

A black and white photograph of a baseball player statue in a batting stance, set against a large brick building with arched windows. The statue is dark and muscular, wearing a cap and a jersey with "Cubs" visible. It holds a bat over its shoulder. The building behind it is made of brick and has large, multi-paned arched windows.

2016 ANNUAL REPORT

FEBRUARY 13, 2017

The Greater Milwaukee Committee strives to make Milwaukee the best city in which to live, learn, work, play, and stay.

In 2016, we made major progress with our focus areas below, as their themes and our initiative updates illustrate throughout this annual report.

INNOVATION AND TALENT

Innovation and educational success are crucial for economic prosperity. Using the latest innovative talent development strategies in partnership with public schools, universities and colleges, corporate partners, and start-ups, we are reinventing how today's high school and college students explore and prepare for career paths in Milwaukee to fill the demand for top talent with regional companies and to grow entrepreneurial activity in the region.

Education, Teachtown MKE, Milwaukee Succeeds, Bradley Tech, Reimagining High Schools, MKE Fellows, Creative Placemaking Committee, Future Workforce Committee, Innovation in Milwaukee, Scale Up Milwaukee

ECONOMIC PROSPERITY

Our initiatives create a broad, powerful platform for companies to grow in Milwaukee, helping entrepreneurs of small companies realize large-scale growth and elevating opportunities for all.

Education, Economic Development, Creative Placemaking, Downtown Task Force-MKE United, The Commons, Future Workforce, Scale Up Milwaukee

VIBRANCY OF PLACE

We believe in the power of places. We use new methods and tools to design and create public spaces that help increase civic engagement, connect people across economic divides, and accelerate success for the individual, neighborhoods, and the city. We support our creative civic innovators testing new ideas to make Milwaukee a more equitable and attractive city for all.

Creative Placemaking, Downtown Task Force-MKE United

Our Board of Directors, committees, and co-chairs focus efforts around these themes, which impactfully attract and grow talent and business in Milwaukee.

2016 was a pivotal year in so many ways for growing innovation and talent, economic prosperity and vibrancy of place; our successes in the endeavors are outlined in this annual report.

With the current momentum, we look forward to forging new success stories throughout 2017 and long into the future, using a lens of equity and diversity in all our work and our membership. Through the work of our GMC members, valued partners, and community organizations, we will continue our mission of making Milwaukee the best place to live, learn, work, play, and stay.

GMC BOARD OF DIRECTORS

2016

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Scale Up Milwaukee

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in Milwaukee (MiKE)

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Ted Kellner
Chair



Julia H. Taylor
President



WE BELIEVE MILWAUKEE IS A GREAT CITY

We are comprised of 200 passionate CEOs and other community leaders who work together to make Milwaukee the best place to live, learn, work, play, and stay. We convene and collaborate with other organizations and groups in the community to create new ideas and implement solutions to advance economic prosperity, innovation and talent, and creative placemaking in Milwaukee.

GMC MISSION

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

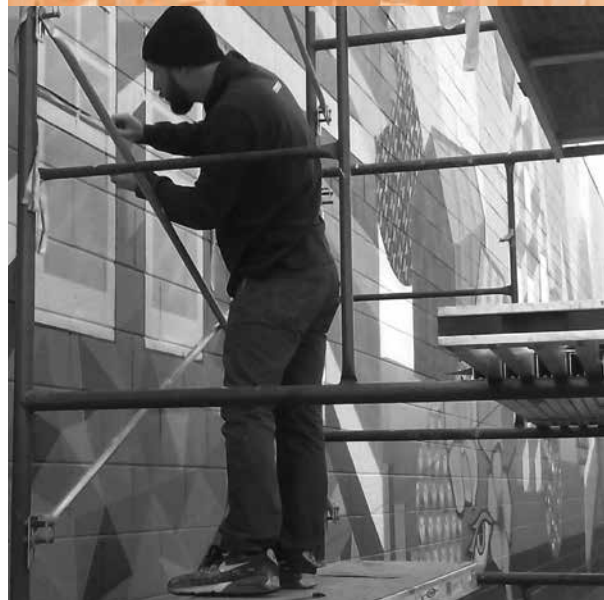
GMC VISION

We envision a Greater Milwaukee that is...

- thriving with inclusive economic activity, from entrepreneurial start-ups to global industry leaders.
- vibrant and filled with culturally relevant and creative spaces reflective of our diverse community.
- collaborative and innovative in talent development and education so that all Milwaukee residents experience a great quality of life, from cradle to career.

