

Menomonee Valley Partners 2015 Strategic Plan

February 2015

Introduction

The Menomonee River Valley (the Valley) is a primarily industrial area comprised of approximately 1,200 acres located west of Milwaukee’s downtown and the Historic Third Ward. Its boundaries are roughly the east-west freeway on the north, the Milwaukee River on the east, Bruce Street and the Soo Line Railroad tracks on the south, and U.S. 41 on the West. The Menomonee River flows through the Valley.¹

This area has played an important role in the economic life of the region. Its accessibility to railroads, rivers, and Lake Michigan made it a prime location for industrial activity in the 1800s. Industry prospered in the Valley well into the 1900’s and didn’t begin to decelerate until the decades following World War II. By that time, highway construction made it possible for manufacturers to use roads instead of rail and water to transport goods. The Valley saw employment drop from over 50,000 jobs in the 1920’s to 20,000 jobs in the mid-1970s to barely 7,095 jobs by 1997. With its economic decline, a host of problems ensued in both the Valley and its surrounding neighborhoods, including unemployment, a reduced tax base, and pollution.²

In 1998, the City of Milwaukee unveiled an ambitious plan to revitalize the Menomonee Valley. The *“Market Study, Engineering, and Land Use Plan for the Menomonee Valley”* outlined strategies to improve access to the Valley, create green space and other amenities, assess environmental and soil conditions and mobilize public and private sector funding to make sites development ready. To lead these efforts, the plan called for creation of a public-private partnership. In November 1999, Menomonee Valley Partners, Inc. (MVP) was created. It was supported initially with funds from a U.S. EPA Brownfields Redevelopment Pilot Grant of \$200,000 received by the City in 1998.

For the next 15 years, MVP worked with partners across the public and private sectors to implement the plan. Canal Street was extended through the Valley, the 6th Street viaduct was replaced with bridges providing access into the Valley and the Milwaukee Railroad Shops were redeveloped into a thriving industrial center. Thirty-eight businesses moved to or expanded within the Valley, more than 5,000 jobs were created, one million square feet of sustainably designed buildings were constructed and more than 60 acres of new trails and park space were developed. The Valley was transformed from a blighted rustbelt to a national model of best practices in sustainable urban redevelopment.

Though the transformation has been remarkable, more work remains to be done. The Valley still has more than 75 acres of vacant or underdeveloped land that requires assemblage, environmental remediation and other investments to become development ready. In addition, new strategic priorities have emerged in recent years, including the reconstruction of I-94 and a growing need to connect Valley businesses with qualified workers from the local workforce.

1 “Market Study, Engineering and Land Use Plan for the Menomonee Valley,” Department of City Development, City of Milwaukee, October 1998.

2 “Milwaukee’s Menomonee Valley: A Sustainable Re-Industrialization Best Practice,” Christopher De Sousa, School of Urban and Regional Planning, Ryerson University, June 2011.

How can MVP address these needs, and what roles can and should MVP play?

In 2014, MVP undertook a yearlong strategic planning process to address these questions and determine how the organization can best add value to the Valley in the years ahead. The strategic planning process began with input from public sector partners, MVP board members and staff, funders, Valley business leaders and representatives from surrounding neighborhoods and local commercial districts. The strategic plan incorporates and builds upon findings from several major studies related to the future of the Valley, including the City of Milwaukee’s update of the Valley land use plan, “*Menomonee Valley 2.0*” and the Public Policy Forum’s “*Redevelopment in Milwaukee’s Menomonee Valley: What Worked, and Why?*”

During October 2014, MVP board members and staff attended a daylong retreat to analyze the voluminous input and findings collected, analyze emerging issues and explore a number of new opportunities. The team systematically assessed issues and options and identified strategic priorities for MVP for the next five to seven years. In the process, they forged consensus on MVP’s vision and mission going forward. The 2015 Strategic Plan presents MVP’s mission and vision for the future and outlines the strategic priorities and actions needed to complete this important work.

Mission

The mission of Menomonee Valley Partners, Inc. is to revitalize and sustain the Menomonee Valley as a thriving urban industrial district that advances economic, ecological and social equity for the benefit of the greater Milwaukee community.

Vision

Menomonee Valley Partners envisions a thriving Valley with a well-balanced mix of industrial, recreational and entertainment uses that strengthen Milwaukee:

- Economically, with strong companies and jobs near workers' homes,
- Ecologically, with sustainable development and environmental stewardship,
- Geographically, with renewed ties to surrounding neighborhoods, and
- Equitably, with opportunities for all.

Organizational Structure

Menomonee Valley Partners, Inc. is a non-profit 501(c)(3) organization, governed by a board of directors that includes Valley stakeholders, civic leaders, community members and public sector partners. This mix of perspectives has been paramount to focus broad support for redevelopment of the Valley. The organization currently has four full-time staff and one part-time graduate fellow. Special consultants with specific skills are retained on an as-needed basis. MVP's operations, programs and projects are funded by a mix of sources including:

- The Menomonee Valley Business Improvement District #26 (BID) which funds a portion of MVP staff and special project costs;
- Valley businesses who give grants/sponsorships directly to MVP in addition to their annual BID assessment;
- Nearby businesses not in the BID, but who see value from MVP's work;
- Local foundations whose philanthropic goals align with some or all of MVP's goals;
- Local corporations whose community giving goals are aligned with MVP and/or who seek to align sponsorship dollars for visibility;
- Government grants and contracts for specific projects; and
- Individuals.

Role of MVP

MVP serves a key role in the public-private collaboration required to develop a revitalized and sustainable Menomonee Valley. The organization serves as a convener and coordinator by engaging stakeholders, articulating a vision, leveraging funding and aligning partners to accomplish shared goals. The Public Policy Forum in its report, "*Redevelopment in Milwaukee's Menomonee Valley: What Worked and Why?*" helped MVP clarify the ingredients that have enabled the organization to achieve the success it has enjoyed to date. The report identified the following success factors:

1. Extensive planning and visioning that engaged the community and built consensus around key objectives.
2. Strong leadership and collaboration among organizations and individuals working to bring the vision for the area to life.
3. Access to and creative utilization of available funding in order to address key barriers to redevelopment.
4. Effective project management that capitalized on the Valley's existing strengths and on infrastructure-related opportunities.
5. A unique location and good timing that facilitated redevelopment and allowed the Valley's mix of business and natural amenities to come together and thrive.

