

CEDS

comprehensive **economic development** strategy



southeastern wisconsin
2021-2025

Comprehensive Economic Development Strategy for Southeastern Wisconsin: 2021-2025

prepared by



Milwaukee 7 Regional Economic
Development Partnership



Southeastern Wisconsin
Regional Planning Commission

Adoption Dates:

Kenosha County Board of Supervisors: [to be completed]

Milwaukee County Board of Supervisors: [to be completed]

Ozaukee County Board of Supervisors: [to be completed]

Racine County Board of Supervisors: [to be completed]

Walworth County Board of Supervisors: [to be completed]

Washington County Board of Supervisors: [to be completed]

Waukesha County Board of Supervisors: [to be completed]

Southeastern Wisconsin Regional Planning Commission: [to be completed]



Preparation of this report was financed in part by a grant from the
U.S. Economic Development Administration (EDA)

June 2021

introduction.....	2
purpose of the ceds	3
ceds collaboration	3
public participation	5
economic resilience.....	5
equity	5
summary background.....	6
population	8
education.....	12
racial and ethnic disparities.....	14
housing.....	18
environment.....	20
infrastructure.....	24
economy.....	30
areas of economic distress	42
conclusions.....	44
swot analysis.....	48
strengths	50
weaknesses.....	51
opportunities	52
threats.....	53
strategic framework/action plan.....	54
economic development vision	55
goals, strategies, and actions.....	56
implementation.....	88
performance measures	89
ongoing and proposed economic development investments.....	90
appendix a – committee rosters	107
appendix b – summary of public comments.....	113
part 1: round 1 public and stakeholder input.....	115
part 2: round 2 public and stakeholder input	133
appendix c – economic profiles.....	141
appendix d – equity analysis of action plan.....	151
appendix e – industry clusters.....	161
energy, power, & controls.....	163
water technology.....	164
food & beverage manufacturing.....	164
electronics manufacturing	165
tourism & hospitality	166
technology-powered industries	167

introduction

purpose of the ceds

The Comprehensive Economic Development Strategy (CEDS) for Southeastern Wisconsin: 2021-2025 was prepared under the guidance of *13 CFR Chapter III, Part 303, Section 303.7*. The purpose of the CEDS is to bring together members of the public and private sectors to develop a strategy-driven plan for regional economic development. The Region must prepare a new CEDS at least every five years for communities and organizations within the Region to qualify for funding through the U.S. Economic Development Administration's (EDA) Public Works and Economic Adjustment Assistance programs. In addition, adoption of the CEDS by each of the county boards representing the seven counties in the Region and by the Commission makes it possible for the Region to apply to EDA for designation as an Economic Development District (EDD). Designation as an EDD would make the Region eligible for support from EDA through its Partnership Planning program to help implement the CEDS, to prepare updates as needed to refine the economic development strategies called for in the CEDS, and to identify and prioritize the actions needed to carry out the strategies. It would also expand eligibility for communities and organizations in the Region to apply for infrastructure and planning project funding from EDA, if they can demonstrate that the project will benefit an economically distressed community.



eda mission and policies

The mission of EDA is to lead the federal economic development agenda by promoting innovation and competitiveness, preparing regions for growth and success in the global economy. EDA's investment policy is designed to establish a foundation for sustainable job growth and the building of durable regional economies throughout the United States. This foundation builds on two key economic drivers: innovation and regional collaboration. EDA maintains that innovation is key to global competitiveness, new and better jobs, a resilient economy, and the attainment of national economic goals, and that regional collaboration is essential for economic recovery. Regions are the centers of competition in the new global economy and those that work together to leverage resources and use their strengths to overcome weaknesses will fare better than those that do not. EDA focuses on strategic investments to foster job creation and attract private investment to support development in economically distressed areas of the United States, and in areas that require assistance to recover from emergencies and natural disasters.

ceds collaboration

The CEDS was led by the Milwaukee 7 Regional Economic Development Partnership (M7) and prepared in collaboration with the Southeastern Wisconsin Regional Planning Commission (SEWRPC).

milwaukee 7 regional economic development partnership

The Milwaukee 7 Regional Economic Development Partnership—or M7—was created in 2005 to provide a regional economic development platform for the seven Southeastern Wisconsin counties. M7's founding partners were the Greater Milwaukee Committee (GMC), the Milwaukee Metropolitan Association of Commerce (MMAC), and the City of Milwaukee.



The MMAC and its nonprofit affiliate, the Milwaukee Development Corporation, are the operating entities of M7. Funded by investors from both the public and private sectors, M7’s work is accomplished by a dedicated full-time staff housed in downtown Milwaukee at the MMAC offices. M7’s websites, www.choosemilwaukee.com and www.MKE7.com, provide a wealth of information about the Region and business resources for expanding and relocating companies. M7 also operates three linked resource centers—in Milwaukee, Racine, and Kenosha—powered by interactive tools used to recruit and assist businesses with relocation and expansion activities.

The work of the M7 team is overseen by an advisory council co-chaired by representatives or the chairs of the three founding M7 organizations as well as an at-large representative. This “Executive Partners” group includes representatives from many sectors of the regional economic base. Elected officials and economic development directors from all seven counties in the Region are also represented. The Executive Partners membership roster is listed in Appendix A.

The Southeast Wisconsin Regional Economic Partnership (REP) serves as the economic development practitioners council to M7 and consists of the primary economic development professionals from all seven counties, the City of Milwaukee, We Energies, M7, and SEWRPC. This “working group” operates on an informal basis and predates the creation of M7. The REP played an important role in overseeing the development process of the CEDS report, including providing details on each county’s ongoing economic development efforts and existing and planned economic development projects. The membership of the REP is listed in Appendix A.

The CEDS is informed by the regional *Framework for Economic Growth* strategic plan prepared by the M7 in 2014. Preparation of the *Framework for Economic Growth* plan was a collaborative process among business interests, educational institutions, and government representatives serving on a number of M7 advisory committees. The *Framework for Economic Growth* is continually refined based on changing economic conditions and new information, as most recently reflected in M7’s *Prosperity 2025* campaign report.

southeastern wisconsin regional planning commission

The Southeastern Wisconsin Regional Planning Commission is the official areawide planning agency for the highly urbanized southeastern region of the State. The Commission was created to provide the basic information and planning services necessary to solve problems that transcend the corporate boundaries and fiscal capabilities of the local units of government comprising the Southeastern Wisconsin Region. The Commission consists of 21 members, three from each of the seven member counties.

The Commission’s role in the collaborative effort to prepare the CEDS was to provide basic information to support the process and to help ensure that the CEDS reflects objectives and recommendations included in regional plans for the development of Southeastern Wisconsin. More information about the Commission can be found at www.sewrpc.org.



public participation

Public participation opportunities were made available throughout the process of creating the CEDS. These included two series of public/stakeholder meetings that were held virtually due to the COVID-19 pandemic. During the process, information on the CEDS, including the draft CEDS reviewed during the second round of public/stakeholder involvement, was posted at www.sewrpc.org/CEDS. Public/stakeholder involvement opportunities were noticed through e-newsletters, eblasts to interested residents, social media, direct contact with regional stakeholders, and targeted outreach to organizations representing disadvantaged populations. A formal 30-day public comment period was held to specifically obtain comments on the draft CEDS. A summary of public comments and changes to the CEDS to address the comments is provided in Appendix B.

economic resilience

The Region's economic prosperity is linked to its ability to prevent, withstand, and quickly recover from major disruptions to its economic base. Such disruptions could include general downturns that impact demand for locally produced goods and consumer spending; downturns in particular industries critical to the Region's economic activity; and/or other external shocks such as a natural or man-made disaster, exit of a major employer, or the impacts of climate change. Economic resilience is incorporated throughout this report. The Summary Background and SWOT analysis sections identify key vulnerabilities, while the Action Plan provides specific goals, strategies, and actions to counter those vulnerabilities.

It is important to note that the CEDS was prepared during the global COVID-19 pandemic. This was a time of unprecedented uncertainty as it relates to public health and the economy. While the long-term impacts are largely unknown, the CEDS documents short-term impacts and responses to the pandemic in the Region to the extent possible. While the pandemic presents many challenges to the regional economy, it also provides an opportunity to evaluate and improve the Region's economic resilience.

equity

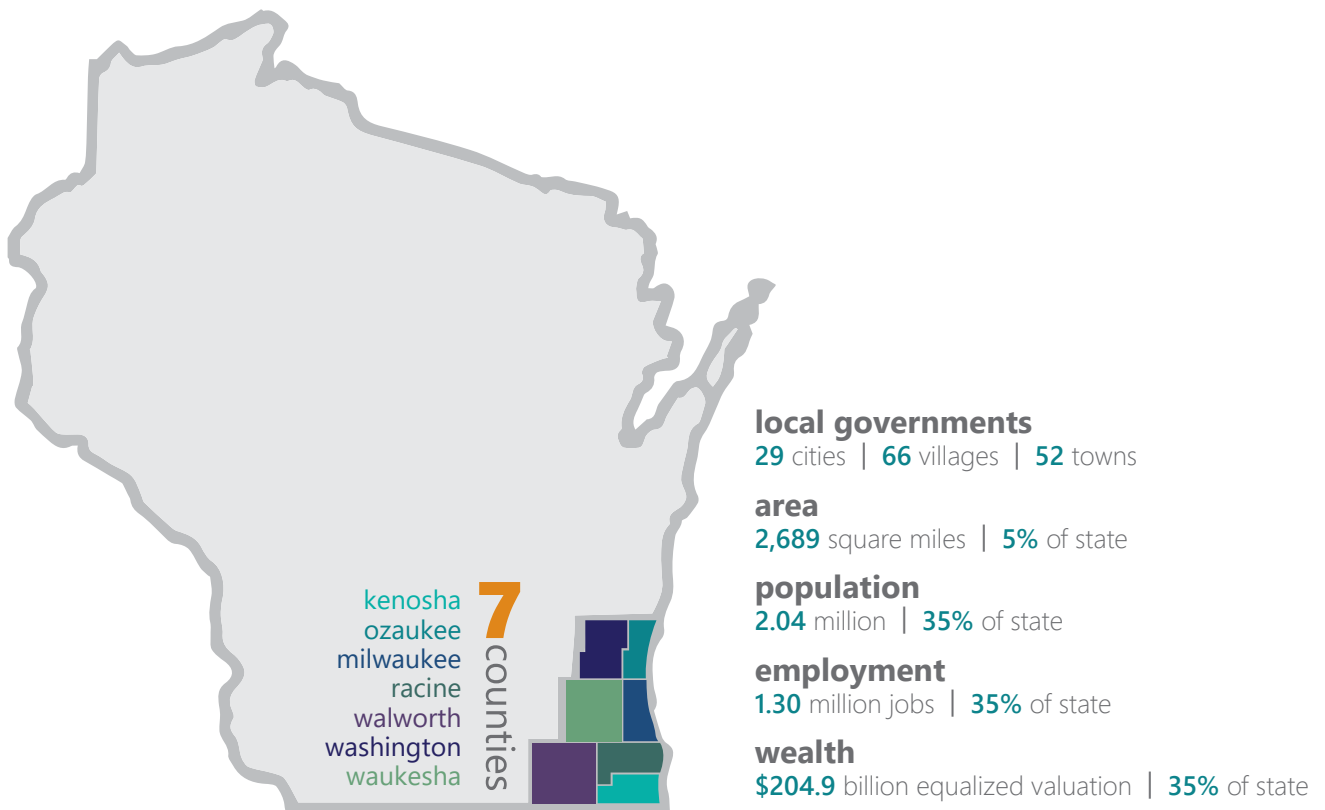
The CEDS brings attention to the importance and urgency of confronting the Region's equity issues and recognizes that, for the Region to succeed, the socioeconomic inequities faced by people of color must be addressed. Racial and economic segregation has been persistent and African American and Hispanic residents, in particular, have experienced among the greatest economic disparities in the nation. The pandemic has only intensified these disparities. The CEDS recognizes that an equity lens needs to be applied in pursuing the Region's economic development agenda and identifies strategies and actions that should be prioritized to reduce racial disparities and provide equitable access to economic opportunities. This is supported nationally by EDA's Investment Priorities, which were revised in 2021 to include Equity as the top priority. An adopted CEDS will allow county/local governments and organizations to pursue funding for projects that are aligned with EDA's investment priorities and that benefit the Region's economically distressed areas, of which over 80% have a higher-than-average minority population. Many of these projects are identified in the CEDS, and new project ideas are encouraged that would reverse disparities and drive the Region toward a more equitable future.

summary
background

overview

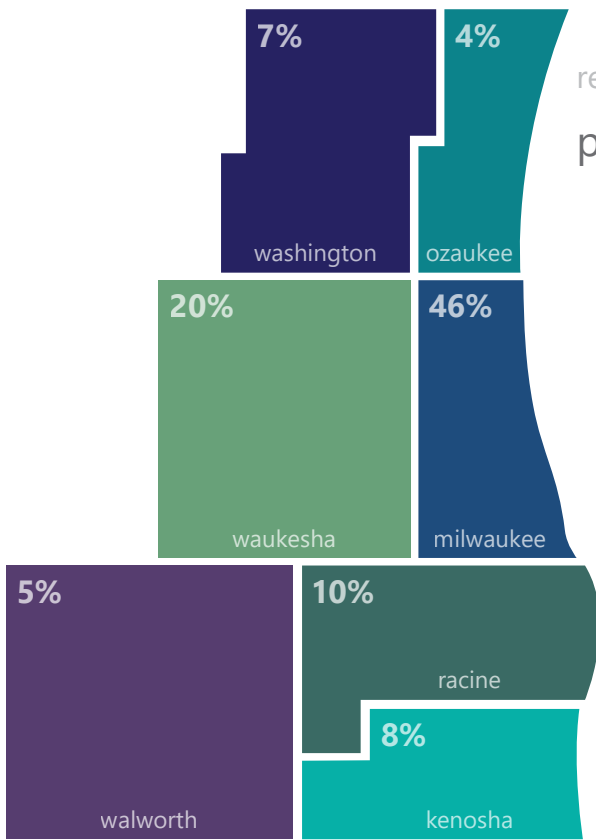
The Summary Background information establishes a foundation for the rest of the CEDS by presenting information that affects the regional economy. This section takes an inventory of the current conditions of the economy, including its population, housing, natural resources, infrastructure, employment, income levels, and other important components of the regional economy. Comparing these conditions to historical trends and future projections is vital to generating sound economic development strategies and providing insight into how to grow the Region's economy. A summary of the key conclusions from the Summary Background is included at the end of this section and profiles providing overviews of each county's population, housing, employment, and education data are provided in Appendix C.

The Region is geographically in a good position regarding continued growth and development and has grown slowly but steadily for many decades. Southeastern Wisconsin is bounded on the east by Lake Michigan, which is an integral part of a major international transportation network. The proximity to the greater Chicago metro area directly to the south has significant ramifications for the Region's economy. To the west and north of the Region are the fertile agricultural and desirable recreation areas of the rest of the State of Wisconsin. Many of the most important industrial areas and heaviest population concentrations in the Midwest are within 250 miles of the Region. Southeastern Wisconsin should leverage these advantages to achieve desired and sustainable growth. Insights into the historical, existing, and projected conditions impacting the Region's economy follow.



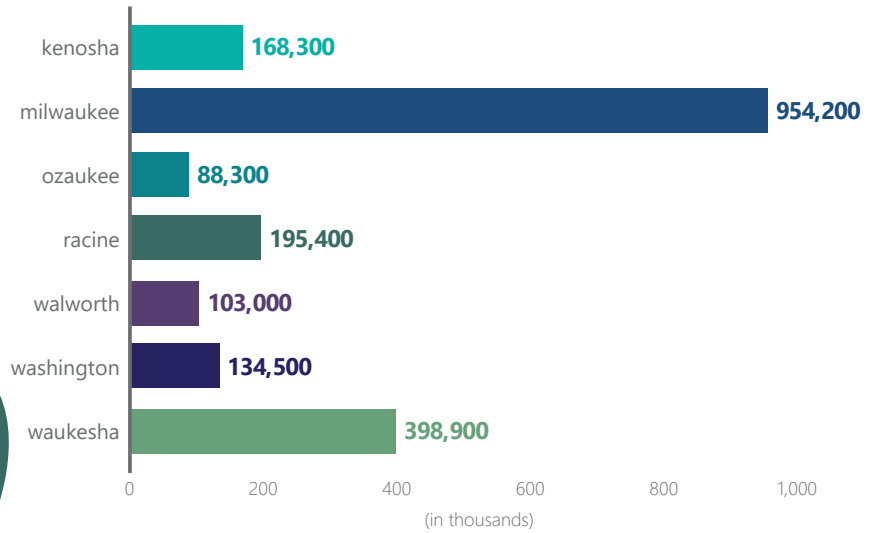
population

population size, growth, and distribution



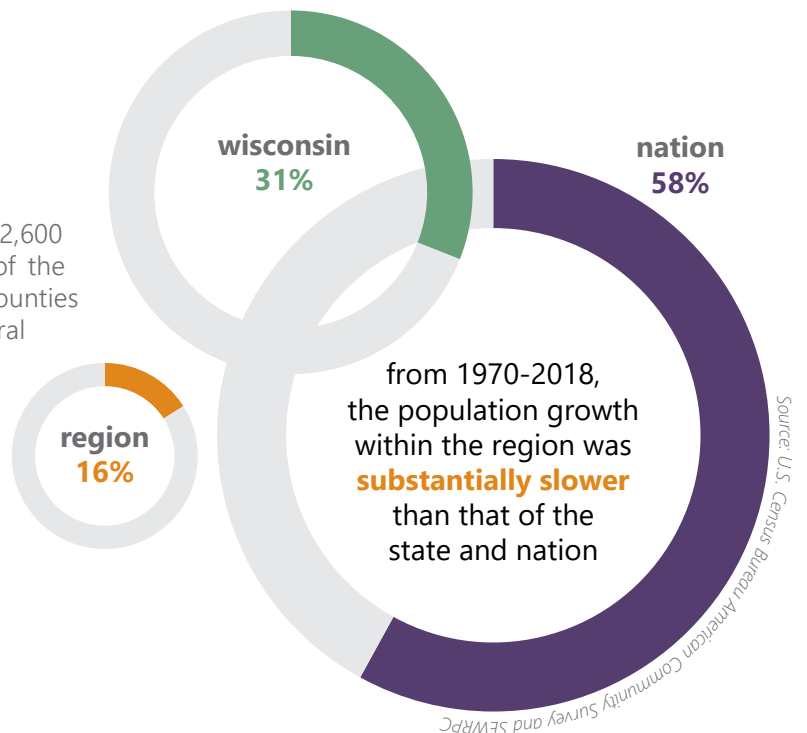
region population **2,042,600**

population by county: 2018



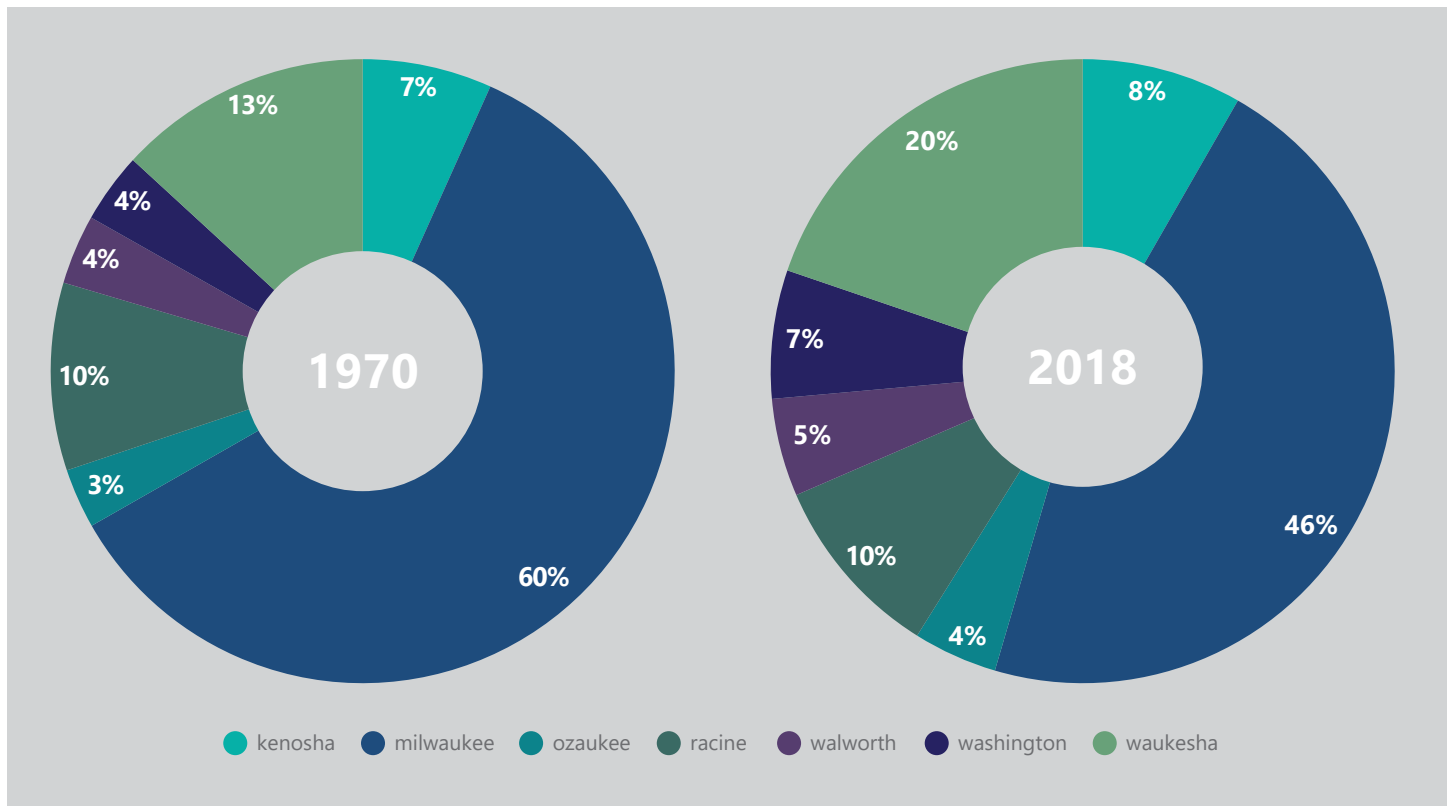
Source: U.S. Census Bureau American Community Survey and SEWRPC

The population in Southeastern Wisconsin was 2,042,600 in 2018, which accounted for more than one-third of the State's population. The Region's most populous counties are Milwaukee and Waukesha. Over the past several decades, the Region has grown slowly but steadily, outpaced by both statewide and national growth. An implication of a slow growth rate on the Region's economic competitiveness is a shortage of workers to fill job openings.



The Region's population distribution has shifted over the past several decades, with Milwaukee County's share of the regional population declining while the share for the remaining six counties, especially Waukesha, increased. From 1970 to 2000, Milwaukee County's population decreased by about 11%, while the total population of the other six counties increased by about 42%. Since 2000, however, Milwaukee County's population appears to have stabilized overall, increasing by about 2%. There has been significant development activity in several Milwaukee neighborhoods, particularly in and near Downtown, as well as other Milwaukee County communities; however, development activity has lagged in other parts of the City.

population distribution

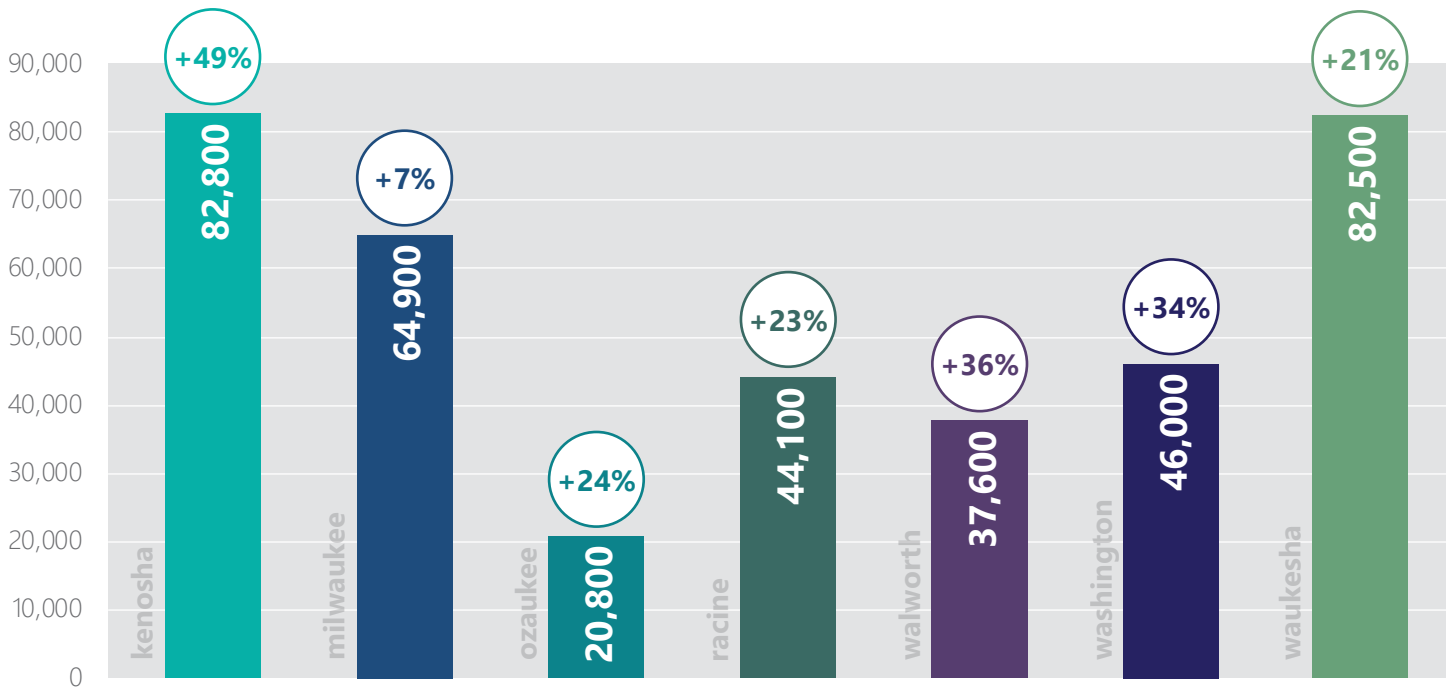


Source: U.S. Census Bureau (1970), U.S. Census Bureau American Community Survey (2018), and SEWRPC

population

By the year 2050 the Region's population is projected to increase by 18% from 2.04 to 2.42 million. All counties in the Region are projected to grow to varying degrees over the next few decades. Kenosha County is projected to experience the highest growth rate, with Milwaukee County experiencing the lowest growth rate. However, while Milwaukee County is projected to have the lowest percentage increase, it is projected to have the third-highest population growth in absolute numbers. This growth is lower than only Kenosha and Waukesha Counties.

projected population growth: 2018-2050



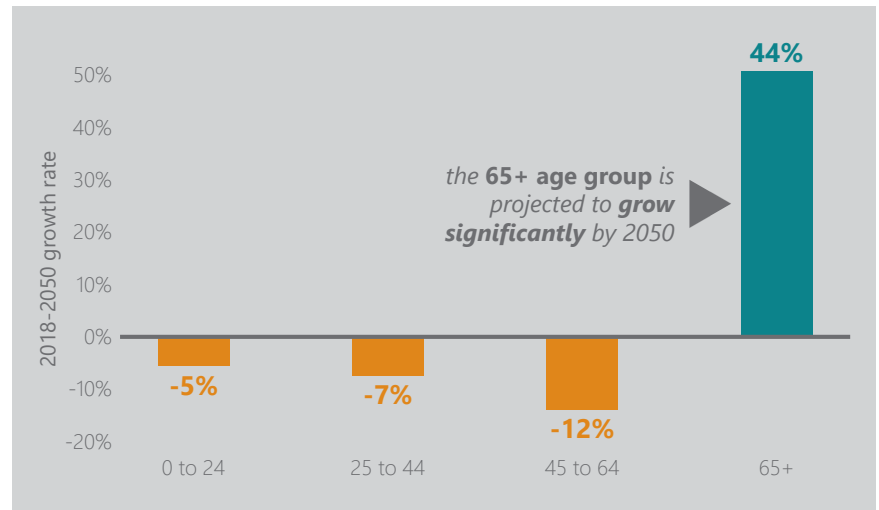
Source: U.S. Census Bureau American Community Survey and SEWRPC

aging population

More than half of the Region's population falls between the ages of 25 and 64, which represents the prime workforce. However, the number of residents age 65 and older is projected to increase significantly, reflecting the aging of the Baby Boomer generation. The entire Baby Boomer population will have reached 65 by the year 2030, creating a need for replacement workers.

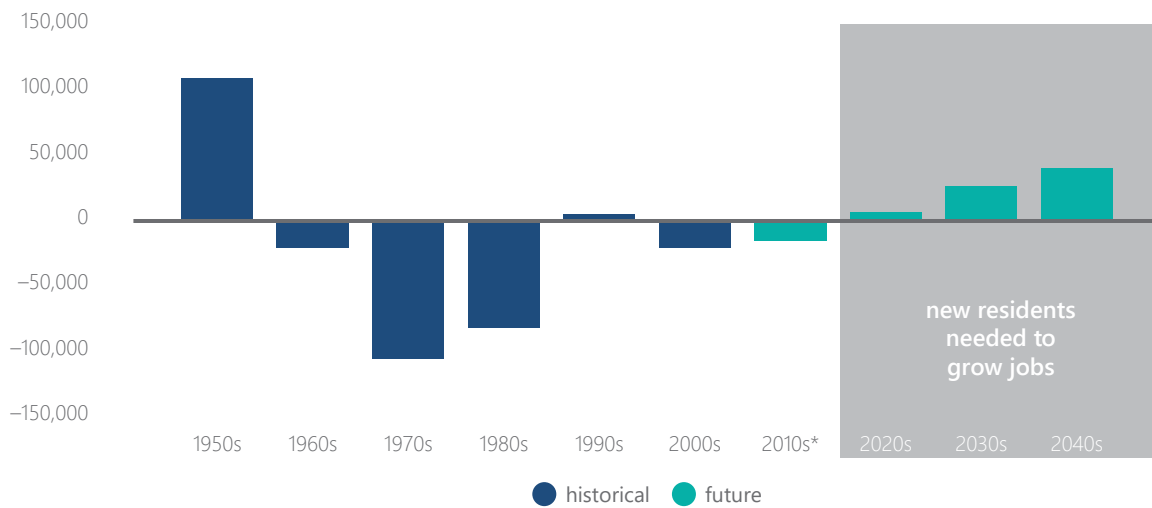
Coupled with the overall population growing at a slower pace than jobs, this means there will not be enough workers to fill additional, new jobs. To grow the economy, Southeastern Wisconsin will need to compete with other parts of the country and the world to attract new residents. It is projected that a net in-migration of about 90,000 new residents will be needed to fill new jobs in the Region between 2020 and 2050.

aging population



Source: U.S. Census Bureau American Community Survey and SEWRPC

net migration to the region by decade



*this is a projection based on 2010 census data

Source: U.S. Census Bureau, Wisconsin Department of Health Services, and SEWRPC

The population projections are based on consideration of the three components of population change: births, deaths, and migration. Net migration is the difference between the number of residents moving into the Region and the number of residents moving out of the Region.

education

In the past decade, the Region has seen an overall improvement in educational attainment. Of the Region's population age 25 and older, the percentage with a college degree (associate's or higher) grew from 38% in 2010 to 42% in 2018 and the percentage without a high school diploma or equivalent dropped slightly from 11% in 2010 to 9% in 2018. The Region has a slightly higher proportion of college graduates than both the State and the Nation. However, educational attainment varies by county, with Kenosha, Milwaukee, and Racine Counties having 10% or greater of the population without a high school diploma. The geographic and racial disparities, particularly impacting lower-income students in the Region's central cities, present a major workforce challenge hindering the Region's economic competitiveness.

While the Region has relatively high educational attainment and a relatively high proportion of college graduates, regional stakeholders have emphasized the need to align educational programs and workforce training more closely to the needs of employers, particularly in the manufacturing sector. To do this it will be important to identify occupations or workforce skills that are critically important to the Region's economic growth strategy and provide training programs that have clearly understood outcomes with demonstrable job and career results.

wisconsin technical college system

Gateway Technical College
Milwaukee Area Technical College
Moraine Park Technical College
Waukesha County Technical College

→ total enrollment: **90,300**

public universities and colleges

UW-Milwaukee
UW-Parkside
UW-Whitewater
UWM-Washington County
UWM-Waukesha

→ total enrollment: **44,600**

private universities and colleges

Alverno College
Cardinal Stritch University
Carroll University
Carthage College
Concordia University Wisconsin
Marquette University
Mount Mary University
Wisconsin Lutheran College

→ total enrollment: **31,900**

private technical and professional colleges

Medical College of Wisconsin
Milwaukee Institute of Art & Design
Milwaukee School of Engineering

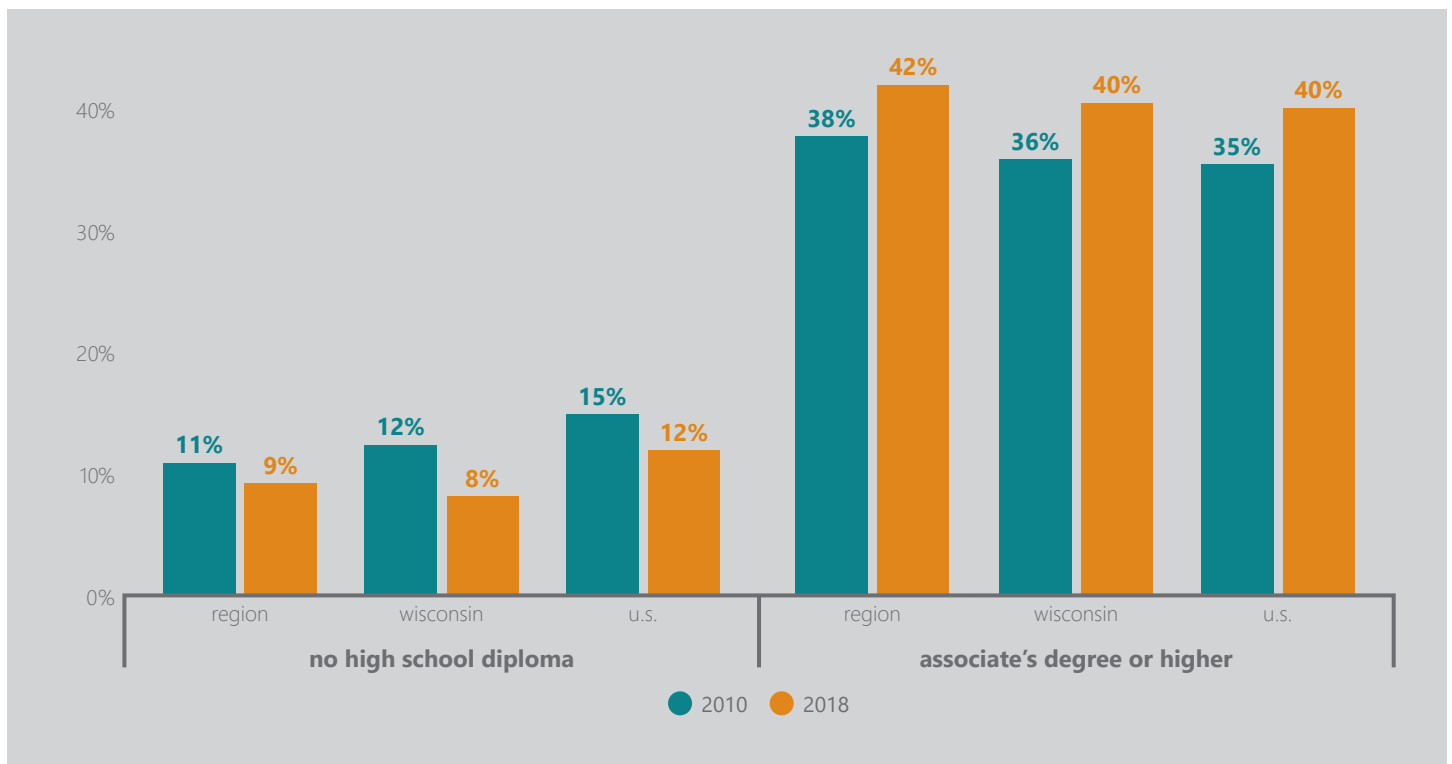
→ total enrollment: **4,900**

▶ *the region hosts robust higher education opportunities bolstered by **16** major colleges and universities and **9** technical college campuses, with a total enrollment* exceeding **171,000***

*only includes schools with enrollments of 500 or more.

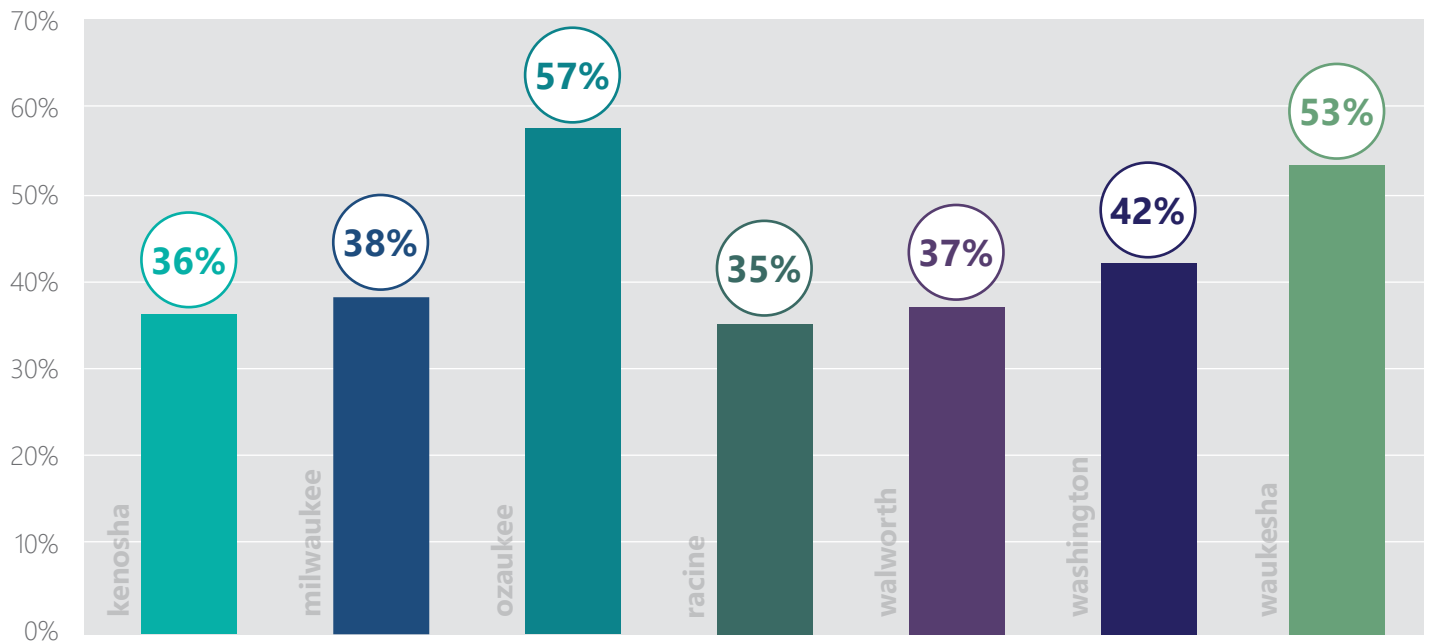
Source: Wisconsin Blue Book and SEWRPC

educational attainment levels



Source: U.S. Census Bureau American Community Survey and SEWRPC

percent of population 25+ with an associate's degree or higher: 2018

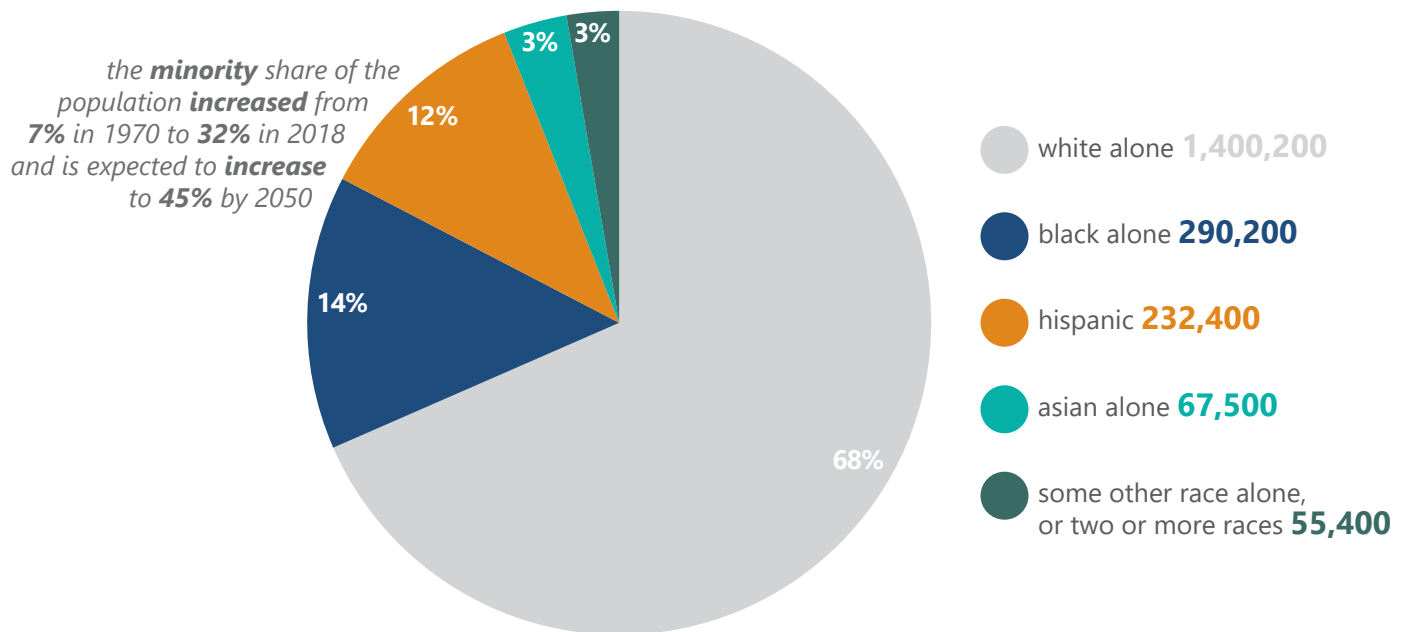


Source: U.S. Census Bureau American Community Survey and SEWRPC

racial and ethnic disparities

From the Historic Bronzeville neighborhood in Milwaukee to a proud history of community activism, people of color, particularly African Americans, have strong roots in Southeastern Wisconsin. The Region is also becoming increasingly diverse, and that trend is expected to continue. However, the presence of continued poverty among people of color in Southeastern Wisconsin is well known, particularly in the Region's urban cores of Milwaukee, Racine, Kenosha, and Waukesha.

population by race/ethnicity: 2018



Source: U.S. Census Bureau American Community Survey and SEWRPC

The Region has a history of resistance against blacks and other racial and ethnic minorities moving into suburban communities. Segregation rather than integration has persisted within most suburban communities and the Milwaukee metro area (consisting of Milwaukee, Ozaukee, Washington, and Waukesha Counties) is often referred to as the most segregated in the Nation. The following map shows the population distribution by race in relation to census tracts where concentrations of families in poverty exceed the regional average.

racial and ethnic disparities

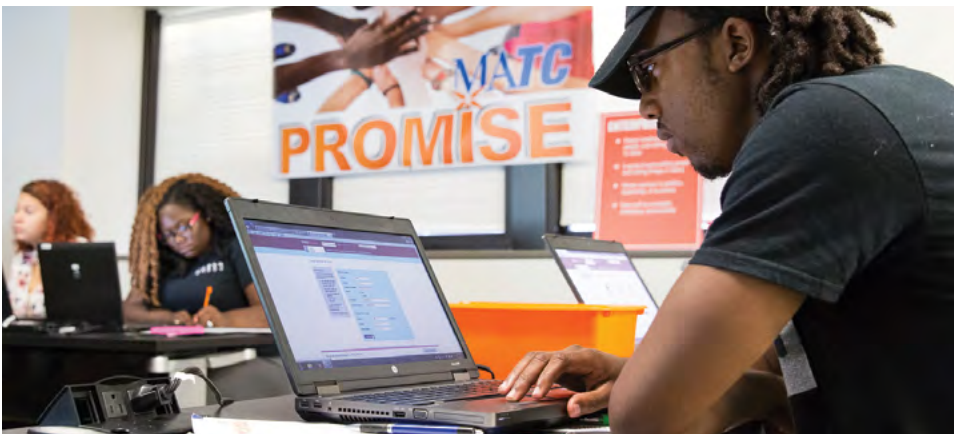
While only 20% of the families in the Region are non-white, 55% of all families in poverty in the Region are non-white and 26% of non-white families are living in poverty compared to just 5% of white families living in poverty. Poverty disparities also bear out among children when comparing the percent of economically disadvantaged students at Milwaukee Public Schools to schools in suburban school districts. Economically disadvantaged students make up more than half of the student body at 152 of the 157 schools within MPS, compared to 22 of the 95 schools in the 18 suburban school districts in Milwaukee County. And economically disadvantaged students make up more than 80% of the student body at 131 MPS schools, compared to only one suburban school (and about 90% of that school's students are black).

families in poverty: 2018



Source: U.S. Census Bureau American Community Survey and SEWRPC

Milwaukee metro area disparities in terms of educational attainment, personal income levels, and poverty rates between whites and people of color are far more pronounced than the disparities in almost all other metro areas in the country. In the metro area alone, for every white person without a high school diploma there are 4.5 people of color in the same situation. This discrepancy within the metro area extends (though not as severe) to college education rates, as whites are twice as likely to hold a bachelor's degree or higher. In the metro area, whites earn over twice as much as people of color and people of color are four times more likely to be living in poverty.



Regional income disparities also extend to management positions. At companies in the Milwaukee metro area with at least 100 employees, black workers hold less than 5% of management positions despite representing 16% of the population, while Hispanic workers hold only 3% of management positions and make up 11% of the population. People of color also tend to experience lower levels of home and business ownership and higher rates of crime and incarceration.

