO’s will request that the sponsor of projects funded through EDA grants and businesses they assist through economic development incentives provide them with the following information:

- The number of new jobs created that were filled by residents of the local government in which the project or new or expanded business is located.
- Business corporate investments made during the calendar year in which the business received the assistance. Businesses reinvest a substantial amount of money back into the Region by way of park infrastructure, education, and other donations.”

## **WILLIAM SIMS AND DAMON DORSEY (Identical comments submitted by both individuals)**

38. **Comment:** The CEDS is grossly deficient in addressing issues pertaining to the Region’s minorities and its lower-income populations. None of the proposed projects are located in that part of the Region with the highest unemployment and joblessness rates, Milwaukee Northside.

**Response:** See response to Comment No. 12. In addition, Map VI-4 (Appendix G) shows census tracts in the Region with unemployment rates of 20 percent or more. Several projects are proposed within these areas, including, for example, the Century City and Transform Milwaukee projects.

39. **Comment:** The CEDS does not address the chronic segregation and racism of the Region, especially pertaining to African Americans on Milwaukee’s Northside.

**Response:** See response to Comment No. 25.

40. **Comment:** The plan does not adequately address the extremely high rate of African American male joblessness in the Region.

**Response:** See responses to Comment No. 12 and Comment No. 25.

41. **Comment:** The plan does not address the need for a regional transportation system to connect low income and minority populations to jobs that are created in the regional economy, especially jobs created as a result of this CEDS.

**Response:** See response to Comment No. 8.

42. **Comment:** Minority communities, people with mental illness, veterans, the elderly, and other marginalized groups are grossly under-represented in the proposed CEDS.

**Response:** The CEDS, as a supplement to the strategic plan for economic development documented in the M7/Brookings Institution “Framework for Economic Development” report, is intended to make counties and communities in the Region eligible to apply for EDA grants designed to benefit areas of economic distress. Such grants would be expected to benefit all residents of economically distressed areas, including members of the groups identified.

43. **Comment:** SEWRPC failed to do adequate outreach to minority communities, people with mental illness, veterans, and the elderly to inform them about the CEDS and its comment period.

**Response:** The availability of the CEDS for public review and comment was published in newspapers throughout the Region and was provided to 83 environmental justice organizations representing the groups identified (see Attachments K and N, respectively).

44. **Comment:** The CEDS is promoted by organizations that have been hostile to minority communities, development in Milwaukee’s central city, and the inclusion of minorities in planning efforts. The M7 and MMAC failed to advocate for infrastructure and manufacturing jobs that would have been created with high speed rail and the Talgo manufacturing plant on Milwaukee’s Northside.

**Response:** See response to Comment No. 42.

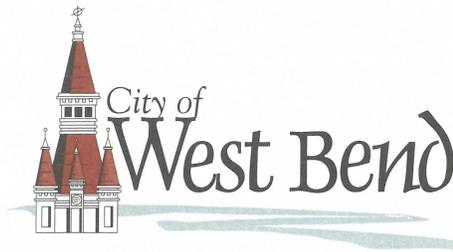
45. **Comment:** The M7 and MMAC are under-represented by members of minority groups, veterans, people with disabilities, and other marginalized groups in Milwaukee.

**Response:** See response to Comment No. 42.

## ATTACHMENT A

### Written Comments on Draft CEDS Received From:

- T.J. Justice, City Administrator and Director of Development, City of West Bend
- Karyn L. Rotker, Senior Staff Attorney, ACLU of Wisconsin Foundation
- Fred Royal, President, National Association for the Advancement of Colored People (NAACP) – Milwaukee Branch
- Waleed Ahmad
- William Sims
- Damon Dorsey



Office of the Administrator  
"Where you want to be"

March 17, 2015

Mr. Ken Yunker, Executive Director  
Southeast Wisconsin Regional Planning Commission  
W239 N1812 Rockwood Drive  
P.O. Box 1607  
Waukesha, WI 53187-1607

Dear Mr. Yunker:

Please accept the City of West Bend's comments, outlined below, to the draft Comprehensive Economic Development Strategy for Southeastern Wisconsin: 2015.

-vii- Summary, Southeastern Wisconsin Region

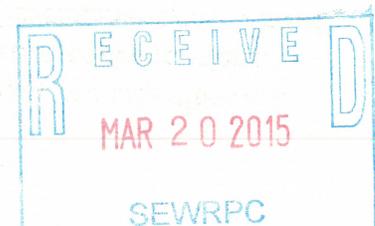
Include names of each of the municipalities or reference how many municipalities are in the region to reflect the Milwaukee suburban and metro population concentrations.  
*Rationale - Although U.S. Department of Commerce, Economic Development Administration funding may largely follow high urban centers, county or regional organizations, it is important to provide it with a characterization of the suburban environment.*

-viii- Key Economic Clusters in the Region

Include distribution as a cluster. *Rationale – Given the region's close proximity to Chicago, the Great Lakes, Miller Brewing, and Port of Milwaukee, distribution is a key part of the economic fabric in Greater Milwaukee.*

-xi- Performance Measures

Although difficult to capture and not a requirement as part of most economic development incentive programs, corporate investment should be considered as a measurement.  
*Rationale – West Bend Mutual, clearly the flagship employer in West Bend, reinvests hundreds of thousands (if not millions) of dollars back into the community by way of city park infrastructure, education, etc.*



1115 South Main Street • West Bend, WI 53095

Table VIII – Tier 1 proposed Southeastern Wisconsin Economic Development Projects

City of West Bend Revolving Loan Fund – Capitalized with \$1.75 million in local origination dollars, the program is utilized as incentive financing to close financial gaps in private sector, job creation growth projects. Source – City of West Bend, Est. 2012  
Strike/delete Praefke Brake Manufacturing Plant – it is now reoccupied

Add Bermico manufacturing redevelopment, Cost TBD, Sources TBD, Est. start date TBD, (in litigation)

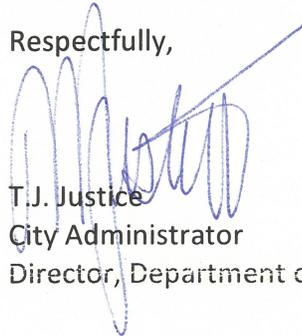
Add West Bend Corporate Center (WEDC certified site), shovel-ready site with 71 developable acres, preliminary cost TBD, funding sources – TIF, city, private, and TB depending on user(s), est. start date 2015

Add Wingate Creek Business Park including the proposed Trenton Road Bridge (over the Milwaukee River) with 155 acres that is developable.

Former Gehl industrial site cleanup and redevelopment (TIF #12), 12 acres, \$20M private investment, WEDC cleanup funded.

Your consideration of these comments and the City of West Bend's economic development priorities is greatly appreciated. If I can provide any additional information, please don't hesitate to contact me.

Respectfully,



T.J. Justice  
City Administrator  
Director, Department of Development

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**From:** McKay, Benjamin R.  
**Sent:** Tuesday, April 07, 2015 12:39 PM  
**To:** Yunker, Kenneth R.; Anderson, Nancy M.  
**Subject:** FW: FW: CEDS Public Comment

**From:** Karyn Rotker [mailto:krotker@aclu-wi.org]  
**Sent:** Tuesday, April 07, 2015 12:04 PM  
**To:** Ella Dunbar; Guadalupe "Wally" Rendon; Jackie Schellinger; Jedd Lapid; N. Lynnette McNeely; Nancy Holmlund; Ness Flores; Ness Flores; Theresa Schuerman; Tyrone Dumas; Wallace White; Willie Wade; Yolanda Satos Adams; McKay, Benjamin R.  
**Subject:** Re: FW: CEDS Public Comment

Ben

Here are supplemental comments on the economic development plan. I do not have email addresses of all recipients of your prior email, but am sending to you and to those to whom email addresses are available and request this be shared with the EJTF.

- 1) Do any of the Economic Development Plan advisory committee members represent minority businesses? (I am aware that a few of the members are persons of color - but it is not clear that they are representing minority-owned businesses. If not that seems a significant omission)
- 2) The fact that counties/communities could apply for grants for distressed areas would not obligate them to do so, correct? Also, the fact that an area may be listed as distressed does not appear to mean that it is an area of substantial minority population - is there a map overlay on that point?
- 3) There appears to be no mention in the "Plan of Action" of targetting persons of color or minority-owned businesses to benefit from these initiatives. In fact, those words do not appear to be mentioned at all in the plan of action - despite undisputed evidence of disproportionate and very high rates of unemployment for African-American and Latino residents. Thus there is no way to ascertain (or assert) that this plan will benefit minority communities in the region. There is clearly a glaring need for a socio-economic impact analysis to evaluate whether and to what extent this plan benefits communities and workers of color.
- 4) This plan asserts there is a "skills gap" - i.e., a workforce problem. However, there are many workers with skills, or willing to obtain skills, who remain unemployed - and many of these are persons of color. These workers need family supporting jobs. Yet there is evidence that this "skills gap" is a myth - from the UWM-Center for Economic Development. See, e.g., <http://www.bizjournals.com/milwaukee/blog/2013/02/uwm-professor-wisconsin-skills-gap-a.html>, [http://www4.uwm.edu/ced/publications/skillsgap\\_2013-2.pdf](http://www4.uwm.edu/ced/publications/skillsgap_2013-2.pdf) ("In reality, Wisconsin and Milwaukee suffer from the opposite of a skills gap: an economy that generates too few quality jobs and a labor market that is characterized by the underemployment and overqualification of skilled and educated workers. 25 percent of Milwaukee's retail salespersons hold college degrees (up from 11 percent in 2000); 60 percent of Wisconsin's parking lot attendants have had some post-secondary education. The "job gap" has created a skills mismatch of sorts in the Wisconsin and Milwaukee labor markets, but it is the inverse of the one commonly put forward: it is a mismatch of too many highly educated workers chasing too few "good jobs.")

Karyn Rotker

On Tue, Apr 7, 2015 at 11:09 AM, McKay, Benjamin R. <[BMCKAY@sewrpc.org](mailto:BMCKAY@sewrpc.org)> wrote:

Karyn,

We have forwarded your comment on the CEDS to members of the EJTF along with background information on the CEDS shown below.

Ben McKay

Principal Planner

Southeastern Wisconsin

Regional Planning Commission

[\(262\) 953-3229](tel:(262)953-3229)

[bmckay@sewrpc.org](mailto:bmckay@sewrpc.org)

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**From:** McKay, Benjamin R.

**Sent:** Tuesday, April 07, 2015 11:05 AM

**To:** Adams, Stephen P.; Adelene Greene ([agreene@CO.KENOSHA.WI.US](mailto:agreene@CO.KENOSHA.WI.US)); Allen, Ann Dee; Anderson, Nancy M.; D'Amico, Debra A.; Deborah Moore ([damoore@MILWAUKEE.GOV](mailto:damoore@MILWAUKEE.GOV)); Ella Dunbar ([edunbar@cr-sdc.org](mailto:edunbar@cr-sdc.org)); EnvJusticeTaskForce; Evenson, Philip C.; Guadalupe "Wally" Rendon ([hbparacine@att.net](mailto:hbparacine@att.net)); Hiebert, Christopher T.; Jackie Schellinger ([zipzak@YAHOO.COM](mailto:zipzak@YAHOO.COM)); Jedd Lapid ([jedlap@yahoo.com](mailto:jedlap@yahoo.com)); Korb, Gary K.; McKay, Benjamin R.; N. Lynnette McNeely ([nlmcneely@YAHOO.COM](mailto:nlmcneely@YAHOO.COM)); Nancy Holmlund ([nancyholmlund@SBCGLOBAL.NET](mailto:nancyholmlund@SBCGLOBAL.NET)); Ness Flores ([nessflores@SBCGLOBAL.NET](mailto:nessflores@SBCGLOBAL.NET)); Ness Flores ([phylie@SBCGLOBAL.NET](mailto:phylie@SBCGLOBAL.NET)); Payne, Nakeisha N.; Schilling, David A.; Theresa Schuerman ([Theresa.Schuerman@DWD.WISCONSIN.GOV](mailto:Theresa.Schuerman@DWD.WISCONSIN.GOV)); Tyrone Dumas ([tpdumas07@att.net](mailto:tpdumas07@att.net)); Wallace White ([Walla5283@yahoo.com](mailto:Walla5283@yahoo.com)); Willie Wade ([wwade@MILWAUKEE.GOV](mailto:wwade@MILWAUKEE.GOV)); Yolanda Satos Adams ([yadams2013@gmail.com](mailto:yadams2013@gmail.com)); Yunker, Kenneth R.

**Subject:** CEDS Public Comment

Dear Environmental Justice Task Force member,

Public comment is being solicited through May 1<sup>st</sup> on the public review draft of the Comprehensive Economic Development Strategy (CEDS) for the Southeastern Wisconsin Region (item No. 6 on today's meeting agenda). The comment shown below received from Ms. Rotker is among the comments that will be considered in preparing the final CEDS. The CEDS is being prepared jointly by the Milwaukee 7 (M7), Southeast Wisconsin

Regional Economic Partnership (REP), and SEWRPC. The M7 is the public-private regional economic development organization. The M7 is governed by a 56 member Advisory Council including representatives from many sectors of the Region's economic base, labor, and elected officials and economic development representatives from each of the seven counties and City of Milwaukee. The REP consists of the directors of economic development organizations and staffs from each of the Region's seven counties, and representatives from the City of Milwaukee Department of City Development, the Wisconsin Energy Corporation, and SEWRPC.

Each of the seven County Boards in the Region may consider the final CEDS for approval later this year. Approval would then make that county and its local governments eligible to apply for U.S. Department of Commerce Economic Development Administration (EDA) funding to assist economically distressed areas. These areas, shown on the attached map, are census tracts meeting EDA economic distress criteria based on high unemployment and/or low per capita income levels. Projects proposed for funding must be shown to be located in economically distressed areas or benefit economically distressed areas.

Ben McKay, SEWRPC

[\(262\) 953-3229](tel:(262)953-3229)

**Ms. Rotker's comment follows:**

Ben:

I'm not sure I can attend the meeting, but wanted to share a concern about this plan that I would ask be brought to the EJTF (and the advisory committee's) attention. Despite acknowledging in this plan high and disproportionate rates of Black and Latino unemployment (and we know rates are even higher, if you count "joblessness" - such as those who have given up looking for work), this plan does not appear to contain any no targeted solution to deal with those issues or to specifically seek to ensure that these unemployed and underemployed residents have access to benefits of this development - either spatially (by planning for development and redevelopment in and near where communities of color live - which also could provide economic development benefits to those communities as well as employment), or by seeking to ensure the creation of family supporting jobs that persons in poor, hyper-segregated areas of our regions will be able to fill. Of course it is critical that both be considered and addressed, to ensure that African-American and Latino residents receive a fair share of the benefits of this plan.

Karyn

Karyn L. Rotker  
Senior Staff Attorney  
Poverty, Race & Civil Liberties Project  
ACLU of Wisconsin Foundation  
207 E. Buffalo St. #325  
Milwaukee WI 53202  
 [\(414\) 272-4032 ext. 221](tel:(414)272-4032)

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**From:** EconDevWebPage@sewrpc.org  
**Sent:** Thursday, April 30, 2015 2:42 PM  
**To:** CEDS  
**Subject:** Economic Development comments or questions

**Name:** Fred Royal  
**Email:** froyald@sbcglobal.net

Adoption of a CEDS by each County Board and SEWRPC would make county and local governments in the Region with economically distressed areas eligible to apply for grants under EDA Public Works and Economic Adjustment programs. These programs provide funding for infrastructure projects and revolving loan funds and other business assistance programs, respectively. In addition: • Other Federal agencies look favorably on joint/regional planning efforts when reviewing proposed projects and grant requests. • If an Economic Development District is formed, the Region would also be eligible to apply for EDA grants if proposed projects would benefit economically distressed areas by providing significant employment opportunities. The Region may also receive funding from EDA to assist with keeping its strategic plan current through five-year updates. While this is the intent of these targeted dollars no mention in this document is there any consideration for RPP for the identified projects on pp. VIII-5 thru VIII7.

**comments:** The construction industry reports 2770 African Americans employed in this sector. With 40% African American males unemployment reported in the city of Milwaukee it would appear this is an opportunity to give employment to the individuals these dollars are intended to benefit. Also with the State of Wisconsin having the largest incarceration rates in the nation it would seem to be beneficial to establish some re-entry training focused on the construction industry to reduce recidivism. The NAACP Milwaukee Branch has and will continue to focus on the need for current laws to be applied in the manner in which they were written to benefit the individuals who reside in the distressed areas where these dollars are intended to have a direct and indirect economic impact. The employment of African American's would certainly be a direct benefit of the multi-millions of dollars identified in this document. Respectfully Fred Royal President NAACP Milwaukee Branch

**ClientIP:** 64.132.66.51  
**SessionID:** 00kk2byyszmcccaux2cjpew5

[See Current Results](#)

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**From:** EconDevWebPage@sewrpc.org  
**Sent:** Monday, April 20, 2015 5:50 PM  
**To:** CEDS  
**Subject:** Economic Development comments or questions

**Name:** Waleed Ahmad  
**Email:** vitelopportunities@gmail.com

Greetings Nancy Anderson, SEWRPC Chief Community Assistance Planner Below are my recommendations to strengthen the CEDS for Southeastern Wisconsin: Racine County is the only county that qualifies as an economically distressed and underserved county based on its high unemployment rate, but does not have an equal representation in leading the project. Only three representatives from a county in which the strategy is leveraging is not appropriate in my opinion. It's nice to see the several projects in the City of Racine are being targeted in the CEDS, but compared to the number of projects identified in M7 region raises red flags. I would suggest **comments:** having both the city and county boards approve the CEDS, this will at least strengthen the CEDS on the ground of those communities it claims it will serve. Lastly, in regards to the CEDS performance measures it would be better if it not only tracks the number of jobs created, but also track the residency of those whom are hired for those jobs. For example, if 300 jobs were created in Racine and 250 of those employed in those jobs lived in Illinois; that would not be the kind of community economic impact needed for Racine. Therefore, I would recommend that the CEDS add a performance measure which will measure this outcome. Respectfully submitted by, Waleed Ahmad 1648 Charles Racine, WI 53404

**ClientIP:** 70.92.28.37  
**SessionID:** 40ynehiuhxe3vwi1ilfgwuia

[See Current Results](#)

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**From:** William Sims <williamsimsvet@gmail.com>  
**Sent:** Friday, May 01, 2015 11:43 PM  
**To:** CEDS  
**Subject:** Comments for proposed CEDS

The CEDS as proposed is grossly deficient in addressing issues pertaining to the regions minorities and its lower income populations.

1. None of the proposed projects in Tier I or Tier II are located in that part of the region with the highest unemployment and joblessness rates, Milwaukee Northside.
2. The plan does not address how projects or the CEDS will address the chronic segregation and racism of the region, especially pertaining to African Americans on Milwaukee's Northside.
3. The plan does not adequately address the extremely high rate of African American male joblessness in the region.
4. The plan does not address the need for a regional transportation system to connect low income and minorities to jobs that are created in the regional economy, especially jobs created as a result of this CEDS.
5. Minority communities, People with Mental Illness, veterans, the elderly and other marginalized groups are grossly under-represented in the proposed CEDS.
6. SEWRPC failed to do adequate outreach to minority communities, People with mental illness, veterans and the elderly to inform them on the CEDS and its comment period.
7. The CEDS is promoted by organizations that have been hostile to minority communities, development in Milwaukee's central city and the inclusion of minorities in planning efforts. 1) The M7 and its Parent, the MMAC, failed to advocate for infrastructure and manufacturing jobs that would have been created with High Speed Rail and the Talgo Manufacturing plan on the city's northside. As it is, due to the lack of action by the M7 and MMAC, Talgo has closed their operation on Milwaukee's northside, abandoning hundreds of jobs in the process.
8. The M7 and the MMAC are under-represented by members of minority groups, veterans, people with disabilities and other marginalized groups in Milwaukee.

William Sims

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**From:** damon dorsey <damondor@msn.com>  
**Sent:** Friday, May 01, 2015 11:42 PM  
**To:** CEDS  
**Subject:** Comments for proposed CEDS

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8. TheM7 and the MMAC are under-represented by members of minority groups, veterans, people with disabilities and other marginalized groups in Milwaukee.

## ATTACHMENT B

### Update to Chapter VIII Regarding EDA Grants

#### FEDERAL EDA GRANT PROGRAMS HIGHLIGHTS

EDA's grant programs are intended to support local and regional economic development efforts by providing economically distressed communities and regions with resources to address economic needs. EDA programs are designed to lead to the creation and retention of jobs and increased private investment.

