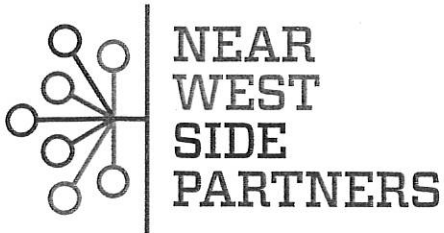


180366



ESTABLISHED 2014

Making
Milwaukee's
Near West Side
an even better
place to live,
work and play



NEAR WEST SIDE

A NEIGHBORHOOD OF NEIGHBORHOODS

Avenues West • Cold Spring Park • Concordia • Martin Drive • Merrill Park • Miller Valley • The Valley/Piggsville

OUR MISSION

NEAR WEST SIDE PARTNERS, INC. (NWSP) is a nonprofit organization founded through the support of five anchor institutions: Aurora Health Care, Harley-Davidson, Marquette University, MillerCoors, and Potawatomi Business Development Corporation. NWSP's Board of Directors and Working Teams are composed of institutional and business stakeholders, civic leaders and residents.

OUR MISSION is to revitalize and sustain the Near West Side as a thriving business and residential corridor, through collaborative efforts to promote commercial corridor development, improved housing, unified neighborhood identity and branding, and greater safety for residents and businesses.



The Cold Spring Park neighborhood was built on the site of the Cold Spring Park oval race track. It hosted harness races, early Wisconsin State Fairs, as well as western and traveling circus shows in the mid to late 1800s.

IN THE HEART



VLIET STREET



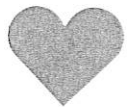
35TH STREET

HWY
175



27TH STREET

WISCONSIN AVE.



OF MILWAUKEE



Trick-or-treating has been a Halloween tradition of the Martin Drive neighborhood since the 1930s.

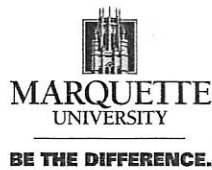


HIGHLAND BLVD.



Aurora
Health Care[®]

I-43



I-94



NEAR WEST SIDE DEMOGRAPHICS

- 44.9% African American, non-Hispanic
- 0.4% American Indian or Alaska Native, non-Hispanic
- 7.3% Asian, non-Hispanic
- 10.6% Hispanic or Latino/a
- 32.7% White, non-Hispanic
- 4.1% Other, non-Hispanic

U.S. Census Bureau; American Community Survey 2011-2015 five-year estimates.

THE GOALS

A STRATEGIC PLAN FOR THE NEAR WEST SIDE was developed after extensive input from anchor institutions, working teams, neighborhood associations, residents and public officials. This collaboration developed a set of goals that serves as a roadmap for the work of Near West Side Partners.



The Valley Inn is a hidden gem in The Valley/Piggsville and has been in the same family for nearly 60 years. The owner not only grew up in the bar - he was born there!



Decrease overall crime, fear and disorder.



Increase for Near West Side residents.



Increase **owner-occupied housing** and employee **walk-to-work** programs.



Establish offering fresh produce and quality food.



Establish **new restaurants and improved retail corridors** to promote small businesses.



Develop **pedestrian-focused amenities**.



Strengthen **residential associations** among Near West Side neighborhoods.



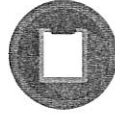
Establish **brand identity** of the Near West Side to reflect the brand of its anchors and stakeholders.



Develop 35th Street as ; 27th and Vliet streets as thriving commercial corridors.



Reconstruct Wisconsin Avenue to restore Milwaukee's main street to its grandeur.



Address catalytic projects from 2004 plan and implement an updated **Near West Side comprehensive plan**.



Secure recognition of NWSP's PARC Initiative as **a national model** for community redevelopment.