The report went on to enumerate policy considerations that are important to generate redevelopment in challenged areas. The policy observations cited include:

1. Major redevelopment initiatives need to be accomplished by a robust set of planning and design activities that establish both a common vision for each initiative and a detailed roadmap to achieve that vision.
2. Strong intergovernmental cooperation and public-private partnerships are essential for large-scale development efforts to succeed.
3. Funding must be pursued and creatively assembled from numerous sources to address the many barriers that impede brownfield redevelopment projects.
4. Given the key advantages involved with public or responsible private ownership of redevelopable brownfield properties, the City must assume financial risk to advance major redevelopment projects.
5. Major redevelopment projects must be accompanied by aggressive marketing of the area's existing strengths and amenities.
6. Major redevelopment projects should be viewed as opportunities to address multiple community objectives.
7. Greater emphasis on workforce development may be required to provide neighborhood residents access to the jobs created from redevelopment projects.

These factors, along with the stakeholder input collected over the past year, have informed the planning process and will guide implementation of the plan.

The following is an overview of the goals that MVP plans to achieve and the strategies it will pursue in upcoming years to assure continued success in the Valley's revitalization. Each goal and strategy is supported by a detailed action plan and performance measures, which are outlined beginning on Page 8.

Goal 1: Encourage and facilitate high-quality redevelopment of vacant parcels and underutilized properties, with a current focus on the East End of the Valley and the St. Paul Avenue corridor.

Strategies:

1. Promote a predictable development environment.
2. Maximize availability of parcels for catalytic, high-quality development, with a current focus the East End and the St. Paul Avenue corridor.
3. Promote sustainable economic development that provides family supporting jobs to surrounding neighborhoods.
4. Ensure effective, ongoing communication and coordination with Valley stakeholders.

Goal 2: Recruit and retain high-yield, high-quality employers.

Strategies:

1. Recruit and secure high-yield, high-quality businesses from identified industry sectors for priority locations.
2. Facilitate retention and expansion of existing businesses.
3. Maintain effective, ongoing communication and coordination with Valley stakeholders, the real estate and development community and other government officials and business leaders involved in recruitment and retention activities.

Goal 3: Connect Valley employers to a regional, job-ready workforce to meet their needs and position local workers to be competitive for upcoming employment opportunities.

Strategies:

1. Build capacity and understand workforce development challenges facing Valley employers.
2. Help Valley employers understand available workforce development resources.
3. Cultivate relationships and partnerships among Valley employers, regional workforce service providers and the regional labor pool.
4. Leverage interest in workforce development to secure financial and other support from key partners.

Goal 4: Maintain a thriving, sustainable, urban district, which is home to manufacturing, entertainment and recreation.

Strategies:

1. Assure the Valley is safe, clean, vibrant and accessible.
2. Promote and facilitate sustainable development that is aligned with the “*Menomonee Valley 2.0*” plan.
3. Promote sustainable infrastructure and transportation practices.
4. Support and enhance Valley communities.

Goal 5: Provide for effective transportation access and other infrastructure with a current focus on the reconstruction of I-94.

Strategies:

1. Optimize vehicle, public transit, bicycle and pedestrian access throughout the Valley.
2. Leverage design and construction of the I-94 corridor and local street improvement projects to maximize benefit to Valley businesses and employees.
3. Promote sustainable transportation practices.
4. Promote and facilitate the creation of quality public spaces and catalytic infrastructure.
5. Maintain ongoing communication and coordination with Valley Stakeholders.

Goal 6: Ensure MVP has the organizational capacity to achieve its long-term goals.

Strategies:

1. Ensure the organization has adequate, diversified funding and employs sound financial and business practices.
2. Recruit, develop and retain diverse, committed, competent and professional staff, board and committees.
3. Maintain strategic partnerships, both public and private, that lead to achieving long-term goals, while helping to build capacity of partnership organizations.
4. Ensure effective, ongoing communications among staff, board, partners and Valley stakeholders.

1. Goal: Encourage and facilitate high-quality redevelopment of vacant parcels and underutilized properties, with a current focus on the East End of the Valley and the St. Paul Avenue corridor.

Throughout the Valley, there are more than 75 acres of land still vacant or underutilized. These sites contain a range of environmental conditions, soil conditions and other development obstacles. The best opportunity for large-scale economic and sustainable redevelopment is emerging on vacant land at the East End of the Valley between the Cargill facility and the Harley-Davidson Museum. Nearly 40 acres in this area could be master planned in a manner similar to Milwaukee Road Shops and the Menomonee Valley Industrial Center. This area is well-positioned to build on the growing cluster of Food & Beverage companies currently in the Valley.

To make this land development-ready, significant investment in remediation and infrastructure is needed. MVP will assemble partners to coordinate the predevelopment work necessary to ready these sites for development.

The large number of vacant buildings and blighted parcels in the St. Paul Avenue corridor present a second opportunity for significant redevelopment. A growing cluster of design & décor/showroom business uses already exists in this area, which could serve as a catalyst for other such development. There is also interest among business owners to plan for revitalization of the entire corridor. As a gateway to the Valley, St. Paul Avenue needs a welcoming vehicular and pedestrian realm to help attract business and bring visitors to the area. The corridor should be redeveloped with uses that complement rather than compete with surrounding neighborhoods, especially Downtown, Third Ward and Avenues West. MVP will convene property and business owners and other stakeholders to prepare a redevelopment strategy for this corridor.

Strategies:

- 1.1 Promote a predictable development environment.
 - 1.1.1 Work with the City to ensure the “*Menomonee Valley 2.0*” plan clearly defines where industrial, entertainment and recreational uses are most appropriate in the Valley.
 - 1.1.2 Work with the City to communicate findings of the “*Menomonee Valley 2.0*” plan with Valley stakeholders and the development/real estate community.
 - 1.1.3 Work to protect Valley businesses from displacement and competition from other uses (residential and retail).
 - 1.1.4 Work with the City to rezone Valley parcels consistent with the “*Menomonee Valley 2.0*” plan and incorporate sustainable design guidelines into the updated zoning.
 - 1.1.4.1 Expand or revise East Valley Developmental Incentive Zone (DIZ) to encompass all priority development sites in the East Gateway portion of the Valley.
 - 1.1.4.2 Rezone or establish a St. Paul Avenue overlay district to accommodate light industrial/retail uses not otherwise permitted in the current IH classification.