GMC MEMBERS

We are regional leaders committed to creating a prosperous, innovative, inclusive, and vibrant community. Our membership - comprised of our region's business, labor, academic, philanthropic, nonprofit, and community leadership - believes that intelligent, active interest in public affairs is the true measure of civic engagement and lays the foundation for a great community to thrive.



Greater Milwaukee Committee

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BOARD OF

DIRECTORS



CHAIR

Ted Kellner

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FINANCE & AUDIT COMMITTEE

Co-Chairs: James Popp & Thomas Spero

PROGRAM COMMITTEES

EDUCATION

Co-Chairs: Mark Sabljak & Nancy Sennett

PROJECTS

- MKE FELLOWS
- MILWAUKEE SUCCEEDS
- MILWAUKEE TALENT DIVIDEND /
INSPIRE SE WISCONSIN
- REIMAGINING HIGH SCHOOLS /
BRADLEY TECH
- TEACHTOWN MKE

ECONOMIC DEVELOPMENT

Co-Chairs: Ted Kellner & Richard Meeusen

PROJECTS

- CREATIVE PLACEMAKING COMMITTEE
- DOWNTOWN TASK FORCE/MKE UNITED
 - FUTURE WORKFORCE
- INNOVATION IN MILWAUKEE (MiKE)
- SCALE UP MILWAUKEE

We enhance our region's talent base by creating a well-educated workforce with innovative skills for today and tomorrow.

Our five educational pillar projects - Teachtown MKE, Milwaukee Talent Dividend, MKE Fellows, Reimagining High Schools & Bradley Tech, and Milwaukee Succeeds - increase the business and civic communities' capacity to make an important difference in each classroom and position our region for economic growth.

As a result of our collaborations and work, each student in Milwaukee receives the classroom and community supports needed to make informed decisions about his or her plans in high school and post-high school educational pursuits to pick a career that matches local industry demands. College students are better prepared to enter the workforce and return to Milwaukee, having already engaged in internships and other learning experiences in the city.

The GMC's talent and innovation initiatives successfully bring leadership from disparate groups together to build consensus and vision; we constantly engage a variety of stakeholders to build innovative strategies. Only together will we close the opportunity gap for our community's youth and create a more equitable future for every child in Milwaukee.

*Mark Sabljak - Director,
Corporate and Community Engagement,
Milwaukee Film*



CO-CHAIRS

Mark Sabljak
Corporate & Community Engagement,
Milwaukee Film

Nancy Sennett
Partner, Foley & Lardner LLP

EDUCATION



TEACHTOWN MKE



Our classrooms are only strong learning environments when we have dedicated teachers inside of them. Still, teaching is a tough profession. Nationally, 45% of all new teachers leave the profession within the first five years and 40% of all new Wisconsin teachers leave in the first three. We all remember our favorite teachers; we need to ensure that there are more of them in each of our children's classrooms and give them strong reasons to stay in the profession and in Milwaukee.

TEACHTOWN MKE AIMS TO:

1

ATTRACT TOP EDUCATORS TO MILWAUKEE

2

RETAIN TOP EDUCATORS IN OUR CLASSROOMS
AND IN OUR COMMUNITY

3

EMPOWER EACH EDUCATOR TO INFUSE
INNOVATION INTO HIS OR HER CLASSROOM

Now in its fourth school year, Teachtown MKE has diversified and strengthened its offerings to educators in the Milwaukee area. This year, we expanded our offerings to second- and third-year educators. To date, Teachtown MKE has welcomed 2,950 new teachers to Milwaukee, thanks to our educator partners.

KEY TO THE CITY

The Teachtown MKE Key to the City, a card given to each educator, includes free admission and promotions to many of Milwaukee's cultural institutions. This passport to Milwaukee allows educators to explore our local amenities and offerings so they can infuse each of the cultural assets into their classroom activities.

In addition to partnering with Milwaukee Public Schools, we've expanded our reach by engaging all AmeriCorps education program members.

2016 SUCCESSES

- 2,950 new teachers welcomed to Milwaukee through the Teachtown MKE program to date
- 450 educators enrolled in the program for the 2016-2017 school year
- 7 educational partners: Milwaukee Public Schools, Teach for America, City Year, College Possible, Reading Corps, Schools That Can, and the Education Deans of Greater Milwaukee
- 19 donors to the Key to the City (with benefits totaling over \$4,000 each)
- Broadened offerings beyond the Key card access to 15 special events
- Launched online enrollment and redemption processes
- Opened up the Key to the City to all returning second- and third-year educators

- Generated 15% greater retention rate in first- and second-year educators participating in the program
- Teamed up with Public Policy Forum to highlight teacher pipeline research on the region