**NEAR WEST SIDE PARTNERS
BOARD OF DIRECTORS**

- Rana Altenburg** *Marquette University
NWSP President*
- Heidi Chada** *Milwaukee Center for
Independence*
- Karen Dettmer** *Milwaukee Department
of Public Works*
- Milly Gonzalez** *Catholic Financial Life*
- Eve Hall** *Milwaukee Urban League*
- Mick Hatch** *Foley & Lardner*
- Jim Hill** *Cardinal Capital*
- Daryl Hodnett** *Aurora Health Care
NWSP Vice President*
- Christine Holmes** *Penfield Children's Center*
- Paul Jones** *Harley-Davidson
NWSP Treasurer*
- Vanessa Koster** *Milwaukee Department of
City Development*
- Jay Mack** *Town Bank*
- James Madlom** *Mueller Communications, LLC*
- Capt. Jeffrey Norman** *Milwaukee Police
Department District 3*
- Pat O'Brien** *Milwaukee Development
Corporation*
- David Osswald** *MillerCoors
NWSP Secretary*
- Leo Ries** *Wisconsin Preservation Fund*
- Brian Scotty** *Quorum Architects*
- Joe Tesch** *Potawatomi Business
Development Corporation
NWSP Vice President*
- Willie Wade** *Employ Milwaukee*
- Rick Wiegand** *Wiegand Enterprises*

**BUSINESS IMPROVEMENT
DISTRICT 10
BOARD OF DIRECTORS**

- Rana Altenburg** *Marquette University*
- John Hennessy** *Hennessy Group, Inc*
- Frank LaVora** *Aurora Health Care*
- Ben Lorber** *WISN TV*
- Aaron Martinez** *MillerCoors
BID 10 Treasurer*
- Tom Schmitt** *Select Management*
- Pat McQuillan** *Central Standard Distillery*
- Dan Naumann** *Laundry Cares Foundation
BID 10 Secretary*
- Tom Straub** *CMS Contracting, LLC*
- Jason Tolleson** *Harley-Davidson*
- Rick Wiegand** *Wiegand Enterprises
BID 10 President*

POWER OF THE PARTNERSHIP

Residents, area businesses, anchor institutions and all levels of local government – City, County, State, Federal and Tribal – have committed to working together to support this important Milwaukee community. It is through these partnerships and commitments that NWSP has been able to effect positive change and growth in the Near West Side.



KEITH STANLEY
Executive Director,
Near West Side
Partners/BID 10

"It is a unique opportunity to serve as the Executive Director of an economic development organization led by institutional anchors that truly care about the community. Their sense of civic engagement is genuine and lived out through the partnership every day. We believe NWSP is a national model, poised to achieve unprecedented success that benefits our residents, employees, businesses, students and visitors who live, work and play in the Near West Side."



As you drive through Miller Valley, you can see, hear and smell the beer being brewed and packaged at America's oldest large-scale brewery, Miller Brewing Co, where a single can line in the brewery fills 2,000 cans per minute.



"Aurora Health Care is proud to stand with other Near West Side anchor partners and business leaders to pursue our purpose of helping people live well by building healthier, stronger and more inclusive communities now and for generations to come."

NICK TURKAL, MD
PRESIDENT AND CEO, AURORA HEALTH CARE



"At Harley-Davidson, our vision is to build strong, skilled communities where we live and work. We are honored to be a member of the Near West Side Partners, working hand-in-hand with local businesses, residents and community leaders to strengthen and enrich our vibrant and historic neighborhood."

MATT LEVATICH
PRESIDENT AND CEO, HARLEY-DAVIDSON MOTOR COMPANY, INC.



"Marquette's faculty, staff and students are increasingly committing themselves to being conveners for our community. We want to be part of a place where we can come together with our neighbors to constructively address the complex issues that confront us all."

MICHAEL R. LOVELL
PRESIDENT, MARQUETTE UNIVERSITY



"Miller Brewing, and now MillerCoors, has been a proud part of the Near West Side for more than 160 years. We're honored to get behind various initiatives where we go beyond providing jobs (and cold beer) to the Near West Side, to directly impacting and investing in our community and making the area a better place to live."

