

Citywide Policy Plan Annual Report 2014 - with comparison to Growing Prosperity and ReFresh Milwaukee
Policy Summary Chart and Accomplishments to Date

Policy	Responsible City Depts.	Community Partners	Growing Prosperity	ReFresh MKE	Accomplishments 2014
Land Use					
I. Use a targeted catalytic approach to plan land use and development to meet and stimulate existing and future market demand for residential, commercial, and industrial uses and to strengthen the local and regional economy.					
A. Use the City's land control and development review process to encourage new sustainable development, investment, and economic activity.	DCD, MEDC, RACM, CPC, HPC, NIDC, elected officials	M-7, property owners, developers	4.1 6.3 6.1	Buildings - 1a and 1b Water - 1c, 2a, 3a	Menomonee Valley Industrial Center - With the addition of JF Ahern, Rishi Tea and Solaris at the west end of the Valley, less than 4 acres of 60 acres remain in the Valley Industrial Center. Reed Street Yards - This project continues to build momentum and catalyze other developments in the area. Water Tech One Building announcement. Infrastructure is complete using \$3Million of TID funds. Use of 'purple pipe'/water reuse within the development to balance sustainability with development and encourage water use industries to locate within this development OES is researching technical assistance needs to complete a regional climate change resiliency plan. Century City I has broke ground. Global Water Center - RACM provided \$10Million bonds to finance the buildout. A catalyst for other developments in Walkers Point. Continued use of online permitting to continue improving efficiency and customer satisfaction.
B. Balance and coordinate land use, development and infrastructure investment decisions to make efficient use of existing city infrastructure, utilities, services, and resources.	DCD, DPW, MEDC, CPC, HPC, Capital Improvements Committee, elected officials	M-7, utility providers, state agencies, property owners, developers	4.2 6.3	Land - 1b Mobility - 2b Water 1b, 1c, 2b	DPW's high impact paving programs on various downtown streets to extend the useful life of existing pavement Lakefront Gateway project balances infrastructure investment with surrounding land use and economic development potential. Freshwater Way and S. 2nd Street are complete streets. Greenfield Avenue and the UWM School of Freshwater Science. Reed Street Yards - coordination of infrastructure and land preparation Continued participation in SEWRPC 2050 Planning for Land Use and Transportation Plan.
C. Strengthen commercial and industrial centers, districts, and corridors and expand commercial and industrial activity.	DCD, DPW, MEDC, M-7, CPC, Capital Improvements Committee, utility providers, property owners, nonprofits, BIDs, Main Streets, elected officials	M-7, utility providers, property owners, nonprofits	4.2 4.3	Buildings - 1a, 1b, 2c Energy - 1b, 3 Land- 1b Human Cap. - 1b	Ongoing activity of strong Business Improvement Districts using creative collaborations and partnerships to accomplish community oriented goals to strengthen economic centers - for example, vacant lots initiatives, community gardening and strengthened business interactions with BIDs. 699 businesses have improved energy efficiency through October '14 DCD's commitment to the far Northwest Side with dedicated staff to supporting the Industrial businesses and continued work with the new owners of the former Northridge Mall Update to the Menomonee Valley Comprehensive Plan, Riverworks Action Plan, Port of Milwaukee Redevelopment Plan, Aerotropolis, 30th Street Industrial Corridor are examples of projects and initiatives that strengthen industrial activity in various parts of the City MEDC utilized it's NMTC Allocation to develop a program that will provide 1% fixed rate loans to industrial Corridor businesses.
II. Coordinate land use, transportation, and public infrastructure planning.					
A. Develop a coordinated land use and transportation plan for the city that considers the location, density, and access to housing, commerce and industry, daily needs and services, parks and open space (including community gardens), and community, institutional, and civic facilities.	DCD, DPW, elected officials		4.2 4.3	Mobility - 1a, 1b, 2a, 2b, 3a, 3b Water - 1b, 2b, 3a Land - 4a, Food - 3c	DCD and DPW continue to work together to coordinate land use and transportation issues. Continued work on the development of the streetcar and TID funding considered at council. City awarded Congestion Mitigation & Air Quality Improvement (CMAQ) grant to assist with initial street car operation costs. Reed Street Yards is an example of a major infrastructure project that followed the Area Comprehensive Plan recommendations and the resulting development will catalyze economic development. Existing food outlet GIS map completed to assess resident access to healthy food sources. The Beerline Trail and Three Bridges Park are examples of projects that will make connections to neighborhood and bike trails.
B. Encourage mixed-use, higher density land use around transit stations and networks.	DCD, CPC, elected officials	Property owners, developers	4.2	Mobility - 1b, 2b	DCD continues to work with developers to incorporate high density uses around transit hubs. The completed redevelopment of the East Library on North Avenue represents a significant mixed-use development on a major transit corridor.
III. Sustain, restore and enhance the livability, character, and stability of Milwaukee's neighborhoods.					
A. Adopt citywide standards and guidelines that enhance the health, safety, convenience, stability and quality of neighborhoods and improve the quality of life for residents and stakeholders.	DCD, DNS, NIDC, ITMD, elected officials	Nonprofits	7.1 7.3	Buildings - 2a, 2b Energy - 1a, 4a Food 1a Land - 1a, 3a, 3b, 4a Mobility - 1a Water - 1a, 2a, 3a Food - 3b Human Cap. - 3b	Area Plan recommendations are used routinely to review both public and private development projects. These plans are also used to review BOZA cases and prepare staff recommendations that are consistent with the Area Plans. The IM zoning district modifications to ensure compatible land uses. Estimated 350 tax-foreclosed homes estimated to be sold by the end of 2014.
B. Encourage the development of community focal points around key neighborhood assets.	DCD, DPW, Arts Board, BIDs, Main Streets, elected officials	Arts community, nonprofits, property owners	7.1 7.3	Food 3b, 3c Land - 1a, 3a, 3b, 4a	Continued work on Public Art and completed bus shelter on KK and Lincoln Aves. As well as Century City public art/gateway project - received a federal CDA grant for the Hopkin's/Century City Greenway Corridor. Improved pedestrian and bicycle connections between Downtown and the lakefront - Lakefront Gateway project Arts @ Large/Milwaukee Public Schools proposal for the 2015 NEA Our Town grant to develop Walkers Point Plaza
C. Ensure that neighborhoods are unique, beautiful, and engaging for a diversity of residents, businesses, and visitors.	DCD, DPW, Arts Board, BIDs, Main Streets, elected officials	Arts community, nonprofits, property owners	7.1 7.2 7.3	Buildings - 2b, 2c Food - 3b, 3c Land 1a, 3a, 3b, 4a Cat. Pro. - 1	NIDC provided resources for neighborhood projects city wide through the Community Improvement Projects program. These projects focused on physical improvements of neighborhoods through green infrastructure projects, community gardens and other creative, resident-led projects. In 2014 NIDC approved 47 projects utilizing \$180,000 in NIDC resources with residents and community groups leveraging over \$400,000 from additional community investments Ongoing implementation of all 13 Area Plans has ensured the goals of each community are part of decision making.
D. Strengthen and highlight the City's downtown central business district as a regional center of activity, economy, and social gathering.	DCD, MEDC, DPW, BIDs	M-7, arts community, property owners, associations	4.1 7.4	Mobility - 1b Human Cap. - 1a	Continued implementation of the Downtown Plan recommendations. DCD and DPW working with developers to construct several new projects downtown including: Northwestern Mutual Life's headquarter tower, and 833 East office building DPW's high impact paving projects on several downtown streets to improve the roadways and extend the time until major repair is necessary. Improved pedestrian connections between Downtown and the lakefront - Lakefront Gateway project.

E. Develop and adopt illustrated urban design standards that promote high quality, context sensitive, sustainable, market-competitive, and traditional neighborhood designs.	DCD, DPW, CPC, elected officials		7.1 7.3	Land - 1a, 3a, 3b, 4a Mobility - 3a	Near completion of online design standards to guide our customers and provide good examples of design details. Mayor's Design Awards continue to recognize quality design throughout the City.