In addition, challenges faced by individuals with lower incomes tend to negatively affect their health outcomes. Among the contributing factors, the poverty, income, and educational attainment disparities for the Region's people of color have translated into disparities in health-related metrics. In 2019, Milwaukee County officials declared racism a "public health crisis," with the County ranking 71st out of the 72 counties in the State for health outcomes.

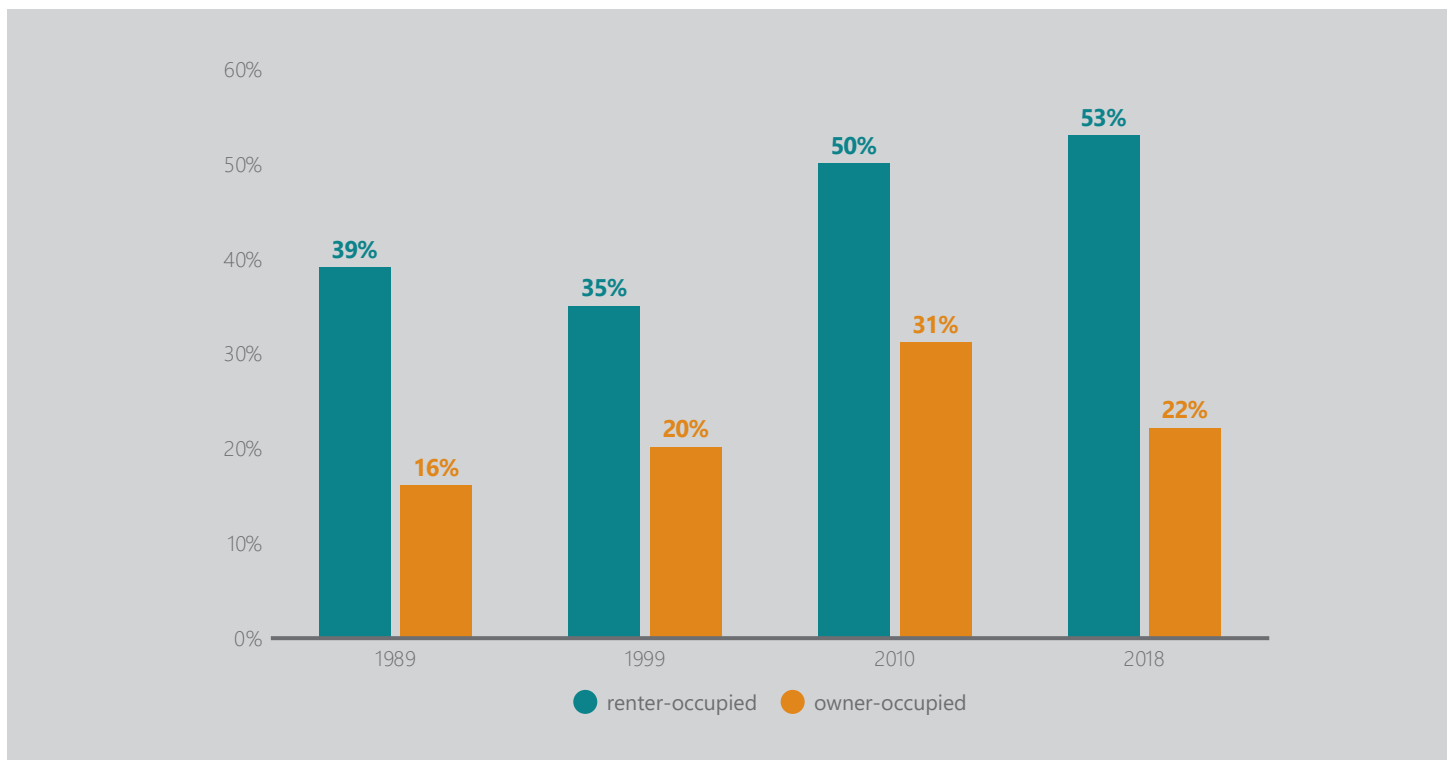
People of color in the Region clearly face a disproportionate struggle compared to white residents, and for the Region to succeed, strategies must address the socioeconomic inequities faced by people of color.

racial and ethnic disparities

housing

Access to affordable housing plays a major role in the Region's economic competitiveness and resilience. Housing costs are considered affordable if they do not exceed 30% of a household's monthly income. The percentage of households paying more than 30% of their monthly income for housing costs in the Region has increased significantly since 1989.

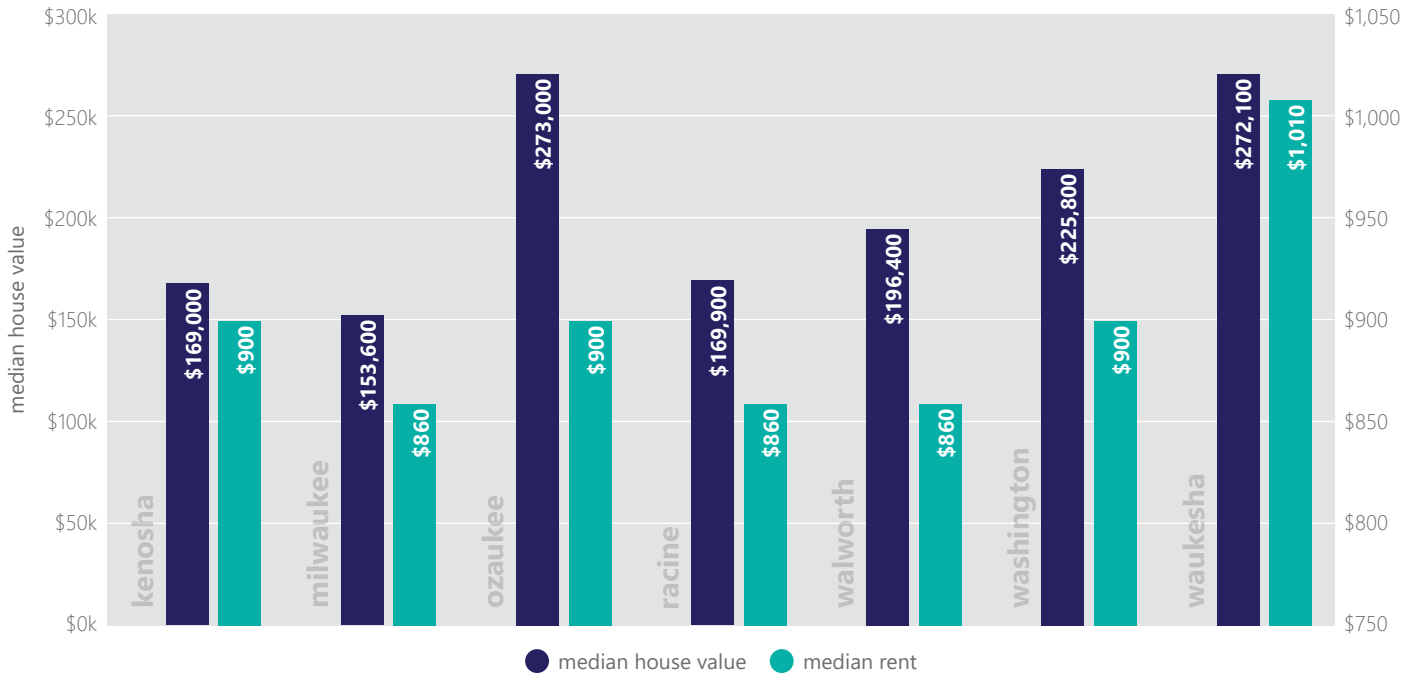
households paying more than 30 percent of their income for housing: 1989-2018



Source: U.S. Census Bureau American Community Survey and SEWRPC

Comparing housing affordability to other peer metro areas across the country, the median value of owner-occupied housing for the Milwaukee metro area in 2018 (\$222,100) ranks fourth highest among midwest peers and near the middle among national peers outside the midwest. The median monthly rent for renter-occupied housing in the Milwaukee metro area (just under \$900) ranks in the middle among midwest metro areas and is second lowest among national peers outside the midwest. Within the seven-county Region, all counties have a median monthly rent at or slightly below \$900, with the exception of Waukesha County at over \$1,000. In terms of owner-occupied housing units, the median value is much higher in Ozaukee, Washington, and Waukesha Counties than the other counties in the Region.

median house value and median rent by county: 2018

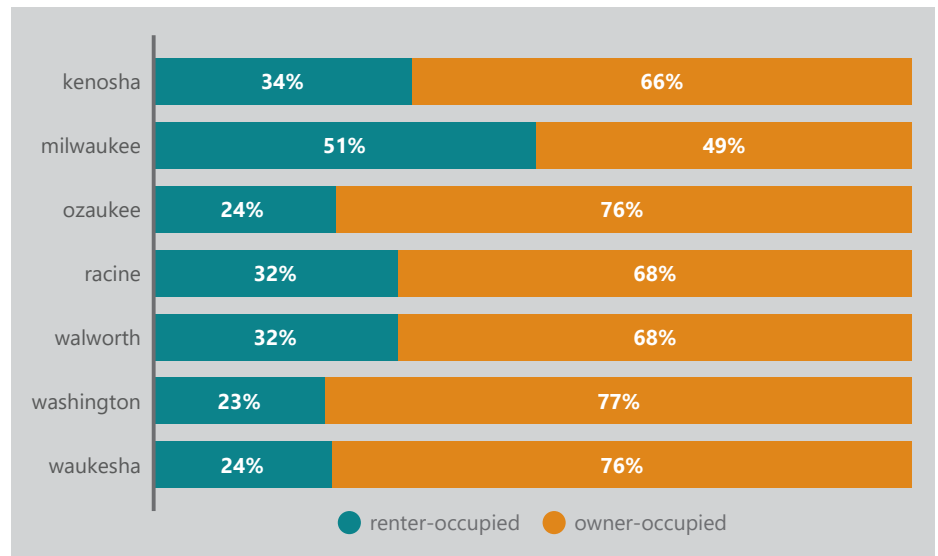


Source: U.S. Census Bureau American Community Survey and SEWRPC

Ozaukee, Washington, and Waukesha Counties also have a higher proportion of owner-occupied housing units.

The Region's central cities have substantial concentrations of unemployed and underemployed individuals and low-income households. In many of the communities surrounding these central cities, there are significant job concentrations. A portion of the jobs in these communities pay moderate and lower wages, yet many of these communities lack the modest single-family and multifamily housing that would be affordable to those earning moderate and lower wages. The shortage of affordable housing near these job concentrations makes it more difficult for businesses in these communities to attract or retain workers, limiting the economic productivity of businesses, communities, and the Region.

housing unit occupancy by county: 2018

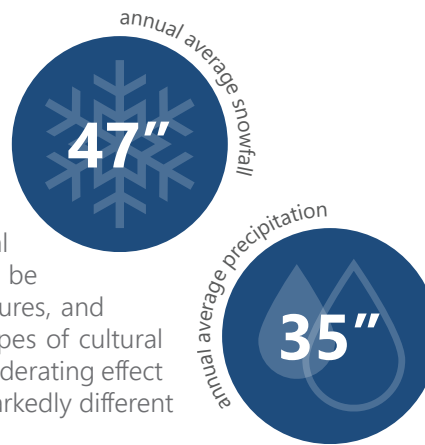


Source: U.S. Census Bureau American Community Survey and SEWRPC

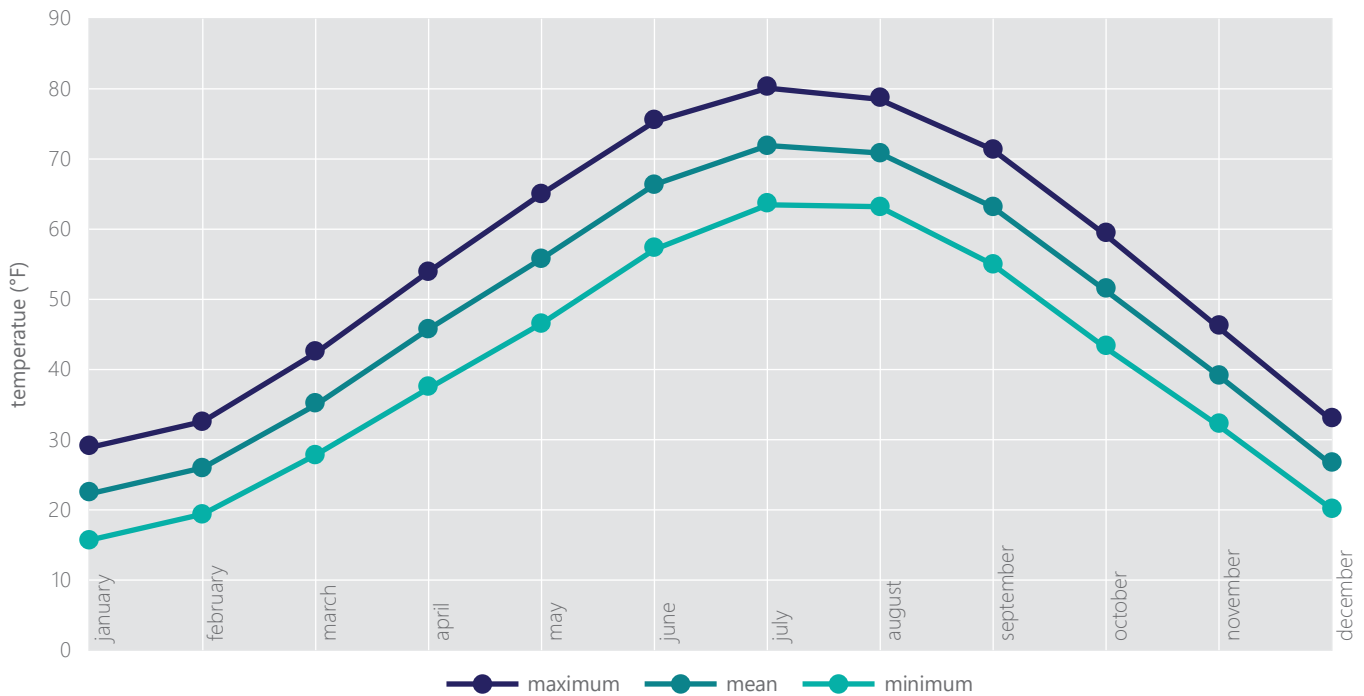
environment

climate

Climate refers to an area's temperature, precipitation, and snow cover, and has important economic implications. Climate affects the types of agricultural crops that can be produced and how much can be produced. It influences the design of buildings, structures, and other types of infrastructure, and determines what types of cultural and recreational activities are possible. Far from the moderating effect of the oceans, Southeastern Wisconsin experiences markedly different seasons and a large range in annual temperature.



average temperature by month



Source: Midwestern Regional Climate Center 1981-2010 NCEI Normals and SEWRPC

Extreme variations in temperature and precipitation can be particularly impactful to the economy. Within the last 10 years (since 2010) record high averages have occurred for five months (March, April, July, September, and December) and the City of Milwaukee has experienced four of the 10 hottest years in its history. The Region has also seen an increase in intense rainfall events (2 or more inches of rain within a 24-hour period). These events can result in increased flooding, especially flash flooding, which occurs very quickly and can put lives in danger and cause millions of dollars in property damage.

natural resources

Surface water resources are integral to the Region's natural resource base. They contribute not only to recreational opportunities and quality of life within the Region but also to economic development opportunities. The Region is bisected by the subcontinental divide. 62% of the Region is located west of the divide and drains into the Upper Mississippi River system. This area relies heavily on groundwater resources for its water supply. The remaining 38% of the Region is located east of the divide and drains into the Great Lakes system. Lake Michigan is a major source of water for this area, in addition to providing numerous recreational and economic development opportunities.

In Southeastern Wisconsin, environmental corridors have been delineated to help preserve the Region's best remaining natural resources, such as wetlands, woodlands, surface water, and wildlife habitat. Primary environmental corridors are at least 400 acres in size, two miles in length, and 200 feet in width. Secondary environmental corridors typically connect with primary environmental corridors and are at least 100 acres in size and one mile in length. Isolated natural resource areas are smaller areas physically separate from environmental corridors, which are at least 5 acres in size and contain concentrations of natural resource base elements.

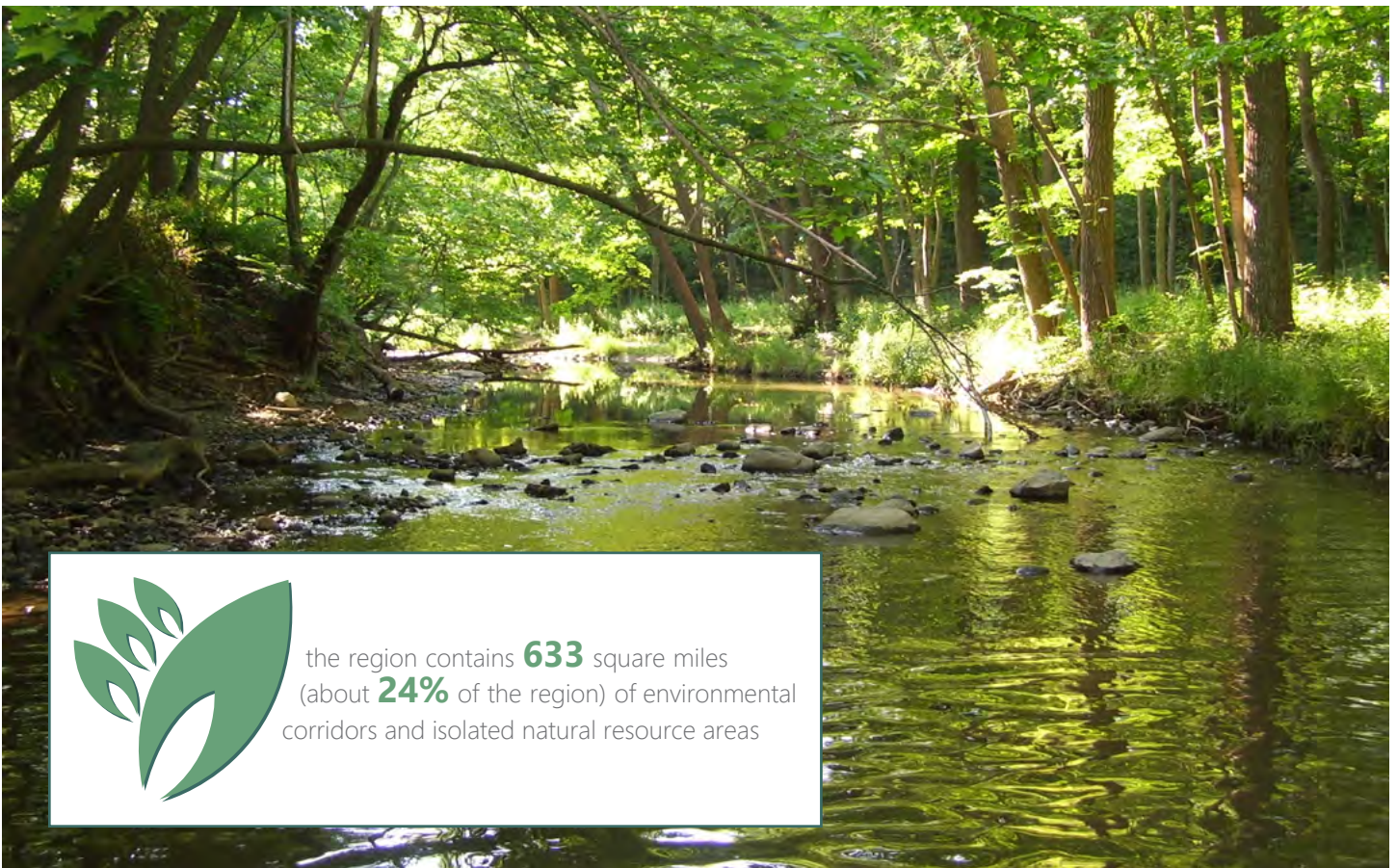
101
major lakes

1,150
miles of perennial
stream network

the region possesses

77

miles of
Lake Michigan
shoreline



the region contains **633** square miles
(about **24%** of the region) of environmental
corridors and isolated natural resource areas

environment

tourism and cultural resources

Tourism and cultural resources are important components of the regional economy as the Region plays host to numerous pro and semi-pro sports teams, music and cultural heritage festivals, theaters, museums, and other cultural resources that provide entertainment and cultural engagement to residents and visitors alike. The Leisure and Hospitality sector employed about 103,600 workers in 2018, accounting for about 10% of the Region's total employment. The sector is projected to employ about 109,900 workers in 2025.



in 2019 the region saw visitors spend **\$4.37 billion**, a **2%** increase from 2018 and a **23%** increase over 2011 spending

parks

While Southeastern Wisconsin is the most urbanized area of the State, it is blessed with an abundance of natural amenities and a network of regional parks that provides access to them. The system includes major parks in every county where residents and visitors alike can golf, camp, fish, boat, swim, and explore miles of trails and scenic landscapes, including world class recreational areas such as Lake Michigan and the hills and glacial formations of the Kettle Moraine. In addition to the Region's major parks, there are community and neighborhood parks found throughout Southeastern Wisconsin where residents can stay active within walking distance of their own homes. The park system helps to ensure that the Region's abundant natural resources are preserved and enjoyed for generations to come.






top five crops

- corn
- soybeans
- wheat
- oats
- hay

top five animal products

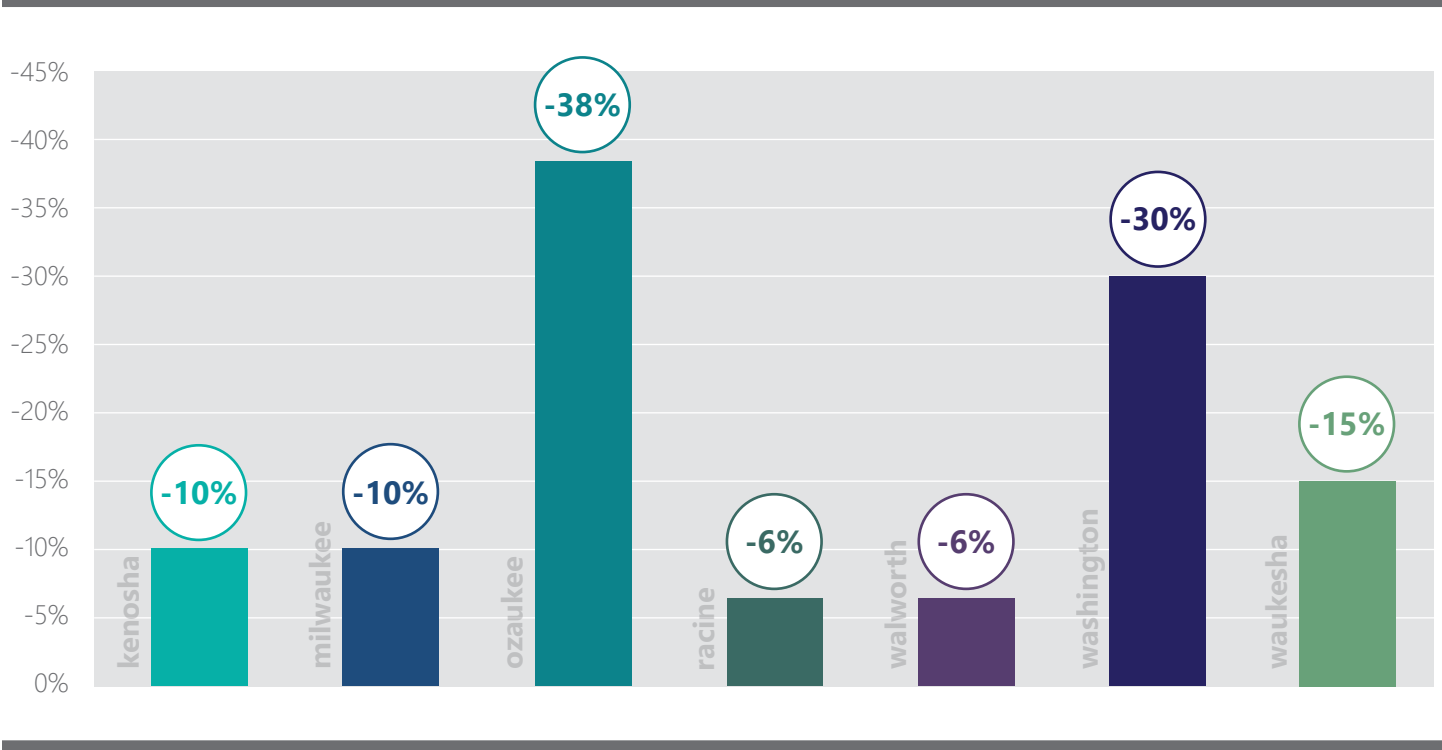
- wool
- cattle
- milk
- chicken
- eggs



agricultural and mineral resources

Agricultural land use made up an estimated 1,051 square miles (or 39%) of the Region’s area in 2015, which is down 4% from 2010. The Region’s agricultural challenges relate to the continuing trends of land leaving agricultural use and a declining number of farm operations.

decrease in number of farms by county: 2007-2017



Source: U.S. Department of Agriculture Census of Agriculture and SEWRPC

The mineral resources, specifically nonmetallic materials, within the Region offer a specific advantage in reducing the cost of road and other construction by minimizing the expense of transporting aggregate material.

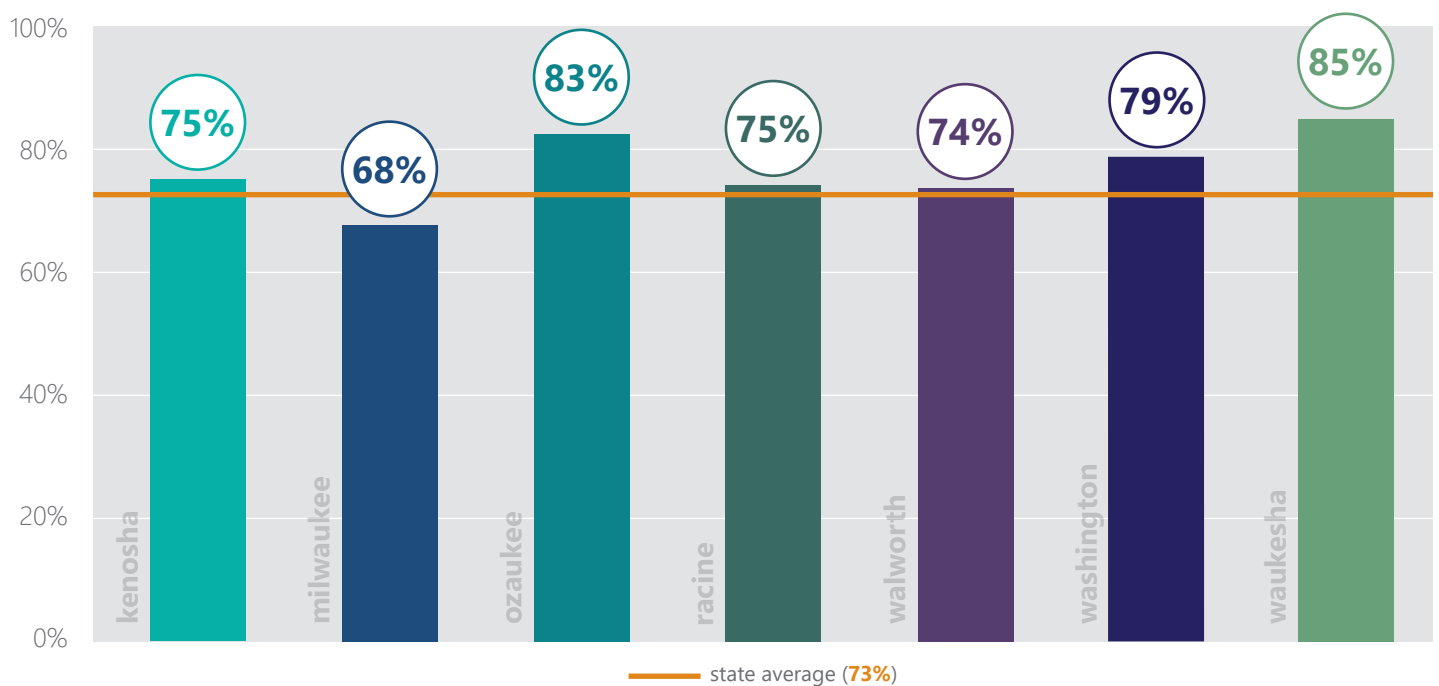
infrastructure

broadband

The availability of high-speed broadband internet is essential to the Region's economic competitiveness and quality of life. The vast majority of the Region has access to internet service at download speeds exceeding the current broadband standard of 25 megabits per second (Mbps). While high-speed broadband is available in virtually all of Milwaukee County, the County has the lowest percentage of broadband subscriptions, likely tied to affordability issues as Milwaukee County has the lowest median household income in the Region. Some rural communities have more limited broadband service availability, but have been active in seeking grants to expand coverage in their areas.

The following map shows broadband access across the Region as well as census tracts where fewer than 50% of the households have a home broadband subscription. Of those census tracts, all but one had a minority population that exceeds the regional average (31%) and about 93% of the census tracts with home broadband subscription rates below 50% are in the City of Milwaukee. This map further highlights the need to expand speed and availability in rural areas, increase access and affordability in urban areas, and address existing inequities in terms of internet access. While the map displays areas of the Region that may have fixed internet access, it does not guarantee the stated coverage exists at specific locations within those areas.


percent of households with a home broadband internet subscription: 2018







Source: U.S. Census Bureau American Community Survey and SEWRPC

broadband subscription distribution compared to broadband access

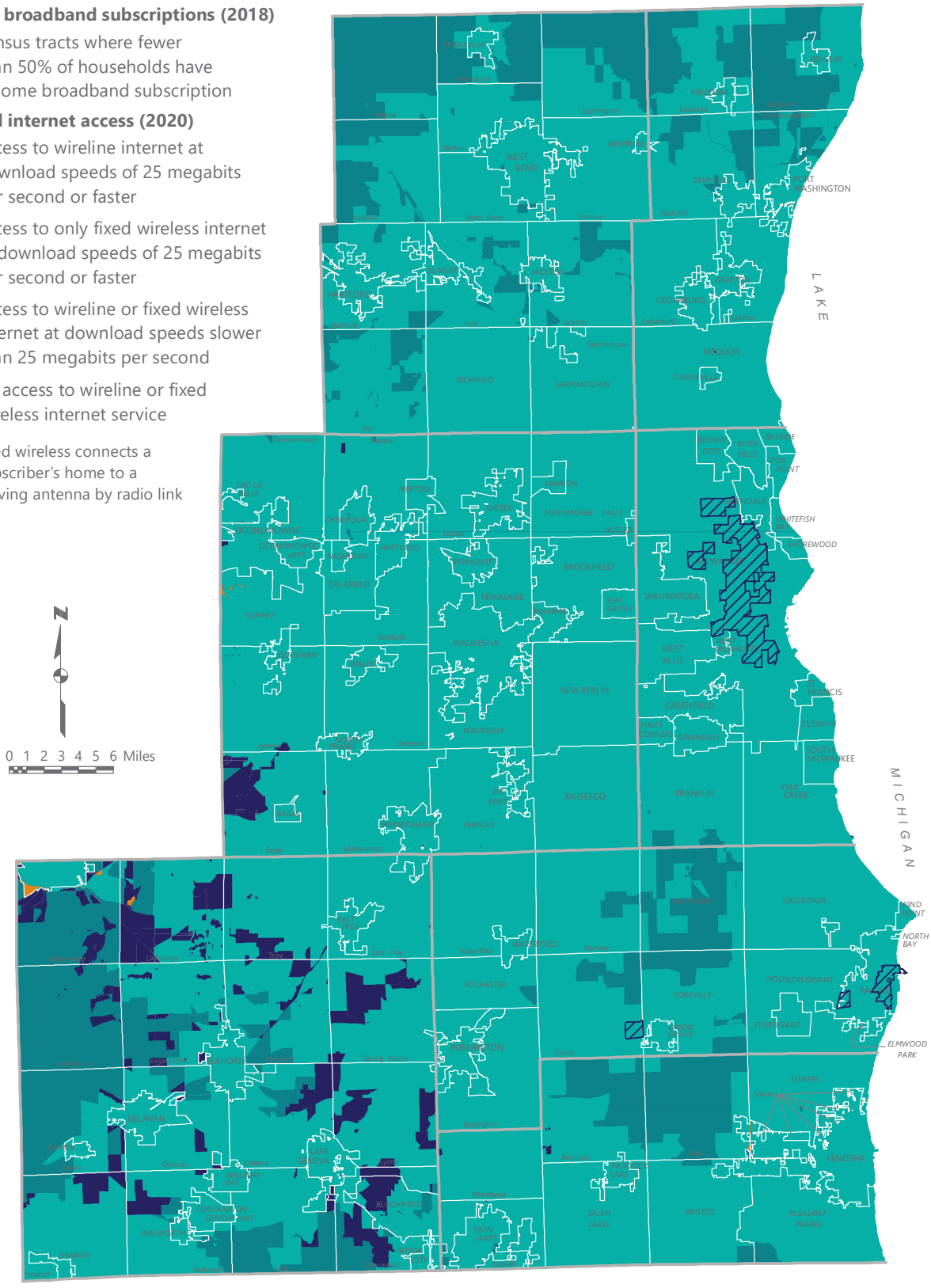
household broadband subscriptions (2018)

 census tracts where fewer than 50% of households have a home broadband subscription

broadband internet access (2020)

-  access to wireline internet at download speeds of 25 megabits per second or faster
-  access to only fixed wireless internet at download speeds of 25 megabits per second or faster
-  access to wireline or fixed wireless internet at download speeds slower than 25 megabits per second
-  no access to wireline or fixed wireless internet service

note: fixed wireless connects a subscriber's home to a serving antenna by radio link



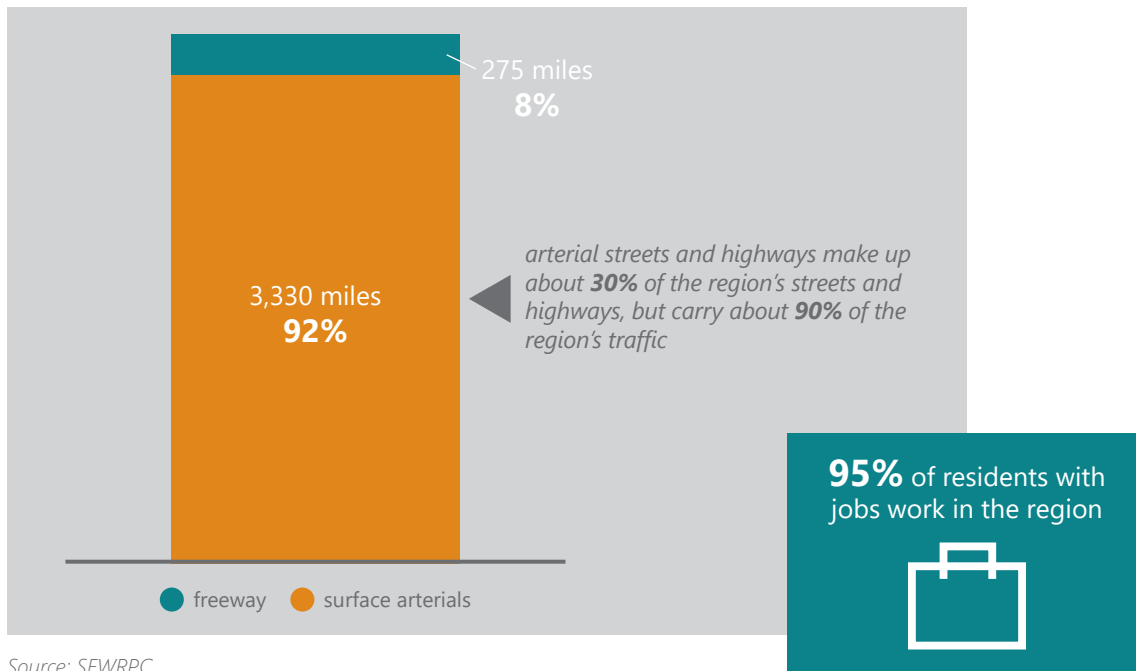
Source: U.S. Census Bureau American Community Survey, PSC of Wisconsin, and SEWRPC

infrastructure

transportation

The arterial street and highway system is a critical transportation infrastructure component in the context of economic development, providing the basis for not only most employee travel, but also for most of the movement of raw materials and goods in the manufacturing sector of the Region's economy.

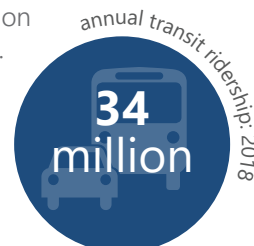
arterial street and highway network



Source: SEWRPC

In general, the street and highway system performs well compared to other metropolitan areas. Travel time delay and congestion costs for auto commuters in the Milwaukee area are below the averages for other peer metro areas. The increase in travel time delay for auto commuters in the Milwaukee area over the past 35 years is also below average compared to peers. However, the Region's street and highway system faces a funding shortfall that will restrict new construction, reconstruction, and maintenance projects moving forward. Addressing this funding situation to allow arterial streets and highways to be reconstructed in a timely manner is a major challenge facing the Region. It is also important to ensure the transportation system is resilient to the effects of flooding, particularly given that the Region is expected to see an increase in the frequency of large storm events. Flooding can have major negative economic impacts on the Region such as disruptions to traffic flow and public transit operations and increased costs due to unplanned roadway repairs or reconstruction.

Public transit facilities and services represent a second critical transportation infrastructure component in the context of economic development. Currently, the Region is served by several individual transit systems, with the Milwaukee County Transit System (MCTS) being by far the largest transit service provider in the Region. MCTS provides a robust level of service per capita compared to peer metro areas, but experienced a troubling 39% decline in ridership from 2010 to 2018.



intracounty systems

- Kenosha Area Transit
- Milwaukee County Transit System
- Racine RYDE
- The Hop Streetcar
- Waukesha Metro Transit

intercounty systems

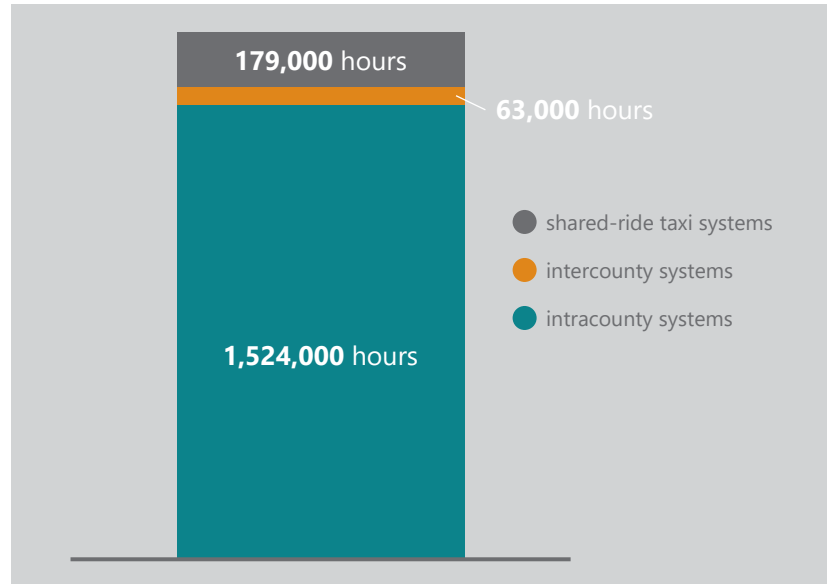
- Milwaukee-Racine-Kenosha Commuter Bus
- Ozaukee County Express
- Washington County Commuter Express
- Waukesha County Transit
- Western Kenosha County Transit

shared-ride taxi systems

- Ozaukee County
- Walworth County
- Washington County
- City of Hartford
- City of West Bend
- City of Whitewater



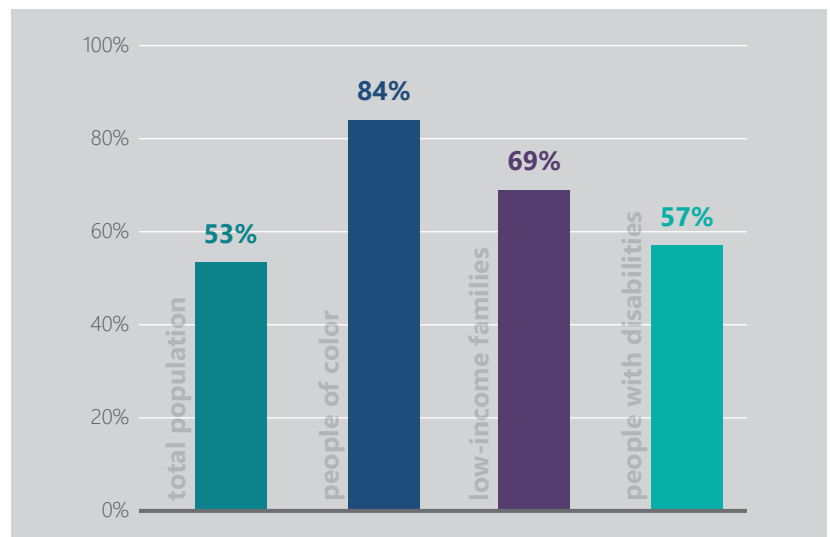
annual transit hours of service: 2018



Source: SEWRPC

MCTS is also by far the largest transit system of the Milwaukee metro area's peers not supported by dedicated funding. Other peer metro area transit systems without dedicated funding provide substantially less transit service per capita, suggesting that without additional funding Milwaukee's transit levels are in jeopardy of shrinking. Southeastern Wisconsin also faces a challenge connecting residents to jobs in adjoining counties, lacking a regional transit agency with the ability to provide transit services across city and county boundaries. A comprehensive transit system is important for many reasons; it supports the local economy through increasing access to employers, it can promote focused development and assist in building walkable neighborhoods, it allows residents to age in place by providing alternative transportation options, and it provides equitable access to employment, recreation, healthcare, education, and other daily needs.

populations served by transit: 2019



Source: U.S. Census Bureau, U.S. Census Bureau American Community Survey, and SEWRPC

infrastructure

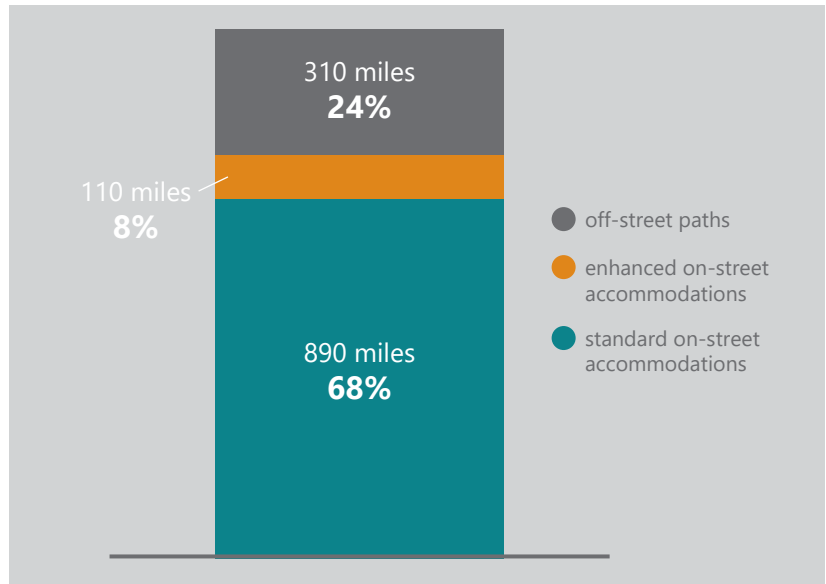
The ability to bike and walk is important to a high quality of life and healthy, vibrant communities. The Region boasts over 1,300 miles of bicycle facilities, including paths and on-street facilities, which have been continually expanding. Enhanced on-street facilities, such as a protected bike lane (protected by bollards, parking, or other physical barriers) or a separate path within a road's right-of-way, have become increasingly popular. The Region's many miles of off-street paths, the longest being the 108-mile Oak Leaf Trail, provide a particularly attractive recreational asset.

The entire Region is within a 90-minute drive of Milwaukee Mitchell International Airport (MKE), which provides nonstop service to dozens of destinations, serving about 7 million passengers and 600 million pounds of cargo in 2019. The Region is also home to 10 smaller public-use airports and proximity to Chicago's O'Hare International Airport (ORD) provides nonstop access to destinations worldwide.

Port Milwaukee, the State's largest intermodal sea container yard, has a significant impact on the economy of the Region, generating over \$100 million in business revenue in 2017. The Port also saw a nearly 10% decrease in operating expenses and an over 50% increase in net income from 2018 to 2019. In addition, the Lake Express operates out of Port Milwaukee, providing high-speed auto passenger ferry service between Milwaukee and Muskegon, MI across Lake Michigan.

The Region's railways are also important to the economy in terms of transferring both passengers and freight. Amtrak's Hiawatha line, which operates seven daily roundtrips between Milwaukee and Chicago, carried a record-high 882,000 passengers in 2019 and has seen ridership increase every year since 2015. Amtrak's long-distance Empire Builder route also stops in Milwaukee and Metra provides commuter rail service between Kenosha and northeastern Illinois. In terms of freight, approximately 144 million tons of domestic and international cargo valued at over \$200 billion were shipped to, from, and within the Milwaukee-Racine-Waukesha Combined Statistical Area, with about 12% of those freight shipments traveling by rail.

bicycle network



Source: SEWRPC

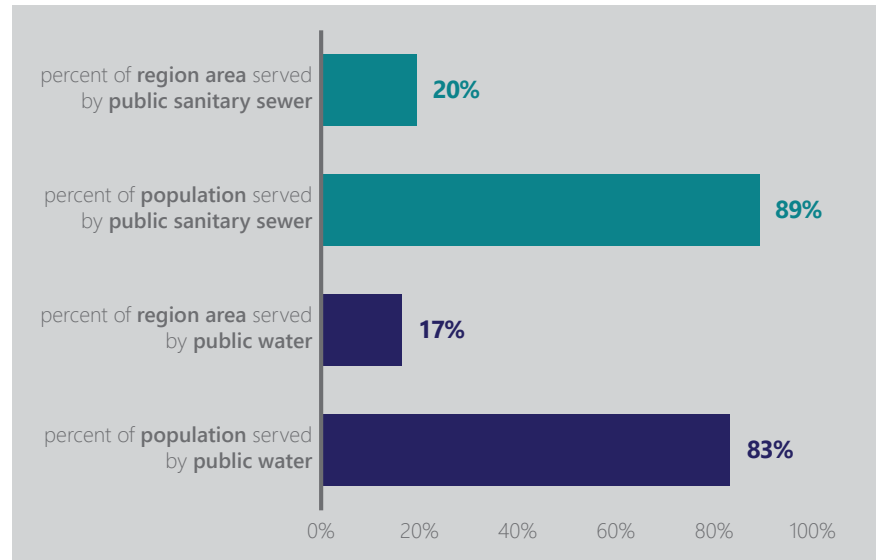
utilities

The Region has 78 municipal water supply systems covering 440 square miles, while 525 square miles of the Region are served by public sanitary sewer. The Milwaukee Metropolitan Sewerage District (MMSD) is the Region's largest sewer district, providing water reclamation and flood management services to 28 communities and 1.1 million customers. MMSD maintains a major system of sewers and deep tunnels for collecting and conveying sewage and wastewater, which is treated and released by two treatment plants along Lake Michigan's shoreline.