KELLY GREBE
CHIEF LEGAL OFFICER, MILLERCOORS



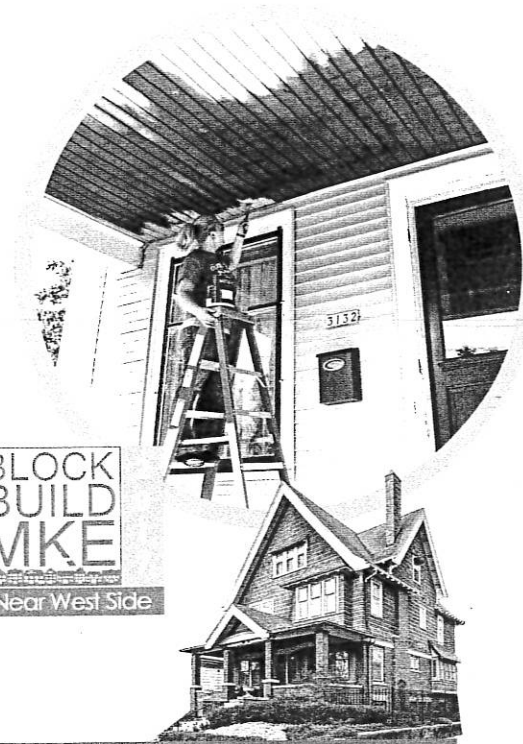
"The Forest County Potawatomi has a strong commitment and investment in the Near West Side. Near West Side Partners has facilitated collaboration between residents, businesses and government to ensure the Near West Side is an attractive place to live and work."

KURT O'BRYAN
CEO, POTAWATOMI BUSINESS DEVELOPMENT CORPORATION

Setting the stage and building momentum for revitalization, the Working Teams of NWSP focus on four priorities. This selection of achievements is illustrative of how NWSP promotes the Near West Side as a thriving business and residential corridor.

HOUSING AND RESIDENT ENGAGEMENT

- NWSP was selected as a partner for Revitalize Milwaukee's **Block Build MKE 2017** to help refurbish 10 homes on one block in Miller Valley in a single weekend.
- Staging **housing resource fairs** with Take Root Milwaukee supports and elevates the interests of homeowners and renters.
- **CAMPus Impact** is a student organization at Marquette, focused on experience, service and relationship building in Milwaukee's Near West Side. The group's name is a combination of an acronym for all seven neighborhoods of the Near West Side (CAMP) and (us), which speaks to the students working with their neighbors.
- Residents gather at monthly **Neighborhood of Neighborhood (NeON)** meetings hosted by Harley-Davison to engage with their neighbors and to stay involved in NWSP initiatives.
- Annual surveys are conducted through **MU's Center for Peacemaking and Democracy Lab** with residents, students and employees to benchmark engagement, perceptions and other neighborhood issues.

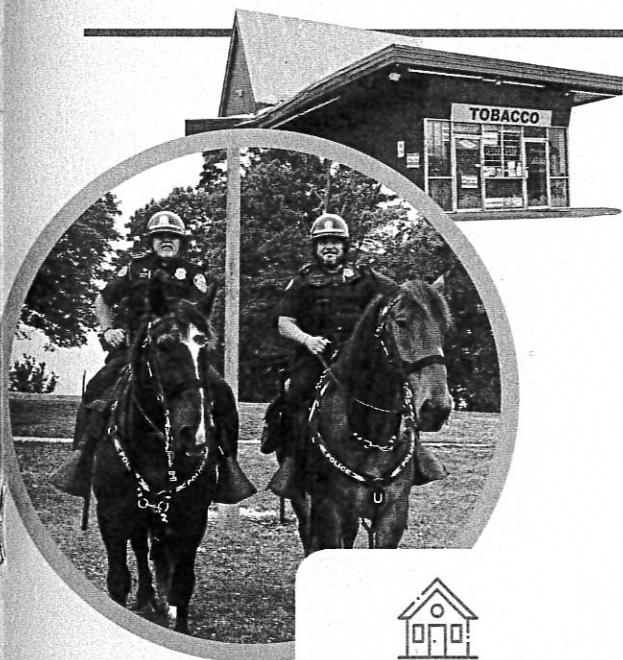


COMMERCIAL CORRIDOR DEVELOPMENT

- Since its kick-off in 2016, **Rev-Up MKE** has become an annual signature event for the Near West Side and entrepreneurship in Milwaukee.
 - ▶ **21 finalists** have pitched their business in front of judges and the community in a shark-tank style competition, resulting in the NWS presence of **Pete's Pops, Hands in Harmony, Lisa Kaye Catering, KalyANA Organics, and Triciclo Peru MKE**, also providing new jobs for local residents.
- **Mobile Design Box** activates a commercial corridor storefront with art exhibitions that feature local talent and connect communities.
- Through strategic acquisitions by NWSP, Wiegand Enterprises, and Penfield Children's Center, major parcels are available for new development along the **27th Street Corridor**, an area designated as an **Opportunity Zone** for catalytic investment.