Ongoing EDA grant programs are listed below. ~~Grants awarded under the Economic Adjustment Program, with the exception of grants for strategic planning; and grants awarded under the Public Works Program require a CEDS approved by EDA in order for communities, counties, or the region to apply for funding. Grants for projects under the Technical Assistance Program~~ Proposed projects must be consistent with the economic development strategic plan adopted by the county or local government applying for funding. Projects proposed for EDA funding within an Economic Development District (EDD) designated by EDA must be consistent with a CEDS adopted by the EDD and a majority of counties in the District, and for the area in which the project is located, if a CEDS has been completed and approved by EDA.

- **Public Works Program** supports locally developed projects targeting long-term economic self-sufficiency. Examples of infrastructure investment projects include new or improved water and sewer facilities, rail spurs, and technology related infrastructure.
- **Economic Adjustment Program** predominantly supports grant activities for strategic planning, project implementation, and revolving loan funds. Activities may include creation/expansion of strategically targeted business development and business financing programs, construction of infrastructure improvements, and industry research and analysis.
- **Technical Assistance Program** grants often support feasibility studies for potential projects such as industrial parks and business incubators, or for the development of revitalization or tourism plans.
- **Short-term Planning Grants** assist in economic development planning and implementation, multi-jurisdictional efforts, and programs designed to create and retain permanent jobs and increase incomes. EDA may award grants under this program to assist with the development of a CEDS.

Generally, the amount of an EDA award may not exceed 50 percent of the total cost of a project. Projects may receive an additional amount, not to exceed 30 percent of total project cost, based on the relative needs of the region in which the project will be located (typically a 24-month unemployment rate at least 225 percent above the national average or a per capita income less than 50 percent of the national average). EDA determines if a project will be eligible for a greater federal match. EDA grants awarded nationwide in 2014 ranged from \$125,000 to \$4.6 million, with an average award of \$1.05 million.

Eligible applicants for EDA financial assistance under the Public Works and Economic Adjustment Assistance programs include:

1. An Economic Development District
2. An Indian Tribe or a consortium of Indian Tribes
3. A State, county, city, or other political subdivision of a State, including a special purpose unit of a State or local government engaged in economic or infrastructure development activities, or a consortium of political subdivisions
4. An institution of higher education or a consortium of institutions of higher education
5. A public or private non-profit organization or association acting in cooperation with officials of a political subdivision of a State.

EDA is not authorized to provide grants or cooperative agreements to individuals or to for-profit entities.

Grant applications are typically accepted each quarter of the year. Any eligible applicant may apply. Grant applications for projects within the Southeastern Wisconsin Region are submitted to EDA's regional office in Chicago. EDA staff will review and evaluate all applications submitted; no prioritization of applications within an EDD is required. If an EDD exists, EDD staff may assist with preparing the application and may also act as the grant administrator if the application is successful.

If an EDD exists, any eligible applicant within the District may submit an application if the proposed project will benefit an area(s) of economic distress. If the Southeastern Wisconsin Region is not designated an EDD, only those county or local governments or institutions of higher learning located in an economically distressed community and proposing a project that will benefit the economically distressed area is eligible to receive funding.

An EDA staff person reviews complete applications from eligible applicants and evaluates each application based on the following criteria:

1. The project's demonstrated alignment with at least one of EDA's Investment Guidelines (see below)
2. The project's ability to foster job creation and promote private investment in the regional economy
3. The project's feasibility
4. The project's sustainability/durability
5. The applicant's organizational capacity
6. The project's alignment with the regional CEDS. (Note: If an EDD has not been designated, the county or local government may base its application on a relevant economic development strategic plan adopted by the local or county government).

For each of the above factors, EDA staff will assess the application as "Excellent," "Very Good," "Satisfactory," "Poor," or "Unacceptable" and prepare a written report substantiating the rating assigned for each criterion.

Grant applications are then reviewed by an Investment Review Committee (IRC) made up of at least four EDA staff, including at least one EDA staff from the national office. The IRC applies the following selection factors to each application, listed in descending order of importance:

1. Comparative strengths of the application as determined by the EDA staff review described above
2. The extent to which the application meets EDA Investment Guidelines (listed below)
3. The comparative ability of the applicant and the proposed project to realistically achieve the desired results and catalyze additional resources
4. The ability of a project to start quickly and create jobs faster
5. The extent to which the project will enable the community/region to become more diversified and more economically prosperous

6. The relative economic distress of the region
7. The comparative financial or management capability of the applicant
8. The applicant's performance under previous Federal financial assistance awards, including whether the grantee submitted required performance reports and data
9. The availability of program funding
10. The extent to which the project supports EDA's goals of geographic balance in distribution of program funds, project types, organizational type (to include smaller and rural organizations) and the overall portfolio.

Based on its consideration of the above factors, the IRC will prepare a priority funding order for the applications and recommend to the EDA Regional Director, in priority order, those applications that merit consideration for EDA funding. The EDA Regional Director makes the final decision on projects that will be funded.

## **EDA INVESTMENT GUIDELINES**

The EDA has identified the following national investment priorities and guidelines to evaluate and compare applications for EDA funding.—~~All projects are evaluated to determine if they advance global competitiveness, create jobs, leverage public and private resources, can demonstrate readiness and ability to use funds quickly and effectively, and link to specific and measureable outcomes. To facilitate evaluation, EDA has established the following investment priorities:~~

### **1. Collaborative Regional Innovation**

Initiatives that support the development and growth of innovation clusters based on existing regional competitive strengths. Initiatives must engage stakeholders; facilitate collaboration among urban, suburban, and rural areas; provide stability for economic development through long-term intergovernmental and public/private collaboration; and support the growth of existing and emerging industries.

### **2. Public/Private Partnerships**

Investments that use both public and private sector resources and leverage complementary investments by other government/public entities and/or nonprofits.

### **3. National Strategic Priorities**

Initiatives that encourage job growth and business expansion in clean energy; green technologies; sustainable manufacturing; information technology (e.g., broadband, smart grid) infrastructure; communities severely impacted by automotive industry restructuring; natural disaster mitigation and resiliency; access to capital for small and medium sized and ethnically diverse enterprises; and innovations in science, health care, and alternative fuel technologies.

### **4. Global Competitiveness**

Investments that support high-growth businesses and innovation-based entrepreneurs to expand and compete in global markets.

### **5. Environmentally-Sustainable Development**

Investments that encompass best practices in “environmentally sustainable development,” broadly defined, to include projects that enhance environmental quality and develop and implement green products, processes, and buildings as part of the green economy.

### **6. Economically Distressed and Underserved Communities**

Investments that strengthen diverse communities that have suffered disproportionate economic and job losses and/or are rebuilding to become more competitive in the global economy.

## ELIGIBILITY

Each EDA regional office determines project eligibility, but it is generally based on an averaged 24 month unemployment rate of one or more percentage points above the national rate, and/or average annual per capita incomes 80 percent or less than the national average. As documented in Chapter VI, ~~220223~~ of ~~485529~~ census tracts, or ~~4542~~ percent of census tracts in the Region, met EDA criteria as economically distressed areas in ~~May 2015~~~~June 2014~~. Over one-third of census tracts in Kenosha, ~~Milwaukee~~, Racine, and Walworth Counties and over half the census tracts in Milwaukee County met the ~~criteria for~~ economically distressed ~~criteria~~~~areas, and Racine County met the criteria based on the County~~ unemployment level. Less than 10 percent of census tracts in Washington and Waukesha Counties and none ~~met the criteria for economically distressed areas. None~~ of the census tracts in Ozaukee County met ~~the~~ economic distress criteria. Areas in the Region that met EDA economic distress criteria in ~~May 2015~~~~June 2014~~ are shown on Map VIII-1.

## ATTACHMENT C

### Update to Chapter IV Regarding the Role of Colleges and Universities in Economic Development

There are a number of colleges and universities in the Region that offer bachelor's and/or graduate or professional degrees. The major not-for-profit colleges and universities, those with an enrollment of at least 500 students, are shown on Map IV-8. [There are also a number of private, for-profit colleges with centers in the Region.](#)

The Region is also home to one of two medical schools in the State of Wisconsin (the Medical College of Wisconsin); one of two law schools in the State (Marquette University Law School); and the only dental school in the State (Marquette University School of Dentistry). All are located in Milwaukee County.

Universities in the Region cooperate with businesses, government agencies, and other colleges and universities to conduct research, develop products, and otherwise enhance economic development in the Region. These efforts are described in the "Public-Private Relationships" section of Chapter VI.

As part of the 16-district Wisconsin Technical College System, four technical college districts and a small portion of a fifth district can be found in the Region. These five technical college districts, along with main or major campuses, are shown on Map IV-9. These technical colleges offer a variety of degree, diploma, and certificate programs that provide occupational training and vocational preparation required in the workforce. [Programs include degree and certificates related to the skilled trades, manufacturing, information technology, health care, agriculture, public safety, and business. Technical colleges work closely with local employers, education partners, workforce and economic development practitioners, and community-based organizations to develop programs that serve the needs of employers and the communities served. Technical colleges also offer career planning services for those entering the workforce and to assist workers who may have been laid off or are looking for new opportunities to choose programs that will prepare them for new careers.](#)

Under the State administrative rules governing the Wisconsin Technical College System, students may attend any technical college of their choosing, regardless of the district in which they reside. However, priority for admission goes first to district residents and then to non-district State residents. District residents and non-district State residents pay the same tuition.

The Waukesha County Technical College also operates a Small Business Center. The Center began operating in 2001 with a community-service focus on helping small business entrepreneurs start and grow small businesses. The Center primarily serves micro-business owners (one- or two- person businesses with less than five employees). The Center offers several short, non-credit courses taught by practicing professionals that help build the knowledge foundation of small business owners. In addition, the Center offers free counseling and mentoring services and networking events.

[The University of Wisconsin-Extension \(UWEX\) provides statewide access to university resources and research. The Division for Business and Entrepreneurship serves businesses and entrepreneurs through the Wisconsin Small Business Development Center \(SBDC\) Network, Center for Technology Commercialization, Manufacturing Diversity Institute, and the Food Finance Institute.](#)

[The SBDC works with business owners and entrepreneurs throughout the State to facilitate business growth and improvement, and to launch successful new companies. Through no-cost consulting, low-cost](#)

entrepreneurial education and strategic facilitation, SBDC staff serve as resources for small and emerging mid-size companies. The Wisconsin SBDC is hosted by UWEX and is funded in part through a cooperative agreement with the U.S. Small Business Administration. SBDC offices in the Region are located at UW-Whitewater, serving Walworth and Waukesha Counties in addition to three counties outside the Region; UW-Parkside, serving Kenosha and Racine Counties; and UW-Milwaukee, serving Milwaukee, Ozaukee, and Washington Counties. The SBDC also operates a Center for Innovation and Development at UW-Stout intended to help small businesses with prototype development, and the Wisconsin Innovation Service Center at UW-Whitewater.

The Wisconsin Innovation Service Center (WISC) helps clients make informed decisions by providing research on market opportunities, customers, and competition. Inventors can see the feasibility of a new product idea, identify licensing partners, and solve manufacturing and distribution challenges. Business owners gain competitive advantage through primary research results, helping them to grow and improve their companies.

UW Cooperative Extension offices are located in each county in the Region. Cooperative Extension staff work with citizens, farmers, and local, county, state and federal agencies to address issues related to agriculture and agribusiness, community and economic development, natural resources, family living and youth development.

***The following paragraphs have been added to the “Public Private Relations” section in Chapter VI preceding the paragraph describing the UWM Innovation Campus:***

***Wisconsin Center for Commercialization Resources (WCCR)***

Institutions of higher education have extensive resources, including specialized research, outreach, technology transfer, and commercialization capabilities, as well as recognized faculty expertise and sophisticated laboratories. The EDA-supported University Center (UC) program is specifically designed to make the resources located within colleges and universities available to support regional economic development strategies in regions of chronic and acute economic distress. The Wisconsin Center for Commercialization Resources (WCCR) is the UC program in the Southeastern Wisconsin Region.

WCCR was established in 2012 to help first-time entrepreneurs, university faculty members, and businesses turn ideas into commercially viable ventures. The WCCR is a five-university consortium. Partners include UW-Milwaukee (UWM), UW-Parkside, UW-Whitewater (UWW), the Milwaukee School of Engineering (MSOE), and Marquette University. Key assets of the partner schools include the Applied Technology Center at MSOE, the LaunchPad Program at UWW, the Kohler Center for Entrepreneurship at Marquette University and intellectual property assistance for the Marquette Law School, the UWM Innovation Accelerator, and the UW-Parkside Small Business Development Center.

***Clinical and Translational Science Institute of Southeast Wisconsin***

The Clinical and Translational Science Institute of Southeast Wisconsin is a consortium of eight Milwaukee institutions dedicated to transforming the biomedical research enterprise in the Region to advance patient care and education. The eight member organizations are the Medical College, Marquette University, MSOE, UWM, the BloodCenter of Wisconsin, Children’s Hospital and Health System, Froedtert Hospital, and the Clement J. Zablocki VA Medical Center. Consortium members share each other’s research resources, technology, knowledge, and expertise to work toward common goals in health care.

## ATTACHMENT D

### Update to Chapter VI Regarding Public-Private Partnerships with Respect to Incubators, Accelerators, and the Investing in Manufacturing Communities Partnership

The following text replaces the paragraphs describing the Global Water Center, the Global Freshwater Seed Accelerator, the Milwaukee County Research Park, and the UWM Innovation Campus in the “Examples of Business-Government Collaboration” section on pages VI-10 through VI-12 in the draft CEDS (other paragraphs in that section were not changed):

#### *Business Incubators and Accelerators*

Business incubators and accelerators have been or are in the process of being established in the Region through public-private partnerships. The Global Water Center, Energy Innovation Center, and UWM Innovation Accelerator have been established to assist businesses related to the key clusters of water technology; energy, power, and controls; and bioscience and medical devices, respectively. The Technology Innovation Center was established to assist businesses in the information technology and biosciences industries, and the Whitewater University Innovation Center was established to support business start-ups by University faculty and students. Efforts are also underway to secure funding to develop a Food and Beverage accelerator facility (FaBcelerator).

- *Global Water Center and Reed Street Yards*

The Global Water Center is a water research and business accelerator center in the City of Milwaukee’s Walker’s Point neighborhood that opened in 2013. The center houses water-related laboratory and other research facilities for universities, existing water-related companies, and accelerator space for emerging water-related companies. It is a venue for attracting and creating new businesses in the water industry, and aims to address key local and global water-quality technology and policy issues. The building’s redevelopment also serves as a catalyst for the development of the adjacent Reed Street Yards, which has been designated by the City of Milwaukee as an 18-acre water technology research park and will serve as a global showcase for water management.

The Global Water Center includes the BREW (Business, Research, Entrepreneurship in Wisconsin) water technology accelerator program, a Global Freshwater Seed Accelerator, which is the world’s first mentor driven seed accelerator which focuses on entrepreneurs that address global freshwater challenges. Working with the Wisconsin Economic Development Corporation (WEDC) and in partnership with the University of Wisconsin-Whitewater’s College of Business and Economics, the six-month program provides \$50,000 grants, low-cost leases, a mentor network, investor contacts, and a training program to help water technology entrepreneurs get their products and services to market. The first class of four entrepreneurs began the program in September 2013. Six companies were selected to participate in the class that began in September 2014. A third class will begin in September 2015.

- *Milwaukee County Research Park, Regional Medical Center, and Technology Innovation Center*

Created by Milwaukee County to nurture technology-based companies, this 175-acre development center at the Milwaukee County Grounds in Wauwatosa includes more than 70 high-tech firms employing 4,800 people. Major tenants include GE Healthcare’s clinical systems and corporate IT facility and United Health Care’s headquarters. A business incubator, the Technology Innovation Center, is home to 44 ~~new~~ technology-based businesses. The park is governed by a nonprofit corporation created by Milwaukee County. The research park is adjacent to the Milwaukee Regional

Medical Center ([home to Froedtert Hospital, Children’s Hospital, the Medical College of Wisconsin, and the BloodCenter of Wisconsin](#)) and the new UWM Innovation campus.

[The Technology Innovation Center \(TIC\) is a business incubator for high-tech firms with a focus on information technology and software; biotechnology and medical devices; and industrial applications and manufacturing. The TIC is intended to provide facilities for companies that have a business plan in place and are in the process of “scaling up” their business, rather than start-up companies. Facilities and services provided include access to high-bandwidth internet and “wet” lab space, in addition to shared conference rooms and equipment.](#)

[The Milwaukee Regional Medical Center and Milwaukee County Research Park form a Life Science Campus that has developed into a driving force in Milwaukee County’s economy. The Regional Medical Center is the core of medical research and development and education in the Milwaukee metropolitan area; and draws patients from throughout the Region, State of Wisconsin, and northern Illinois. Hospitals employ almost 5 percent of Milwaukee County workers, with another 5 percent of workers employed at doctors’ offices and clinics. The Milwaukee County Research Park is home to some of the Region’s most innovative companies, from the international GE Healthcare to entrepreneurial startups in biomedical, software, and related industries. These assets led the University of Wisconsin-Milwaukee Real Estate Foundation to develop Innovation Campus adjacent to the Milwaukee County Research Park and Regional Medical Center.](#)

- [University of Wisconsin-Milwaukee \(UWM\) Innovation Campus and Innovation Accelerator](#)  
The UWM Innovation Campus is an 89-acre mixed-use development on the Milwaukee County Grounds, and includes a new UWM research center (Innovation Accelerator) and existing and planned corporate research facilities. The campus is adjacent to the Milwaukee County Research Park and the ~~Milwaukee~~ Regional Medical Center. The Innovation Accelerator, which opened in early 2014, includes state-of-the-art laboratory facilities for use by academic and industry researchers, with a focus on ~~bio technology~~ [bioscience and medical devices](#).
- [Energy Innovation Center and Century City Business Park](#)  
[The Midwest Energy Research Consortium \(M-WERC\), in cooperation with the City of Milwaukee, M7, WEDC, and other partners, is developing an Energy Innovation Center \(EIC\) at Century City Tower in the City of Milwaukee’s 30<sup>th</sup> Street Corridor. The EIC will bring together industry and academic scientists and engineers and business leaders to conduct joint research, develop innovative technologies, transition prototype products to the commercial stage, and nurture startup companies. The EIC, as the physical facility for M-WERC, will play a critical role in furthering the development of the Midwest region as a global hub for the energy, power, and control industry by establishing a facility that provides collaborative workspace and ongoing programs and activities.](#)
- [Whitewater University Innovation Center and Technology Park](#)  
[The Whitewater University Innovation Center opened in 2011 and is home to 15 companies. The facility is operating at full capacity. Development of the Center was a joint effort by the University of Wisconsin-Whitewater \(UWW\), the City of Whitewater, and the City of Whitewater Community Development Authority. WEDC provided partial funding for the Center. The Innovation Center was designed to offer collaborative space, equipment, resources, and services to business start-ups generated by university professors and students, including shared conference rooms and equipment and “wet” laboratories. Support to growing companies is available from UWW, the Walworth County Economic Development Alliance and City of Whitewater, and programs run by the Small Business Development Center located on the Whitewater campus. Businesses located at the center range from those developing education and software programs to technology to improve manufacturing processes. The Center is located in a 130-acre business park, which could provide development sites for businesses “graduating” from the Center.](#)

The following paragraphs have also been added to the “Examples of Business-Government Collaboration” section:

**Wisconsin Center for Commercialization Resources (WCCR)**

Institutions of higher education have extensive resources, including specialized research, outreach, technology transfer, and commercialization capabilities, as well as recognized faculty expertise and sophisticated laboratories. The EDA-supported University Center (UC) program is specifically designed to make the resources located within colleges and universities available to support regional economic development strategies in regions of chronic and acute economic distress. The Wisconsin Center for Commercialization Resources (WCCR) is the UC program in the Southeastern Wisconsin Region.

WCCR was established in 2012 to help first-time entrepreneurs, university faculty members, and businesses turn ideas into commercially viable ventures. The WCCR is a five-university consortium. Partners include UW-Milwaukee (UWM), UW-Parkside, UW-Whitewater (UWW), the Milwaukee School of Engineering (MSOE), and Marquette University. Key assets of the partner schools include the Applied Technology Center at MSOE, the LaunchPad Program at UWW, the Kohler Center for Entrepreneurship at Marquette University and intellectual property assistance for the Marquette Law School, the UWM Innovation Accelerator, and the UW-Parkside Small Business Development Center.

**Clinical and Translational Science Institute of Southeast Wisconsin**

The Clinical and Translational Science Institute of Southeast Wisconsin is a consortium of eight Milwaukee institutions dedicated to transforming the biomedical research enterprise in the Region to advance patient care and education. The eight member organizations are the Medical College, Marquette University, MSOE, UWM, the BloodCenter of Wisconsin, Children’s Hospital and Health System, Froedtert Hospital, and the Clement J. Zablocki VA Medical Center. Consortium members share each other’s research resources, technology, knowledge, and expertise to work toward common goals in health care.

