

Greater Milwaukee Committee

STRATEGIC DIRECTION



INTRODUCTION & BACKGROUND

The GMC has a rich 75-year history of addressing the greater Milwaukee region's most challenging needs in order to ensure we are collectively creating a first-class and equitable city. With the change of new leadership in 2021 and a new social and economic landscape post-pandemic, we were met with perfect timing for a new strategic plan that reflects the GMC tackling the most crucial challenges greater Milwaukee is facing.

After an RFP process, the GMC selected Steve Zimmerman of Spectrum Nonprofit Services and Genyne Edwards of P3 Development Group as lead consultants on the project.

The process included member-wide surveys, interviews, and focus groups, along with conversations with community partners that are invested in our work.

The following pages reflect how our work will continue as an organization through the new strategic direction created collectively by the GMC membership and Board of Directors.

WHAT IS THE GMC?

The Greater Milwaukee Committee is a **member-driven cross-sector collaboration** of community leaders who are passionate about making Milwaukee the best place to live, work, learn, play and stay *for all*.

Driven by **research** and guided by our **principles**, we seek and support **innovative solutions** to community challenges. We will focus first on the fiscal strength of our region while recognizing it is integrated with other challenges including education, public safety and infrastructure, all of which play an important role in creating a vibrant community.

In doing so, we increase engagement in the community and quality of life which will contribute to growth and increased population.

GUIDING PRINCIPLES What will guide our work?

GMC will lead all its work with these core principles in mind:



Integration: No issue exists in isolation. We will seek the intersection of issue areas in our work to find solutions that address multiple areas.



Equity: We will integrate an equity approach throughout our work to close disparities, with a particular focus on racial disparities, and ensure Milwaukee is the best place for all.



Engagement: Our strength is in our members. We will engage them in better understanding challenges and surfacing and implementing solutions.



Innovation and Courage: Challenges will not be solved with the status quo. We will seek innovative solutions supported by data and have the courage to advocate for their implementation.



Amplification, not duplication: GMC will work with partners to amplify and support their efforts, fill in gaps and not duplicate effective efforts already underway.



Measurable Results: Ultimately, the GMC is about action to ensure Milwaukee is the best place to live, learn, work, play and stay for all. Our work on issues will be data-driven and results oriented, so we may monitor progress, learn from implementation and continuously improve.

LEANING INTO OUR STRENGTHS

Members say GMC has been most effective in:

Convening

Leading or co-leading collaborations to meet a community need or challenge
(85% of members said very or somewhat effective)

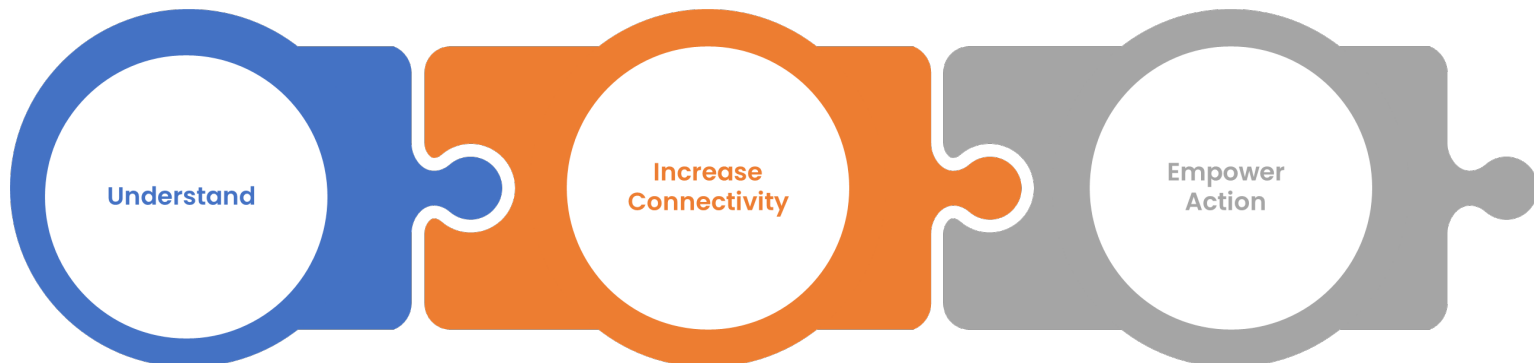
Collaborating

Participating in collaborations led by others
(75% said very or somewhat effective)