--	----------------------------------	--	------------	--	---

Policy	Responsible City Depts.	Community Partners	Growing Prosperity	ReFresh MKE	Accomplishments 2014
Housing and Neighborhoods					
I. Improve the quality, diversity, and accessibility of housing stock within the city.					
A. Promote preservation and improvement of existing housing stock	DCD, RACM, DNS, HACM, HPC, NIDC	Nonprofits, property owners	7.3 7.1	Buildings - 2b Energy - 1a	Provided financial assistance for the rehabilitation of more than 140 homes containing more than 200 units of housing through the housing rehabilitation programs administered by the Neighborhood Improvement Development Corporation. This has included providing HOME rehabilitation loans in 9 Target Investment Neighborhoods (TINs) as well as the 2014 launch of new programming as part of Mayor Barrett's Strong Neighborhoods Plan to assist homebuyers, responsible investors, and tenants participating in a pilot lease-to-own program purchase and rehabilitate City owned homes. Partnerships were established with a number of local lenders to provide first mortgage financing to buyers taking on challenging rehabilitation projects in conjunction with the City's Homebuyer Assistance Program. Habitat for Humanity and other for-profit development partners continued to partner with the City on projects involving the purchase and rehabilitation of targeted City-owned homes. Prepared for 2015 launch of new City-wide STRONG Homes Loan Program to provide loans for existing homeowners to make essential repairs to their properties with a focus on assisting elderly homeowners make repairs that will allow them to remain in their homes.
B. Aggressively market Milwaukee for infill and new housing development for residents of all income levels	DCD, HACM	Nonprofits, neighborhood associations, property owners	7.4		City-owned homes and lots continue to be marketed to homeowners. 100 city-owned vacant lots sold in 2014
C. Support and encourage housing diversity to accommodate a variety of housing needs	DCD, RACM	Nonprofits, property owners	7.1 7.2	Buidings - 2c	Housing rehabilitation programs administered by NIDC continue to focus on assisting low income and elderly residents remain in their homes as they age. The city-wide STRONG Homes Loan Program that will launch in 2015 includes a deferred payment option for low-income elderly residents to help achieve this policy goal.
D. Provide and maintain high quality public housing and community service programs	HACM, MPD	Nonprofits	5.1 5.2 6.2		Westlawn redevelopment continues to create a mixed income neighborhood with a wide variety of housing units for people of all incomes and needs. Programs such as the recent addition of the 24-hour automated library within Westlawn and the Housing Authority's Education Initiative provide quality services to residents. Lapham Park, underwent a complete renovation, including a gut rehabilitation to create 201 apartments with substantially improved accessibility for the building's elderly population and vastly increased energy efficiency to lower building maintenance costs.
E. Promote programs to increase home ownership and responsible rental property ownership	DNS, DCD, NIDC	Nonprofits, property owners	7.1 7.2	Buildings - 2a	The Department of City Development has continued to take a leadership role in guiding the efforts of the Milwaukee Homeownership Consortium ("Take Root Milwaukee") to market both City neighborhoods and the resources available through local lenders and homebuyer counseling agencies to assist homebuyers purchase homes in the City of Milwaukee. More than 3,100 potential homebuyers attended one of more than 130 Take Root member sponsored event during the previous annual reporting period, resulting in 449 new homebuyers and more than 2,600 people receiving one-on-one homebuyer counseling. The City continues to activity work with its partners to assist homeowners at risk of foreclosure with more than 2,000 homeowners receiving counseling and more than 470 foreclosures prevented during the same period. Programs were launched during 2014 under the Strong Neighborhoods Plan to provide financial assistance to owner occupant and responsible investor owners to assist with the purchase and rehabilitation of City owned homes. The City also launched a lease-to-own program to assist tenants in City owned properties transition to owner occupancy.
F. Improve the energy efficiency and sustainability of new and existing housing	DNS, DCD, OES	Nonprofits, utility providers, property owners	7.1 7.3	Energy - 1a, 2a Water - 3	The Me2 program has facilitated 1286 energy retrofits from 2001-2014. OES also promotes Focus on Energy incentives on its website. Milwaukee Shines and expanded Milwaukee Solar Group Buy program continues to promote solar power installations.
II. Provide a rich mix and balance of housing types, workplaces, shops, schools, recreation areas, and places of worship within neighborhoods					
A. Support viable neighborhood centers, public places and local retail development	DCD, BIDs, Main Streets, elected officials	nonprofits, property owners	7.2	Buildings - 1b Energy 1b Land - 4a, 2c Food - 3b	Bronzville artists housing initiative - reuse city-owned foreclosed residential properties and adaptive reuse of Garfield School. Continued work of existing BID districts to work with businesses and neighborhood groups to promote small businesses through facade grants, retail investment fund and signage program. MEDC continues to provide loans to support retail and industrial development. Funding for Neighborhood Commercial District Street Improvement program provides resources to enhance commercial corridors. Home Gr/Own Pocket Park Ezekiel Gillespie Park at 14th and Wright. MEDC is certified as a Community Advantage lender and can use SBA loan guarantees. This has worked very well for small neighborhood retail/restaurant businesses.
B. Ensure access and proximity to jobs	DCD, MEDC, elected officials	M-7, Milwaukee County, nonprofits, businesses	4.2 4.3	Mobility - 1a, 1b, 2a, 2b, 3a, 3b Human Cap. - 1a,2a,2b	31st Street industrial corridor redevelopment, Menomonee Valley and also BIDs throughout the city support healthy commercial corridors and industrial job centers.
C. Promote transit options for citizens	DPW, DCD, elected officials	Milwaukee County, MCTS, RTA, WISDOT, nonprofits, elected officials	4.2 4.3	Mobility - 1a, 1b, 2a, 2b, 3a, 3b	The Milwaukee Streetcar is currently in the engineering phase and will provide additional transit options for residents, employees and visitors, DPW has significantly increased bike lanes along city streets and worked with Milwaukee County to ensure connections to county trails throughout the city. Other programs that promote multiple transit options include the proposed Bikeshare program and Zipcar. In 2014 the Bikeshare program has expanded from one station to 10 stations, a City partnership with Midwest Bikeshare.
III. Coordinate resources to support and enhance neighborhood development, reinvestment, and stabilization efforts.					
A. Establish or enhance partnerships which help improve neighborhoods and build capacity	DCD, RACM, DNS, BIDs, Main Streets, elected officials	nonprofits, neighborhood associations, elected officials, residents	5.1 5.2	Buildings - 2a, 2b, 2c Energy 1a Food 3b, 3c, 2a Land - 1a	Partnership with UWM (community Design Solutions) to conduct design charrettes for Bronzville, Riverwest and Clark Square neighborhoods. City has applied for Technical Assistance Scholarship Program through Center for Community Progress, if awarded, will be used to develop intervention strategies in neighborhood catagories identified by Market Value Analysis. RACM employees serve on 30th Street Corridor Board and committees, MVP Board and committees, and Riverworks Board and committees, and Airport Gateway Board and committees. NIDC has worked with neighborhood partners in all TINs and Healthy Neighborhoods. Community Improvement Project grants in cooperation with neighborhood-based organizations have focused resources in neighborhood throughout the city. MEDC partnered with Wisconsin Economic Development Corp to develop Revolving Loan Funds for Minority Chambers of Commerce. MEDC partnered with WEDC and LISC to provide scholarships for staff of these chambers to complete the National Development Council Economic Development Financing Course. MEDC partnering with Wisconsin Business Development to form Revolving Loan Fund for Lincoln Opportunity Fund. MEDC is partnering with Milwaukee County to administer and service a county revolving loan fund.