- 1.2 Maximize availability of parcels for catalytic, high-quality development, with a current focus on the East End and the St. Paul Avenue corridor.
 - 1.2.1 Work with the public sector and property owners to remove barriers that impede high-quality development.
 - 1.2.1.1 Coordinate with the City to ensure the Valley’s East End and the St. Paul Avenue corridor are ongoing development priorities.
 - 1.2.1.2 Ensure the “*Menomonee Valley 2.0*” plan articulates steps needed to facilitate economic development, maximize community impact and leverage the potential of existing infrastructure in the Valley, particularly water resources, steam and the biodigester.
 - 1.2.2 Reassemble and convene the MVP Development Committee to facilitate development efforts.
 - 1.2.2.1 Evaluate and identify desirable skill sets for committee members and recruit accordingly.
 - 1.2.2.2 Include WE Energies, Harley-Davidson, Potawatomi, General Capital, the City and others who have the expertise, capacity and interest in seeing the Valley developed to its fullest potential.
 - 1.2.3 Identify and maintain an inventory of priority development sites, including those that are currently tax exempt, with potential for catalytic impact (see “*Menomonee Valley 2.0*” catalytic project list).
 - 1.2.4 Perform due diligence.
 - 1.2.4.1 Collect available information.
 - 1.2.4.2 Identify site deficiencies.
 - 1.2.4.3 Assess site costs.
 - 1.2.4.4 Identify potential funding sources.
 - 1.2.5 Identify appropriate uses, developers and users for priority development sites.
 - 1.2.5.1 **East End** – Food & Beverage uses offering tours/retail components to help activate the waterfront and bring visitors to the Valley; also uses that can capitalize on proximity to the biodigester and the availability of steam.
 - 1.2.5.1.1 Initiate a design competition to envision what can happen at these sites and generate excitement about the potential.
 - 1.2.5.1.2 Advocate for roadway improvements as may be required to activate the major job-producing developments on the East End.
 - 1.2.5.2 **St. Paul Avenue Corridor** – Design & Décor/Showroom cluster and related uses.
 - 1.2.5.2.1 Work with St. Paul Avenue businesses to develop a multi-year strategy to beautify and improve streetscaping, crosswalks and the pedestrian realm to reflect the design & décor/showroom character of the district.
 - 1.2.5.2.2 Consider whether additional zoning protections are needed to protect this area from residential development.
 - 1.2.5.2.3 Involve Avenues West/NWSP, the Near West Side, Third Ward and Downtown BIDs in planning for St. Paul Avenue to capitalize on potential synergies.

- 1.2.5.3 **Reed Street Yards** – Water technology cluster.
 - 1.2.5.3.1 Collaborate and share expertise with developers of the Reed Street Yards.
- 1.2.5.4 **Pierce & Bruce Streets** – Light industrial users similar to the MVIC, along with users from the Food & Beverage industry sector.
 - 1.2.5.4.1 Identify available sites.
 - 1.2.5.4.2 Assure clearly delineated bike and pedestrian routes to ensure public access does not interfere with operations of existing businesses.
 - 1.2.5.4.3 Modify the IM zoning classification in this area to include restrictions on undesirable uses to avoid future land-use conflicts.
- 1.2.5.5 **Adams Yard** –Light industrial uses
 - 1.2.5.5.1 Identify available sites
- 1.2.6 Facilitate, promote and maximize redevelopment of newly created parcels resulting from the I-94 corridor realignment.
 - 1.2.6.1 Provide and share information on new parcels with the real estate and development community.
- 1.2.7 Facilitate redevelopment of underutilized or nuisance properties.
 - 1.2.7.1 Maintain an inventory of such sites.
 - 1.2.7.2 Pursue funding, proactive enforcement and policies as appropriate to promote redevelopment of underutilized and/or nuisance properties.
- 1.2.8 Optimize the use of remnant parcels.
 - 1.2.8.1 Maintain an inventory of such sites.
 - 1.2.8.2 Identify sites unsuitable for development for shared storm water runoff and parking facilities for adjacent properties.
- 1.2.9 Assemble and prepare land for redevelopment.
 - 1.2.9.1 Acquire site control or collaborate with responsible owners or others on redevelopment.
 - 1.2.9.2 Pursue RACM or other responsible party acquisition of nuisance or key properties to facilitate redevelopment.
 - 1.2.9.3 Identify and assemble potential funding sources for property acquisition, cleanup and master planning of sites.
- 1.3 Promote sustainable economic development that provides family supporting jobs to surrounding neighborhoods (see Goal 4, Strategy 4.2).
- 1.4 Ensure effective, ongoing communication and coordination with Valley stakeholders.
 - 1.4.1 Maintain ongoing relationships and open communications with brokerage and development community.
 - 1.4.2 Maintain relationships and share expertise with neighborhoods working to spur development.
 - 1.4.3 Develop a public relation/public information strategy for ongoing promotion of the Valley’s benefits, development opportunities and progress in redevelopment efforts.

Measures:

- Number of available development sites
- Acres of brownfields redeveloped in Valley
- Acres of brownfields that remain undeveloped in Valley
- Brownfield investments leveraged (public dollars invested vs. private dollars leveraged)
- Change in taxable property values on St. Paul Avenue, East End, Reed Street Yards
- Change in taxable property value in Valley BID
- Change in number of properties included in Valley BID
- Tax dollars generated from Valley BID
- Change in taxable property value in Valley
- Tax dollars generated from Valley
- Value of private funding
- Value of public funding
- Ratio of public funding vs. private funding
- Total investment in Valley

2. Goal: Recruit and retain high-yield, high-quality employers.

A strong business recruitment and retention strategy is important to the economic health of the Valley. MVP is committed to attracting and retaining stable, labor-intensive businesses that maximize job density and job quality and contribute long-term to the region's economic base. MVP will achieve this by identifying and recruiting industries that can benefit from the advantages offered by the Valley, including its strategic location, abundant labor supply, emerging industry clusters, transportation infrastructure, availability of relatively cheap water and energy and its natural resources and other amenities.

MVP will collaborate with Milwaukee 7, the City and State and the real estate community to aggressively market and recruit employers from the Food & Beverage industry sector and the Design & Décor/Showroom sector to priority development sites identified in "*Menomonee Valley 2.0.*" MVP will leverage its past success and reputation for creating a desirable and sustainable environment to attract new employers.