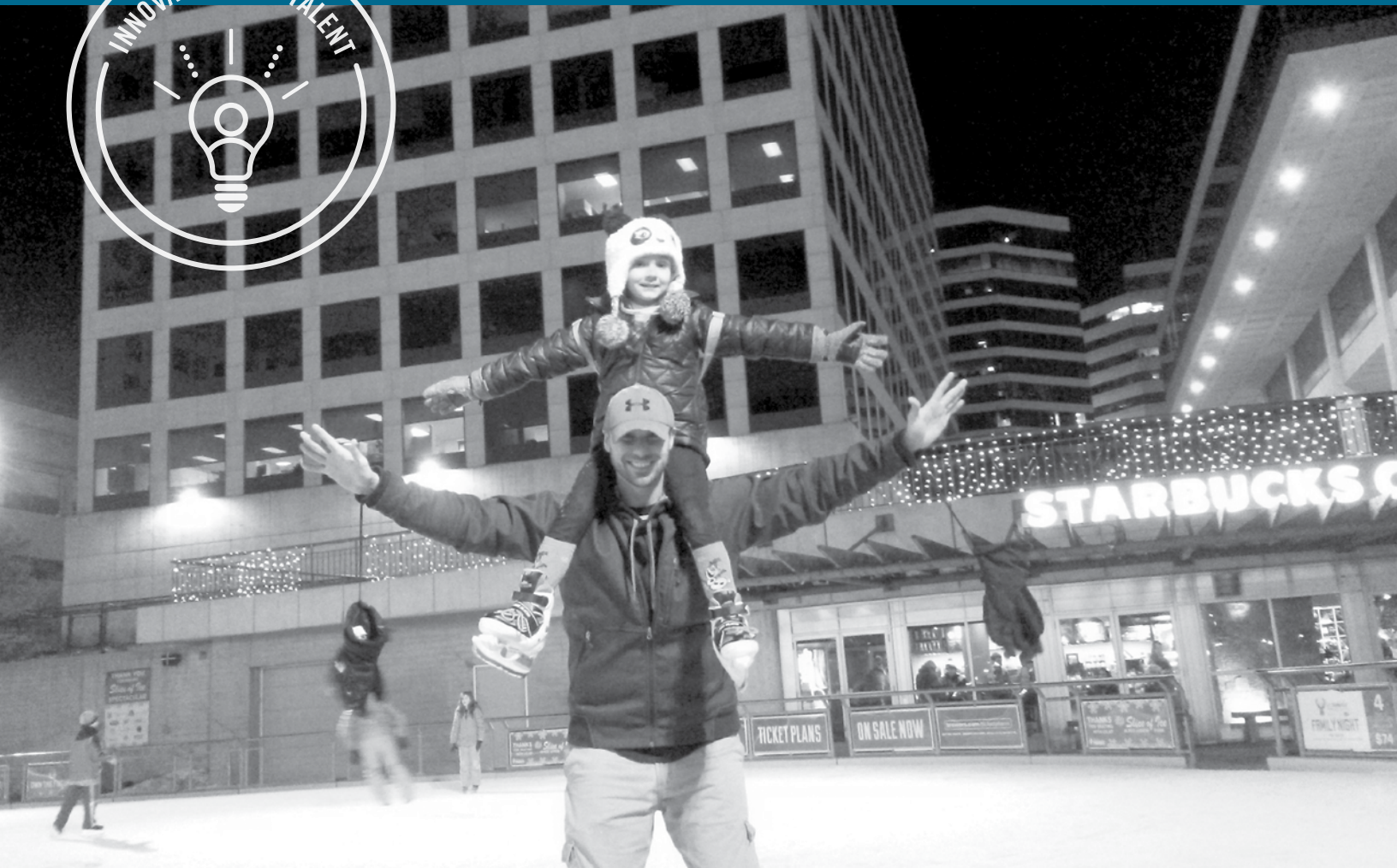
2017 GOALS

- Investigate expansion of Key to the City to a broader group of young professionals
- Collaborate with community partners to tackle long-term teacher pipeline issues
- Measure impact of event-based Key to the City format



Teachtown MKE continues to successfully tackle challenges facing the increasingly declining teacher pipeline. Teachtown MKE's promising programs that engage young educators with each other and with other young professionals through exposure to Milwaukee's cultural and civic opportunities are helping to position Milwaukee to attract the best and brightest educators to our schools and the best and brightest talent for our employers.

Nancy Sennett - Partner, Foley & Lardner LLP & Education Committee Co-Chair





REIMAGINING HIGH SCHOOLS



In an era in which education has never been more important to economic success, the U.S. has fallen behind many other nations in educational attainment and achievement. Our success as a community is closely interwoven with the academic and career readiness of our students. The GMC and Milwaukee Public Schools are making an honest assessment regarding reinvention of our high schools and how we prepare our youth to enter post-secondary education and the workforce.

