COLLECTIVE IMPACT



Annual Report 2011



MESSAGE FROM THE LEADERSHIP

On behalf of the Board of Directors and staff of Menomonee Valley Partners, Inc., we are pleased to bring you our 2011 Annual Report: **Making a Collective Impact**. A 2011 *Stanford Social Innovation Review* article stated that "large-scale social change comes from better cross-sector coordination rather than from the isolated intervention of individual organizations." Menomonee Valley Partners' role in the redevelopment of the Valley is to convene cross-sector coordination to address multiple issues and opportunities in a comprehensive way. We believe that if each issue was tackled separately, the impact would not be as deep or as sustainable as when solutions are integrated.

By working together in partnerships, tackling diverse but interconnected issues, Menomonee Valley Partners strives to make a collective impact in the greater Milwaukee community. Nowhere is that more evident than in *Menomonee Valley – From the Ground Up*, a joint effort of Menomonee Valley Partners, the Urban Ecology Center, the City of Milwaukee and State of Wisconsin. Together, we are weaving the Menomonee Valley back into the community, and adding key assets essential to job accessibility, environmental and public health, and neighborhood vitality.

Through all of our programs, Menomonee Valley Partners works to increase the collective impact of the Valley's successful revitalization, ensuring the benefits are enjoyed by businesses, employees, neighbors, and residents throughout the Milwaukee region. We do this by connecting businesses to each other in order to foster stronger local business relationships; directing the Valley's purchasing power to businesses in the surrounding neighborhoods to strengthen the local economy; remediating brownfields, stabilizing riverbanks, building trails, parks, and public access to the Menomonee River to connect people to a healthier environment; and organizing events that bring people to the Valley to enjoy its many amenities. We also share the lessons learned from the Valley to benefit the Milwaukee region as well as other regions and to build Milwaukee's reputation as an innovator in sustainable redevelopment.

We hope you enjoy our annual report and thank you for your partnership in the revitalization of the Menomonee Valley!



Mick Hatch Board President



Laura Bray Executive Director



"The redevelopment of the Valley is one of the most **impressive transformations** I have seen in my past 45 years in Milwaukee."

> —Bill Haberman President, The Herzfeld Foundation

Menomonee Valley Partners, Inc.

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High-Impact Collaboration:

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HIGH-IMPACT COLLABORATION MENOMONEE VALLEY - FROM THE GROUND UP

While the transformation of the Menomonee Valley to date is impressive, there is still **great need.**

Pictured here is a 24-acre site that has been vacant for decades. Left unaddressed, it will continue to create problems for the Valley and surrounding neighborhoods.



Since 1999, 4,700 jobs have been created, 300 acres have been redeveloped, 33 companies have moved to or expanded in the Menomonee Valley, and the Hank Aaron State Trail system has been established. Yet even with the remarkable transformation that has taken place in the Valley, in the surrounding neighborhoods:*

- Unemployment is nearly twice the state average;
- 23% of households do not have access to a vehicle, making suburban jobs inaccessible;
- Residents have less access to natural resources than in other areas of the city;
- 41% of residents are overweight or obese;
- 82% of children receive free or reduced lunch; and
- 75% of school children, city wide, cannot perform at their grade level in science.

Furthermore,

- The railroad and the river create barriers to employment and outdoor recreation;
- Large vacant sites attract crime and stifle neighborhood redevelopment; and
- Eroding riverbanks contaminate the Menomonee River, decreasing essential habitat for fish and other animals.



Menomonee Valley—From the Ground Up is a collaborative effort of Menomonee Valley Partners, the Urban Ecology Center, the State of Wisconsin and the City of Milwaukee that addresses these complex issues.

Together we are implementing \$26 million in interconnected projects that add key assets essential to job accessibility, science education, environmental and public health, and neighborhood vitality.

Through this partnership, we create a collective impact by working together and leveraging expertise and resources to address interconnected issues in a comprehensive way.

"Substantially greater progress could be made in alleviating many of our most serious and complex social problems if nonprofits, governments, businesses, and the public were brought together around a common agenda to create **collective impact.**"

> —John Kania and Mark Kramer 2011 Stanford Social Innovation Review

^{*}Sources: 2010 Census, Sixteenth Street Community Health Center, Urban Ecology Center



From the Ground Up includes:

Essential links to jobs and recreation for

area residents and businesses, expanding the Hank Aaron State Trail into a 14-mile system stretching from Lake Michigan to Waukesha County connecting many residential neighborhoods to employment centers. The project includes six additional miles of the Trail and three bike/pedestrian bridges connecting the Valley to neighborhoods and to Mitchell Park. These improvements offer walk-towork opportunities, facilities for corporate wellness initiatives, and residential quality of life amenities. It will also connect some of the largest tourist attractions in the region, including the lakefront, Summerfest, Miller Park, State Fair Park, and Milwaukee County Zoo.