B. Improve the physical environment of neighborhoods	DPW, DCD, RACM, BIDs, Main Streets	nonprofits, property owners	7.1 7.2 7.3	Land - 3a, 3b Water 2b	<p>NIDC provided resources for neighborhood projects city wide through the Community Improvement Projects program. These projects focused on physical improvements of neighborhoods through green infrastructure projects, community gardens and other creative, resident-led projects. In 2014 NIDC approved 47 projects utilizing \$180,000 in NIDC resources with residents and community groups leveraging over \$400,000 from additional community investments.</p> <p>Multiple streetscape projects in BID areas enhance the commercial districts and promote a pedestrian friendly environment.</p>
IV. Preserve and enhance the social environment and health of neighborhoods.					
A. Take action to make neighborhoods safer	MPD, MFD, DNS, elected officials	nonprofits, residents	7.1 7.2 7.3	Buildings - 2a Land - 1a Mobility - 3b	<p>Ongoing facilitation of community policing and dedicated community liaison officers in each district. Special Enforcement focuses on problem properties and problem areas to make neighborhoods safer. Partnering with community groups to implement programs. Milwaukee Fire Department provides anyone in the city with a free smoke alarm per the citizens request. MFD also canvas low income neighbors during our FOCUS (Firefighter Out Creating Urban Safety) program offering free smoke alarms and fire prevention advice and information.</p> <p>NIDC provided resources through the Community Improvement Projects Program by funding projects that increased safety in Milwaukee neighborhoods. NIDC funded community groups that implemented projects like <i>Project Alley Watch</i> where residents organized and took action to address alley safety, this project helped deter criminal activity with the purchase and installation of security camera systems. Another project <i>Lights on for Safety</i>- the installation of lights in alleys also helped deter garage break-ins and <i>Painting with purpose</i> project in the Amani community alternative board up project helped decrease foreclosed property break-ins in result of the community involvement during this project.</p>
B. Promote wellness and sustainable practices within neighborhoods	DCD, health department, OES	healthcare providers, nonprofits, residents	7.1 7.2 7.3	Food - 2b, 3b, 3c Land - 1a, 3a, 3b, 4a Water - 2b Mobility 3a Cat. Pro. - 1	<p>The Health Department's multiple programs provide assistance to the community on various fronts including: immunizations, lead based poisoning prevention, parenting programs, nutrition education, etc. Through the Healthy Corner Store Initiative, through community outreach activities such as COA Family Fun Nights, in-store samplings, The Healthy Neighborhood Celebration, Cooking demonstrations at Fondy Farmers Market, and the Food Justice Program well over 1100 people have been reached not counting farmers market patrons who engaged in the cooking demonstrations at Fondy Framers Market. Farmers markets associated with Health Department WIC clinics continue to sell fresh produce to underserved residents. The Health Department has developed a web page specifically for convenience stores, outlining the city ordinances governing stores, as well as security sessions http://city.milwaukee.gov/producesales.</p> <p>Health, Justice, Development (HJD) Initiative: The HJD Initiative a broad based collaboration involving individuals from public health and health care, community development and criminal justice. The Initiative will explore how to transform systems for "a healthier, safer and more prosperous Milwaukee". OVP will partner with community justice, community development, and health professionals at a launch event in late 2014 and will follow up throughout 2015 to develop high impact strategies for achieving success.</p> <p>OES is now coordinating with other City departments to implement the goals and targets in the ReFresh Milwaukee sustainability plan adopted in 2013. This plan seeks to improve neighborhood vitality and sustainability through implementation of smart, achievable sustainability practices. Specifically, OES is now leading implementation of the Mayor's HOME GR/OWN initiative which seeks to improve neighborhood well-being by increasing access and demand to local healthy food. A key component of this project is strengthening the Healthy Corner store Initiative in conjunction with the MHD. GIS map of existing healthy food outlets completed. 4 new outlets currently under development (ex include Outpost Market Cafe at Aurora Sanai and Growing Power Cafe) OES continues to work with DCD on increasing community gardens in the city by identifying potential vacant lots in strategic locations throughout the city. DCD granted 61 garden permits and 9 three year garden leases in 2014.</p>

Policy	Responsible City Depts.	Community Partners	Growing Prosperity	ReFresh MKE	Accomplishments 2014
Transportation					
I. Make transportation decisions to support economic development, environmental sustainability and community goals.					
A. Coordinate regional transportation planning with land use planning	DCD, DPW, Port of Milwaukee, elected officials	RTA, WISDOT, SEWRPC, Milwaukee County, MCTS, railroads, General Mitchell International Airport	4.2 7.4		Lakefront Gateway - DCD/DPW are working with WisDOT to reconfigure the I-794 lakefront freeway configuration to create a regional gateway to the lakefront including improved pedestrian connections to the lakefront. DCD and DPW continued participation in SEWRPC 2050 Planning for Land Use and Transportation
B. Assure city zoning codes and policies support multi-modal transportation	DCD, DPW, CPC, elected officials		4.2		Growing Prosperity Plan and ReFresh Milwaukee both support multi-modal transportation systems. DPW is developing a complete street policy that also supports multi-modal transportation. The recent addition of LB3 zoning in 2013 for commercial districts promotes denser development around key commercial activity nodes, higher density development is key to supporting transit. The current zoning code also requires bicycle parking and pedestrian connections be included in site design.
C. Promote transportation improvements that enhance health and quality of life	DCD, DPW, OES, elected officials	RTA, Milwaukee County, SEWRPC, WISDOT	4.2 7.1	Mobility - 1a,1b,2a,2b,3a,3b Water - 1a,1b,1d	Plans for the Milwaukee Streetcar project continue. City's Green Infrastructure Baseline Inventory (GIBI) draft complete to assess impervious surface and green infrastructure. Lakefront Gateway, Freshwater Way, Greenfield Ave near UWM School of Freshwater Science Bikesahre program continues to grow with partnership of Midwest Bikesahre. Ten stations total in place (2 solar powered). In addition, bike lanes continue to be added to city streets and off street trails continue to be developed. Bike connection completed from Bay View to Downtown.
II. Connect Milwaukee to the country and the world for trade and travel.					
A. Preserve and improve mobility and access for the transport of goods and services	Port of Milwaukee, DCD, DPW, elected officials	General Mitchell International Airport, Milwaukee County, MCTS, railroads, WISDOT, RTA, M-7	4.2	Mobility - 2b	The City has preserved and improved access and mobility for the transport of goods in a number of ways including; participating in WisDOT Priority Multimodal Freight project 2012; Focus Group, WisDOT & Wisconsin Commercial Ports; railcar switching improvements with the Federal Railroad Administration; improving WisDOT highway permit rules for oversize load and wind energy components. Specifically around the Port of Milwaukee, there has been private sector use expansion of Port's intermodal container yard, the Port of Milwaukee Redevelopment Plan, improved Carferry Dr. and on-ramp to the Hoan Bridge to better accommodate oversize loads in/out of the Port. The Port also is involved in the development of new markets in bio-fuel. Establishing the Foreign Trade Zone at the Port of Milwaukee facilitates international trade.
B. Maintain and expand passenger multi-modal transportation options and facilities	DCD, DPW, elected officials	Milwaukee County, RTA, nonprofits, railroads	4.2		Various projects that expand multi-modal transportation were identified in multiple Area plans, examples include; Aerotropolis in the Southeast Plan, improvements and development around the Intermodal station was a Catalytic Project in the Downtown Plan. The City contributed to the Intermodal Station improvements and continues to look at ways to connect to the station, including making connections with the Bikesahre program and future Streetcar.
III. Support the expansion of public transit and promote options that connect the greatest number of people to the greatest number of destinations.					