As a result of a 2015 high school strategic action planning session with Milwaukee Public Schools, the GMC and MPS have formalized their partnership on the Reimagining High Schools initiative and are working collaboratively to improve opportunities and outcomes for all MPS high school students. A diverse group of community leaders and stakeholders is

determined to implement the collectively agreed upon vision for the MPS high school of the future:

Our high schools provide every student with a magnitude of opportunity and pathways to success in the community and adulthood with

- high standards for learning
- an inclusive and celebrated multicultural student body
- an excellent faculty
- a vibrant environment
- a caring community

Our high schools build curiosity and inspire creativity. Students come first.

BRADLEY TECH

The updated plan for Bradley Tech dovetails with our efforts on Reimagining High Schools and serves as a lab to incubate and pilot our larger high school strategies. Just one year since launching Bradley Tech's turnaround plan, significant groundwork has been laid from which to build a high performing tech and trade high school. The GMC, M³ partnership, the Bradley Tech Commission, school leadership, alumni, parents, corporate partners, and the broader community are wrapping themselves around Bradley Tech in ways never seen before. Deeply committed to its success, we are building upon Bradley Tech's many areas of strength and accomplishment, while pivoting as necessary to new strategies and interventions that will help students achieve academic and career success.

Bradley Tech High School is providing Milwaukee students opportunities to explore technology and trade careers, earn college credit, and explore the world of work before they graduate.

The GMC's continued leadership at Bradley Tech will help Milwaukee become a place where every young person has an equitable opportunity to pursue post-graduate education and training and make meaningful and lasting contributions to our city, region, state, and nation.

Dr. Vicki Martin, President, Milwaukee Area Technical College



2016 SUCCESSES

- Convened 118 different community partners for quarterly strategy sessions at different MPS high schools, including Bradley Tech and Vincent. Formed working groups around high schools
- Engaged over 800 students to create a Super School project plan for Marshall High School
- Researched and integrated a systems thinking approach to Reimagining High Schools work
- Increased industry partnerships at Bradley Tech from 29 to 68 local and regional companies
- Launched the new dual enrollment option at Bradley Tech with MATC and UWM, in which students can earn college credit while still in high school
- Adopted a dashboard to chart Bradley Tech progress and outcomes
- Bradley Tech selected as first choice of 224 middle school students, an increase from nearly zero in 2014
- Introduced uniforms at Bradley Tech in order to foster greater school pride and encourage a positive academic atmosphere

2017 GOALS

- Continue convening community leadership and implement place-based strategies that transform high schools
- 250 middle school students will choose Bradley Tech as their first choice
- Improve community awareness about Bradley Tech's progress by sharing dashboard indicators and updates
- Grow Bradley Tech industry partnerships to 75 local and regional companies

In collaboration with the GMC and our community partners, MPS is making strides to ensure that every MPS student will graduate on time with a personalized pathway to success in college, career and life. Our collaboration on Reimagining High Schools is a critical step in building individual, articulated pathways for our students that will ensure their success both in our classrooms and in our community.

Dr. Darienne Driver, MPS Superintendent & Reimagining High Schools Partner

MKE FELLOWS

Shockingly, more than 40% of our African-American community lives below the poverty level and 57% of African-American men are unemployed in Milwaukee. Not surprisingly, many of our community's young, diverse talent leave Milwaukee to forge careers in other cities. Racial equity and inclusion is the only way to lift our community out of poverty and create a viable 21st century workforce and, in turn, a vibrant community.

MKE Fellows encourages young, talented, diverse college students from Milwaukee to return from college for summer internships and, eventually, their careers. MKE Fellows creates opportunities for students to network with local business leaders and exposes them to an array of professional experiences that complement their academic studies and position them for viable and strong post-graduation work/

career opportunities in the Milwaukee area while deepening the students' local connections. What's more, MKE Fellows provides local companies with premiere, direct access to Milwaukee's emerging diverse talent ready to enter the workforce.

MKE Fellows creates opportunities for students to network with local business leaders and exposes them to an array of professional experiences that complement their academic studies and position them for viable and strong post-graduation work/ career opportunities in the Milwaukee area while deepening the students' local connections.

In 2017, the program will continue to grow, and will provide a wide array of professional and personal development opportunities, social supports and safety nets for summer 2017.