NEIGHBORHOOD IDENTITY AND BRANDING

- Focused on the promotion of NWS neighborhoods as great places to live, work and play, efforts are made to use **consistent messaging** and **visuals** through key channels such as events, signage and murals, public relations and social media, and the nearwestsidemke.org website.
- **The Near West Side logo** was designed to convey growth, connectedness and unity. The seven neighborhoods of the Near West Side are each represented by a ring and the seven colors signify the uniqueness of each individual neighborhood. The rings connect at a common point, resembling a tree — which shows that the roots of the neighborhoods are interconnected and serve to support the other 'branches' of the tree. The Near West Side is greater together than the sum of its parts.
- NWS neighborhoods are promoted as great places to live, work and play, through signage and murals, public relations and social media, the nearwestsidemke.org website, and signature events like the annual **NWS Movie Night**, **Spirit of Wakanda**, **Trunk or Treat**, **NWS Farmers Market**, and **MillerCoors Holiday Lites Festival**.

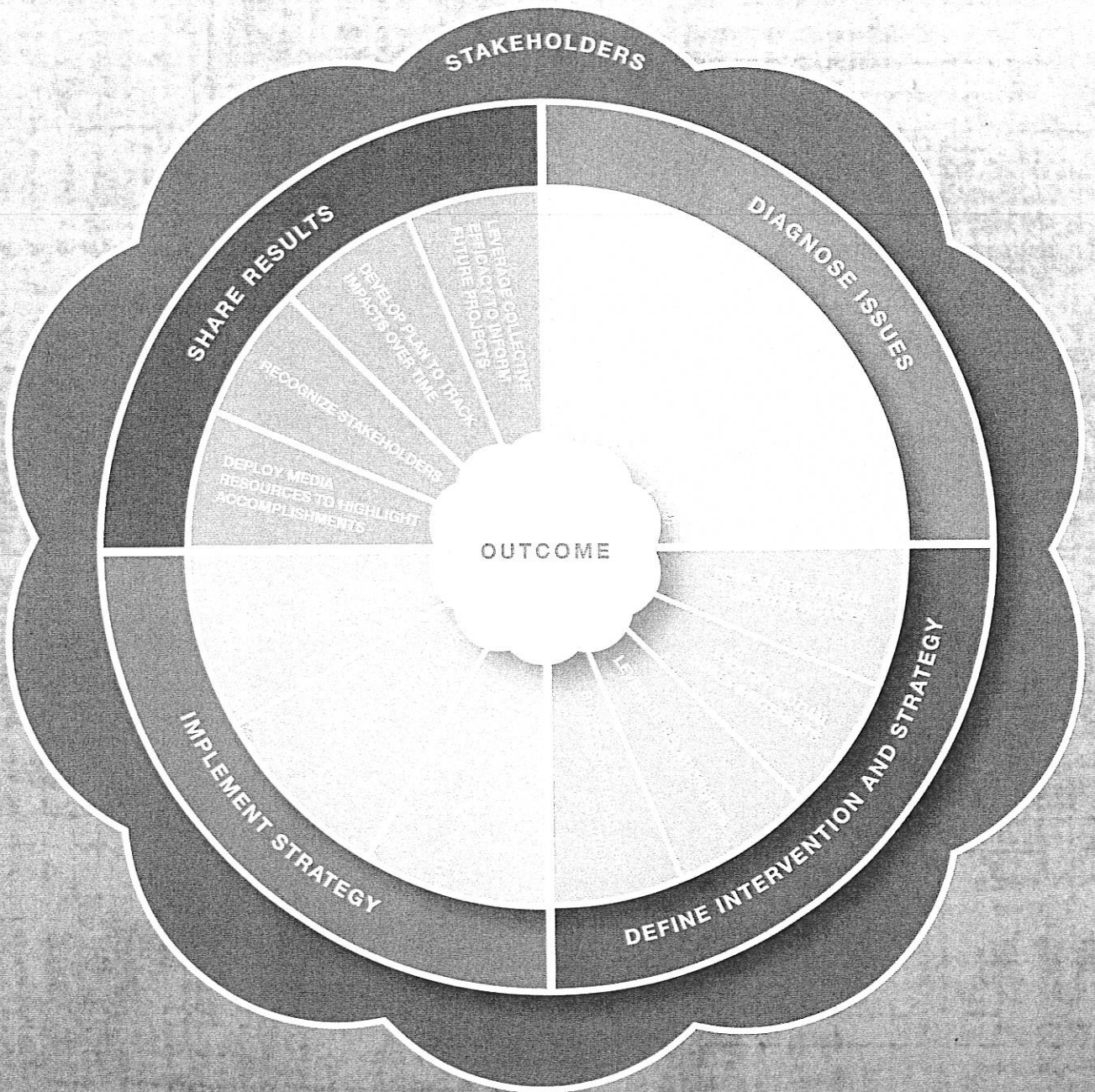


Five O'Clock Steakhouse is an Avenues West legend that has been in continuous operation for almost 72 years and is consistently rated as the #1 steakhouse in Milwaukee.

SAFETY AND QUALITY OF LIFE

- Proactively focusing on the top nuisance properties at the outset resulted in the closure of a problem gas station, tobacco shop, and deteriorating multi-unit buildings to enable for **positive new development** on those parcels. See the PARC Model in Action on the following page.
- Near West Side Anchor Security Teams have strong relationships with **MPD** and **MUPD** that help coordinate resources and make the Near West Side a safer place to live, work and play.