We Energies supplies natural gas service throughout the Region and supplies electric service to most of the Region. Alliant Energy supplies electric service to small portions of southern Walworth County and southwestern Kenosha County and five areas are served by municipal power companies (Cedarburg, Elkhorn, Hartford, Oconomowoc, and Slinger).

Most electric energy is generated from coal and natural gas sources, with renewable energy sources making up about 10% of electric energy production. The electric and gas utilities offered throughout the Region are known to be widely available and reliable, and their cost is reasonable compared to other metro areas.

residents served by public sewer and water



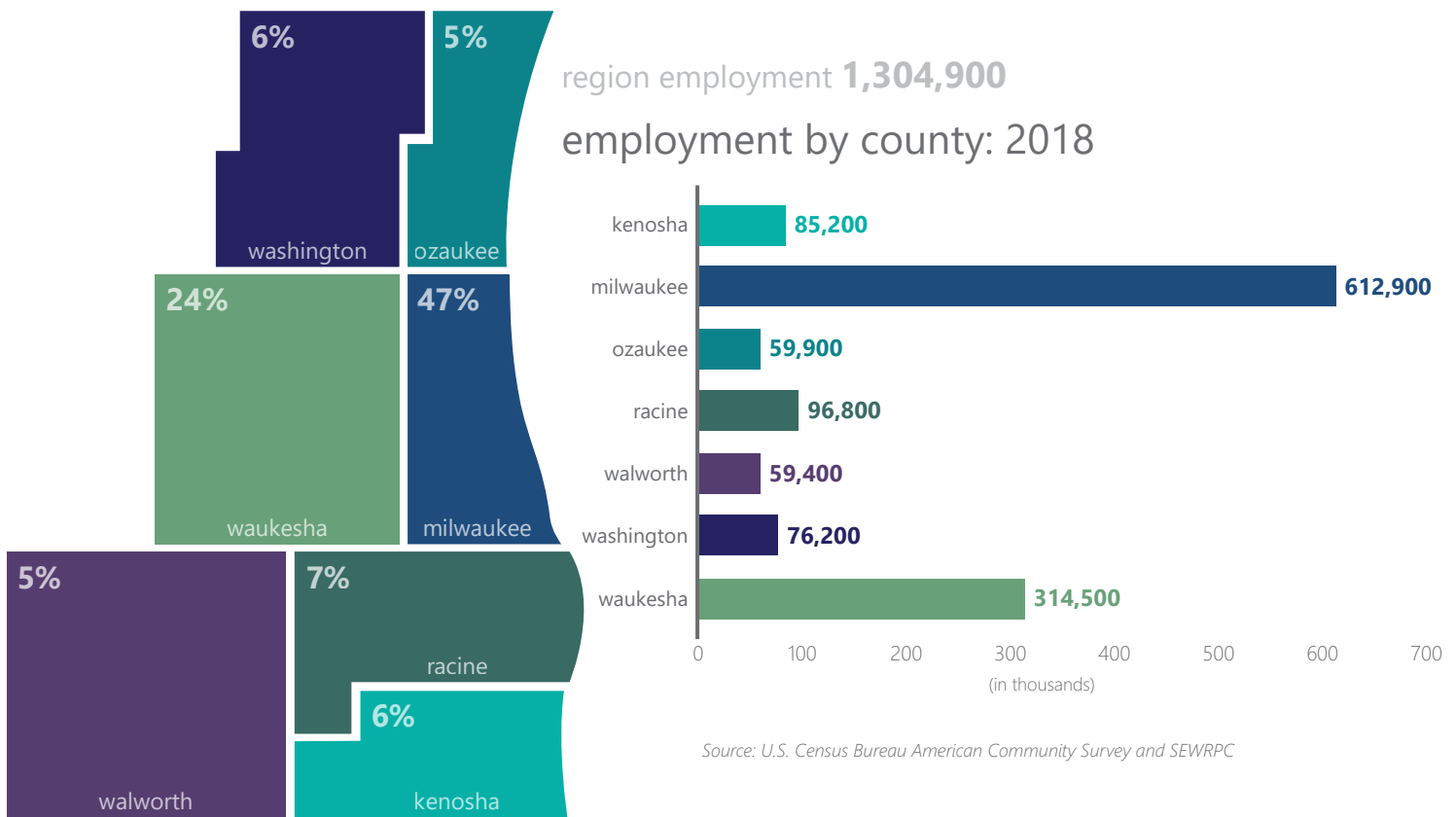
Source: SEWRPC



the average household utility costs in the region (electricity, gas, and water) are estimated at **\$126** per month

economy

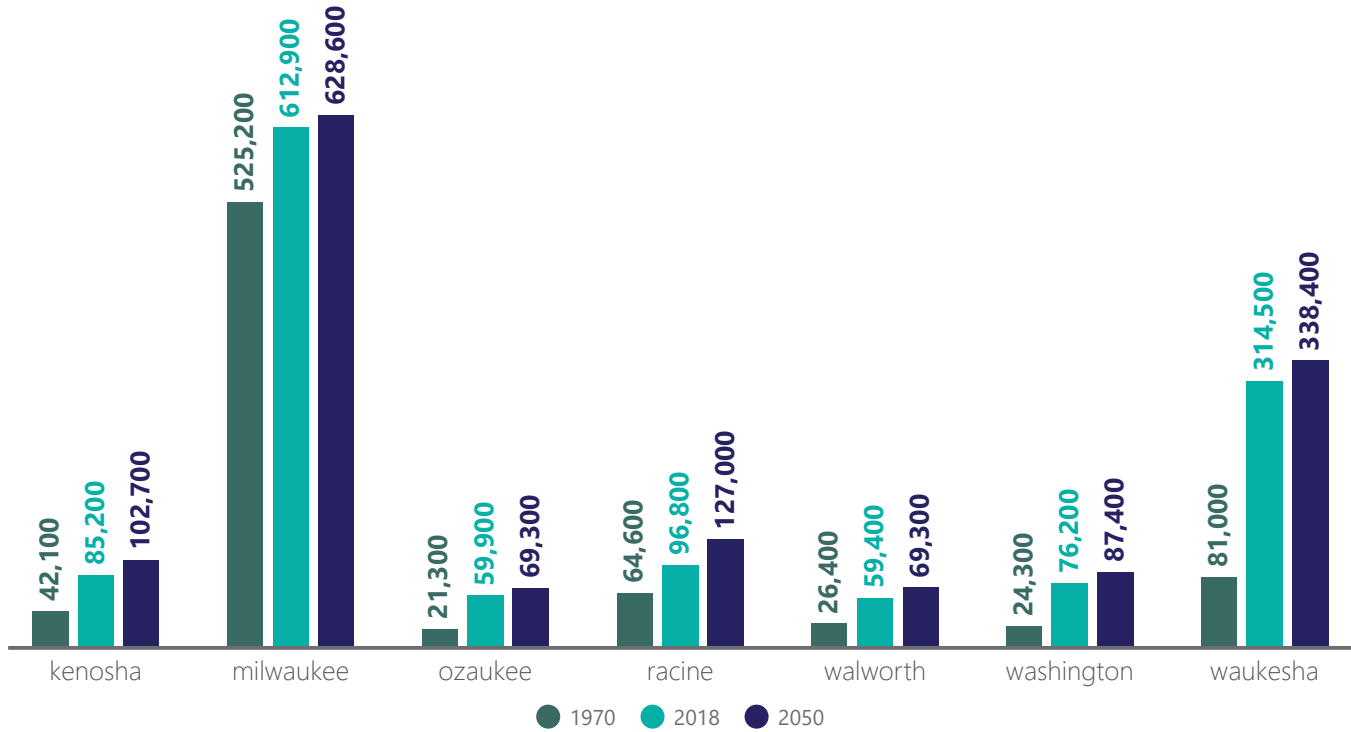
Employment Size, Growth, and Distribution



There were 1,304,900 jobs in Southeastern Wisconsin in 2018, which accounted for more than one-third of the State's jobs. Within the Region, the largest job concentrations are in Milwaukee and Waukesha Counties.

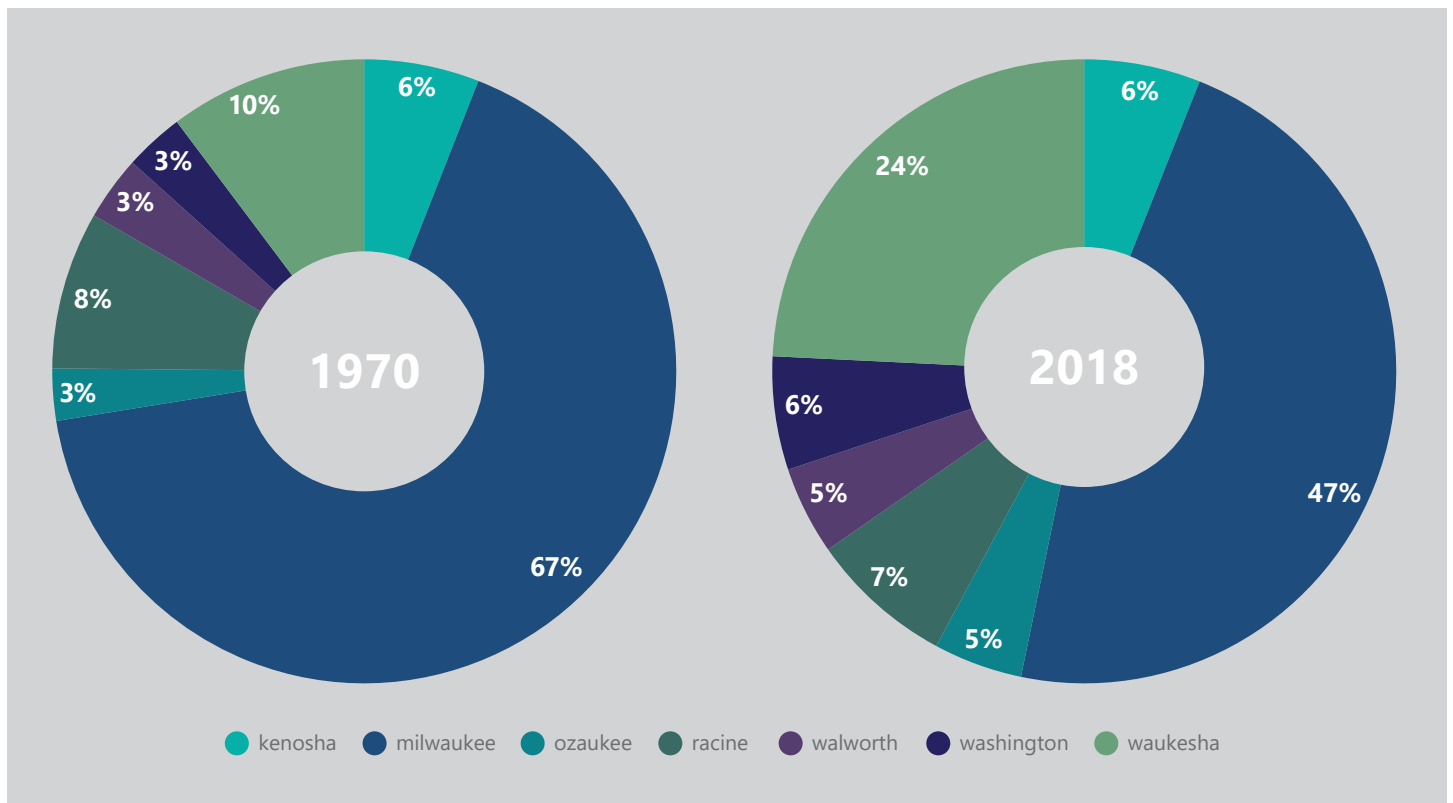
While some counties in the Region have experienced significant growth, employment in the Region as a whole has been increasing at a slower rate than in most regions of comparable size in the U.S., particularly those located outside the Midwest. Similar to population, the Region's job distribution has shifted over the past several decades. This is largely a product of expansive growth in Waukesha County. From 1970 to 2018, Milwaukee County's employment grew 17% (87,700) compared to 288% growth (233,500) in Waukesha County. Growth in Ozaukee, Walworth, and Washington Counties also resulted in their shares of the Region's employment increasing.

employment by county



Source: U.S. Bureau of Economic Analysis (1970), U.S. Census Bureau American Community Survey (2018), and SEWRPC

employment distribution

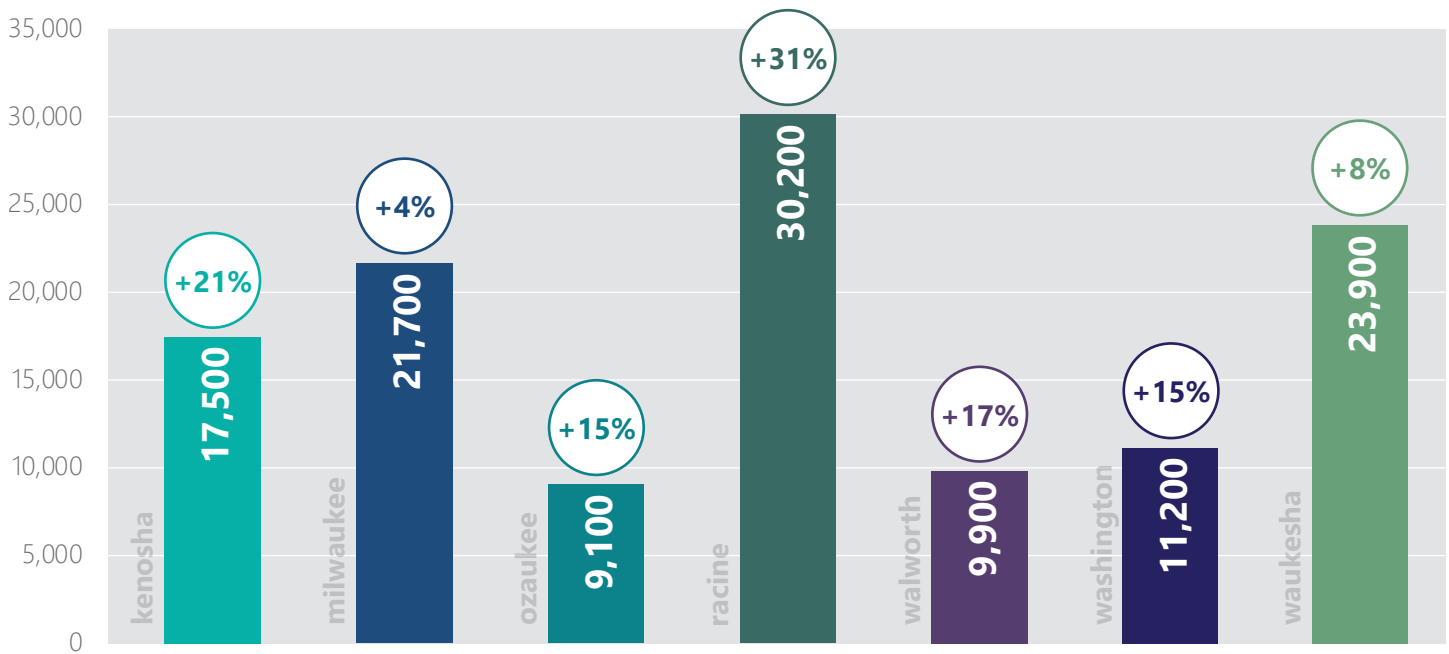


U.S. Bureau of Economic Analysis (1970), U.S. Census Bureau American Community Survey (2018), and SEWRPC

economy

By the year 2050 the Region's employment is projected to increase by 9% from 1.31 to 1.42 million. Employment in all counties in the Region is projected to grow to varying degrees over the next few decades. Racine County is projected to experience the highest growth rate, with Milwaukee County experiencing the lowest growth rate. As with population, Milwaukee County is projected to have the lowest percentage increase, but is projected to have the third-highest employment growth in absolute numbers. This growth is lower than only Racine and Waukesha Counties.

projected employment growth: 2018-2050



Source: U.S. Census Bureau American Community Survey and SEWRPC

unemployment

In 2019, the unemployment rate for the Region (3.9%) was slightly higher than the statewide rate (3.2%) and lower than the national rate (4.5%). In Milwaukee County, where a substantial portion of the Region's people of color reside, the unemployment rate for the Non-Hispanic White population was 2.3%, compared to 7.1% for the Black population and 5.6% for the Hispanic population.

As a result of the COVID-19 pandemic, unemployment rates for April 2020 more than tripled the average rates for 2019 in every county in the Region. While the rates for August and November 2020 show a declining trend in unemployment, the November rate remains about one percentage point higher than 2019 in six counties and 2.5 percentage points higher for Milwaukee County. The long-term impact of the pandemic on employment levels is unknown and will be monitored going forward.

unemployment rate by county



as a result of the covid-19 pandemic, unemployment rates for april 2020 more than tripled the average rates for 2019 in every county in the region

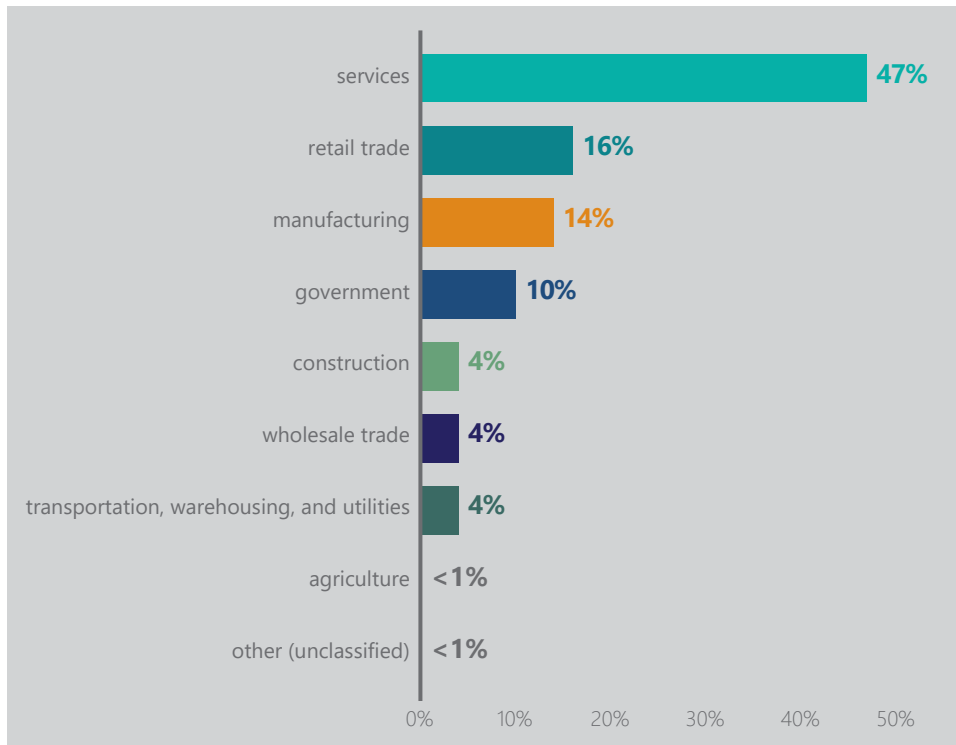
Source: U.S. Bureau of Labor Statistics and SEWRPC

economy

industry breakdown

The industry mix of employment in the Region reflects the continuation of a long-term shift from a manufacturing-oriented economy to a service-oriented economy. Although its share of the Region's employment has been declining, the manufacturing sector remains a significant source of jobs when compared to peer regions across the country.

share of jobs by industry sector: 2018

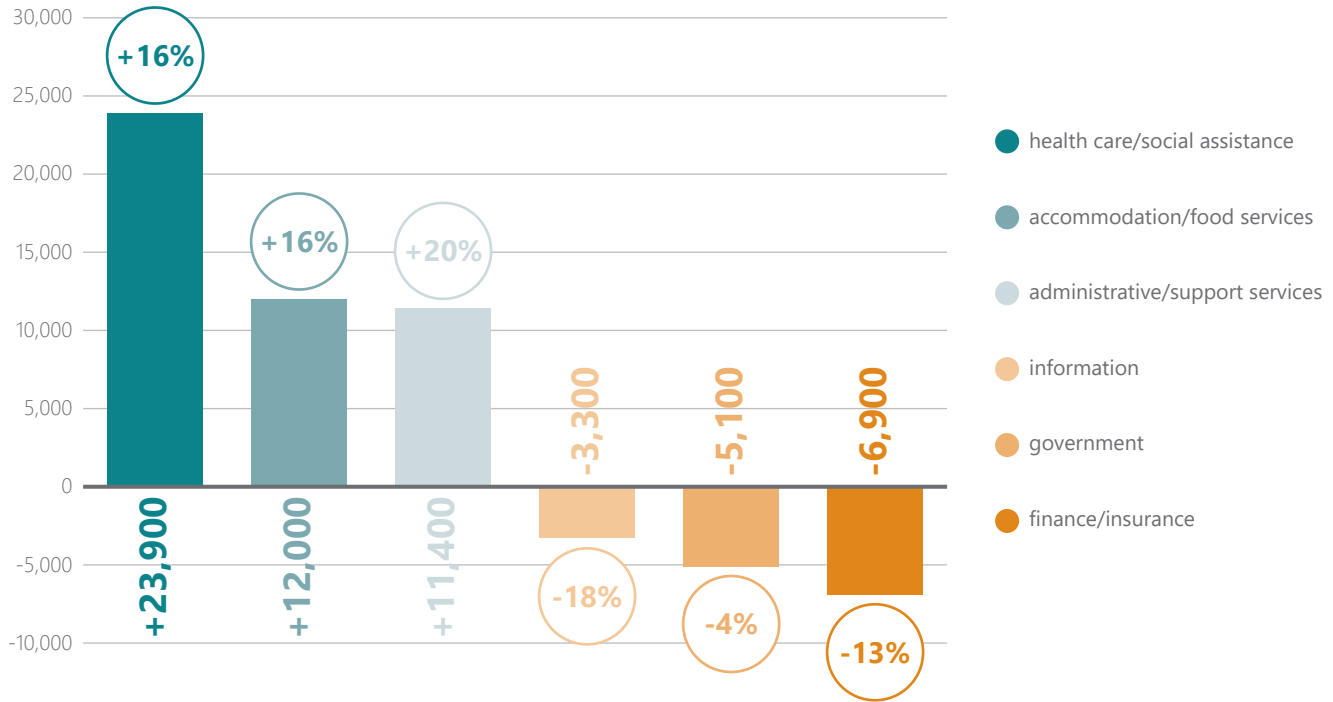


Source: EMSI and SEWRPC

The Region's industries that saw the most growth between 2009 and 2019 are health care/social assistance, accommodation/food services, and administrative/support services. The information, finance/insurance, and government industries experienced the greatest decline over the same period. Despite its decline in employment, it is worth noting that the finance/insurance industry still has a higher proportion of the Region's jobs than the national average.

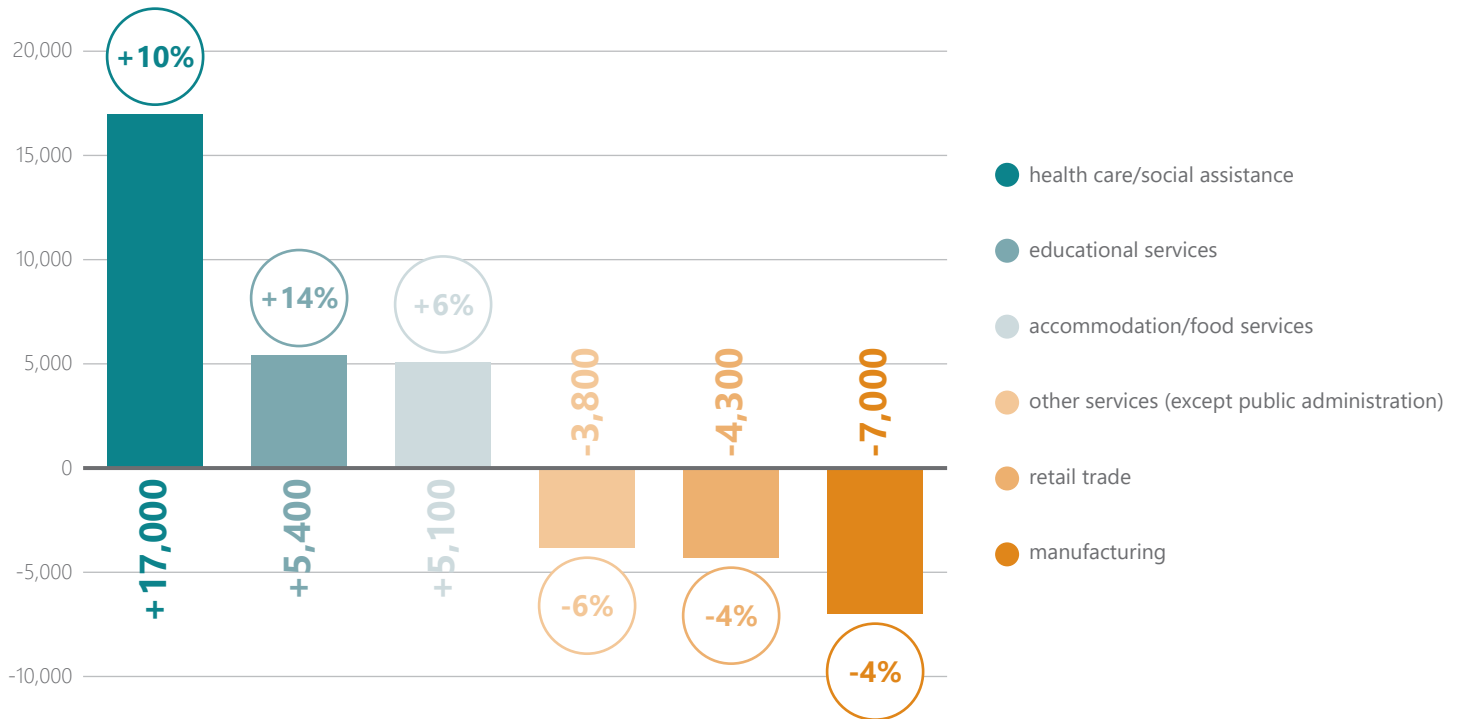
The manufacturing, retail trade, and other services (except public administration) industries are expected to see the largest decline in jobs over the next 10 years. However, the healthcare/social assistance, educational services, and accommodation/food services industries are projected to experience the largest growth. Note that employment projections are based on existing employment levels at the end of 2019 and thus do not reflect the significant job losses in 2020 due to the COVID-19 pandemic.

industries with largest positive and negative job growth: 2009-2019



Source: EMSI and SEWRPC

industries with largest projected positive and negative job growth: 2019-2029



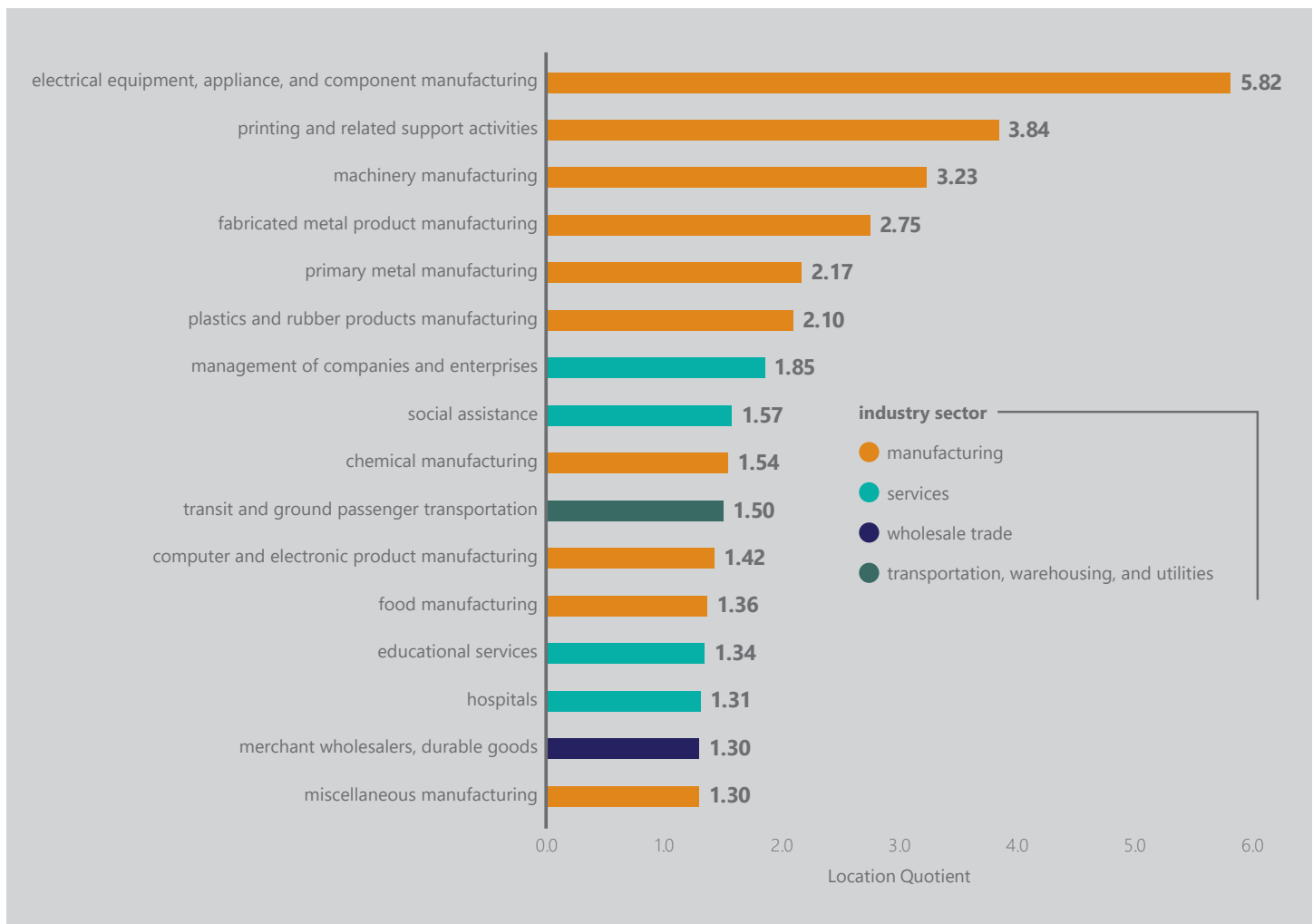
Source: EMSI and SEWRPC

economy

location quotients

Location quotient refers to the proportion of jobs within specified industries in a specific geographic area (Southeastern Wisconsin in this case) compared to the proportion of jobs within those same industries of a larger reference area (the Nation). A location quotient greater than 1.0 demonstrates the Region has a larger share of jobs in an industry compared to the Nation and can indicate the industries that drive the regional economy. A high location quotient in a particular industry may present opportunities for additional growth of that industry, or related industries, because of competitive advantages such as an existing skilled labor pool, suppliers, facilities, or transportation hubs in the Region. The industries in the Region with the highest location quotients indicate that the Region has a significant competitive advantage in numerous advanced manufacturing sectors.

highest location quotients: 2018



Source: EMSI and SEWRPC

industry clusters

The following industry clusters (concentrations of related industries that share markets, suppliers, and worker skills) have been identified by M7 as significant to the success of the Region (with examples in parentheses):

- › Energy, Power, & Controls (Eaton, DRS, Midwest Energy Research Consortium)
- › Water Technologies (A.O. Smith, Badger Meter, The Water Council)
- › Food and Beverage Manufacturing (Molson Coors, FaB Wisconsin Industry Network)
- › Electronics Manufacturing (Foxconn, Sanmina)
- › Tourism & Hospitality (Marcus Corp, Wisco Hotel Group)
- › Finance & Insurance Services and Financial Technology (Fintech) (Northwestern Mutual, Robert W. Baird, Fiserv)
- › Headquarters & Business Services (Deloitte, Baker Tilly)
- › Medical Technology, Bioscience, Health Services, and Pharmaceuticals (GE Healthcare Technologies, Medical College of Wisconsin, Nexus Pharmaceuticals)
- › Aerospace and Aeronautics (Astronautics Corporation of America, Lockheed Martin)

Although too broad to be considered industry clusters, the following industry sectors have also been identified by M7 as significant to the success of the Region (with examples in parentheses):

- › Manufacturing (Generac, Rexnord, Rockwell Automation)
- › Consumer Products (Harley-Davidson, Jockey International, S.C. Johnson Company)

largest employers

The following employers have been identified by M7 as the Region's largest (with industry and employment in parentheses):

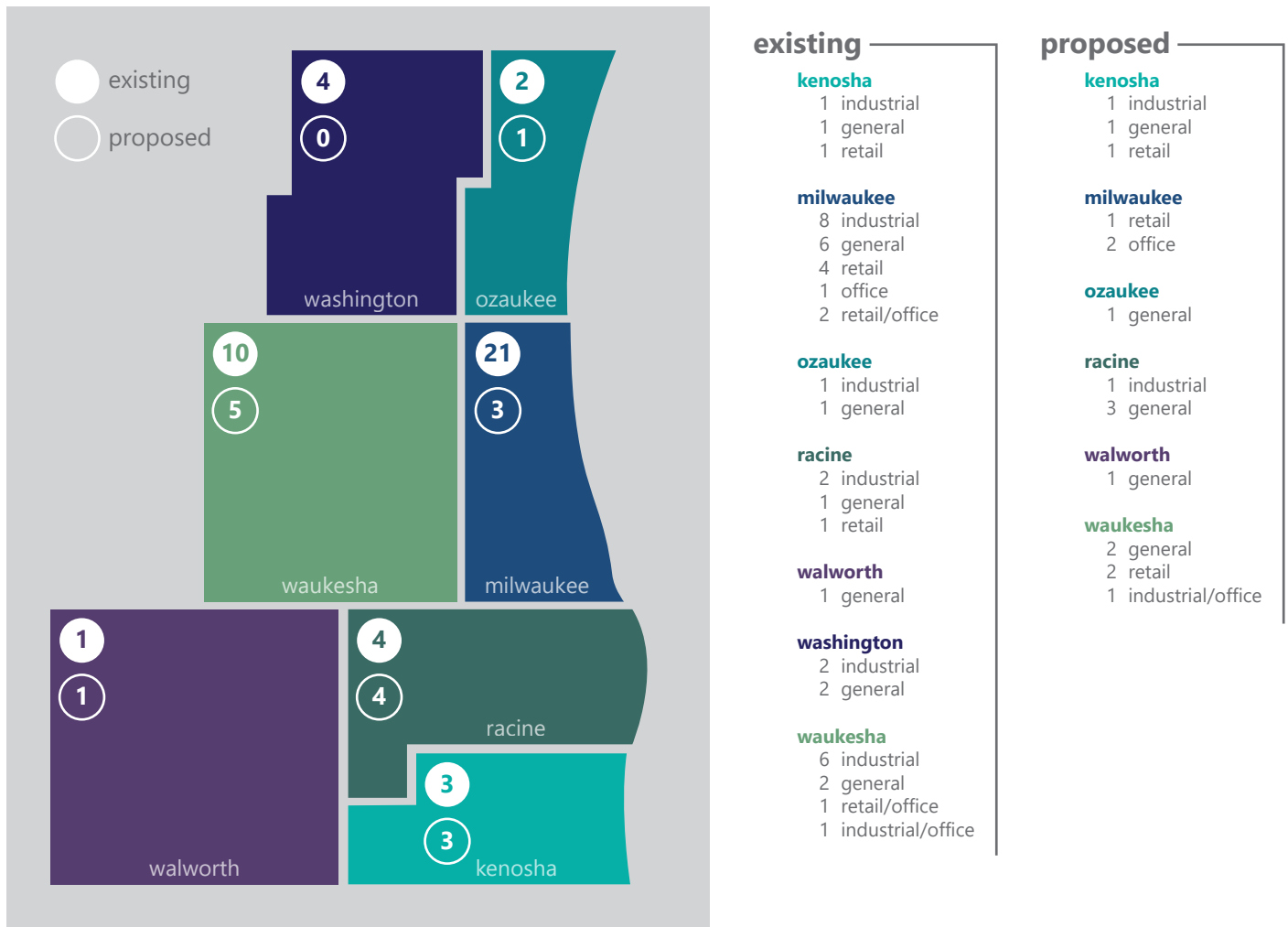
- › Advocate Aurora Health (Health Care - 25,700)
- › Ascension Wisconsin (Health Care - 14,500)
- › Froedtert Health (Health Care - 9,700)
- › Kroger Co./Roundy's (Retail - 8,300)
- › Kohl's (Retail - 7,800)
- › Quad/Graphics (Printing - 6,800)
- › GE Healthcare Technologies (Medical Equipment Manufacturing - 6,000)
- › Medical College of Wisconsin (Health Care - 5,500)
- › Northwestern Mutual (Finance and Insurance - 5,000)
- › ProHealth Care Inc. (Health Care - 4,800)
- › Children's Hospital of Wisconsin (Health Care - 4,500)
- › WEC Energy (Utilities - 4,300)

economy

major economic activity centers

The Region is home to 45 existing major economic activity centers. Major economic activity centers are defined as areas containing concentrations of commercial and/or industrial land with at least 3,500 employees or 2,000 retail employees. An additional 17 major economic activity centers are anticipated to develop by 2050 based on existing employment, forecast employment, and input from local governments.

major economic activity centers



Source: SEWRPC

industrial/business parks

Maintaining enough available land, with the necessary infrastructure and transportation access, plays a key role in the ability to attract firms to the Region and to allow existing firms to expand. There are several resources that provide data and assistance in selecting sites in the industrial and business parks throughout the Region. See the sidebar for those resources.

innovation and entrepreneurship

In an increasingly global economy, the capacity to foster innovation and entrepreneurship has become critical to the Region's economic competitiveness. In an effort to assess the Milwaukee metro area's performance in transitioning to a knowledge-based economy, the Wisconsin Policy Forum developed the Metro Milwaukee Innovation DataTool (www.wispolicyforum.org/research/innovation-datatool). This tool tracks the Milwaukee metro area's performance in a broad range of metrics tied to innovation and economic growth dating back to 2005, as well as data for 10 peer metro areas.

Metro Milwaukee has been making progress on several fronts, particularly in its concentration of talent in occupations associated with innovation and the knowledge economy. The share of metro Milwaukee's working-age population employed as scientists and engineers, in technology-powered occupations, and in occupations that typically require at least a bachelor's degree are higher than those of most of peer metros and the U.S. average. However, metro Milwaukee trails its peers in several measures related to entrepreneurship. Metro Milwaukee has performed relatively poorly in small business activity, minority business ownership, venture capital investment per capita, and ratio of business births to deaths.

InWisconsin is a free web-based site selection tool created by WEDC that allows the user to search for specific buildings or site types that are best suited to fit their needs.

www.inwisconsin.com/doing-business-in-wisconsin/available-sites/locate-in-wisconsin

SEWRPC's website lists existing and proposed business parks for Milwaukee, Ozaukee, Racine, and Waukesha Counties, developed in conjunction with county economic development organizations and local government planners.

www.sewrpc.org/businessparks

WWW.

Metro Milwaukee had **fewer** total micro businesses (0-9 employees) and small businesses (10-99 employees) in 2016 than in 2005.

While non-whites comprised **33%** of metro Milwaukee's population in 2016, only **11.9%** of businesses were minority owned.

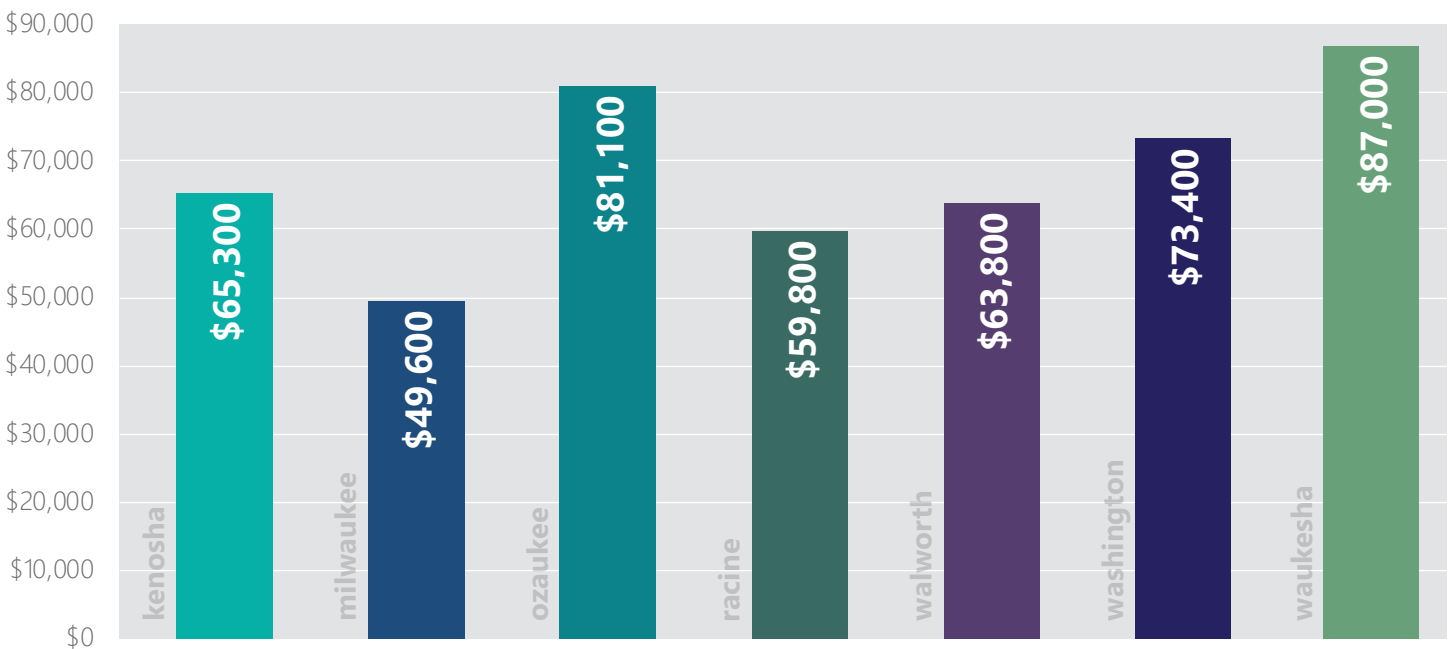
economy

income and wages

Household income is an important measure of an area's spending power and overall economic well-being. The median household income for the Region in 2018 was \$61,365, comparable to that of the State (\$60,773) and Nation (\$61,937). However, there are considerable differences in household income among the seven counties, with higher income levels in Ozaukee, Washington, and Waukesha Counties.

There are also income disparities within the counties, with income levels lower in the Cities of Kenosha, Milwaukee, Racine, and Waukesha than in the remainders of their respective counties. In addition to geographical disparities in income, the Region also has racial and ethnic disparities in income. The median income for Non-Hispanic White households in the Region was \$71,332, compared to \$29,627 for Black households and \$46,337 for Hispanic households.