Transforming a 24-acre brownfield into a community asset. Located along the Menomonee River between 27th and 37th Streets, this site has been vacant for decades. It is undevelopable, too narrow to accommodate new roads and buildings. Left unaddressed, it will continue to attract crime and stifle nearby development. In 2011, *From the Ground Up* partners completed a site redevelopment plan to address public health,

environmental, educational, recreational and community revitalization needs. The plan includes a mile of trails, two bike/pedestrian bridges, water quality improvements, native landscape restoration, community gardens and the creation of habitat for fish, birds, and other animals. The new park will become part of the Hank Aaron State Trail and serve as an outdoor science classroom for the Urban Ecology Center and Mitchell Park Domes. Construction begins in 2012 and the park will open in 2013.

Establishing a third branch of the Urban

Ecology Center, an organization that fosters ecological understanding as inspiration for change, neighborhood by neighborhood. The Center, which served 80,000 visitors in 2011 at its two existing branches, revitalizes urban parks with daily handson science education through school partnerships and after-school, evening and weekend community programs. These programs improve academic performance, provide safe places for kids to play and learn outdoors, expand environmental understanding, and deter crime. The Valley branch will open in fall 2012 in a renovated building. Funds raised through From the Ground Up will support five years of programming for the branch. What was a vacant tavern will become a sustainably designed community center and an anchor for positive change.



From the Ground Up Progress in 2011

The strong public and private partnerships behind the *From the Ground Up* effort enabled incredible progress, including:

Funding milestones were met through a groundswell of support. In 2011,

leadership gifts were received from the Burke Foundation (\$2.3 million), an Anonymous donor (\$750,000), the Joseph & Vera Zilber Family Foundation (\$500,000), the Herzfeld Foundation (\$500,000), and a number of other individuals, corporations and foundations. Rexnord, which contributed \$400,000 and \$100,000 in materials through their Zurn subsidiary, also issued a Valley business challenge grant that leveraged an additional \$100,000 and \$47,000 in donated products from smaller Valley businesses.



The Hank Aaron State Trail was extended west so that the Trail now reaches from Lake Michigan to Waukesha County, making job and recreation opportunities accessible to people throughout the Milwaukee region. The section from W. 94th Place to W. 124th Street and Bluemound Road, built in 2011 as a gravel trail, will be paved with the upcoming Zoo Interchange reconstruction.

- The Valley Passage was open for its first full year, linking the near south side to the Menomonee Valley and the Trail's western extension, and connecting residents to jobs and recreation throughout the region. The Valley Passage mural, which depicts the history and renaissance of the Menomonee Valley and surrounding neighborhoods, was also completed in 2011.
- **Construction began on the Urban Ecology Center** Menomonee Valley branch in September 2011. The Center is transforming an old tavern on the bluff of the Valley into an environmental community center. For the groundbreaking, Urban Ecology Center and friends assisted neighborhood kids in planting along the Valley Passage, which leads from their building to the Menomonee River.
- **Designs for the 24-acre park were completed** in 2011 and are ready to begin construction on the site in summer 2012. The designs include a nearly one-mile extension of the Hank Aaron State Trail, two bike/pedestrian bridges, river access points, riverbank stabilization, community gardens, and more.
- **UEC/MVP Project Inc. was established** as a result of the collaboration between Urban Ecology Center, Inc. and Menomonee Valley Partners, Inc. to implement the multi-year comprehensive effort, Menomonee Valley From the Ground Up.



What is to come? We will soon be:

- Completing construction and opening the Urban Ecology Center Menomonee Valley branch
- Hiring staff and launching school and community programs through the Center
- Constructing the park and outdoor classroom on the 24-acre site
- Developing community gardens, fishing access, public art, and other assets
- Constructing two bike/pedestrian bridges that connect the Valley to the nearby neighborhoods
- Engaging the community in the land management and habitat restoration program
- Connecting these developments to drive further investment in the surrounding areas

"We bought our house here, in Silver City, mostly because we heard that great things were planned for the area, like the Valley Passage. When we discovered the Urban Ecology Center was opening another branch here, it was a surprise bonus. These efforts are game changers for our neighborhood. We are excited for these projects, especially for our three children."