A. Support the expansion of public transit options and service	DCD, DPW, elected officials	Milwaukee County, MCTS, RTA, FTA, nonprofits	4.2	Mobility - 1a, 1b	Examples of support for expansion of public transit include: the Streetcar project, and the County's recent express bus routes that serve City residents. The City continues advocate for transit service improvements. City remains involved in the SEWRPC's Regional Vision 2050 Plan
B. Explore funding and governance options for the maintenance and operation of new and existing modes of transit	DCD, DPW, BIDs, elected officials	Milwaukee County, RTA, nonprofits	4.2		This will be explored as a part of the Streetcar development. Transportation Enhancement Grants secure funding for public infrastructure improvements that promote pedestrian friendly environments. Over \$1.3 million in grants were awarded in 2014 to promote various bike and pedestrian initiative including: facilities signage plan, bicycle parking program, interactive mapping apps, safe routes to schools plans, and bike plating on bridges.
C. Provide amenities which enhance the experience of public transit users	DCD, DPW, BIDs, Main Streets, elected officials	Milwaukee County, RTA, nonprofits, businesses	4.2 7.1 7.3		Examples of improved bus shelters and transit experience include; bus shelters in Bronzeville, Menomonee Valley, and the recently completed shelter at KK/Lincoln with a public art project. DPW has improved snow shoveling response at bus shelters and handicapped ramps in recent years.
IV. Maintain a sustainable and well balanced street and highway network that safely and efficiently moves people and goods and supports the economy.					
A. Maintain the existing system of roads and bridges	DPW, Capital Improvements Committee	Milwaukee County, WISDOT	4.2		DPW's high impact paving programs on various downtown streets to extend the useful life of existing pavement.
B. Continue to encourage integration of Complete Streets principles and sustainability into street design and reconstruction projects	DPW, DCD	nonprofits, Milwaukee County, WISDOT	4.2 7.1 7.3	Mobility - 2a, 2b, 3a	Complete Street Policy and design process being developed by DPW. Continued implementation of the City's Neighborhood Traffic Management Program to minimize automobile impacts along residential streets. DPW has increased the miles of bike trails and lanes throughout the city. 28 miles since 2013.
C. Provide transportation demand management, also support programs and strategies aimed at reducing car trips, minimizing miles driven and increasing occupancy	DPW, OES	WISDOT, businesses, nonprofits	4.2 7.1	Mobility - 1a, 3b, 3a	In 2013, OES funded the city's first BikeShare station at Discovery World. With partnership of Midwest Bikesahre, the bikesahre stations have expanded to 10 in 2014 with a goal of minimally 28 more. This effort is also being coordinated with several surrounding suburbs. OES also played a critical role working with DPW and DCD to expand Zipcar's presence beyond Marquette U. and UWM to city lots. As a result, Zipcar did a full expansion of their system including use of several City lots. The OES Director also sits on the Green Corridor steering committee where bike lane expansion has been a priority.
V. Increase opportunities for walking and biking as practical options that contribute to neighborhood vitality and public health					
A. Create attractive and convenient pedestrian and bicycle routes and facilities	DPW, BIDs, Main Streets	Milwaukee County, nonprofits, businesses, property owners, state agencies	4.2 7.1 7.3	Mobility - 3a, 3b	Three Bridges Park provides an extension of the Hank Aaron State Trail as well as providing meaningful connections to the dense neighborhood to the south. Pedestrian connection under marsupial bridge provides direct connection to Commerce Street.
B. Provide amenities for bikes and cyclists	DPW, BIDs, Main Streets	nonprofits, businesses, property owners	4.2 7.1 7.3	Mobility - 3a, 3b	BikeShare program has expanded to 10 stations. Many miles of bike lanes have been added to city streets and off street trail connections. The bike/ped task force continues to meet to discuss and recommend projects and programs to improve bike/ped experience
C. Ensure accessibility for people of all abilities	DPW, BIDs, Main Streets	nonprofits, businesses, property owners	4.2 7.1 7.3	Mobility - 1a, 3a, 3b	Increase awareness of and inclusion of ADA in all DPW streetscape projects. Reed Street Yard infrastructure project, completed in 2014, includes stair and ramp connections between the development and 6th Street.
D. Utilize streetscaping to create safe and engaging pedestrian and bicycle friendly spaces	DPW, BIDs, Main Streets	nonprofits, businesses, property owners	4.2 7.1 7.3	Mobility - 3a, 3b Land 3a	Milwaukee Street in Third Ward has been reconstructed to include a center median. This will improve pedestrian access across the street and also calm traffic in the area. Freshwater Way at Reed Street Yards. Bike facility Improvements with high impact projects include: S. 2nd Street Bike lanes upgraded to buffered bike lanes, filled in the gap on N. Humboldt from Center to Locust, and added green 'conflict zone' bike markings around Center and Locust right turn lanes on Humboldt.

Policy	Responsible City Depts.	Community Partners	Growing Prosperity	ReFresh MKE	Accomplishments 2014
Economic Development - 2014 Adoption of Growing Prosperity: An Action Agenda Economic Development in the City of Milwaukee					
I. Ensure that the City's economic development efforts complement the efforts of local and regional partners.					
A. Align City government's economic development efforts with the efforts of others pursuing economic and employment growth and expansion of the tax base in Milwaukee and the region.	DCD, RACM, DOA, MEDC, elected officials	M-7, Milwaukee County, MAWIB, WWBIC, nonprofits, businesses	4.2	Energy - 3 Land - 1b Water - 4 Food - 3a Human Cap. - 3b	City of Milwaukee is active participant in Milwaukee 7 regional economic development organization. City taking leadership role in M7's new Next Generation Manufacturing Council. City and NGMC jointly wrote an application for federal Investing in Manufacturing Communities Partnership designation. DCD providing staff support to the Mayor's West Wisconsin Avenue Task Force; DCD coordinates the work of the Business Improvement Districts; DCD is an active partner in Community Development Corporations such as Menomonee Valley Partners and 30th Street Industrial Corridor Corp.; The City is directly supporting the growth of the water cluster through the development of the Reed Street Yards business park and bonding for the Global Water Center. Port of Milwaukee's designation of the Foreign Trade Zone (FTZ) for Milwaukee and Region. Milwaukee Growing Prosperity Economic Development Plan and Sustainability Planning efforts were advised by regional partners including MMSD, SEWRPC, Milwaukee County, and the Water Council. CDBG aligns resources including: revolving loan program; large impact development; special economic development-business assistance. DCD oversaw the development of Growing Prosperity the City's Economic Growth Plan, adopted in 2014 which dovetails with the regional economic growth plan being prepared by Milwaukee7.
B. Align City government's economic development efforts with the needs of local employers, since most job growth occurs through the expansion of existing companies.	DCD, RACM, DOA, MEDC, elected officials	M-7, Milwaukee County, nonprofits, businesses	4.2	Energy - 3 Food - 2a, 2c Human Cap. - 2c, 3a Land - 1b	New Markets Tax Credits allocations to Milwaukee Economic Development Corporation have been used to support central city business development. MEDC received \$40 Million in New Market Tax Credits in 2013 and used them to assist a local manufacturer with a \$24 million expansion project, as well as create a \$20 million revolving loan fund, which is completely subscribed. In 2014 MEDC received a NMTC award of \$28 million, \$13.25 million which is being used to build a brand new building in the Pabst redevelopment, and \$14.75 million for another revolving loan fund. DCD's Commissioners office continues to support staff to outreach to the industrial businesses in the northwest side business parks. MEDC loans continue to support the growth of existing companies. Growing Prosperity and ReFresh Milwaukee planning efforts included input from BIDs, chambers of commerce, and other business groups to ensure their input is reflected in the planning process. CDBG Aligned Resources: job training and placement, large impact development, special economic development-business development all work together to provide resources for economic development.
II. Maximize and target City government's economic development resources through partnerships and targeted investment.					
A. Maximize and target City government's economic development resources to employers and sectors poised for growth in the Milwaukee region.	DCD, RACM, MEDC, elected officials	M-7, Milwaukee County, nonprofits, businesses, State & Federal as appropriate	4.1 4.2	Human Cap. - 1a, 2c Food - 3a, Energy 3	BizStarts continues to serve entrepreneurs as well as several new initiatives including Startup America, VeTransfer.