Informing

community civic leadership and strategic direction
(73% said very or somewhat effective)

Using this feedback, the GMC will lean into its strengths to surface and support innovations that address some of the region's most pressing challenges. We will do this through partnerships that help us understand the challenges the region faces, research that identifies promising practices in other cities, increased connectivity among effective existing initiatives as well as identifying gaps and empowering action to amplify and accelerate efforts. Our methods will lead to increased engagement contributing to enhanced quality of life and economic opportunity – which will ensure Milwaukee is the best place to live, work, learn, play and stay for all.



IMPACT STRATEGY

Understand

- Research and surface innovative solutions from around the country, including policies and direct service or support efforts.
- In partnership with organizations like the Wisconsin Policy Forum, research to understand the context, challenges and opportunities affecting Milwaukee.
- Analyze the landscape to be aware of existing initiatives in the Greater Milwaukee area.

Increase Connectivity

Collaborate

Convene

Empower Action

- Advocate for solutions.
- Identify and secure resources where needed.
- Lift up existing community efforts and initiatives.
- Inform civic dialogue through membership.
- Activate membership with specific measurable steps they can take through direct action or advocacy.

IMPACT STRATEGY

The GMC ensures Milwaukee is the best place to live, learn, work, play, and stay *for all*.

Enhanced quality of life

Increased Engagement

Economic opportunity

Civic
Innovation

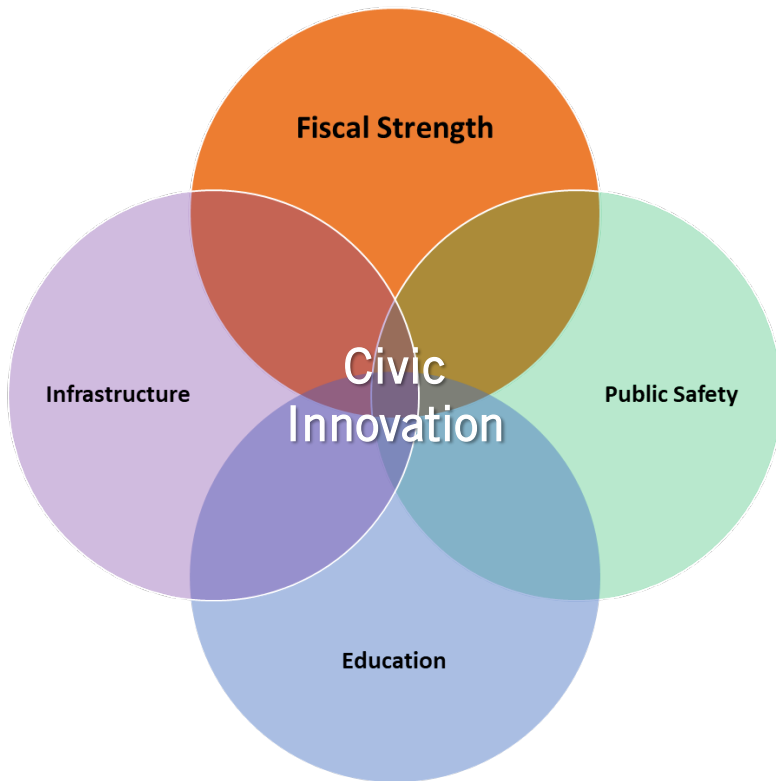
Understand

Increase
Connectivity

Empower
Action

ISSUE AREAS

Through our research and member interest, GMC has identified four issue areas for ensuring Milwaukee is the best place to live, learn, work, play and stay for all. Balancing the interconnectedness of the areas with resources and current initiatives within Greater Milwaukee, GMC will play a lead role in convening partners around fiscal strength while collaborating with and supporting other initiatives in the remaining three areas. As gaps are identified, GMC will consider leveraging its strength as a convenor in each area to advance outcomes.