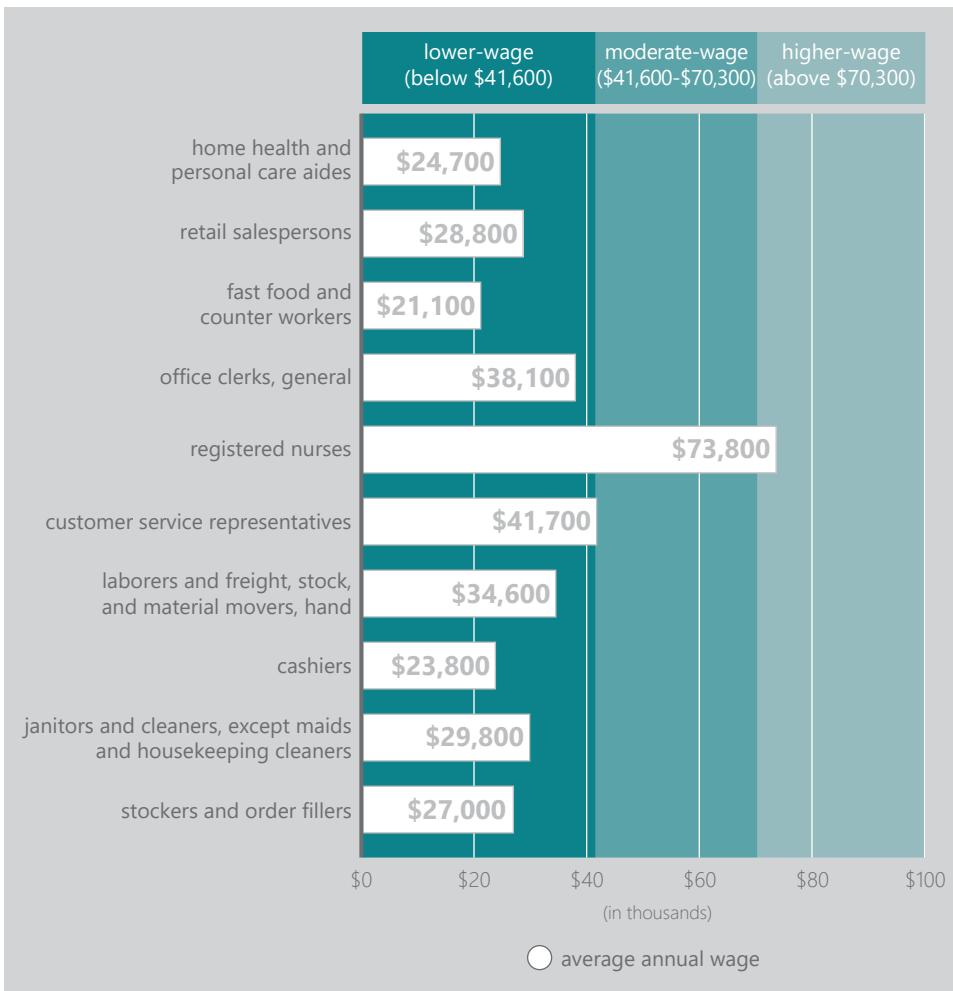
median household income by county: 2018



Source: U.S. Census Bureau American Community Survey and SEWRPC

Eight of the Region's ten largest occupations are considered lower-wage jobs, meaning they pay 80% or less (below \$41,600) than the Region's average annual wage per job of \$52,000. Customer service representative is the only moderate-wage job, which means it pays between 80 and 135% (\$41,600-\$70,300) of the Region's average annual wage per job. Registered nurse is the only occupation in the Region's ten largest that is considered a higher-wage job meaning it pays 135% or more (above \$70,300) than the Region's average annual wage per job.

the region's 10 largest occupations and their average annual wage: 2018



Source: EMSI, U.S. Bureau of Labor Statistics and SEWRPC

areas of economic distress

For purposes of its grant programs, EDA identifies counties and census tracts in economic distress based on unemployment rate and per capita income. Counties or census tracts are considered economically distressed if they have an average 24-month unemployment rate above the U.S. average by one percentage point or more or an average annual per capita income level at or below 80% of the U.S. average. The national unemployment rate during the period 2015-2019 was 5.3%. The national average annual per capita income level was \$34,103. In 2019, a total of 221 census tracts, or 42% of census tracts in the Region, met EDA economic distress criteria. Of these, 178, or 81%, have a minority population higher than the regional average of 31.2%. This concentration of high unemployment and lower income levels predominantly in communities of color is inextricably linked to the concentration of poverty among people of color described previously in the CEDS. These distressed census tracts are where the impacts of the Region's segregation and racial disparities are most prominent, with people of color facing a disproportionate struggle compared to white residents. Lack of transportation to jobs and job training and high incarceration rates among African-American males in many of these census tracts further exacerbate these issues.

Opportunity Zones are a federal economic development tool that incentivizes investment in designated low-income census tracts by providing investors favorable treatment on capital gains taxes. Opportunity Zones were designated by States and certified by the U.S. Treasury Department in 2018, with certification remaining in effect until the end of 2028. There are 46 certified Opportunity Zones in the Region, with 37 of those located in Milwaukee County. Most Opportunity Zones are located within areas that are also considered economically distressed. By establishing a clear vision for the future, identifying assets and challenges, and engaging stakeholders, the CEDS can help the Region attract greater Opportunity Zone investment.

areas of economic distress and opportunity zones

opportunity zones



census tracts identified as opportunity zones in 2018



number of opportunity zones per county

areas of economic distress

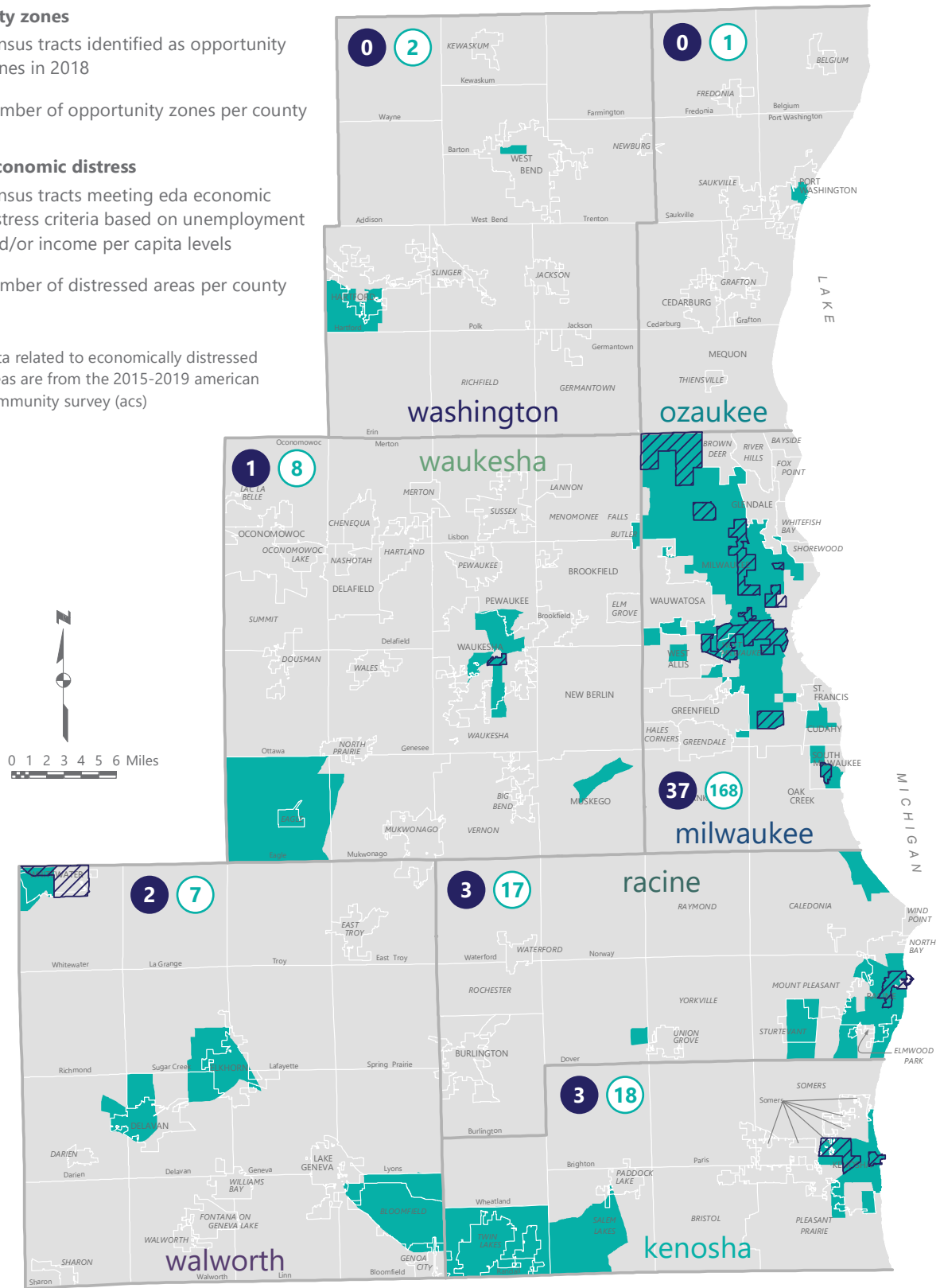


census tracts meeting economic distress criteria based on unemployment and/or income per capita levels



number of distressed areas per county

note: data related to economically distressed areas are from the 2015-2019 American Community Survey (ACS)



Source: U.S. Census Bureau American Community Survey, U.S. Department of the Treasury, and SEWRPC

areas of economic distress

conclusions

This part of the CEDS summarized information regarding the existing population, housing, environment, resources, infrastructure, and economy and provided projections for select elements to inform strategies to address the conditions within the Region. Key conclusions that can be drawn from the information follow.

population

- › Historically, the Region has experienced substantially slower population growth than Wisconsin and the Nation, which can result in a shortage of workers to fill jobs.
- › The share of population within the Region has shifted for decades, with Milwaukee County's share declining and other counties increasing, especially Waukesha. Milwaukee County's population appears to have recently stabilized, with significant recent development activity in a number of areas within the County, although population decline has continued in some parts of the County.
- › The Region's population is projected to increase 18% by 2050, from 2.04 to 2.42 million, with growth varying by county.
- › The aging population of the Region, coupled with population growing slower than jobs, will require an in-migration of replacement workers to remain competitive and grow the economy.

education

- › The Region has relatively high educational attainment and has seen an overall improvement in the past decade. However, educational attainment varies greatly by county, and geographic and racial disparities, particularly impacting lower-income students in the Region's central cities, present a major workforce challenge.
- › In addition, there is a need to better align education and workforce training with the needs of employers, particularly in the manufacturing sector, which will require identifying occupations or workforce skills vital to the Region's economic growth strategy and providing suitable training programs.

race/ethnicity

- › Though people of color have strong roots in Southeastern Wisconsin and the Region is becoming increasingly diverse, poverty in the Region is highly concentrated in areas where most people of color reside and the Milwaukee metro area ranks among the most segregated metro areas in the nation.
- › Milwaukee metro area disparities in terms of educational attainment, personal income levels, and poverty rates between whites and people of color are also far more pronounced than the disparities in almost all other metro areas in the country. Whites are 4.5 times more likely to have a high school diploma and twice as likely to have a bachelor's or higher degree than people of color. Whites also earn over twice as much as people of color and people of color are five times more likely to be living in poverty. Black and Hispanic workers are also less likely to hold management-level positions.

- › Disparities in poverty, income, and education rates have also translated into disparities in health-related metrics for people of color in the Region.
- › For the Region to succeed, it is critical that strategies address the socioeconomic inequities faced by people of color.

housing

- › Housing affordability is a major obstacle faced by many communities within the Region as more than half of renters pay more than 30% of their income for housing compared to less than a quarter of owners.
- › A shortage of affordable housing near job concentrations outside the Region's central cities makes it more difficult for businesses to attract or retain workers, which limits economic productivity.

climate

- › Southeastern Wisconsin experiences markedly different seasons and a large range in annual temperature.
- › Extreme variations in temperature and precipitation can be particularly impactful to the economy, and in recent years the Region has experienced record high temperatures and an increase in intense rainfall events. These events can result in increased flooding, especially flash flooding, which occurs very quickly and can put lives in danger and cause millions of dollars in property damage.

natural and other resources

- › The Region's water resources, including over 100 major lakes and nearly 80 miles of Lake Michigan shoreline, provide recreational and economic development opportunities.
- › The Region's best remaining natural resources, such as wetlands, woodlands, surface water, and wildlife habitat, are being preserved, with almost a quarter of the Region under some sort of environmental delineation.
- › Agriculture is a significant contributor to the Region's economy, but agricultural land and the number of farm operations continue to decline.
- › Tourism and cultural resources are integral facets of the economy as visitors spend over \$4 billion annually and 10% of the Region's jobs are in the Leisure and Hospitality sector. Major parks and natural amenities are found throughout the Region, highlighted by Lake Michigan and the Kettle Moraine, providing recreational activities such as golf, camping, fishing, and trail hiking to both residents and visitors.

conclusions

infrastructure

- › Much of the Region's population is served by both public water and sewer and reliable electric and natural gas utilities at a moderate cost.
- › A vast majority of the Region has access to high-speed broadband, but there is a need to expand speed and availability in rural areas and increase access and affordability in urban areas.
- › The street and highway system performs well compared to peer metro areas across the country; a major challenge lies ahead in identifying adequate future funding for new construction, reconstruction, and maintenance projects. Another challenge, given an expected increase in the frequency of large storm events, is ensuring the system is resilient to flooding.
- › While MCTS currently provides more transit service per capita than many peer metro area transit systems, transit systems across the Region face a daunting funding shortfall and challenges associated with maintaining ongoing operations, connecting residents to jobs in neighboring counties, and declining ridership levels.
- › The Region's extensive bicycle network complements the park systems in providing attractive outdoor recreation activities.
- › Milwaukee Mitchell International Airport, Port Milwaukee, and the railways round out a multimodal transportation system that supports moving passengers and freight into and out of the Region. Proximity to Chicago's O'Hare International Airport is also an important asset.

employment

- › The largest concentrations of jobs in the Region are in Milwaukee and Waukesha Counties. Employment as a whole has been increasing at a slower rate than in most regions of comparable size in the U.S.
- › Similar to population, Milwaukee County's share of jobs has declined while Waukesha County's share has increased significantly and the shares in Ozaukee, Walworth, and Washington Counties have also increased.
- › The Region's employment is projected to increase 9% by 2050, from 1.31 to 1.42 million, with growth varying by county.

unemployment

- › Unemployment in the Region is comparable to the State and Nation but there are major disparities in unemployment rate by race and ethnicity. In Milwaukee County, the Hispanic population faces an unemployment rate double that of the white population while the Black population faces an unemployment rate nearly triple that of the white population.
- › Initial impacts of the COVID-19 pandemic resulted in April 2020 unemployment rates in every county more than tripling their 2019 annual averages. Unemployment rates in the Region have been decreasing since their April peak but remain higher than in 2019, particularly in Milwaukee County, and the long-term economic impacts of the pandemic remain unknown.

industry breakdown

- › The regional economy has continued a long-term shift from manufacturing jobs to service jobs, but the manufacturing sector remains a significant source of jobs compared to peer regions.
- › The healthcare/social assistance, educational services, and accommodation/food services industries are projected to experience the greatest growth over the next decade.
- › Based on the industries with the highest location quotients, meaning the Region has a larger share of jobs in these industries compared to the Nation, the Region has a significant competitive advantage in many advanced manufacturing sectors.

innovation and entrepreneurship

- › The shares of the Milwaukee metro area's working-age population employed as scientists and engineers, in technology-powered occupations, and in occupations that typically require at least a bachelor's degree are higher than those of most peer metros and the U.S. average.
- › The Milwaukee metro area has performed poorly relative to its peers in measures of entrepreneurship such as small business activity, minority business ownership, venture capital investment per capita, and ratio of business births to deaths.

income and wages

- › The Region's median household income of \$61,365 is comparable to the State and Nation but is highly variable throughout the Region.
- › Incomes in the Region also vary widely by race and ethnicity. The median income for white households (\$71,332) is 1.5 times higher than Hispanic households (\$46,337) and nearly 2.5 times higher than Black households (\$29,627).
- › Eight of the ten largest occupations in the Region are considered lower-wage jobs (below \$41,600), meaning they pay 80% or less than the Region's annual average wage per job (\$52,000).

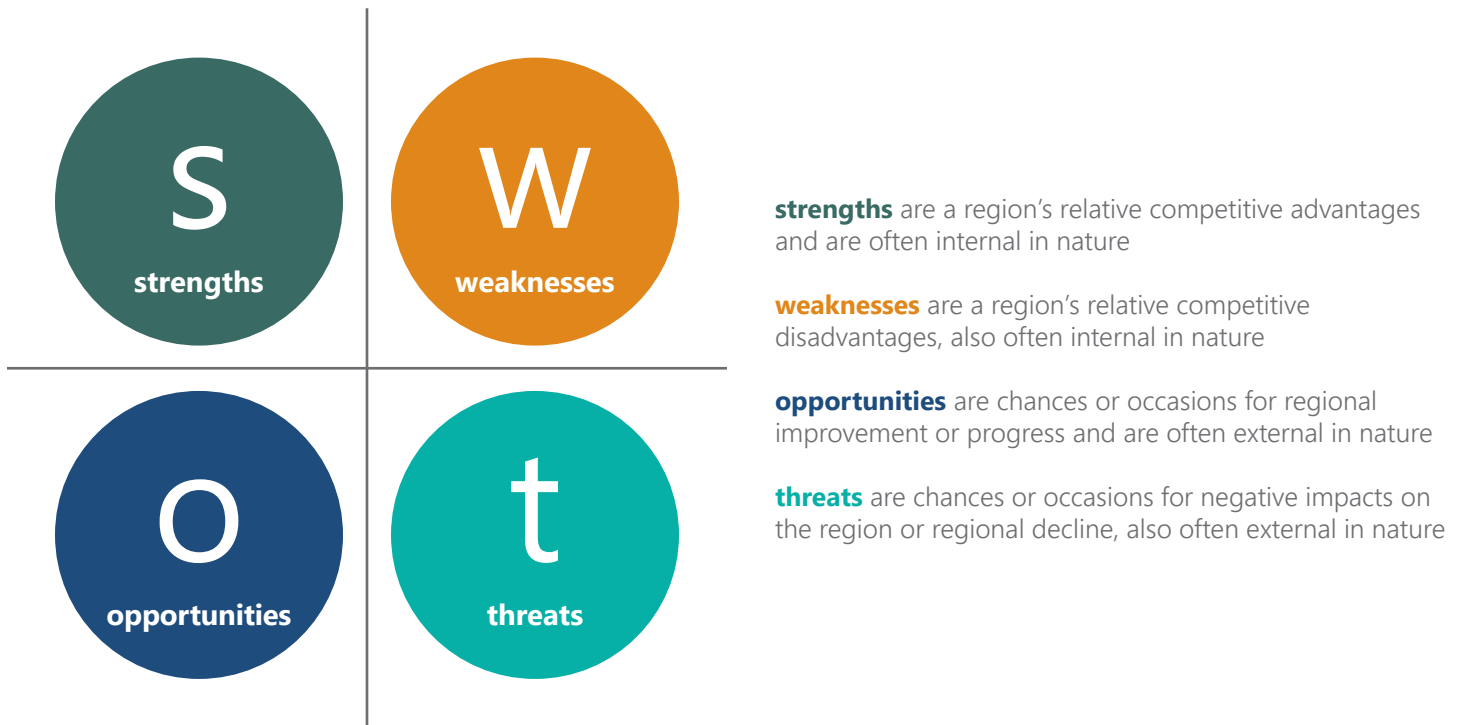
economic distress and opportunity zones

- › A vast majority of the census tracts identified by EDA as being in economic distress (81%) have a minority population above the regional average of 30.9%. This further demonstrates that high unemployment, lower income levels, and poverty are concentrated in communities of color.
- › Most of the Region's Opportunity Zones, which are a federal economic development tool that incentivizes investment in designated low-income census tracts, are located in areas that are also considered economically distressed.

swot analysis

overview

A Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis is a strategic tool used to ensure that there is a clear objective informed by a comprehensive understanding of a region's capabilities and capacity. A SWOT analysis identifies a region's competitive advantages as well as internal or external factors that can keep a region from realizing its potential. SWOT analysis elements are commonly defined as:



In October 2020, M7 and SEWRPC held a virtual stakeholder meeting, during which an interactive SWOT exercise was conducted. An online SWOT survey was also made available to those unable to attend the virtual stakeholder meeting. Participants were first asked to review the SWOTs provided in the 2015-2020 CEDS and indicate whether they agreed that they are still SWOTs. Participants were then asked to provide additional SWOTs they feel apply to the Region. A total of 74 stakeholders participated in the SWOT exercise or SWOT survey. The responses received through the SWOT exercise and SWOT survey, combined with input from M7, the REP, and SEWRPC, were used to inform the SWOT analysis.

This section provides a summary of the Region's SWOT analysis which, along with the Summary Background information, was used to develop the strategic direction of the CEDS. A full list of the comments suggesting additional SWOTs that were received through the virtual meeting and online survey is provided in Appendix B.



strengths

are a region's relative competitive advantages and are often internal in nature

- › Strong university and technical college systems
- › Good regional and international airport access within 2-hour radius of Region (Milwaukee Mitchell and O'Hare)
- › Strong clusters in energy, power, and controls; water technology; food and beverage manufacturing; electronics manufacturing; tourism and hospitality; financial and insurance services; headquarters and business services; medical technology, bioscience, health services, and pharmaceuticals; and aerospace and aeronautics
- › Leading manufacturing region in the U.S. with robust university research and engineering programs, technological advantages, and a high concentration of manufacturing employees across various skill levels
- › Availability of utilities at a moderate cost (electricity, natural gas, and water)
- › Numerous major corporate headquarters across several industries
- › Lower-cost industrial real estate than many other U.S. regions
- › Access to natural and cultural resources that improve quality of life
- › Abundance of tourist attractions
- › Lower cost of living compared to larger regions
- › Access to Lake Michigan for water supply, recreation, and transportation (Port Milwaukee)
- › Absence of serious natural disaster risks such as hurricanes, wildfires, and earthquakes
- › Strong manufacturing sector supply chain network and value chain
- › Strong K-12 education in many parts of the Region
- › High concentration of talent employed in technology-powered occupations



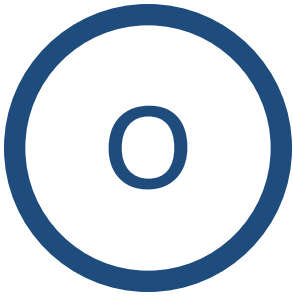


weaknesses

are a region's relative competitive disadvantages, also often internal in nature

- › Racial disparities in areas such as employment, income, educational attainment, transportation options, affordable housing options, and affordable access to broadband internet
- › High levels of racial/ethnic and economic segregation in the Region
- › Educational attainment, while relatively high overall, remains highly variable throughout the Region
- › The Region performs near or below average on many indicators of innovation and entrepreneurship
- › Higher taxes, and limited economic incentives, compared with many U.S. regions
- › Limited availability of large, shovel-ready industrial sites
- › Ability to exploit operating cost advantages compared to other U.S. regions
- › Policy differences that limit cooperation among the various communities in the Region
- › Lack of political will or support to invest in a regional transportation system
- › Over-dependence on property tax to fund local and state government
- › Inability to attract and retain skilled workers
- › Decrease in nonstop destinations served by Milwaukee Mitchell International Airport
- › Lack of affordable/workforce housing
- › Lack of dedicated funding to invest in aging public infrastructure

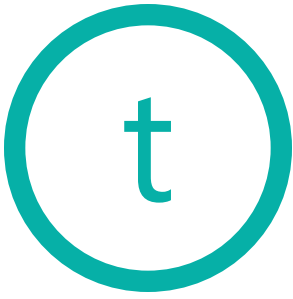




opportunities

are chances or occasions for regional improvement or progress and are often external in nature

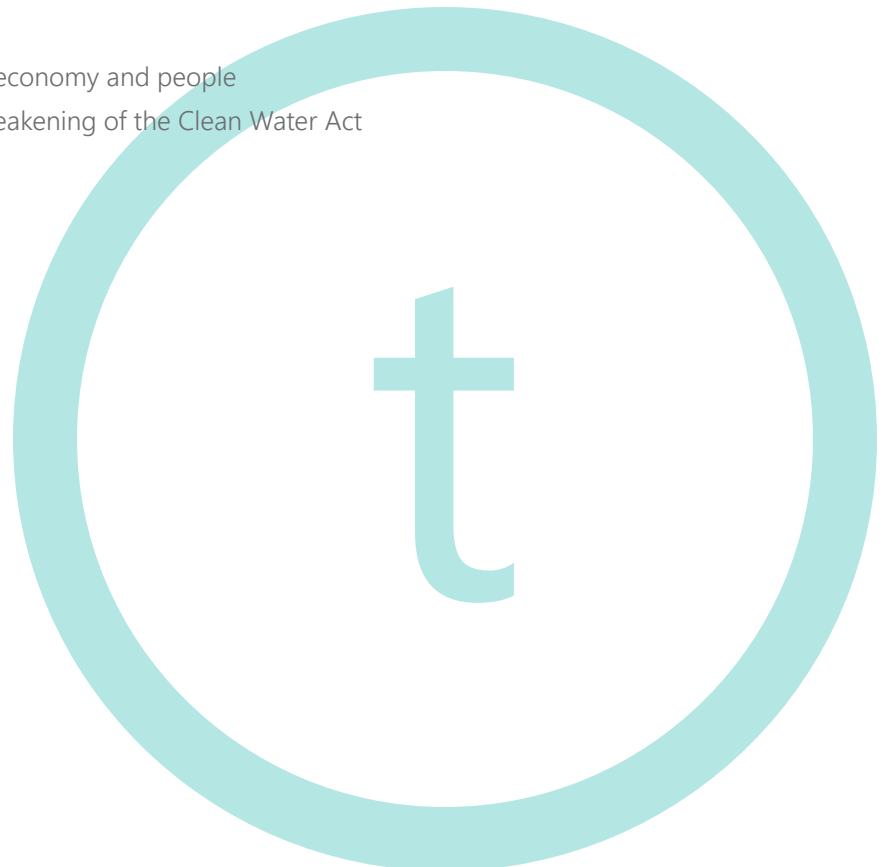
- › Enhance the capacity of small- and medium-sized manufacturers to adapt to ongoing rapid technological transformations
- › Continue cluster development in the energy, power, and controls; water technology; food and beverage manufacturing; electronics manufacturing; tourism and hospitality; financial and insurance services; headquarters and business services; medical technology, bioscience, health services, and pharmaceuticals; and aerospace and aeronautics sectors
- › Collaborate with inter-regional, regional, and state economic development organizations to more effectively promote the Region and align resources
- › Improve entrepreneurial climate through the continued growth of startup support organizations, programs, and resources
- › Grow venture capital programs for startup and early-stage companies
- › Increase foreign direct investment attraction efforts in Canada, Europe, Asia, and around the world
- › Expand Foreign Trade Zone (FTZ) and EB-5 Foreign Investment Zone programs
- › Capitalize on an increasingly widespread recognition of, and willingness to address, racial and ethnic disparities
- › Increase investment in programs fighting racial and economic disparities
- › Engage businesses in inclusion and equity issues
- › Increase investment in renewable and sustainable (Green) economy
- › Expand workforce by reducing discrimination, improving education, and retraining older workers
- › Pursue policies and government or corporate incentives to retain, attract, and train the workforce
- › Expand programs for upskilling, credentialing, and certifications for the current workforce
- › Expand career path exploration and skill development in high schools
- › Implement a regional transportation system
- › Invest in public infrastructure including parks, public transit, and broadband to make the Region more attractive to talent
- › Enhance medical research programs between universities, technical colleges, and high schools
- › Build on collaboration that occurred during the pandemic between public and private organizations
- › Strengthen regional collaboration with the Chicago and Madison areas
- › Redevelop underutilized or vacant retail (big box)
- › Leverage Port Milwaukee and improve intermodal transportation to access global markets
- › Support workforce housing developments across the Region
- › Re-shore industries whose production and supply chains were impacted by the COVID-19 pandemic



threats

are chances or occasions for negative impacts on the region or regional decline, also often external in nature

- > Impact of technological transformation on small- and medium-sized manufacturers
- > Aging population and workforce
- > Impact of the COVID-19 pandemic on the Region's economy
- > Disproportionate impact of COVID-19 on the workforce, particularly on women, people of color, and low-income populations
- > Manufacturing dependence
- > Talent shortage and misaligned workforce without the skills to meet the needs of employers, especially in the manufacturing sector
- > Brain drain of local college graduates
- > Other states and regions with stronger economic incentives and lower taxes
- > Excessive partisanship/division statewide
- > Inability to fund new long-term initiatives
- > Declining state and public funding for education and services
- > Substantial county and municipal budget deficits
- > Identity as a racially unfriendly region
- > Negative impacts of climate change on the economy and people
- > Reductions in federal protections and the weakening of the Clean Water Act



strategic
framework/
action plan

overview

The Strategic Framework/Action Plan for the 2021-2025 CEDS includes the economic development vision, goals, and strategies for the Region, as well as a set of action steps to achieve the vision and goals and implement the strategies. The Strategic Framework/Action Plan was informed by the Summary Background information, the results of the SWOT analysis, and input from regional stakeholders. They were also informed by *The M7 Framework for Economic Growth* (www.mke7.com/Framework), a metropolitan business plan for Southeastern Wisconsin that features a detailed analysis of the levers that drive the Region's economic growth, which are represented in the CEDS goals and strategies: innovation, human capital, infrastructure, industry clusters, and governance. *The Framework for Economic Growth* is continually refined based on changing economic conditions and new information, as most recently reflected in M7's *Prosperity 2025* campaign report (www.mke7.com/Prosperity2025), which has also informed the Strategic Framework/Action Plan of the CEDS. *Prosperity 2025* is the new five-year campaign of M7 and the Metropolitan Milwaukee Association of Commerce (MMAC) and is organized around the following three key pillars: Growth, Talent, and Livability. This Region-wide plan provides a cohesive vision that will help position metro Milwaukee as a region of choice for people, jobs, and investment. Lastly, some of the specific strategies and actions related to housing, land use, and transportation are derived from plans prepared by the Commission, most notably the Regional Housing Plan (www.sewrpc.org/housing) and VISION 2050 (www.vision2050sewis.org).

economic development vision

The economic development vision for Southeastern Wisconsin is to be a globally competitive region that fosters innovation, collaboration, sustainable prosperity, and a high quality of life for all.

prosperity 2025

Prosperity 2025 is an economic blueprint of the MMAC and M7 to drive the Milwaukee Region forward, focused on the key pillars of Growth, Talent and Livability. www.mke7.com/prosperity2025

plan spotlight



vision 2050: a long-range land use and transportation plan

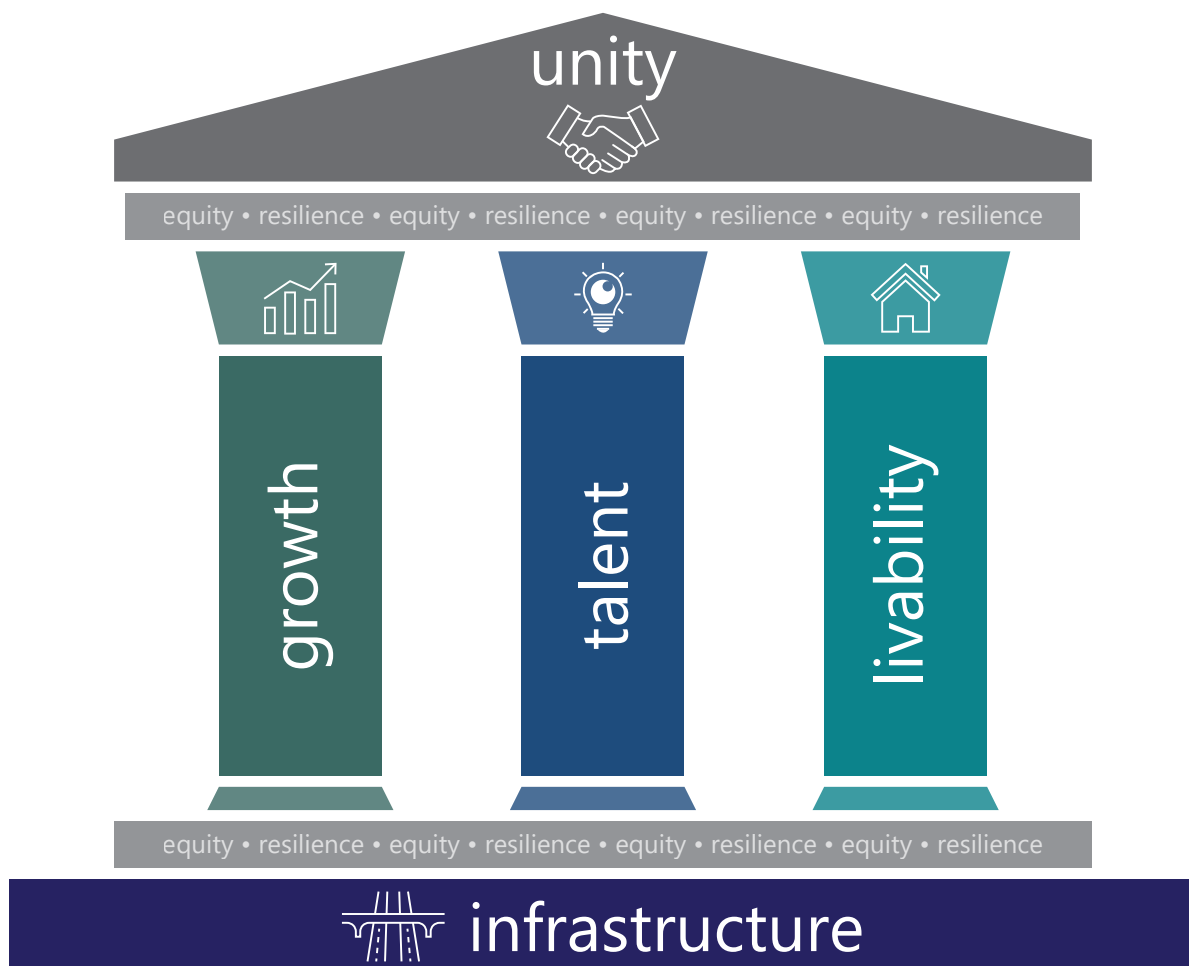
VISION 2050 is the Region's long-range land use and transportation plan, prepared by SEWRPC. It makes numerous recommendations to shape and guide land use development and transportation improvement, providing additional detail to many of the land use and transportation actions included in the CEDS. Importantly, it also identifies ways to address issues related to transportation funding and equity. www.vision2050sewis.org

plan spotlight

goals, strategies, and actions

The goals presented in this section are broad regional intentions or expectations that build upon the economic development vision, while the strategies lay out the overarching plan or approach to achieve the goals. The actions present more specific steps to be undertaken under each strategy.

The Strategic Framework/Action Plan is organized around five goals, each featuring a set of underlying strategies and actions. As depicted in the following graphic, the overarching first goal is to unify the Region around a comprehensive approach to economic development based on the three key pillars of Growth, Talent, and Livability, all supported through the provision of a modern, efficient regional infrastructure. However, many elements of these goals, strategies, and actions are inter-related and their impacts can cross over the various established categories. In particular, the issues of economic resilience and equitable access to jobs and other opportunities are integral to the Region's economy and are addressed through multiple CEDS goals and strategies rather than being addressed in individual goals, to emphasize how resilience and equity permeate the economy and are integral to successfully growing the economy.



economic resilience

A significant factor in the Region's economic prosperity is its resilience, or ability to prevent, withstand, and quickly recover from major disruptions to its economic base and adapt to changing internal or external economic conditions. Improving the Region's economic resilience underlies all of the CEDS goals, strategies, and actions by seeking to:

- › Bolster the Region's economic diversity
- › Enhance the ability of the Region's industries and workforce to adapt to technological shifts brought on by advances such as automation and artificial intelligence
- › Promote attractive and sustainable development
- › Ensure the provision of reliable and durable infrastructure that meets the future needs of businesses and residents
- › Enable active and regular communication among the various stakeholders in the Region

The emergence of the COVID-19 pandemic in 2020 and its significant disruption of the global, national, and local economies further emphasizes the importance of a resilient economy as the Region addresses the challenges of curbing the effects of the pandemic, facilitating economic recovery, and adapting to an altered economic environment. Restrictions on public contact have been particularly harmful to certain businesses and industries and have drastically changed others as telecommuting, remote learning, online shopping and home delivery, and other virtual methods of communication and commerce have increasingly become part of everyday life. Addressing the impacts of the pandemic and ensuring that businesses are connected to local, state, and federal assistance programs has become a top economic development priority in the Region and will likely remain so over the 5-year CEDS timeline.

mmsd resilience plan

MMSD's Resilience Plan was a collaborative effort between over 50 stakeholders to identify risks to the Milwaukee metro area and actions that can be taken to reduce those risks. Driven by climate change and urbanization, the risks and actions address social, environmental, and economic challenges. www.mmsd.com/about-us/news/mmsd-2019-resilience-plan

plan spotlight

hazard mitigation plans

Hazard mitigation planning contributes to the Region's economic resilience by proactively assessing risks posed by natural and man-made hazards and forming long-term strategies to reduce damages to people, property, infrastructure, and the economy these hazards may cause. State and county governments are required to develop hazard mitigation plans to be eligible for certain types of disaster assistance. Each county in the Region has prepared a hazard mitigation plan, with SEWRPC preparing plans for Kenosha, Ozaukee, Racine, and Washington Counties, as well as for the City of Milwaukee. www.sewrpc.org/hazard-mitigation

plan spotlight



equity

Equitable access to economic opportunity is essential to a prosperous, resilient regional economy and the Region has had persistent racial and economic segregation influenced over many years by both unintended consequences and deliberate actions and policies. The need to address racial disparities and discrimination is as urgent as ever. As demonstrated previously in the CEDS, the Region has performed poorly on this front when compared to other major metro areas, with people of color, particularly African American and Hispanic populations, experiencing among the greatest economic disparities in the nation. The disproportionate struggle facing people of color is exacerbated by a multitude of factors and the COVID-19 pandemic has only intensified long-standing disparities. Disparities in the Milwaukee metro area in terms of educational attainment, income levels, and poverty rates between whites and people of color are far more pronounced than in almost all other metro areas in the country. People of color on average earn less than half as much as whites and are four times more likely to be living in poverty. They also tend to experience poorer health outcomes, lower levels of home and business ownership, and higher rates of crime and incarceration. From an economic development standpoint, income disparity for people of color creates a workforce poorly equipped for the modern economy, dampens regional job growth, decreases worker productivity, and diminishes the local and State tax base. The CEDS brings attention to the importance and urgency of confronting the Region's equity issues and recognizes that, for the Region to succeed, the socioeconomic inequities faced by people of color must be addressed.

The following previews the strategies and actions under each goal in the Action Plan that should be prioritized to reduce racial disparities and move towards a more equitable region (see Appendix D for a more detailed evaluation):

- > **Goal 1 (Unity):** Uniting Southeastern Wisconsin under a shared vision will require collaboration on many levels, applying an equity lens throughout the economic development process, and ensuring people of color have a seat at the decision-making table. This goal includes ways to give people of diverse backgrounds and marginalized populations a voice in economic development decisions and identifies how economic development agendas should be aligned under the mindset that victories for equity are victories for everyone.
- > **Goal 2 (Growth):** We have opportunities to grow the economy, which means fostering innovation but also means everyone reaps the benefits as we grow. Beyond ways to diversify input, this goal focuses on cultivating opportunities for ethnically diverse businesses; making access to training, jobs, and hiring more equitable; aligning regional diversity, equity, and inclusion efforts to provide more opportunities to our communities of color; and expanding access and opportunity for entrepreneurs of color and business ownership in low-income communities.
- > **Goal 3 (Talent):** We have a lot of talent but need to better align the skills of the workforce with employer needs. This goal involves getting more of our central city residents and people of color into the labor force and providing more opportunities for advancement. This can be achieved through closing K-12 education gaps, capitalizing on workforce development efforts, and making post-high school education achievable for underrepresented student populations. It also involves helping “nontraditional” workers, who are disproportionately of color, to overcome barriers to sustainable employment with room to advance.
- > **Goal 4 (Livability):** A prosperous region is one that is attractive, safe, and healthy, continuously building on its strengths and tackling its challenges. This goal specifically calls for remedying persistent racial and economic segregation and addressing long-standing racial disparities. Some of the many policies and initiatives to accomplish this include pursuing catalytic investments in economically distressed areas, breaking down barriers preventing people of color from moving into suburban communities, ensuring affordable housing options and fair housing practices, and increasing the odds for low-income students to get a quality education.
- > **Goal 5 (Infrastructure):** Quality infrastructure is important to a successful economy and needs to serve everyone’s needs. From an equity standpoint, three main infrastructure-related items stand out under this goal. Addressing a significant transit funding shortfall, significantly improving and expanding transit, and developing innovative transportation solutions will increase access to jobs and other opportunities for lower-income residents, who are disproportionately of color. Addressing a shortage of housing affordable to a variety of incomes near concentrations of jobs will improve access to higher-paying jobs for disadvantaged populations. And expanding access to affordable, high-speed internet for all residents, particularly low-income households, will help reduce the ‘digital divide’ in an increasingly digital world.

One of the primary benefits of the CEDS is making county/local governments and other organizations in the Region's EDA-defined economically distressed areas eligible for EDA grant programs. As the following map shows, over 80% of economically distressed areas are in census tracts where the minority population exceeds the regional average (31%). The Implementation section includes a list of economic development projects identified by county and local governments in the Region, many of which could be pursued by applying for EDA funding. Several projects would directly benefit people of color and many more could have indirect benefits. It is also important to recognize that they are not all-inclusive of the potential impact the CEDS could have on improving equity in the Region. While not constituting projects, the many equity-focused strategies and actions represent ways the Region can work together to overcome the disparities and discrimination that have plagued its communities.

The need to apply an equity lens in pursuing the Region's economic development agenda is further supported nationally by EDA's Investment Priorities, which are listed in the Implementation section and include Equity as the top priority. The other priorities, including recovery and resilience, workforce development, and manufacturing, could also contribute to a more equitable economy in Southeastern Wisconsin. An adopted CEDS will allow county/local governments and organizations to pursue project grants that align with the investment priorities and benefit economically distressed communities, including projects that are already identified in the CEDS, and new project ideas that may help to reverse disparities and drive the Region toward a more equitable future.



Government fragmentation and disjointed approaches to economic development activities hamper growth potential in the Region. These conditions create a complicated and costly environment in which to do business and encourage intra-regional competition that results in sub-optimal outcomes for the Region. With seven counties and nearly 150 local governments, the Region faces a significant hurdle in developing a unified regional economic agenda. However, doing so could increase efficiency and decrease costs for government projects and programs as well as ensure equitable access to economic opportunity for all residents across the Region, regardless of race, gender, income, or location. To succeed, this approach must foster consistent collaboration among stakeholders at all levels throughout the Region, concentrating on the pillars of the Region’s economy: Growth, Talent, and Livability. Critical to this collaboration will be prioritizing diversity in stakeholder groups and input opportunities, making sure previously marginalized populations have a seat at the table and a voice in the decision making.

As the COVID-19 pandemic has shown, economic disruption can come suddenly and regions must be able to quickly adapt to changing economic conditions to ensure that businesses and, more importantly, people are given the support they need to maintain their livelihood. To maintain and enhance its competitiveness, the Region must build on its strengths and position itself to attract people, jobs, and investment. By developing an ongoing, iterative process that provides a deeper understanding of the underlying forces impacting the Region’s economy and anticipates future trends, the Region can make strategically sound investments to capitalize on its advantages, adapt to changing conditions, and support an inclusive, resilient, and prosperous economy.

goal 1

unite the region around a comprehensive, equitable, and ongoing economic development agenda built around the three pillars of growth, talent, and livability

STRATEGY 1.1: Leverage existing economic development initiatives to enhance regional cooperation and inter-jurisdictional collaboration for economic growth

Actions:

- › Cultivate coordination and collaboration between the Region's economic development entities, including local economic development organizations and county and local governments
- › Identify and leverage economic growth opportunities and connections across jurisdictions
- › Pursue joint discussions and efforts among all local governments in each county and between county and local governments across county lines on a regular basis
- › Expand existing cross-sector institutional structures to manage the regional economy
- › Strengthen civic engagement and create extensive, nimble networks that can adapt as necessary to address economic challenges and capture opportunities
- › Collaborate with the Wisconsin Economic Development Corporation (WEDC) and other State and national partners, including the U.S. Economic Development Administration (EDA) and Brookings Institution, to engage and share best practices
- › Perform and promote support services available to regional businesses

wisconsin tomorrow: building an economy for all

Wisconsin Tomorrow was developed by WEDC to identify the priorities for the State's post-pandemic economic recovery. Central to this strategy is the economic well-being of all residents, with a focus on financial stability; education; health; community infrastructure, including access to affordable housing and child care; and a clean environment.

www.wedc.org

plan spotlight

STRATEGY 1.2: Develop and implement a structured, regional process to continually analyze the economy and strategically adapt to evolving economic conditions

Actions:

- Create an ongoing economic development intelligence gathering apparatus for the Region
- Facilitate a comprehensive, ongoing economic landscape analysis for the Region, outlining the stakeholders, large scale trends, and key issues that will determine the Region's economic future
- Work with an expanded list of stakeholders to be part of the regional process, involving communities, sectors, and individuals that have not traditionally participated in these processes
- Create ongoing vehicles to facilitate communication between interested regional stakeholders and partners regarding the overall economic development system and agenda
- Apply a variety of future casting exercises, such as scenario analysis, to outline possible futures to use in planning processes
- Create an ongoing system to update and prioritize trends and issues among all of the partners
- Design a system of metrics and measurables that will assist regional leadership in assessing, managing, and maximizing results, as well as recalibrating regional economic development investment strategies

regional growth model initiative

This initiative being led by M7 will involve developing a data-driven economic model to project the effects of various growth variables and potential strategies and investments, including use of interactive dashboards.

project spotlight



As decisions are made during the economic development process, it is imperative that everyone's needs are considered and that diversity of input is a priority.

STRATEGY 1.3: Support public policy and processes that will foster achievement of the regional vision and goals to improve the Region's competitive standing

Actions:

- > Eliminate duplication and achieve a more cost-effective, efficient, and streamlined provision of government services
- > Promote predictable, efficient permitting processes in counties and communities throughout the Region
- > Increase the number of shovel-ready development sites in the Region and provide support and information to prospective companies considering relocation to the Region
- > Frequently update www.LocateInWisconsin.com to show available business and industrial parks, facilities, sites, and buildings
- > Expand access to capital as well as public and corporate development incentives available to the Region's businesses
- > Ensure state and local regulations and tax rates allow the Region to be competitive while considering the benefits and impacts to communities of color
- > Identify specific modifications to the State tax system to provide adequate revenue for city and county needs
- > Work with the Region's businesses to ensure they are well prepared for disasters
- > Drive efforts to enhance the Region's economic resilience, or ability to prevent, withstand, and recover from economic shocks such as the COVID-19 pandemic



With 7 counties and nearly 150 local governments, partners at all levels need to work together to help the Region grow and thrive.