MVP's retention strategy is focused on building strong relationships with Valley employers, regularly collecting data and information about their needs and challenges and working with them to solve problems. MVP will provide programs and services to Valley businesses that add value to their business operations and build community.

Strategies:

- 2.1 Recruit and secure high-yield, high-quality businesses from identified industry sectors for priority locations.

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- 2.1.1 Reassemble and convene the MVP Recruitment Committee to facilitate development efforts.
 - 2.1.1.1 Evaluate and identify desirable skill sets for committee members and recruit accordingly.
 - 2.1.2 Identify potential industry clusters for recruitment.
 - 2.1.2.1 **East End** – Recruit users from the Food & Beverage industry sector offering tours/retail components to help activate the waterfront and bring visitors to the Valley; also uses that can capitalize on proximity to the biodigester and the availability of steam.
 - 2.1.2.1.1 Use the existing entertainment draws to complement manufacturers with a work-play corridor using “front-of-factory” retail or commercial uses related to product manufacturing.
 - 2.1.2.1.2 Publicize results of a design competition to generate excitement about the development potential.
 - 2.1.2.1.3 Meet with brokers and target the Food & Beverage cluster for recruitment to available sites within the Valley’s East End.
 - 2.1.2.1.4 Capitalize on the Food Maker School and Center of Excellence in Walker’s Point to recruit users from the Food & Beverage industry sector.
 - 2.1.2.2 **St. Paul Avenue Corridor** – Recruit Design & Decor/Showroom cluster and related users.
 - 2.1.2.2.1 Meet with brokers and target the Design & Decor/Showroom cluster for recruitment to available sites within the St. Paul Avenue corridor.
 - 2.1.2.2.2 Provide information to businesses on programs available to assist in updating their properties (e.g., façade grants, etc.)
 - 2.1.2.3 **Reed Street Yards** – Recruit water technology industries.
 - 2.1.2.3.1 Collaborate with developers of the Reed Street Yards.
 - 2.1.2.3.2 Obtain marketing materials from developers to share with potential users who may contact MVP.
 - 2.1.2.4 **Pierce & Bruce Streets** – recruit light industrial users similar to the MVIC, along with Food & Beverage uses.
 - 2.1.2.5 **Adams Yard** – recruit light industrial users similar to the MVIC.
 - 2.1.3 Identify potential users from priority clusters.
 - 2.1.4 Develop a recruitment plan, marketing strategy and marketing materials.
 - 2.1.5 Collaborate with the City, Milwaukee-7, regional brokers and others to recruit Food & Beverage, Design & Décor/Showroom, and water related users to the Valley.
 - 2.1.6 Build relationships with owners of priority parcels.
 - 2.1.7 Identify and share potential funding sources.
 - 2.1.8 Aggressively market the strengths and amenities of the Valley.
- 2.2 Facilitate retention and expansion of existing businesses.

- 2.2.1 Provide programs and business services that add value for Valley businesses and build community.
 - 2.2.1.1 Conduct one-on-one interviews with existing businesses to explore challenges and needs.
 - 2.2.1.2 Complete review of existing and proposed business services and identify services of greatest value to current and prospective businesses.
 - 2.2.1.3 Determine which services and programs should be preserved, reinforced or eliminated.
 - 2.2.1.4 Identify opportunities for Valley businesses to pool resources and collaborate, such as day care, ESL, carpooling, EAP on-site, homeownership benefits, etc.
- 2.2.2 Identify opportunities to facilitate growth and improvement of existing businesses.
 - 2.2.2.1 Identify funding sources to assist existing business expansion.
 - 2.2.2.2 Collaborate with partners to identify strengths and weaknesses in the local business climate and share the information with business leaders.
 - 2.2.2.3 Provide information to businesses on programs available to assist in updating their properties (e.g., façade grants, etc.)
- 2.3 Maintain effective, ongoing communication and coordination with Valley stakeholders, the real estate and development community and government officials and business leaders involved in recruitment and retention activities.

Measures:

- Number of new businesses in Valley
- Value of new businesses in Valley
- Number of new businesses in priority areas
- Value of new businesses in priority areas
- Number of business expanding within the Valley
- Value of business expansion within the Valley
- Number of new jobs created
- Number of full-time employees in Valley
- Number of full-time jobs per acre
- Number of full-time jobs per 1000 SF
- Net change in jobs located in the Valley
- Average wage of new businesses in Valley
- Average wage increase at existing Valley businesses
- Job density in new developments
- Square footage of sustainably designed buildings constructed
- Number of LEED-certified buildings constructed
- Building coverage ratio
- Public dollars invested
- Private dollars invested
- Total capital investment

3. Goal: Connect Valley employers to a regional, job-ready workforce to meet their needs and position local workers to be competitive for upcoming employment opportunities.

Valley businesses need a pipeline of qualified workers, and many seek to place more local residents into available jobs. As baby boomers retire over the next few years, Valley businesses are looking for workers with the skills required to fill increasing numbers of vacancies. This presents a window of opportunity to hire more local residents, but changes must be made now to enable local residents to access these jobs. Valley employers have expressed concern that there is currently a mismatch between skills required and the local workforce.

MVP will work to connect Valley businesses to workforce service providers and others to ensure a qualified workforce that meets the needs of Valley businesses now and in the future *and* to position local residents to be competitive for these jobs.

MVP will play the role of connector/convener rather than workforce service provider and will convene a standing committee of workforce experts to explore what information is needed, how to collect it and how MVP can best add value.

Strategies:

- 3.1 Build capacity and understand workforce development challenges facing Valley employers.
 - 3.1.1 Add someone with workforce development expertise to the board of MVP.
 - 3.1.2 Develop relationships with those involved in workforce development including MPS, area vocational schools, colleges and universities, Milwaukee Area Workforce Investment Board (MAWIB) and other workforce development agencies (see Appendix 1), industry associations, trade unions, the Milwaukee-7 and community groups, especially in adjacent neighborhoods (see Appendices 2 and 3).
 - 3.1.3 Improve understanding of the local labor market.
 - 3.1.3.1 Identify the skills and participation rate of the local labor pool.
 - 3.1.3.1.1 Consult with local researchers (UWM School of Continuing Education, Employment and Training Institute) and labor data sources to review recent studies and data.
 - 3.1.3.1.2 Consult with MAWIB to collect information.
 - 3.1.3.2 Analyze the implications of the data.
 - 3.1.3.3 Identify skill gaps, both present and future, in the local labor market.
 - 3.1.4 Assess current and future workforce needs of Valley employers.
 - 3.1.4.1 Work with Valley employers to define upcoming job opportunities and skill needs.
 - 3.1.4.2 Aggregate employer skill needs, identify gaps between needs and the available labor pool and advocate for those needs.
 - 3.1.5 Identify demand-driven tactics to maximize local hiring.
 - 3.1.6 Evaluate internal capacity, assess resource needs and identify special expertise or other consulting services required.