B. Maximize and target City government's economic development resources so Milwaukee residents benefit from the growth of economic opportunity.	DCD, RACM, MEDC, elected officials	M-7, Milwaukee County, nonprofits, businesses, State & Federal as appropriate	4.2	Human Cap. - 1a, 1b, 3a	Multiple Green Job pilot programs such as Home Gr/Own pilot training program, Me2 Community workforce agreement partnered on bilingual training for energy efficiency workers. 'Earn and Learn' program continues to employ young residents to teach valuable job skills. City is participating in 'Greater Together' campaign.
C. Maximize and target City government's economic development resources through partnerships that leverage additional resources.	DCD, RACM, MEDC, elected officials	M-7, Milwaukee County, nonprofits, businesses, State & Federal as appropriate	4.1 4.2	Energy - 1a, 1b	First Mayor Barrett's 'Entrepreneur Week' was held Nov 2014, 13 events sponsored by City and partners KIVA to partner with City government to develop micro-lending to small businesses, KIVA matching loan fund established, 6 trustees already signed on, formal launch in 2015. The City/MEDC partnered with Greater Milwaukee Committee on a scale up initiative designed to build conversation around growth companies and job creation. MEDC continued its Venture Debt program providing debt financing to emerging companies with matching private equity funds. Five loans were closed in 2013, with an additional 2 in 2014.
III. Grow the workforce employers need through education, training, and attracting talent.					
A. Grow the workforce employers need by encouraging Milwaukeeans to finish high school and pursue post-secondary education.	MPL, elected officials	MPS, charter schools, nonprofits, post-secondary institutions	5.1 5.2	Human Cap. - 2a, 2b2c, 3b	DOA is exploring the creation of Children's Saving Accounts to improve the odds of college entry for children of low-income families and outreach to local foundations for financial support. Action item 5.1.5 in Growing Prosperity. The Milwaukee Public Library provides many important services that help train and prepare residents for jobs, for example; the Library Computer Training Classes and Job Drop-in Labs and access to the Internet and print materials in all city libraries. City government works in partnership with the Milwaukee Area Workforce Investment Board to operate Earn and Learn, a summer jobs program that serves youth aged 14 to 20. As part of its commitment, the City of Milwaukee serves as an Earn & Learn employer, bringing in city youth for the City's Summer Youth Internship Program, with goals of increasing that number. In addition to these summer opportunities, the City's Youth Development Coordinator works throughout the year on projects that expose youth to the workplace. GPS partners established a training center on the northwest side to develop a youth apprenticeship program in manufacturing for high school juniors and seniors. In addition, HACM's Education Initiative also provides youth with valuable skills.
B. Grow the workforce employers need by providing robust training resources and vocational training preparation to the citizens of Milwaukee.	MPL	MPS, MAWIB, Job Corps, charter schools, nonprofits, post-secondary institutions	5.1 5.2	Food - 2c Human Cap. - 2a, 2b, 2c, 3b	The Milwaukee Public Library provides many important services that help train and prepare residents for jobs, for example; the Library Computer Training Classes and Job Drop-in Labs, and access to the Internet and print materials in all city libraries. Milwaukee Job Corps Center continues to serve students and target program to workforce needs. The Center provides education and training to disadvantaged young people in a residential campus setting. The Housing Authority and Redevelopment Authority of the City of Milwaukee were active partners in the development of the Center. The city's Resident Preference Program (RPP) continues to leverage employment and training opportunities for city residents via requirements applicable to capital improvement projects. RPP provides that 40% of the labor hours on such projects be allocated to unemployed or under employed city residents. Many of the Department of City Development's economic development projects also apply RPP requirements.
C. Grow the workforce employers need by making Milwaukee attractive to talent from elsewhere.	elected officials	M-7, nonprofits, elected officials, post-secondary institutions	7.1 6.3	Mobility - 1a, 1b, 3a Land - 4a	The City's Economic Growth Plan, Growing Prosperity, adopted in 2014, outlines strategies to attract talent from elsewhere. In addition, amenities such as multi-modal choices, cultural amenities, quality outdoor spaces, and a range of housing choices all contribute to attract talent to the city. Baseline being developed to measure walking distances to parks/greenways or other green amenities.

IV. Operate City government in a manner that supports economic development.					
A. Operate City government in a manner that supports economic development by reducing crime.	MPD, elected officials	Milwaukee County, nonprofits, residents	7.1 7.2 7.3	Building - 2a, 2b Land - 1a	In partnership with the community, MPD will create and maintain neighborhoods capable of sustaining civic life. MPD commits to reducing the levels of crime, fear, and disorder through community based, problem-oriented, and data-driven policing. MPD has initiated new police deployment strategies and data driven police patrols which have reduced crime and improved neighborhood conditions; DNS, Police, and City Attorney partnership in nuisance abatement and directed patrols.
B. Operate City government in a manner that supports economic development by providing a high quality physical infrastructure and top-notch local government services.	DPW, RACM, City of Milwaukee, elected officials	Private utilities, WISDOT	4.2		Commercial Corridor team has expanded by two positions, City staff taking an active role in the BID council and participating in LISC small business and Entrepreneurship Affinity Group. Lakefront Gateway, 30th Street Corridor, Menomonee Valley, and South Second Street are all examples of city infrastructure projects that have leveraged private investment in the immediate area. Infrastructure investment in the Reed Street Yard development is another example of infrastructure project that will promote economic development.
C. Operate City government in a manner that supports economic development by ensuring a consistent, understandable and predictable regulatory framework.	DCD, elected officials		4.1 6.1	Food - 1a	A 'Local Business Action Team' has been established within the City to focus on improving services to businesses. Co-chairs Ald. Witkowski and DNS commissioner Dahlberg. Design guidelines being developed to assist landowners and developers understand the expectations of site and building design. The Milwaukee Development Center, responsible for permitting, now issues more than 50% of its permits online, 24/7. Other ways City government works in understandable and predictable ways include CDBG Entitlement & Reprogramming. Established clear cut city food policies and published on OES website.

Policy	Responsible City Depts.	Community Partners	Growing Prosperity	ReFresh MKE	Accomplishments 2014
Natural Resources					
I. Protect and restore natural resources to ensure the Milwaukee's rich natural heritage remains intact, healthy, and functional for the benefit of future generations					
A. Identify, preserve, and enhance the quality of natural resources, natural features, biodiversity, and ecological integrity of the community.	DPW, OES	MMSD, nonprofits, property owners, Milwaukee County, SEWRPC, DNR, State & Federal as appropriate	7.1 4.2	Land - 2b, 3a, 3b, 4a	ReFresh Milwaukee has several goals and targets addressing these issues in the Water, Catalytic Projects and Land and Urban Ecosystems Chapters. Milwaukee is also an inaugural member of the Biophilic Cities network through the University of Virginia which seeks to improve access to natural assets and biodiversity through city planning, design and construction. 7.5 acres of city owned brownfields redeveloped since 2013
B. Prioritize the preservation and enhancement of water resources and features, which are critical natural assets for the City.	MWW, DPW, OES	MWW, DPW, OES, MMSD, nonprofits, property owners, Milwaukee County, SEWRPC, DNR, State & Federal as appropriate	7.1	Land - 3b Water - 2a, 2b, 3	ReFresh Milwaukee emphasizes a "water-centric" approach to economic development in the city of Milwaukee. In addition, Milwaukee is a pilot city for the Sustainable Municipal Water Management Principles through our membership in the Great Lakes and St. Lawrence River Cities initiative. In 2013, Milwaukee Water Works announced a "use water wisely" partnership with H2Oscore that helps residence benchmark their water use. The Milwaukee Water Works has a multi-year program to replace over 156,000 water meters in homes and small businesses in Milwaukee and Greenfield, Hales Corners, St. Francis, and West Milwaukee. The Milwaukee Water Works is recognized nationally as a leader in providing high-quality drinking water and for our comprehensive water quality monitoring program
C. Enhance and improve the urban forest and incorporate green infrastructure elements within the urban environment.	DPW, OES	Nonprofits, property owners, MMSD, Milwaukee County	7.1	Land - 1a, 2b, 1c, 1d, 3a, 3b Buildings - 1c	ReFresh Milwaukee sets a target for the development of a citywide green infrastructure plan. OES and DPW have completed phase I of this planning process with the Council's support and passage of the Green Streets ordinance. ReFresh Milwaukee also sets a target of doubling the city's tree canopy.