— Kate and Ben Leisch, residents



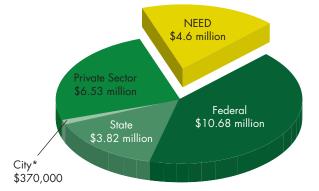
To do this, we need your help.

To date, \$21.4 million has been raised toward this \$26 million effort. We invite you to get involved at any level to help complete these projects that will provide essential assets for the Milwaukee community.

To support this effort,

- Please use the enclosed envelope to make your contribution
- Visit MenomoneeValley-FromtheGroundUp.org to donate

Join us in making a collective impact...From the Ground Up.



* Through the City of Milwaukee's leadership, more than \$23 million was invested for site acquisition and site preparation in a separate but related project.

From the Ground Up Funders

Thank you to our nearly 200 donors whose pledges and gifts range from \$10 to \$2.3 million. An effort of this magnitude requires the support of the community at every level. We need your help to raise the remaining \$4.6 million to complete this transformation, From the Ground Up.

UEC/MVP Project Inc. Contributors

All donors (in-kind, cash and pledge) through 6/15/2012

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*Private sector funds raised for this effort are directed to UEC/ MVP Project Inc., a third fiscal entity formed by Urban Ecology Center and Menomonee Valley Partners specifically to fund and implement Menomonee Valley – From the Ground Up.



Craig Counsell and Cecelia Gore present a check to the project

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In Honor of Arthur & Dorothy Crane Catrina & Cheyenne Crane

In Memory of Odin Foster Kathleen Beaver

In Honor of Evan McDoniels Darcie & Matt Warren

In Honor of Elijah James Pacada Tamara & Allan Pacada

In Memory of Michael Richmond Rita and Jim Richmond

In Honor of Ivy Claire Lapham Timm Corey Zetts & Benji Timm

HIGH-IMPACT DEVELOPMENTS

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K.

"The Menomonee Valley restoration is an example of what we can and should be doing in all cities." — American Society of Landscape Architects Awards Jury



Menomonee Valley Industrial Center reaches jobs goal, a milestone for job creation. In 2006, Menomonee Valley Partners worked with the City of Milwaukee to adopt development objectives, execute careful site planning, and develop a focused business recruitment strategy that set the course for creating 1300 family supporting jobs on this 60-acre site. With the announcements that J.F. Ahern and Suzy's Cream Cheesecakes plan to develop here, becoming the 8th and 9th businesses in the industrial center, the jobs goal was reached. The Menomonee Valley Industrial Center still has seven more acres available for sale and additional job creation potential.



More businesses moved to the Menomonee Valley in 2011. Aurora Health Care opened their administrative offices in the Tannery on Virginia Street. Helios Solar Works, the start-up manufacturer of solar panels, and Inessa, a Spanish manufacturer of electrical components, both opened in the Canal Street Commerce Center. Zimmerman Architectural Studios and Harwood Engineering have opened the doors of their new home in a restored historic building on N. 25th Street. Eco-

Shred began operations on Mt. Vernon Avenue, while the Bicycle Federation of Wisconsin and Team Sports, Inc. moved into the Pedal Milwaukee building on the bluffs of the Valley. Together, these companies brought 350 employees to the Valley.



Exciting developments and investments were made by Valley businesses in 2011.

- The Forest County Potawatomi announced plans to construct a biogas facility on their western parking lot. The anaerobic digester, which will use liquid food waste from the greater Milwaukee area to generate power, is another example of Potawatomi's leadership in sustainability.
- Joy Global, formerly P&H Mining Equipment, announced major improvements at their site overlooking the Valley, including facility expansion, stormwater improvements, and the installation of a P&H crane at the corner of National Avenue and Miller Parkway.



Photo: Angela Castro

- Development plans progressed for the Reed Street Yards; in 2013 the city will begin constructing new roads and a riverwalk on the site, the future home of the Milwaukee 7 water campus. A ramp and staircase off the 6th Street Viaduct will also allow the extension of the Hank Aaron State Trail through the site.
- Rexnord announced plans for expansion and site improvements at their Canal Street facility, which manufactures Falk brand gear products.
- Palermo's Pizza finished the expansion of their manufacturing facility and opened their expanded café and meeting space at their Canal Street facility.
- Great Lakes Distillery expanded their facility at 6th and Virginia Streets, which now includes a larger tasting room and outdoor patio.
- Materion and Badger Truck both made aesthetic improvements to their sites through the new St. Paul Avenue Exterior Enhancements program, a partnership between the Menomonee Valley Business Improvement District and the City of Milwaukee.