- 3.2 Help Valley employers understand available workforce development resources.
 - 3.2.1 Identify existing workforce development agencies and identify services offered.
 - 3.2.2 Identify Valley employers with existing training programs.
 - 3.2.2.1 Meet with Valley employers to collect data on successes, challenges and established workforce development relationships.
 - 3.2.2.2 Identify and share best practices including: industry specific, entry level, advanced manufacturing and employers who have successfully recruited neighborhood workers.
 - 3.2.3 Identify gaps in training programs.
- 3.3 Cultivate relationships and partnerships among Valley employers, regional workforce service providers and the regional labor pool.
 - 3.3.1 Form and convene a Workforce Development Committee with Valley employers, workforce training agencies and community-based agencies that help place employees in jobs.
 - 3.3.1.1 Identify how to fill gaps in skills training programs.
 - 3.3.1.2 Explore how schools can help train students for future jobs.
 - 3.3.1.3 Work with K-12 schools to encourage students to pursue manufacturing careers.
 - 3.3.1.4 Explore opportunities to get workforce agencies more involved in Valley neighborhoods and to provide a palette of training so residents can compete for Valley jobs.
 - 3.3.1.5 Leverage relationships with community based organizations to learn how they reach residents and the types of pre-employment services offered.
 - 3.3.1.6 Develop methods for connecting area residents to available training and job opportunities.
 - 3.3.1.7 Develop methods for connecting Valley employers to trained workers.
 - 3.3.2 Develop a cohesive communication plan for sharing workforce development information and strategies with Valley employers, workers, affected neighborhoods and others as may be appropriate.
- 3.4 Leverage interest in workforce development to secure financial and other support from key partners.
 - 3.4.1 Share workforce development efforts with funders, including the Milwaukee Area Workforce Funding Alliance and Transform Milwaukee.
 - 3.4.2 Collaborate with MAWIB and others to seek grants related to workforce development initiative.

Measures: (to be refined as more information is collected)

- Workers from surrounding neighborhoods employed in Valley (consider using Avenues West business survey to measure employee statistics)
- Residents from neighborhoods surrounding Valley participating in workforce development programs
- Number of employers participating in the schools/career program

- Number of employers participating in best practices sharing program through MVP
- Dollars raised for workforce development activities
- Number of grants received for workforce development activities

4. Goal: Maintain a thriving, sustainable, urban district that is home to manufacturing, entertainment and recreation.

To effectively recruit business, employees and visitors, the Valley must be welcoming and accessible. For too many years, the Valley was seen as a place of decay and decline. The effects of that decline were seen in many ways from increased childhood asthma rates to high unemployment rates in neighborhoods surrounding the Valley. From MVP's inception, incorporating sustainability into the redevelopment process has been viewed as important to success.

In 1999, the U.S. EPA awarded a \$250,000 grant through its Sustainable Development Challenge Grant program to look into ways of incorporating sustainability into the Valley's redevelopment. The goal was to forge a strategy that could attract high quality investors and family-supporting jobs to the Valley, restore property value to the tax rolls and re-establish a sense of pride in the community among Milwaukeeans, while reducing environmental impacts.

Seven "Keys for Sustainability" were put forward to guide activities being planned for the Valley. These included: (i) transportation and circulation, access and linkage, responsiveness to infrastructure plans; (ii) mixed use and density; (iii) bundling utilities in a single corridor; (iv) cost-effective environmental remediation and engineered solutions based on site conditions and uses; (v) green building; (vi) open space and habitat restoration; and (vii) using the river as an amenity.³ These strategies, along with the Valley Sustainability and Development guidelines have served as important guiding principles in the Valley's redevelopment.

Today, the Valley has become a thriving center that welcomes industry, entertainment and recreation. To assure the transformation continues, MVP is dedicated to sustaining a safe, eco-friendly and inviting environment throughout the Valley – one that accommodates a broad range of clean and diverse uses in appropriate locations. Working with its many partners, MVP will facilitate high-quality, sustainable development at every stage of the process, coordinate public safety and graffiti removal initiatives, advocate for land uses that comply with the "*Menomonee Valley 2.0*" land use plan and assure activation and programming of public spaces.

Strategies:

³ Sixteenth Street Community Health Center, A Vision for Smart Growth: Sustainable Development Design Charrette Milwaukee's Menomonee River Valley 1999-2000 (Milwaukee: Sixteenth Street Community Health Center, Department of Environmental Health, 2000), 21.

- 4.1 Assure the Valley is safe, clean, vibrant and accessible.
 - 4.1.1 Advocate for sustainable urban design of streets, buildings and public spaces that support and promote safe and accessible environments and capitalize on the river.
 - 4.1.1.1 Adhere to an urban form of industrial development and building placement similar to the MVIC.
 - 4.1.1.2 Work with City and property owners to increase the tree canopy throughout the Valley.
 - 4.1.2 Support Valley businesses in addressing safety concerns.
 - 4.1.2.1 Convene roundtable discussions with Valley businesses and the Milwaukee Police Department to discuss public safety concerns.
 - 4.1.2.2 Coordinate a graffiti removal program, in partnership with the City, to quickly remove graffiti as a deterrent to crime.
 - 4.1.3 Promote public enjoyment and stewardship of Valley destinations and green spaces.
 - 4.1.3.1 Assure riverwalk agreements for all development along the river.
 - 4.1.3.2 Promote development of recreational docks and slips within close proximity to the HAST, riverwalks, commercial and entertainment uses.
 - 4.1.3.3 Promote, where feasible, a mix of uses along the Valley waterways, such as boat docking points and floating food and drink platforms connected to entertainment and front-of-factory retail.
 - 4.1.3.4 Develop partnerships to activate public spaces with events.
 - 4.1.3.4.1 Activate storm water park with recreational programming such as soccer and employee events that do not conflict with the park's intended use as a storm water detention facility.
- 4.2 Promote and facilitate sustainable development that is aligned with the “*Menomonee Valley 2.0*” plan.
 - 4.2.1 Update, promote and distribute *The Sustainable Design Guidelines for the Menomonee River Valley*” and “*The Design and Economic Impact Guidelines*” to incorporate the latest thinking and assure alignment with “*Menomonee Valley 2.0*” and Refresh Milwaukee goals as appropriate.
 - 4.2.2 Assure ongoing achievement of established sustainability and economic impact guidelines on all development in the Valley.
 - 4.2.3 Advocate for and collaborate with partners to protect and enhance the natural environment.
 - 4.2.3.1 Develop partnerships to provide effective management of park spaces, playfields and open spaces throughout the Valley.
 - 4.2.3.2 Develop partnerships to provide for nature conservation and natural planting of public spaces.
 - 4.2.3.3 Identify partners to promote active stewardship of the Valley's destinations and green spaces.
 - 4.2.4 Collect and communicate success stories.
- 4.3 Promote sustainable infrastructure and transportation practices (see Goal 5, Strategy 4.3).