- The **NWS Community Prosecution Unit (CPU)** is a crime-prevention team led by an Assistant DA in partnership with law enforcement that works with residents, organizations, landlords and businesses to find proactive solutions to reducing crime and increasing the quality of life in the Near West Side.
- Established in 2015, the **Near West Side Ambassadors** are an integral first point of contact with the community in **Good Neighbor** inspections, business and safety checks, and identification of problem properties and blight.

Near West Side Partners collaborates with institutional stakeholders, civic leaders and residents to set goals intended to revitalize and sustain the Near West Side. **PARC (Promoting Assets and Reducing Crime)** is a multi-year, \$1.5+ million initiative developed by NWSP to help achieve these goals through the development of appropriate interventions that promote economic development, improved housing, unified neighborhood identity and branding, and greater safety for residents and businesses.



THE PARC MODEL IN ACTION

ADDRESSING A NUISANCE PROPERTY

The **27th Street Tobacco Shop** was the Near West Side's most problematic property, making it impossible to promote new development along the 27th Street corridor. In 2015, the Milwaukee Police Department responded to over 230 calls for service at that property. After filing the lawsuit, the calls for service dropped by nearly 90%. This **case study** demonstrates how the PARC model was deployed to address this particular nuisance in the neighborhood.



WHO STAKEHOLDERS

NWSP ANCHORS

TOBACCO SHOP "NEIGHBORS"

Penfield, Wiegand
Enterprises, SOHI Building,
Residents

NWSP WORKING TEAMS

Safety & Quality of Life,
Commercial Corridor
Development, Neighborhood
Identity & Branding, Housing
& Resident Engagement

- ▶ Local and State Officials
- ▶ Assembly and Senate Members
- ▶ Governor
- ▶ Secretary of Revenue
- ▶ Mayor
- ▶ City Attorney
- ▶ District Attorney
- ▶ Common Council Members
- ▶ Milwaukee Police Department Captain/Chief

TRADE ASSOCIATIONS

- ▶ Alcohol/Tavern League
- ▶ Food dealers
- ▶ Petroleum Marketers
- ▶ Lung Association