VALLEY AWARDS

Inaugural Innovation in Sustainable Civil Engineering Award, American Society for Civil Engineering

Analysis and Planning Honor Award, American Society of Landscape Architects

Engineering Excellence State Finalist Award, American Council of Engineering Companies of Wisconsin

Excellence in Design, Wisconsin Department of Transportation



HIGH-IMPACT PROGRAMS

"Many businesses have struggled during these economic times, and certainly Badger Railing has had its ups and downs. The staff at **Menomonee Valley Partners connected us to a new customer** and that business relationship was essential to maintaining stable jobs for our workers during this time."

> – Tom Mulhaney Owner of Badger Railing

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Menomonee Valley Partners works on a wide variety of programs, economic, environmental, and community, to make the Menomonee Valley a great place to work and play. Highlights of programs in 2011 include:

The Valley's ongoing redevelopment potential was publicized through the business recruitment program throughout 2011. Menomonee Valley Partners markets all land for sale and lease in the Valley, works with property owners to determine a marketing strategy for their properties, and assists businesses in their search process, directing them to appropriate sites and resources available to relocate to the Valley. The Menomonee Valley Real Estate Showcase, which was presented in partnership with NAIOP, the commercial real estate development association, included bus tours through the Valley. The tours highlighted development successes to date, as well as more than 100 acres that are potential development sites in the coming years.

Business relationships are created and strengthened through the Menomonee Valley Business-to Business Program (B2B), which was formalized in 2011. Through the B2B program, Menomonee Valley Partners convenes small groups of local businesses with the goal of building new relationships and referral networks. Through these formal sessions, as well as informal one-on-one assistance offered by staff, Menomonee Valley Partners works to add value to Valley companies and help them grow their businesses.

Valley businesses create a place-based wellness model, a unique development in the Health and Wellness movement. Menomonee Valley Partners, in partnership with several Valley businesses, launched the Menomonee Valley Health and Wellness initiative to engage Valley companies of all sizes and industries in sharing strategies and best practices for employee wellness. The initiative included the 2011 Menomonee Valley Workplace Wellness Expo, quarterly Menomonee Valley Wellness Network Forums, weekly yoga in the Valley in the summer, cooking classes, a fishing clinic, and more.

Programs engaged the community in the Valley revitalization effort. Throughout the year, members of the Menomonee Valley Stew Crews participated in beautification activities in the Valley, including garbage removal, weeding, and planting. The Seeds for the Future program engaged 150 children from five neighborhood schools, providing an afternoon of environmental education and hands-on activities, including planting along the Hank Aaron State Trail and Menomonee River. The annual Menomonee Valley Earth Day Clean-up drew hundreds of volunteers who collected more than 6,000 pounds of trash from throughout the Valley, while the annual Community Planting Day engaged volunteers in planting hundreds of new plants.



Thank you to the companies and organizations that sponsor Stew Crews to keep the Valley and the Hank Aaron State Trail beautiful throughout the year. The Stew Crew program is a partnership between Menomonee Valley Partners and the Friends of the Hank Aaron State Trail. Participating teams include:

- Cargill
- Joy Global
- Marquette University High School
- Merrill Park Neighborhood Association
- Milwaukee Brewers
- Palermo's Pizza
- Proven Direct
- Rexnord
- The Sigma Group
- Story Hill Neighborhood Association
- Zimmerman Architectural Studios



Broad partnership created new access to the Menomonee River in the heart of the Valley. For a decade, the area where the Menomonee River crossed under Emmber Lane had been filled with trash and debris, creating an eyesore. Today, there



is a pathway through a small park planted with native species leading to a fishing pier and canoe launch on the Menomonee River. The reclamation of this site, and the habitat improvement and public access created, came about through a collaborative effort of Menomonee Valley Partners, Milwaukee Riverkeeper, City of Milwaukee, Wisconsin Coastal Management Program, the Valley Business Improvement District, Potawatomi Community Foundation, Potawatomi Bingo Casino, Cargill, Marek Landscaping, the Sigma Group, and Southeast Wisconsin Watershed Trust.