4.4 Support and enhance Valley Communities.

- 4.4.1 Ensure ongoing communication and coordination with Valley stakeholders.
- 4.4.2 Facilitate public participation in environmental initiatives.
- 4.4.3 Promote awareness through education.
- 4.4.4 Work with Select Milwaukee, Valley businesses, surrounding neighborhoods and anchor institutions in those neighborhoods to promote walk-to-work initiatives.

Measures:

- Visits to Valley entertainment venues
- Number of parks and trail users
- Participation in Urban Ecology Center programs
- Number of nuisance properties redeveloped
- Square footage of sustainably designed buildings
- Taxable value of sustainably designed buildings
- Number of LEED-certified buildings constructed
- Length of trails/riverwalks developed
- Improvement in health status measures of children in neighborhoods surrounding Valley
- Traffic counts on trail
- Traffic counts/activity on Valley streets
- Crime Statistics
- Graffiti removal statistics

5. Goal: Provide for effective transportation access and other infrastructure with a current focus on the reconstruction of I-94.

In recent years, the Menomonee Valley has benefitted from a number of transportation and infrastructure improvements, including the new 6th Street bridge, extension of Canal Street, the Hank Aaron State Trail and three new pedestrian bridges, to name just a few. Each of these projects helped improve access to the Valley, making it a much more desirable location for business and recreation. These projects also helped MVP develop a strong and positive working relationship with the Wisconsin Department of Transportation.

Currently in the design phase, I-94 will be rebuilt from 25th Street to 70th Street, significantly impacting the Valley and surrounding neighborhoods, as well as the entire City of Milwaukee. While the reconstruction could limit access to and from the Valley, it also provides an opportunity to improve connections—especially to Near West Side neighborhoods and the anchor institutions who have a presence in the Valley, as well as surrounding neighborhoods, including Harley-Davidson, Marquette University, Potawatomi and Aurora. It also offers a once-in-a-lifetime opportunity to develop a transportation infrastructure that is intuitive and easy to navigate, context sensitive, environmentally and economically responsible and balances the needs of residents, business, employees, pedestrians and bicycles, as well as cars.

MVP is in a unique position to convene Valley businesses and organizations representing neighboring communities to ensure concerns are heard as design decisions are made over the next several years.

Strategies:

- 5.1 Optimize vehicle, public transit, bicycle and pedestrian access throughout the Valley.
 - 5.1.1 Advocate for improved bike/pedestrian access to all neighborhoods adjacent to the Valley wherever possible, especially to the north, the Reed Street Yards Water Technology Park and St. Paul Avenue.
 - 5.1.1.1 Bike/pedestrian span from the Harley-Davidson Museum to MMSD offices
 - 5.1.1.2 Bike/pedestrian span from the Harley-Davidson Museum to USPS site if the post office relocates
 - 5.1.1.3 Riverwalk along the northern length of the Menomonee River from Petit Point west to the Canal Street roundabout to link up to HAST
 - 5.1.1.4 New bike/pedestrian trail linking Doyne Park to Merrill Park to Valley and HAST
 - 5.1.1.5 With decommissioning of Burnham Canal, establish a recreational trail to provide an uninterrupted link from Miller Park, Three Bridges Park, Mitchell Park to the Burnham wetland east to Walker’s Point, the HAST at Harley-Davidson over the Reed Street yards and east toward the Third Ward and lakefront amenities.
 - 5.1.2 Advocate for bus routes through the Valley.
 - 5.1.3 Improve gateways into and wayfinding throughout the Valley.
 - 5.1.3.1 Create a Valley-wide design or logo that can be used in Valley streetscaping, wayfinding and gateway markers that will weave a distinct identity throughout the Valley.
 - 5.1.3.2 Establish a Valley-wide way-finding signage system that incorporates a consistent and distinct design.
- 5.2 Leverage design and construction of the I-94 corridor and local street improvement projects to maximize benefit to Valley businesses and employees.
 - 5.2.1 Advocate for design that maintains neighborhood integrity, retains existing businesses, improves safety and access, creates intuitive gateways, increases pedestrian and bike access and maximizes property values, development opportunities and jobs.
 - 5.2.1.1 Assemble and convene an Infrastructure and Transportation Committee to work with WisDOT to create a context sensitive design solution for St. Paul and connecting streets affected by the I-94 reconstruction and for connecting north to Clybourn and the Near West Side.
 - 5.2.1.2 Advocate for catalytic roadway projects to allow access to priority redevelopment areas and under-utilized development sites (refer to “*Menomonee Valley 2.0*” plan).
 - 5.2.1.3 Advocate for reconfiguration of Valley-spanning viaducts to improve access to the Valley floor.
 - 5.2.1.4 Advocate for new and improved north-south connections between the St. Paul and Clybourn corridors, particularly given the number of anchor institutions

