

Base Condition	Lead City Departments and Partner Agencies	Expected / Potential Funding Sources
Buildings	DCD, DNS, RACM*	INCENTIVES
	DNS	None needed
	OES, DPW, MMSD	GRANTS
	DCD, MAYOR	SNIP
	DCD, MAYOR, OES	TIN, SNIP
	DCD, RACM, MPS	PACE, TID, Project-Driven

*Requires an internal coordination meeting

Goal
Implement sustainable building practices and standards for development and major redevelopment
Improve the physical condition of deteriorating and blighted city, residential, and commercial buildings.

Target	Annual Progress Indicator 2014	Annual Progress Indicator 2015
100% of new industrial buildings citywide designed and built consistent with Menomonee Valley Sustainable Design Guidelines		
Green Construction Code of the International Code Council® for commercial buildings adopted by 2016		
A targeted suite of new housing-start energy-efficiency and stormwater incentives developed by 2016		
200 City tax-foreclosed homes sold per year to qualified buyers who must rehabilitate them		
At least 75 housing units rehabilitated, with a focus on energy-efficient measures, annually through TIN and other programs, where possible		
10 buildings adaptively reused (for example, repurposing former schools for new use and former industrial buildings for housing) by 2016		

Annual Progress Indicator 2016

Base Condition	Lead City Departments and Partner Agencies	Expected / Potential Funding Sources
Energy	OES	ME2, FOCUS ON ENERGY
	OES	ME2, FOCUS ON ENERGY, PACE, ME3
	OES, ENERGY REDUCTION TEAM	CAPITAL BUDGET, QECB, GRANTS
	OES, ENERGY REDUCTION TEAM	PPA, QECB
	OESM-WERC, WEDC + Community Partner(s)	GRANT, PRIVATE, WEDC
	OES	None needed
	IRD, CITY ATTY, OES	None needed

Goal
Improve residential and commercial energy efficiency in Milwaukee.
Replace fossil fuel energy use with more clean renewable energy in City of Milwaukee facilities.
Grow Milwaukee’s cluster of energy efficient and clean tech companies to create local jobs and exports.
Increase community resilience and customer choice by removing the regulatory and institutional barriers to distributed renewable energy projects (items such as solar arrays and wind turbines).

Target	Annual Progress Indicator 2014	Annual Progress Indicator 2015
The energy efficiency of 2,000 homes improved in 5 years using the Home Performance with Energy Star standards through Me ² ; another 10,000 homes improved with no- and low-cost energy-efficiency measures		
The energy efficiency of 1,000 commercial/industrial businesses improved in 5 years		
Portfolio-wide, the City's building energy use reduced 20 percent by 2020 (per the City's pledge to meet the Better Buildings Challenge)		
25 percent of the City's electricity generated using renewable resources by 2025 (per the Common Council resolution to achieve the "25x25 Goal")		
The Smart Energy Hub formalized and an Energy Innovation Center created by December 2014		
By December 2014, an <i>Energy Engagement</i> website created to educate the public on clean energy issues		
Intervention in contested cases before the Public Service Commission, including We Energies rate cases, to support Milwaukee's citizens and businesses interest in affordable and sustainable energy		

Base Condition	Lead City Departments and Partner Agencies	Expected / Potential Funding Sources	Goal
Food	DCD, OES	None needed	Set a city-wide food system policy and action agenda.
	FOOD COUNCIL (NON-CITY)	As needed/Ad hoc	
	OES, MAYOR, FOOD COUNCIL	None needed	Improve institutional capacity and leadership to enhance the sustainability and resilience of Milwaukee's food system.
	CRC + OES	Private	
	Non-city lead, IAUN, (MPS-Hollings School/Vincent Sch, Lauren Baker, etc)*	?	
	HOME GR/OWN TEAM	SNIP, grants, fundraising	Increase demand for and access to locally and/or sustainably grown healthy and nutritious food.
	HOME GR/OWN TEAM	SNIP, grants, fundraising, NIDC, Me2, DCD	
	HOME GR/OWN TEAM, DCD, SARUP**	?	

*Meeting as next step

**Meeting as next step

Target	Annual Progress Indicator 2014
Clear-cut City food policies published by May 2014	
Good food purchasing guidelines for Milwaukee food service institutions developed by 2017	
Milwaukee Food Council's role expanded by December 2014 to formally coordinate City departments, community stakeholders, the nonprofit sector, the private sector, and other major institutions	
Food charter, which is a statement of values and principles to guide the City's food policy, developed by September 2015	
MPS, Milwaukee Area Technical College (MATC) and local universities integrated into resident education and Milwaukee food system planning (potentially using Milwaukee Vincent High School's new Urban Agriculture/Urban Foods focus as such a pathway)	
Increased community food production, processing, and distribution, as measured by an incremental 30 properties used for food production and businesses engaged in food processing and distribution by 2016, and an additional 175 properties by 2023	
25 new outlets for purchasing, distributing, and selling locally and sustainably grown food in City neighborhoods with documented food insecurity by 2016 and 100 more added by 2023	
Number of residents living within a 10-minute walk of a healthy and nutritious food source increased compared to current level, as identified in a food assessment for healthy food access	