FISCAL STRENGTH

Thriving communities are built on a foundation of effective, efficient and fiscally strong public services supported and leveraged by robust businesses and civic organizations.

EDUCATION

From early childhood to post secondary education, a robust, high quality education system is necessary to attract families and develop our future workforce and citizens.

PUBLIC SAFETY

A sense of safety and well being is essential for communities to come together and grow.

INFRASTRUCTURE

Thriving, growing cities depend on both catalytic projects as well as public health, housing, and transportation to support quality of life. GMC will collaborate with ongoing regional initiatives in these areas to support their outcomes.

MEASUREMENT

GMC's progress will be measured from the ground up in a balanced scorecard manner starting with member engagement which drives all our work. From there, each issue area will have goals and indicators determined by committee members with support from staff and research. These goals and indicators will be shared with the greater membership. Our hypothesis is that if members are engaged with GMC and our community, we will make progress on key issues affecting our community and this will lead to rising quality of life as measured by the community indicators below. Where possible, community indicators will be segmented by race and ethnicity to ensure Milwaukee is improving for all. The GMC will refine, track and report progress on these indicators to continually learn what efforts are working and where adjustments to strategy may be necessary.

Leading	Member Engagement Indicators	
	<ul style="list-style-type: none"> • Member Attendance • Member Committee Role 	<ul style="list-style-type: none"> • Member Survey • Member Participation in Action Steps
Lagging	Issue Advancement Indicators	
	To be determined by the Member Committee on each issue area in partnership with staff.	
	Community Indicators / Mission Impact	
	<ul style="list-style-type: none"> • Employment rates • Home ownership rates • Educational attainment / High School graduation rates • Life expectancy 	<ul style="list-style-type: none"> • African American Well Being Index • Hispanic Well Being Index • Social Vulnerability Index • Population growth