**Investing in Manufacturing Communities Partnership**

The Investing in Manufacturing Communities Partnership (IMCP) is an Economic Development Administration program designed to accelerate the resurgence of manufacturing in communities nationwide by helping communities and regions attract and expand private investment in the manufacturing sector and increase international trade and exports. The M7 Region was designated a Manufacturing Community in 2014, based on an application submitted by the M7 in cooperation with the Redevelopment Authority of the City of Milwaukee.

Enhancing the Region’s manufacturing base is the focus of the IMCP program, with an emphasis on the energy, power, and controls; water technology; and food and beverage clusters. Workforce development, supply chains, and increasing the Region’s exports are components in addition to developing and commercializing new products. Seven catalytic projects were identified as part of the IMCP program:

- The M-WERC Energy Innovation Center
- The Water Council BREW Accelerator
- Development of a Food and Beverage Accelerator (FaBcelerator)
- Century City Advanced Manufacturing Training Center
- Century City/30<sup>th</sup> Street Corridor Infrastructure Development
- Racine’s Machinery Row
- M7 Regional Export Initiative.



## ATTACHMENT E

**The following Section has been added to Chapter V.**

### COMPARISON OF THE MILWAUKEE METROPOLITAN AREA TO ITS PEERS

A statistical comparison of the Milwaukee metropolitan area with other metropolitan areas was conducted by the Southeastern Wisconsin Regional Planning Commission (SEWRPC) to help assess how the area compares with similar areas around the nation. This effort involved a comparison of the Milwaukee “metropolitan statistical area” and 26 other metropolitan statistical areas. Metropolitan statistical areas are delineated by the U.S. Office of Management and Budget based largely on population size and density and travel patterns. In general, each metropolitan statistical area includes one or more counties containing an urban core area of at least 50,000 persons, as well as adjacent counties that have a high degree of social and economic integration with the urban core.

The Milwaukee metropolitan statistical area (MSA) includes four of the seven counties that comprise the Southeastern Wisconsin Region—Milwaukee, Ozaukee, Washington, and Waukesha. The Milwaukee MSA, which had an estimated population of 1.57 million persons in 2013, was compared to the 13 other metropolitan statistical areas located in the Midwest (within 500 miles of Milwaukee) that have a population of at least 1.0 million persons. In addition, the Milwaukee area was compared to 13 other metropolitan statistical areas having a population of at least 1.0 million persons distributed throughout the nation. Economic data from the report is summarized below. The full report is available at: <http://www.sewrpc.org/SEWRPCFiles/LUTranSysPlanning/2015-04-22-mtg/VISION2050-MetroAreaComparisonMemoReport-Appendix00223479-2.PDF>

#### Overview

The recession of the late 2000s had a significant impact on job trends throughout the nation. While some metro areas, particularly areas outside the Midwest, have seen job growth, for other areas (including Milwaukee) job levels in 2013 remain below the levels of 2001. Milwaukee’s job loss is among the worst for Midwest metro areas, and is the worst among the other metro areas. Nevertheless, the Milwaukee MSA and most other metro areas saw an increase in constant dollar gross domestic product (GDP) since 2001, with more rapid growth generally occurring in the metro areas outside the Midwest. Milwaukee’s GDP on a per capita basis is above the average for both the Midwest and the other metro areas. Manufacturing remains a key sector of Milwaukee’s economic base, with the Milwaukee MSA’s proportion of manufacturing jobs the highest among all metro areas considered.

Tables V-15 and V-16 present the total population and number of jobs in each MSA. The Milwaukee MSA ranked 12<sup>th</sup> for both population and jobs among MSAs in the Midwest. Nationwide, the Milwaukee MSA ranked 7<sup>th</sup> in population and 6<sup>th</sup> in jobs.

#### Change in Jobs (Table V-17)

As noted above, the trend in the number of jobs throughout the nation was significantly impacted by the recession of the late 2000s. In the Milwaukee area, the number of jobs in 2013 was 4.6 percent below the level in 2001. Milwaukee was among a majority of metro areas in the Midwest where job levels in 2013 remained below 2001 jobs levels.

Job growth has generally been stronger in the metro areas outside the Midwest. Despite the recession, 10 of these metro areas experienced job increases of 4 to 22 percent between 2001 and 2013.

### Unemployment Rate (Table V-18)

The Milwaukee metro area unemployment rate stood at 7.3 percent in 2013, down from the recessionary high level of 8.9 percent in 2009 and 2010. The Milwaukee area's rate in 2013 was about the same as the average for the Midwest metro areas (7.2 percent) and just slightly higher than the average for the metro areas outside the Midwest (6.9 percent).

### Personal Income (Table V-19)

Milwaukee's annual per capita income of \$29,069 in 2013 was close to the average for the Midwest metro areas (\$29,232) and slightly higher than the average for the other metro areas (\$28,405).

### Gross Domestic Product (Tables V-20 to V-22)

Nearly all of the metro areas considered experienced an increase in gross domestic product (the market value of all goods and services produced) between 2001 and 2013, adjusted for inflation. GDP growth in metro areas across the nation was more robust than the Midwest. The Milwaukee area increase of 13.6 percent in GDP ranked near the middle among the Midwest metro areas and in the lower half among the other metro areas. In 2013, GDP in the Milwaukee MSA was over \$94 billion.

The Milwaukee metro area gross domestic product on a per capita basis was relatively high compared to many Midwest and other metro areas. The Milwaukee metro area per capita GDP of \$60,100 in 2013 ranked fourth highest among both Midwest metro areas (where the average was \$56,900) and the other metro areas (where the average was \$55,200).

### Manufacturing Sector (Tables V-23 to V-25)

Manufacturing has historically been a key component of the economic base in the Milwaukee metro area. As in other metro areas, the share of jobs in manufacturing relative to total jobs in the Milwaukee metro area has decreased. Despite the reduction, manufacturing employment continues to account for 15.0 percent of all jobs in the Milwaukee area (2013). This ranks highest among both the Midwest metro areas and the metro areas outside the Midwest, where the average shares were 10.3 percent and 7.4 percent, respectively.

About 16.5 percent of the Milwaukee metro area gross domestic product was related to manufacturing in 2013. This compares to the average of 14.5 percent for the Midwest metro areas and 12.4 percent for the other metro areas.

Table V-15  
TOTAL POPULATION: 2013

MIDWEST METRO AREAS			OTHER METRO AREAS		
1	Chicago	9,537,289	1	Denver	2,697,476
2	Detroit	4,294,983	2	Charlotte	2,335,358
3	Minneapolis	3,459,146	3	Portland	2,314,554
4	St. Louis	2,801,056	4	San Antonio	2,277,550
5	Pittsburgh	2,360,867	5	Sacramento	2,215,770
6	Cincinnati	2,137,406	6	Providence	1,604,291
7	Cleveland	2,064,725	7	Milwaukee	1,569,659
8	Kansas City	2,054,473	8	Jacksonville	1,394,624
9	Columbus	1,967,066	9	Memphis	1,341,746
10	Indianapolis	1,953,961	10	Oklahoma City	1,319,677
11	Nashville	1,757,912	11	Richmond	1,245,764
12	Milwaukee	1,569,659	12	Raleigh	1,214,516
13	Louisville	1,262,261	13	Salt Lake City	1,140,483
14	Buffalo	1,134,115	14	Birmingham	1,140,300
Average		2,739,637	Average		1,700,841

Source: U.S. Bureau of the Census Annual Estimates of Population.

Table V-16  
TOTAL EMPLOYMENT (JOBS): 2013

MIDWEST METRO AREAS			OTHER METRO AREAS		
1	Chicago	4,238,649	1	Denver	1,277,062
2	Detroit	1,781,295	2	Portland	1,029,419
3	Minneapolis	1,769,175	3	Charlotte	1,009,053
4	St. Louis	1,251,009	4	San Antonio	888,703
5	Pittsburgh	1,098,019	5	Sacramento	880,482
6	Cleveland	987,101	6	Milwaukee	795,555
7	Cincinnati	970,601	7	Providence	660,205
8	Kansas City	954,402	8	Salt Lake City	624,170
9	Columbus	937,791	9	Richmond	590,406
10	Indianapolis	923,952	10	Jacksonville	579,764
11	Nashville	817,814	11	Oklahoma City	578,555
12	Milwaukee	795,555	12	Memphis	578,430
13	Louisville	586,211	13	Raleigh	527,748
14	Buffalo	525,832	14	Birmingham	472,428
Average		1,259,815	Average		749,427

Source: U.S. Bureau of Labor Statistics Quarterly Census of Employment and Wages.

Table V-17  
CHANGE IN TOTAL EMPLOYMENT (JOBS)  
Percent Change: 2001-2013

MIDWEST METRO AREAS			OTHER METRO AREAS		
1	Nashville	13.5	1	Raleigh	22.2
2	Indianapolis	7.0	2	San Antonio	19.9
3	Columbus	4.0	3	Salt Lake City	15.1
4	Louisville	2.5	4	Charlotte	12.1
5	Minneapolis	2.4	5	Oklahoma City	9.0
6	Kansas City	0.5	6	Denver	8.1
7	Pittsburgh	-0.4	7	Jacksonville	7.9
8	Buffalo	-0.8	8	Portland	7.1
9	Cincinnati	-1.4	9	Sacramento	5.1
10	Chicago	-2.2	10	Richmond	4.4
11	St. Louis	-4.1	11	Birmingham	-1.5
12	Milwaukee	-4.6	12	Memphis	-2.4
13	Cleveland	-9.0	13	Providence	-2.6
14	Detroit	-13.1	14	Milwaukee	-4.6
Average		-0.4	Average		7.1

Source: U.S. Bureau of Labor Statistics Quarterly Census of Employment and Wages.

Table V-18  
UNEMPLOYMENT RATE: 2013

MIDWEST METRO AREAS			OTHER METRO AREAS		
1	Detroit	9.4	1	Providence	9.7
2	Chicago	9.1	2	Memphis	9.3
3	Louisville	7.8	3	Sacramento	8.6
4	Buffalo	7.5	4	Charlotte	8.1
4	Cleveland	7.5	5	Portland	7.3
6	Milwaukee	7.3	5	Milwaukee	7.3
7	St. Louis	7.2	7	Jacksonville	6.9
8	Cincinnati	7.1	8	Denver	6.6
9	Indianapolis	6.9	9	Raleigh	6.4
10	Pittsburgh	6.8	10	San Antonio	6.0
11	Nashville	6.5	11	Richmond	5.9
12	Kansas City	6.4	12	Birmingham	5.7
13	Columbus	6.2	13	Oklahoma City	5.1
14	Minneapolis	4.8	14	Salt Lake City	4.2
Average		7.2	Average		6.9

Source: U.S. Bureau of Labor Statistics Local Area Unemployment Statistics.

Table V-19  
PER CAPITA INCOME: 2013

MIDWEST METRO AREAS			OTHER METRO AREAS		
1	Minneapolis	\$34,029	1	Denver	\$33,636
2	Chicago	31,302	2	Raleigh	31,525
3	Pittsburgh	29,985	3	Portland	30,450
4	Kansas City	29,688	4	Providence	29,866
5	St. Louis	29,675	5	Richmond	29,527
6	Milwaukee	29,069	6	Milwaukee	29,069
7	Cincinnati	29,014	7	Sacramento	28,276
8	Cleveland	28,686	8	Charlotte	28,003
9	Columbus	28,601	9	Jacksonville	27,958
10	Detroit	28,080	10	Salt Lake City	26,819
11	Nashville	28,013	11	Birmingham	26,662
12	Louisville	27,739	12	Oklahoma City	26,191
13	Buffalo	27,715	13	Memphis	25,093
14	Indianapolis	27,657	14	San Antonio	24,597
Average		\$29,232	Average		\$28,405

Source: U.S. Bureau of the Census American Community Survey.

Table V-20  
CHANGE IN GROSS DOMESTIC PRODUCT  
Percent Change Adjusted for Inflation: 2001-2013

MIDWEST METRO AREAS			OTHER METRO AREAS		
1	Nashville	38.2	1	Portland	82.3
2	Indianapolis	21.9	2	Raleigh	42.9
3	Columbus	20.4	3	Charlotte	40.2
4	Minneapolis	19.3	4	Oklahoma City	39.4
5	Kansas City	16.3	5	Salt Lake City	39.2
6	Louisville	14.8	6	San Antonio	37.3
7	Cincinnati	13.9	7	Denver	25.1
8	Milwaukee	13.6	8	Sacramento	24.5
9	Buffalo	12.8	9	Jacksonville	16.4
10	Pittsburgh	12.1	10	Milwaukee	13.6
11	Chicago	8.3	11	Providence	13.3
12	St. Louis	8.1	12	Richmond	10.9
13	Cleveland	7.9	13	Birmingham	9.9
14	Detroit	-4.2	14	Memphis	4.4
Average		14.5	Average		28.5

NOTE: The metropolitan area gross domestic product is the market value of all final goods and services produced in the area in a year.

Source: U.S. Bureau of Economic Analysis.

Table V-21  
GROSS DOMESTIC PRODUCT: 2013  
(In millions of dollars)

MIDWEST METRO AREAS			OTHER METRO AREAS		
1	Chicago	590,248	1	Denver	178,860
2	Minneapolis	227,793	2	Portland	163,692
3	Detroit	224,726	3	Charlotte	139,022
4	St. Louis	145,958	4	Sacramento	108,165
5	Pittsburgh	131,265	5	San Antonio	96,030
6	Indianapolis	126,472	6	Milwaukee	94,374
7	Cleveland	122,878	7	Salt Lake City	76,185
8	Cincinnati	119,090	8	Providence	73,334
9	Kansas City	117,321	9	Oklahoma City	71,951
10	Columbus	114,253	10	Richmond	68,497
11	Nashville	100,841	11	Memphis	67,936
12	Milwaukee	94,374	12	Raleigh	66,878
13	Louisville	64,554	13	Jacksonville	62,104
14	Buffalo	51,630	14	Birmingham	59,722
Average		159,386	Average		94,768

NOTE: The metropolitan area gross domestic product is the market value of all final goods and services produced in the area in a year.

Source: U.S. Bureau of Economic Analysis.

Table V-22  
GROSS DOMESTIC PRODUCT PER CAPITA: 2013

MIDWEST METRO AREAS			OTHER METRO AREAS		
1	Minneapolis	\$65,852	1	Portland	\$70,723
2	Indianapolis	64,726	2	Salt Lake City	66,801
3	Chicago	61,888	3	Denver	66,306
4	Milwaukee	60,124	4	Milwaukee	60,124
5	Cleveland	59,513	5	Charlotte	59,529
6	Columbus	58,083	6	Raleigh	55,066
7	Nashville	57,364	7	Richmond	54,984
8	Kansas City	57,105	8	Oklahoma City	54,522
9	Cincinnati	55,717	9	Birmingham	52,374
10	Pittsburgh	55,600	10	Memphis	50,633
11	Detroit	52,323	11	Sacramento	48,816
12	St. Louis	52,108	12	Providence	45,711
13	Louisville	51,142	13	Jacksonville	44,531
14	Buffalo	45,524	14	San Antonio	42,164
Average		\$56,934	Average		\$55,163

NOTE: The metropolitan area gross domestic product is the market value of all final goods and services produced in the area in a year.

Source: U.S. Bureau of Economic Analysis.

Table V-23  
CHANGE IN MANUFACTURING SHARE OF TOTAL EMPLOYMENT  
Percentage Point Change in Manufacturing Share of Total Employment: 2001-2013

MIDWEST METRO AREAS			OTHER METRO AREAS		
1	Kansas City	-1.5	1	Salt Lake City	-1.4
2	Minneapolis	-2.8	2	Memphis	-2.2
3	Pittsburgh	-3.1	3	San Antonio	-2.3
4	Milwaukee	-3.5	4	Sacramento	-2.4
5	Columbus	-3.5	5	Birmingham	-2.6
6	Chicago	-4.0	5	Raleigh	-2.6
7	Cleveland	-4.1	7	Oklahoma City	-2.9
8	Indianapolis	-4.2	8	Portland	-3.1
9	Nashville	-4.6	9	Milwaukee	-3.5
10	Detroit	-4.9	10	Richmond	-4.2
11	Buffalo	-5.1	11	Charlotte	-6.4
-	Cincinnati	N/A	-	Denver	N/A
-	Louisville	N/A	-	Jacksonville	N/A
-	St. Louis	N/A	-	Providence	N/A
Average		-3.8	Average		-3.1

Source: U.S. Bureau of Labor Statistics Quarterly Census of Employment and Wages.

Table V-24  
 MANUFACTURING SHARE OF TOTAL EMPLOYMENT  
 Percent of Total Employment: 2013

MIDWEST METRO AREAS			OTHER METRO AREAS		
1	Milwaukee	15.0	1	Milwaukee	15.0
2	Detroit	12.7	2	Portland	11.2
3	Cleveland	12.5	3	Charlotte	9.8
4	Louisville	12.2	4	Salt Lake City	8.6
5	Cincinnati	10.9	5	Birmingham	8.0
6	Minneapolis	10.5	6	Memphis	7.7
7	Buffalo	9.7	7	Oklahoma City	6.3
8	Chicago	9.6	8	Raleigh	5.9
9	Indianapolis	9.5	9	Richmond	5.2
10	Nashville	9.2	10	San Antonio	5.1
11	St. Louis	8.8	11	Denver	5.0
12	Pittsburgh	8.1	12	Jacksonville	4.8
13	Kansas City	7.5	13	Sacramento	3.8
14	Columbus	7.4	-	Providence	N/A
Average		10.3	Average		7.4

Source: U.S. Bureau of Labor Statistics Quarterly Census of Employment and Wages.

Table V-25  
 MANUFACTURING SHARE OF GROSS DOMESTIC PRODUCT  
 Percent of GDP Related to Manufacturing: 2013

MIDWEST METRO AREAS			OTHER METRO AREAS		
1	Indianapolis	24.1	1	Portland	34.6
2	Detroit	17.7	2	Milwaukee	16.5
3	Louisville	17.0	3	Charlotte	14.4
4	Milwaukee	16.5	4	Raleigh	14.1
5	Cincinnati	16.4	5	Salt Lake City	13.4
6	Cleveland	15.9	6	Memphis	12.8
7	Buffalo	14.8	7	Richmond	12.2
8	St. Louis	13.6	8	Birmingham	10.8
9	Chicago	13.2	9	San Antonio	7.7
9	Minneapolis	13.2	10	Oklahoma City	7.2
11	Kansas City	10.6	11	Denver	6.2
11	Nashville	10.6	11	Jacksonville	6.2
13	Pittsburgh	9.8	13	Sacramento	5.1
14	Columbus	9.3	-	Providence	NA
Average		14.5	Average		12.4

Source: U.S. Bureau of Economic Analysis.



## ATTACHMENT F

### Update to the “Principles and Action Plan” section in Chapter VII to Include Implementation Programs Carried Out by County EDOs and to Include Recommendations to Address High Unemployment Among Minorities and Previously Incarcerated Adults

#### PRINCIPLES AND ACTION PLAN

M7 focuses on three core principles to deliver economic development value for the region:

- Business Expansion and Attraction: Generating prospects and delivering single-source service
- Region Building: Uniting the seven counties around a cohesive regional agenda
- Business Climate Improvement: Improving the climate for economic development

As M7 moves into its third five-year strategic campaign and has the team and tools firmly in place to execute its mission, the organization is moving into more proactive, targeted, sophisticated approaches built on the foundation established during earlier campaigns.

Ongoing efforts will be to:

1. Continue Regional Expansion Outreach
2. Develop a Network of Site Selectors, Corporate Relocation Executives and Chief Executive Officers (CEOs)
3. Launch Target Cluster and Lead Generation Campaigns
4. Engage in Cluster Business Development
5. Improve the Climate for Economic Development
- 5.6. Achieve Greater Equity in Employment and Income.

County and local Economic Development Organizations (EDOs) also implement economic development activities and programs, often in cooperation with technical colleges, universities, units of government, and/or businesses. These activities complement the activities of the M7, and are described in this section. Additional information on university and technical college programs are described in Chapter VI, in the “Public-Private Relationships” section.

Following completion of the M7 Framework for Economic Growth Plan in early 2014, the City of Milwaukee prepared and adopted *Growing Prosperity: An Action Agenda for Economic Development in the City of Milwaukee*. *Growing Prosperity* identifies the actions that need to be taken by the City of Milwaukee and others to capitalize on the regional strategies presented in the M7 plan and this CEDS, so the City can thrive in the regional and global economies.