STRATEGY 1.4: Align economic development agendas under the mindset that victories for equity are victories for everyone

Actions:

- › Continue to develop collaborations with organizations like the African American Leadership Alliance Milwaukee (AALAM), Hispanic Collaborative, and Ethnic & Diverse Business Coalition (EDBC), that seek to help people of color overcome barriers to succeeding in the Region's economy
- › Build on and expand efforts, including through SEWRPC's extensive outreach program, to generate lasting relationships with groups representing communities of color, low-income areas, people with disabilities, women's groups, and other traditionally underrepresented populations
- › Think regionally about public transit and forward-thinking transportation options to ensure equitable access to economic and other opportunities
- › Pursue strategic partnerships with internet service providers and communities to reduce the 'digital divide' and ensure low-income households have access to affordable, high-speed internet
- › Support initiatives to create equitable access to educational and workforce development opportunities
- › Work with local governments to reduce barriers to developing fair and affordable housing
- › Apply an equity lens to economic development projects across the Region to ensure marginalized populations receive benefits from investments

african american leadership alliance milwaukee

AALAM is a cross-sector network of African American leaders and allies dedicated to developing, supporting, and positioning Milwaukee's pool of African American talent. Founded in 2017, AALAM uses a system-wide approach to improve racial equity in Milwaukee, with a mission of making Milwaukee a global destination where all African Americans thrive and prosper. www.aalamilwaukee.org

partnership spotlight

hispanic collaborative

The Hispanic Collaborative is a direct outcome of community visioning by over 100 Hispanic community leaders in response to the Greater Milwaukee Foundation's 2016 Latino Study. Milwaukee ranks 39th for Hispanic Well Being compared to the 50 largest metro areas in the country. The Collaborative's goal is to improve outcomes for the Hispanic community and move Milwaukee into the top 10. www.mkehc.org

partnership spotlight



growth

Despite experiencing acute challenges in the face of significant global economic change, the Region continues its strong track record of economic stability, anchored by precision manufacturing, water technology, and corporate headquarters. Indeed, metro Milwaukee is one of only a handful of regions to remain a top-25 U.S. metro, defined by per capita income, for more than 40 years. To remain, and climb, in these rankings the Region needs to pursue projects that add high-value jobs by creating and expanding existing businesses and attracting new businesses to the Region, with a focus on specific industry clusters that offer competitive advantages in the global economy. Even during the COVID-19 pandemic, growth has continued, as a series of businesses continue to relocate to Southeastern Wisconsin. A concerted effort must be made to ensure an equitable approach to economic growth and that no group suffers disparate impacts from growth-focused initiatives.

As the global economy continues to undergo a shift toward more knowledge-intensive products, services, and processes, regional economic growth has become increasingly dependent on the capacity to foster innovation and adapt to pervasive technological transformation. The pace of change will continue to accelerate and it is imperative for the Region to competitively position itself over the next five years to seize on emerging growth opportunities. This will require a focused, data-driven process that anticipates trends and informs prudent, targeted investments to capitalize on changes impacting the Region's key industries. Additionally, the Region needs to continue to bolster its entrepreneurship ecosystem by enriching the array of technical support, funding, and other resources available to startups and minority entrepreneurs. Increasing the access to opportunities and diversity of individuals within these industries can stimulate the exchange of ideas and help to develop a more innovative and resilient economy.



The Region is home to 14 Fortune 1000 companies, ranking 9th per capita nationally.

goal 2

grow, expand, and attract businesses (growth)

STRATEGY 2.1: Create a comprehensive growth strategy, targeting specific areas of investment, based on an economic analysis of the causes, supports, and deterrents of economic growth

Actions:

- › Apply a wide variety of tools, methods, and frameworks to more deeply understand the various effects of economic productivity on growth so they can be translated into specific strategies and investments for the Region
- › Build out local and national networks and alliances to develop and implement the Region's overall growth strategy
- › Prioritize diversity in stakeholder groups and ensure equitable access to input opportunities to include voices from underrepresented and underserved communities
- › Develop a data-driven economic model for the Region to project the effects of various growth variables and potential strategies and investments, including use of supporting dashboards
- › Identify how the major ongoing technological changes will alter overall market demand for the Region's products and services and how to best position the Region in response
- › Apply a predictive intelligence and data-driven approach to identify key emerging technologies as well as possible clusters for the Region (such as embedded IIOT and mission critical cybersecurity)
- › Research how regional resiliency, as well as factors such as public health and the treatment of trauma, can translate into specific growth strategies for the Region
- › Analyze and develop implementable growth strategies to both counter the effects of, and take advantage of the opportunities made possible by, the COVID-19 pandemic

STRATEGY 2.2: Leverage regional and State assets to facilitate corporate retention, expansion, and attraction

Actions:

- › Complete corporate expansion and attraction projects that produce new jobs or retain existing jobs from corporations that sell goods and services outside the Region, at a wage that exceeds the regional median wage
- › Execute a regional corporate call program to gather intelligence on industry opportunities and threats
- › Work with local partners to inventory unique assets for attraction, expansion, and retention opportunities
- › Provide tools to help employers impacted by the COVID-19 pandemic navigate economic re-entry and recovery
- › Explore a new “competitive intelligence” model to better focus regional marketing strategies for corporate attraction prospects
- › Intensify outreach to attract foreign direct investment (FDI) from Canada, Europe, and around the world, and improve current lead generation efforts and FDI strategies
- › Partner with Milwaukee TechHub to promote the Region’s strength in IT and tech talent and expand business attraction efforts targeting tech companies
- › Develop partnerships and structures that will encourage local anchor businesses and institutions to provide more contract opportunities for minority and women-owned businesses
- › Work with minority-based chambers of commerce and related organizations to cultivate business opportunities for ethnically diverse businesses through advisory services, business development, advocacy, lending, business matchmaking, and networking

STRATEGY 2.3: Develop the Region’s overall crosscutting technology disciplines that are embedded in every sector of the economy and that are critical to our Region’s economic success in the new global digital economy

Actions:

- › Establish the crosscutting technology disciplines such as IT infrastructure, applications, and programming (defined as an agreed upon set of BLS codes) as a cluster, developing a comprehensive set of strategies to strengthen and grow the sector
- › Advance the digital transformation of key industries and sectors to speed adoption and to create increased demand for tech jobs in the Region
- › Focus on the specifically technology-powered industries, such as Fintech, Headquarters and Business Services, Information Technology, Medical Technology, Bioscience, Health Services, and Pharmaceuticals

ethnic & diverse business coalition (edbc)

The EDBC is a collaboration between organizations to build stronger ethnically diverse businesses who can compete in the global economy. One of EDBC’s member organizations is the Business Council, Inc., an affiliate of MMAC developed specifically to focus on cultivating relationships and business opportunities among MMAC’s ethnically diverse businesses and corporate members.

www.edbcwisconsin.org

partnership spotlight

milwaukee tech hub coalition (mke tech)

MKE TECH is a collaboration between companies, entrepreneurs, educators, community organizations, and other individuals invested in growing tech talent and innovation. The coalition’s goal is to double the tech workforce in Southeastern Wisconsin by 2025 to drive economic success, foster tech opportunities, and meet employers’ growing need for skilled tech talent.

www.mketech.org

partnership spotlight

STRATEGY 2.3 (continued)

- › Leverage critical initiatives focused on creating an environment that attracts and supports a vibrant community of tech talent, entrepreneurs, and businesses, including any image or identity campaigns
- › Coordinate this overall effort with initiatives to improve equitable access to training, jobs, and hiring, focusing on the technology disciplines

STRATEGY 2.4: Build on the Region's strength as a leading manufacturing center and an anchor of many international supply chains, growing this critical sector by improving the competitiveness and resilience of individual operations and supporting a vibrant manufacturing ecosystem

Actions:

- › Fortify and align critical Wisconsin manufacturing supply chains, including developing new capabilities that will re-shore supplies and products critical to domestic health and security
- › Accelerate adoption of new digital technologies in the manufacturing sector, particularly among small and medium-sized firms that make up a large portion of the sector
- › Drive the productivity of individual manufacturers through diverse entities and partnerships that can provide tailored help on critical issues over a sustained period
- › Work with the Higher Education Regional Alliance (HERA) to align regional training objectives around critical operational skills based on new technological developments and focus technical college expansions on these new skills
- › Connect relevant innovation efforts with local regional manufacturing operations to leverage local investments made at the Connected Systems Institute, The Data Science Institute, and other organizations, as well as with appropriate national and federal organizations
- › Align regional diversity, equity, and inclusion efforts to provide more opportunities to our communities of color and another source of trained workers to the Region's manufacturing sector

waukesha county technical college (wctc) integrated manufacturing center (imc)

The IMC focuses on expanding manufacturing, electronics, and automation programs at WCTC to build on the Region's advanced manufacturing strengths and prepare students for careers in the trades of the future.

project spotlight

STRATEGY 2.5: Capitalize on specific industry clusters that offer competitive strengths, assets, and supply chain advantages in the global economy and can be positioned for increased investment and growth from within and outside the Region (these clusters were introduced in the Summary Background section of the CEDS and are discussed in greater detail in Appendix E)

Actions:

- > **Energy, Power, and Controls Cluster:** Promote research and innovation in the cluster to further the development of clean energy technologies to drive an energy-independent future, and continue to position the Region as a global leader in robotics and automation technologies
- > **Water Technology Cluster:** Establish the Region as a global hub for water-related research and development, company formation, and human capital development
- > **Food and Beverage Manufacturing Cluster:** Enhance the growth of the cluster by focusing on the areas of industry leadership, talent, innovation, food safety, business development, and supply chain management
- > **Electronics Manufacturing Cluster:** Support the continued growth in the Region's electronics manufacturing cluster as ongoing digitalization of the modern economy drives demand across consumer markets and the business-to-business sector
- > **Tourism and Hospitality Cluster:** Support programs seeking to assist tourism and hospitality-based businesses in the Region withstand and recover from the impact that the COVID-19 pandemic has had on the industry and thrive in a post-COVID environment
- > **Other Clusters:** Support the growth and development of the following emerging regional clusters:
 - Finance and Insurance Services and Financial Technology (Fintech)
 - Headquarters and Business Services
 - Medical Technology, Bioscience, Health Services, and Pharmaceuticals
 - Aerospace and Aeronautics



The Region is a world hub of water technology, research, and policy. Over 120 water-related companies have operations located in the Region, including 5 of the 11 largest water firms in the world.

STRATEGY 2.6: Establish a dynamic, richly networked innovation and entrepreneurship ecosystem, building on nascent but fragmented activities

Actions:

- › Cultivate a densely networked, integrated, and dynamic ecosystem of regional actors driving innovation and entrepreneurship, eliminating gaps in the overall Innovation and Entrepreneurship ecosystems
- › Enrich the array of technical support, funding, and other resources (e.g., incubation facilities) available to emerging innovators and entrepreneurs in the Region’s high-potential clusters
- › Sharply increase the capital resources available to regional entrepreneurs, focusing on early-stage ventures as well as those in the fast-growth, scale-up stage of development
- › Align institutional R&D agendas with industry needs through industry-academic partnerships
- › Stimulate university technology transfer to bring more institutional R&D to market through commercialization in existing firms and spin-off of new companies
- › Enhance the technology transfer capacity of larger, established organizations that can quickly scale new technologies
- › Connect universities and early-stage technology businesses with the Center for Technology Commercialization to increase access to grants and funding for innovative pursuits
- › Expand the pipeline of startup ideas through inclusive education on tech entrepreneurship
- › Support, coordinate, and build out existing mentor programs to support local entrepreneurs
- › Create dense, mixed-use, well-connected districts, centered around particular technologies, innovation- and entrepreneurship-enabling facilities, and/or high-potential clusters
- › Enhance the visibility of entrepreneurial activity, encourage creative problem-solving, and elevate risk-taking as a cultural norm through competitions, hack-a-thons, and experiential learning

kenosha innovation neighborhood

This project in Kenosha’s central city focuses on fostering neighborhood opportunities in entrepreneurial development, education, workforce training, and job placement through connecting residents to opportunities in high-growth digital and STEM fields and redeveloping existing greenfield land into a mixed-use neighborhood.

project spotlight

STRATEGY 2.6 (continued)

- › Publicize the Region’s successes on a national level
- › Expand access and opportunity for entrepreneurs of color and business ownership in low-income communities and develop resources to help business owners understand and navigate the landscape of available business services
- › Support the efforts of organizations such as the African American Chamber of Commerce of Wisconsin (AACCW), Hispanic Chamber of Commerce of Wisconsin (HCCW), Hmong Wisconsin Chamber of Commerce (HWCC), and Wisconsin Women’s Business Initiative Corporation (WWBIC) to expand access to affordable capital for entrepreneurs of color and women to fill gaps in traditional capital markets, through programs such as KIVA micro lending and revolving loan funds

STRATEGY 2.7: Increase the export capacity and capability of the Region’s firms, focusing on small- and medium-sized enterprises

Actions:

- › Improve alignment of regional resources around exporting
- › Support small- and mid-sized firms in developing export strategies and plans
- › Leverage large firms as catalysts to mentor smaller companies in exporting
- › Explore opportunities for expanding service exports—establish a baseline model
- › Pursue export policy as a critical success factor in regional development



talent

Perhaps the most critical factor for increasing the productivity, and therefore overall growth prospects, of the Region’s clusters is to upgrade and better align the skills of the workforce with the occupations that are and will be demanded by employers. Increasing the number and type of “on-ramps” to labor force participation and articulating paths to upward mobility, particularly for the Region’s central city residents and people of color, will ensure equitable access to economic opportunity and enhance economic growth by more effectively deploying the Region’s full spectrum of human capital assets. Recent efforts by MMAC and M7 to maximize talent supply and skills alignment have focused on developing innovative, collaborative approaches tailored around four distinct talent pools:

- > **Current Workforce:** A comprehensive approach to reskilling and upskilling those who are already employed is likely to be a—and perhaps “the”—main point of differentiation between U.S. regions whose fortunes rise and fall in the new economy
- > **Educational Pipeline:** In addition to increasing the educational attainment of the Region’s students, greater awareness, development, and alignment of the specific skills needed by employers is crucial to ensuring a qualified regional workforce
- > **Untapped Potential:** Enabling employment of those who have typically experienced barriers to workforce participation, such as non-high school graduates, those who were formerly incarcerated, and single female leads of household, has emerged as a key component of regional workforce development efforts, including MMAC and M7’s Region of Choice initiative (www.mmac.org/roc)
- > **Out of Market:** Faced with the challenges of slow population growth and an aging workforce, the Region needs to attract talent from outside the Region to meet future workforce needs

goal 3

ensure a qualified workforce that meets the future needs of employers (talent)

STRATEGY 3.1: Ensure the skills of the Region's Current Workforce meet the needs of employers

Actions:

- › Develop inclusive, collaborative, employer-led partnerships to improve talent development
- › Advance skills development in the existing regional workforce
- › Prioritize building a resilient workforce that is better prepared to shift between jobs and industries
- › Articulate cluster-specific career pathways and create certification and credentialing programs to enable more robust firm-worker matching and upward career mobility for low- and middle-skill workers
- › Identify opportunities for rapid, nimble reskilling solutions tied closely to high-demand job openings
- › Expand regional career pathway initiatives to better connect the existing workforce and adults in career transition to targeted career pathway training and employment opportunities
- › Promote high-growth, high-potential careers and up/reskilling opportunities to students, jobseekers, and individuals seeking greater economic opportunity across the Region

STRATEGY 3.2: Actively align the efforts of the Region's Educational Pipeline with the needs of employers

Actions:

- › Fund, operationalize, and expand HERA, investing in strategies centered on three key outcomes: raise the Region's college completion rate; increase program innovation, growth, and alignment with demand; and better connect employers with the talent coming out of the colleges
- › Close the equity gap in higher education between white students and students of color through initiatives such as the Moon Shot for Equity, for which MATC, UW-Milwaukee, Carthage College, and UW-Parkside formed the nation's first consortium
- › Ensure a pipeline of talented educators and school leaders into the Region's K-12 education institutions, especially in high-poverty school districts
- › Support initiatives to close achievement gaps in K-12 education
- › Identify and project the "skills of the future" to enable long-term planning

reskill mke

ReSkill MKE is a collaboration between the Milwaukee Tech Hub Coalition (MKE TECH), UW-Milwaukee, Milwaukee Area Technical College (MATC), and several private-sector employers that provides access to resources and information to help the Region's workforce and employers develop the work skills needed in a technology-driven work environment. www.reskillmke.net

partnership spotlight

higher education regional alliance (hera)

HERA is a collaboration between 18 public and private universities and colleges and other partner organizations dedicated to closing achievement gaps and educating students to create a workforce that meets the future needs of the Region's industries. www.herawisconsin.org

partnership spotlight

STRATEGY 3.2 (continued)

- › Capitalize on local workforce development efforts of area technical colleges that serve low-income students and students of color, such as Milwaukee Area Technical College's Workforce Solutions program and Gateway Technical College's Business and Workforce Solutions team
- › Cultivate the direct-to-employment pipeline, develop ongoing partnerships with schools and universities (like the M7 Talent Partnership), and promote career awareness
- › Work toward a State-endorsed model for regional talent intermediaries that connect middle schools, high schools, technical colleges, higher education institutions, and in-demand skills providers with businesses in key growth sectors
- › Develop regional programming that targets key industry skills gaps with a focus on connecting early career exposure experiences with higher-impact experiences like job shadows, internships, teacher externships, and youth apprenticeships
- › Develop initiatives, including internships, to encourage students at regional higher education institutions to begin their careers in Southeastern Wisconsin
- › Support programs focused on college enrollment and completion, particularly those focused on underrepresented students of color, other historically underserved populations, and first-generation students
- › Provide corporate support for postsecondary skills development programs, like UW-Milwaukee's TechEd Frontiers, that meet market demand for emerging skills and provide industry-recognized, marketable credentials

gateway technical college business and workforce solutions

This program focuses on enhancing business proficiency and expanding workforce skills through specific training in fields including technology, leadership and project management, manufacturing and construction, design and fabrication, and trades.
www.gtc.edu/business-and-workforce-solutions

program spotlight



The Region is home to nine technical college campuses, five public universities and colleges, eight private universities and colleges, and three private technical and professional colleges with over 171,000 total enrolled students.

STRATEGY 3.3: Increase the velocity of money throughout the Region by fostering greater employment of the Region's nontraditional, or Untapped Potential, talent pool

Actions:

- › Develop the work skills of nontraditional talent pools, or populations that have experienced barriers to workforce participation, such as non-high school graduates, those who have been through the criminal justice system, and single female heads of households
- › Promote resources to support employers that hire from nontraditional talent pools, which are disproportionately people of color
- › Work with community-based initiatives – like the United Way's Reducing Barriers to Employment task force and the Milwaukee Re-entry Network – to prepare and place disenfranchised individuals into sustainable jobs with opportunities for upward mobility
- › Expand regional career pathway initiatives to better connect "opportunity youth" (up to age 24) and those currently unemployed to targeted career pathway training and employment opportunities

STRATEGY 3.4: Attract Out of Market talent, including remote workers, to the Region

Actions:

- › Intensify efforts to attract talented workers from outside the Region
- › Develop resources to support employers recruiting from outside the Region to communicate the value proposition of living and working in the Region
- › Support employer-led consortia to develop collaborative solutions that increase the pool of qualified candidates for high-demand, hard-to-fill roles
- › Develop a strategy to attract remote workers to move to the Region, including possible financial or tax incentives, direct marketing to alumni of Wisconsin universities, and facilitating opportunities for social connectivity for those relocating

century city/30th street corridor

Efforts in this important corridor in Milwaukee's central city focus on supporting workforce development and entrepreneurship through redeveloping existing buildings, improving road, rail, and telecommunications infrastructure, developing a new greenway, and constructing new Advanced Manufacturing Training and Energy Innovation Centers. www.thecorridor-mke.org

project spotlight

washington county workforce attraction net promoter score (nps) tool

The County's development corporation (EDWC) created this novel application of NPS to leverage the existing workforce as a means for attracting new workers to a company or community. At its core, the approach gauges to what extent the existing workforce is messaging opportunity to others and what it will take for them to bring peers to the company or community as a place of choice. In so doing, the tool plugs any "leaks in the barrel" pulling workers away, uncovers root causes underlying barriers to attraction, and prioritizes individually targeted tactics for growing and further engaging the workforce. EDWC has successfully deployed this approach at both company and community levels; yet the tool has far greater impact potential via broader countywide and regional deployment.

project spotlight

STRATEGY 3.5: Continue and expand efforts to engage businesses to position Southeastern Wisconsin as a region of choice for diverse talent

Actions:

- › Increase the number of employers pledging to participate in the Region of Choice initiative launched by MMAC and M7
- › Continually track progress toward achieving the Region of Choice goals of increasing African American and Hispanic employment by 15%, and management-level employment by 25%, by 2025
- › Build resources that help employers improve their approach to recruiting, retaining, and advancing a diverse workforce
- › Facilitate business community peer group exchanges to more rapidly scale best practices in creating a more inclusive workplace culture welcoming to people of all races and ethnicities
- › Use the collective power of young professional groups in the Region to partner on events that bridge social divides and amplify the voices of their members to shape the Region's future
- › Work with companies to eradicate discrimination in hiring practices and in the workplace

STRATEGY 3.6: Align workforce development with growth opportunities in targeted, high-potential industry clusters and sectors through employer-led sector collaborations

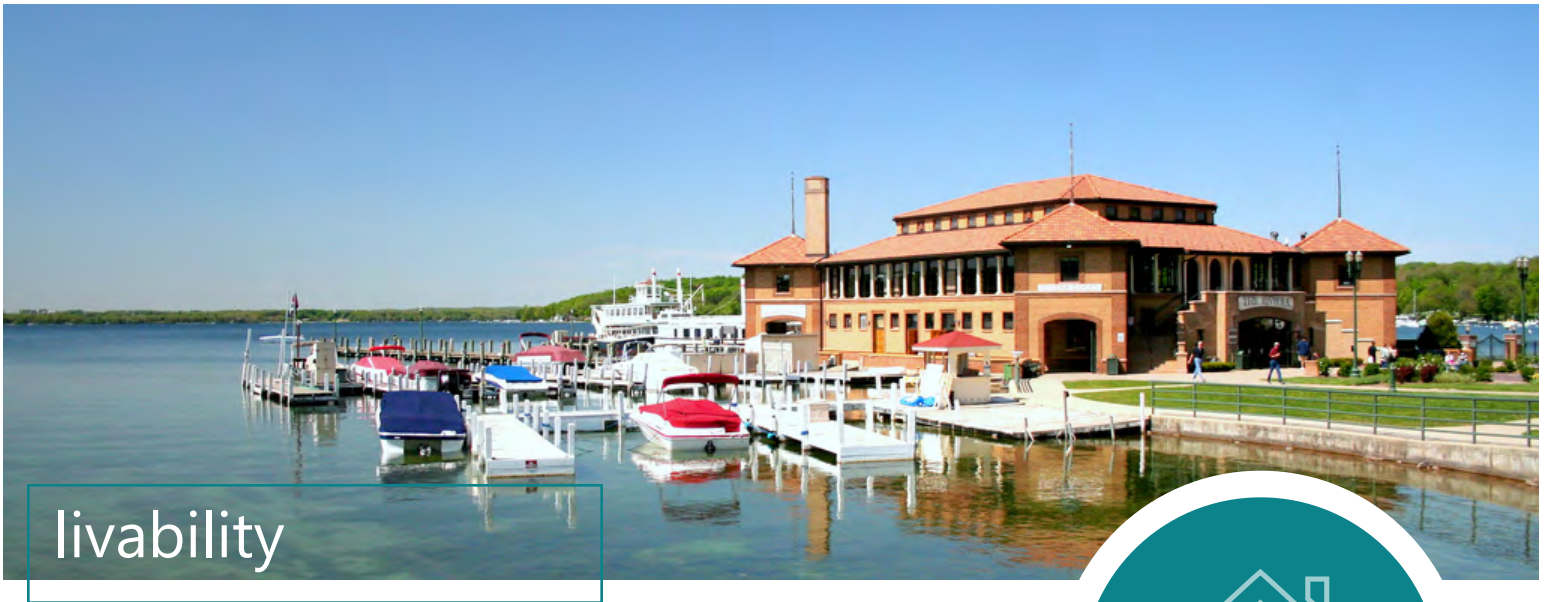
Actions:

- › Provide a regular platform for regional employers to provide input on forecasted job demand, both short and long term
- › Augment the quantity and quality of information, including real-time data, available to the education and training system to improve regional intelligence regarding the demand for and supply of particular skill sets across the spectrum of low-, middle-, and high-skilled occupations in the Region's priority clusters
- › Establish a mechanism to regularly communicate forecasted job demand and skills requirements to the Region's education and workforce development providers
- › Strengthen the feedback loop between employers and education and workforce development providers to enable better alignment of curricula with workplace needs
- › Leverage limited State and Federal resources by promoting coordinated application for and use of available funding by system providers
- › Support the development of sector-based groups where industry employers, as end users of the talent "supply chain," take a leadership role in identifying their most critical positions and the skills needed for them and develop collaborative solutions to key targeted skills gaps

region of choice initiative

Through the MMAC and M7's Region of Choice initiative, businesses are collaborating to address racial disparities and improve prosperity for all, by expanding opportunities and creating equity for Black and brown talent, students and businesses.
www.mmac.org/roc

program spotlight



livability

A high quality of life and perception of the Region as an attractive, safe, and healthy place to live, work, and visit are integral components in the Region's prosperity. Southeastern Wisconsin boasts numerous advantages in this regard, including the ability to enjoy all four seasons and a low risk of natural disasters (e.g., hurricanes, tornados). It is impossible to list them all, but some other examples of what makes the Region uniquely attractive include:

- > **Outdoor Recreation:** Lake Michigan, Ice Age National Scenic Trail, Kettle Moraine State Forest
- > **Golf:** Erin Hills (2017 PGA U.S. Open host), the Club at Lac La Belle, Geneva National
- > **Luxury Resorts:** Lake Lawn, Grand Geneva
- > **Festivals and Music:** Summerfest, Alpine Valley
- > **Museums:** Milwaukee Art Museum, Harley-Davidson Museum, Racine Art Museum, Museum of Wisconsin Art
- > **Sports:** Milwaukee Brewers, Milwaukee Bucks, Milwaukee Admirals
- > **Health Care Systems:** Milwaukee Regional Medical Center, Froedtert, Advocate/Aurora, Ascension

Along with these strengths are challenges the Region needs to confront to retain and enhance its attractiveness. Chief among these challenges is addressing the significant racial and economic disparities and segregation present in the Region. Supporting policies and practices that promote sustainability, connectivity, and inclusivity will only serve to enhance the overall attractiveness of the Region.

A shift in regional development and redevelopment patterns has begun to take place through major targeted efforts, such as the 30th Street Industrial Corridor, Menomonee Valley, Harbor District, I-94 north-south corridor, Pleasant Prairie, Pabst Farms, and downtown improvement projects throughout the Region. Catalyzing additional development that follows the next-economy principles of density, mixed uses, and strong physical and virtual connections between residential and commercial activity will further increase the Region's appeal.



goal 4

enhance the region's quality of life and attractiveness to businesses, residents, workers, and visitors (livability)

STRATEGY 4.1: Support sustainable development that balances economic growth and quality of life

Actions:

- › Identify community assets that enhance quality of life and livability
- › Develop well-connected, dense, mixed-use communities and neighborhoods
- › Redevelop underutilized properties, particularly in high-poverty communities of color
- › Support, preserve, and enhance the Region’s bicycle and pedestrian network, park and open space sites, and recreational opportunities
- › Enhance the ability of the Region’s residents to age in place
- › Foster and promote opportunities for civic engagement
- › Enhance the Region’s resilience, or ability to prevent, withstand, and recover from economic shocks such as the COVID-19 pandemic

washington county brownfield site redevelopment program (srp)

This program focuses on promoting sustainable redevelopment by converting underutilized locations that already have infrastructure into productive developments and community assets. The result is the preservation of farmland and reduction of sprawl while still growing and enhancing the economic resiliency of Washington County communities.

program spotlight



The Region contains numerous outdoor recreation activities, such as hiking, biking, camping, and golf (the 2017 PGA U.S. Open was hosted by Erin Hills, pictured here).

STRATEGY 4.2: Enhance and promote the attractiveness of the Region to residents, businesses, workers, and visitors

Actions:

- › Preserve, develop, and promote the Region's unique natural and cultural assets in a sustainable manner
- › Establish and coordinate internal and external branding, marketing, and advertising efforts for the Region targeted at both national and local audiences
- › Build more robust digital and social media assets to promote the Region to a national and international business community
- › Promote the Region as an attractive destination for remote and "gig" workers
- › Promote and enhance the Region's tourist attractions through the efforts of VISIT Milwaukee and other regional tourism marketing organizations
- › Attract major conferences and conventions to the Region, ensuring an ample supply of hotel facilities, meeting spaces, and other amenities
- › Foster a culture that is welcoming to diverse talent from outside the Region



The Region hosts many festivals, museums, music venues, and sports teams. Fiserv Forum, pictured here, is home to the Milwaukee Bucks, Marquette Golden Eagles, and numerous concerts throughout the year and has spurred redevelopment in the immediate vicinity (dubbed the "Deer District") and throughout downtown Milwaukee.

STRATEGY 4.3: Support policies and initiatives that seek to remedy racial and economic segregation and address long-standing disparities between whites and people of color

Actions:

- Pursue catalytic real estate opportunities in areas of need, particularly in census tracts that have been designated as economically distressed areas and/or Opportunity Zones
- Remove barriers preventing people of color in high-poverty central city neighborhoods from moving into predominantly white communities
- Encourage communities to ensure plans and ordinances do not create barriers to developing affordable housing
- Encourage communities to promote their fair housing ordinances and pursue partnerships to enforce ordinances
- Support organizations that advocate for fair housing to increase awareness of fair housing rights and anti-discrimination laws and assess procedures used to enforce housing laws, to ensure that all complaints of discrimination are fairly and expeditiously processed
- Increase funding for public schools and the further development of early childhood development initiatives
- Grow and expand high-quality schools and initiatives (such as College Possible, Wisconsin Reading Corps, and Be the Spark) serving low-income students
- Increase quality, affordable childcare options
- Prepare a Regional Food System Plan and ensure all residents have access to fresh, locally sourced foods
- Secure funding and implement programs and policies to help previously incarcerated individuals successfully reenter society and the workforce

**racine opportunity zones
reinvestment**

This effort focuses on promoting sustainable and equitable development by redeveloping publicly owned property in Racine’s poorest neighborhoods to include multifamily housing, hotels, a convention center, a health clinic, a community center, smart manufacturing-capable industrial facilities, and transit-oriented developments (TODs). www.rcedc.org/opportunity-zones-in-city-of-racine

program spotlight

**metropolitan milwaukee fair
housing council (mmfhc)**

MMFHC is a private, nonprofit organization that works to promote fair housing throughout Wisconsin by combating illegal housing discrimination and creating and maintaining racially and economically integrated housing patterns. www.fairhousingwisconsin.com

partnership spotlight

**generating resources and
opportunity in waukesha county
(grow) fund**

The GROW Fund, created by the Waukesha County Center for Growth (WCCG) and administered by the Milwaukee Economic Development Corporation (MEDC), is a revolving loan fund that helps businesses develop housing to meet workforce needs, including housing for low- and moderate-income residents. www.waukeshagrowth.org/grow-fund

program spotlight



infrastructure

High-quality infrastructure that is delivered equitably, including a mix of transportation, broadband, and reliable energy, benefits all residents, contributes to the Region's economic growth and enhances the productivity of private-sector firms. Transportation infrastructure plays a critical role in facilitating the efficient movement of people and goods into, out of, and within the Region. Strategic investments to improve the existing transportation network will better connect residents to job opportunities, suppliers to customers, and headquarters to their facilities in other regions and nations. Residents and businesses within the Region depend on reliable and cost-effective utilities such as electricity, natural gas, water, and sewer, as well as modern, reliable, and affordable communications infrastructure, to ensure digital connectedness, a healthy and comfortable lifestyle, workforce participation, and economic competitiveness.

The Region's transportation system has many notable assets, including a high-performing street and highway network, efficient transit systems, and extensive bicycle facilities. Milwaukee Mitchell International Airport, Port Milwaukee, and the Region's railways round out a multimodal transportation system that supports moving passengers and freight into and out of the Region. Proximity to Chicago's O'Hare International Airport is also an important advantage. However, the transportation system faces significant challenges. There is a considerable funding shortfall for the Region's streets and highways, which will make it difficult to maintain and reconstruct them in a timely manner. Given an expected increase in the frequency of large storm events, ensuring transportation infrastructure is resilient to flooding is also critical. Transit systems across the Region, which are disproportionately relied on by low-income residents and people of color, face an equally daunting funding shortfall and resulting challenges, including maintaining ongoing operations, connecting residents to jobs in neighboring counties, and declining ridership levels. Additionally, the Region must provide more diverse and affordable housing near job concentrations to make those jobs accessible to all residents, particularly those of color that are disproportionately of lower income. Addressing these challenges will be crucial to the Region's economic competitiveness and making sure every resident has a chance to succeed.



goal 5

modernize regional infrastructure to enhance efficiency, cost-effectiveness, and connectivity

STRATEGY 5.1: Evolve to a financially and environmentally sustainable transportation system that meets the needs of all residents and businesses and the dynamic regional economy

Actions:

- › Develop a significantly improved, integrated, and expanded public transit system, including rapid transit, commuter rail, and improved fixed and flexible transit services, to support compact growth and enhance the attractiveness and accessibility of the Region
- › Develop innovative partnerships that use next-generation transportation solutions to address first and last mile solutions where public transit services are infeasible or too costly
- › Create a state-of-the-art intermodal freight hub and strategy and invest in Port Milwaukee to increase the cost-efficiency and speed of freight movement across and through the Region
- › Keep the street and highway system in a state of good repair, incorporate complete streets design concepts, and rebuild aging bridge and highway infrastructure
- › Support street and highway improvements to serve economic development projects
- › Maintain and improve commercial air service at Milwaukee Mitchell International Airport to serve the needs of regional businesses and expand and upgrade airport facilities as needed to address the changing demands of airlines and passengers
- › Add and enhance connections between Southeastern Wisconsin and Northeastern Illinois, including increased frequency and reduced travel times for Amtrak Hiawatha service to and from Chicago
- › Enhance the resilience of the Region's transportation infrastructure, particularly to flooding and other natural disasters
- › Encourage employers to offer telecommuting opportunities to expand access to potential workforce and ease transportation costs/commute burdens

north-south transit enhancement project

This study is being conducted by Milwaukee County and SEWRPC and builds on the investment being made in the East-West Bus Rapid Transit corridor (www.eastwestbrt.com). Enhancing transit services along the 27th Street corridor could catalyze development and job growth while improving access to jobs and other necessities for people of color and low-income residents. www.mkenorthsouth.com

project spotlight

regional transit leadership council (rtlc)

The RTLC is a collaboration between public and private sector leaders united around strategies and actions to connect the Region with robust multimodal transportation options. www.rtlcouncil.org

partnership spotlight



Milwaukee Mitchell International Airport (MKE) along with the Region's proximity to Chicago's O'Hare International Airport (ORD) provide nonstop access to destinations worldwide.

STRATEGY 5.2: Ensure the efficient, cost-effective provision of public infrastructure and services throughout the Region

Actions:

- › Promote the improvement, expansion, and affordability of broadband internet service throughout the Region, particularly in rural areas with limited availability and in urban areas where affordability and service reliability are major issues for many residents of color
- › Encourage government agencies to share infrastructure-related services and combine infrastructure improvements into single projects to increase efficiency and decrease costs
- › Invest in regional energy infrastructure to ensure all residents and businesses have access to affordable, continuous, and redundant energy
- › Promote green infrastructure practices while maintaining, improving, and expanding critical stormwater and wastewater facilities
- › Encourage sustainable use of the Region’s ground and surface water resources, and maintain, expand, and improve public water supply and wastewater treatment systems and facilities, to ensure future water supply and quality
- › Support MMSD’s restoration of the Milwaukee Harbor and connected rivers, dredging contaminated sediments to restore the health of these critical regional waterways
- › Assess and enhance the resilience of the Region’s utility infrastructure, particularly to flooding and other natural disasters



The Nation’s only graduate school dedicated to the study of freshwater, UW-Milwaukee’s School of Freshwater Sciences emphasizes the efficient and ecological use of water and is located within Port Milwaukee, Wisconsin’s largest intermodal sea container yard.

STRATEGY 5.3: Improve connections for underserved populations to economic and employment opportunities

Actions:

- › Develop a significantly improved and expanded public transit system, including rapid transit, commuter rail, and improved fixed and flexible transit services, that provides access to jobs and other opportunities
- › Encourage the State to address the significant funding gap for public transit to prevent a disparate impact on people of color, people experiencing poverty, and people with disabilities
- › Promote policies and initiatives that increase the number of affordable housing units located near job concentrations to improve access to higher-paying jobs for disadvantaged populations
- › Encourage communities to conduct a thorough analysis of their current housing stock and identify ways to address unmet needs

regional housing plan

SEWRPC's Regional Housing Plan identifies several housing challenges faced by workers and residents throughout the Region and provides recommendations to address these challenges in six major topic areas: housing affordability, fair housing, job/housing balance, accessible housing for people with disabilities, subsidized and tax credit housing, and housing development practices. These recommendations provide additional detail to the housing-related actions included in the CEDS. www.sewrpc.org/housing

plan spotlight



Comprehensive transit systems provide benefits to all residents, whether they are transit users or not, including expanded access to economic opportunity, alternatives to personal automobile use, decreased traffic congestion, and reduced carbon emissions.

STRATEGY 5.4: Expand broadband speed, availability, and access to ensure everyone has access to high-speed internet

Actions:

- › Improve the affordability of broadband that expands accessibility and reduces the 'digital divide' between those who have access to high-speed internet and those who do not
- › Pursue grants to expand broadband coverage to rural communities
- › Encourage, develop, and maintain existing and future wired fiber optic infrastructure to provide reliable high-speed internet signals to all areas of the Region
- › Expand existing 5G Network coverage beyond major urban areas
- › Improve existing wireless network infrastructure to accommodate the growing need for continued digital access as part of everyday life
- › Incorporate broadband infrastructure into manufacturing and other industries to improve production, delivery, and supply chain efficiency
- › Adopt new broadband technologies as they become viable alternatives to existing infrastructure

**racine smart cities
communitywide connectivity**

This effort stems from the City of Racine being selected as one of five winners of the nationwide Smart Cities Readiness Challenge in 2019. It focuses on supporting digital equity and inclusion for low-to-moderate income neighborhoods and increasing public safety and emergency services by developing public access Wi-Fi sites and expanding the fiber optic network to cover all 15 square miles of the City of Racine.

project spotlight



The COVID-19 pandemic has accelerated the need for broadband access as a critical element for participation in education and the workforce, with educational institutions and businesses transitioning to accommodate virtual learning and remote work opportunities.

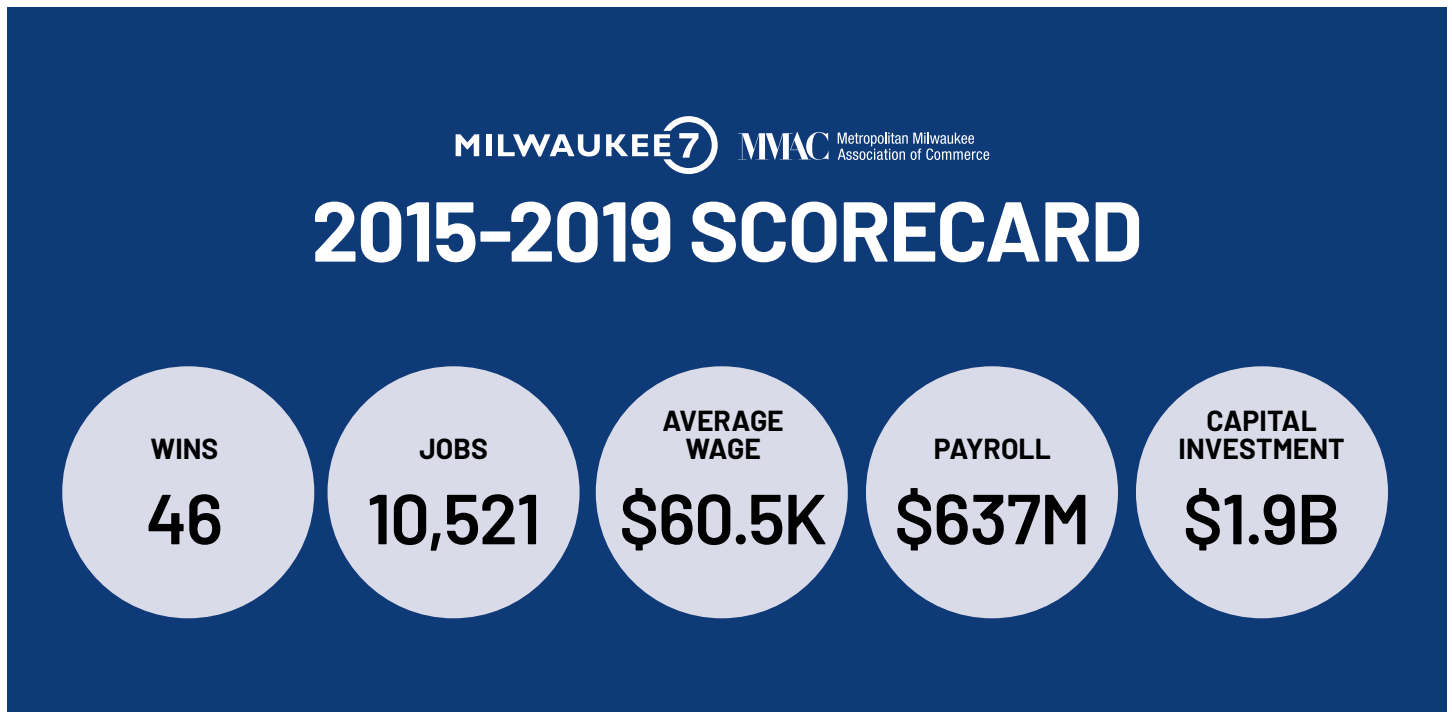
implementation

performance measures

An important component of implementing the Action Plan is identifying performance measures to evaluate the progress of the proposed strategies and actions in achieving the Region's economic development goals. While it may not be possible to fully quantify the impacts of the proposed actions, several metrics can be helpful in evaluating their effectiveness.

M7 measures the overall success of its economic development efforts through new and retained jobs, and new investment in the Region. M7 produces an ongoing Performance Scorecard that tracks performance measures, including:

- > Total Project Wins
- > Direct Jobs
- > Average Wage
- > Direct Payroll
- > New Capital Investment



In addition to the performance measures listed above, M7 and county economic development organizations (EDOs) request that the sponsor of projects funded through EDA grants and businesses they assist through economic development incentives provide them with the following information:

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

If EDA approves designation of the Region as an Economic Development District (EDD), EDA will require the submission of a CEDS performance report annually. Basic indicators of the Region's overall economic performance that may be provided in the annual performance report include: Gross Regional Product (GRP) per capita, median household income, per capita income, and unemployment rates. These indicators can be used to measure the performance of the Region as a whole. Importantly, they can also be further broken down by race and ethnicity to evaluate progress in addressing long-standing disparities between whites and people of color and moving toward a more equitable region. Additional measures to more directly evaluate progress in achieving the regional goals, strategies, and actions would also be considered, such as: regional exports, number of business incubators and accelerators, employment in key industry clusters, public infrastructure investment, affordable housing units, transit service levels and ridership, street and highway condition, traffic congestion, and broadband internet coverage and subscription rates. SEWRPC has developed a regional performance monitoring website that will help track many of these measures.

ongoing and proposed economic development investments

eda grant programs

EDA's grant programs are intended to support local and regional economic development efforts by providing economically distressed communities and regions with resources to address economic needs. EDA programs are designed to lead to the creation and retention of jobs and increased private investment. Proposed projects should be consistent with the adopted CEDS. Ongoing EDA grant programs include:

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

eligibility

Each EDA regional office determines project eligibility, but in regions not designated as EDDs it is generally limited to projects located in census tracts determined to be economically distressed based on an average 24-month unemployment rate of one or more percentage points above the national rate, and/or average annual per capita incomes 80% or less than the national average. As documented in the CEDS Summary Background section, 221 of 529 census tracts, or 42% of census tracts in the Region, met EDA criteria as economically distressed areas in April 2021. If the Region is designated as an EDD, proposed projects located outside an economically distressed area would be eligible to apply for EDA funds if the proposed project will benefit an area(s) of economic distress.

cares act

The Coronavirus Aid, Relief, and Economic Security (CARES) Act was signed into law in 2020 to provide EDA with \$1.5 billion for economic development assistance programs to help communities “prevent, prepare for, and respond to coronavirus.” Unlike the other EDA grant programs, the entire Region was eligible for CARES Act grants. CARES Act funds were appropriated under the Economic Adjustment Assistance (EAA) Program, which is EDA’s most flexible program, to support a wide variety of assistance including: planning and technical assistance; capitalization and recapitalization of Revolving Loan Funds (RLFs), which provide access to capital for businesses, construction of infrastructure, and other economic development projects; and innovation grants. Specific programs include:

- › COVID-19 Economic Recovery Planning and Technical Assistance Grants: Provide economic recovery grants to each of EDA’s Economic Development Districts (EDDs), Tribal Grantees and University Centers, and others
- › Grants to state and regional organizations to develop CARES Act recovery and resilience strategies, including industry supply chain, cluster analyses, econometric analyses, diversification efforts, and travel and tourism-related marketing campaigns
- › Capitalizing or recapitalizing RLFs across the nation targeting businesses in particularly economically distressed areas that have been affected by the coronavirus pandemic
- › Innovation grants similar to Build to Scale, formerly known as Regional Innovation Strategies (RIS), focused on technology innovation activities that will help communities prevent, prepare, and respond to the coronavirus pandemic

american rescue plan act of 2021

The American Rescue Plan (ARP) Act of 2021 was signed into law in March 2021 to provide additional relief to address the continued impact of the COVID-19 pandemic on the economy, public health, State and local governments, individuals, and businesses. The ARP Act allocates \$3 billion in supplemental funding for EDA, which is nearly ten times EDA's typical annual appropriation. Like funding received under the CARES Act, this EDA funding is intended to be used to "prevent, prepare for, and respond to coronavirus, and for necessary expenses for responding to economic injury as a result of coronavirus." At the time of this writing, EDA guidance on how this funding can be used had not yet been released. However, the ARP Act specified that 25% of the funds are to be allocated to states and communities that have suffered economic injury as a result of job and gross domestic product losses in the travel, tourism, and outdoor recreation sectors.

eda investment priorities

The EDA emphasizes the importance of regional collaboration and has identified the following national investment priorities (updated in April 2021 and available at www.eda.gov/about/investment-priorities) to evaluate and compare applications for EDA funding:

1. Equity

Economic development planning or implementation projects that advance equity across America through investments that directly benefit 1) one or more traditionally underserved populations, including but not limited to women, Black, Latino, and Indigenous and Native American persons, Asian Americans, and Pacific Islanders or 2) underserved communities within geographies that have been systemically and/or systematically denied a full opportunity to participate in aspects of economic prosperity such as Tribal Lands, Persistent Poverty Counties, and rural areas with demonstrated, historical underservice.