Issue Area Committee Process

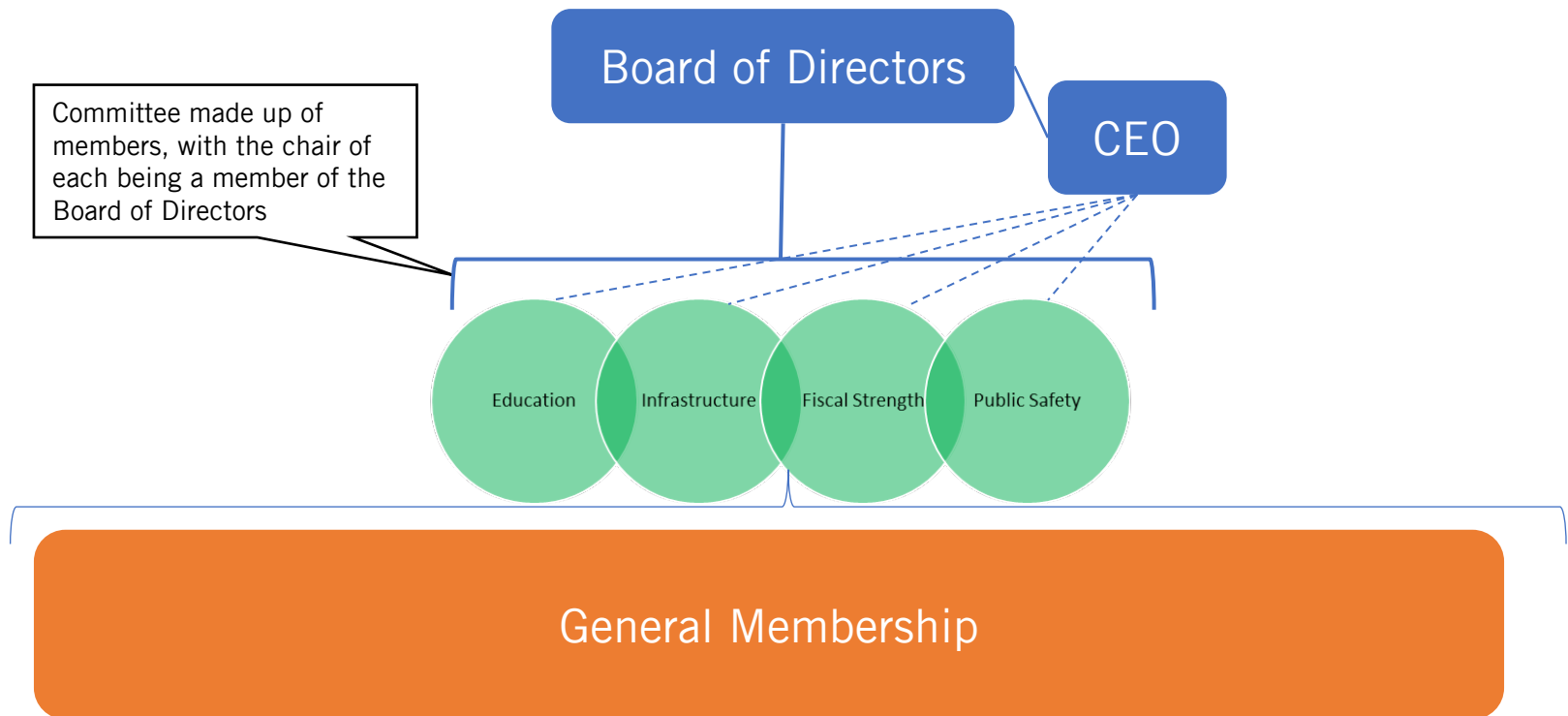


Working with and supported by GMC staff, each issue area committee will follow a prescribed process to better understand each issue, set goals, determine GMC's role as it pertains to being a convener and collaborating and activating membership. This entire process will be informed by the guiding principles.

MEMBERSHIP ENGAGEMENT

As a member-driven organization, each issue area will have its own committee made up of members, allowing them to engage deeply on topics of interest. Working with staff and area experts, these committees will set goals, define GMC's role as a convener or collaborator and approve strategies aligned with GMC's guiding principles. In particular, the committee will be responsible for:

- Advising staff
- Reviewing research and staff recommendations for goals of the focus area
- Connecting GMC with other initiatives in the City
- Providing content for at least one Member meeting per year
- Seeking opportunities to engage and leverage member strengths for positive action

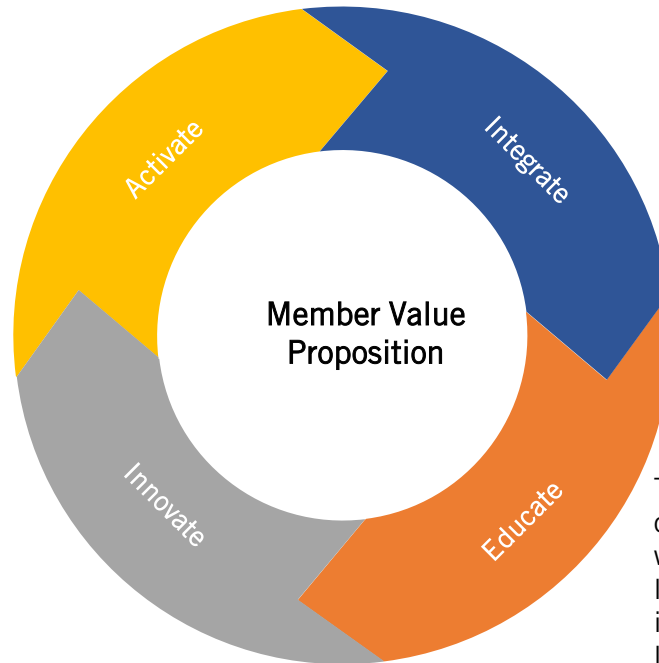


MEMBERSHIP ENGAGEMENT

What value do members receive? What value do they bring to this work?

The GMC is about impact, but it only happens with the collective power of membership. Members take specific actions to move the region forward.

Members bring their experiences and knowledge to solve community-wide issues.



Cross-sector collaboration is the hallmark of the GMC. Members will be able to intentionally connect and work alongside civic leaders they might not otherwise interact with.

The GMC will be a place for constructive civil discourse. Members will hear multiple perspectives from leading experts on community-wide issues as well as their peers as they learn about the challenges that face Greater Milwaukee and how other communities across the country have tackled them.