#### 1. Continue Regional Expansion Outreach

##### ***CEO Calling Program to Top 75 Regional Companies***

The purpose of the CEO Call Program is to speak one-on-one with CEOs to identify company-specific growth opportunities and threats, and to gain a first-hand understanding of the broader issues facing the top 75 companies in southeast Wisconsin. This is a follow up to earlier CEO calling programs conducted in several targeted sectors.

Several County EDOs also carry out CEO calling programs, and M7 will coordinate its efforts with the County EDOs. County calling programs are carried out by the Kenosha Area Business Alliance (KABA); the Racine County Economic Development Corporation (RCEDC), in cooperation with Gateway Technical College and Racine Area Manufacturers and Commerce (RAMAC); Economic Development Washington County (EDWC); and the Waukesha County Business Alliance.

## **2. Develop a Network of Site Selectors, Corporate Relocation Executives (CREs) and CEOs**

- Host group of site selection consultants in Region
- Outreach program to site selectors/CREs/CEOs
- Attend economic development/site selection conferences

Hosting site selection consultants lays the groundwork to initiate and develop business relationships while placing Southeastern Wisconsin in their minds as an option for future expansion/relocation decisions. This is a follow-up to a successful site selector group hosted in 2010 that produced several leads.

The outreach program to site selectors, corporate real estate executives, and CEOs provides consistent communication on the region's attributes through targeted and industry-specific marketing information about the region.

Attending conferences helps establish relationships with site influencers and builds awareness of the region.

County EDOs and county and local governments work to ensure that an adequate number of sites are available for business development. In addition to preparing comprehensive plans that identify suitable sites for commercial and industrial development, local governments may develop business parks and/or provide the infrastructure for park development. Financing for infrastructure and other site improvements is often provided through establishment of a Tax Increment Financing (TIF) District by the local government.

Other current or recent efforts to ensure an adequate supply of land and improvements for business development include:

- WEDC Locate in Wisconsin and Certified in Wisconsin websites. Currently, there is one certified site in the region, located in the City of West Bend.
- The M7 "Choose Milwaukee" website is a subset of the Locate in Wisconsin database for the seven counties in the Region.
- Racine County Industrial Land Absorption Study, recently updated to measure land absorption at existing business parks to help to determine future needs.
- KABA Feasibility Study of Industrial Park Development, underway in cooperation with local governments west of I-94.
- Washington County Site Revitalization Program, underway to remediate and redevelop brownfield sites.

## **3. Launch Target Cluster and Lead Generation Campaigns**

### ***Northern Illinois Calling Campaign***

- One-on-one calls with CEOs and multipliers (brokers and site selectors)
- Develop database of Northern Illinois manufacturers
- Implement advance and follow-up marketing

M7 is developing a lead generation campaign by identifying, researching, and calling on manufacturing companies with an interest or potential interest in locating in Wisconsin from Northern Illinois and Chicago. Illinois has announced recent tax increases and the region has a competitive value proposition for Illinois businesses in several sectors, especially manufacturing. M7 is working with county ED agencies and the state to set up introductory meetings with pre-qualified prospects and Chicago area site selectors and brokers.

### ***International Calling Campaign***

M7 has designated Western Europe as a long-term strategic target for the region, based on research and recent successes with six European manufacturing companies that have established operations in the region, including four from Spain. Milwaukee's value propositions and manufacturing heritage mesh well with Western European manufacturing. There is a large potential target market, with overall investment in the U.S. by companies from the top five European countries exceeding \$445 billion in the manufacturing sector.

- **Hannover: One-on-one company meetings and meetings with multipliers centered around Hannover Messe trade show**  
To raise the profile of Southeastern Wisconsin and state among EU companies and to attract more FDI projects, M7 attends the Hannover Messe trade show in Hanover, Germany. This is one of the largest industrial trade shows in the world, with 6,000 exhibitors and 200,000 attendees. The show presents a unique cross-section of industrial technologies including automation, power, energy, and electrical components that align very well with the region's target clusters. This year, M7 represents met with over 60 European companies and brought several international prospects to the region.
- **Hesse or German geography sector development**  
Target areas of Germany for sector development by capitalizing on recent investments to build relationships, develop a pipeline, and arrange qualified meetings with potential investors. Milwaukee's target sectors and robust assets that support manufacturing – workforce, location, educational system, and infrastructure –align well with German states like Hesse, which has a very strong manufacturing industry with sectors that include electrical and electronics, automotive supply, medical products, and mechanical engineering.
- **Northern Spain follow up: multiplier and company relationship development**  
Spain has been specifically targeted as a growth market because several Spanish businesses have established U.S. operations in the region over the last several years. M7's recent mission to Spain has led to three business prospects planning to make visits to the region in 2014. Ongoing strategies include meeting with other locationally active companies that might fit Milwaukee's regional profile, developing relationships with industry and government associations, and identify strategic partnership targets for Milwaukee area companies.
- **Trade missions**  
Trade missions open the doors for strategic partnerships for exporting companies in the region and foreign operations. In 2013, the region participated in the Governor's trade mission to China and hosted the Shunde delegation from China in the region.

## **4. Engage in Cluster Business Development**

### ***Engage Energy, Power, and Controls Cluster***

The region is a U.S. center for advanced manufacturing in the energy, power, and controls sectors. Despite global challenges, manufacturing continues to be an essential component of the regional economy, exhibiting strong sales, profitability, and investment trends. The region ranks second

nationally for manufacturing employment per capita. Global industry leaders like Rockwell Automation, Johnson Controls, ABB, Rexnord and DRS Technologies are headquartered in Milwaukee or have significant business operations here.

#### ***Partner with the Mid-West Energy Research Consortium***

M7 partners with the Mid-West Energy Research Consortium (M-WERC) to support industry expansion for new and member companies like Rockwell, DRS, and American Transmission, by harnessing the resources of Wisconsin's universities and technical colleges to provide cutting-edge consulting, research, and workforce development. With a vision to make Wisconsin and the Midwest the leader in energy, power, and controls, M-WERC develops strategic partnerships between academic institutions, industry, government, and other organizations to grow the cluster and improve its competitiveness.

Current initiatives include:

- Develop \$9.6M Energy Innovation Center (EIC) at Century City Tower in the City of Milwaukee's 30<sup>th</sup> Street Corridor, providing space for Research and Development (R&D), entrepreneurial training, and workforce development, targeted to open in September 2015
- Within the EIC, establish an incubator focused on developing building products for energy efficiency and advanced manufacturing
- Continue to fund collaborative and transformative energy-related seed research between corporate partners and academic institutions

#### ***Develop Food & Beverage Cluster***

There are more than 300 food and beverage manufacturing companies in the region, employing nearly 15,000 people, including the third-largest concentration of food scientists in the nation. Wisconsin overall is home to more than 1,000 food processing firms that employ 62,000 people and have combined gross annual revenues of \$10 billion. Nationally, Wisconsin ranks among the top ten agricultural states in the U.S.

- Partner with FaB Wisconsin  
FaB Wisconsin, the region's food and beverage industry network, now reaches more than 400 companies and 700 executives in the industry. FaB leverages the region's strength in food and beverage manufacturing to drive economic growth in the areas of talent, innovation, and business development. Recently, FaB's Advisory Council worked closely with Milwaukee Area Technical College to develop food manufacturing and food science technical degree and diploma programs that were offered for the first time in fall 2013.

Current initiatives include:

- Support development of the Milwaukee Area Technical College Food Maker School and Innovation Center
- Secure funding and develop mentor base for FaBcelerator start-up accelerator program
- Launch a food company financing accelerator
- Expand FaB's career pathways beyond technical colleges to high schools and four-year colleges and universities

#### ***Support Water Technologies Cluster***

The Southeastern Wisconsin Region lies on the shores of the greatest single source of fresh water on the planet, the Great Lakes. Situated along Lake Michigan and uniquely spanning both the Great Lakes and Mississippi River watersheds (the two largest watersheds in the United States), the region is blessed with abundant fresh water resources, world-class research institutions and the highest

concentration of water-related companies in North America, making it a world hub of water technology, research, and policy.

The region's water industry is a \$10.5 billion market, supporting 20,000 jobs and accounting for 4 percent of the total world water business. More than 130 water-related companies locate operations here, including five of the 11 largest water firms in the world.

- Partner with The Water Council

The Water Council, headquartered in Milwaukee and the first organization of its kind in the United States, is aligning the regional fresh water research community and water-related industries to establish the region as the world water hub for water research, economic development, and education.

The Water Council is advancing the region's global position by becoming a magnet that attracts creative talent, innovative ideas and is recognized as a water leader in tomorrow's world. M7 partners with the Council as it focuses on a number of key areas to further its mission:

- Talent/Education
- Corporate-University Linkages
- Global Communications
- Policy
- Grow Sales, Exports, and Jobs
- Develop Solutions to Address Water Challenges Around the World
- Water Stewardship

Current initiatives include:

- Launch next round of technology start-ups in the BREW business accelerator program at the Global Water Center, unleashing unique businesses that address global freshwater challenges
- Partner to create the Water Collaborative Innovation Platform, a web-based search, innovation management, and analytics tool that will enable researchers worldwide to conduct the most complete data mining of water research information that has ever existed
- Continue development of the Global Water Technology Park at Reed Street Yards property, creating a research and technology hub focused on Milwaukee's growing water industry
- Support and partner with the University of Wisconsin-Milwaukee's School of Freshwater Sciences, which has recently expanded with a \$53 million, 100,000 square foot addition

## 5. Improve the Climate for Economic Development

### *Workforce Development*

- Develop Regional Workforce Strategic Framework

M7 is leading a regional workforce development initiative that is engaging the Regional Workforce Alliance (RWA), which consists of representatives from business, the workforce development centers in the region, and the region's technical colleges, to develop a strategic framework for workforce development and address the skills gap of a misaligned workforce without the skills to meet the needs of employers, especially in the manufacturing sector. [A Talent Advisory Council has been formed by the M7 to work with the RWA.](#)

[Workforce development programs and strategies should address the following:](#)

- [Align workforce development structure with growth opportunities in key industry and large employment clusters.](#)

- The City of Milwaukee has established a Resident Preference Program (RPP) that requires that 40 percent of hours worked under City-let construction contracts or on projects within a City Tax Incremental Financing District are by City residents who fit specific unemployment or underemployment criteria. Other county and local governments with a high percentage of census tracts in economic distress due to high unemployment levels could consider enacting residence preference programs for EDA-funded construction projects sponsored by the county or local government. The enactment of such programs may require cooperation with workforce development agencies to ensure that workers with the necessary skills are available.
- County and local governments with high percentages of formerly incarcerated residents should work with workforce development boards and other partners to:
  - Expand transitional jobs programs for released inmates and for offenders diverted from incarceration, such as the “Compete Milwaukee” program.
  - Establish job training programs for released inmates, focusing on construction and manufacturing jobs.
  - Facilitate local employers’ pursuit of hiring practices that are more inclusive of ex-offenders.
- Consider expanding internships, job shadowing opportunities, part-time summer jobs, and career academies for high school and college students.
- Continue efforts to develop a Regional Certificate of Employability, which would include reaching a regional consensus on non-technical (“soft” skills) most sought by employers. Standards to measure and certify that potential employees possess the desired skills and high school and technical college programs to help potential employees develop these skills should also be developed.
- Windows to Work  
Programs such as Windows to Work, a joint effort between the Wisconsin Department of Corrections and workforce investment boards, should be expanded to improve employment readiness, including restoration and repair of a driver’s license if feasible. Those unable to secure or repair their license should be given assistance obtaining a state photo ID. Obtaining a driver’s license and clearing up license suspensions and revocations should be a priority employment initiative for those already released into the community. Windows to Work should also continue to assist participants with developing work skills and securing education, healthcare, child care, and housing assistance as necessary.
- **Closing the Skills Gap Initiative – Manufacturing Careers Partnership**  
 In spite of high unemployment, companies in the region continue to have difficulty in finding qualified workers. As the economy grows and the workforce continues to age, this issue will only become more acute. As a first stage response, M7 and partner organizations established the Manufacturing Careers Partnership (MCP), which offers a voice to manufacturers in developing, qualifying, and attracting a trained talent pool in region-wide coordination with educators and workforce development. In 2013, MCP created a Welding 101 curriculum that will be offered by technical colleges across the state in 2014 to meet the demand for entry-level welders. The success of this project has led to the initiative being replicated to train CNC (Computer Numerical Control) workers.

- "Dream It. Do It." Marketing Campaign  
Manufacturers in the region have repeatedly said that finding qualified workers with the skills needed to operate complex, computer-controlled machinery is the top business challenge they face. "Dream it. Do it." is a national recruitment strategy sponsored by the National Association of Manufacturers designed to re-brand manufacturing as an industry providing high-paying, high-quality careers. Targeted at young people ages 17 to 27, the initiative will first be implemented in the M7 region, and eventually unveiled statewide. Wisconsin is the 20th region nationally to implement the program.
- Manufacturing Tours  
This pilot program of manufacturing company tours provided students, parents, and educators the opportunity to explore and understand the careers that exist in manufacturing today and in the future to meet the employment needs of local manufacturers. [Both KABA and the Waukesha Business Alliance sponsor Schools2Skills tours of manufacturing establishments to learn more about career options and the working environment.](#)
- [Training Programs](#)  
[Many county EDOs, often in cooperation with the Technical College serving the county, conduct training classes for existing employees of area businesses or for persons who want to obtain certification. Examples of the former include training courses sponsored by KABA, in cooperation with Gateway Technical College, UW-Parkside, and Carthage College; RCEDC in cooperation with Gateway Technical College, UW-Parkside, and Racine County Workforce Development; WCEDA in cooperation with Gateway Technical College and UW-Whitewater; and OED and EDWC in cooperation with Moraine Park Technical College and the Waukesha-Ozaukee-Washington Workforce Development Board.](#)
- Talent Dividend Initiative  
The Talent Dividend Initiative aims to increase the number of college graduates in the region through better college access, easier credit transfers between schools, and systems that help returning adults and current students complete their degrees on time. Studies from CEOs for Cities show that even a one percentage point increase in four-year college degrees in the region, or roughly 13,000 graduates, would translate into an additional \$1.5 billion in total income for the region.
- [Recruitment Events, such as job fairs, are conducted by several county EDOs.](#)

### ***Talent Attraction and Retention***

- Support FUEL Milwaukee [and similar networking programs](#)  
  
FUEL Milwaukee is the leading organization addressing talent attraction and retention for the M7. Its mission is to establish Southeastern Wisconsin as the region of choice for world-class talent. FUEL specializes in helping companies and individuals connect in the increasingly competitive, ever-changing world of work. FUEL's 6,000 members represent nearly 400 employers of all sizes from across the region.  
  
[Several County EDOs have organizations similar to FUEL Milwaukee. Groups to encourage networking among younger professions include RAMAC's YPR, KABA's Young Leaders in Kenosha \(Y-link\), and the Waukesha Business Alliance Young Professionals groups. Other networking groups sponsored by County EDO's include the Waukesha Business Alliance Networking After 5 and Women's Development Network.](#)

- [Several county EDOs sponsor leadership development programs for local employees. Programs include Leadercast Kenosha, Leadership Walworth, and Leadership Waukesha County.](#)
- [KABA Catalyst2Careers Scholarship Program](#)  
[KABA provides financial assistance to students who attend local colleges and universities in pursuit of high-demand careers through the Catalyst2Careers Scholarship Program. Annual scholarships are offered to high school seniors in the Kenosha area whose actions link personal interests and talents with various career options, and who are pursuing post-secondary education within Kenosha County. Scholarships are awarded to students who intend to pursue a major or career path in math, science, technology, medicine, engineering, business, finance, or accounting.](#)
- [Establish branding, events, and internship opportunities designed to better connect students at colleges and universities in the Region with the assets and opportunities of the larger community, with the goal of retaining more graduates.](#)

### ***Entrepreneurship***

- **Support BizStarts Milwaukee**  
BizStarts, the regional entrepreneurial initiative, is an outgrowth of the M7 Strategic Framework and is now a stand-alone entity. It focuses on connecting entrepreneurs with the resources to launch and grow their companies. BizStarts assists with business planning, connecting with early-stage investing and other issues that face start-ups. BizStarts' Venture Track mentoring component has been involved with at least 50 "high growth" start-ups that have launched with early stage capital over the last four years. These companies currently employ more than 550 full-time employees and have attracted \$114 million in early stage capital investment.
- **Support MiKE and Scale Up Milwaukee**  
Innovation in Milwaukee (MiKE) is a cluster initiative of the M7 that's developing high-tech talent for design and technology start-ups. MiKE is one of the lead partners in Open for Enterprise, which chose Milwaukee for the first-ever project in the U.S. to build upon start-up expert Daniel Isenberg's methodologies to fuel entrepreneurship in the region. Organized through Scale Up Milwaukee, the program will produce an actionable blueprint for Milwaukee that can help lead to a measurable increase in start-ups and successful scale-ups.

Scale Up Milwaukee is accelerating the region's entrepreneurial ecosystem by delivering new activities and bolstering existing efforts throughout the region to help young companies grow. Initiatives include developing new educational programs and collaborating with local economic development groups to spur even more startup growth. One specific program is Scalerator, an intense six-month training and mentoring program for business owners who are extremely motivated to scale up and grow their businesses.

- [Gateway Technical College LaunchBox](#)  
[LaunchBox provides access to business development support and resources from 10 partner organizations to entrepreneurs seeking to start a business in the City of Racine and ongoing assistance for emerging and established businesses. LaunchBox has numerous resources for business plan assistance, licensing and permitting, financing, business education, business training, workforce development and staffing, product development, and sales and marketing. A co-working space in downtown Racine is also available to help remove barriers to new companies that are not ready to lease their own workspace.](#)
- [Waukesha County Small Business Alliance](#)  
[Small Business Alliance member businesses \(around 50 employees or fewer\) meet every other month for networking, referrals, and education. Speakers focus on topics tailored to meet the](#)

specific needs of small and growing businesses. Topics include goal-setting, marketing, legal and financial issues for small businesses, innovation, regulations, and cost-saving.

- Business Lending Partners

Business Lending Partners (BLP) is a private non-profit organization licensed by the U.S. Small Business Administration (SBA) as a Certified Development Company (CDC) to process and service SBA 504 loans. SBA 504 loans provide long-term, fixed-rate financing options for real estate and equipment needs. BLP was established in 1983 and is the only CDC headquartered in Southeastern Wisconsin. Eligible uses of SBA 504 loan funds include land and building purchases and renovations, building construction, machinery and equipment, furniture and fixtures, leasehold improvements, inventory, working capital, environmental remediation, and limited refinancing of real estate and equipment loans. Typically, a private lender covers about 50 percent of the total cost while BLP covers up to 40 percent, with the borrower contributing 10 percent. BLP also administers Revolving Loan Funds (RLFs) for Racine and Waukesha Counties, the Cities of Burlington and Racine, and the Village of Union Grove.

- UW-Extension Small Business Development Centers

The UW-Extension Small Business Development Centers (SBDC) offer free one-on-one counseling to business clients who are considering starting a business and existing businesses. The SBDC draws upon a large group of business professionals who specialize in marketing and sales, business planning, buying and selling a business, financial management, product development, accounting and bookkeeping, customer service, and inventory control. SBDC offices in the Region are located at UW-Whitewater, serving Walworth and Waukesha Counties in addition to three counties outside the Region; UW-Parkside, serving Kenosha and Racine Counties; and UW-Milwaukee, serving Milwaukee, Ozaukee, and Washington Counties.

- WCTC Small Business Center

The Waukesha County Technical College (WCTC) operates a Small Business Center, which focuses on helping small business entrepreneurs start and grow small businesses. The Center primarily serves micro-business owners (one- or two- person businesses with less than five employees). The Center offers several short, non-credit courses taught by practicing professionals that help build the knowledge foundation of small business owners. In addition, the Center offers free counseling and mentoring services and networking events.

### **Funding**

A number of County EDOs administer County Revolving Loan Funds and/or other funding programs to assist in attracting economic development projects. Projects typically receive funding if they will create jobs in the County. A number of cities and villages in the Region also administer economic development funding programs, typically revolving loan funds established through Community Development Block Grants.

Examples of financial assistance programs carried out by County EDOs include:

- Kenosha County High Impact Fund and the Revolving Loan Fund, both administered by KABA.
- Milwaukee County Revolving Loan Fund, administered by the Milwaukee Economic Development Corporation.
- Ozaukee County Revolving Loan Fund, administered by OED.
- Racine County Revolving Loan Fund, administered by Business Lending Partners.