II. Enhance the city's park and open space network to provide access and enjoyment for all.					
A. Ensure easy and equitable public access and connectivity of parks, nature, and open space across the city and region.	DCD, DPW, OES	Milwaukee County, MPS, nonprofits	7.1 7.2	Land - 4a	ReFresh Milwaukee sets ambitious goals and targets for connectivity of citizens to parks and other natural assets. Menomonee Valley's Three Bridges Park connects the Valley to the neighborhood to the south with the Valley and miles of the Hank Aaron State Trail. In addition, the newly opened Urban Ecology Center on Pierce Street is using the park as a learning laboratory for student programs.
B. Improve and expand a diversity of facilities and programming within the park and open space system.	DCD, DPW	Milwaukee County, MPS, nonprofits	7.1	Land - 4b	The following projects all represent a diversity of park and open space facilities that have been developed recently: Three Bridges Park, MSOE soccer field abutting the Park East,
C. Improve and seek funding to support park acquisition, maintenance, and programs.	DCD, DPW, elected officials	Milwaukee County, MPS, nonprofits	7.1		Three Bridges Park was a collaborative effort to provide park space within the Menomonee Valley.
III. Reduce the city's contribution to energy consumption and climate change.					
A. Minimize peak energy demand and reduce overall energy consumption of buildings and infrastructure.	DPW, OES	private utilities, businesses, residents, nonprofits	7.1 4.2	Buildings - 1a,1b, 1c, 2b Energy 1a, 1b, 1c, 2, 4a	Through the Energy Reduction Team, in 2013 OES has implemented energy efficiency measures that have saved over \$100,000 annually bringing total annual savings to just over \$535,000. The Port Administration achieved the status of the City's first net-zero energy building in 2013 and returned over \$30,000 in revenue to the City since it started operations in 2012.
B. Foster greater use and development of alternative energy systems and practices.	DPW, OES	private utilities, businesses, residents, nonprofits	7.1 4.2	Buildings - 1c, 2b Energy 1a, 1b, 1c, 2, 4a, 4b	The Port wind turbine achieved status as the City's first net-zero energy building. To date, the turbine has generated just over \$30,000 in revenue for the City through the sale of excess energy to We Energies. In addition, Milwaukee Shines worked with DCD and DNS to streamline solar permitting in the City, making it easier and more efficient for residents and business to install solar systems.
C. Plan land use, employment, and transportation systems to improve the efficient movement of people, goods, and services and to reduce vehicle emissions and dependence on automobiles.	DCD, DPW, Port of Milwaukee, OES, elected officials	RTA, WISDOT, SEWRPC, Milwaukee County, MCTS, railroads, General Mitchell International Airport, businesses, nonprofits	7.1 4.2	Land - 2a Mobility - ALL	ReFresh Milwaukee systematically addresses these issues in the Energy, Land and Urban Ecosystems and Mobility chapters.
D. Engage residents, businesses, institutions, agencies, and organizations in conversation and actions to reduce the city's impact on climate change.	DPW, OES	DPW, OES, private utilities, businesses, residents, nonprofits, County, State & Federal agencies as appropriate	7.1	ALL of REFRESH PLAN	During the ReFresh Milwaukee planning process, the Green Team reached nearly 1,500 residents and over 80 businesses to get their views on sustainability and climate change. OES provided first Annual Progress Report to Common Council in 2014
IV. Improve the City's efforts to reduce waste, and support land and resource reuse and recycling strategies.					
Significant cost and resource efficiencies can be found in reducing waste, which in turn reduces the need for landfills, for converting open space and agricultural land to urban uses, and for cleaning up contamination and pollution resulting from the release of waste and materials into the environment.	DPW,RACM, OES	MMSD, RACM,nonprofits, businesses, private utilities	7.1	Land - 1a, 1b Resources - 1a, 1b, 2a, 2b	ReFresh Milwaukee identifies significant goals in waste reduction and diversion in the Resource Recovery Chapter. In 2013, DPW launched the WRAP program to increase recycling of plastic bags - a major problem for landfill and water treatment facilities. The ME3 program has concluded with 22 small and medium sized manufacturers served. The program resulted in a 19:1 return on investment for the tax payers dollar while removing over 8,500 tons from the waste stream.

Policy	Responsible City Depts.	Community Partners	Growing Prosperity	ReFresh MKE	Accomplishments 2014
Cultural Resources and Historic Preservation					
I. Support and promote the arts and cultural resources.					
A. Inventory, support, and promote arts and cultural resources, industries, institutions, and infrastructure as critical to a modern urban economy.	Arts Board, HPC	Nonprofits, M-7, State and National Historic Preservation	6.3 7.1		The City continues to support arts in the community through the Milwaukee Arts Board, as well as support of organizations such as the Creative Alliance of Milwaukee. Members of the Milwaukee Arts Board continue to contribute to a Wikki database of public art located in the City of Milwaukee. The effort was partially funded through an MAB grant.
B. Develop and improve funding mechanisms and support for arts and cultural institutions, facilities, and programs.	Arts Board, elected officials	Nonprofits	6.3 7.2		The Milwaukee Arts Board continues to provide grants to fund and support arts outreach projects throughout the city. In 2014, the City of Milwaukee Arts Board awarded \$217,000 to 33 organizations for arts and cultural programs and performances. Plus grants of \$22,381 for conservation of public art and new public art in 2014. The arts board also named 2 Artists of the Year (Evelyn Patricia Terry and Barbara Leigh) as well as 5 Friends of the Arts – Konrad Kuchenbach, John Holland, Lucinda Gordon, Gloria Wright, Dorothy Nelle Sanders (posthumous) The City of Milwaukee 4th of July celebration support bands, parades and other activities in 14 parks. Funds for Arts Board grants were increased by \$40,000 in 2014.
C. Establish a creative coalition of individuals, professions, businesses, nonprofit groups, and institutions to foster cooperation and take advantage of shared resources and economies of scale across the region.	Arts Board	Nonprofits, arts community, businesses	6.3 7.1		The City continues to support arts in the community through the Milwaukee Arts Board, as well as support of organizations such as the Creative Alliance of Milwaukee. Individual Arts Board members and various city staff participate in activities of coalitions including the Creative Alliance and the Greater Milwaukee Committee.
II. Integrate arts and cultural resources and diversity into neighborhoods.					
A. Encourage the integration of arts and culture into neighborhoods to increase exposure to a diversity of experiences and perspectives and to strengthen the social and community fabric.	BIDs, Main Streets, Arts Board	Nonprofits, arts community, residents	7.1	Land - 1a Human Cap. - 3a	NIDC has been instrumental in facilitating many public art projects in neighborhoods throughout the city.
B. Expand access, awareness, and participation in affordable, family friendly arts and cultural programming, education, and entertainment.	Nonprofits, BIDs, Main Streets	Nonprofits, residents, arts community, MPS, schools	7.1 6.3		The Milwaukee Arts Board grants program uses City and State funds to support arts outreach projects that bring performances and visual arts into local neighborhoods.