TOBACCO INDUSTRY REPRESENTATIVES

LAW ENFORCEMENT LEADERS

- ▶ DA's office
- ▶ City Attorney's office
- ▶ Circuit Court Judge
- ▶ MPD/CPU

MEDIA

Promoted and Earned

PRO-BUSINESS ADVOCATES

RESIDENTS

WHAT DIAGNOSE ISSUES

HOW

IDENTIFY STAKEHOLDERS

Immediate Neighbors – residents, businesses

COLLECT DATA

Calls for service, nuisance status
Stymied investment
Resident complaints
Businesses/Penfield complaints
Exhausted all available tools

ANALYZE EXISTING STRUCTURES & CHALLENGES

Limits of nuisance status
80-10 City of Milwaukee ordinance
Loophole in Wisconsin statute regarding
tobacco licensure

WHAT DEFINE INTERVENTION/ STRATEGY

HOW

DRAW ON RESEARCH AND BEST PRACTICES

Identify existing tools for violations related to
Tavern League, Petroleum Marketers, etc.
Pursue more aggressive penalties via court
proceedings (e.g. drug house)
Community Prosecution Unit (CPU) targeted
approaches

IDENTIFY MUTUAL GOALS

Change state law to give local municipality
stronger enforcement tools (Legislative Approach)
Aggressively prosecute both the manager of the
business and property owner (Legal Approach)

LEVERAGE RELATIONSHIPS

Anchor lobbying teams
State legislators from area as well as supporters
of anchors
Residents
Local law enforcement

BUILD CONSENSUS FOR SOLUTION

Legislative: Visits to state capitol with legislators
and administration, hearing testimony of
stakeholders, negotiation of bill drafts with
interested parties (pro/con), media
Legal: Court proceedings, aldermanic and
resident engagement, media

WHAT IMPLEMENT STRATEGY

HOW

MOBILIZE STAKEHOLDERS

Legislative sponsors
Anchor lobbyists
Engaged residents

TRACK PROGRESS WITH DATA

Decline in nuisance and criminal activity
Media attention
Growing interest by public officials, community
leaders, residents

SEEK EARLY WINS TO MAINTAIN MOMENTUM

Legislation introduced with bipartisan support
in both houses
Hearings with testimony from stakeholders
Court actions
Media attention

WHAT SHARE RESULTS

HOW

DEPLOY MEDIA RESOURCES TO HIGHLIGHT ACCOMPLISHMENTS

Favorable media stories
Property manager and owner forced to vacate premise
and sell land; Penfield agrees to purchase site.
Bill signing ceremony with Governor and legislators
Common Council hearings on plans for site
development

New development occurring around vacated site
Award ceremonies
Newsletters and other publications

RECOGNIZE STAKEHOLDERS

NeON Meetings
Continued storytelling
Working team celebrations
Public officials recognized at various events

DEVELOP PLAN TO TRACK IMPACT OVER TIME

New investment
Decrease in calls for service
Decrease in loitering
New development around site emerges
NeON meetings

LEVERAGE COLLECTIVE EFFICACY FOR FUTURE PROJECTS

Neighbors engaged in efforts to improve
neighborhood lighting and install security cameras

FUNDING

Near West Side Partners receives nearly half its funds for annual operations from the five anchor institutions (Aurora Health Care, Harley-Davidson, Marquette University, MillerCoors, and Potawatomi Business Development Corporation) to support its signature grant program, the PARC Initiative.