- Walworth County Revolving Loan Fund, administered by WCEDA.
- Washington County Revolving Loan Fund, administered by EDWC.
- Waukesha County Revolving Loan Fund, administered by the Wisconsin Business Development Finance Corporation.

#### Assistance to Local Governments

Several County EDO's provide assistance to local governments, on request, to administer or implement economic development programs, grants, and revolving loan funds. Examples include:

- KABA- Supports Downtown Kenosha, Inc. to implement the Main Street program to continue revitalization efforts in the City of Kenosha downtown area. KABA is also working with the City of Kenosha to redevelop the former Chrysler engine plant site.
- RCEDC- Administers façade grant programs for the City of Burlington and Village of Union Grove and a curb appeal grant program for the Village of Waterford. RCEDC also administers the Downtown Commercial Business Rent Assistance Grant program for the Village of Union Grove, prepared a Downtown Market Analysis for the Village of Waterford in 2013, and administers a brownfield redevelopment initiative for the City of Racine, including management of multiple assessment and cleanup grants funded by the Wisconsin Department of Natural Resources (DNR) and the U.S. Environmental Protection Agency (EPA).
- OED- Administers revolving loan funds for the Cities of Mequon, Cedarburg, and Port Washington, and the Villages of Grafton and Saukville
- WCEDA- Administers revolving loan funds for the Cities of Delevan, Elkhorn, and Whitewater, and the Village of East Troy.

#### **Public Policy**

- **Improve the Region's Competitive Standing**  
The M7 Regional Policy Committee recommends support for public policy that improves the region's competitive standing. The committee continues to support creating and expanding incentive tools that help Wisconsin compete on a level playing field in today's national and global marketplace. M7 lobbied for the state Jobs Tax Credit, a valuable new tool that gives a company creating jobs in Wisconsin up to 10 percent of wages for up to 10 years.
- **Foreign Investment**  
To attract foreign investment, M7 worked with the U.S. Department of Homeland Security to become a designated Regional Center for the EB-5 Immigrant Investor Visa Program. The program offers green cards to qualifying foreign investors and their families who invest a minimum of \$500,000 in businesses and create 10 full-time jobs for U.S. workers. Since it was initiated in 2007, this program has attracted \$250 million from foreign investors.
- **Foreign Trade Zone**  
First authorized by the Foreign Trade Zones Act of 1934, Milwaukee's long-standing Foreign Trade Zone — the country's 41st — is expanding after being an underutilized economic development tool. A new overseer, the Port of Milwaukee, has taken over the role from a private firm.

M7 advocated for the change in oversight and will promote the benefits of zone use for economic development and creation and retention of jobs in the region. The eligibility requirements and the area of the FTZ have also been enlarged, making more companies eligible for the program.

- Implementation of the Regional Transportation Plan

The M7 and State, County, and local governments should work to implement the regional transportation system plan prepared by SEWRPC. The regional transportation plan seeks to provide a multi-modal transportation system with high quality public transit, bicycle and pedestrian, and arterial street and highway elements which add to the quality of life of Region residents and support and promote expansion of the Region's economy by providing for convenient, efficient, and safe travel by each mode. A sound and reliable transportation system is necessary to ensure the timely movement of freight and to ensure that workers can readily access job locations, including access for households that rely on public transit for travel to work and training opportunities.

- Continue Efforts to Provide Housing Affordable to the Region's Workforce

Economic development agencies, SEWRPC, and businesses will continue to work with local governments to inform them of the need for affordable workforce housing within a convenient commuting distance of area businesses. The regional housing plan prepared by SEWRPC includes recommendations for providing housing affordable to a community's workforce and for providing transit services to provide connections between existing areas of affordable housing and job centers.

### ***M7 Regional Export Initiative***

M7 has targeted exporting as a key initiative to spur growth in companies in the region, with a focus on small- and mid-sized firms. Through the efforts of M7, the Southeastern Wisconsin Region was one of eight U.S. metro areas selected in 2013 for the Global Cities Initiative, a high-profile program established by the Brookings Institution to expand global trade and exporting. One of the first steps for the region will be to design and implement a regional export strategy and action plan in 2014. Exporting is imperative to the success of the region - new realities are that 75 percent of the world's purchasing power is outside the U.S., and 80 percent of the world's economic growth over the next decade will occur beyond U.S. borders.

## **6. Achieve Greater Equity in Employment and Income**

As documented in Chapter VI, a number of areas in the Region meet EDA criteria for economic distress based on high unemployment levels and/or low incomes. Map VI-4 illustrates that a number of census tracts in the Cities of Kenosha, Milwaukee, and Racine have unemployment rates more than twice the national average, and five tracts in the City of Milwaukee have unemployment rates more than four times the national average. All of the census tracts with unemployment rates more than twice the national average have a higher percentage of minority residents than the regional average.

Led by the M7, efforts are underway to address these issues by undertaking a variety of business development activities. Such activities are focused on the ultimate goal of creating within the Region more family supporting jobs, while expanding the tax base and increasing personal incomes. County and local governments, economic development organizations, workforce development agencies, nonprofit organizations, and others are cooperating in these efforts, which include:

- Preparation and adoption of this CEDS, which will make county and local governments with economically distressed areas eligible to apply for EDA grant assistance for projects intended to benefit such areas.

- Implementation of workforce development strategies and programs designed to increase incomes and jobs, including in areas with high unemployment and areas impacted by high percentages of residents that were previously incarcerated. Existing and proposed programs are included under the “Workforce Development” section of this Chapter.
- The Transform Milwaukee initiative, which is a partnership of state, federal, and regional agencies; the City of Milwaukee; and private foundations and nonprofit groups to redevelop abandoned industrial sites and residential properties in portions of the City of Milwaukee and the area around Mitchell airport. Focus areas include the 30<sup>th</sup> Street Corridor, which is surrounded by areas of high unemployment. Transform Milwaukee is working to create new businesses and jobs, provide educational and job training opportunities, address flooding problems, and improve transportation facilities.
- Develop the Center for Advanced Manufacturing at Century City (part of the 30<sup>th</sup> Street Corridor, surrounded by areas of high unemployment) to provide training for good-paying jobs in the manufacturing industry.
- Continued assistance to small businesses, including through efforts of the Small Business Development Centers, the WCTC Small Business Center, and the WEDC Minority Business Development Revolving Loan Fund, among others.
- Continued efforts to secure reliable, dedicated local funding sources to adequately support public transit systems in the Region, in accordance with the recommendations of the regional transportation system plan. A reliable, efficient, and areawide public transit system is essential to enable low and moderate income residents in the Cities of Kenosha, Milwaukee, and Racine to access jobs, job training facilities, and educational institutions.

## ATTACHMENT G

### **Update to the “Regional Economic Performance” section in Chapter VI to include information about areas of economic distress, minority unemployment levels, and employment barriers to African American men who have been incarcerated**

#### **REGIONAL ECONOMIC PERFORMANCE AND AREAS OF ECONOMIC DISTRESS**

The regional economy in Southeastern Wisconsin is large and diverse. The region’s approximately 950,000 workers – employed in 52,000 firms – generated \$83 billion of real gross regional product (GRP) in 2011.

The four-county Milwaukee MSA<sup>1</sup> is the 36<sup>th</sup> largest in the U.S., and if it were a country, its size would rank it just behind Morocco and Slovakia. At the same time, regional employment experienced a more dramatic decline and a more modest post-recession rebound than the U.S. as a whole, and currently (2012) stands at nearly 6 percent below 2000 levels.

GRP similarly has grown more slowly than the nation (2001-2012), at a compound annual rate of 0.9 percent compared to the U.S. rate of 1.5 percent (see Figure VI-2).

Modest GRP growth – despite employment losses – has been possible because of an 18 percent rise in regional productivity since 2001. While productivity growth has outpaced the U.S., the region remains nearly 4 percent less productive than the U.S. (2011).

Despite rising productivity, wages have remained stagnant in the region (+0.1 percent compound annual growth since 2000), and the gap between the average regional wage and the average U.S. wage has widened to more than 6 percent (see Figure VI-3).

The seven-county unemployment rate has historically tracked the national rate, though it has come down slightly more quickly since the recession (to 7.6 percent in 2012 compared to 8.1 percent for the U.S.). The seven-county region’s poverty rate has risen by more than half since 2000, but declined slightly in 2011 to a level of 15.0 percent, slightly below the U.S. rate of 15.9 percent.

For purposes of its grant programs, the U.S. Economic Development Administration (EDA) identifies counties and census tracts in economic distress, based on unemployment rate and per capita income. Counties or census tracts with an average 24-month unemployment rate above the U.S. average by one percentage point or more, and/or with an average annual per capita income level 80 percent or less than the U.S. average are considered economically distressed.

Map VI-1 shows census tracts in the Region that met EDA criteria for economic distress as of May 2015, based on five-year American Community Survey data from 2009-2013. A total of 223 census tracts, or 42 percent of census tracts in the Region met the economic distress criteria; including 58 percent of census tracts (173 of 296) in Milwaukee County, 49 percent (17 of 35) in Kenosha County, 48 percent (21 of 44) in Racine County, and 36 percent (eight of 22) in Walworth County. One census tract in Washington County and three census tracts in Waukesha County, or about 4 percent of census tracts in

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<sup>1</sup> *The Milwaukee Metropolitan Statistical Area (MSA) includes Milwaukee, Ozaukee, Washington, and Waukesha Counties.*

each county, met the EDA economic distress criteria, and none of the census tracts in Ozaukee County met the criteria.

Many census tracts that meet EDA criteria for economic distress also have higher than average concentrations of minority residents. Map VI-2 shows census tracts in the Region where the percentage of minority residents exceeds the regional average of 29.2 percent. Minority residents include African American, American Indian/Alaska Native, Asian and Pacific Islander, and Hispanic persons.

Map VI-3 compares census tracts with an above average concentration of minority residents to census tracts that meet EDA economic distress criteria. Of the 223 census tracts that meet economic distress criteria, 171, or 77 percent, have a minority population higher than the regional average. In Milwaukee County, 85 percent of economically distressed census tracts also had higher than average minority populations. Over half of the census tracts meeting economically distressed criteria in Kenosha and Racine Counties also had higher than average minority populations. Walworth and Waukesha Counties each had one census tract that met economic distress criteria and had a minority population higher than the regional average.

The national unemployment rate during the period 2009-2013 was 9.7 percent. The unemployment rate was more than double the national rate in 72 census tracts in the Region (see Map VI-4). There were 62, or 21 percent of all census tracts in Milwaukee County, with an unemployment rate of 20 percent or more, including eight with an unemployment rate between 30 and 40 percent and five with an unemployment rate above 40 percent. Four census tracts in Kenosha County and six in Racine County also had unemployment rates between 20 and 30 percent. All of the census tracts with an unemployment rate over 20 percent were also tracts with a higher than average percentage of minority population. With the exception of one tract that includes areas in both the City of Kenosha and Town of Somers and one tract located in western Racine County (Southern Wisconsin Center), all of the census tracts with an unemployment rate over 20 percent were located in the Cities of Kenosha, Milwaukee, or Racine.

Information from the U.S. Census Bureau and the Bureau of Labor Statistics indicates the unemployment rate varies by race and ethnicity. In the City of Milwaukee, the Bureau of Labor Statistics reported an overall unemployment rate in 2013 of 12.2 percent. The unemployment rate for White workers that live in the City was 8.7 percent compared to 16.3 percent for Black/African Americans and 19.8 percent for Hispanic resident workers. As shown in Figure V-2 in Chapter V, unemployment rates are higher for minority workers throughout Wisconsin and the United States.

The City of Milwaukee *Growing Prosperity*<sup>2</sup> plan describes several issues related to high unemployment and low incomes in some City neighborhoods. These issues include low achievement in elementary and secondary school; low levels of post-high school education; lack of transportation to jobs and job training, and high incarceration rates among African American males. The Growing Prosperity plan, which draws from a report prepared by the Employment and Training Institute at UWM,<sup>3</sup> states:

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<sup>2</sup> *Growing Prosperity: An Action Agenda for Economic Development in the City of Milwaukee, prepared by the City of Milwaukee, September 2014. The City's plan complements the M7 Framework for Economic Growth plan and identifies actions to capitalize on the regional strategies presented in the M7 plan. The City plan is available at: <http://city.milwaukee.gov/ImageLibrary/Groups/cityDCD/planning/plans/Economic-Growth-Plan/GrowingProsperityFullReport.pdf>*

<sup>3</sup> *Pawasarat, John and Lois M. Quinn, Wisconsin's Mass Incarceration of African American Males: Workforce Challenges for 2013, Employment and Training Institute, University of Wisconsin- Milwaukee, 2013; available at: <https://www4.uwm.edu/eti/2013/BlackImprisonment.pdf>.*

“Incarceration rates among African American males remain a major impediment to employment: of the approximately 57,000 African American male residents in Milwaukee, more than 23,000 are in prison or have an incarceration record. Upon release from prison, men who have been incarcerated face poor odds for meaningful employment. Nationally, less than half secure a job upon their return to the community. In fact, ex-offenders are the least likely to find successful employment due to their records, time out of the labor force, persistent legal problems, low education attainment levels, restrictions on access to student loans, limited government supports for education and vocational training, high recidivism rates, and driver’s license suspensions and revocations.”

The UWM report includes six recommendations. Recommendations 3, 4, and 5, which relate to workforce development, are included in the “Principles and Action Plan” section in Chapter VII. Recommendations from the City of Milwaukee *Growing Prosperity* report that rely on the M7 or Milwaukee Area Workforce Investment Board for implementation are also included in the Action Plan in Chapter VII of this report.

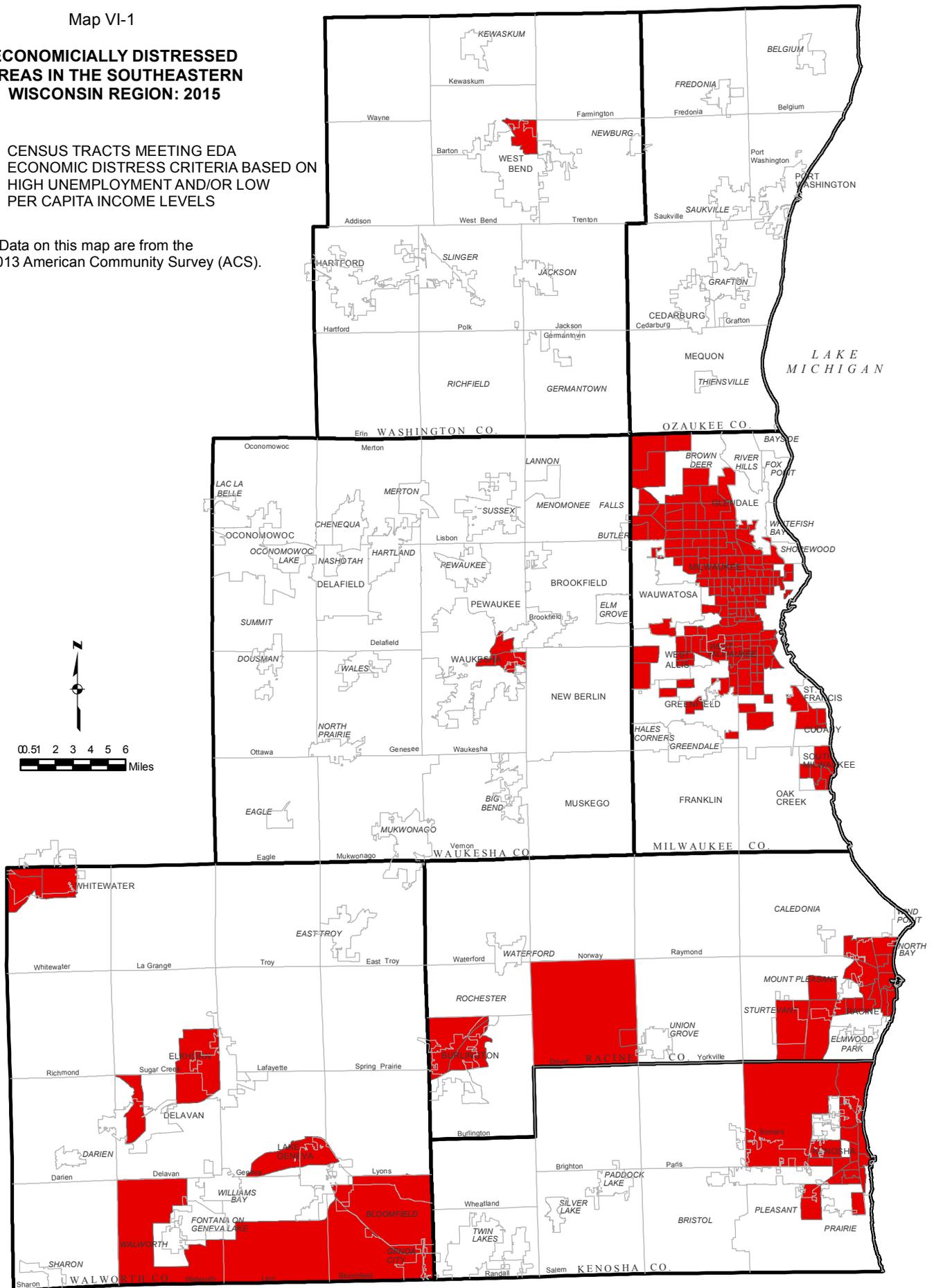
Looking toward the future, the region’s economy is at a critical inflection point. Its performance is uneven as firms, workers, and a range of public and private institutions are working to adapt to the new-economy environment. Deliberate, collaborative action to leverage strategic assets and address key challenges is needed to put the region on a path to inclusive new-economy prosperity. Proposed actions are presented in Chapter VII.

Map VI-1

### ECONOMICALLY DISTRESSED AREAS IN THE SOUTHEASTERN WISCONSIN REGION: 2015

 CENSUS TRACTS MEETING EDA ECONOMIC DISTRESS CRITERIA BASED ON HIGH UNEMPLOYMENT AND/OR LOW PER CAPITA INCOME LEVELS

NOTE: Data on this map are from the 2009-2013 American Community Survey (ACS).



Source: StatsAmerica and SEWRPC.

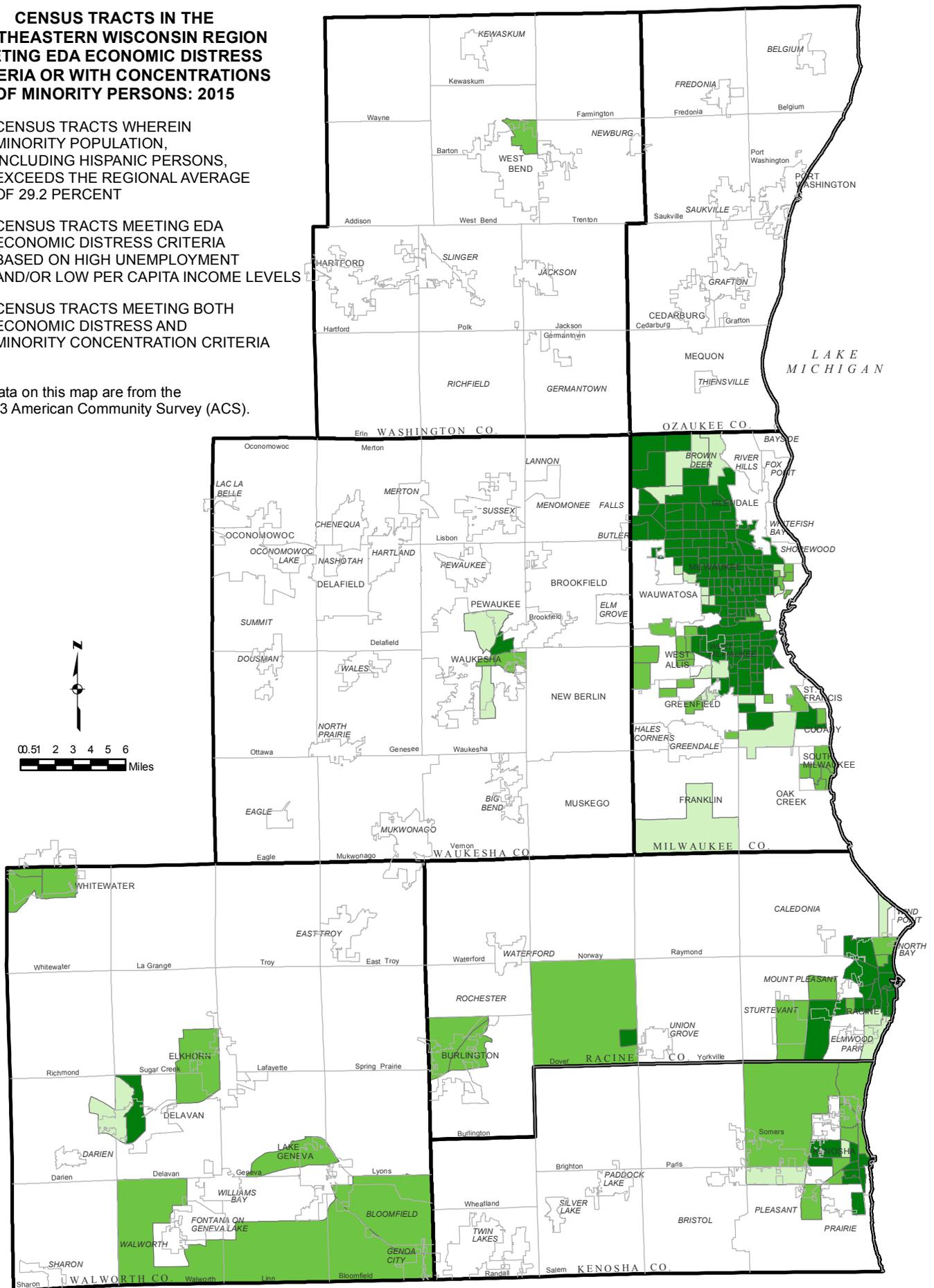


Map VI-3

**CENSUS TRACTS IN THE  
SOUTHEASTERN WISCONSIN REGION  
MEETING EDA ECONOMIC DISTRESS  
CRITERIA OR WITH CONCENTRATIONS  
OF MINORITY PERSONS: 2015**

-  CENSUS TRACTS WHEREIN  
MINORITY POPULATION,  
INCLUDING HISPANIC PERSONS,  
EXCEEDS THE REGIONAL AVERAGE  
OF 29.2 PERCENT
-  CENSUS TRACTS MEETING EDA  
ECONOMIC DISTRESS CRITERIA  
BASED ON HIGH UNEMPLOYMENT  
AND/OR LOW PER CAPITA INCOME LEVELS
-  CENSUS TRACTS MEETING BOTH  
ECONOMIC DISTRESS AND  
MINORITY CONCENTRATION CRITERIA

NOTE: Data on this map are from the  
2009-2013 American Community Survey (ACS).