III. Preserve, enhance, and promote the cultural heritage, beauty, and identity of the City of Milwaukee.					
A. Ensure historic elements are preserved and restored for the benefit of current and future generations.	HPC, elected officials	State and National Historic Preservation, property owners, nonprofits, residents	7.1	Buildings - 2c	The Historic Preservation Commission continues to review projects to ensure standards are met within Historic Districts. In 2014 six City owned historic homes were renovated for sale. In previous years two homes were renovated and sold through this program.

Policy	Responsible City Depts.	Community Partners	Growing Prosperity	ReFresh MKE	Accomplishments 2014
Community Facilities					
I. Ensure a safe environment where neighborhoods, parks and streets remain safe, conducive to a positive social atmosphere, and provide a healthy living/working environment.					
A. Continue to reduce crime and pursue preventative measures that reduce crime.	MPD, ITMD, elected officials	Milwaukee County, nonprofits, residents	7.1 7.2	Land - 1a Buildings - 2a	In partnership with the community, MPD will create and maintain neighborhoods capable of sustaining civic life. MPD commits to reducing the levels of crime, fear, and disorder through community based, problem-oriented, and data-driven policing. Initiated new police deployment strategies and data driven police patrols which have reduced crime and improved neighborhood conditions; DNS, Police, and City Attorney partnership in nuisance abatement and directed patrols. The Milwaukee Police Department has developed STOP ("Students Talking it Over with Police"), a training curriculum that introduces Milwaukee youth to the work of the department in order to improve the perception of the department and cultivate better relationships between police and young people.
B. Promote fire and structural safety through prevention and education, and the maintenance of adequate staff and facilities.	MFD, DNS, elected officials	Milwaukee County, nonprofits, residents	7.1 7.2		Annual fire inspections are conducted in all commercial buildings and residential buildings with 3 or more units. City has moved responsibility for all annual fire inspections to DNS. Fire response time continues to excel, achieving levels far better than national standards. Fire ALS accomplishes survival rates for stabbing and gunshot victims above 95%. The MFD staffs our fire education division with 4 full time fire safety officers. We offer 23 programs safety programs for our citizens. These include our very successful Survive Alive house, Project Staying Alive and FOCUS programs.
C. Maintain the quality of existing facilities, and housing stock to ensure the protection of the public's health, safety, and welfare.	DNS, MFD	Nonprofits, faith-based organizations, residents	7.1 7.2	Energy - 2 Buildings 2a, 2b	Annual fire inspections include maintenance and safety items. New DNS programs for vacant building registration and residential rental inspection The MFD works with DNS by sharing information on city properties. MFD also works along side DNS to placard vacate facilities and to identify dangerous properties.
II. Enhance and maintain the quality of Milwaukee's health care system using an approach that implements new technological and innovative techniques to provide strong reliable patient care, allow access to a variety of health institutions, and monitor the quality of resources provided. In addition, continue to provide a parallel network of preventative facilities and programs that educate community about wellness.					
A. Protect and enhance community health for the individual, community and environment while promoting general health in the population, frequently advocated and undertaken by the members of the Milwaukee Health Care Partnership.	Health department	healthcare providers, nonprofits, residents	7.1 7.2	Food - 1a, 1b, 3c Land 4a	Commissioner Baker continues to serve on the Board of the Milwaukee Health Care Partnership. In addition, the MHCP and Health Department collaborated on a comprehensive community health assessment. The Partnership has released their report, and the Health Department will be published before the end of 2013
B. Establish and coordinate facilities that provide the tools and resources to enhance preventative health care and maintenance of good quality health practices.	Health department	healthcare providers, nonprofits, residents	7.1 7.2		Milwaukee Health Department coordinates many programs and projects to provide tools for preventative health including: Back to school health fair, MHD Immunization Clinics, WIC program, and farmers markets at MHD clinic locations.
C. Promote quality health care training and education for all healthcare employees to ensure that patient care is consistent and meets or exceeds citywide standards.	Health department	Milw health care partnership, healthcare providers, post-secondary institutions	7.1 7.2		MHD provides numerous training opportunities for undergraduate and graduate nursing, public health, and health sciences students, as well as medical students and pediatric residents. MHD Executive Leadership Team members have faculty or consulting roles with UW-Milwaukee, MCW, Carroll University, MATC, and UW-Madison. 12 High school students received certification as Certified Nursing Assistants from MATC, through a joint program with the Health Department, MPS, and the Mayor's Earn and Learn Program in the summer of 2013.
D. Encourage the availability of equitable health care so that everyone, including high risk populations, poor communities, and those facing socioeconomic barriers, can receive quality health care.	Health department	healthcare providers, nonprofits, residents	7.1 7.2		All of the CHAP employees have been trained as Certified Application Consultants under the Affordable Care Act. Thus, CHAP staff are able to enroll people in both BadgerCare as well as private insurance sold through the Federal Health Insurance Marketplace.
III. Promote practices that lead to life-long learning; for people of all ages, abilities and interests. Learning geared towards self-improvement, as well increase workforce development to compete within an evolving global economy.					
A. Foster economic resiliency through new opportunities in the green economy, small business incentives and the recruitment of new talent to the area.	MEDC, elected officials, BIDs	M-7, elected officials, state & federal agencies, nonprofits, businesses, residents	6.1 6.2 7.2	Food - 2c, 3a Human Cap. - 1a, 1b, 2c Land - 4b Energy 3a	Several examples of fostering the new opportunities in the 'green economy' include: OES ME2 and ME3 programs, and recruitment of Ingeteam as a environmental "green economy" companies to the Menomonee Valley. City staff support a variety of efforts to expose Milwaukee youth to potential careers, including Summer Youth Internship Program, Lead to Succeed, Lead2Change, Earn and Learn (Summer Youth Internship Program, Community Work Experience program, Private Sector Job Connection program), the Milwaukee Talent Dividend, and Washington High School hospitality training program.
B. Continue the excellence and diversity of Milwaukee's library system and institutions of higher learning allowing future expansion and program coordination with local community groups.	MPL, elected officials	Post-secondary institutions, MPS, nonprofits, businesses, MAWIB	7.1 7.3		All Milwaukee Public Libraries provide opportunities for learning throughout the city. Community rooms are available; including two new conference rooms included in new Villard Square Branch. The East Library, recently completed, is a mixed use building providing additional community space for the neighborhood and will spur economic development. MPL has dedicated \$18M to replace four additional branch libraries with new library facilities that will be part of mixed-use projects and serve as catalytic anchors to the community.
C. Ensure the highest level of care for children and the highest level of educational quality and diversity for school aged children.	MPL, elected officials	state agencies, MPS, educational institutions	7.1	Human Cap. - 2a, 2b	The Milwaukee Public Library provides literacy training to child care providers through its Ready to Read with Books2Go and Six Skills for Early Literacy programs. The Super Reader program enrolls thousands of children each summer, encouraging summer reading with prizes, special in-library programs, and free books for participants' home libraries. Safe and Sound, funded by Milwaukee's Community Development Grants Administration, provides safe places for youth and after-school activities. Safe and Sound is among approximately two dozen non-profit agencies funded by the City for youth development activities. A portion of these funds are administered by the City of Milwaukee Youth Council.

Policy	Responsible City Depts.	Community Partners	Growing Prosperity	ReFresh MKE	Accomplishments 2014
Utilities					
I. The City of Milwaukee will maintain, improve, and expand utilities and infrastructure, as well as partner with other utilities, agencies, and advocacy groups to provide cost effective and efficient services for its residents and businesses.					
A. Support economic development in the greater Milwaukee region.	DPW, City of Milwaukee, elected officials	private utilities, WISDOT, nonprofits	All of GP	Mobility - 2a, 2b Cat. Pro. - 2	Me2, ME3 and Milwaukee Shines programs all address economic development through strengthening building stock, manufacturing efficiency and training/certifying workforce; and Milwaukee Sustainability Planning effort is being advised by regional partners in the economic development field including MMSD, SEWRPC, Milwaukee County and the Water Council
B. Provide an enhanced quality of life for residents.	DPW, City of Milwaukee, elected officials	private utilities, WISDOT	7.1	Energy - 4a Resource - all	Me2 and Milwaukee Shines improve homes, lower energy bills and generally improve quality of life for residents.