2016 SUCCESSES

- 45 African-American male students from 24 colleges placed in summer internships
- 28 area companies employed MKE Fellows as interns
- Hosted 27 career exploration, networking and community events throughout the 2016 summer
- Formed the MKE Fellows Advisory Committee
- Measured success of the MKE Fellows program:
 - 100% graduated on time from Morehouse College
 - 29% matriculated directly into graduate school
 - 43% were retained in Wisconsin
 - 28% were retained in Milwaukee with full-time positions

2017 GOALS

- Place 50 summer interns in area companies
- Hire a full-time project director to help manage and scale the program
- Offer additional workshops, lunch-and-learns and networking opportunities for interns





“MKE Fellows is building a strong, diverse talent pipeline using innovative approaches that serve our community’s best and brightest talent. We must build our youths’ potential and the GMC, through its work with MKE Fellows, is doing just that: Helping all of our community’s talent reach their potential.”

John Daniels, Jr. - Chairman Emeritus, Quarles & Brady LLP





MILWAUKEE

TALENT DIVIDEND INSPIRE SE WISCONSIN



The Talent Dividend was created to address both the “skills gap” that left many open positions with area employers challenging to fill, as well as the challenge to sufficiently prepare many students for a promising, well-planned career path. Audacious goals were set to address these issues, including:

- Every student in Milwaukee will create an academic and career plan, and each will have the confidence to pursue a path that directly speaks to his or her interests and skills.
- Develop an online platform to connect students in Milwaukee with a variety of opportunities to explore the world of work and cultivate their passions and interests.
- Connect every student to professionals and mentors in Milwaukee to guide and support them through their academic and early career choices.

When the Talent Dividend program began, none of these opportunities yet existed.

To achieve its goals, the GMC’s Talent Dividend initiative partnered with Community Career Connections, Inc. and Milwaukee Public Schools to develop the model curriculum for a 6th-12th grade career exploration platform linked to business coaches. Through additional partnership with the Wisconsin Department of Workforce Development and the Wisconsin Department of Public Instruction (DPI), this now serves as the statewide DPI-mandated career development program. Consequently, in the 2017-18 school year, all K-12 students will now have an active academic and career plan.

The Talent Dividend then assisted Community Career Connections, Inc. in rolling out Inspire Southeast Wisconsin, an online community development platform that enables connections

between employers and their future workforce - in many ways, a 2.0 version of the original model curriculum. It allows businesses to create profiles and helps students foster career interests and connect with businesses and mentors on an ongoing basis. Community Career Connections, Inc. continues to lead the Inspire efforts.

TRANSITIONING TO INSPIRE SE WISCONSIN

As a result, the Talent Dividend has now transitioned into - and will continue as – INSPIRE SE Wisconsin. In its first year, the program flourished with 110 active companies, 138 active career coaches and 270 career-based learning activities. Thousands of students learned about companies and connected with professionals in their fields of interest. We consider this the beginning of a very impactful positive effect for both graduating students and employers across our region and state.





The GMC's Milwaukee Talent Dividend initiative changed the landscape for college and career readiness. Every student in the state of Wisconsin will now have an active academic and career plan. We will continue to see the ripples of these efforts in the coming years.

*Mark Sabljak - Director,
Corporate and Community Engagement,
Milwaukee Film*



MILWAUKEE SUCCEEDS

Many opportunity gaps, spanning cradle to career, exist within our education system, and no organization can tackle this issue alone. Improving education in Milwaukee requires a collaborative, community response.

Milwaukee Succeeds faces these challenges by gathering more than 300 community organizations to form a partnership that supports every child, cradle to career, through four goals:

1
ALL CHILDREN ARE PREPARED TO ENTER SCHOOL.

2
ALL CHILDREN SUCCEED ACADEMICALLY AND GRADUATE PREPARED FOR MEANINGFUL WORK AND/OR COLLEGE.

3
ALL YOUNG PEOPLE USE POST-SECONDARY EDUCATION OR TRAINING TO ADVANCE THEIR OPPORTUNITIES BEYOND HIGH SCHOOL.

4
ALL CHILDREN AND YOUNG PEOPLE ARE HEALTHY, SUPPORTED SOCIALLY AND EMOTIONALLY, AND CONTRIBUTE RESPONSIBLY TO THE SUCCESS OF THE MILWAUKEE COMMUNITY.

New in 2016, Milwaukee Succeeds narrowed its focus to seven core indicators proven to be the most important measures for improving outcomes for children. The GMC continues to support the work of Goal 3 (Career Readiness) and the following two core indicators: postsecondary enrollment and postsecondary completion.

Milwaukee Succeeds has successfully built communities of practice and cross-institutional work groups that cultivate improved impact for Milwaukee youth and address current barriers to post-secondary enrollment and completion.





Milwaukee Succeeds' continued success is because of our strong community partners, such as the GMC, who come together to tackle our community's toughest issues by adopting shared metrics and goals and holding each of us accountable to those metrics.