Source: U.S. Bureau of the Census, StatsAmerica, and SEWRPC.





**ATTACHMENT H**

**Table V-7 (updated)**

**LOCATION QUOTIENTS FOR THE REGION RELATIVE TO WISCONSIN AND THE NATION: 2010**

Industry Subsector	Percent of Total Jobs in Region	Percent of Total Jobs in Wisconsin	Percent of Total Jobs in U.S.	Location Quotient: Region Relative to Wisconsin	Location Quotient: Region Relative to U.S.
<b>Manufacturing</b>					
NAICS 311 Food manufacturing .....	1.59	2.67	1.36	0.60	1.17
NAICS 322 Paper manufacturing .....	0.55	1.42	0.37	0.39	1.49
NAICS 323 Printing and related support activities .....	1.42	1.27	0.46	1.12	3.09
NAICS 326 Plastics and rubber products manufacturing .....	1.01	1.24	0.59	0.81	1.71
NAICS 331 Primary metal manufacturing .....	0.68	0.68	0.34	1.00	2.00
NAICS 332 Fabricated metal product manufacturing .....	2.94	2.84	1.20	1.04	2.45
NAICS 333 Machinery manufacturing .....	2.88	2.62	0.93	1.10	3.10
NAICS 334 Computer and electronic product manufacturing .....	1.34	0.89	1.03	1.51	1.30
NAICS 335 Electrical equipment and appliance manufacturing .....	1.53	0.93	0.34	1.65	4.50
NAICS 339 Miscellaneous manufacturing .....	0.68	0.60	0.53	1.13	1.28
<b>Wholesale Trade</b>					
NAICS 423 Merchant wholesalers, durable goods .....	3.16	2.73	2.56	1.16	1.23
<b>Transportation and Warehousing</b>					
NAICS 485 Transit and ground passenger transportation .....	0.74	0.63	0.39	1.17	1.90
<b>Services</b>					
NAICS 518 Data processing, hosting and related services .....	0.57	0.36	0.23	1.58	2.48
NAICS 524 Insurance carriers and related activities .....	2.37	2.80	1.92	0.85	1.23
NAICS 551 Management of companies and enterprises .....	2.83	2.09	1.75	1.35	1.62
NAICS 611 Educational services .....	2.69	1.47	2.32	1.83	1.16
NAICS 624 Social assistance .....	3.27	2.65	2.32	1.30	1.41

NOTES: This table lists NAICS subsectors in the Southeastern Wisconsin Region which have a location quotient relative to the U.S. of at least 1.1 and account for at least 0.5 percent of all jobs in the Region.  
 The employment data in this table pertain to private sector employment only.

Source: U.S. Bureau of Labor Statistics (Location Quotient Calculator, based upon employment data from the Quarterly Census of Employment and Wages); and SEWRPC.



**ATTACHMENT I**

**Updated Project Lists**

**Table VIII-1  
PROPOSED SOUTHEASTERN WISCONSIN ECONOMIC DEVELOPMENT PROJECTS: TIER I**

Strategy Number <sup>a</sup>	County/Countries	Local Government <sup>b</sup>	Project Title	Project Description	Preliminary Estimated Cost	Proposed Funding Sources	Estimated Start Date
1, 2, 3, 4, 6	M7 Region	Multiple	Business Growth Services	Build out continuum of services such as Scale Up Milwaukee, Economic Gardening, Cluster Accelerators, BizStarts, etc. (also see M7 Export Initiative in next row)	TBD	TBD; private, local, State, and Federal stakeholders	Underway
4	M7 Region	Multiple	M7 Export Initiative/Brookings Global Cities Initiative	Assist area firms in developing export strategies and plans, with a focus on small- and mid-sized firms	TBD	M7, WMEP, WEDC, World Trade Association	Underway
8	M7 Region	Multiple	Milwaukee Institute M-Grid Supercomputing Initiative	Provide small- and medium-sized companies with funding and training to access specialized high-capacity computing and storage network (M-Grid)	\$500,000	WEDC, private, local, State, and Federal stakeholders	Underway
6	M7 Region	Multiple	Minority Business Development Revolving Loan Fund (RLF)	RLFs and technical assistance for minority business creation and expansion via Chambers and nonprofit minority business associations	\$550,000 (FY14)	WEDC, private, local, State, and Federal stakeholders	Underway
6, 8	M7 Region	Multiple	Wi Manufacturing Extension Partnership (WMEP) Profitable Sustainability Initiative	Support small and midsize manufacturers in achieving profitable sustainability	TBD	WEDC, private, local, State, and Federal stakeholders	Underway
7	M7 Region	City of Milwaukee	Regional Entertainment District	Redevelopment and expansion of regional conference and entertainment district	TBD	TBD	TBD
1, 6, 9	M7 Region	City of Wauwatosa	UW-Milwaukee (UWM) Innovation Campus/Innovation Accelerator	Attraction of biomedical and energy related businesses to UWM Innovation Campus and research-intensive technology companies that would benefit from collaboration with UWM or the institutions located at the nearby Regional Medical Center	TBD <sup>c</sup>	EDA, UWM, City of Wauwatosa, other private, local, State, and Federal stakeholders	2010 (on-going)
6	M7 Region	Multiple	Creative Alliance	Highlighting and investing in creative hubs within major population centers	TBD	TBD; private, local, State, and Federal stakeholders	Underway
2, 3, 9	M7 Region	Multiple	Intensive Aquaculture	Industry development of urban aquaculture and aquaponics utilizing redevelopment opportunities in population centers	TBD	TBD; private, local, State, and Federal stakeholders	TBD

**Table VIII-1 (continued)**

Strategy Number <sup>a</sup>	County/Countries	Local Government <sup>b</sup>	Project Title	Project Description	Preliminary Estimated Cost	Proposed Funding Sources	Estimated Start Date
2, 6, 9	M7 Region	City of Milwaukee	Water Council BREW Accelerator	A six-month program sponsored by the Water Council and UW-Whitewater's Institute for Water Business to help water technology entrepreneurs get products and services to market	\$400,000 annually	WEDC and private	Ongoing
3, 6, 9	M7 Region	TBD	Food and Beverage (FaB) Accelerator (FaBcelerator)	An 18-month food and beverage accelerator program to screen, fund, and mentor startups or growing enterprises with high-growth product or food science and technology propositions	\$1,150,000 (during 5-year start-up)	WEDC, UW-Extension, UWM, FaB Wisconsin, WMEP, Metropolitan Milwaukee Association of Commerce	2015
1, 6, 7, 8, 9	Milwaukee	City of Milwaukee	Century City I and II/30 <sup>th</sup> Street Corridor Infrastructure and Development/ Transform Milwaukee	Develop contemporary business park at the site of the former AO Smith/Tower Automotive plant through demolition of obsolete manufacturing buildings, improving road, rail, and telecommunications infrastructure, and develop new greenway to separate site from nearby residential neighborhoods. Construct Advanced Manufacturing Training Center and renovate an existing building to serve as an Energy Innovation Center (see next two rows)	\$12,500,000 to \$55,000,000	City of Milwaukee, New Markets Tax Credits, Milwaukee Economic Development Corp., WHEDA, WEDC, State of Wisconsin, <sup>d</sup> EPA, HUD, EDA, Milwaukee Metropolitan Sewerage District (MMSD), EB-5 investment	2011 (Ongoing)
5	M7 Region	City of Milwaukee	Century City Advanced Manufacturing Training Center	Provide advanced manufacturing training and facilities for prototype and small-run production to support growth and attraction of key manufacturing segments in Southeast Wisconsin	\$7,800,000	TBD; private, local, State and Federal stakeholders	2014
1, 6, 9	M7 Region	City of Milwaukee	M-WERC Energy Innovation Center	Renovate former Eaton Research Center (now Century City Tower) to serve as Energy Innovation Center to provide laboratories for research and development in energy, power, and control technologies	\$9,357,000	WEDC, WHEDA, EDA, private	TBD

**Table VIII-1 (continued)**

Strategy Number <sup>a</sup>	County/Countries	Local Government <sup>b</sup>	Project Title	Project Description	Preliminary Estimated Cost	Proposed Funding Sources	Estimated Start Date
2, 7	M7 Region	City of Milwaukee	Reed Street Yards Business Park	Redevelop 17-acre property as research and technology park focused on water technology industry. Property is adjacent to Global Water Center, and can accommodate 1 million sq. ft. of new office, research, and light industrial space	\$15 million	City of Milwaukee, MMSD, EDA, EPA	2013 (Ongoing)
7, 8, 9	M7 Region	Multiple	Regional Transportation Authority	Link with Tri-State Alliance for regional growth in transportation infrastructure improvements such as passenger rail	TBD	TBD; private, local, State, and Federal stakeholders	TBD
8	M7 Region	Multiple	Reconstruction of Zoo Interchange	Reconstruct existing interchange and adjacent streets and highways/freeways	\$1.7 billion	US DOT, WisDOT	Underway
8	M7 Region	Multiple	I-94 North-South Freeway reconstruction	Reconstruct I-94 between the Illinois State line and College Avenue in Milwaukee County	\$525,300,000 (remaining after 2014)	US DOT and WisDOT	Underway, completion in 2021
8	M7 Region	Cities of Franklin and Oak Creek	Construction of an interchange at I-94 and Elm Road to replace existing I-94/27 <sup>th</sup> Street interchange	Relocate existing interchange	\$34,700,000	US DOT, WisDOT	2020
8	M7 Region	Multiple	I-43 North Freeway reconstruction and construction of new interchange at Highland Road	Reconstruct I-43 between Silver Spring Drive in Milwaukee County and STH 60 in Ozaukee County and add a new interchange at Highland Road	\$463,800,000	US DOT and WisDOT, also Ozaukee County and City of Mequon for Highland Road Interchange	2020
8	M7 Region	Multiple	US Highway 12 freeway extension from Elkhorn (STH 67) to Whitewater (STH 59)	Extend the current freeway portion of US Highway (USH) 12	\$417,300,000	US DOT, WisDOT, and Walworth County	2025
8	M7 Region	Multiple	Construction of new interchange at I-43 and CTH F	Construction of new interchange at I-43 and CTH F in Walworth County	\$7,000,000	TBD	TBD
7, 8, 9	Kenosha	City of Kenosha	Redevelopment of former Chrysler Engine Plant	Remediation and redevelopment of former Chrysler site (113 acres)	\$30,000,000	Brownfield remediation grant, other TBD	Underway
<a href="#">5, 9</a>	<a href="#">Milwaukee</a>	<a href="#">Multiple</a>	<a href="#">Youth Workforce Development</a>	<a href="#">Expand internships, job shadowing opportunities, part-time summer jobs, and career academies for high school and college students, such as the existing "Earn and Learn" and "YouthBuild" programs</a>	<a href="#">TBD</a>	<a href="#">Milwaukee County, Milwaukee Area Workforce Investment Board, School Boards, and private, local state, and federal agencies</a>	<a href="#">Underway</a>

Table VIII-1 (continued)

Strategy Number <sup>a</sup>	County/Countries	Local Government <sup>b</sup>	Project Title	Project Description	Preliminary Estimated Cost	Proposed Funding Sources	Estimated Start Date
<a href="#">5, 9</a>	<a href="#">Milwaukee</a>	<a href="#">Multiple</a>	<a href="#">At-Risk Youth Workforce Development</a>	<a href="#">Develop employment training, job placement, and driver's licensing programs that focus on the large population of black males approaching adulthood in Milwaukee County</a>	<a href="#">TBD</a>	<a href="#">Milwaukee County, Milwaukee Area Workforce Investment Board, School Boards, and private, local, state, and federal agencies</a>	<a href="#">TBD</a>
7, 8	Milwaukee	City of Milwaukee	Lakefront Gateway	Reconfigure I-794 Lake Interchange to reduce the footprint of the freeway, create developable sites, and create a gateway to Milwaukee's lakefront and downtown. The project includes new streets, streetscaping, pedestrian and bike amenities, and development of public plazas	\$45,000,000	US DOT, WisDOT, City of Milwaukee, CMAQ, Wisconsin Coastal Management Program, private funds	2014
7, 8, 9	Milwaukee	City of Milwaukee	MKE Regional Business Park	Convert former 440 <sup>th</sup> Air Base (adjacent to Mitchell Airport) into Business Park	TBD	TBD	2014/2015
8, 9	Milwaukee	Village of West Milwaukee	Milwaukee Boiler Site Project	5-acre redevelopment located at 41 <sup>st</sup> Street between National Ave and Greenfield Ave.; currently two buildings on four parcels with one owner	More than \$4 million	TBD	2014/15
8, 9	Milwaukee	Village of West Milwaukee	Burnham Street Project	13.75-acre redevelopment of former salvage yards for commercial development	TBD	TBD	2016
8, 9	Milwaukee	Multiple	Multi-Modal Transportation Center/Aerotropolis	Improve links between port, airport, rail, and trucking transportation modes	TBD	TBD	TBD
7, 9	Ozaukee	Village of Thiensville	Main Street Redevelopment	Improvement and reconstruction of the Main Street Corridor in Thiensville, including landscaping and public features	\$800,000	Village of Thiensville, WisDOT STP Grant	2015
7	Racine	City of Racine	Implementation of the Root Works Revitalization/ Machinery Row	Spur investment and revitalization of a former industrial center in the heart of Racine into a vibrant mixed-use development that includes residential, commercial, and public uses. A key component is redevelopment of former industrial buildings at Machinery Row	\$65 million	HUD, WEDC (tax credits), TIF, private, other TBD	Spring 2015

**Table VIII-1 (continued)**

Strategy Number <sup>a</sup>	County/Countries	Local Government <sup>b</sup>	Project Title	Project Description	Preliminary Estimated Cost	Proposed Funding Sources	Estimated Start Date
2, 3, 9	Racine	City of Racine	Aquaculture Center	The Aquaculture Center will involve the cultivating of freshwater fish populations under controlled conditions in a 100,000 sq. ft. facility. The anticipated process will result in one million pounds of production annually	TBD	TBD	Fall 2015
3, 7	Racine	City of Racine	Implementation of the Uptown Revitalization Strategy	Spur investment and revitalization of key residential and commercial gateway into City of Racine with emphasis on encouraging small business development in the food and beverage industries	TBD	TBD	Summer 2015
<a href="#">5, 9</a>	<a href="#">Racine</a>	<a href="#">Multiple</a>	<a href="#">Youth Workforce Development</a>	<a href="#">Expand internships, job shadowing opportunities, part-time summer jobs, and career academies for high school and college students, such as the existing "Opportunity Internships" and Racine Unified School District's "academy" programs</a>	<a href="#">TBD</a>	<a href="#">Racine County, Southeast WI Workforce Development Board, School Boards, and private, local state, and federal agencies</a>	<a href="#">Underway</a>
7	Walworth	City of Delavan	Downtown Redevelopment	Rehab commercial buildings, focusing initially on vacant, foreclosed properties	\$5,695,000	TIF and grants	Underway
9	Walworth	City of Elkhorn	East Market Street Extension/Open Space Improvements	Cooperative city/school district project to extend street and develop park to provide needed recreational facilities	\$3,500,000	City funds and/or DNR grants	TBD
6, 9	Walworth	City of Whitewater	Whitewater University Technology Park Business Accelerator	The accelerator would serve to support growing demand for incubation services/space and serve as an accelerator for enterprises requiring more space and/or light manufacturing space in the Whitewater University Technology Park	\$3,300,000	Private developer with a 50% lease guarantee by City of Whitewater	2015
8, 9	Washington	Multiple	Countywide Site Revitalization Program	Washington County, the Cities of Hartford and West Bend and the Villages of Jackson, Richfield, and Slinger formed a formal coalition to revitalize prioritized brownfield and underutilized redevelopment sites. Project activities	\$1,600,000	Washington County, local government TIFs, EPA, WDNR, WEDC	2015

Table VIII-1 (continued)

Strategy Number <sup>a</sup>	County/Countries	Local Government <sup>b</sup>	Project Title	Project Description	Preliminary Estimated Cost	Proposed Funding Sources	Estimated Start Date
				include assessment, remediation, site and facility enhancement, and other redevelopment			
7, 8, 9	Washington	City of Hartford	WB Place Redevelopment	Assess, remediate, and redevelop a 3.8 acre parcel that has been in use as a tannery since the 1840's	TBD	TIF, Washington County, WDNR, WEDC	2015
7, 8, 9	Washington	City of West Bend	<a href="#">Bermico Praefke-Brake</a> Manufacturing Redevelopment	Dating back to the 1920's, the former manufacturing site requires assessment, likely remediation and site and facility rehabilitation	TBD	TIF, Washington County, WDNR, WEDC	TBD
<a href="#">8, 9</a>	<a href="#">Washington</a>	<a href="#">City of West Bend</a>	<a href="#">West Bend Corporate Center</a>	<a href="#">Southeast Wisconsin's only WEDC Certified Site: 71 acres</a>	<a href="#">TBD</a>	<a href="#">TIF, City, Washington County, private</a>	<a href="#">Underway</a>
<a href="#">7, 8, 9</a>	<a href="#">Washington</a>	<a href="#">City of West Bend</a>	<a href="#">Gehl Manufacturing Site</a>	<a href="#">Site requires brownfield remediation and site and facility rehabilitation</a>	<a href="#">\$20,000,000</a>	<a href="#">TIF, City, Washington County, WEDC, private</a>	<a href="#">Underway</a>
<a href="#">6, 9</a>	<a href="#">Washington</a>	<a href="#">City of West Bend</a>	<a href="#">City of West Bend Revolving Loan Fund</a>	<a href="#">Capitalized currently with \$1.75 million in locally-based funds, the program is focused on closing financial gaps in private job creating projects</a>	<a href="#">TBD</a>	<a href="#">City</a>	<a href="#">2012</a>
7, 8, 9	Washington	Village of Jackson	Center Street Redevelopment Area	Rehabilitation of 10 parcels within the historic center of Jackson require assessment, potential remediation and site and facility upgrades to revitalize the downtown	TBD	TIF, Washington County, WDNR, WEDC	TBD
7, 8, 9	Washington	Village of Kewaskum	Regal Ware Redevelopment	Redevelop the former Regal Ware manufacturing plant and related out lots located in the core of the community and neighboring local elementary and high schools, library, and government center	TBD	Washington County, WEDC, WDNR, Village of Kewaskum	TBD
7, 8, 9	Washington	Village of Slinger	Niphos Coating Facility	Subject to an emergency removal action by the EPA to address more than 8,800 gallons of abandoned chemicals, this site requires assessment, remediation, and redevelopment	TBD	TIF, Washington County, WDNR, WEDC	2015

**Table VIII-1 (continued)**

Strategy Number <sup>a</sup>	County/Counties	Local Government <sup>b</sup>	Project Title	Project Description	Preliminary Estimated Cost	Proposed Funding Sources	Estimated Start Date
7, 8, 9	Washington	Village of Slinger	Historic Downtown Revitalization	Promote mixed use business development and second story residential. Develop marketing strategy and conduct parking study. Develop and implement streetscape plan. Seed a RLF fund for downtown	\$1,200,000	TIF, Washington County, WDNR, WEDC	TBD
7, 9	Waukesha	City of New Berlin	City Center	Promote further commercial and residential development (about 35 acres available)	TBD	TBD	On-going
7, 9	Waukesha	City of Waukesha	Downtown Improvements	Street reconstruction, including new signage and lighting, to implement Central City Master Plan	TBD	TIF, City	Underway
1, 5, 9	Waukesha	Waukesha County	Waukesha County Technical College (WCTC) Integrated Manufacturing Center (IMC)	Construct 24,000 square foot IMC to serve as the hub of manufacturing programs on campus and allow increase in student capacity and growth in program areas	\$4,500,000	WCTC and private donors	TBD

<sup>a</sup>See last page for summary list of CEDS Economic Development strategies.