2. Recovery and Resilience

Economic development planning or implementation projects that build economic resilience to and long-term recovery from economic shocks, like those experienced by coal and power plant communities, or other communities impacted by the decline of an important industry or a natural disaster, that may benefit from economic diversification-focused resilience.

3. Workforce Development

Economic development planning or implementation projects that support workforce education and skills training activities directly connected to the hiring and skills needs of the business community and that result in well-paying, quality jobs.

4. Manufacturing

Economic development planning and implementation projects that encourage job creation, business expansion, technology and capital upgrades, and productivity growth in manufacturing, including efforts that contribute to the competitiveness and growth of domestic suppliers or to the domestic production of innovative, high-value products and production technologies.

5. Technology-Based Economic Development

Economic development planning and implementation projects that foster regional knowledge ecosystems that support entrepreneurs and startups, including the commercialization of new technologies, that are creating technology-driven businesses and high-skilled, well-paying jobs of the future.

6. Environmentally Sustainable Development

Economic development planning or implementation projects that help address the climate crisis including through the development and implementation of green products, processes (including green infrastructure), places, and buildings.

7. Exports and Foreign Direct Investment (FDI)

Economic development planning or implementation projects that enhance or build community assets to support growth in US exports or increased foreign direct investment.

southeastern wisconsin economic development projects

Ongoing and proposed economic development projects in Southeastern Wisconsin were identified by the Regional Economic Partners (REP) group, with additional assistance from other community economic development departments in the Region. The projects provided in the following tables are not exhaustive, but rather they serve to illustrate some of the many ways the goals, strategies, and actions provided in the Strategic Framework/Action Plan are being implemented. Additional projects that support implementation of the CEDS will likely be identified over the five-year CEDS timeline and should be considered consistent with the CEDS. To demonstrate the connection between the Strategic Framework/Action Plan and the projects, the strategies each project help to implement are indicated in the third column of each table.

regional economic development projects

location	project information	strategies
business advancement		
Multiple Municipalities	Business Growth Services – Build out continuum of services such as Scale Up Milwaukee (whose SPARC Accelerator program has a specific focus on Black-, Hispanic-, and woman-owned businesses), Economic Gardening, Cluster Accelerators, and BizStarts	1.4, 2.1, 2.2, 2.5, 2.6
Multiple Municipalities	Regional Growth Model Initiative – Develop a data-driven economic model for the Region to project the effects of various growth variables and potential strategies and investments, including use of supporting dashboards	2.1
Multiple Municipalities	M7 Export Initiative/Brookings Global Cities Initiative – Assist area firms in developing export strategies and plans, with a focus on small- and mid-sized firms	2.1, 2.2, 2.7
Multiple Municipalities	Minority Business Development Revolving Loan Fund (RLF) – RLFs and technical assistance for minority business creation and expansion via chambers and nonprofit minority business associations	1.4, 2.1, 2.6, 3.5, 4.3
Multiple Municipalities	WI Manufacturing Extension Partnership (WMEP) Profitable Sustainability Initiative – Support small and midsize manufacturers in achieving profitable sustainability	2.1, 2.2, 2.4, 2.5
City of Milwaukee	Century City Advanced Manufacturing Training Center – Provide advanced manufacturing training and facilities for prototype and small-run production located in the historically disinvested central city to support growth and attraction of key manufacturing segments in Southeastern Wisconsin and provide employment and educational opportunities to surrounding low-income communities and communities of color	1.4, 2.1, 2.4, 2.5, 3.1, 3.3, 3.6
City of Milwaukee	Water Council BREW 2.0 – Two-week post-accelerator program facilitated by The Water Council and various coaches, mentors, and trainers to help late-stage water technology entrepreneurs make customer and funding connections and receive value-add ongoing training	2.1, 2.5, 2.6
City of Milwaukee	Water Council Pilot Program – The Water Council is working in partnership with the Milwaukee Metropolitan Sewerage District (MMSD) to develop a containerized pilot testing system at the South Shore plant enabling academic, industry, or startups to test emerging technology and/or processes	2.1, 2.5, 2.6
development/redevelopment		
Multiple Municipalities	Intensive Aquaculture – Industry development of urban aquaculture and aquaponics utilizing redevelopment opportunities in population centers	2.1, 2.5, 4.1
City of Milwaukee	M-WERC Energy Innovation Center and Talent Development Hub – Continue developing Energy Innovation Center and Talent Development Hub in Milwaukee’s 30th Street Industrial Corridor to provide classrooms and laboratories for training, research, and development in energy, power, and control technologies	2.1, 2.4, 2.5, 2.6, 3.1, 3.2
City of Milwaukee	Regional Entertainment District – Redevelopment and expansion of regional conference and entertainment district	2.1, 2.5, 4.1, 4.2
infrastructure		
Multiple Municipalities	I-43 North-South Freeway reconstruction and construction of new interchange at Highland Road – Reconstruct I-43 between Silver Spring Drive in Milwaukee County and STH 60 in Ozaukee County and add a new interchange at Highland Road	5.1
Multiple Municipalities	I-94 East-West reconstruction – Reconstruct I-94 between 70th Street and 16th Street in Milwaukee County, including the Stadium Interchange	5.1
Multiple Municipalities	Reconstruction of Zoo Interchange – Complete reconstruction of the north leg of the interchange	5.1
Multiple Municipalities	Inter-Regional Transportation Improvements – Coordinate with the Alliance for Regional Development for regional investments in transportation infrastructure improvements such as passenger rail to increase equitable access to economic and other opportunities throughout the Region	1.4, 5.1, 5.3
Multiple Municipalities	US Highway 12 freeway extension from Elkhorn (STH 67) to Whitewater (STH 59) – Extend the current freeway portion of US Highway (USH) 12	5.1

kenosha county economic development projects

location	project information	strategies
business park		
City of Kenosha	Business Park Development – Development of new business parks on the west side of I-94	1.3, 2.2
City of Kenosha	Kenosha Industrial Park Expansion – Development of new 130-acre business park on the north side of the existing Kenosha Industrial Park	1.3, 2.2
Village of Bristol	Bristol Business Park – Development of new 167-acre business park on the west side of CTH U, south of CTH C	1.3, 2.2
Village of Bristol	Bristol Business Park Expansion – 100-acre expansion on the south side of the existing Bristol Industrial Park	1.3, 2.2
Village of Bristol	Business Park Development (Janko) – Development of new 150-acre business park on the west side of CTH U, north of CTH Q	1.3, 2.2
Villages of Bristol and Pleasant Prairie	Prairie Highlands Bristol/Prairie Highlands Pleasant Prairie – Development of 460-acre site by HSA Development; two speculative buildings under way in Bristol and projects in Pleasant Prairie include Nexus Pharmaceuticals, Aurora Surgical Center, and Haribo Manufacturing Facility	1.3, 2.2, 2.5
Village of Paddock Lake	Countryside Commerce Center – Development of new 64-acre business park on the west side of STH 83, south of STH 50	1.3, 2.2
Village of Pleasant Prairie	Business Development (Pitts Brothers) – Business development of 62-acre parcel adjacent to Lakeview Corporate Park	1.3, 2.2
Village of Pleasant Prairie	Business Development (Raybin and Lynn) – Business development of 34-acre parcel near Lakeview Corporate Park (adjacent to Pitts Brothers site)	1.3, 2.2
Village of Pleasant Prairie	Jockey International Site – Development of new 70-acre office park	1.3, 2.2
Village of Pleasant Prairie	Lakeview Corporate Park expansion (Majestic Realty) – 91-acre expansion of existing office/manufacturing park	1.3, 2.2
Village of Pleasant Prairie	Riverview Corporate Park – Development of new 254-acre office/manufacturing park	1.3, 2.2
Village of Pleasant Prairie	Prairie Springs Pointe – Development of 19-acre mixed-use (office/service/retail) center	1.3, 2.2
Village of Pleasant Prairie	Prairie Springs Pointe North – Development of new 12-acre office/manufacturing park	1.3, 2.2
Village of Twin Lakes	Twin Lakes Business Park – Development of new 110-acre business park on the west side of the Village, north and east of the intersection of CTH O and CTH P	1.3, 2.2
Village of Salem Lakes	Business Park Development (Highway C) – Development of new 80-acre business park north of CTH C and west of STH 83 including multiple manufacturing tenants	1.3, 2.2, 2.4
Village of Somers	Business Park Development (Cushman and Wakefield) – Development of new 159-acre business park on the west side of STH 31, north and south of CTH L	1.3, 2.2
Village of Somers	Business Park Development (EMF Acres) – Development of new 132-acre business park on the east side of I-94, north of CTH S	1.3, 2.2
Village of Somers	Business Park Development (Majestic Realty) – Development of new 300-acre business park on the north side of CTH S, west of CTH H	1.3, 2.2
Village of Somers	Business Park Development (Thomas Fliess) – Development of new 220-acre business park on the west side of STH 31, south of CTH L	1.3, 2.2
development/redevelopment		
City of Kenosha	Downtown and Uptown Redevelopment – Redevelopment as a result of the August 2020 unrest in Kenosha's Downtown and Uptown neighborhoods along 22nd Avenue between 60th Street and 63rd Street and along Roosevelt Road	1.4, 3.5, 4.1, 4.2, 4.3
City of Kenosha	Food Bank/Training/Commercial Kitchen – Redevelop existing properties in Uptown or adjacent areas, or develop new facilities to increase access to food and expand education/training opportunities at local food service establishments, especially for immediately adjacent lower-income communities and communities of color	1.4, 2.5, 3.2, 3.3, 4.1, 4.3, 5.3
City of Kenosha	Greenway Project (Zilber Property Group) – Redevelop former Dairyland Greyhound Track into a LEED-certified, mixed-use residential/industrial district including possible local food processing expansion and addressing housing shortages	2.2, 2.5, 4.1, 5.3
City of Kenosha	Kenosha Innovation Neighborhood – Redevelop former Chrysler site through remediation, with redevelopment potentially including an innovation and technology complex, transit access, incubator facilities, recreational amenities, relocation of Lakeview Tech Academy to the site with expansion of science and math programs for students, and a focus on supporting minority-led businesses and communities of color	1.4, 2.3, 2.6, 3.2, 3.5, 3.6, 4.1, 4.2, 4.3, 5.3
Village of Pleasant Prairie	We Energies Power Plant Redevelopment – Redevelop former power plant site through remediation with development of two separate parcels to include Lakeview Corporate Park expansion in the southern end and residential development in the northern end	2.4, 4.1, 4.2

milwaukee county economic development projects

location	project information	strategies
business park		
City of Franklin	Elm Road Business Park – Development of new 650-acre industrial park at Elm Road and 27th Street	1.3, 2.2
City of Milwaukee	MKE Regional Business Park – Convert former 440 th Air Base (adjacent to Mitchell Airport) into Business Park	1.3, 2.2
City of Milwaukee	Reed Street Yards Business Park – Redevelop 17-acre property, adjacent to the Global Water Center, as a research and technology park with space to accommodate 1 million sq. ft. of new office, research, and light industrial uses	1.3, 2.2, 2.5
City of Oak Creek	OakView Business Park – Development of vacant sites and necessary infrastructure improvements to support new development and future expansion	1.3, 2.2
City of Wauwatosa	UW-Milwaukee (UWM) Innovation Campus/Innovation Accelerator – Attract biomedical and energy-related businesses to UWM Innovation Campus and research-intensive technology companies that would benefit from collaboration with UWM or the institutions located at the nearby Milwaukee Regional Medical Center	2.2, 2.5, 2.6
development/redevelopment		
Multiple Municipalities	MKE City Athletic and Wellness Institute – Develop state of the art athletic facility on vacant land along Green Bay Avenue including classrooms and resource center and focused on serving communities of color and people with disabilities	1.4, 4.1, 4.2, 4.3
City of Glendale	Bayshore Redevelopment – Redevelopment of the Bayshore Town Center to reduce commercial footprint and include new residential development	4.1, 4.2
City of Milwaukee	Century City I and II/30th Street Corridor Infrastructure and Development/Transform Milwaukee – Redevelop former AO Smith/Tower Automotive plant, located in the historically disinvested central city, through demolition of buildings, improving road, rail, and telecommunications infrastructure, and developing new greenway while constructing Advanced Manufacturing Training and Energy Innovation Centers supporting entrepreneurship and workforce development and providing employment and educational opportunities to surrounding low-income communities and communities of color	1.3, 1.4, 2.2, 2.3, 2.4, 2.5, 2.6, 3.1, 3.2, 4.1, 4.3, 5.1, 5.3
City of Milwaukee	Harbor District – Redevelop 1,000-acre district through improving waterfront activities, constructing high-density mixed-use development, developing wetlands, and improving access/connectivity of bike and pedestrian facilities, street networks, and waterways	2.5, 4.1, 4.2, 5.1
City of Milwaukee	IKON Hotel – Redevelop former department store in the historically disinvested central city into 80-room hotel at North Avenue and W Fond du Lac Avenue providing employment opportunities and expanding hospitality offerings to surrounding lower-income communities and communities of color	1.4, 2.5, 4.1, 4.2, 5.3
City of Milwaukee	Northridge Mall Redevelopment – 47-acre redevelopment of former mall located at Brown Deer Road and 76th Street	4.1
City of Milwaukee	Western Building Products – Development of a 31-acre site located between the Menomonee River and I-41, south of Good Hope Road, including the construction of an office building and distribution facility for Western Building Products	2.2, 2.4, 2.7, 4.1
City of Greenfield	Chapman School – 10-acre redevelopment at I-894 and Layton Avenue interchange for new mixed-use development	4.1
City of Greenfield	Loomis Crossing – 20-acre redevelopment at I-894 and Loomis Road interchange to include commercial, residential, and mixed-use development	4.1
City of Greenfield	Mt. Carmel – 25-acre redevelopment at I-894 and S. 60th Street interchange for new commercial development	4.1
City of Wauwatosa	Former Landfill Site – Redevelopment of the former landfill site east of 113th Street and north of Watertown Plank Road for industrial use	4.1
City of West Allis	Allis Yards – Redevelopment of the former Allis-Chalmers complex south of Washington Street and east of 70th Street to develop two remodeled office buildings, an events venue, retail space, and a hotel	2.5, 4.1, 4.2
City of West Allis	Six Points – Expansion of the Six Points redevelopment south of National Avenue and west of 66th Street for mixed-use development including commercial, residential, and light manufacturing/food production uses	2.4, 2.5, 4.1, 4.2
Village of West Milwaukee	Burnham Street Project – 14-acre redevelopment of former salvage yards for commercial development	4.1
Village of West Milwaukee	Brewers Boulevard and Lincoln Avenue – 6-acre redevelopment for commercial/office	4.1
Village of West Milwaukee	Milwaukee Boiler Site Project – 5-acre redevelopment located at 41st Street between National Avenue and Greenfield Avenue	4.1

economic development projects continued on next page.

milwaukee county economic development projects (continued)

location	project information	strategies
infrastructure		
Multiple Municipalities	Bus Rapid Transit (BRT) development/expansion – Development of the East-West BRT route (operated by MCTS) from downtown to the Milwaukee Regional Medical Center and additional BRT routes throughout the County, improving access for lower-income communities and communities of color throughout the County that disproportionately depend on transit for job access and daily needs	1.4, 4.1, 4.2, 5.1, 5.2, 5.3
Multiple Municipalities	Multi-Modal Transportation Center/Aerotropolis – Improve links between port, airport, rail, and trucking transportation modes	5.1, 5.2
Multiple Municipalities	North-South Transit Enhancement Project – Enhance public transit along 27th Street corridor with rail or bus alternatives by increasing frequency, adding amenities, and/or expanding MCTS service area, increasing ridership and improving access to jobs and other necessities for people of color and low-income residents	1.4, 4.1, 4.2, 5.1, 5.2, 5.3
City of Milwaukee	Lakefront Gateway – Reconfigure I-794 Lake Interchange to reduce footprint of freeway, create developable sites, and create a gateway to Milwaukee’s lakefront and downtown, including new streets, streetscaping, pedestrian and bike amenities, and development of public plazas	4.1, 5.1, 5.2
City of Milwaukee	The Hop Streetcar Expansion – Expansion of streetcar lines north and south to the Bronzeville (a historically black commercial corridor) and Walker’s Point neighborhoods	1.4, 4.1, 4.2, 5.1, 5.2, 5.3
workforce		
Multiple Municipalities	At-Risk Youth Workforce Development – Develop employment training, job placement, and driver’s licensing programs that focus on the large population of black males approaching adulthood in Milwaukee County	1.4, 3.2, 3.3, 4.3
Multiple Municipalities	Youth Workforce Development – Expand internships, job shadowing, and similar opportunities to high school and college students	3.2
City of Milwaukee	Increasing Minority Professional Services Capacity – Capacity building of minority professional services for development projects (e.g., lawyers, architects, and accountants)	1.4, 3.1, 3.5, 3.6, 4.3

ozaukee county economic development projects

location	project information	strategies
business park		
City of Port Washington	Industrial Park Development – Acquisition of land and construction of streets and water and sewer utilities to the acquired lands	1.3, 2.2
City and Town of Port Washington	Joint Town/City Business Park – Extension of sewer and water utilities to serve a business park described in the town/city boundary agreement	1.3, 2.2
Village of Fredonia	Fredonia Industrial Park Expansion – Purchase land for expansion of industrial park and expand sewer and water infrastructure to new parcels	1.3, 2.2
Village of Grafton	Grafton Business Park – Construction of streets and extension of electrical, water, and sanitary sewer utilities to lands purchased for a new business park	1.3, 2.2
Town of Grafton	Business Park Infrastructure – Extension of water and sewer utilities to key business development sites	1.3, 2.2
development/redevelopment		
City of Mequon	Revitalization of Town Center – Acquisition of blighted industrial buildings, securing access to main corridor while removing easements and gas tanks and constructing infrastructure necessary for redevelopment	4.1, 4.2
Village of Thiensville	Main Street Redevelopment – Improvement and reconstruction of the Main Street Corridor in Thiensville, including landscaping and public features	4.1, 4.2
infrastructure		
City of Cedarburg	Amcast Site Facility – EPA Superfund clean-up site, building demolition and site assessment and remediation	4.1
City of Mequon	East Trunk Sewer – Extending sewer capacity along key business corridor	5.2
Village of Fredonia	Wastewater Treatment Facility Upgrade – Upgrade wastewater treatment facility to enhance capacity and efficiency	5.2

racine county economic development projects

location	project information	strategies
business park		
City of Burlington	Expansion of Burlington Manufacturing and Office Park – Expansion of existing business park, including additional industrial lots, roads, and utility infrastructure, attracting mid-sized advanced manufacturing/production facilities	1.3, 2.2, 2.4
Village of Caledonia	Highway K Industrial Development – Support industrial development along CTH K with additional water and sewer capacity	1.3, 2.2
Village of Mount Pleasant	Mount Pleasant Business Park, Healthcare Investment – Extend infrastructure improvements to serve new Advocate Aurora Healthcare hospital at I-94 and STH 20 and widen STH 20 near interstate to serve increased traffic flow	1.3, 2.2, 2.5
Village of Mount Pleasant	Mount Pleasant Business Park, Infrastructure Investment – Extend infrastructure improvements to 413 acres identified for business park development at I-94 and STH 20	1.3, 2.2
Village of Mount Pleasant	Wisconn Valley – Construct sewer, water, roadway, multi-use pathways, and power to serve 4,000 acres in Wisconn Valley business and technology park	1.3, 2.2
Village of Union Grove	Highway 11 Gateway Development – Development of 78 acres into a business park at Village’s Eastern Gateway	1.3, 2.2
Village of Waterford	New Industrial Park Development – Facilitate new industrial/business park development to support existing business growth and attract new industrial tenants	1.3, 2.2
development/redevelopment		
Racine County	Revitalization of Reefpoint Marina – Renovation and restoration of County-owned Reefpoint Marina to preserve or improve the existing services, facilities, aesthetics, quality, property values, environment, and views of the surrounding community and providing recreational amenities to the surrounding lower-income communities and communities of color	1.4, 4.1, 4.2
City of Racine	Opportunity Zones Reinvestment – Redevelopment of 50 publicly owned acres in Racine’s poorest neighborhoods and communities of color to include multifamily housing, hotels, convention center, health clinic, community center, smart manufacturing-capable industrial facilities, and transit-oriented developments (TODs)	1.4, 2.4, 2.5, 4.1, 4.2, 4.3, 5.2, 5.3
City of Racine	Commercial Corridors Redevelopment – Redevelopment of key disinvested commercial corridors within the City, many in lower-income communities or communities of color, to include mixed-use development like “missing middle” housing (townhomes/rowhouses), eateries, brewpubs, meeting spaces, other destinations, and branding/signage	1.4, 4.1, 4.2, 5.3
Village of Caledonia	Redevelopment of Big Box Retail – Redevelopment of long-vacant big box retail store located in Village’s key commercial corridor	4.1
Village of Sturtevant	Highway 11 Redevelopment – Facilitate development and investment along STH 11 in the Village consistent with the 2018 plan developed for the corridor	4.1
housing		
Multiple Municipalities	Housing Development – Development of multifamily and single-family housing to meet market needs and provide expanded access to affordable housing	1.4, 4.1, 4.3, 5.3
infrastructure		
Racine County	Digital Transformation – Transform services provided to the public by infusing technology and innovation, including increasing resident access to broadband and Wi-Fi and reducing the ‘digital divide’	1.4, 2.3, 4.1, 5.2, 5.3, 5.4
Racine County	Upgrading County Parks and Recreational Facilities – Improve, construct, and maintain transformational and sustainable parks and recreational facilities throughout Racine County to promote health, quality of life, economic development, and general welfare, including acquisition and conversion of 11 miles of abandoned rail right-of-way to extend the White River State Trail to the Foxconn campus	4.1, 4.2
City of Racine	Smart Cities Communitywide Connectivity – Develop public access Wi-Fi sites and expand fiber optic network to cover all 15 square miles of the City, increasing public safety/emergency services and supporting digital equity and inclusion for low-to-moderate-income neighborhoods	1.4, 2.3, 4.1, 4.3, 5.2, 5.3, 5.4
workforce		
Multiple Municipalities	Youth Workforce Development – Expand internships, job shadowing, and similar opportunities to high school and college students	3.2
Multiple Municipalities	Talent Pipeline Management – Align talent development programs to better equip local workforce with skills necessary to meet talent needs of local businesses	3.1, 3.2, 3.6

walworth county economic development projects

location	project information	strategies
business park		
City of Delavan	Business Park Expansion – Acquire adjacent land and extend streets, water, and sewer utilities to serve the eastern portion of the existing park and an expansion area	1.3, 2.2
City of Lake Geneva	Lake Geneva Business Commons Development – Install infrastructure along STH 120 to serve new 120-acre business and industrial park	1.3, 2.2
City of Whitewater	Whitewater University Technology Park Business Accelerator – The accelerator would serve to support growing demand for incubation services/space and serve as an accelerator for enterprises requiring more space and/or light manufacturing space in the Whitewater University Technology Park	1.3, 2.2, 2.4, 2.6
Village of East Troy	East Troy Business Park Phase II – Install infrastructure, roadways, and complete grading of 80-acre site that serves as phase 2 of the East Troy Business & Industrial Park	1.3, 2.2
development/redevelopment		
City of Delavan	Downtown Redevelopment – Rehab commercial buildings, focusing initially on vacant, foreclosed properties	4.1
City of Elkhorn	Babe Mann Park/White River Trailhead – Redevelop existing park and provide trailhead facilities for the County White River Trail	4.1, 4.2
infrastructure		
City of Elkhorn	NE Water Treatment Plan/Elevated Storage – Upgrade City water system to ensure water distribution capacity	5.2

washington county economic development projects

location	project information	strategies
business advancement		
Multiple Municipalities	Impact Revolving Loan Fund (RLF) Program – Locally funded loan portfolio to fuel quality job creation, new economic investment, and prosperity countywide, targeting high-growth companies and projects involving significant job creation and allowing greater flexibility in deal structures with emphasis on young ventures and second-stage companies with weaker collateral potential	2.1, 2.2, 2.6
Multiple Municipalities	Horizon Online Business Development Platform – Provide second-stage businesses in Washington County with the expertise and tools Fortune 500 companies can otherwise leverage by covering the added expense of first-year set-up for EDWC's online platform, Horizon, serving an estimated 50 second-stage, export-oriented companies	2.1, 2.2, 2.6, 2.7
Multiple Municipalities	Online Development Project Pro-Forma/Deal Structuring Tool for EDOs and Communities – Provide the resources required to scale pro-forma and deal structuring tool and distribute it via a cloud-based platform that can also integrate with third-party economic and fiscal impact analysis applications	2.1, 2.2, 2.6
Multiple Municipalities	Countywide Economic Gardening Program – Provide seed funding to fully implement economic gardening program for over 50 high-growth, second-stage companies	2.2, 2.6
business park		
City of West Bend	West Bend Corporate Center – Develop 71-acre, WEDC-certified business park near USH 45 and CTH NN	1.3, 2.2
City of West Bend	Wingate Creek Business Park – Develop 155-acre business park and bridge over the Milwaukee River	1.3, 2.2
Village of Germantown	West Business Park – Develop new business park near USH 41 and Lannon Road, including land acquisition, infrastructure, and developer incentive program	1.3, 2.2
Village of Kewaskum	Business Park Development – Acquisition of privately held business park by the Village and incentive package to spur private investment	1.3, 2.2
Village of Slinger	Business Park Development – Develop business park at the interchange of I-41 and STH 60 in the southwest quadrant	1.3, 2.2
development/redevelopment		
Multiple Municipalities	Countywide Brownfield Site Redevelopment Program – Remediation and redevelopment of prioritized brownfield sites throughout the County	4.1, 4.2
City of Hartford	WB Place Redevelopment – Assess, remediate, and redevelop 4-acre parcel and associated former tannery building	4.1, 4.2
City of West Bend	Bermico Manufacturing Redevelopment – Former manufacturing site requires assessment, likely remediation and site rehabilitation	4.1, 4.2
City of West Bend	Gehl Manufacturing Site – Brownfield remediation and site/facility rehabilitation	4.1, 4.2
City of West Bend	Praefke Brake Company – Assessment, likely remediation and site rehabilitation of former manufacturing site	4.1, 4.2
Village of Jackson	Center Street Redevelopment Area – Rehabilitation of 10 parcels within the historic center of Jackson requires assessment, potential remediation and site and facility upgrades to revitalize the downtown	4.1, 4.2
Village of Kewaskum	Regal Ware Redevelopment – Redevelopment of former Regal Ware manufacturing plant and related outlots and neighboring local elementary and high schools, library, and government center located in the core of the community	4.1, 4.2
Village of Richfield	Historic STH 175 Redevelopment Area – Rehabilitation of 12 parcels bordering STH 175 and the Wisconsin and Southern Railroad right-of-way	4.1, 4.2
Village of Slinger	Historic Downtown Revitalization – Promote mixed-use business development and second-story residential, conduct parking study, develop and implement marketing strategy and streetscape plan, and seed RLF fund for downtown	2.2, 4.1, 4.2
Village of Slinger	Niphos Coating Facility Remediation – Subject to an emergency removal action by the EPA to address more than 8,800 gallons of abandoned chemicals, this site requires assessment, remediation, and redevelopment	4.1, 4.2
Village of Slinger	Niphos Coating Facility Redevelopment – Assist with redevelopment of the Niphos Coating Facility property in cooperation with selected developer	4.1
housing		
Multiple Municipalities	Washington County Workforce Housing Initiative – Address persistent gap in entry-level affordable housing options by partnering with private sector development community to redevelop land into diverse, quality housing options (multifamily/condo/single-family), and establishing special financing incentives for first-time Washington County home buyers within those developments	4.1, 4.3

economic development projects continued on next page.

washington county economic development projects (continued)

location	project information	strategies
infrastructure		
City of West Bend	Downtown Riverwalk Renovation – Renovate the Downtown Riverwalk, including upgraded utilities and lighting, construction of an accessible walkway, and new river wall, to facilitate pedestrian movement, connect Main Street to the Milwaukee River, and enable river-facing sides of businesses and the whole of downtown to utilize this resource	4.1, 4.2, 5.1, 5.2
workforce		
Multiple Municipalities	Inspire Washington County 2.0 – Establish a program guiding individuals from grade school through and beyond post-secondary education, including engaging people who have left the area for education or career, developing support and incentives making Washington County a destination for job opportunities, and building meaningful connections between employers and former residents	3.2, 3.4,
Multiple Municipalities	Workforce Attraction Net Promoter Score (NPS) Tool – Novel application of NPS created by EDWC to leverage the existing workforce as a means for attracting new workers to a company or community. At its core, the approach gauges to what extent the existing workforce is messaging opportunity to others and what it will take for them to bring peers to the company or community as a place of choice. In so doing, the tool plugs any "leaks in the barrel" pulling workers away, uncovers root causes underlying barriers to attraction, and prioritizes individually targeted tactics for growing and further engaging the workforce. EDWC has successfully deployed this approach at both company and community levels; yet the tool has far greater impact potential via broader countywide and regional deployment.	2.2, 3.4

waukesha county economic development projects

location	project information	strategies
business park		
City of Muskego	Business Park Development – Develop business park along Moorland Road from College Avenue to Janesville Road	1.3, 2.2
City of Muskego	Landfill Business Park – Develop business park along STH 36 in southeast corner of Muskego next to landfill	1.3, 2.2
City of New Berlin	Lincoln Ave Business Park Expansion (Geipel Certified Products) – Redevelopment of existing 170-acre sod, sand, and gravel operation into a new business park of which 1/3 is within the City's "planned" MMSD Current Sewer Service Area	1.3, 2.2
City of New Berlin	Mill Valley Business Park – Redevelopment of existing 176-acre sand and gravel mining operation into a business park along the southwest quadrant of the I-43 and Racine Avenue interchange	1.3, 2.2, 4.1
City of New Berlin	Section 35/Westridge Business Park Expansion – 187 acres available for mixed-use/business park expansion along the east side of Moorland Road east to Sunnyslope Road and from Grange Avenue south to College Avenue, including widening of Moorland Road to four lanes	1.3, 2.2
City of New Berlin	Westridge Business Park Expansion/TID #3 – 127-acre mixed-use TID on the west side of Moorland Road from College Avenue north to Small Road	1.3, 2.2
City of New Berlin	Westridge Business Park Expansion/TID #4 – 27-acre mixed-use TID just west of Moorland Road between I-43 to the north and Westridge Drive to the south, including 109-room Hampton Inn Hotel and Phase II uses to be determined based on market demand with targeted users, including a restaurant, retail, and office/medical tenants	1.3, 2.2, 4.2
Village of Menomonee Falls	Woodland Prime – 110-acre office park and mixed-use development along Good Hope Road and Appleton Avenue	1.3, 2.2
development/redevelopment		
Waukesha County	Waukesha County Technical College (WCTC) Integrated Manufacturing Center (IMC) – Continue developing IMC to provide classrooms and increase capacity for manufacturing, electronics, and automation programs on campus	2.2, 2.4, 3.1, 3.2, 4.1
City of Brookfield	The Corridor/Ruby Farms Development – Mixed-use (office/retail/service/residential) development of 66-acre infill site	4.1
City of Muskego	Pioneer Drive – Historic Pioneer Drive area has been designated a redevelopment district for implementation of new redevelopment opportunities, including grants/loans for new commercial investments	4.1
City of New Berlin	City Center – Promote further commercial and residential development of 35 vacant acres, redevelop a strip mall and a city-owned outlot, and continue adaptive re-use of the vacant former Walmart into Burghardt Sporting Goods and a new City Recreation Center	4.1, 4.2
City of New Berlin	Ethic Sports Complex (Former Prospect Hill School) – Removal of a former blighted school building along Racine Avenue just north of National Avenue to allow development of a new indoor sports facility	4.1, 4.2
City of New Berlin	Gateway to New Berlin-Greenfield Avenue – Development of 40 vacant and undeveloped acres along Moorland Road at the Greenfield Avenue intersection	4.1, 4.2
City of Oconomowoc	Downtown Revitalization – Downtown Plan implementation	4.1, 4.2
City of Oconomowoc	E. Wisconsin Avenue Redevelopment Area – Attract and implement redevelopment projects in accordance with City Downtown Design Overlay district	4.1, 4.2
City of Oconomowoc	Mader Lands – Northern Gateway into Village along Pilgrim Road	4.1, 4.2
City of Pewaukee	Angelus Corporation Building – Industrial building for the Angelus Corporation that includes a 36,000-square foot building and 109 parking spaces with two planned future phases of 36,000 square feet and 17,000 square feet for a total future building size of 89,000 square feet, including full parking buildout of 196 total spaces	4.1, 4.2
City of Pewaukee	Green Acres, LLC office building – 1-acre lot for development of two-story, 24,000-square foot office building with 60 parking spaces	4.1, 4.2
City of Pewaukee	Green Road Commerce Center – 13-acre lot for development of 165,000 multi-tenant speculative industrial building with 175 parking spaces	4.1, 4.2
City of Pewaukee	KD Glass Building – 10-acre lot for development of 54,000-square foot industrial building for KD Glass, including about 48,000 square feet of manufacturing space and 6,000 square feet of office space and 82 parking spaces	4.1, 4.2

economic development projects continued on next page.

waukesha county economic development projects (continued)

location	project information	strategies
development/redevelopment (continued)		
City of Pewaukee	Northmound Industrial Building – 11-acre lot for development of 131,000-square foot multi-tenant industrial building with 171 parking spaces	4.1, 4.2
City of Pewaukee	Pewaukee 16-94 South Industrial Building – 25-acre lot for development of 218,000-square foot multi-tenant speculative industrial building with 160 parking spaces	4.1, 4.2
City of Waukesha	Public Market – Development of a public food market on a blighted site at the corner of Moreland Boulevard and Delafield Street	4.1, 4.2, 4.3
Village of Big Bend	TID Addition/Buildout – Addition of Schwabe/Fickau properties	4.1, 4.2
Village of Big Bend	TID Addition/Buildout – Addition of HAEC/IVEC and others	4.1, 4.2
Village of Menomonee Falls	Downtown Redevelopment – Quality of life improvements (park, infrastructure, commercial, and residential)	4.1, 4.2,
Village of Menomonee Falls	Main Street – Redevelopment of 100-acre blighted corridor into the Village	4.1, 4.2
Town of Brookfield	The Corners of Brookfield – Mixed-use redevelopment (retail/service/residential/hotel) of former retail space in the northeast quadrant of Goerke's Corners	4.1, 4.2, 2.5
infrastructure		
Multiple Municipalities	Bus Rapid Transit (BRT) development – Potential implementation of BRT along Bluemound Road from Milwaukee County into the City of Waukesha, expanding access to economic opportunities for Milwaukee and Waukesha residents	1.4, 4.1, 4.2, 5.1, 5.2, 5.3
City of Oconomowoc	Lake Bluff Drive Extension – Arterial Connection of CTH Z from CTH P to former STH 67 North	5.1
City of Oconomowoc	Lake Country Trail Tunnel Connection – Lake Country Trail completion of tunnel connection under STH 67	5.1
City of Oconomowoc	Oconomowoc Parkway – Connect east and west segments of Oconomowoc Parkway	5.1
City of Oconomowoc	Olympia Fields – Public infrastructure (roads, wastewater, water, electric, and stormwater facility) will replace private facilities to accommodate future mixed-use development on 300 acres of underutilized real estate	4.1, 4.2, 5.1, 5.2
City of Oconomowoc	Thackeray Trail Extension/Reconstruction – Arterial connection from STH 67 to CTH Z involving extension and reconstruction of existing roadway	5.1
City of Waukesha	Downtown Improvements – Street reconstruction, including new signage and lighting to implement Central City Master Plan	5.1
Village of Big Bend	Sewer/Water Project – Municipal water and sewer for the Village	5.1, 5.2
Village of Dousman	Northeast Dousman Mixed-Use Expansion – Extend public utilities and support on-site infrastructure on approximately 400 acres centered at intersection of STH 18 and STH 67 for businesses, industrial, life-cycle senior housing, and workforce housing	5.1, 5.2, 5.3

appendices

committee rosters

appendix a

m7 executive partners: april 2021

co-chairs

Gale Kappa Chairman & CEO, Wisconsin Energy Corporation
Greg Marcus..... President & CEO, The Marcus Corporation
Tom Barrett..... Mayor, City of Milwaukee
Paul Farrow County Executive, Waukesha County

at-large members

Julie Anding..... Chief Administrative Officer, Harley-Davidson
Linda Benfield Managing Partner, Foley & Lardner
Richard Bliss President, Godfrey & Kahn, S.C.
Jill Didier VP Business Development, Miron Construction
Richard Graber President/CEO, Lynne & Harry Bradley Foundation
Brian Grossman..... Region Manager, Middle Market Banking WI, JPMorgan Chase
Gus Hernandez Group Senior VP, Associated Bank
Melissa Hughes CEO/Secretary, Wisconsin Economic Development Corp.
Mary Isbister President, GenMet
Cathy Jacobson President/CEO, Froedtert Health
Tracey Joubert CFO, MillerCoors
Suzanne Kelley President, Waukesha County Business Alliance
John Kissinger..... President, GRAEF
John Koetz President Surface Mining, Komatsu
Mike Lovell..... President, Marquette University
Vincent Lyles System VP, Community Relations, Advocate Aurora Health Care
Jay Mack President/CEO, Town Bank/Wintrust
Barry Mandel President, Mandel Group
Amy Marshall..... Milwaukee Metro Market Manager, ManpowerGroup
Jeri Meyers..... Executive VP of Sales, QPS Employment Group
Mark Mone Chancellor, UW-Milwaukee
David Neville..... CEO, Beer Capitol Distributing Co.
Jim Olson..... Director of Business Development, Consolidated Construction Company
Jim Rossmeissl Sr Exec VP, Chief Marketing Officer, The Boldt Company
Wes Saber EVP/CFO, Haribo
John Schlifske..... Chairman/CEO, Northwestern Mutual

Maria Schuld Group Executive, FIS Global
 Kevin Shafer Executive Director, MMSD
 Andrew Slocum Senior Vice President, Bank of America Merrill Lynch
 Mary Ellen Stanek Managing Director, Robert W. Baird
 Rich Tennessen President, Eppstein Uhen Architects
 Jeffrey Ticknor Senior Vice President, BMO Harris Bank
 Peggy Troy President/CEO, Children’s Hospital of Wisconsin
 Kevin Wheeler Chairman/CEO, A.O. Smith Corp.

kenosha county representatives

Jim Kreuser County Executive, Kenosha County
 Todd Battle President, Kenosha Area Business Alliance

milwaukee county representatives

David Crowley County Executive, Milwaukee County
 Aaron Hertzberg Economic Development Director, Milwaukee County

ozaukee county representatives

Jason Dzwiniel County Administrator, Ozaukee County
 Kathleen Cady Schilling Executive Director, Ozaukee Economic Development

racine county representatives

Jonathan Delagrave County Executive, Racine County
 Jenny Trick Executive Director, Racine County Economic Development Corp.

walworth county representatives

Mark Lubarda County Administrator, Walworth County
 Derek D’Auria Executive Director, Walworth County Economic Development Alliance

washington county representatives

Joshua Schoemann County Executive, Washington County
 Christian Tscheschlok Executive Director,
 Economic Development Washington County

waukesha county representatives

Paul Farrow County Executive, Waukesha County
 Judie Taylor Director of Economic Development,
 Waukesha County Center for Growth

southeast wisconsin regional economic partnership: april 2021

county economic development organization members

Todd Battle President, Kenosha Area Business Alliance
Judie Taylor Director of Economic Development,
Waukesha County Center for Growth
Aaron Hertzberg Economic Development Director, Milwaukee County
Christian Tscheschlok Executive Director,
Economic Development Washington County
Kathleen Cady Schilling Executive Director, Ozaukee Economic Development
Derek D'Auria Executive Director, Walworth County Economic Development Alliance
Jenny Trick Executive Director, Racine County Economic Development Corporation

other members

Joel Burow Project Manager, WeEnergies
Vanessa Koster Deputy Commissioner,
Milwaukee Department of City Development
Pat O'Brien President, Milwaukee 7
Tina Chitwood Senior Economic Development Director,
Wisconsin Economic Development Corporation
Ben McKay Deputy Director,
Southeastern Wisconsin Regional Planning Commission

summary of public comments

appendix b

overview

This appendix summarizes the public comments received during two rounds of public and stakeholder involvement for the 2021-2025 CEDS.

Comments from the first round focused on the Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis and were obtained at an interactive virtual stakeholder meeting held on October 26, 2020, and through an online survey available from October 9 through November 2. Participants were first asked to review the SWOTs provided in the 2015-2020 CEDS and indicate whether they agreed that they are still SWOTs. Participants were then asked to provide additional SWOTs they feel apply to the Region.

Comments from the second round focused on obtaining feedback on the draft CEDS, particularly the Strategic Framework/Action Plan, and were obtained at an Environmental Justice Task Force (EJTF) meeting held on March 9, 2021, a virtual stakeholder meeting held on March 16, 2021, and via email, mail, and phone during a formal comment period from February 25 through March 31. Meeting participants were given an overview of the draft CEDS, focusing on the Strategic Framework/Action Plan, and asked to provide feedback on the goals, strategies, and actions to help the Region obtain its economic vision.

Due to the COVID-19 pandemic, no in-person public meetings were held, and all comments were received either at the virtual meetings or through the surveys.

part 1: round 1 public and stakeholder input

Part 1 of this appendix summarizes the input received through the SWOT exercise and was used to identify the SWOTs that are included in the 2021-2025 CEDS. The first section under each SWOT category provides the 2015-2020 SWOTs and the percentage of poll respondents who agreed that they are still SWOTs for the Region. The second section provides a list of the comments suggesting additional SWOTs that were received through the virtual meeting and online survey.

strengths

existing strengths from 2015-2020 ceds

Percent of respondents who agree this is still a Strength is noted in parentheses

- › Strong university and technical college systems (88%)
- › Good regional and international airport access within 2-hour radius of Region (77%)
- › Strong clusters in advanced manufacturing and power, energy, and controls, food and beverage, water technology, financial services, information technology and medical technology (65%)
- › Leading manufacturing region in the U.S., robust university research and engineering programs, and high concentration of manufacturing employees across various skill levels (64%)
- › Availability of utilities at a moderate cost (electricity, natural gas, and water) (64%)
- › Numerous major corporate headquarters across several industries (51%)
- › Lower-cost industrial real estate than many other U.S. regions (49%)

comments suggesting additional strengths (43 total comments)

Note: some comments appear in multiple categories

quality of life (9 comments)

- › Quality of life in the region attracts new talent
- › Low cost of living
- › Walkability and bike-ability
- › Excellent parks/ cultural resources
- › Connection to the Arts
- › Relatively low-cost of living among peer cities
- › Design (architecture/arts/engineering)
- › Arts & entertainment, museums, zoo
- › Professional sport and entertainment of much larger city

natural resources (6 comments)

- › Access to Lake Michigan
- › Absence of serious natural disaster risks—hurricanes, wildfires, earthquakes
- › Beautiful, accessible lakefront
- › Location in the relatively safe Midwest
- › Location on a great lake
- › Access to fresh water for use and entertainment

workforce (5 comments)

- > Midwest work ethic
- > Qualified workforce
- > Diverse workforce
- > Loyalty of employee base
- > More transitional jobs

education (4 comments)

- > K-12 Schools
- > K-12 education working better with business sectors
- > Universities within 90 miles of MKE from which we can pull in talent
- > Relatively high concentration of students in colleges and universities here

governance (4 comments)

- > Long term vs. transactional relationships across all parties in the regional
- > Collaborative mind set
- > Financial strength of the state makes lower risk of high taxes
- > Most of the local government entities are able to cooperate and work together regarding economic development

industries (3 comments)

- > State of Regional Manufacturing economy
- > Regional economic strength
- > ...we continue to stand out as a US leader in advanced manufacturing, bolstered by a decade of successful attraction and expansion projects

supply chain (3 comments)

- > Please add "strong supply chain"
- > Supply chain advantages
- > Physical geography which is centrally located in the country esp. for supply chains

transportation (2 comments)

- > Shorter commute time
- > Multimodal logistics

attraction (2 comments)

- > Alumni network for those who no longer live here (ie grew up, college, work, etc), but want to give back
- > Quality of life in the region attracts new talent

other (1 comment)

- › Strong foodshed to support food and beverage industrial commerce; local and regional interest in sustainable agriculture practices.

weaknesses

existing weaknesses from 2015-2020 ceds

Percent of respondents who agree this is still a Weakness is noted in parentheses

- › Educational attainment, while relatively high overall, remains highly variable throughout the Region (74%)
- › The Region performs near or below average on many indicators of innovation and entrepreneurship (73%)
- › Higher taxes, and limited economic incentives, compared with many U.S. regions (42%)
- › Limited availability of large, shovel-ready industrial sites (31%)
- › Ability to exploit operating cost advantages compared to other U.S. regions (26%)

comments suggesting additional weaknesses (85 total comments)

Note: some comments appear in multiple categories

disparities (16 comments)

- › Racial inequalities
- › Lack of diversity in workforce, regional transportation options, stark disparities between POC and white households across the board
- › Limited educational, employment, and entrepreneurial opportunities for people of color
- › Inability to address historic racial disparities
- › Racial segregation makes region unattractive to new talent
- › Unprecedented historical and current racial and economic segregation
- › Milwaukee's inner city is ranked 7th most depressed area in the country
- › Lack of employment opportunities and community support for people returning from prison, where people of color are disproportionately represented
- › Diversity, Equality & Inclusiveness, Lack of modern regional transportation alternatives, Life-cycle housing, NIMBYism
- › Disparities in K-12 education
- › Poor K-12 education systems in areas densely populated with non-white
- › Significant racial disparities and high eviction rates

- › Lack of widespread home access to high-speed broadband due to income disparities
- › Disparities in internship and workforce opportunities for POC
- › Indicators of “innovation and entrepreneurship” are being conflated with other regional challenges that hold us back. This community and region stifles entrepreneurs of color and women and fails to support innovation when it is fledging regardless of the innovator’s background. The skills and ideas are out there, but the lack of startup support and unimaginative and paternalistic focus of many “support” organizations is in the way. I would add business lending redlining to this list and mark it as a Strongly Agree. Shovel ready sites are available, but the regional transportation infrastructure to connect workers to them, and a strong regional outlook are also lacking.

governance (14 comments)

- › Lack of political will or support to invest in a regional transportation system
- › Over dependency on property tax to fund local and state government
- › Unwillingness for cooperation between various units of government
- › Lack of state funding for public universities in region
- › Policy disparities between communities
- › Tribal power mentality
- › Multiple layers of government that can lead to delays in a variety of approvals and the viability of initiatives and project success
- › Outstate disdain for Milwaukee results in inadequate funding by state
- › Lack of political cohesion to focus on particular growth industries
- › Too many local government entities
- › Lack of long-term vision
- › One of Wisconsin’s greatest current weaknesses is the prohibition on cannabis. That is making our state and region less competitive and limiting opportunities for innovation and progress in this growing sector.
- › Toxic political environment leads to lack of support for universities and cities
- › Indicators of “innovation and entrepreneurship” are being conflated with other regional challenges that hold us back. This community and region stifles entrepreneurs of color and women and fails to support innovation when it is fledging regardless of the innovator’s background. The skills and ideas are out there, but the lack of startup support and unimaginative and paternalistic focus of many “support” organizations is in the way. I would add business lending redlining to this list and mark it as a Strongly Agree. Shovel ready sites are available, but the regional transportation infrastructure to connect workers to them, and a strong regional outlook are also lacking.

education (11 comments)

- › The whole public-school system needs to be revamped. Greater emphasis should be placed on basic curriculum and skills, basic math, reading, traditional history and geography.