*Jackie Herd Barber, Community Volunteer, Co-Chair,
Milwaukee Succeeds, Board of Trustees, Medical College of Wisconsin*



ECONOMIC DEVELOPMENT

As a region, there is no greater challenge than broad economic development and prosperity. Comprehensive solutions and innovative developments must be implemented at all levels.

While many organizations focus on different, equally critical components of the region's economic development, the GMC serves a unique and complementary role through the work of its Economic Development Committee. The GMC increases the economic vibrancy of Milwaukee and strengthens its brand as a center of innovation and opportunity to attract and retain talent by using a thematic approach to economic development. This creates a powerful platform for companies to grow in the region and positions the GMC as an innovative leader in the community, influencing the economic vitality of the Greater Milwaukee region.

We focus on macro issues - initiatives with broad and deep components, designed to spark systematic change. Often, our success is much greater than the sum of its parts, and while it can be felt down to the smallest employer, it is also recognized as changing the culture and conversation of the region. The GMC initiatives, with public and private funders and other partners in the region, together drive economic development in Milwaukee.

The GMC is committed to bringing significant economic returns to our community in order to accelerate the region's growth and vitality.

CO-CHAIRS

Richard Meeusen
Chairman, President & CEO ,
Badger Meter, Inc.

Ted Kellner, CFA
Executive Chairman,
Fiduciary Management, Inc.



The Greater Milwaukee Committee continues to drive new growth initiatives throughout our region. The GMC led the effort to redesign the lakefront interchange, opening the door for major redevelopment efforts on our lakefront. The GMC's continued support of the Water Council, MiKE and other initiatives is key to the future success of our region.

Rich Meeusen - Chairman, President & CEO, Badger Meter





CREATIVE PLACEMAKING



CO-CHAIRS

Ellen Gilligan

President & CEO, Greater Milwaukee Foundation

Angela Damiani

President, NEWaukee

J. Allen Stokes

Coordinator, Harambee Great Neighborhood Initiative

In 2014, the GMC formed the Creative Placemaking Committee to foster local support for creative placemaking and contribute to an emerging national dialogue in the field.

Creative placemaking is driven by The National Endowment for the Arts in collaboration with national and local foundations looking for effective ways to foster economic prosperity and cultural vibrancy within communities. Through creative placemaking, the GMC works to strengthen neighborhoods and uses new methods and tools for designing and programming public spaces to increase civic engagement, connect across economic divides and accelerate both the city's and neighborhoods' success.

In alignment with these efforts, the GMC and its partners are committed to:

- Implementing the Milwaukee Method of Creative Placemaking.
- Continuing to support the development and convening of a cultural leadership network.
- Facilitating creative placemaking projects in several neighborhoods across the city.

The GMC is nationally recognized as a Midwestern leader in creative placemaking and has participated in national and regional forums on the topic. In collaboration with our project partners and with guidance from lead consultant Sara Daleiden of

MKE<->LAX, the GMC strives to model a new way of thinking through the redevelopment of industrial cities, as well as creating a platform for navigating racial dynamics in the city. The GMC has received several national grants, including two from ArtPlace America and The Kresge Foundation, which have leveraged local funding to attract a total investment estimated at \$2 million over the last two years.

Awareness of creative placemaking is indeed growing in Milwaukee. As a direct result of the GMC's efforts, three project areas in the city are meeting regularly to explore and use creative placemaking in their own work, including The GMC's MKE United Downtown Action Agenda.

2016 SUCCESSES

- Strengthened a neighborhood development corporation's effort to rebuild local economy and identity, including the scaling of Riverworks Week to amplify the area as a creative arts district
- Increased visibility, support, and accessibility of creative entrepreneurs, including the identification and support of creative enterprises
- Built leadership network with and between existing neighborhood leaders to advocate for community needs and assets

- Supported the successful rebuild of the physical environment of the Beerline Trail with focus on arts and culture and neighborhood ownership; established Beerline Trail stewardship group to help support long-term efforts for the trail
- Built trusted platforms for existing neighborhood, cultural, and leadership groups to increase access to resources, investments, and representation

2017 GOALS

- Focus on key catalytic projects with an emphasis on neighborhood engagement
- In collaboration with the Stewardship group, develop linear park on the Beerline Trail with Walter Hood of Hood Design, a nationally known public space designer
- Establish issue-based work groups to provide opportunity for increased engagement and knowledge sharing for the Creative Placemaking committee
- Seek additional funding and technical assistance through national and local grants to fund the expansion of this work
- Enhance alignment with neighborhood partners in the three core project areas (Beerline Trail, West Wisconsin Ave., Walker's Point)
- Continue to develop and grow a Cultural Leadership network in the project areas



Creative placemaking is a process that gives a voice to those who are rarely included in conversations about economic development. The use of this methodology creates vibrancy and builds community buy-in simultaneously. Beyond the way it shapes the landscapes of our city, it provides a gateway to inclusion in unprecedented ways for Milwaukee.