<sup>b</sup>Local government(s) in which the project would be located, if applicable.

<sup>c</sup>Project received a \$5,400,000 grant from EDA in 2011 for construction of the Innovation Accelerator, with \$2,700,000 in additional funding from UWM.

<sup>d</sup>The Transform Milwaukee project has received funding from the Wisconsin Department of Children and Families, Department of Natural Resources, and Department of Workforce Development, in addition to funding from the agencies listed.

Source: Southeastern Wisconsin Regional Economic Partnership (REP) and the Wisconsin Economic Development Corporation. The REP includes representatives from each of the seven county economic development organizations, the City of Milwaukee, We Energies, Milwaukee 7, and SEWRPC.

**ATTACHMENT I**

**Updated Project Lists**

**Table VIII-2**

**PROPOSED SOUTHEASTERN WISCONSIN ECONOMIC DEVELOPMENT PROJECTS: TIER II**

Strategy Number <sup>a</sup>	County/ Counties	Local Government <sup>b</sup>	Project Title	Project Description	Preliminary Estimated Cost	Proposed Funding Source	Estimated Start Date
8, 9	Kenosha	City of Kenosha	Business Park Development (Bridge Development Partners)	Development of new 350-acre business park on the west side of I-94 and north and south of State Trunk Highway (STH) 142	TBD	TBD	TBD
8, 9	Kenosha	City of Kenosha	Business Park Development (NAI MLG)	Development of new 148-acre business park west of I-94 and south of County Trunk Highway (CTH) K	TBD	TBD	TBD
8, 9	Kenosha	City of Kenosha	Kenosha Industrial Park expansion	Development of new 130-acre business park on north side of the existing Kenosha Industrial Park	TBD	TBD	TBD
8, 9	Kenosha	Village of Bristol	Bristol Business Park expansion	100-acre expansion on the south side of the existing Bristol Industrial Park	TBD	TBD	TBD
8, 9	Kenosha	Village of Bristol	Bristol Business Park	Development of new 167-acre business park on the west side of CTH U and south of CTH C	TBD	TBD	TBD
8, 9	Kenosha	Village of Bristol	Business Park Development (Janko)	Development of new 150-acre business park on the west side of CTH U and north of CTH Q	TBD	TBD	TBD
8, 9	Kenosha	Village of Paddock Lake	Countryside Commerce Center	Development of new 64-acre business park on west side of STH 83, south of STH 50	TBD	TBD	TBD
8, 9	Kenosha	Villages of Bristol and Pleasant Prairie	Abbott Labs	Development of 460-acre site by Abbott Labs	TBD	TIF; other funding TBD	TBD
8, 9	Kenosha	Village of Pleasant Prairie	Riverview Corporate Park	Development of new 254-acre office/manufacturing park	TBD	TIF; other funding TBD	TBD
8, 9	Kenosha	Village of Pleasant Prairie	Prairie Springs Pointe	Development of a 19-acre mixed-use (office/service/retail) center	TBD	TIF; other funding TBD	TBD
8, 9	Kenosha	Village of Pleasant Prairie	Prairie Springs Pointe North	Development of new 12-acre office/manufacturing park	TBD	TIF; other funding TBD	TBD
8, 9	Kenosha	Village of Pleasant Prairie	Jockey International site	Development of new 70-acre office park	TBD	TIF; other funding TBD	TBD
8, 9	Kenosha	Village of Pleasant Prairie	Lakeview Corporate Park expansion (Majestic Realty)	91-acre expansion of existing office/manufacturing park	TBD	TBD	TBD
8, 9	Kenosha	Village of Pleasant Prairie	Business development (Pitts Brothers)	Business development of 62-acre parcel adjacent to Lakeview Corporate Park	TBD	TBD	TBD
8, 9	Kenosha	Village of Pleasant Prairie	Business development (Raybin and Lynn)	Business development of 34-acre parcel near Lakeview Corporate Park (adjacent to Pitts Brothers site)	TBD	TBD	TBD
8, 9	Kenosha	Village of Twin Lakes	Twin Lakes Business Park	Development of new 110-acre business park on west side of Village north and east of intersection of CTH O and CTH P	TBD	TBD	TBD
8, 9	Kenosha	Town of Salem	Business Park Development (Highway C)	Development of new 80-acre business park north of CTH C and west of STH 83	TBD	TBD	TBD

**Table VIII-2 (continued)**

Strategy Number <sup>a</sup>	County/ Counties	Local Government <sup>b</sup>	Project Title	Project Description	Preliminary Estimated Cost	Proposed Funding Source	Estimated Start Date
8	Kenosha	Town of Somers	Business Park Development (Cushman and Wakefield)	Development of new 159-acre business park on west side of STH 31, and north and south of CTH L	TBD	TBD	TBD
8	Kenosha	Town of Somers	Business Park Development (EMF Acres)	Development of new 132-acre business park on east side of I-94, north of CTH S	TBD	TBD	TBD
8	Kenosha	Town of Somers	Business Park Development (Majestic Realty)	Development of new 300-acre business park on north side of CTH S and west side of CTH H	TBD	TBD	TBD
8	Kenosha	Town of Somers	Business Park Development (Thomas Fliess)	Development of new 220-acre business park on west side of STH 31, south of CTH L	TBD	TBD	TBD
7, 8, 9	Milwaukee	City of Greenfield	Loomis Crossing	20-acre redevelopment at I-894 and Loomis Road interchange to include commercial, residential, and mixed use	TBD	TBD	TBD
7, 8, 9	Milwaukee	City of Greenfield	Chapman School	10-acre redevelopment at I-894 and Layton Avenue interchange for new mixed use development	TBD	TBD	TBD
8, 9	Milwaukee	City of Greenfield	Mt. Carmel	25-acre redevelopment at I-894 and S. 60 <sup>th</sup> St. interchange for new commercial development	TBD	TBD	TBD
8, 9	Milwaukee	Village of West Milwaukee	Miller Park Way and Lincoln Ave	5.5-acre redevelopment for commercial/office	TBD	TBD	2014/2015
8, 9	Ozaukee	City of Cedarburg	Amcast Site Facility	EPA Superfund clean-up site, building demolition and site assessment and remediation	TBD	EPA, WEDC, City of Cedarburg	2016
8, 9	Ozaukee	City of Mequon	Revitalization of Town Center	Acquisition of blighted industrial buildings, which will secure access to a main corridor. Removal of easements, gas tanks, and infrastructure construction necessary for redevelopment	\$3,000,000	City of Mequon, TIF, WDNR	2015/2016
8, 9	Ozaukee	City of Mequon	East Trunk Sewer	Extending sewer capacity along a key business corridor	\$8,000,000 to \$10,000,000	City of Mequon, Developer Fees	2015
8, 9	Ozaukee	City of Mequon	Combined DPW Facility	Develop a combined DPW facility to consolidate divisions and provide two private development opportunities	\$4,500,000	City of Mequon, MMSD	2015/2016
8, 9	Ozaukee	City of Port Washington	Industrial Park Development	Acquisition of land and construction of streets, water and sewer utilities to the lands acquired	\$1,850,000	TIF, Developer Fees	2015/2016
8, 9	Ozaukee	City and Town of Port Washington	Joint Town/City Business Park	Extension of sewer and water utilities to serve a business park described in the town/city boundary agreement	\$1,350,000	TIF, Developer Fees	2016/2017
8, 9	Ozaukee	Village of Fredonia	Fredonia Industrial Park Expansion	Purchase land for expansion of Industrial Park, expansion of sewer and water infrastructure to new parcels	\$3,100,000	Village of Fredonia, TIF	2018
8, 9	Ozaukee	Village of Grafton	Grafton Business Park	Construction of streets, extension of electrical, water, and sanitary sewer utilities to lands purchased for a new business park	\$2,000,000	TIF and local financing	2017
8, 9	Ozaukee	Town of Grafton	Business Park Infrastructure	Extension of water and sewer to key development business sites	TBD	Developer Fees	2020

**Table VIII-2 (continued)**

Strategy Number <sup>a</sup>	County/ Counties	Local Government <sup>b</sup>	Project Title	Project Description	Preliminary Estimated Cost	Proposed Funding Source	Estimated Start Date
8, 9	Ozaukee	Town of Grafton	Falls Road Reconstruction	Reconstruction of a main thoroughfare throughout Grafton linking the businesses areas on the east and west sides of Grafton	\$600,000	Town of Grafton, WisDOT	2016/2017
8, 9	Racine	City of Burlington	Expansion of the Burlington Manufacturing and Office Park	Expansion of the Burlington Manufacturing and Office Park, including additional industrial lots, roads, and utility infrastructure. The expansion will allow Burlington to continue to attract mid-sized advanced manufacturing and production facilities that employ area residents and contribute to the region's economic growth	\$6,000,000	TBD	May 2016
8, 9	Racine	Village of Caledonia	Creation of TID #4 and Expansion of Sewer and Water at CTH K and I-94	Create new tax incremental financing district for the extension of sanitary sewer and water to serve potential new industrial and business development	Phase I: \$18,000,000	TIF	2015
8, 9	Racine	Village of Caledonia	Caledonia Business Park Road Improvements	Upgrade road leading to Caledonia Business Park to improve accessibility and truck flow	\$1,920,000	TIF, TEA Grant	2015
8, 9	Racine	Village of Mount Pleasant	Mount Pleasant Business Park, Infrastructure Investment	Extend infrastructure improvements to 413 acres identified for business park development at I-94 and STH 20	\$23,000,000	TBD	2014
8, 9	Racine	Village of Mount Pleasant	Utility Service Area Study and Extension of Utility Services to Durand Avenue/STH 11	Completion of Utility Service Area Study for area along STH 11 (Durand Avenue) leading to the extension of sanitary sewer to STH 11 to support industrial and business park development	\$250,000 for study; \$3,000,000 for sewer line extension	TBD	2015
8, 9	Racine	Village of Sturtevant	Willow Road Reconstruction & Extension	Reconstruction of Willow Road north of STH 11 and construction of extension to connect with portion of Willow Road south of STH 11. The project will open up additional land for business development in the STH 11 corridor	\$4,032,200	TBD	Summer 2016
8, 9	Racine	Village of Waterford	Creation of New Industrial Park in Village	Identify and establish location for new industrial/business park to support existing business growth and new industrial tenants	\$50,000 Needs Assessment; Infrastructure Extension TBD	TBD	September 2014
7, 8	Racine and Walworth Counties	City of Burlington	Burlington Regional Health Complex	Extend utility infrastructure to new regional healthcare site with opportunities for future expansion of the medical facility market. The site is projected to be a medical healthcare complex for the Western Racine County and Eastern Walworth County market	\$3,000,000	Private, TIF District	June 2014
8, 9	Walworth	City of Delavan	Business Park Expansion	Acquire adjacent land and extend streets, water, and sewer utilities to serve the eastern portion of the existing park and an expansion area	\$1,350,000	TIF and Developer Fees	2018
8	Walworth	City of Elkhorn	NE Water Treatment Plan/Elevated Storage	Upgrade City water system to ensure water distribution capacity	\$9,000,000	Safe Drinking Water Loan Program	TBD

**Table VIII-2 (continued)**

Strategy Number <sup>a</sup>	County/ Counties	Local Government <sup>b</sup>	Project Title	Project Description	Preliminary Estimated Cost	Proposed Funding Source	Estimated Start Date
8, 9	Walworth	City of Elkhorn	Babe Mann Park/White River Trail head	Redevelop existing park and provide trail-head facilities for the County White River Trail	TBD	City funds and/or DNR grants	TBD
8, 9	Walworth	City of Lake Geneva	Lake Geneva Business Commons Development	Install infrastructure along STH 120 to serve new 120-acre business and industrial park	\$4,500,000	New TIF for park	2016
8	Walworth	Village of East Troy	East Troy Business Park Phase II	Install infrastructure, roadways, and complete grading of 80-acre site that serves as phase 2 of the East Troy Business & Industrial Park	\$3,000,000	Current TIF for park	2016
6, 9	Washington	Multiple	Countywide Economic Gardening Program	The Washington County Economic Development Corporation (EDWC) has successfully piloted an economic gardening program designed to support high growth, Stage 2 companies in the County. This project would provide seed funding to fully implement the program for over 50 companies	\$250,000	EDWC, user fees, WEDC, UW Extension	2015
6, 9	Washington	Multiple	Impact Revolving Loan Fund (RLF) Program	Washington County has seeded a revolving loan fund program with \$2M to fuel quality job creation, new economic investment and prosperity countywide. The fund targets high growth companies and projects involving significant job creation. The program is administered by EDWC	\$8,000,000	Washington County	2012
<a href="#">8, 9</a>	<a href="#">Washington</a>	<a href="#">City of West Bend</a>	<a href="#">Wingate Creek Business Park</a>	<a href="#">Development of business park and bridge over the Milwaukee River- 155 acres</a>	<a href="#">TBD</a>	<a href="#">TIF, City, private, others TBD</a>	<a href="#">Underway</a>
8, 9	Washington	Village of Germantown	West Business Park	Develop a new "West Business Park" near USH 41 and Lannon Road. Build-out requires land acquisition, infrastructure, and developer incentive program	\$10,000,000	TIF, Washington County, WEDC	2016
8, 9	Washington	Village of Kewaskum	Business Park Development	Village has built infrastructure for a park that is privately held but languishing. Project would allow the Village to gain control of the land and offer a package of incentives to spur private investment	\$1,900,000	TIF, Washington County, WEDC	2014
8, 9	Washington	Village of Richfield	Historic STH 175 Redevelopment Area	Rehabilitation of 12 parcels bordering STH 175 and the Wisconsin and Southern Railroad right-of-way (ROW)	TBD	TIF, Washington County, WDNR, WEDC	TBD
8, 9	Washington	Village of Slinger	Business Park Development	Develop business parks along three core nodes: south of STH 60; along Weil Drive; and in the area of MBW Road, Hilldale Drive, and Hartford Roads	\$15,000,000	TIF, Washington County, WEDC	TBD
7, 8, 9	Waukesha	City of Brookfield	Ruby Farms Development	Mixed use (office/retail/service/residential) of 66-acre infill site	TBD	TBD	Initial steps underway
8, 9	Waukesha	City of Muskego	Business Park Development	Develop business park along Moorland Road from College Ave to Janesville Road	\$10,000,000	TIF and Other	TBD

**Table VIII-2 (continued)**

Strategy Number <sup>a</sup>	County/ Counties	Local Government <sup>b</sup>	Project Title	Project Description	Preliminary Estimated Cost	Proposed Funding Source	Estimated Start Date
7, 8, 9	Waukesha	City of Muskego	Parkland Mall	Existing 10-acre vacant lot in the downtown of Muskego to be redeveloped as mixed use catalyst for other downtown redevelopment	TBD	TIF and Other	TBD
7, 8, 9	Waukesha	City of Muskego	Pioneer Drive	Historic Pioneer Drive area has been designated a redevelopment district for implementation of new redevelopment opportunities including grants/loans for new commercial investments	TBD	TIF and Other	TBD
8, 9	Waukesha	City of Muskego	Landfill Business Park	Develop business park along STH 36 in southeast corner of Muskego next to landfill	\$5,000,000	TIF and Other	TBD
7, 8, 9	Waukesha	City of New Berlin	Westridge Business Park Expansion	Develop a 187-acre mixed-use business park expansion east of Moorland Road, south of Grange Avenue, north of College Avenue and west of Sunny Slope Road	TBD	TIF, Waukesha County, WEDC	TBD
8, 9	Waukesha	City of New Berlin	Gateway to New Berlin - Greenfield Avenue	Promote a 22-acre commercial development on the southeast corner of Greenfield Avenue and Moorland Road	TBD	TBD	TBD
7, 8, 9	Waukesha	City of New Berlin	Mill Valley Eco-Business Park	Redevelop an existing sand and gravel mining operation (220 acres) with a mix of light manufacturing, office, and small-scale retail	TBD	TIF, Waukesha County, WEDC	TBD
7, 8, 9	Waukesha	City of New Berlin	Lincoln Avenue Business Park Expansion (Geipel)	Redevelop an existing sand and gravel mining operation (176 acres) into a business park	TBD	TBD	TBD
8, 9	Waukesha	City of New Berlin	Coffee Road	Reconstruction of 1.3 miles of an arterial street near the New Berlin Industrial Park, including improved storm water management components	\$3.5 million	80% Federal 20% City General Funds	2014
8, 9	Waukesha	City of New Berlin	Lincoln Avenue	Reconstruction of one mile of Industrial Park road including widening the road and improving storm water management capabilities	\$5.2 million	50% Federal 50% City General Funds	2014
7, 8, 9	Waukesha	Town of Brookfield	The Corners of Brookfield	Mixed-use redevelopment (retail/service/residential) of a 19-acre former Menards and adjacent shopping center in the northeast quadrant of Goerke's Corners	TBD	TIF, Town, private	Underway

<sup>a</sup>See last page for summary list of CEDS Economic Development strategies.

<sup>b</sup>Local government(s) in which the project would be located, if applicable.

Source: Southeastern Wisconsin Regional Economic Partnership (REP), Wisconsin Economic Development Corporation, and Cities of Muskego and New Berlin. The REP includes representatives from each of the seven county economic development organizations, the City of Milwaukee, We Energies, Milwaukee 7, and SEWRPC.

## ECONOMIC DEVELOPMENT STRATEGIES IN THE SOUTHEASTERN WISCONSIN REGION

*Note: Each project on the preceding tables is linked to one or more of the following strategies. The strategy number is listed in the first column of the tables. See Chapter VI for additional information about the development of the strategies and proposed implementation activities.*

1. Become a leading innovator, producer, and exporter of products and services related to **energy, power, and controls**.
2. Become a global hub for innovation and start-up activity in the **water technology** industry.
3. Leverage the region's geographic, supply chain and human capital advantages to grow the **food and beverage** cluster.
4. Enhance the **export capacity and capability** of the region's firms, focusing on small- and medium-sized enterprises.
5. Align **workforce development** with growth opportunities in targeted, high-potential industry clusters.
6. Foster a dynamic, richly networked **innovation and entrepreneurship ecosystem**.
7. Catalyze "**economic place-making**" in the region's core cities and strategic locations throughout the region.
8. Modernize **regional infrastructure** to enhance efficiency, cost-effectiveness, and connectivity.
9. Enhance **inter-jurisdictional cooperation and collaboration** for economic growth.