C. Continue capital improvements through a comprehensive and collaborative financial plan.	DPW, City of Milwaukee, Capital Improvements Committee	private utilities, WISDOT	4.2	Energy 1c, 2a	OES has assisted 699 businesses improve energy efficiency. OES also working with Wisconsin Manufacturing Extension Partnership to establish BPS program associated with Milwaukee Sustainability Roundtable members.
II. Maintain a high quality and efficient utility infrastructure that allows for growth, while respectful of the environment.					
A. Improve river and lake water quality.	DPW, DCD	private utilities, MMSD, nonprofits, residents, businesses	7.1	Water - 1a, 1b, 1c, 1d Buildings - 1a, 1b, 1c Land - 3a	Many projects include elements to improve water quality such as Pave Drain system installed in Reed Street Yards in parking areas to minimize storm water runoff.
B. Promote efficient City water usage practices.	DPW, MWW, elected officials	Milwaukee County, WISDOT, MMSD	7.4	Water - 3a	Milwaukee Water Works started a new "use water wisely" program in collaboration with H2Oscore which allows residents to benchmark their water use.
C. Coordinate utility infrastructure and economic development planning.	DPW, MWW, Capital Improvements Committee	MMSD, Milwaukee County, WISDOT	4.2		All major projects are coordinated between the various agencies
D. Explore and promote new utility infrastructure technologies and practices.	DPW, MWW, OES	private utilities, MMSD, post-secondary institutions	4.2 4.3	Energy - 1c, 2a	The Energy Chapter of ReFresh Milwaukee calls on new energy technologies and business models from the local electric and natural gas utility. In the long run, this increases the states resilience to supply shocks and improves the local economy as dollars are invested in state technologies and resources.

Policy	Responsible City Depts.	Community Partners	Growing Prosperity	ReFresh MKE	Accomplishments 2014
Intergovernmental Cooperation					
I. Foster effective communication and good working relationships between the City of Milwaukee and all of its government partners.					
A. Seek opportunities for cooperation with other jurisdictions on issues that can best be addressed regionally such as transportation, affordable housing, water quality and supply, and air quality.	City of Milwaukee, elected officials	SEWRPC, Milwaukee County, RTA, WISDOT, neighboring jurisdictions, State & Federal entities as appropriate	4.2 5.1 5.2 6.2	Mobility -1a Water - 1c, 4a	Lakefront Gateway project is an example of various city departments working collaboratively with WisDOT and other community partners to create a project that meets the needs of all involved and adds value to the City. City officials have been active participants in the development of a regional 2050 Land Use and Transportation Plan by the Southeast Wisconsin Regional Planning Commission. Milwaukee Sustainability Planning effort was advised by regional partners including MMSD, SEWRPC, Milwaukee County and the Water Council in order to build regional support for sustainability and this particular effort in the city. IRD member of ICC committee on shared services. The Intergovernmental Relations Division regularly participates in the Milwaukee County Intergovernmental Cooperation Council geared to identifying possibilities for shared service among local municipalities.
B. Initiate meetings among staff and elected officials of appropriate government entities when opportunities exist for cross jurisdictional collaboration.	City of Milwaukee, elected officials	SEWRPC, M-7, Milwaukee County, RTA, WISDOT, neighboring jurisdictions, State & Federal entities as appropriate	4.2	Water - 4a Resources - 2a	The City is participating in the Park East Marketing Task Force, a public/private effort. Milwaukee Sustainability Planning effort is being advised by regional partners including MMSD, SEWRPC, Milwaukee County and the Water Council in order to build regional support for sustainability and this particular effort in the city.
C. Ensure the City of Milwaukee maintains appropriate local control and authority, commensurate with its population and central position within the region, while advancing intergovernmental cooperation.	City of Milwaukee, DOA, elected officials		4.2		Mayor Barrett's has been a leader among the Great Lakes communities and elected chair of the Great Lakes and St. Lawrence Cities Initiative, a binational coalition of 90 mayors and other local officials from the eight Great Lakes states and the provinces of Ontario and Quebec. This Initiative will work cooperatively on efforts to protect and the promote the lakes and St. Lawrence River. Mayor Barrett also serviced as co-chair of the Milwaukee 7, and City of Milwaukee staff participated in the development of M7's regional economic development strategic plan. City staff and elected officials also participated in the development of SEWRPC's 2050 Land Use and Transportation Plan. The City's Intergovernmental Relations Division continues to develop the City's legislative agenda, ensuring that the City's needs are brought to the attention of State and federal legislators.
D. Use technology and outreach to stimulate citizen input and dialog on regional issues.	City of Milwaukee, elected officials	City of Milwaukee, elected officials, SEWRPC, M-7, Milwaukee County, RTA, WISDOT, neighboring		Energy 4a	The City of Milwaukee has created a Unified Call Center to serve as a central intake for citizen service requests. The Department of Public Works has created an on-line service request system. The Department of City Development uses on-line systems to accept public comments as plans are being developed. Several departments have established Twitter feeds and Facebook accounts to provide wider access to information about departmental activities.
II. Promote a more comprehensive and coordinated metropolitan approach to planning and development.					
A. Encourage the state to become more active in supporting and rewarding regional planning efforts.	City of Milwaukee, elected officials, DOA	SEWRPC, M-7, Milwaukee County, RTA, WISDOT, neighboring	4.2		Although no direct legislation was passed, IRD staffed the Legislative Council Committee on local service consolidation.
B. Continue to support efforts such as those of the Milwaukee-7 to market and promote the region for economic development and job creation.	City of Milwaukee	SEWRPC, M-7, Milwaukee County, RTA, WISDOT, neighboring	4.2	Energy - 3a Human Cap. - 1a	Reed Street Yards is an example of a project that promotes job creation in the water cluster that has been identified as a regional economic development target
C. Collaborate with SEWRPC to ensure urban concerns are addressed in regional plans and ensure SEWRPC's governing body is representative of Milwaukee's population.	City of Milwaukee, elected officials	SEWRPC	4.2	Mobility - 1a	City officials have been active participants in the development of a regional 2050 Land Use and Transportation Plan by the Southeast Wisconsin Regional Planning Commission.
III. Cooperate with other jurisdictions and state government on revenue streams and efficiencies.					
A. Consider alternatives or modifications to the state revenue sharing formula that better serve Milwaukee.	City of Milwaukee, elected officials	SEWRPC, Milwaukee County, RTA, WISDOT, nonprofits, neighboring jurisdictions, State & Federal entities as appropriate	4.2		IRD lobbies the state biennial budget for increases in state shared revenue.
B. Collaborate with other jurisdictions and partners to identify and secure additional federal funding, such as New Starts funds for transit.	City of Milwaukee, DPW, elected officials	FTA, federal entities as appropriate	4.2		Many city departments continues to work with WisDOT, DNR and other agencies to implement projects throughout the city.
C. Evaluate the possibility of shifting a portion of local jurisdictions tax burden to alternative revenue mechanisms to encourage better land use decisions. For example, fund RTA using sales tax instead of funding public transit with a property tax.	City of Milwaukee, elected officials, DPW	FTA, federal entities as appropriate, regional jurisdictions	4.2		
D. Continue to identify opportunities to work with other government entities to share services, and to eliminate inefficiencies and duplication of efforts.	All City of Milwaukee departments, elected officials	MPS, Milwaukee County, MMSD, RTA, WISDOT, nonprofits, neighboring jurisdictions, State & Federal entities as appropriate	4.2		MEDC partnership with Milwaukee County Economic Development to develop and manage a Revolving Loan Fund. 5 loans were closed in 2014 The Milwaukee Water Works serves 11 wholesale clients who operate their own water utilities, bill customers and maintain the distribution system.