- › K-12 was listed as a strength...not in MPS or Racine Unified our two largest population areas
- › Quality of k-12 education in central city
- › High school graduation rates
- › Lack of state funding for public universities in region
- › Lack of district and state investment in Career and Technical Education Programs in K-12 schools
- › Lack of commercialization of research from our educational institutions
- › Disparities in K-12 education
- › Poor K-12 education systems in areas densely populated with non-white residents
- › My thoughts on this are that although the region has many good institutes of higher learning, the talent coming out of those institutions is not staying in the area. We need to give incentives to graduating students to stay, live, and work in WI.
- › Toxic political environment leads to lack of support for universities and cities

transportation (11 comments)

- › Diversity, Equality & Inclusiveness, Lack of modern regional transportation alternatives, Life-cycle housing, NIMBYism
- › Historic and current underfunding of public transit, leading to limited job access for minority and low-income communities
- › Ease of transit for workers to get to jobs
- › Antiquated and sometimes nonexistent public transit limits attractiveness of the region to younger workers
- › Regional air transportation out of MKE
- › Cost of transportation to major ports on East and West Coast
- › No Metro service train from MKE/Racine to Chicago
- › Lack of mass transit outside of Milwaukee, especially to educational institutions
- › Employment transportation for low-income workers outside of urban areas
- › Lost opportunity of regional light rail
- › Indicators of “innovation and entrepreneurship” are being conflated with other regional challenges that hold us back. This community and region stifles entrepreneurs of color and women and fails to support innovation when it is fledging regardless of the innovator’s background. The skills and ideas are out there, but the lack of startup support and unimaginative and paternalistic focus of many “support” organizations is in the way. I would add business lending redlining to this list and mark it as a Strongly Agree. Shovel ready sites are available, but the regional transportation infrastructure to connect workers to them, and a strong regional outlook are also lacking.

workforce (8 comments)

- › Low attraction rates of skilled workers moving into WI
- › Disparities in internship and workforce opportunities for POC
- › Lack of interest in hiring entry level talent which is more accessible than mid-level talent
- › Limited population growth (retention & attraction)
- › My thoughts on this are that although the region has many good institutes of higher learning, the talent coming out of those institutions is not staying in the area. We need to give incentives to graduating students to stay, live, and work in WI.
- › Many times there are not the skilled workers available for jobs.
- › Ability to keep new higher education graduates and a reduction in the overall population.

entrepreneurship (6 comments)

- › Lack of a serial entrepreneurship talent. Talent is what attracts funding, not the ideas alone
- › Low entrepreneurship
- › Lack of integration of young entrepreneurs into traditional business
- › Lack of understanding and innovative solutions to jumpstart entrepreneurship for minority pop
- › Several ecosystems of innovation and entrepreneurship are coming together but need better support and coordination with all stakeholders. MKETEK is a great start.
- › Indicators of “innovation and entrepreneurship” are being conflated with other regional challenges that hold us back. This community and region stifles entrepreneurs of color and women and fails to support innovation when it is fledging regardless of the innovator’s background. The skills and ideas are out there, but the lack of startup support and unimaginative and paternalistic focus of many “support” organizations is in the way. I would add business lending redlining to this list and mark it as a Strongly Agree. Shovel ready sites are available, but the regional transportation infrastructure to connect workers to them, and a strong regional outlook are also lacking.

housing (4 comments)

- › High cost of housing
- › Significant racial disparities and high eviction rates
- › Lack of affordable workforce housing and starter homes
- › Diversity, Equality & Inclusiveness, Lack of modern regional transportation alternatives, Life-cycle housing, NIMBYism

infrastructure (4 comments)

- › Aging infrastructure
- › Underutilized port
- › Lack of widespread home access to high-speed broadband due to income disparities
- › Aging public infrastructure with no means to fund in a sustainable manner

other (4 comments)

- › Lack of Sustainability by a majority of businesses and communities
- › Incidence of broken families
- › History of many industries paying lower wages for workers, especially tech workers, than the national median, making it very hard for employers to compete. Cost of health care and health insurance is higher here than elsewhere. Very slow or no net growth in the workforce-age population, making it very hard to grow an economy. Large number of persons in poverty in the region's cities
- › I recall reading that our utility costs are significantly higher due to We Energies' monopoly. We are also dependent on non-renewable sources such as gas, oil, coal, etc. which will be increasingly undesirable in the future. We also should not be allowing companies to play off areas against each other in a bidding war. That is how we got stuck with the disastrous FoxConn deal, and that is how communities suffer when another community offers incentives. Our political climate in Wisconsin is also a disaster. Ideology should not trump over science, and our current status as a top hotspot cannot be creating a good impression on businesses. If we can't get our act together on this, how can we on other issues the business community may be concerned about?

attraction (2 comments)

- › Lack of image of the region for business (beyond beer, brats, and Packers)
- › Low attraction rates of skilled workers moving into WI

industries (2 comments)

- › Lack of recognition of the tech industry as a critical and growing industry in the state
- › We are strong in all clusters besides information technology. I have done a lot of research on our tech cluster and we don't have a particular strength in it compared to other regions.

quality of life (1 comment)

- › Residents deprecating area because of our winter
- › Lack of dedicated funding to invest in aging public infrastructure

opportunities

existing opportunities from 2015-2020 ceds

Percent of respondents who agree this is still an Opportunity is noted in parentheses

- › Continued cluster development in the water technology; food and beverage manufacturing; power, energy and controls; advanced manufacturing; and medical technology sectors (93%)
- › Collaboration with inter-regional, regional, and state economic development organizations to more effectively promote the Region and align resources (86%)
- › Potential clusters in financial services, and smaller sub-clusters in industrial/manufacturing design (73%)
- › Recruiting Northern Illinois companies based on the Region's competitive value proposition and Illinois' recent corporate and personal tax rate increases (65%)
- › Improvement in entrepreneurial climate through the continued growth of BizStarts Milwaukee (54%)
- › Growth of Venture Debt Program for revenue generating early-stage companies (52%)
- › Foreign direct investment in Europe, building on four Spanish companies that have recently established operations in the Region (37%)
- › Expansion of Foreign Trade Zone (FTZ) and EB-5 Foreign Investment Zone programs (27%)

comments suggesting additional opportunities (73 total comments)

Note: some comments appear in multiple categories

industries (11 comments)

- › Recognize the depth of tech in our region (albeit embedded in historical companies) and leverage for growth of the sector
- › Promote careers in manufacturing and the trades
- › Capitalize on the "onshoring" trend to do micro manufacturing regionally
- › Industry 4.0 adoption
- › Utilize technology to make manufacturing more efficient
- › Power, controls, water technology cluster
- › Green economy
- › Investment in renewable and sustainable economy
- › Many companies from Germany, should that be an international investment attraction focus? Medical Innovation, Capitalize on the IQ corridor for collaboration & innovation between Madison & Milwaukee Higher educational institutions

- › Need to look at integrating STEM students into the clusters with better designed internships, apprenticeships and other programs to keep vibrant. Medical Research Cluster needs to be highlighted as well. Automation trends, 3-D printing manufacturing, utilization of state's natural resources, beyond water, could also provide opportunities for innovation, keeping and attracting more young workers. Huge opportunity to test retraining of older workers in updated technology skills should be looked at, especially in Milwaukee and reentry from state prisons.
- › No more Foxconn

education (9 comments)

- › Attract research dollars to our universities and commercialize for growth
- › Improvement of high school graduation rates
- › Enhance Medical Research programs between Universities, Tech colleges, and High schools
- › Fix transportation and K-12 education and many other problems with the region will be minimized
- › Opportunity to enlarge the workforce by reducing discrimination and improving education
- › Greater career path exploration & skill development opportunities in high school students
- › Many companies from Germany, should that be an international investment attraction focus? Medical Innovation, Capitalize on the IQ corridor for collaboration & innovation between Madison & Milwaukee Higher educational institutions
- › Need to look at integrating STEM students into the clusters with better designed internships, apprenticeships and other programs to keep vibrant. Medical Research Cluster needs to be highlighted as well. Automation trends, 3-D printing manufacturing, utilization of state's natural resources, beyond water, could also provide opportunities for innovation, keeping and attracting more young workers. Huge opportunity to test retraining of older workers in updated technology skills should be looked at, especially in Milwaukee and reentry from state prisons.
- › The region needs many more organizations than just BizStarts to generate more entrepreneurs and successful entrepreneurs. Given a high number of college and university students in the region, we need to work much harder to get them to commit to live in the region upon graduation by linking them with opportunities throughout their college/university careers.

workforce (8 comments)

- › Educating and utilizing prison and jail population in the workforce
- › Engage in stronger internships and expand apprenticeships programs
- › Engage boomers to stay in the workforce
- › Gain real understanding of the discrepancy between workforce available and the gap which is not just transportation

- > Move to more virtual work reduces cost of investment in workforce expansion in region
- > Opportunity to enlarge the workforce by reducing discrimination and improving education
- > Need to look at integrating STEM students into the clusters with better designed internships, apprenticeships and other programs to keep vibrant. Medical Research Cluster needs to be highlighted as well. Automation trends, 3-D printing manufacturing, utilization of state's natural resources, beyond water, could also provide opportunities for innovation, keeping and attracting more young workers. Huge opportunity to test retraining of older workers in updated technology skills should be looked at, especially in Milwaukee and reentry from state prisons.
- > The region needs many more organizations than just BizStarts to generate more entrepreneurs and successful entrepreneurs. Given a high number of college and university students in the region, we need to work much harder to get them to commit to live in the region upon graduation by linking them with opportunities throughout their college/university careers.

transportation (7 comments)

- > Fix transportation and K-12 education and many other problems with the region will be minimized
- > Opportunity to implement a regional opportunity to implement a regional opportunity to implement a regional transportation system
- > Plan and invest in a multi-modal transportation plan for the region and develop associated funding plan
- > Chicago mega region collaboration
- > There are great opportunities in investing in public infrastructure including parks, public transit and broadband in order to make the region more attractive to talent and suitable for Dispersed teams
- > I would like the RED LINE extension completed: Route 12 from Elkhorn to White Water. This should have been completed long ago!!! Route 12 four lane ends in Elkhorn in the 60's!! Let's get this completed!!!!
- > As previously mentioned, I'm not in favor of offering tax and financial incentives - that's a race to the bottom. We should be attracting businesses with our strong infrastructure, our excellent transportation options, and our people.

attraction (6 comments)

- > Attract virtual workers to the region to infuse talent/change demographics, based on quality of life
- > Organizations like MVP and Harbor District with strong branding and placemaking projects
- > Ask for engagement by successful WI alumni to invest in the region
- > Be a welcoming location for immigrants

- › Many companies from Germany, should that be an international investment attraction focus? Medical Innovation, Capitalize on the IQ corridor for collaboration & innovation between Madison & Milwaukee Higher educational institutions
- › As previously mentioned, I'm not in favor of offering tax and financial incentives - that's a race to the bottom. We should be attracting businesses with our strong infrastructure, our excellent transportation options, and our people.

development (6 comments)

- › Opportunity for development in the Menomonee Valley
- › Opportunity for development in the 30th Street Corridor
- › Opportunity for development in the Harbor District
- › Development in 30th Street Industrial Corridor
- › Leverage local investment to attract outside investment
- › Redevelopment of underutilized or vacant retail (big box)

governance (5 comments)

- › Build on collaboration that occurred during pandemic between a wide variety of public and private organizations
- › Strengthen the regional collaboration with Madison area
- › Increase penalties for repeated drunk driving laws
- › Broaden local and state revenue sources (i.e. local sales tax) to fund investments
- › Chicago mega region collaboration

disparities (5 comments)

- › Local municipal investment in programs fighting racial & economic disparities
- › Systemic Racism being addressed by non-profit groups - ie: WISDOM/MICAH
- › Opportunity to enlarge the workforce by reducing discrimination and improving education
- › To create holistic human-centered approach with comprehensive network of supports to help level racial disparities. Supports working together through serving those in need of work from family development, job advancement by referring to state and federal programs, to transportation, childcare, credit building, financial classes.... Please reach out to me if you like
- › Recognizes that the diversity within the region is also both a strength and opportunity

infrastructure (5 comments)

- › Support 5G networks throughout the region, broadband infrastructure investment

- > Leverage Port Milwaukee to access global markets
- > There's great opportunities in investing in public infrastructure including parks, public transit and broadband in order to make the region more attractive to talent and suitable for Dispersed teams
- > I would like the RED LINE extension completed: Route 12 from Elkhorn to White Water. This should have been completed long ago!!! Route 12 four lane ends in Elkhorn in the 60's!! Let's get this completed!!!!
- > As previously mentioned, I'm not in favor of offering tax and financial incentives - that's a race to the bottom. We should be attracting businesses with our strong infrastructure, our excellent transportation options, and our people.

entrepreneurship (4 comments)

- > Work with other partners to promote entrepreneurship amongst minority entrepreneurs, not just BizStarts
- > Leverage our large orgs as "first customers" for entrepreneurs
- > Gener8tor is the most successful, based on results, in the early stage funding and start up. We should tap their insights into what's needed. What growth has come from "water technology" segment in this region?
- > The region needs many more organizations than just BizStarts to generate more entrepreneurs and successful entrepreneurs. Given a high number of college and university students in the region, we need to work much harder to get them to commit to live in the region upon graduation by linking them with opportunities throughout their college/university careers.

natural resources (3 comments)

- > Capitalize on freshwater availability on the 3rd coast
- > Utilize government and non-profit sectors to hold industry accountable for the miss use of natural resources - particularly water
- > Need to look at integrating STEM students into the clusters with better designed internships, apprenticeships and other programs to keep vibrant. Medical Research Cluster needs to be highlighted as well. Automation trends, 3-D printing manufacturing, utilization of state's natural resources, beyond water, could also provide opportunities for innovation, keeping and attracting more young workers. Huge opportunity to test retraining of older workers in updated technology skills should be looked at, especially in Milwaukee and reentry from state prisons.

quality of life (2 comments)

- > Attract virtual workers to the region to infuse talent/change demographics, based on quality of life
- > Use COVID-19 company reactions to recruit them to the M7 region due to our strengths (low cost of living, high QOL, etc.)

housing (1 comment)

- › Support workforce housing developments across the region

other (1 comment)

- › None of this is good if it leaves any member of our community behind.

threats

existing threats from 2015-2020 ceds

Percent of respondents who agree this is still a Threat is noted in parentheses

- › Aging population and workforce (93%)
- › Manufacturing dependence (73%)
- › Talent shortage and misaligned workforce without the skills to meet the needs of employers, especially in the manufacturing sector (72%)
- › Brain drain of local college graduates (72%)
- › Other states and regions with stronger economic incentives and lower taxes (45%)

comments suggesting additional threats (70 total comments)

Note: some comments appear in multiple categories

governance (17 comments)

- › Excessive partisanship/division statewide causes paralysis and prevents reforms
- › Lower State income and corporate tax revenue due to COVID
- › Inability to fund long term new initiatives
- › Limited ability of government to function due to political divide
- › Lack of cooperation by state legislature to help in the SE Wisconsin area, especially in the area with people of color
- › Continued political divisiveness
- › Failure for State to recognize that a strong Milwaukee (and SE WI region) is necessary for a competitive state
- › Public/private stakeholder inability to work together
- › Excessive role of money in politics
- › Lack of regional vision by those not engaged in this process. Too much parochialism between regional counties and cities/towns
- › Inability to find lowest common denominator in region or state, so to be able to focus recruitment efforts (business and people) outward

- > The state government undermines the cities in the region while taking the tax revenue from the region and spending it elsewhere in the state. The continued favored notion that business attraction is the best source of new jobs. We need to start and grow our own.
- > Greatest threat to region is current political climate. GOP policies and inaction have been very harmful to entrepreneurs and attracting younger talent. With an increase in dispersed working the region has to become a great place to live and give people a reason to live here. Tax incentives for businesses won't cut it. We must invest in infrastructure and remove blocks to progressive initiatives. Climate change also a huge threat, we must become a state that leads in green technology & manufacturing
- > Our dysfunctional political system is a threat. While Milwaukee County will remain relatively young compared to surrounding counties and the state, there will be other cities and regions with younger workforce. Our birth rate is not high - we need immigration to continue to grow, so we need to be seen as a good destination for foreign immigrants from other countries. But our current political climate discourages immigration. While we have a good transportation network, lack of funding threatens it, particularly at the local level.
- > Racism. In hiring, in advancement, in lending, in public services, across the board. I would also identify the current legislative climate in Madison as a threat. Milwaukee (City and County) has been pitted against the rest of the state, including its immediate neighbors, for resources and legislative support.
- > Obvious one is declining state and public funding for education and services. This was evident pre-COVID and has been exacerbated recently.
- > Frozen state transit funding

workforce (10 comments)

- > Continued demonization of immigrants will have hi-tech talent going to more welcoming locations to start businesses
- > Workforce's digital skills not positioned for future industries
- > COVID-19's impact on women in the workforce
- > Lack of upward mobility
- > State DWD is not structured to invest in highest growth industries
- > Lack of attraction for POC to relocate to such a segregated city. Stifling any effort for a diverse workforce
- > Lack of data to show the skills for the future at a granular level to allow purposeful investment in skills
- > One of the biggest threats is the lack of diversity in our workforce compared to the diversity in our communities. Going from 34% people of color to 51% over the next 15 years in metro Milwaukee without a change in engagement in our respective workforce will be opportunity lost. Just in education alone, percentage of adult population with a 4-year degree or better: AA/15%, HL/14%, W43%. This gap needs to be closed.
- > Our biggest challenge is upskilling, reskilling, and producing the talent to keep [advanced manufacturing] a strength for the region.

- › Our dysfunctional political system is a threat. While Milwaukee County will remain relatively young compared to surrounding counties and the state, there will be other cities and regions with younger workforce. Our birth rate is not high - we need immigration to continue to grow, so we need to be seen as a good destination for foreign immigrants from other countries. But our current political climate discourages immigration. While we have a good transportation network, lack of funding threatens it, particularly at the local level.

attraction (10 comments)

- › Economic incentives/taxes not structured to attract the industries of the future (tech)
- › Continued demonization of immigrants will have hi-tech talent going to more welcoming locations to start businesses
- › WI's conservative/humble nature makes us reluctant to share our successes and capabilities
- › New comfort with virtual workforce may move jobs to the most cost-effective and easiest area to do business
- › Lack of knowledge of persons outside area to understand how well we produce even during bad weather
- › Lack of attraction for POC to relocate to such a segregated city. Stifling any effort for a diverse workforce
- › Inability to find lowest common denominator in region or state, so to be able to focus recruitment efforts (business and people) outward
- › The state government undermines the cities in the region while taking the tax revenue from the region and spending it elsewhere in the state. The continued favored notion that business attraction is the best source of new jobs. We need to start and grow our own.
- › Greatest threat to region is current political climate. GOP policies and inaction have been very harmful to entrepreneurs and attracting younger talent. With an increase in dispersed working the region has to become a great place to live and give people a reason to live here. Tax incentives for businesses won't cut it. We must invest in infrastructure and remove blocks to progressive initiatives. Climate change also a huge threat, we must become a state that leads in green technology & manufacturing
- › Lack of affordable life cycle housing. Need incentives to compete as a Mid-West destination and national player
- › Lack of investment due to extreme conservative nature

disparities (9 comments)

- › Identified as racially unfriendly region
- › Racial inequality
- › Segregation, health disparities, educational disparities, lack of mobility represent an existential obstacle to progress
- › Current racial disparities ignored

- > Racism throughout region
- > Systemic racism
- > Inability to understand or deal with race disparities in the public and private sectors will result in worse socio-economic conditions for everyone
- > One of the biggest threats is the lack of diversity in our workforce compared to the diversity in our communities. Going from 34% people of color to 51% over the next 15 years in metro Milwaukee without a change in engagement in our respective workforce will be opportunity lost. Just in education alone, percentage of adult population with a 4-year degree or better: AA/15%, HL/14%, W43%. This gap needs to be closed.
- > Racism. In hiring, in advancement, in lending, in public services, across the board. I would also identify the current legislative climate in Madison as a threat. Milwaukee (City and County) has been pitted against the rest of the state, including its immediate neighbors, for resources and legislative support.

other (5 comments)

- > A lot of the opportunities are also threats if not implemented
- > Civil unrest across the nation
- > Use of drugs throughout the Region harming workforce, families and increasing costs to local governments.
- > Violent Crime in certain sectors of the region
- > Encourage families to increase the birth rate. Look what has been done in Hungary. People are workers and consumers of goods.

industries (5 comments)

- > Economic incentives/taxes not structured to attract the industries of the future (tech)
- > Workforce's digital skills not positioned for future industries
- > Lack of knowledge of the opportunities provided in Manufacturing
- > Not understanding that Manufacturing is high Tech sector
- > Lack of recognition of tech as a sector makes it unlikely to attract external investment

natural resources (4 comments)

- > Lake Michigan high water levels
- > Human & economic impact of climate change
- > Not recognizing that our water resources are delicate and finite
- > I think that Water is becoming more of an issue in WI in general. Our lakes, rivers, and streams are becoming more polluted. With the reductions in federal protections and the weakening of the Clean Water Act regulations under the trump administration, WI needs to be vigilant about its precious waterways.

education (2 comments)

- › Obvious one is declining state and public funding for education and services. This was evident pre-COVID and has been exacerbated recently
- › One of the biggest threats is the lack of diversity in our workforce compared to the diversity in our communities. Going from 34% people of color to 51% over the next 15 years in metro Milwaukee without a change in engagement in our respective workforce will be opportunity lost. Just in education alone, percentage of adult population with a 4-year degree or better: AA/15%, HL/14%, W43%. This gap needs to be closed.

infrastructure (2 comments)

- › Lack of vision for long term infrastructure needs
- › Greatest threat to region is current political climate. GOP policies and inaction have been very harmful to entrepreneurs and attracting younger talent. With an increase in dispersed working the region has to become a great place to live and give people a reason to live here. Tax incentives for businesses won't cut it. We must invest in infrastructure and remove blocks to progressive initiatives. Climate change also a huge threat, we must become a state that leads in green technology & manufacturing

transportation (2 comments)

- › Lack of access/investment in public transit
- › Frozen state transit funding

entrepreneurship (1 comment)

- › Greatest threat to region is current political climate. GOP policies and inaction have been very harmful to entrepreneurs and attracting younger talent. With an increase in dispersed working the region has to become a great place to live and give people a reason to live here. Tax incentives for businesses won't cut it. We must invest in infrastructure and remove blocks to progressive initiatives. Climate change also a huge threat, we must become a state that leads in green technology & manufacturing

housing (1 comment)

- › Lack of affordable life cycle housing. Need incentives to compete as a Mid-West destination and national player

quality of life (1 comment)

- › Lack of vibrancy during winter months

part 2: round 2 public and stakeholder input

Part 2 of this appendix summarizes the input received on the draft CEDS, particularly the Strategic Framework/Action Plan, and includes responses to comments as appropriate. The comments were received during an Environmental Justice Task Force meeting, a virtual stakeholder meeting, and via email, mail, and phone during a formal comment period from February 25 through March 31, 2021.

overall comments

- › Multiple comments emphasized the need for efforts to achieve equity to be featured more prominently throughout the Action Plan. Comments suggested making the need for equity more obvious and urgent, better demonstrating how strategies/actions/projects tie to equity, providing more specific steps to combat racial disparities and discrimination, and prioritize actions related to improving public transit.

Response: Numerous changes were made in the final CEDS to address these comments. Following the comment period on the draft CEDS, EDA announced updated national investment priorities, which included equity as its top priority. Emphasis was added to the final CEDS to show how equity is now EDA's top national priority and the proposed economic development projects that could contribute to improving equity in the Region were more clearly identified. As a key outcome of adopting the new CEDS is to maintain eligibility for potential EDA project funding, the final CEDS more explicitly shows how economically distressed areas, for which EDA funding is intended to benefit, overlap with areas of high concentrations of people of color. Several strategies and actions were modified and added to make the link to equity in the CEDS more explicit, including actions to address fair housing issues. The Regional Housing Plan and VISION 2050 (the Region's Long-Range Land Use and Transportation Plan), which both have strong recommendations for making the Region more equitable through housing, land use, and transportation, were also highlighted. Specific to transportation, emphasis was added to show how important it is to improve public transit and address mobility issues related to people of color accessing jobs and other opportunities. Ways to ensure people of color have a voice in ongoing regional economic development efforts were added, including reference to continuous collaborations and partnerships with organizations like the Ethnic & Diverse Business Coalition (EDBC), African American Leadership Alliance Milwaukee (AALAM), and the Hispanic Collaborative. Lastly, an equity lens was applied to all CEDS strategies to evaluate the extent they would benefit people of color and low-income residents, with the results presented in Appendix D.

- › A comment asked where most of the Region's opportunity zones are located.

Response: About 80% of the opportunity zones in Southeastern Wisconsin are located in the City of Milwaukee, with many of them located in the central and northwest parts of the City.

- › A comment recommended using more active and assertive language throughout the CEDS.

Response: Language in the final CEDS was modified, where appropriate, to be more active and assertive.

- › Multiple comments emphasized a need for the CEDS to identify the Region's advantages and key qualities that set it apart from other regions.

Response: The goal introductions in the Action Plan were modified and photos and infographics were added to highlight and emphasize the Region's uniqueness and advantages in the final CEDS.

- › A comment recommended closed captioning for all online meetings to increase inclusivity.

Response: M7 and SEWRPC will make closed captioning available for future virtual meetings.

- › Multiple comments supported how the draft CEDS focused on equity throughout the Strategic Framework/Action Plan.

- › Multiple comments expressed general support for the content and effort put into the draft CEDS.

- › A comment indicated we have an opportunity to commercialize the research coming out of the Region's institutions of higher learning.

Response: The draft CEDS provides examples of programs that focus on improving the technology transfer capacity of new startups. An action was added under Strategy 2.6 to expand the focus to enhancing the technology transfer capacity of larger, established organizations that are able to quickly scale new technologies.

- › A comment asked if a discussion on the American Rescue Plan Act will be added when preparing the final CEDS.

Response: A summary of how the American Rescue Plan Act, which was signed into law after the draft CEDS was prepared, impacts EDA and its grant programs was added to the Implementation section.

- › Multiple comments recommended re-ordering some strategies and actions to incorporate and emphasize impactful projects that can be implemented immediately if funded.

Response: Strategies and actions were reordered and callouts to projects that help achieve specific strategies were added to the final CEDS.

- › A comment recommended shortening the entire CEDS by moving background data and analysis to an appendix and focusing on fewer, but more specific, strategies and actions.

Response: The final CEDS was not shortened considerably but language in the final CEDS was modified to be more concise and a concerted effort was made to emphasize key points.

- A comment advocated for the power of using a SWOT analysis as a tool and encouraged a more robust process for future SWOT analyses.

Response: M7 and SEWRPC recognize the power and importance of robust public and stakeholder engagement and will seek to find more creative ways to obtain input through future SWOT analyses conducted for the next CEDS and other planning efforts.

- A comment recommended diversifying the composition of committees that create and approve documents like the CEDS.

Response: M7 and SEWRPC recognize the value in having members from diverse backgrounds on committees and obtaining input from a diverse set of residents and organizations including, but not limited to, the African American Leadership Alliance MKE (AALAM), Ethnic & Diverse Business Coalition (EDBC), Hispanic Collaborative, and SEWRPC's nine community partners that serve and represent people of color, low-income populations, and people with disabilities. SEWRPC also has an Environmental Justice Task Force (EJTF), which performs an important role in enhancing the consideration and integration of environmental justice for people of color, low-income residents, and other traditionally underrepresented groups during the regional planning process. A member of the EJTF serves as a liaison to SEWRPC's Regional Transportation Planning Advisory Committee. Also, while SEWRPC does not control the appointment of its standing committees, it does actively seek diversity for committees, explicitly encouraging appointing authorities to consider appointing members of minority groups as they fill vacancies on existing committees and soliciting suggestions from the EJTF as new committees that are formed for specific planning efforts.

- A comment recommended increasing the visibility of the CEDS, using the approval process to generate enthusiasm for and commitment to a vision of regional prosperity with the objective of building region-centric thinking.

Response: The CEDS does present an opportunity to engage counties and communities to think about working together as one region with a shared fate. M7 and SEWRPC will continue working with REP members to leverage this opportunity through the process to obtain endorsement from county EDOs and adoption by county boards. Presentations, materials, and other outreach to interested parties across the Region will be approached with the goal of generating excitement around the many ideas put forth in the CEDS. Moving forward, the CEDS will be used as a keystone in advancing regional conversations around its themes, attempting to build consensus around an equitable regional economic development agenda that benefits all residents, communities, counties, and other stakeholders.

- A comment suggested identifying performance measures that directly measure the success or progress of specific goals or strategies.

Response: If the Region becomes an EDD, an expanded set of measures will be tracked as part of the required annual performance report. These measures include the additional measures identified in the Implementation section, as well as other potential measures developed by M7 and SEWRPC. SEWRPC has developed a regional performance monitoring website that could help track many of these measures.

comments related to goal 1 (unity)

- › A comment asked whether the CEDS discussed creation of a Regional Transit Authority (RTA) to address transportation needs.

Response: While the CEDS does not explicitly recommend creation of an RTA, it does recognize that the Region lacks a regional transit agency with the ability to provide transit services across city and county boundaries. Strategy 5.1 includes an action to develop a significantly improved, integrated, and expanded public transit system, which could be bolstered by an RTA, although the primary barrier is a lack of adequate funding. To this end, Strategy 5.3 includes an action to address the significant funding gap for public transit at the State level to prevent a disparate impact on people of color, people experiencing poverty, and people with disabilities. More details on the recommended transit system and transit funding gap can be found in VISION 2050 at www.vision2050sewis.org.

- › A comment asked if regional unity and coordinated plans impact EDA funding decisions.

Response: EDA guidelines do not explicitly state the impact regional unity and coordinated plans have on funding decisions. However, the purpose of the CEDS is to bring together public- and private-sector stakeholders to create a cohesive regional economic development vision and strategy, and an adopted CEDS is required for communities and organizations in the Region to be eligible for most EDA grant funding. Additionally, while not necessarily a stated requirement for funding, regional cooperation is looked upon favorably by EDA and other Federal agencies.

- › A comment asked if there was a plan to create a public bank to fund initiatives.

Response: M7 and SEWRPC do not have experience in creating public banks and the CEDS does not include creation of a public bank.

- › A comment suggested highlighting existing partnerships, such as HERA, RTLC, and MKE Tech Hub, more prominently to demonstrate how the Region is structuring itself for increased cooperation.

Response: These and other existing partnerships within the Region were highlighted in the final CEDS near the specific strategies and actions they would help implement.

- › A comment supported unity being the first goal because the other four goals will fail without it.

- › A comment recommended adding a new action to Strategy 1.1 to generate enthusiasm for and raise awareness of the CEDS, including conducting frequent updates of the CEDS.

Response: No new action was added but efforts will continue throughout the endorsement and adoption process to raise awareness of the CEDS. Updates to the CEDS are driven by EDA requirements, including the need to update it every 5 years for the Region to qualify for EDA funding. If the Region obtains designation as an Economic Development District (EDD), the CEDS would be reviewed annually through a required performance monitoring report. That report would include updates as needed to refine the economic development strategies called for in the CEDS.

- › A comment asked what specific recommendations to modify the State tax structure to provide adequate revenue for city and county needs could be provided under Strategy 1.3.

Response: No specific recommendations to modify the State tax structure have yet been identified. The action under Strategy 1.3 was revised to recommend identifying specific modifications to the State tax structure.

comments related to goal 2 (growth)

- › Multiple comments asked about financial partnerships to increase access to capital for minority businesses and entrepreneurs.

Response: Specific organizations that provide financial resources through KIVA loans and revolving loan funds were added to an action under Strategy 2.6.

- › A comment recommended rephrasing some wording to depict how the Region adds to or complements other regions and EDDs in the country, rather than framing competition with other regions as a zero-sum game.

Response: The goal introductions in the Action Plan in the final CEDS were modified to emphasize the Region's uniqueness and advantages and language that could be interpreted as seeking to lure businesses from other specific regions was removed.

- › A comment showed support for how tech adoption and entrepreneurship were included in the draft CEDS.

- › A comment asked about incentives for businesses and companies to move to the city instead of locating in suburban areas.

Response: Investment in Opportunity Zones is incentivized by providing investors favorable treatment on capital gains taxes. Opportunity Zones are located in designated low-income census tracts, which tend to be located in central cities rather than suburban areas. Opportunity Zones in the Region are primarily located in the Cities of Milwaukee, Racine, and Kenosha. Tax Increment Financing (TIF) is a commonly used tool by local governments; however, it can be used by cities or suburban municipalities.

- › A comment suggested the CEDS emphasize workforce training and growing existing businesses.

Response: Specific strategies pertaining to workforce training are included in Goal 3 and workforce training programs, including ReSkill MKE and the WCTC Integrated Manufacturing Center, were highlighted in the final CEDS while actions throughout Goal 2 (particularly Strategy 2.7) focus on supporting existing businesses.

- › A comment suggested more clearly demonstrating innovation and a commitment to developing an innovation-based economy.

Response: Innovation is a key focus of the CEDS, particularly emphasized in multiple strategies under Goal 2 and in Strategy 3.2. To add emphasis, projects and partnerships that demonstrate innovation were highlighted in the final CEDS.

- › A comment suggested specifically identifying robotics and automation as industries to focus on for growth.

Response: Robotics and automation are a component of the Energy, Power, and Controls industry cluster, which is identified as a key driver of the Region's economic growth in Strategy 2.5 and further described in Appendix B. Strategy 2.5 was revised to specifically identify robotics and automation as a component of the Energy, Power, and Controls cluster. Additionally, the WCTC IMC project was highlighted in the final CEDS, which has an emphasis on fostering education programs in manufacturing, electronics, and automation.

comments related to goal 3 (talent)

- › A comment asked if new Google certifications were being considered in the hiring process.

Response: The CEDS does not include information regarding specific certifications that have been recently developed. However, Strategy 3.1 includes an action that seeks to create and expand certification and credentialing programs to advance skills development in the regional workforce.

- › Multiple comments stressed the need for the Region to attract remote workers.

Response: Strategies within Goals 3 and 4 seek to specifically address the issue of creating a climate that attracts people to the Region, including remote workers. For the final CEDS, attracting remote workers was emphasized in Strategy 3.4, including adding an action seeking to develop a strategy to attract remote workers to move to the Region.

- › A comment asked if the CEDS includes ways to expand the worker/talent pool by working with state and federal governments to change criminal laws, sentences, and reintroduction into the workforce.

Response: Goal 3 includes strategies to maximize talent supply around four distinct talent pools. Strategy 3.3 addresses the Untapped Potential pool and includes initiatives that reduce barriers for formerly incarcerated individuals to re-entry into the workforce.

comments related to goal 4 (livability)

- › Multiple comments were received on how the CEDS seeks to create a climate to attract and retain workers.

Response: Strategies within Goals 3 and 4 seek to specifically address the issue of creating a climate that attracts and retains workers.

- › A comment recommended eliminating Goal 4 and incorporating its strategies and actions into other goals.

Response: Although it does have some overlap with other goals, Goal 4 was not eliminated because the CEDS goals include a goal for each of Prosperity 2025's three key pillars, Growth, Talent, and Livability. Goal 4 represents strategies and actions supporting the Livability pillar.

- › A comment suggested identifying specific ways to improve K-12 education beyond increasing funding for public schools.

Response: Additional actions from MMAC's Blueprint for Prosperity related to improving education were added to Strategies 3.2 and 4.3 of the final CEDS.

comments related to goal 5 (infrastructure)

- › A comment recommended issues surrounding affordable housing, fair housing, and related solutions be featured more prominently in the CEDS.

Response: The draft CEDS included an action under Strategy 5.3 from the Regional Housing Plan about increasing affordable housing near job concentrations. Several actions were added to Strategies 4.3 and 5.3 related to affordable housing and fair housing, and callouts were added for the Regional Housing Plan and Metropolitan Milwaukee Fair Housing Council to provide additional emphasis on the importance of increasing affordable housing and ensuring fair housing practices.

- › A comment suggested that the CEDS include a statement about how affordable, continuous, and redundant energy is critical for residents and the economy.

Response: One of the draft actions under Strategy 5.2 was to maintain reliability and increase the cost competitiveness of the regional energy infrastructure. This action was modified to address the comment.

- › A comment asked how the CEDS would help achieve a goal of net-zero greenhouse gas emissions. Another comment expressed opposition to the net-zero emissions goal, suggesting the Region needs a balance of clean energy technology and fossil fuels.

Response: The CEDS does not take a position on net-zero greenhouse gas emissions but includes many strategies and actions that would lead to reduced emissions.

- › Multiple comments supported increasing transit service and access throughout the Region to improve connectivity, especially related to workforce. Specific transit improvements identified include access to business parks in I-94/I-43 corridor and commuter rail throughout the Region.

Response: The CEDS recognizes that inadequate transit funding and connecting the workforce to jobs are substantial challenges for the Region. The CEDS recommends greatly expanding transit services and first and last mile transportation solutions and identifies the RTLC as a partnership that can help advance transit access and funding efforts.

- › Multiple comments suggested considering forward-thinking transportation alternatives.

Response: The CEDS recognizes the importance of innovation and an action was added to Strategy 5.1 address this issue specifically.

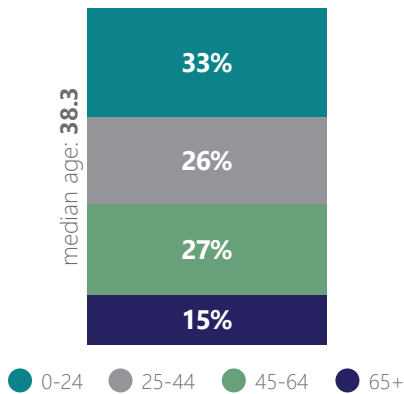
economic profiles

appendix c

region

population

population by age

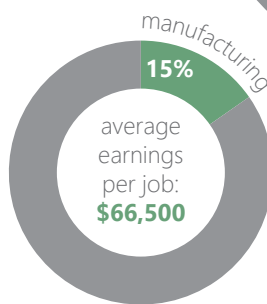
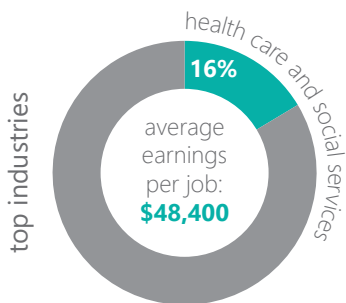


population 2018: **2,042,600**
 population growth since 2010: **1.1%**
 projected population 2050: **2,421,600**
 population growth 2018-2050: **376,700**
 % population growth 2018-2050: **18%**
 share of state population in 1970: **40%**
 share of state population in 2018: **35%**
 % minority: **32%**

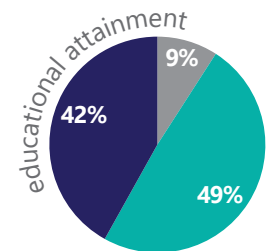


employment

jobs 2018: **1,304,900**
 projected jobs 2050: **1,422,700**
 job growth 2018-2050: **117,800**
 % job growth 2018-2050: **9%**
 share of state jobs in 1970: **41%**
 share of state jobs in 2018: **35%**
 unemployment rate (2019 annual average): **2.9**



education



- no diploma
- hs diploma, no degree
- associate's degree or higher

higher education institutions

- 9 technical college campuses
- 5 public universities and colleges
- 8 private universities and colleges
- 3 private technical and professional colleges

housing

median household income: **\$61,400**
 median home value: **\$214,100**
 median rent paid: **\$880**

housing unit occupancy



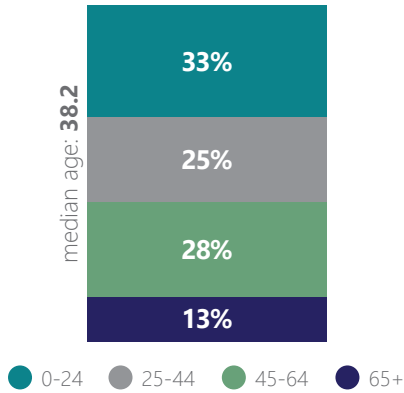
Sources:

U.S. Bureau of Economic Analysis
 U.S. Bureau of Labor Statistics
 U.S. Census Bureau
 U.S. Census Bureau American Community Survey
 Wisconsin Blue Book
 SEWRPC

kenosha

population

population by age

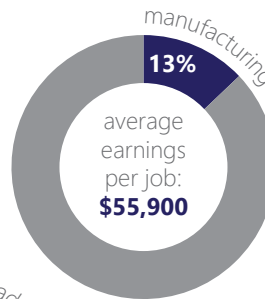
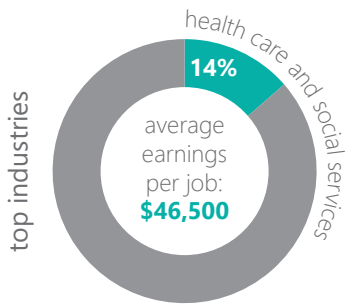


population 2018: **168,300**
 population growth since 2010: **1.1%**
 projected population 2050: **251,100**
 population growth 2018-2050: **82,800**
 % population growth 2018-2050: **49%**
 share of region population in 1970: **7%**
 share of region population in 2018: **8%**
 % minority: **24%**



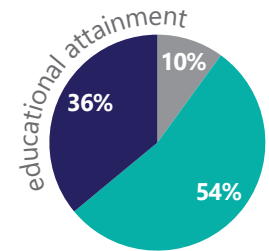
employment

jobs 2018: **85,200**
 projected jobs 2050: **102,700**
 job growth 2018-2050: **17,500**
 % job growth 2018-2050: **21%**
 share of region jobs in 1970: **6%**
 share of region jobs in 2018: **6%**
 unemployment rate (2019 annual average): **4.0**



average annual wage per job: **\$45,000**

education



no diploma
 hs diploma, no degree
 associate's degree or higher

higher education institutions

UW-Parkside
 Carthage College
 Gateway Technical College – Kenosha

housing

median household income: **\$65,300**
 median home value: **\$169,000**
 median rent paid: **\$900**

housing unit occupancy



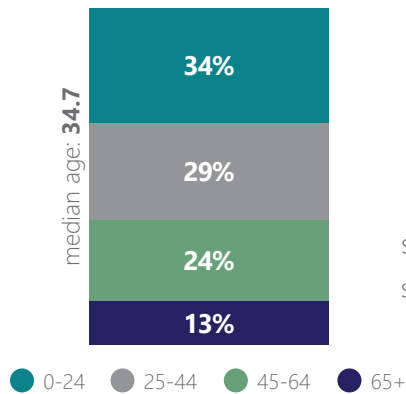
Sources:

U.S. Bureau of Economic Analysis
 U.S. Bureau of Labor Statistics
 U.S. Census Bureau
 U.S. Census Bureau American Community Survey
 Wisconsin Blue Book
 SEWRPC

milwaukee

population

population by age

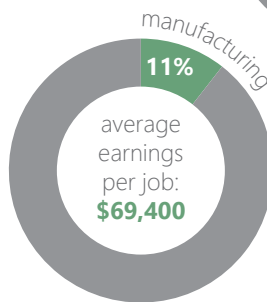
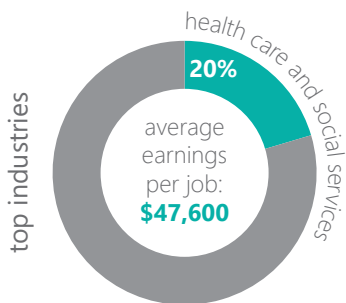


population 2018: **954,200**
 population growth since 2010: **0.7%**
 projected population 2050: **1,019,100**
 population growth 2018-2050: **64,900**
 % population growth 2018-2050: **7%**
 share of region population in 1970: **55%**
 share of region population in 2018: **46%**
 % minority: **49%**



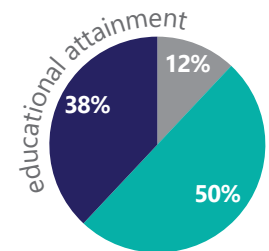
employment

jobs 2018: **612,900**
 projected jobs 2050: **634,600**
 job growth 2018-2050: **21,700**
 % job growth 2018-2050: **4%**
 share of region jobs in 1970: **67%**
 share of region jobs in 2018: **47%**
 unemployment rate (2019 annual average): **4.0**



average annual wage per job: **\$55,200**

education



no diploma
 hs diploma, no degree
 associate's degree or higher

higher education institutions

- UW-Milwaukee
- Alverno College
- Cardinal Stritch University
- Marquette University
- Mount Mary University
- Wisconsin Lutheran College
- Medical College of Wisconsin
- Milwaukee Institute of Art & Design
- Milwaukee School of Engineering
- MATC – Downtown Milwaukee
- MATC – Oak Creek
- MATC – West Allis

housing

median household income: **\$49,600**
 median home value: **\$153,600**
 median rent paid: **\$860**

housing unit occupancy



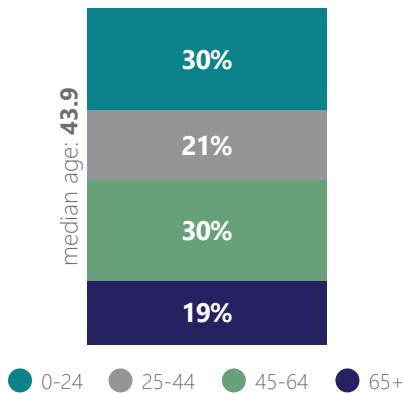
Sources:

U.S. Bureau of Economic Analysis
 U.S. Bureau of Labor Statistics
 U.S. Census Bureau
 U.S. Census Bureau American Community Survey
 Wisconsin Blue Book
 SEWRPC

ozaukee

population

population by age

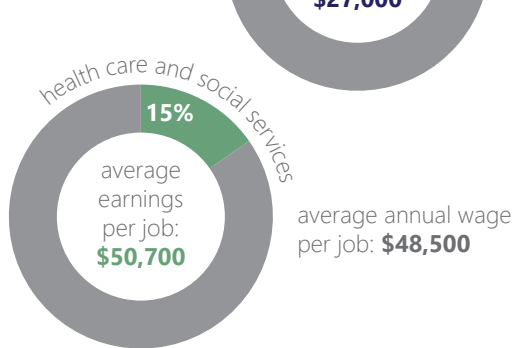
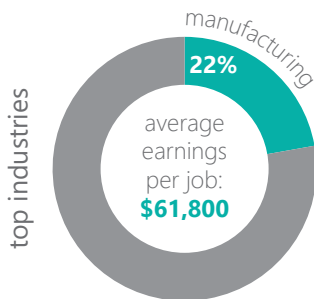


population 2018: **88,300**
 population growth since 2010: **2.2%**
 projected population 2050: **109,100**
 population growth 2018-2050: **20,800**
 % population growth 2018-2050: **24%**
 share of region population in 1970: **4%**
 share of region population in 2018: **4%**
 % minority: **9%**

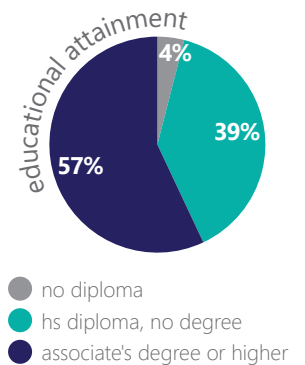


employment

jobs 2018: **60,200**
 projected jobs 2050: **69,300**
 job growth 2018-2050: **9,100**
 % job growth 2018-2050: **15%**
 share of region jobs in 1970: **3%**
 share of region jobs in 2018: **5%**
 unemployment rate (2019 annual average): **2.9**



education



higher education institutions

Concordia University
 MATC – Mequon

housing

median household income: **\$81,100**
 median home value: **\$273,000**
 median rent paid: **\$900**

housing unit occupancy



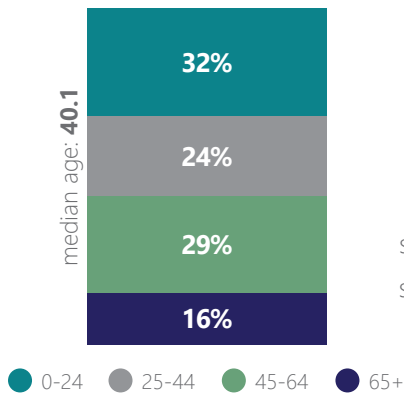
Sources:

U.S. Bureau of Economic Analysis
 U.S. Bureau of Labor Statistics
 U.S. Census Bureau
 U.S. Census Bureau American Community Survey
 Wisconsin Blue Book
 SEWRPC

racine

population

population by age

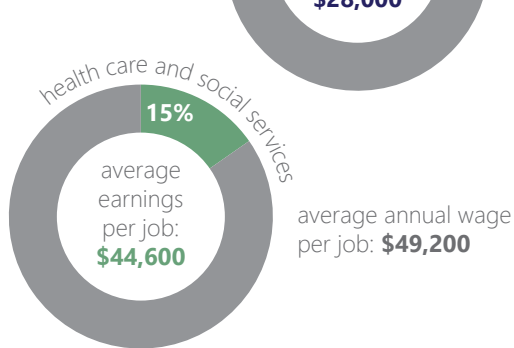
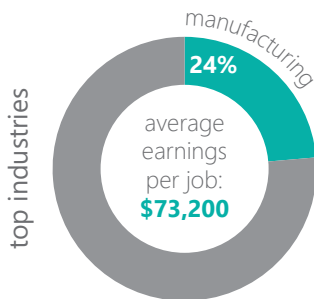


population 2018: **195,400**
 population growth since 2010: **0.0%**
 projected population 2050: **239,500**
 population growth 2018-2050: **44,100**
 % population growth 2018-2050: **23%**
 share of region population in 1970: **10%**
 share of region population in 2018: **10%**
 % minority: **29%**

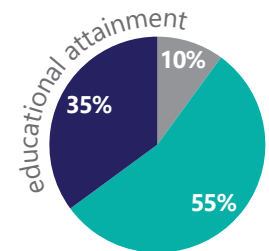


employment

jobs 2018: **96,800**
 projected jobs 2050: **127,000**
 job growth 2018-2050: **30,200**
 % job growth 2018-2050: **31%**
 share of region jobs in 1970: **8%**
 share of region jobs in 2018: **7%**
 unemployment rate (2019 annual average): **4.1**



education



- no diploma
- hs diploma, no degree
- associate's degree or higher

higher education institutions

- Gateway Technical College – Racine
- Gateway Technical College – Burlington

housing

median household income: **\$59,800**
 median home value: **\$169,900**
 median rent paid: **\$860**

housing unit occupancy



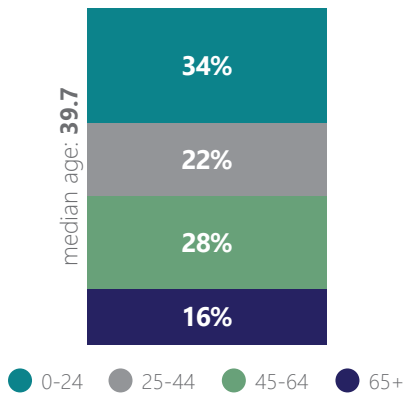
Sources:

- U.S. Bureau of Economic Analysis
- U.S. Bureau of Labor Statistics
- U.S. Census Bureau
- U.S. Census Bureau American Community Survey
- Wisconsin Blue Book
- SEWRPC

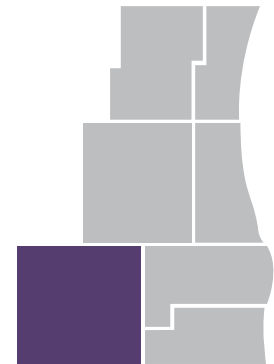
walworth

population

population by age

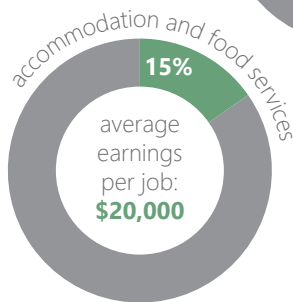
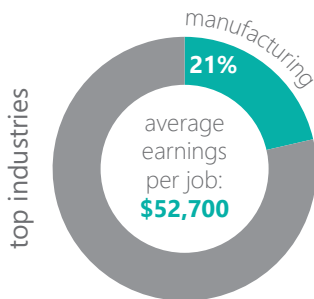


population 2018: **103,000**
 population growth since 2010: **0.8%**
 projected population 2050: **140,600**
 population growth 2018-2050: **37,600**
 % population growth 2018-2050: **37%**
 share of region population in 1970: **4%**
 share of region population in 2018: **5%**
 % minority: **15%**



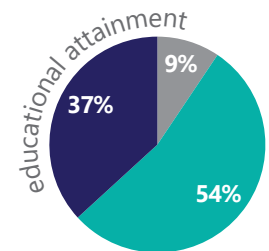
employment

jobs 2018: **59,400**
 projected jobs 2050: **69,300**
 job growth 2018-2050: **9,900**
 % job growth 2018-2050: **17%**
 share of region jobs in 1970: **3%**
 share of region jobs in 2018: **5%**
 unemployment rate (2019 annual average): **3.3**



average annual wage per job: **\$40,300**

education



- no diploma
- hs diploma, no degree
- associate's degree or higher

higher education institutions

UW-Whitewater
 Gateway Technical College – Elkhorn

housing

median household income: **\$63,800**
 median home value: **\$196,400**
 median rent paid: **\$860**

housing unit occupancy



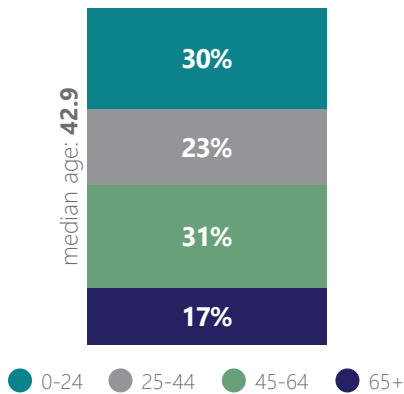
Sources:

- U.S. Bureau of Economic Analysis
- U.S. Bureau of Labor Statistics
- U.S. Census Bureau
- U.S. Census Bureau American Community Survey
- Wisconsin Blue Book
- SEWRPC

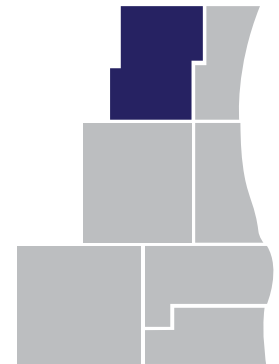
washington

population

population by age

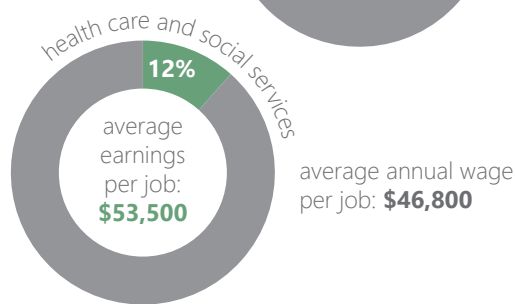
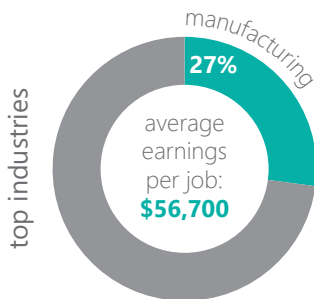


population 2018: **134,500**
 population growth since 2010: **2.0%**
 projected population 2050: **180,500**
 population growth 2018-2050: **46,000**
 % population growth 2018-2050: **34%**
 share of region population in 1970: **5%**
 share of region population in 2018: **7%**
 % minority: **7%**

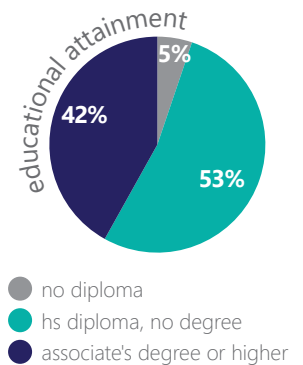


employment

jobs 2018: **76,200**
 projected jobs 2050: **87,400**
 job growth 2018-2050: **11,200**
 % job growth 2018-2050: **15%**
 share of region jobs in 1970: **3%**
 share of region jobs in 2018: **6%**
 unemployment rate (2019 annual average): **2.9**



education



higher education institutions

UWM-Washington County
 Moraine Park
 Technical College – West Bend

housing

median household income: **\$73,400**
 median home value: **\$225,800**
 median rent paid: **\$900**

housing unit occupancy



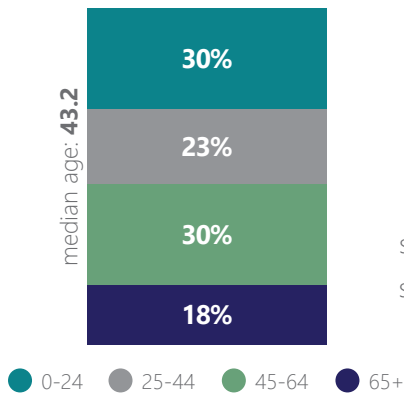
Sources:

U.S. Bureau of Economic Analysis
 U.S. Bureau of Labor Statistics
 U.S. Census Bureau
 U.S. Census Bureau American
 Community Survey
 Wisconsin Blue Book
 SEWRPC

waukesha

population

population by age

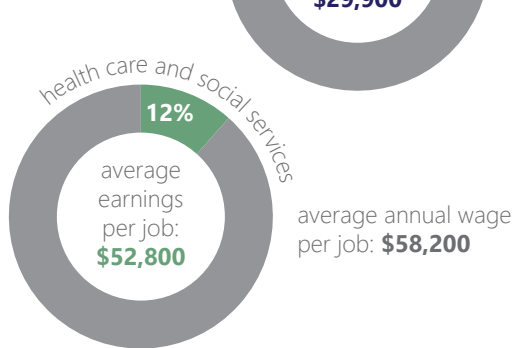
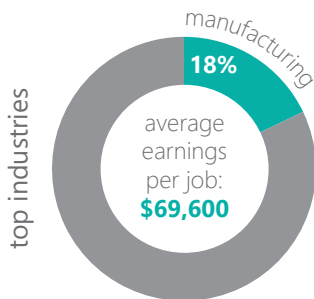


population 2018: **398,900**
 population growth since 2010: **2.3%**
 projected population 2050: **481,400**
 population growth 2018-2050: **82,500**
 % population growth 2018-2050: **21%**
 share of region population in 1970: **16%**
 share of region population in 2018: **20%**
 % minority: **12%**

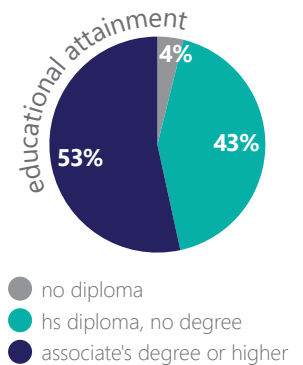


employment

jobs 2018: **314,500**
 projected jobs 2050: **338,400**
 job growth 2018-2050: **23,900**
 % job growth 2018-2050: **8%**
 share of region jobs in 1970: **10%**
 share of region jobs in 2018: **24%**
 unemployment rate (2019 annual average): **2.9**



education



higher education institutions

- UWM-Waukesha County
- Carroll University
- Waukesha County Technical College

housing

median household income: **\$87,000**
 median home value: **\$272,100**
 median rent paid: **\$1,010**

housing unit occupancy



Sources:

- U.S. Bureau of Economic Analysis
- U.S. Bureau of Labor Statistics
- U.S. Census Bureau
- U.S. Census Bureau American Community Survey
- Wisconsin Blue Book
- SEWRPC

equity analysis of action plan

appendix d

overview

The Summary Background includes a section that describes the significant racial and ethnic disparities that exist in Southeastern Wisconsin and are far more pronounced than almost all other regions in the country. The Equity section of the Action Plan summarizes the strategies and actions under each goal in the Action Plan that should be prioritized to reduce these racial disparities and move towards a more equitable Region. This appendix applies an equity lens to all of the CEDS strategies to evaluate the extent they would benefit people of color and low-income residents. The analysis concludes that all the strategies would benefit the Region's population as a whole and many of the strategies would have a particularly positive impact on people of color and low-income populations.

goal 1 (unity)

STRATEGY 1.1: Leverage existing economic development initiatives to enhance regional cooperation and inter-jurisdictional collaboration for economic growth

This strategy does not have an action directed specifically at improving equity, but it would certainly benefit the population as a whole by promoting collaboration between all the economic development stakeholders in the Region. By working together to address common issues and recognizing each other's unique challenges, communities would collectively help the Region grow and prosper in an equitable way that benefits people of color and low-income residents.

STRATEGY 1.2: Develop and implement a structured, regional process to continually analyze the economy and strategically adapt to evolving economic conditions

As Goal 1's introduction states, critical to the collaboration under Strategy 1.1 will be prioritizing diversity in stakeholder groups and input opportunities, making sure previously marginalized populations have a seat at the table and a voice in the decision making. Strategy 1.2 addresses the regional economic development within which this would happen in support of an inclusive and prosperous economy. This includes expanding the group of stakeholders that are involved in the regional economic development process and facilitating communication between stakeholders and partners so that addressing all residents' needs is part of the overall economic development agenda. As the photo caption accompanying this strategy states, it is imperative that everyone's needs are considered, and that diversity of input is a priority as decisions are made during the economic development process. Doing so would benefit people of color and low-income residents.

STRATEGY 1.3: Support public policy and processes that will foster achievement of the regional vision and goals to improve the Region's competitive standing

This strategy is clearly aimed at benefiting the Region as a whole but it specifically recommends that benefits and impacts to communities of color be considered, namely as State and local regulations and tax rates are reviewed to make the Region more competitive. In addition, by recommending that specific modifications to the State tax system be identified to provide adequate revenue for city and county needs,

this strategy has the potential to benefit those communities where people of color and low-income residents are highly concentrated that have struggled for many years to fund vital services to their residents.

STRATEGY 1.4: Align economic development agendas under the mindset that victories for equity are victories for everyone

While the first three strategies under Goal 1 would help to achieve equity somewhat indirectly, the fourth strategy explicitly identifies key ways for equity to be part of the Region's economic development program. It includes collaborations that seek to help people of color overcome barriers to succeeding in the Region's economy and targeted efforts to include groups representing traditionally underrepresented populations. Two important collaborations highlighted as part of the strategy are the African American Leadership Alliance Milwaukee and the Hispanic Collaborative. This strategy also involves providing better transportation options to ensure equitable access to economic and other opportunities, partnering with internet service providers to reduce the 'digital divide' impacting low-income households, creating equitable access to education and workforce development, reducing barriers to developing fair and affordable housing, and applying an equity lens to economic development projects to ensure marginalized populations are beneficiaries. People of color and low-income residents would benefit substantially through progress on any and all of these issues.

goal 2 (growth)

STRATEGY 2.1: Create a comprehensive growth strategy, targeting specific areas of investment, based on an economic analysis of the causes, supports, and deterrents of economic growth

Growing jobs and the economy is a goal with obvious benefits to the population as a whole. Like Goal 1's regional economic development process, as the Region's growth strategy is developed, refined, and implemented, Strategy 2.1 calls for prioritizing diversity in stakeholder groups and ensuring equitable access to input opportunities to include voices from underrepresented and underserved communities. As the Goal 2 introduction states, a concerted effort must be made to ensure an equitable approach to economic growth and that no group suffers disparate impacts from growth-focused initiatives. In doing so, people of color and low-income residents would benefit from access to additional jobs and other economic opportunities.

STRATEGY 2.2: Leverage regional and State assets to facilitate corporate retention, expansion, and attraction

This strategy calls for producing new jobs and retaining existing jobs at a wage that exceeds the regional median wage. Making more of these types of jobs available and accessible to people of color and residents that are currently without a job or not making family-supporting wages is vital toward increasing equity in the Region. This strategy specifically recommends developing partnerships and structures that encourage local anchor businesses and institutions to provide more contract opportunities for minority and women-owned businesses. The strategy also working with minority-based chambers of commerce and related organizations to cultivate business opportunities for ethnically diverse businesses and highlights the important work of the Ethnic & Diverse Business Coalition in doing just that. People of color in Southeastern Wisconsin tend to experience lower levels of business ownership, and

the actions under this strategy would improve the ability for people of color to build wealth through owning their own businesses.

STRATEGY 2.3: Develop the Region's overall crosscutting technology disciplines that are embedded in every sector of the economy and that are critical to our Region's economic success in the new global digital economy

While the effort described under this strategy is geared towards benefiting the population as a whole, regardless of race or ethnicity, the strategy does identify the need to coordinate this overall effort with initiatives to improve equitable access to training, jobs, and hiring, focusing on the technology disciplines. Tech jobs are a growing opportunity and providing pathways for people of color, including those who may not currently have the skills to succeed in tech fields, to train for and access these jobs could reap significant benefits.

STRATEGY 2.4: Build on the Region's strength as a leading manufacturing center and an anchor of many international supply chains, growing this critical sector by improving the competitiveness and resilience of individual operations and supporting a vibrant manufacturing ecosystem

Manufacturing has been and continues to be a large part of Southeastern Wisconsin's economy. Filling jobs has been difficult, however, and is expected to only get more challenging. It is imperative that the Region keep, grow, and re-shore manufacturing jobs, and a key aspect of that is making sure that diversity, equity, and inclusion efforts are aligned to provide more opportunities to our communities of color and another source of trained workers to the Region's manufacturing sector.

STRATEGY 2.5: Capitalize on specific industry clusters that offer competitive strengths, assets, and supply chain advantages in the global economy and can be positioned for increased investment and growth from within and outside the Region

This strategy is simply focused on identifying those industry clusters important to the regional economy, to the benefit of the population as a whole. However, as the Goal 2 introduction states, increasing the access to opportunities and diversity of individuals within these industries can stimulate the exchange of ideas and help to develop a more innovative and resilient economy. In other words, as these industries grow, equity and inclusion of people of any race or ethnicity can only serve to enrich our growth prospects.

STRATEGY 2.6: Establish a dynamic, richly networked innovation and entrepreneurship ecosystem, building on nascent but fragmented activities

Continued innovation will be necessary to a successful economic future and ensuring a diverse set of actors driving innovation and entrepreneurship can breed creativity. For people of color, there have been many barriers to business ownership that are difficult to break down, but this strategy is about expanding access and opportunity for entrepreneurs of color and business ownership in low-income communities. It is about developing resources to help these potential business owners, who may not have access to adequate mentoring, understand and navigate the landscape of available business services. And it is about supporting organizations, such as those listed identified under the strategy's actions, as they work tirelessly to expand access to affordable capital for entrepreneurs of color. All of these acts would benefit people of color by increasing the ability to build wealth through business ownership.

STRATEGY 2.7: Increase the export capacity and capability of the Region's firms, focusing on small- and medium-sized enterprises

This strategy represents another important way the Region can grow its economy, benefiting the population as a whole and indirectly benefiting people of color and low-income residents. The overarching statement made in the Goal 2 introduction applies here as it does in the other growth-oriented strategies under Goal 2: a concerted effort must be made to ensure an equitable approach to economic growth and that no group suffers disparate impacts from growth-focused initiatives. Doing so will ensure benefits are shared with people of color and low-income residents.

goal 3 (talent)

STRATEGY 3.1: Ensure the skills of the Region's Current Workforce meet the needs of employers

This strategy represents the first of four talent pools being focused on by MMAC and M7 and involves an inclusive approach to developing talent from within the existing workforce. This includes pathways for lower-skilled workers, which are disproportionately people of color, to gain the skills they need to pursue careers in targeted industries that offer upward career mobility.

STRATEGY 3.2: Actively align the efforts of the Region's Educational Pipeline with the needs of employers

As the strategy states, its focus is on aligning education with the skills employers need. Too many people of color struggle early in their education, so strengthening K-12 education for central city residents and high-poverty areas is crucial. To this end, the strategy calls for ensuring a pipeline of talented educators and school leaders into the Region's K-12 education institutions, especially in high-poverty school districts. There is also a significant disparity in higher education between white residents and people of color so the strategy calls for supporting programs focused on college enrollment and completion for underrepresented students of color, other historically underserved populations, and first-generation students. It also identifies the nation's first Moon Shot for Equity consortium formed by MATC, UW-Milwaukee, Carthage College, and UW-Parkside, as a way to close the equity gap in higher education between white students and students of color. The strategy also seeks to capitalize on area technical college workforce development efforts that serve low-income students and students of color, such as Milwaukee Area Technical College's Workforce Solutions program and Gateway Technical College's Business and Workforce Solutions team. All of these would benefit people of color and low-income residents by giving them the opportunity to obtain quality education and increase their earning potential.

STRATEGY 3.3: Increase the velocity of money throughout the Region by fostering greater employment of the Region's nontraditional, or Untapped Potential, talent pool

The Untapped Potential talent pool is disproportionately comprised of people of color, particularly those that did not finish high school, those who were previously incarcerated, and single female heads of households that must provide for their families on one income. All of these groups face significant barriers to participating in the workforce and pursuing and advancing in their careers. From the employer perspective, helping these individuals enter the workforce represents a way to grow their businesses, a feat becoming increasingly difficult due to the aging of the labor

force and lack of working-age residents to fill new jobs. From the individual perspective, it provides an opportunity for many individuals that have experienced barriers to entering the workforce. This strategy includes promoting resources to support employers that hire from nontraditional talent pools, working with community-based initiatives to prepare and place disenfranchised individuals into sustainable jobs with opportunities for upward mobility, and expanding regional career pathway initiatives to better connect “opportunity youth” and those currently unemployed to targeted career pathway training and employment opportunities. People of color and low-income residents are primary beneficiaries of these initiatives. In addition, this strategy highlights economic development efforts in the 30th Street Corridor in central city Milwaukee that was once a thriving area for black workers. Bringing more jobs to the corridor and improving conditions and amenities will have great benefits to the largely black population residing in and near the corridor.

STRATEGY 3.4: Attract Out of Market talent, including remote workers, to the Region

This talent pool aims at attracting out of market talent, regardless of race or ethnicity. This strategy does not have specific equity-focused actions, but pairing it with Strategy 3.5 would result in Southeastern Wisconsin becoming a more welcoming place to workers of color from outside the Region.

STRATEGY 3.5: Continue and expand efforts to engage businesses to position Southeastern Wisconsin as a region of choice for diverse talent

Strategy 3.5 is directly focused on how employers can help improve equity in Southeastern Wisconsin. Black and Hispanic workers in the Region tend to have higher unemployment rates and hold a lower proportion of management-level positions. The Region of Choice initiative launched by MMAC and M7 was specifically designed to increase black and Hispanic employment, including management-level employment. Employers that sign the pledge to increase their African American and Hispanic employment and manage-level employment levels will have resources to help improve their approach to recruiting, retaining, and advancing a diverse workforce and be able to participate in peer group exchanges with other employers in a collective effort to create a more inclusive workplace culture welcoming to people of all races and ethnicities. Should this initiative succeed, it would have great benefits to people of color and low-income residents.

STRATEGY 3.6: Align workforce development with growth opportunities in targeted, high-potential industry clusters and sectors through employer-led sector collaborations

This strategy would benefit the population as a whole and does not have any actions specifically geared towards people of color or low-income residents. However, when the strategy is pursued in line with the other strategies under Goal 3, they would benefit from an improved alignment of education and workforce development efforts with employers and would not be expected to experience disparate impacts from these collaborations.

goal 4 (livability)

STRATEGY 4.1: Support sustainable development that balances economic growth and quality of life

Sustainable development practices benefit all residents and their quality of life and ensuring that connectivity and inclusivity are part of the policies and implementation will enhance the Region's overall attractiveness. Leveraging assets and promoting well-connected and mixed-use developments in high-poverty communities of color, while redeveloping and revitalizing properties in those communities that are not utilized to their fullest extent, will have great benefits to those communities' residents. The other actions would also have benefits not only to the population as a whole but also to people of color and low-income residents through enhanced recreation opportunities, the increased ability to age in place, and more opportunities to engage in conversations about how to improve their communities.

STRATEGY 4.2: Enhance and promote the attractiveness of the Region to residents, businesses, workers, and visitors

Any way of making the Region more attractive, which is the intent of this strategy, will benefit the population as a whole. Applying an equity lens to ensure these types of investments also benefit communities of color is an important part of that. One area of overall attractiveness that the Region has struggled with is in attracting and retaining residents and workers of color and this strategy calls for fostering a culture that is welcoming to diverse talent from outside the Region. The outlook for diversity would be improved through other strategies found throughout the Action Plan, particularly under Goal 3, which includes specific ways Southeastern Wisconsin should be focusing on workforce diversity.

STRATEGY 4.3: Support policies and initiatives that seek to remedy racial and economic segregation and address long-standing disparities between whites and people of color

Goal 4 recognizes that the Region boasts many strengths and unique advantages but also has big challenges that need to be confronted to retain and enhance its attractiveness. It highlights a primary challenge is addressing the significant racial and economic disparities and segregation present in Southeastern Wisconsin and Strategy 4.3 specifically identifies numerous ways this can be achieved. Examples from the strategy include pursuing catalytic investments in economically distressed areas, breaking down barriers preventing people of color from moving into suburban communities, ensuring affordable housing options and fair housing practices, and increasing the odds for low-income students to get a quality education. The strategy also calls for ensuring all residents have access to fresh, locally sourced foods and funding and implementing programs and policies to help previously incarcerated individuals successfully reenter society and the workforce. All of the actions under this strategy have the potential to significantly benefit The Region's people of color and low-incomes residents.

goal 5 (infrastructure)

STRATEGY 5.1: Evolve to a financially and environmentally sustainable transportation system that meets the needs of all residents and businesses and the dynamic regional economy

As the Goal 5 introduction states, low-income residents and people of color disproportionately rely on public transit and are more likely to not have access to a car. As such, they stand to benefit the most from improved transit and other multimodal transportation options that do not require a costly, personal automobile. Unfortunately, while the Region's transit systems operate efficiently and effectively given their budget constraints, they face a daunting funding shortfall and resulting challenges, including maintaining ongoing operations, connecting residents to jobs in neighboring counties, and declining ridership levels. Strategy 5.1 calls for a significantly improved, integrated, and expanded public transit system as well as innovative partnerships to address first and last mile solutions where public transit services are infeasible or too costly. Achieving these will require additional funding, particularly for building and operating a more extensive transit system, but people of color and low-income residents would reap benefits in being able to reach more jobs and other opportunities. The strategy also highlights two efforts that would improve transit and multimodal transportation options in the Region. The first is the North-South transit Enhancement Study being conducted by Milwaukee County and SEWRPC that would enhance transit services along the 27th Street corridor and could catalyze development and job growth while improving access to jobs and other necessities for people of color and low-income residents. The second is the Regional Transit Leadership Council, which is a collaboration between public and private sector leaders united around strategies and actions to connect the Region with robust multimodal transportation options.

STRATEGY 5.2: Ensure the efficient, cost-effective provision of public infrastructure and services throughout the Region

The ability for residents to afford paying their utility bills and for communities to afford providing necessary and desirable services would be improved through this strategy's actions. This would benefit the population as a whole but would particularly benefit people of color who are disproportionately of lower income by reducing their cost of living burden. It would also benefit these residents who tend to reside in communities that have struggled for many years to fund vital services to their residents. Broadband internet access, addressed more thoroughly under Strategy 5.4, is a particularly important issue as the world becomes more digitally connected. Promoting the improvement, expansion, and affordability of broadband internet service throughout the Region includes addressing affordability and service reliability issues for many residents of color living in the Region's central cities.

STRATEGY 5.3: Improve connections for underserved populations to economic and employment opportunities

As mentioned under the analysis of Strategy 5.1 above, transit systems across the Region are disproportionately relied on by low-income residents and people of color and face a daunting funding shortfall and resulting challenges. This strategy calls for encouraging the State to address the significant funding gap for public transit to prevent a disparate impact on people of color, people experiencing poverty, and people with disabilities. By filling this funding gap, the significantly improved and

expanded public transit system, which is recommended and detailed under VISION 2050, would be more achievable. The benefits would include improved connections for these underserved populations to economic and employment opportunities. On the flip side, there is a lack of affordable housing near many of the Region's job concentrations, which limits access to these jobs for people of color and low-income residents in the Region's central cities. Strategy 5.3 highlights SEWRPC's Regional Housing Plan and calls for policies and initiatives that increase the number of affordable housing units located near job concentrations to improve access to higher-paying jobs for disadvantaged populations, as well for communities to conduct a thorough analysis of their current housing stock and identify ways to address unmet needs. Providing more diverse and affordable housing near job concentrations would make those jobs accessible to all residents, particularly those of color that are disproportionately of lower income.

STRATEGY 5.4: Expand broadband speed, availability, and access to ensure everyone has access to high-speed internet

As the analysis under Strategy 5.2 mentions, broadband internet access is a particularly important issue as the world becomes more digitally connected. The COVID-19 pandemic has accelerated the need for broadband access as a critical element for participation in education and the workforce, with educational institutions and businesses transitioning to accommodate virtual learning and remote work opportunities. Strategy 5.4 identifies actions to expand broadband speed, availability, and access, seeking to reduce the 'digital divide' between those who have access to high-speed internet and those who do not. This includes addressing affordability and service reliability issues for many residents of color living in the Region's central cities. The strategy highlights an especially unique opportunity in the City of Racine, which was selected as one of five winners of the nationwide Smart Cities Readiness Challenge in 2019. The Racine Smart Cities Communitywide Connectivity effort focuses on supporting digital equity and inclusion for low-to-moderate income neighborhoods and increasing public safety and emergency services by developing public access Wi-Fi sites and expanding the fiber optic network to cover all 15 square miles of the City of Racine.

industry clusters

appendix e

overview

The following industry clusters (concentrations of related industries that share markets, suppliers, and worker skills) have been identified by M7 as significant to the success of the Region. These industry clusters offer the Region competitive strengths, assets, and supply chain advantages in the global economy and can be positioned for increased investment and growth from within and outside the Region.

energy, power, & controls

The Region's energy, power, and controls cluster is large, highly concentrated, and export intensive. It is comprised of three industry segments: electrical equipment, instruments and controls, and other electrical equipment. The regional cluster includes more than 200 establishments and nearly 19,000 employees.

The Region is well positioned to grow its energy, power, and controls cluster given its array of global leaders in critical segments of the cluster, including Rockwell Automation (industrial and automation controls), SPX Transformer Solutions (formerly Waukesha Electric) and Eaton (formerly Cooper Power) (power infrastructure), and Johnson Controls (energy storage, building energy efficiency).

A collaborative network of more than 90 companies and academic institutions has formed the Midwest Energy Research Consortium, based in Milwaukee, which promotes research and innovation in the energy, power, and controls industry, and the development of clean energy technologies to drive an energy-independent future. Additionally, one-on-one, university-industry partnerships such as the University of Wisconsin-Milwaukee/Johnson Controls Partnership in Energy Research are similarly creating more capacity and innovation in the cluster.

Several trends are anticipated to create future growth opportunities in the energy, power, and controls cluster:

- › The resurgence in U.S. manufacturing will likely lead to greater demand for industrial automation and controls equipment and systems in domestic facilities
- › Total renewable generation exceeded coal-fueled generation in the U.S. for the first time in 2019, a trend that is expected to continue
- › Expanding investments in electrical power infrastructure averaged \$87 billion per year between 2013 and 2019 in the U.S.
- › The worldwide building energy efficiency market grew from \$118 billion in 2011 to \$298 billion in 2018; approximately \$83 billion was invested in energy efficiency in the U.S. in 2018

water technology

Approximately 175 water technology firms with \$10.5 billion in revenues are located in the Region, including five of the 11 largest water firms in the world. In total, the sector employs more than 20,000 workers. Similar to other industries in the “green” space, the water technology industry includes a broad spectrum of products and services, with industry strengths in pumps, meters, boilers, and valves, which in aggregate employ more than 3,000 workers.

The water technology industry is a large and growing market, both domestically and internationally. The U.S. water industry market was estimated at \$172 billion in 2018, with a 4% annual growth forecast. Global market opportunities related to the water sector are expected to reach \$1 trillion by 2025.

The Region’s access to the Great Lakes – 21% of the world’s surface fresh water – provides several economic advantages. The Region has a competitive edge in attracting and growing water-related industries, which benefit from proximity to this plentiful resource, including high-volume water and effluent businesses.

The Region is also home to world-class research institutions, making it a world hub of water technology, research, and policy. The UWM School of Freshwater Sciences is the only graduate school in the nation dedicated solely to the study of freshwater. UWM’s Great Lakes WATER Institute is the largest academic freshwater research facility on the Great Lakes.

The 180-plus corporate members of The Water Council continue to build on these competitive advantages to establish the Region as a global hub for water-related research and development, company formation, and human capital development. The Council has several initiatives underway, including the Global Water Center, focused on water research and business acceleration; the Global Freshwater Seed Accelerator; the Industry/University Cooperative Research Center, which brings together two universities in partnership with six regional firms; and creation of a water-relevant curriculum for five campuses in the University of Wisconsin system.

food & beverage manufacturing

The Region’s food and beverage cluster is large, concentrated, and growing in export activity. The core of the cluster—food manufacturers, processors, and artisans—is comprised of more than 300 firms and employs approximately 17,000 people, creating one of the strongest concentrations among major U.S. markets. The Region is also home to more than 8,000 workers in industry segments that support the core, including food products machinery manufacturing and food and beverage distribution.

Nationally, food and beverage manufacturing growth is projected to be strong over the 2021 to 2025 period in both employment and output, based on demand for functional, organic, and locally grown foods. The Region's food and beverage manufacturing assets align well with expanding domestic and international markets.

The Region exhibits supply-chain advantages in growing a competitive food and beverage cluster, given its proximity to the vast quantities of crop-based, dairy, and animal products generated throughout Wisconsin. These agricultural outputs continue to drive a regional strength in ingredient manufacturing, ranging from seasonings to enzymes. Agricultural products are the State's second-highest export category, and Wisconsin ranks 12th among U.S. states for agricultural exports. In 2018, Wisconsin exported \$3.5 billion in agricultural products to 143 countries. Overall, Wisconsin is home to over 20,000 food and beverage industry employers with over 430,000 employees, generating \$104 billion in economic activity.

This cluster also has the advantage of a formal cluster organization, the Food and Beverage Wisconsin (FaB) network, composed of more than 270 firms working together to enhance cluster growth by focusing on the areas of industry leadership, talent, innovation, food safety, business development, and supply chain management. FaB programming includes a career awareness program at a public high school, tailored technical college curricula, a career resource center, industry directory, and a small business accelerator program.

electronics manufacturing

The electronics manufacturing cluster in the Region is experiencing continued growth, most evidenced with the ongoing construction of a Foxconn manufacturing and technology campus in Racine County – the Wisconsin Valley Science and Technology Park.

Overall, the Computer & Electronic Products Manufacturing sector employed more than 10,000 workers in the Region in 2019, with 165 business locations and a location quotient of 1.42. The sector's gross domestic product is \$3.6 billion.

Businesses that are included in the computer and electronic product manufacturing industry produce computers, computer peripherals, communications equipment, and similar electronic products. In addition, many electronics products or components are incorporated into other industries' products, such as cars, toys and appliances. The design and use of integrated circuits and the application of highly specialized miniaturization technologies are common elements in the production technologies.

The ongoing digitalization of the modern economy will continue to drive demand across consumer markets and the business-to-business sector. Several trends are anticipated to create future growth opportunities in the electronics cluster:

- › The Computers and Electronic Products sector in the U.S. is the largest contributor to GDP among the durable goods industries – the sector has almost doubled in size over the last decade, from \$168 billion in 2007 to \$320.8 billion in 2018.

- › The rapid pace of innovation in electronics technology creates a constant demand for newer and faster products and applications. This demand puts a greater emphasis on R&D than is typical in most manufacturing operations.
- › With the potential economic impact of the Foxconn campus, the Southeastern Wisconsin Region has an opportunity to capitalize on the new industry growth and elevate Milwaukee's position as a global hub of technology and innovation. The Foxconn investment can have a multiplier effect across the Region and State, boosting electronics supply chains and workforce development and training.

tourism & hospitality

Southeastern Wisconsin represents the largest tourism market in the State, with a 32% market share. Tourism is one of Wisconsin's three economic pillars, alongside manufacturing and agriculture.

The Region is a popular destination for tourism and conventions, the arts, music, entertainment, and recreation. The Leisure & Hospitality sector employed nearly 104,000 in 2018, accounting for about 10% of the Region's total employment. The sector is expected to employ nearly 110,000 in 2025, a net gain of more than 5,000 jobs in this period, or a 6% gain (note: projection is pre-COVID).

Presently there are 5,139 business locations in this sector with a gross domestic product of \$4.2 billion. There are two main parts to the sector, the arts, entertainment, and recreation sector (performing arts and professional sports for example), which employed more than 18,000 workers in 2018, and the accommodation and food services sector (restaurants and hotels for example), which employed more than 85,000 workers in 2018. The Milwaukee metro area has 142 hotels with a total of more than 18,000 hotel rooms. In the last 10 years, 27 new hotel properties have been added to the market, representing an increase of more than 3,700 hotel rooms.

Several major new and upcoming entertainment, convention and tourism investments across the Region include:

- › The \$525-million Fiserv Forum, the home of the Milwaukee Bucks professional basketball team, opened for the 2018-19 NBA season and is expected to spur an additional \$500 million in entertainment, residential, and office development. The 30 acres surrounding the new arena, named the Deer District, is developing into Milwaukee's downtown sports and entertainment hub.
- › A \$420-million expansion of the Wisconsin Center, Milwaukee's downtown convention center, will break ground in late 2021 and is expected to be completed in spring 2024.
- › The Milwaukee Symphony Orchestra is opening a new \$89-million symphony hall.
- › Summerfest, the world's largest music festival, completed a \$51-million renovation of the 22,000-seat American Family Insurance Amphitheater in 2020.
- › The Milwaukee Public Museum and Betty Brinn Children's Museum are planning a new \$100-million shared facility adjacent to the Deer District.

- › The Brookfield Conference Center, a 54,000-square-foot multipurpose building with adjoining 168-room hotel, opened in 2020.
- › The proposed 35,000-square-foot expansion of Racine's Festival Hall coupled with a new 171-room hotel is moving forward in Racine's downtown.
- › The new \$255-million, 168-acre Ballpark Commons project in Franklin is a sports-anchored, mixed-use development that is home to the Milwaukee Milkmen independent baseball team.
- › A \$72-million project is underway converting the former downtown Grand Avenue Mall into The Avenue, an office and retail space that includes the new 3rd Street Market Hall.

The COVID-19 pandemic has had a dramatic economic impact on the Region's tourism industry. With the Democratic National Convention, Ryder Cup, USA Triathlon, and USA Gymnastics events scheduled for the Region in 2020, Southeastern Wisconsin was looking forward to a record-breaking tourism year and capitalizing on the exposure of hosting these prestigious events. Local businesses were making significant financial investments into their business operations and increasing staffing to prepare for the year ahead.

Everything changed in March with the onset of the global pandemic. Hundreds of conventions and business events were canceled in 2020 due to COVID, with losses totaling more than \$500 million in Milwaukee alone. This does not include the economic losses from annual festivals, sporting events, concerts, and other activities that have also been canceled. Summerfest and Wisconsin State Fair, two huge annual summer events, alone amounted to \$400 million in lost revenue. In total, the Region has lost billions of tourism-related dollars, and events continue to cancel into 2021. Currently, the industry is not expected to recover until 2024-2025.

In Milwaukee County, hotels saw a decrease in demand year-over-year of 47%. The loss in demand and room availability resulted in hotel revenues decreasing from about \$353 million to about \$139 million, a 61% drop from the prior year. Seventeen hotels temporarily closed operations, removing nearly 3,600 rooms available in the market.

Additionally, as of early 2021, the Wisconsin Restaurant Association estimates one in 10 restaurants in Wisconsin have already been forced to close. Thousands of hospitality workers in the Region are still unemployed, and that number could grow as a result of additional uncertainties surrounding the pandemic.

technology-powered industries

Tech-powered businesses represent more than 5,300 establishments in the Region, covering more than 140 industries that together amounted to nearly \$28 billion in gross regional product in 2017, nearly one quarter of the Region's total economic output. Technology is rapidly accelerating the pace of change and the need for talent across these industries. Today's advanced manufacturing jobs being created in Southeastern Wisconsin and nationally require strong technical skills.

A first-of-its-kind 2018 report revealed the extensive impact of tech occupations and tech-powered industries on the Region. *Milwaukee's Tech Talent Impact* study (www.multivu.com/players/English/8239954-northwestern-mutual-technology-jobs-milwaukee-economic-impact-study) identified nearly 76,000 technology workers in 89 distinct occupations, cutting horizontally across industry sectors.

The analysis also identified three types of digital job categories that account for 75% of the Region's tech talent: computer/mathematical, engineering, and business/financial. Major tech talent-powered industries in the Region include:

- **Finance and insurance services and financial technology (Fintech)**, focusing on insurance and money management, including the development of Fintech, or new technology seeking to improve the delivery and use of financial services
- **Headquarters and business services**, particularly relating to information technology, data processing systems and services, distribution and supply chain systems, and medical information
- **Medical technology, bioscience, health services, and pharmaceuticals**, focusing on diagnostic equipment and botanical and pharmaceutical research, product development, and manufacturing
- **Aerospace and Aeronautics**, focusing on cutting-edge research and development in power and control systems, engineering, nanotechnology, and composite materials

To be nationally and globally competitive, industry leaders formalized the MKE Tech Hub Coalition in 2019 to pursue critical initiatives focused on creating an environment that attracts and supports a vibrant community of tech talent, entrepreneurs, and diverse businesses. Key strategies include:

- Drive Demand for Jobs
 - Promote current tech capabilities and showcase Milwaukee as a tech hub
 - Increase tech startups
 - Expand tech companies relocating to or growing in the Region
- Meet Job Demand with Talent Supply
 - Inspire the next generation of talent and retain them in the Region through internship and entry-level opportunities
 - Accelerate reskilling and upskilling
 - Attract talent for immediate regional openings

**Milwaukee 7 Regional Economic
Development Partnership**

275 W. Wisconsin Avenue, Suite 220
Milwaukee, WI 53203
Phone: 414.287.4126
www.mke7.com
www.choosemilwaukee.com

**Southeastern Wisconsin
Regional Planning Commission**

W239 N1812 Rockwood Drive
P.O. Box 1607
Waukesha, WI 53187-1607
Phone: 262.547.6721
www.sewrpc.org

photo credits

page 17 Milwaukee Area Technical College | page 21 SEWRPC Staff | page 22 SEWRPC Staff | page 23 unsplash | page 29 SEWRPC Staff
page 58 SEWRPC Staff | page 62 unsplash | page 64 SEWRPC Staff | page 65 VISIT Milwaukee | page 67 SEWRPC Staff
page 71 The Water Council | page 74 UW-Milwaukee | page 76 VISIT Milwaukee | page 79 Metropolitan Milwaukee Association of Commerce
page 80 Paul Hundley | page 81 VISIT Milwaukee | page 83 SEWRPC Staff | page 84 Milwaukee Mitchell International Airport
page 85 VISIT Milwaukee | page 86 SEWRPC Staff | page 87 Milwaukee Public Schools |