CEDs Record of Comments Attach I (00226075).DOC  
KRY/NMA/kmd  
8/12/15; 5/26/15; 8/10/15



**Milwaukee 7 Council Meeting**

Thursday, February 19, 2015, 8-10 am

Uline, 12575 Uline Drive, Pleasant Prairie, WI 53158

**MILWAUKEE 7**



**AGENDA**

8:00 am Continental breakfast and networking

8:30 am Welcome

- Gale Klappa, M7 Co-Chair
- Frank Unick, CFO Uline
- Jim Kreuser, Kenosha County Executive

8:40 am M7 Business and Strategic Plan Update, Gale Klappa, M7 Co-Chair

9-9:40 "Critical Global Business Trends: Opportunities for the Milwaukee 7 Region"

**Paul Laudicina**, Partner and Chairman Emeritus, A.T. Kearney; Chairman, Global Business Policy Council

- New global business environment developments (geopolitical, macroeconomic and technological)
- What CEOs globally are thinking about these new developments and how they're likely to react in light of them
- FDI trends and opportunities for the M7 region

9:40 am Q&A, John Daniels, M7 Co-Chair

10:00 am Meeting adjourned

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**2015 Council Meetings, 8-10am:** Tuesday, June 2 AND Wednesday, October 28

**Powerpoint presentations and meeting minutes are posted to:**

<http://mke7.com/en/Council-Members-and-Meetings>

★ **Comprehensive Economic Development Strategies (CEDS) document open for public comment**

The REP, M7, WEDC, and SEWRPC worked together during 2014 and early 2015 to develop a CEDS for the Region. The formal public comment period runs through May 1. Following the public comment period and any modifications to the draft CEDS made in response to the comments, SEWRPC will request approval of the CEDS by each County Board in the Region. The CEDS will then be submitted to the U.S. Department of Commerce - Economic Development Administration (EDA) for approval. For your convenience, further information on the CEDS as well as the draft CEDS report and the Executive Summary have been posted on the SEWRPC website:

<http://www.sewrpc.org/SEWRPC/communityassistance/Economic-Development.htm>

*(A copy of the Executive Summary was also distributed at the meeting)*



## ATTACHMENT K

### Newspaper Ad and List of Newspapers Announcing Availability of Draft CEDS And Public Comment Period

#### **COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY FOR SOUTHEASTERN WISCONSIN**

#### **REQUEST FOR PUBLIC COMMENT**

A draft **Comprehensive Economic Development Strategy (CEDS)** has been completed for the Southeastern Wisconsin Region and is available for public comment. The CEDS is a strategic plan designed to strengthen the economy in Kenosha, Milwaukee, Ozaukee, Racine, Walworth, Washington, and Waukesha Counties.

The CEDS was prepared by the Southeastern Wisconsin Regional Planning Commission (SEWRPC) and the Milwaukee 7 in cooperation with the Regional Economic Partnership, which includes a representative from each of the county economic development organizations, City of Milwaukee, Milwaukee 7, We Energies, and SEWRPC.

The **CEDS Report and Executive Summary** can be viewed at [www.sewrpc.org/CEDSreport](http://www.sewrpc.org/CEDSreport). A paper copy of the report may be viewed at the SEWRPC office at the address below between the hours of 8:00 a.m. to 4:30 p.m., Monday through Friday.

**Written comments** on the draft CEDS may be submitted until 4:30 p.m. on **May 1, 2015**. Comments may be emailed to [CEDS@sewrpc.org](mailto:CEDS@sewrpc.org), or mailed or faxed to SEWRPC using the following contact information:

**Southeastern Wisconsin Regional Planning Commission  
W239 N1812 Rockwood Drive  
P.O. Box 1607  
Waukesha, Wisconsin 53187-1607  
Phone: 262-547-6721 Fax: 262-547-1103  
[www.sewrpc.org](http://www.sewrpc.org)  
e-mail: [CEDS@sewrpc.org](mailto:CEDS@sewrpc.org)**

List of Newspapers for Display Ad Announcing CEDS Public Comment Period

***Kenosha County***

Kenosha News  
Southern Lakes papers - Westosha

***Milwaukee County***

El Conquistador  
Milwaukee Community Journal  
Milwaukee Courier  
Milwaukee Journal-Sentinel (also serves several outlying counties)  
Milwaukee Times

***Ozaukee County***

Ozaukee News-Graphic  
Ozaukee Press

***Racine County***

Racine Journal Times  
Southern Lakes papers – Burlington, Waterford

***Walworth County***

Southern Lakes papers - Elkhorn, Whitewater, East Troy, Delavan

***Washington County***

West Bend Daily News

***Waukesha County***

Oconomowoc Enterprise  
Waukesha Freeman

# Regional Planning News

Land Use

Transportation

Environment

Parks &amp; Open Spaces

Housing



A publication of the Southeastern Wisconsin Regional Planning Commission

Volume 2, Issue 2, March 2015

## ARTICLES

Economic Development  
Strategy, page 1

MMSD floodplain and data  
project, page 1

What is SEWRPC? page 2

VISION 2050, page 2

Hazard mitigation planning,  
page 3

Environmental corridor  
delineation training, page 3

Adelene Greene feted, page 4

## Update Your Contact Information

Please send complete contact  
information and changes to  
[sewrpcnews@sewrpc.org](mailto:sewrpcnews@sewrpc.org).

## LOOK ONLINE

Find new and updated information  
at [www.sewrpc.org](http://www.sewrpc.org) and  
[www.vision2050sewis.org](http://www.vision2050sewis.org).

Reports and resources

[A Lake Protection Plan for  
Bark Lake, Washington County](#)

[A Lake Protection Plan for  
School Section Lake,  
Waukesha County](#)

[Comprehensive Economic  
Development Strategy](#)

[Racine County Hazard  
Mitigation Plan Update  
2010-2015](#)

## Economic Development Strategy Ready for Comments

A draft **Comprehensive Economic Development Strategy (CEDS)** has been completed for the Southeastern Wisconsin Region and is available for **public comment through May 1, 2015**.

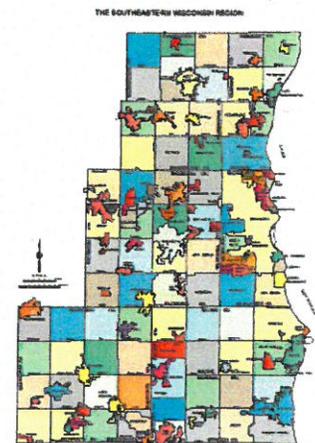
The CEDS is a strategic plan designed to strengthen the economy in Kenosha, Milwaukee, Ozaukee, Racine, Walworth, Washington, and Waukesha Counties.

The strategy identifies the **six business clusters** comprising 1) energy, power, and controls; 2) water technologies; 3) food and beverage manufacturing; 4) finance and insurance services;

5) corporate headquarters and business services; and 6) medical technology and bioscience, as having the best potential for economic growth, expansion, and attraction in the Region.

The CEDS recommends that development efforts enhance the export

*Continued on page 4*



See map at [www.sewrpc.org/CEDSreport](http://www.sewrpc.org/CEDSreport)

## ENVIRONMENT

### MMSD Floodplain and Data Project Commences

SEWRPC staff is assisting the Milwaukee Metropolitan Sewerage District (MMSD) in the preparation of its **2050 Facilities Plan**. SEWRPC's work began in fall 2014 and is expected to be completed in spring 2017. It will include floodplain analysis and mapping, a review of the MMSD Chapter 13 stormwater management rule, and the compilation of demographic and land use planning data to help predict future wastewater flows for sewer and treatment plant capacity needs.

The **floodplain analysis and mapping** will be completed for future land use conditions for selected streams within the MMSD service area.

*Continued on page 3*

## Adelene Greene Feted

The **Urban League of Racine and Kenosha** presented an **economic development award** to Adelene Greene, Workforce Development Director for Kenosha County, at its 50th anniversary celebration recently.

Greene is a SEWRPC Commissioner and Chair of the SEWRPC Environmental Justice Task Force.

## The **Southeastern Wisconsin Regional Planning Commission** is the official

advisory areawide planning agency for land use and infrastructure



**SEWRPC**  
Serving the counties of  
Kenosha, Milwaukee,  
Ozaukee, Racine, Walworth,  
Washington, and Waukesha

for the seven counties in the Region.

More information can be found at [www.sewrpc.org](http://www.sewrpc.org). Please contact us at [sewrpcnews@sewrpc.org](mailto:sewrpcnews@sewrpc.org).

## Economic Development Strategy Ready for Comments

*Continued from page 1*

capability of businesses; align workforce development with growth opportunities in the key clusters; enhance innovation and entrepreneurship; focus on economic place-making in the central cities and strategic locations throughout the Region; modernize regional infrastructure; and enhance inter-jurisdictional cooperation.

**Each County Board in the Region is expected to consider the CEDS for approval later this year.** Approval would make that county and its local governments eligible to apply for U.S. Department of Commerce Economic Development Administration (EDA) funding to assist economically distressed areas. Approval by all the counties could potentially lead to EDA designation of the Region as an Economic Development District, making it eligible to apply for funding for ongoing development activities.

The CEDS was prepared by SEWRPC and the Milwaukee 7 (M7) in cooperation with the Regional Economic Partnership (REP). The REP includes a representative from each of the county economic development organizations or staffs, the City of Milwaukee, M7, We Energies, and SEWRPC. Staff from the Wisconsin Economic Development Corporation assisted.

More information is available at [www.sewrpc.org/CEDSreport](http://www.sewrpc.org/CEDSreport).

SOUTHEASTERN WISCONSIN  
REGIONAL PLANNING COMMISSION  
W239 1812 ROCKWOOD DRIVE  
PO BOX 1607  
WAUKESHA, WISCONSIN 53187-1607

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## Attachment M

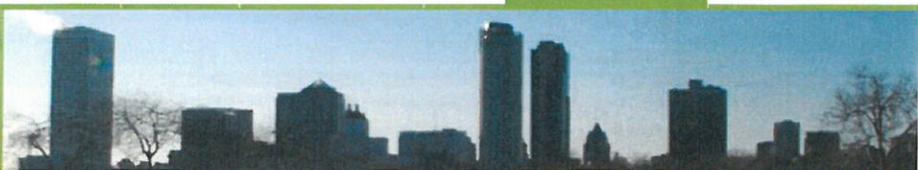


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## Economic Development

Economic development in Southeastern Wisconsin is conducted by county and local economic and community development organizations, including economic development corporations or agencies established by each of the seven counties in the Region. The [Milwaukee 7 \(M7\)](#) provides a regional, cooperative economic development platform for the seven counties. The M7 mission is to attract, retain, and grow diverse businesses and talent through export driver industries and emerging business clusters; to strengthen the Region's capacity to innovate; and to enhance the competitiveness of the Region. SEWRPC serves as a resource through its staff, data, and plans to the County economic development organizations (EDOs) and the M7 as they seek to maintain and expand the regional economy.

The M7 and SEWRPC also work directly with the Southeast Wisconsin Regional Economic Partnership (REP). The REP includes representatives from the seven county EDOs, the City of Milwaukee, the Wisconsin Energy Corporation, M7, and SEWRPC. This group of practitioners operates on an informal basis, and predated the creation of the M7 organization in 2005. The REP meets regularly to coordinate economic development planning with SEWRPC, the M7, and the Wisconsin Economic Development Corporation (WEDC).

## Comprehensive Economic Development Strategy

**Public comments and comments from county and local governments and economic development organizations on a draft CEDS for Southeastern Wisconsin are now being accepted.**

The REP, M7, WEDC, and SEWRPC worked together during 2014 and early 2015 to develop a Comprehensive Economic Development Strategy (CEDS) for the Region. A CEDS is designed to bring together the public and private sectors to develop a strategic plan to diversify and strengthen the Region's economy.

Following the public comment period and any modifications to the draft CEDS made in response to the comments, SEWRPC will request approval of the CEDS by each County Board in the Region. The CEDS will then be submitted to the U.S. Department of Commerce – Economic Development Administration (EDA) for approval.

The CEDS is intended to:

- Provide a basis for a more widespread understanding of the ongoing economic development work program in the Region, which draws heavily from the work of the M7 organization.
- Meet the requirements of the EDA for such work, thereby buttressing efforts to secure Federal funding for projects in the seven county Region that have a focus and impact on advancing economic development, particularly in economically distressed areas.
- Provide a basis whereby the EDA can consider creation of an Economic Development District in southeastern Wisconsin.

## Formation of an Economic Development District

Should the CEDS be approved by each of the County Boards representing the seven counties in the Region, M7 and SEWRPC anticipate requesting designation of the Region as an Economic Development District (EDD). A letter of support from the Governor would also be required for formation of an EDD. Designation as an EDD would make the Region eligible for support from EDA through its Partnership Planning program to help implement the CEDS, and potentially increase opportunities to apply for EDA grants.

It is anticipated that the Southeastern Wisconsin Regional Planning Commission would serve as the governing body of the EDD, and that M7 will have the primary role, with assistance from the REP, in carrying out the recommendations of the CEDS.

## Benefits of Preparing and Adopting a CEDS

The CEDS planning process has brought together diverse interests, including both public and business interests, to develop a strategic plan for strengthening the regional economy and a plan of action to carry out the strategies. In addition, the CEDS:

- Provides a regional perspective for identifying and capitalizing on economic advantages, including strategies to reduce unemployment and increase incomes in the Region.
- Provides a more widespread understanding of the Region's economic development work program, including an opportunity for public review and input.
- Provides a forum for identifying and prioritizing investment projects.
- Identifies performance measures to evaluate the success of economic development strategies.

Adoption of a CEDS by each County Board and SEWRPC would make county and local governments in the Region with economically distressed areas eligible to apply for grants under EDA Public Works and Economic Adjustment programs. These programs provide funding for infrastructure projects and revolving loan funds and other business assistance programs, respectively. In addition:

- Other Federal agencies look favorably on joint/regional planning efforts when reviewing proposed projects and grant requests.
- If an Economic Development District is formed, the Region would also be eligible to apply for EDA grants if proposed projects would benefit economically distressed areas by providing significant employment opportunities. The Region may also receive funding from EDA to assist with keeping its strategic plan current through five-year updates.

#### CEDS Review and Approval/Public Comment

Federal regulations require that a CEDS be made available for public review and comment for at least 30 days before it is approved locally and submitted to EDA. A longer comment period is being provided for the Southeastern Wisconsin CEDS. Comments may be submitted through May 1, 2015, using the comment form below or via email or letter using the contact information below.

A paper copy of the CEDS report is available for review at the [SEWRPC office](#) in Waukesha during business hours (Monday through Friday, 8:00 a.m. to 4:30 p.m.) The report is also available for review by appointment at SEWRPC's [Milwaukee office](#), located in the UEDA office at 2212 N. Martin Luther King Jr. Drive. Please call 414-403-0785 or 262-953-3212 to set up a day and an approximate time with SEWRPC staff for your visit to the Milwaukee office.

#### CEDS Materials:

- [CEDS Executive Summary](#)
- [Map of County and Local Governments in the Region](#)
- [Draft CEDS Report](#) (full report)
- Report chapters:
  - [Summary](#)
  - [Chapter I: Introduction](#)
  - [Chapter II: Population and Household Trends and Projections](#)
  - [Chapter III: Regional Geography, Resources, and Land Use](#)
  - [Chapter IV: Regional Infrastructure](#)
  - [Chapter V: Regional Economy](#)
  - [Chapter VI: Framework for Economic Growth](#)
  - [Chapter VII: A Plan for Action](#)
  - [Chapter VIII: Ongoing and Proposed Economic Development Investments in the Region](#)
  - [Appendix A: Committee Rosters](#)
  - [Appendix B: Summary of Comments and Responses](#) (To Be Completed)
  - [Appendix C: Adopting Resolutions](#) (To Be Completed)

#### Related Materials:

- [Executive Summary, Milwaukee 7 Framework for Economic Growth, November 2013](#) (draft)
- [Full Report, Milwaukee 7 Framework for Economic Growth, November 2013](#) (draft)

#### Submit a Comment

Questions or comments on the CEDS may be submitted using the comment form below, or directed to:

Nancy Anderson  
SEWRPC Chief Community Assistance Planner  
P.O. Box 1607  
Waukesha, WI 53187-1607  
262-547-6722, ext. 212  
[CEDS@sewrpc.org](mailto:CEDS@sewrpc.org)

Please provide your name and email address so that we may respond to any comments or questions you may have:

Name\*

Email\*

\* = required field

Press the "Submit" button when finished.

## ATTACHMENT N

### **Letter to Environmental Justice Organizations Regarding Opportunity to Comment On Draft CEDS**

April 17, 2015

Ms. Sharon Adams, Executive Director  
Walnut Way Conservation Corporation  
2240 N. 17<sup>th</sup> Street  
Milwaukee, WI 53205

Dear Ms. Adams,

A draft Comprehensive Economic Development Strategy (CEDS) has been completed for the Southeastern Wisconsin Region and is being provided to you and your organization for review and comment. The CEDS was featured in the newsletter distributed in early March by the Southeastern Wisconsin Regional Planning Commission (SEWRPC). We are contacting you directly to encourage your comments on the plan, which are being accepted through May 1, 2015.

The CEDS is a strategic plan designed to strengthen the economy in Kenosha, Milwaukee, Ozaukee, Racine, Walworth, Washington, and Waukesha Counties by increasing jobs and incomes. The CEDS was prepared by SEWRPC and the Milwaukee 7 in cooperation with the Regional Economic Partnership (REP). The CEDS identifies key business clusters and economic development strategies that are believed to have the best potential for stimulating economic growth in the Region. The strategies, key clusters, and a description of the organizations that developed the plan are included in the enclosed Executive Summary.

SEWRPC invites you, your organization, and clients to comment on the draft CEDS plan. Comments are being accepted through May 1, 2015. Following the close of the comment period and any updates to the plan needed to address public comments, SEWRPC will request that the board of each economic development organization (EDO) in the Region consider approving the CEDS, and that each County Board consider approval of the CEDS after the EDO Board has acted. Approval of the CEDS would make the county and its local governments eligible to apply for U. S. Department of Commerce Economic Development Administration (EDA) funding to assist economically distressed areas. Census tracts in the Region that meet EDA criteria for economic distress are shown on the map on the last page of the enclosed Executive Summary.

A digital copy of the CEDS plan and a space for your comments is available on SEWRPC's website at this location: <http://www.sewrpc.org/SEWRPC/communityassistance/Economic-Development.htm>.

Please contact C Terrence Anderson of the Commission staff by phone at (262) 547-6721 or through email at [canderson@sewrpc.org](mailto:canderson@sewrpc.org) if you have questions about the CEDS, would like to schedule a presentation or meeting, would like additional copies of the Executive Summary, or a copy of the plan report.

Sincerely,

Stephen P. Adams  
Public Involvement and outreach Manager

KRY/SPA/cta/lgh  
Docs #225046

Enclosure

Letter dated April 17, 2015 was mailed to the following organizations:

- African American Chamber of Commerce
- American Indian Chamber of Commerce
- Association for the Rights of Citizens with Handicaps
- Aurora Family Service
- Avenues West Association
- Black Health Coalition of Wisconsin, Inc.
- Catholic Charities
- Centro Hispano & Council for the Spanish Speaking
- Children's Health Education Center
- CNI/Fondy/North Business Association
- Common Ground
- Community Brainstorming Conference
- Congregations United to Serve Humanity
- Employment and Career Resource Room
- George Bray Neighborhood Center
- Goodwill Industries of Southeastern Wisconsin
- Granville-Brown Deer Chamber
- Groundwork Milwaukee
- Hire Center
- Hispanic Chamber of Commerce
- Hispanic Roundtable
- Hmong American Friendship Association
- Independence*First*
- Inner City Redevelopment Corporation
- Interfaith Conference of Greater Milwaukee
- Interfaith Older Adult Programs
- Journey House
- Kenosha County Job Center
- Kenosha Area Workforce Development
- La Casa de Esperanza
- La Causa

- Latino/Hispanic Outreach Center/Catholic Charities
- Layton Boulevard West Neighbors
- Metropolitan Milwaukee Fair Housing Council
- Milwaukee Area Workforce Investment Board
- Milwaukee County NAACP
- Milwaukee Careers Cooperative
- Milwaukee County Job Center (several locations)
- Milwaukee Innercity Congregations Allied for Hope
- MMAC Business Council
- Milwaukee Urban League
- National Association of Minority Contractors, Wisconsin Chapter
- Neighborhood Watch of Racine
- North Avenue Fond du Lac Marketplace Business Improvement District
- Potawatomi Hotel and Casino
- Primera Iglesia Luterana
- Racine/Kenosha Community Action Agency
- Racine-Kenosha Economic Inclusion Coalition
- Racine County Workforce Development Center
- Racine Interfaith Coalition
- Racine Literacy Council
- Repairers of the Breach
- Riverwest Neighborhood Association
- Riverworks Development Corporation
- Sherman Park Community Association
- Sixteenth Street Community Health Center
- Social Development Commission
- Society's Assets
- Southside Organizing Committee
- The 30th Street Industrial Corridor Corp.
- The Salvation Army of Wisconsin and Upper Michigan
- The Salvation Army of Kenosha
- The Salvation Army of Racine

- The Salvation Army of Waukesha
- United Community Center
- United Migrant Opportunity Services
- United Way of Greater Milwaukee and Waukesha County
- United Way of Kenosha County
- United Way of Northern Ozaukee County
- United Way of Racine
- United Way of Walworth County
- United Way of Washington County
- Urban Economic Development Association
- Urban League of Racine and Kenosha
- Walnut Way Conservation Corporation
- Walworth County Job Center
- Washington Heights Neighborhood Association
- Washington Park Senior Center
- West North Avenue Advancement Association
- WOW (Washington-Ozaukee-Waukesha) Workforce Development Center
- Wisconsin Regional Training Partnership
- YMCA - Northside
- 9 to 5 National Association of Working Women