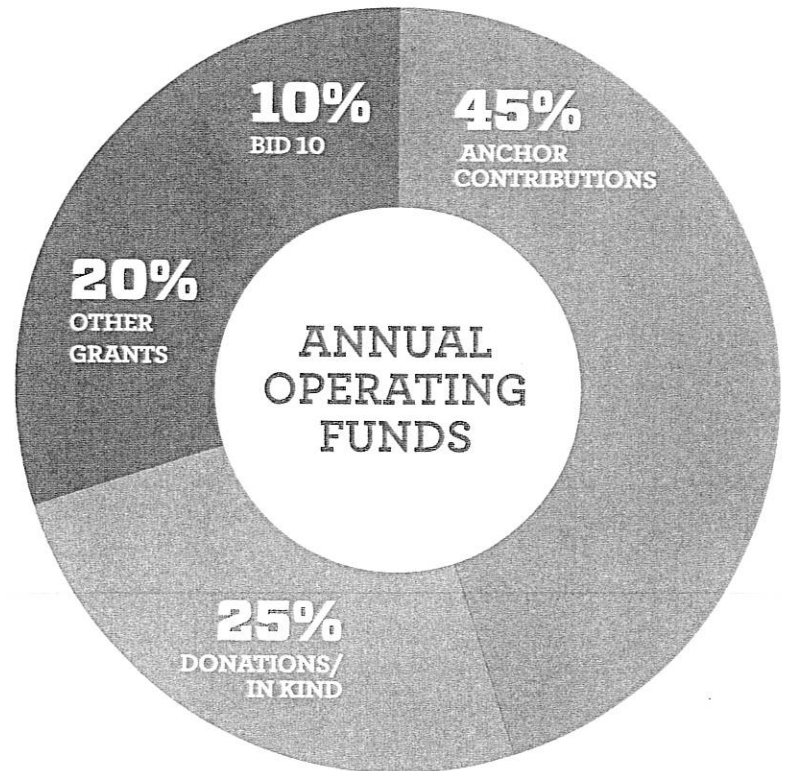
Business Improvement District 10 provides a sustainable source of operating funds through annual assessments of the **350+ Near West Side businesses**. Funds from BID 10 are used to support Near West Side Partners' administrative functions as well as other important activities, including:

- Promotion and marketing of **existing businesses**
- New **business recruitment** and commercial corridor development
- Façade, signage and security camera **grants**
- Public **improvements** such as art initiatives, streetscaping and wayfinding

NWSP also works diligently to identify other sources of support through a variety of grants and donations. Together these funds support programs, events and activities that **promote** and **revitalize** the Near West Side.



Concordia is home to three historic Bed and Breakfasts that have been in business for more than a decade.



To date, NWSP has received more than \$8 million through grants and related support since 2015:

- **14+** grants from local foundations and private organizations
- **\$90K+** in pro bono public relations services from Mueller Communications
- **\$1M+** in pro bono legal services from Foley & Lardner
- **ONE \$800,000** economic development grant from Milwaukee County
- **ONE \$1.3M** federal grant from the U.S. Department of Housing and Urban Development (HUD)
- **ONE** prestigious Robert Wood Johnson Foundation grant, representing the first RWJ award in Milwaukee in decades
- **ONE** federal contract from the Patient-Centered Outcomes Research Institute (PCORI), an independent nonprofit, DC-based nongovernmental organization authorized by Congress

Please consider an investment in or donation to the Near West Side by contacting NWSP at nearwestsidemke.org or 414-933-0640.

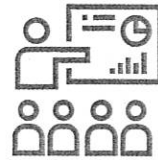
EARLY MEASURES OF SUCCESS



The Merrill Park neighborhood was developed in 1883 by Sherburn S. Merrill, the general manager of several railroads, to house over 2,500 workers he employed in the Menomonee Valley.



30 homes have been recognized in the Near West Side **Beautiful Homes Awards** since the program was first introduced in 2017.



Over **5,800 students** attend our **13 K-12 schools** in the Near West Side.



From 2015-2018, the leadership of NWSP and PARC initiative have been honored with more than **20 local and national awards**.



NWSP and Marquette University were just **one of six recipients** in the entire country to receive the U.S. Department of Housing and Urban Development 2018 Choice Neighborhoods Initiative Planning Grant.



NEAR WEST SIDE FARMERS MARKET

Fresh food offerings continue to grow with the addition of **Sendik's Fresh 2 Go** and the **Near West Side Farmers Market** opening in 2017 and **Mo's Food Market** opening in 2018.



The Brighter Near West Side initiative has positively impacted **21 properties** since 2017 by providing **exterior lights and/or security cameras** to residents.



The Near West Side Good Neighbor Program continues to build community with **81 property inspections** and **49 new Good Neighbor designees** since 2015.



In 2018, NWSP received **seven major foundation grants** — at the national and local levels — that will enable focused work on employee wellness, food security and community engagement.



Eight vacant, city-owned homes sold in the Historic Concordia District in 2017-18.



Since the inception of NWSP/PARC in 2015, **25 new businesses** have made their home in the Near West Side.