*Angela Damiani, President, NEWaukee & Co-Chair,
Creative Placemaking Committee*



DOWNTOWN TASK FORCE

CO-CHAIRS

Linda Gorens-Levey
Partner, General Capital Group

Alex Molinaroli
Chairman & CEO, Johnson Controls, Inc.

Greg Wesley
Senior VP/Strategic Alliances & Business Development, Medical College of Wisconsin

In early 2015, the GMC established the Downtown Task Force to provide thoughtful leadership and civic guidance early in the evolution of proposed civic and infrastructure projects originating from the public and/or private sector. The task force contracted with Toni Griffin, founder of Urban Planning for the American City, to help us through this process.

In May 2016, after a considerable amount of research and interviewing with key stakeholders to learn more about their experience living and working downtown, the task force established the **MKE United** initiative. The MKE United Greater Downtown Action Agenda is a comprehensive planning process through which we will create a shared and inclusive vision for Downtown Milwaukee and its adjacent neighborhoods, supported by a strategic Action Agenda to make that vision a reality.

The Greater Milwaukee Committee, in partnership with the Mayor's Office, the Greater Milwaukee Foundation, and the Milwaukee Urban League, has

been engaging the support of business, community, and civic leadership to design and roadmap policies, strategies and accountabilities that will guide economic growth in the Downtown and its adjacent neighborhoods over the next 10 years.

MKE United represents a collaborative effort to unite Milwaukee under a comprehensive, city-centric, and community-driven vision to guide development in the greater downtown region for years to come.

Outcomes for the MKE United initiative include:

1. Build better economic, transportation and cultural connections within and across the downtown area
2. Prioritize inclusive development opportunities to grow and strengthen businesses and jobs in the downtown and adjacent neighborhoods for Milwaukeeans and new talent
3. Create a stronger downtown and neighborhood identity that highlights the historic, cultural, entertainment and public spaces that make

Milwaukee's greater downtown distinct, authentic, and attractive to residents, workers and visitors

4. Increase the density of housing, jobs, entertainment, and cultural amenities that provide more options for all Milwaukeeans and visitors to enjoy the greater downtown
5. Identify the necessary priorities, actions, resources and tools required for implementation and realistic time frames for execution
6. Create new capacities, relationships, networks, partnerships and accountabilities for implementation
7. Build enthusiasm and a welcoming environment for all the neighborhoods of downtown for Milwaukeeans as well as regional and global visitors

In addition to its work with MKE United, the GMC Downtown Task Force is assisting with the visioning and implementation of the Lakefront Gateway project. The Lakefront Gateway plaza connects Milwaukee to its waterfront both physically and symbolically. The space will be activated by the citizens of Milwaukee through diverse programming and unique features.

2016 SUCCESSES

- 600+ interactions and engagements with residents, civic, neighborhood, and community leaders
- Hosted numerous community gatherings and focus group sessions
- Identified 5 transformative directions to help guide the project into the development of a strategic action agenda
- Received planning grant from Kresge Foundation to explore a project that would revitalize commercial corridors in neighborhoods adjacent to Downtown
- Launched project web site: mkeunited.com

2017 GOALS

- Create a strategic action agenda focused on economic growth, equitable economic inclusion, neighborhood vitality, connectivity and mobility
- Outline clear priorities, actions and assignments
- Continue with a strong focus on civic engagement and shared ownership

MKE United has approached the future of Milwaukee's greater downtown with a goal toward inclusive development and civic culture. We have a unique and urgent opportunity to shape the future geographic and economic footprint for generations to come. A city has the capability of providing something for everybody when it is created by everybody.

Linda Gorens-Levey - Partner, General Capital Group & Downtown Task Force Co-Chair

THE GREATER DOWNTOWN MKE UNITED





FUTURE WORKFORCE



CHAIR

Jeff Joerres

Executive Chairman Emeritus, ManpowerGroup

Regions with substantial diversity throughout their economies are marked by vibrant companies, individual upward mobility, and increased opportunities for workers and employers alike. In fact, research shows that substantive employee diversity at every level is a critical growth advantage.

Given the unique and previously under-recognized importance of workplace diversity to individual, company, and regional economic success, the GMC's Future Workforce Committee implements efforts designed to make Milwaukee a recognized region of choice for diverse talent and a model for effective workforce and inclusion practices. The goals are both a short- and long-term impact on a diverse workforce across all levels of professional development from entry-level worker to CEO to the corporate boardroom using a combination of research, recognition, and initiatives.