[illegible]

Base Condition	Lead City Departments and Partner Agencies	Expected / Potential Funding Sources
Human Capital	DOA, DPW	?
	RACM, DCD, MAYOR	TIF, Project-driven
	MAYOR, DCD, OES	EARN AND LEARN
	MAYOR	EARN AND LEARN
	DOA, SBDC, Minority Chambers + Community Partner(s)	?
	MAYOR	None needed
	CDBG, CITY CLERK	None needed

Goal	Target
Increase economic opportunity for all Milwaukeeans.	Green jobs pilot program created in a sustainability area identified as a priority by the community
	Menomonee Valley Industrial Center Wage Policy, as adopted by the City of Milwaukee and the Redevelopment Authority of the City of Milwaukee (RACM), used as a model for future RACM projects and Sustainability Plan catalytic projects, where feasible
Develop ladders of advancement for Milwaukee youth and Milwaukee entrepreneurs.	Summer internship placements prioritized in industry areas outlined as priorities in the Sustainability Plan
	Participation increased in City Youth Employment Programs by 10 percent per year
	Increased number of new minority business start-ups in Milwaukee within 10 years
Promote inclusion and diversity for a sustainable economy.	Mayor-hosted Call to Service breakfast campaign for local business and civic leaders
	Human capital strategies aligned with City block grant-funded programs that create inclusion

[illegible]

Base Condition	Lead City Departments and Partner Agencies	Expected / Potential Funding Sources
Land and Urban Ecosystems	DCD, OES, DPW	SNIP
	RACM	Project-driven
	DCD, OES	None needed
	DPW	City Capital budget
	DCD, DPW, RACM, MMSD + Community Partner(s)	Grants from Federal Great Lakes Restoration Initiative and Fund for Lake Michigan
	DPW, DCD, County + Community Partner(s)	?
	DPW, MPS, CFRC + Community Partner(s)	?

Goal
Reuse vacant and under-used land.
Realign policies and codes to support Refresh Milwaukee goals and targets.
Protect, restore, and maintain Milwaukee’s natural resources.
Increase Milwaukeeans' connections to the city's green and recreational spaces.

Target	Annual Progress Indicator 2014	Annual Progress Indicator 2015
1,000 vacant lots converted to benefit neighborhoods, including uses such as parks, stormwater management areas, food production, and sustainable development, by 2016		
30 acres of City-owned Brownfield areas redeveloped by 2016		
Implementation of the policy recommendations included in the comprehensive city-wide and area plans*		
Tree canopy coverage in Milwaukee doubled to 40 percent by 2023*		
The acreage of natural areas (including riparian areas, wetlands, stream buffers, environmental corridors, and green stormwater facilities) that are restored or placed under protection increases annually by 10 percent		
All residents live within a 10-minute walk of a park, greenway, or green or other amenity space		
The Nature Explore Outdoor Classroom™ concept modeled in Milwaukee as a way to institutionalize urban ecosystem and environmental outdoor education with Milwaukee Public Schools for all youth		

Annual Progress Indicator 2016

Base Condition	Lead City Departments and Partner Agencies	Expected / Potential Funding Sources
Mobility	DPW, DCD, MKE COUNTY, SEWRPC, State	State of Wisconsin, Milwaukee County, Federal Transit Administration Section 5307, and Federal Highway Administration CMAQ funds. State legislation for Regional Transit Authority/local dedicated funding.
	DPW, DCD, MAYOR	City Capital Budget, TIF, Grants
	DPW, MKE COUNTY	City Capital Budget, other
	DPW + DCD	?
	DPW + Bike Fed + Taskforce + DOT	Grants
	DPW, MPD, MPS, State	?

Goal	Target
Expand Milwaukee's mass transit system.	New, expanded, and improved access to public transit services
	Approved Milwaukee Streetcar plan implemented on schedule (by 2016)*
Integrate current and new transit services with other elements of Milwaukee's transportation system.	Improved transit accommodations on 100 percent of City paving projects that have or are planned to have transit routes
	Completion of a multi-modal integration project by 2016
Improve pedestrian and biking infrastructure as critical, healthy components of Milwaukee's transportation system.	125 miles of additional bicycle network (or 70 percent of proposed new facilities in the City's 2010 Master Bicycle Plan) implemented*
	25 percent of "Safe Route to School" plans developed by 2020

Annual Progress Indicator 2014	Annual Progress Indicator 2015	Annual Progress Indicator 2016
Vehicle miles of Milwaukee County Transit System service	Vehicle miles of Milwaukee County Transit System service	Vehicle miles of Milwaukee County Transit System service

Base Condition	Lead City Departments and Partner Agencies	Expected / Potential Funding Sources
Resource Recovery	DPW	O+M, Grants
	DPW, OES, DNS	?
	OES + Community Partner(s)	?
	DPW, OES, BOMA, Community Partner(s)	?