Valley-themed art inspired people to see the Valley in a new light during the second annual *Beyond the Canvas*, an art event sponsored by the Milwaukee Artist Resource Network in partnership with Menomonee Valley Partners and the Friends of the Hank Aaron State Trail. Artists from throughout the region were in the Valley during the month of October, creating art inspired by this unique place. A juried show of their work opened on Gallery Night at Zimmerman Architectural Studios, drawing a crowd that saw the many sides of the Valley captured in works of art. *Beyond the Canvas* is scheduled to take place again in October 2012, and the exhibit will be at Palermo's Pizza.



The Valley is presented as a national model to other communities, solidifying

Milwaukee's reputation as a leader in sustainable development. The revitalization of the Menomonee Valley is a civic achievement for Milwaukee and a model for other cities. Menomonee Valley Partners shares the lessons learned from the Valley's revitalization with other organizations and communities in the region, as well as with those from other communities. Throughout 2011, leaders came to Milwaukee to learn from the Valley, including:

- Regional administrators from the Environmental Protection Agency, Health and Human Services, Housing and Urban Development, and U.S. Department of Transportation, who visited to learn about how partnerships between agencies make a significant collective impact;
- Delegations from the cities of Akron, Ohio and Flint, Michigan, who came to learn about the Valley model of sustainable development;
- Leaders from Albania, Ghana, Hungary, Iraq, Montenegro, Vietnam, and the West Bank, who came to learn about the public-private partnership model in the Valley;
- US Commerce Secretary Gary Locke toured Valley businesses to talk about the health of the manufacturing sector; and
- US EPA Administrator Lisa Jackson announced improvements to the Clean Water Act while overlooking the revitalized Menomonee River.

Menomonee Valley Partners, Inc. Staff

Laura Bray, Executive Director Tim Brown, Outreach and Stewardship Coordinator Catrina Crane, Business Resource Manager Tamara Pacada, Fund Development Manager Corey Zetts, Associate Director

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MVP is deeply grateful to Board Members **Dextra Hadnot**, AT&T; **Dave Doerr**, Falk Corporation, retired; and **Roman Draba**, We Energies, who completed their terms of service in 2011.

Statement of Activities for the Fiscal Year Ended June 30, 2011

Revenue

Total Revenue	\$859,398
Donated facilities	18,047
Interest income	5,309
Other program revenue	12,112
From the Ground Up contributions	557,020
Grants and contributions	266,910

Total Expenses	\$777,299
Fundraising	9,329
Administrative	33,022
From the Ground Up	586,714
Expenses Program services	148,234

Net Assets

Total Net Assets	\$1,096,094
Unrestricted	179,269
Temporarily restricted	76,269
Pre-development fund*	563,499
Operating reserve*	277,057

*Board designated



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Menomonee Valley Partners Fiscal Year 2011 Funders

Thank you to our 2011 funders, whose charitable investments support Menomonee Valley Partners' role in addressing a broad array of interconnected issues, from economic development to environmental restoration, to make a positive collective impact in the greater Milwaukee community.

Richard Abdoo Todd & Sheri Adams Alfred Benesch & Co. Rana Altenburg AT&T Ayco Charitable Trust Baird Foundation, Inc. Laura & Jeff Bray Chase Bank Catrina Crane Crowdrise Michele Cwiertny Dave & Pam Doerr Roman Draba Excel Engineering Foley & Lardner LLP Forest County Potawatomi Foundation Kurt & Laura Goranson Great Lakes Commission The Harley-Davidson Foundation Mick & Lisa Hatch Helen Bader Foundation Pat Henderson The Herzfeld Foundation Praveen Jeyarajah Joy Global Bruce & Diane Keyes Rocky Marcoux Marquette University

MEDC

Menomonee Valley Business

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For a list of donors to Menomonee Valley – From the Ground Up, please see pages 16-19.

Project partners join together to celebrate a major milestone in the Menomonee Valley – From the Ground Up effort. See page 6 for more about the project.

Pictured on front: (I to r) Giacomo Fallucca, Palermo's Pizza, Laura Bray, Menomonee Valley Partners; Michele Bria, Journey House; Ken Leinbach, Urban Ecology Center. Pictured below: (I to r) Kathryn Dunn, Greater Milwaukee Foundation; David Uihlein, Uihlein Wilson Architects; Troy Wohlt, Uihlein Wilson Architects; Mick Hatch, Foley and Lardner; Michele Deubel, Burke Foundation

301 W. Wisconsin Avenue, Suite 400B Milwaukee, WI 53203 414-274-4655 Info@RenewTheValley.org

www.RenewTheValley.org

MVP is a 501(c)(3) nonprofit organization with a mission to revitalize the Menomonee Valley for the benefit of the entire Milwaukee community.

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Photo: Eddee Daniel