- (major employers) with a presence in the Valley, as well as surrounding neighborhoods, including Harley-Davidson, Marquette University, Potawatomi and Aurora.
 - 5.2.1.5 Advocate for improved and more intuitive connections to the north, Avenues West and Near West Side corridors.
 - 5.2.1.6 Advocate for the addition of a pedestrian bridge spanning the Menomonee Canal between the Harley-Davidson Museum and Reed Street Yards.
 - 5.2.2 Collect and analyze data to support MVP’s transportation positions.
 - 5.2.3 Evaluate internal capacity and resources needed, including consulting services.
 - 5.2.4 Work with stakeholders to prioritize potential mitigation activities.
- 5.3 Promote sustainable infrastructure and transportation practices.
- 5.3.1 Advocate for sustainable, context sensitive transportation solutions, from planning and design through construction, ongoing operations and maintenance.
 - 5.3.2 Promote a transportation system that improves accessibility and safety while limiting the adverse effects of traffic.
 - 5.3.2.1 Advocate for reconfiguration of Valley-spanning viaducts to improve access to the Valley floor.
 - 5.3.2.2 Advocate for new and improved north-south connections between the St. Paul and Clybourn corridors.
 - 5.3.2.3 Advocate for an additional north-south connection between St. Paul Avenue and Mt. Vernon Avenue.
 - 5.3.3 Encourage energy-efficient modes of transportation such as walking, cycling and public transportation.
 - 5.3.3.1 Monitor activity and traffic counts on public spaces, the HAST and Valley streets.
 - 5.3.4 Advocate for maximized utilization of the land beneath the Marquette Interchange for shared parking and shared storm water management.
- 5.4 Promote and facilitate the creation of quality public spaces and catalytic infrastructure.
- 5.4.1 Capitalize on redevelopment projects to create interesting public spaces.
 - 5.4.1.1 Review plans for any new public spaces that may arise from future development.
 - 5.4.1.2 Ensure appropriate funding and sustainable ownership agreements for new public spaces and infrastructure projects.
 - 5.4.2 Implement signage and programming of public places as appropriate.
 - 5.4.3 Ensure access to and reliability of utilities and telecommunication systems throughout the Valley.
 - 5.4.4 Advocate for appropriate funding for infrastructure projects that may be required to accommodate new development (see “*Menomonee Valley 2.0*” catalytic project list).
 - 5.4.4.1 Identify funding needs and identify potential funding sources (local, state, federal and private).
 - 5.4.4.2 Advocate for use of TID as may be appropriate for East End projects.

- 5.5 Maintain ongoing communication and coordination with Valley stakeholders.
 - 5.5.1 Develop a communication strategy for sharing information, soliciting input, building consensus and rallying support among stakeholders on transportation projects.
 - 5.5.2 Convene stakeholders throughout the design process to reach consensus on design alternatives, if possible, while ensuring MVP objectives are met.
 - 5.5.3 Identify legislative priorities and how best to achieve them.
 - 5.5.4 Monitor construction schedules and deadlines to assure timely input.
 - 5.5.5 Develop a strategy to assure concerns are being heard.

Measures:

- New pedestrian/bicycle connections into the Valley
- New automobile connections into the Valley
- New sidewalks and streetscaping improvements added to Valley
- Change in transit ridership on MCTS bus routes in Valley
- Traffic counts on Canal Street
- Traffic counts on St. Paul Avenue
- Length of new riverwalks and trails developed
- Traffic counts on the Hank Aaron State Trail
- Number of acres adequately served by transportation and utility infrastructure
- New access points to the North Side
- New developable parcels created from freeway realignment

6. Goal: Ensure MVP has the organizational capacity to achieve its long-term goals.

To effectively carry out its mission, MVP must listen to its stakeholders, apply sound business practices and develop an efficient organization that is able to respond quickly to its ever-changing environment. It must provide well-trained employees who are capable of delivering innovative, high-quality services that are aligned with strategic goals.

MVP must be strategic about what it wants to accomplish and how it will achieve its intended impact. For each program or service it undertakes, MVP must assess the financial, human and organizational resources needed and have a plan to deliver those resources. MVP must stay focused on strategic priorities, but also be flexible enough to respond to new opportunities that may arise. For opportunities that may require a substantial commitment of staff time or other resources, MVP needs a vetting process to determine whether to pursue such opportunities. Finally, MVP must plan for the succession of staff and board members. Specific strategies and actions to ensure organizational capacity and sustainability follow.

Strategies:

- 6.1 Ensure the organization has adequate, diversified funding and employs sound financial and business practices.

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- 6.1.1 Maintain reliable financial management systems, practices and controls to assure accountability and useful financial information.
 - 6.1.1.1 Maintain a Finance Committee to oversee financial operations.
 - 6.1.1.2 Provide for and maintain expenditure controls.
 - 6.1.1.2.1 Document financial procedures.
 - 6.1.1.2.2 Provide training as may be needed.
 - 6.1.1.3 Assure segregation of financial duties (accounts receivable vs. accounts payable) to provide for checks and balances.
 - 6.1.1.4 Implement budget controls to maintain a favorable ratio for program activities vs. support activities.
 - 6.1.1.5 Follow prudent investment policies.
 - 6.1.1.6 Ensure periodic internal reviews and maintain third party annual audits.
- 6.1.2 Develop a funding strategy for ongoing operations that provides for secure financial support from a variety of sources to ensure revenues are diversified, stable and sufficient for MVP's long-term goals.
 - 6.1.2.1 Look for opportunities to expand the Valley BID and BID revenues provided to MVP.
 - 6.1.2.2 Build mutually beneficial relationships with private foundations, corporate and individual donors and public grant making agencies.
 - 6.1.2.2.1 Share the Valley 2.0 Plan with potential donors/grant makers; identify potential funding sources to carry out the plan.
 - 6.1.2.2.2 Meet regularly with potential donors (public and private) to explore funding priorities, communicate MVP progress and seek input on how to best position projects for funding.
 - 6.1.2.2.3 Create competitive and timely grant proposals that are aligned with potential funders' interests and priorities.
 - 6.1.2.2.4 Build capacity of staff to assist in writing grant proposals.
 - 6.1.2.2.5 Rigorously evaluate and measure results and impact.
 - 6.1.2.3 Subscribe to and closely monitor published sources for grants such as the Federal Register, The Nonprofit Times, Center for Nonprofit Excellence, The Foundation Directory, Philanthropy News Digest, 990 Finder and the like.
- 6.1.3 Align MVP operations, resources and services to achieve long-term goals.
 - 6.1.3.1 Evaluate internal capacity, assess resource needs and identify special expertise or other consulting services required to achieve goals.
 - 6.1.3.2 Implement a process and guidelines for vetting new opportunities, understanding the resource implications and determining whether or not to proceed.
 - 6.1.3.3 Ensure all programs and employees follow best practices and are regularly evaluated.
 - 6.1.3.3.1 Annually revisit this plan and assess progress.
 - 6.1.3.3.2 Provide quarterly progress reports to the board.
- 6.2 Recruit, develop and retain diverse, committed, competent and professional staff, board and committees.
 - 6.2.1 Assure staff has the skill sets needed to achieve the organization's goals.