Goal	Target
Reduce residential and commercial waste sent to landfills.	The City's 40 percent waste diversion goal achieved by 2020
	Food waste diversion and composting program established
Develop City policies and education to promote waste as a resource, laying the groundwork for future resource recovery efforts.	A City-led, regional by-product synergy program, which targets manufacturing and is focused on industrial waste "resources," established by December 2015
	Existing state requirements for commercial recycling actively enforced by providing ongoing assistance and education to businesses and guidance on implementation of recycling programs*

Annual Progress Indicator 2014	Annual Progress Indicator 2015	Annual Progress Indicator 2016

Base Condition	Lead City Departments and Partner Agencies	Expected / Potential Funding Sources
Water	DPW, OES	Grants
	DPW, OES, MMSD	Grants
	Community Partnership*	Grants (Rockefeller)
	DPW, OES, MMSD	?
	DPW, OES, MMSD, County + Community Partner(s)	<p>TMDL study and development of associated implementation plan are funded and scheduled for completion in 2014.</p> <p>TMDLs will be incorporated in the City's MS4 permit. Programs to make progress toward achieving TMDLs could be funded through the City stormwater fee, Federal Great Lakes Restoration Initiative grants, and, perhaps, grants from the Fund for Lake Michigan.</p>
	RRF, DCD, DPW, MMSD, PORT + Community Partner(s)	TID, Grants

	Water Commons, Community Partner(s), Wisconsin Initiative on Climate Change Impacts (WICCI) Milwaukee Working Group (Members include SEWRPC, UW-M School of Freshwater Sciences, UW-M SARUP, UW-M College of Engineering, MATC, WDNR), UW-Madison Center for Climatic Research	Perhaps NOAA, USEPA
	Mayor, OES, DNR + Community Partner(s)	?

*Meeting as next
step

Goal	Target
Reduce stormwater runoff and clear water from entering sewer system.	Baseline measures of impervious surface and green infrastructure established on a citywide basis by June 2014
	A City green infrastructure policy plan created by December 2014
	A regional climate change resiliency plan that uses the best available atmospheric science developed, via City collaboration with partners, by 2015
	Volume of stormwater runoff captured through green infrastructure increased by 10 percent annually
Achieve swimmable and fishable waters in Milwaukee watersheds and the near shore of Lake Michigan.	Total Maximum Daily Load (TMDLs) studies developed, with City assistance, for the Kinnickinnic, Menomonee and Milwaukee River watersheds and the Milwaukee Harbor estuary
	All riparian corridors on all waterways and in the estuary preserved and expanded as redevelopment occurs, balancing both the built and natural environments

Establish Milwaukee as America's Water-Centric City.	Water-centric strategies used on both public and private projects across residential, business, and commercial applications to substantially increase water conservation and energy saved citywide
Prevent new AIS from entering Lake Michigan and Milwaukee area waterways.	Plan of action adopted by 2018, in coordination with Great Lakes cities, states, federal and international governments, to prevent new AIS from entering Lake Michigan and local waterways

Annual Progress Indicator 2014	Annual Progress Indicator 2015	Annual Progress Indicator 2016
Completion of MMSD third-party TMDL study for the Milwaukee River Basin		(Likely that TMDL wasteload allocations and a compliance schedule would first be included in the Menomonee River Watershed-Based Permit scheduled to be re-issued in December 2017)

Base Condition	Lead City Departments and Partner Agencies	Expected / Potential Funding Sources
HOME GR/OWN	HOME GR/OWN TEAM	HG, CDBG, SNIP, Grants
	HOME GR/OWN TEAM	HG, CDBG, SNIP, Grants
	HOME GR/OWN TEAM	HG, CDBG, SNIP, Grants
	HOME GR/OWN TEAM	None needed
Inner Harbor Redevelopment	DCD, INNER HARBOR GROUP	?
	DCD, INNER HARBOR GROUP	?
	DCD, INNER HARBOR GROUP	?
	RACM, UWM	?
	RACM	?
	RACM	?

*Need to have interim targets to meet in sh

Goal	Target
Increase access to and demand for healthy foods in a targeted low-income Milwaukee neighborhood.	5 foreclosed structures re-used for residential or commercial end-use that support local food supply chain by July 2014
	10 vacant lots converted to food-based uses by 2015
	5 new corner stores serving fresh food and produce by 2015
	Necessary City ordinances/zoning/permitting changes passed by July 2014 that remove obstacles to developing new real estate disposition strategies, repurposing residential properties to non-residential uses, expanding urban
Revitalize the ecology of the Milwaukee Inner Harbor.	10 acres of protected and revitalized shoreline habitat in design or completed in the study area by 2015
	Net-zero energy performance in the study area by 2023
	Net-zero stormwater runoff in the study area by 2023
Revitalize the economy and development of the Milwaukee Inner Harbor.	Completion of the University of Wisconsin-Milwaukee (UWM) School of Freshwater Sciences building by 2014
	100 acres of Brownfields remediated in the study area by 2023*
	22 jobs per acre of total redeveloped land in the study area created by 2023*

orter time periods

[illegible]