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- 6.2.1.1 Evaluate internal capacity and identify existing skill sets.
- 6.2.1.2 Identify skill sets required for future priorities and hire or modify position descriptions as appropriate.
- 6.2.1.3 Provide funding for ongoing staff training needs.
- 6.2.2 Provide a competitive salary and compensation package.
- 6.2.3 Maintain a diverse board of directors with the appropriate skills and connections to match the organization's priorities.
 - 6.2.3.1 Revise current guidelines for selecting board members to ensure skills and experience match current strategic priorities.
 - 6.2.3.2 Use committee membership as a stepping-stone to board membership.
 - 6.2.3.3 Provide materials to help board stay abreast of public policies that may impact MVP.
 - 6.2.3.4 Develop a process, guidelines and timetable for rotating board leadership positions to assure leadership continuity.
- 6.2.4 Develop committees that are actively engaged in achieving the organization's goals.
 - 6.2.4.1 Create and convene committees of board members and others as needed to carry out this plan.
 - 6.2.4.2 Develop work plans for committees, consistent with strategic plan.
- 6.2.5 Identify volunteer opportunities and build volunteer capacity as necessary to achieve the organization's goals.
 - 6.2.5.1 Assess needs and identify potential volunteers/sources of volunteers.
 - 6.2.5.2 Produce materials to recruit volunteers.
 - 6.2.5.3 Provide volunteer orientation.
 - 6.2.5.4 Monitor, coordinate and assess volunteer activities.
- 6.3 Maintain strategic partnerships, both public and private, that lead to achieving strategic goals, while helping to build capacity of partnership organizations.
 - 6.3.1 Maintain public-private partnerships and promote intergovernmental collaboration to assure future success.
 - 6.3.2 Solidify partnerships/relationships with organizations surrounding the Valley and look for ways to leverage resources.
 - 6.3.3 Capitalize on the research capabilities and town/gown opportunities promoting community service, civic engagement and service learning offered by area colleges and universities, particularly Marquette University and UW-Milwaukee.
 - 6.3.4 Establish high-level liaisons with Valley businesses and maintain ongoing relationships.
 - 6.3.4.1 Facilitate relationships among Valley businesses and between Valley businesses and government.
- 6.4 Ensure ongoing, effective communications among staff, board, partners and Valley stakeholders.
 - 6.4.1 Maximize the use of technology to maintain ongoing communication with stakeholders.
 - 6.4.1.1 Evaluate the technology needed by staff to perform their jobs.
 - 6.4.1.2 Assure the website is updated on an ongoing basis.
 - 6.4.1.3 Maintain on-line newsletters.

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- 6.4.1.4 Maximize the use of social media and project management software to share information and increase MVP's reach.
- 6.4.2 Develop and distribute MVP e-news, MVBA newsletter and annual reports to communicate progress.
- 6.4.3 Make presentations at events and conferences.
- 6.4.4 Work with partner organizations to share information with their memberships.
- 6.4.5 Build and maintain ongoing relationships with the media to assure accurate and ongoing coverage of Valley events, progress and success.
- 6.4.6 Meet regularly with elected officials and their key administrators to provide updates on the Valley and build/maintain support for MVP's work.
- 6.4.7 Conduct regular meetings of MVP, the MVBA, the Menomonee Valley BID and UEC/MVP Project Inc. and update all on progress and developments.

Measures:

- Number of grants awarded and diversity of funding sources
- Value of grants awarded
- Volunteers with MVP, Urban Ecology Center, Friends of Hank Aaron State Trail
- Volunteer hours with MVP, Urban Ecology Center, Friends of Hank Aaron State Trail
- Annual audits with unqualified opinion
- Rate of attendance at board meetings
- Board participation on committees
- Non-board participation on committees
- Staff turnover

Appendix 1

Milwaukee Workforce Development Agencies

Advanced Manufacturing Training Center (AMTC)
Bridging the Gap
Center for Self-Sufficiency
Compete Milwaukee
Department of Children and Families
Department of Vocational Rehabilitation (DVR)
Goodwill Industries of SE Wisconsin
Healthcare Training Institute
Journey House
Milwaukee Area Technical College (MATC)
MAXIMUS
Milwaukee Area Workforce Investment Board (MAWIB)
Milwaukee Community Service Corps
Milwaukee County Department of Health and Human Services (Coggs Center)
Milwaukee Housing Authority – Technology Training Center
Milwaukee Hire Center – Milwaukee Area Labor Council
Milwaukee Job Corps
Milwaukee Job Service
Milwaukee Public Schools (MPS)
Milwaukee Works
Nonprofit Center
Social Development Commission (SDC)
Transform Milwaukee
United Community Center
United Migrant Opportunity Services (UMOS)
United Neighborhood Centers of Milwaukee (UNCOM)
University of Wisconsin - Milwaukee
Wisconsin Community Services
Wisconsin Economic Development Corporation (WEDC)
Wisconsin Department of Workforce Development (DWD)
Wisconsin Regional Training Program (WRTP)
YWCA of Greater Milwaukee (YWCA)

Appendix 2

Neighborhoods Surrounding Menomonee Valley



Appendix 3

Organizations Serving Neighborhoods Adjacent to the Menomonee River Valley

Avenues West Association
Avenues West Business Improvement
District
Cesar Chavez BID
Council for the Spanish Speaking
Cold Spring Park
Downtown Milwaukee
East Town Association
Hispanic Chamber of Commerce
Historic Concordia Neighborhood
Historic Third Ward Association
Journey House
La Causa
Layton Boulevard West Neighbors
Menomonee Valley Business Association

Menomonee Valley Business Improvement
District
Menomonee Valley Partners
Merrill Park Neighborhood Association
Near West Side Partners
Story Hill Neighborhood Association
Third Ward Association
United Community Center
Urban Ecology Center
Valley Park/Piggsville Civic Association
Walker's Point Association
Walker's Square Neighborhood
Association
West Allis/West Milwaukee Chamber
West Town Association

Appendix 4

Menomonee Valley Partners - Organizational Structure