The Future Workforce Committee annually updates the corporate board diversity database, which is offered to companies seeking to diversify

their boards; administers the workforce diversity survey; and considers issues of minority and urban entrepreneurship.

Moving forward, the committee will further integrate into other GMC activities by convening the Supplier Diversity Task Force, promoting a "prep" course for potential Scalerator participants with a focus on minority and urban businesses, connecting with The Commons and working with initiatives like MKE Fellows at the student level and Scale Up Milwaukee at the entrepreneurial and small business level on talent development.

2016 SUCCESSES

- Awarded the fourth Mary Ellen Stanek Award for Diversity in Corporate Governance in partnership with Milwaukee Women inc to Northwestern Mutual
- Hosted Milwaukee Women inc at October GMC Members Meeting, presenting their newest

report on women representation on corporate boards and c-suites

2017 GOALS

- Award the fifth annual Mary Ellen Stanek Award for Diversity in Corporate Governance at the GMC Annual Meeting
- Coordinate with Milwaukee Women inc on monitoring additional progress for women on corporate boards and in c-suites
- Reconfigure committee to best align with continuously evolving GMC efforts to support increasing diversity and inclusion in corporate leadership



Diversity as a driver of the future workforce – and a driver of the successful future company – is the name of the game. Whether by color, creed, gender, age, abilities or any other way diversity is categorized, the global marketplace requires companies to have diversity of experience and perspective. The successful ones know that diversity of thought leads to better decisions and leadership, and those companies will be rewarded with greater profitability and a stronger community. The GMC, through Future Workforce, encourages the region to embrace this concept, from the board room to the mail room, and we do so in partnership with many organizations.

Jeff Joerres - Executive Chairman Emeritus, ManpowerGroup



INNOVATION IN MILWAUKEE

CO-CHAIRS

Michael Lovell
President, Marquette University

Jonas Prising
CEO, ManpowerGroup

Todd Teske
Chairman, President & CEO, Briggs & Stratton Corp.

Innovation is driven by collaboration. It takes more than just smart people – it takes different people, working together, colliding in unexpected ways to create important new ideas. That's why connecting and developing talent in Milwaukee is crucial to our ability to continue evolving as a world-class city.

To achieve this, Innovation in Milwaukee (MiKE) creates and supports programming that convenes corporations, universities, colleges and talent networks to foster the development of an innovative workforce in the greater Milwaukee area. MiKE seeks to be a convener, facilitator, collaborator and inspirer.

MIKE PROGRAMMING:

1
CREATES PURPOSEFUL CONNECTIONS TO
DEVELOP A COLLABORATIVE ECOSYSTEM.

2
SUPPORTS ESTABLISHED AND GROWING
COMPANIES BY WORKING TO DEVELOP AND
RETAIN THE NEXT GENERATION WORKFORCE.

3
PROVIDES A PLATFORM FOR IDEA SHARING
THROUGH A SERIES OF EVENTS AND
NETWORKING OPPORTUNITIES.





It is important for businesses and educators to collaborate to ensure the right things are taught in the right way to develop the talent that is the lifeblood that allows our community to grow. This notion extends to K12 educators as the development of talent needs to start very early.



Todd Teske, President & CEO, Briggs & Stratton & Co-chair, Innovation in Milwaukee





We know more than 80 percent of college students who participated in The Commons say they are more likely to stay in Wisconsin because of their Commons experience. I hope that we can get a similar high percentage of extremely talented high school students participating in The Commons to be much more likely to go to a Wisconsin university.

Michael Lovell - President, Marquette University



THE COMMONS

The Commons, MiKE's flagship program, is a bold collaboration between 24 southeast Wisconsin colleges and universities, our local business community and the region's entrepreneurs. The program blends start-up ventures with corporate innovation and layers on 200+ mentoring professionals to give students a truly unique, real-world experience. 75 students are selected every fall and spring semester for a nine-week entrepreneurial skills accelerator program, where they dive deep into customer discovery, ideation, product development, business models, sales and more. They learn to identify opportunity and solve real problems while building network connections and getting exclusive access to some crazy-cool opportunities.

2016 SUCCESSES

- The Commons worked with 360 students over four cohorts. Current results include:
 - 81% are more likely to stay in Milwaukee after graduation
 - 90% felt more connected to the region's professional community
 - Diverse student cohorts — 1:1 male-to-female ratio and 37% students of color
 - A network of over 200 mentoring professionals from a variety of backgrounds
 - A growing and active network of academic, business and community partners

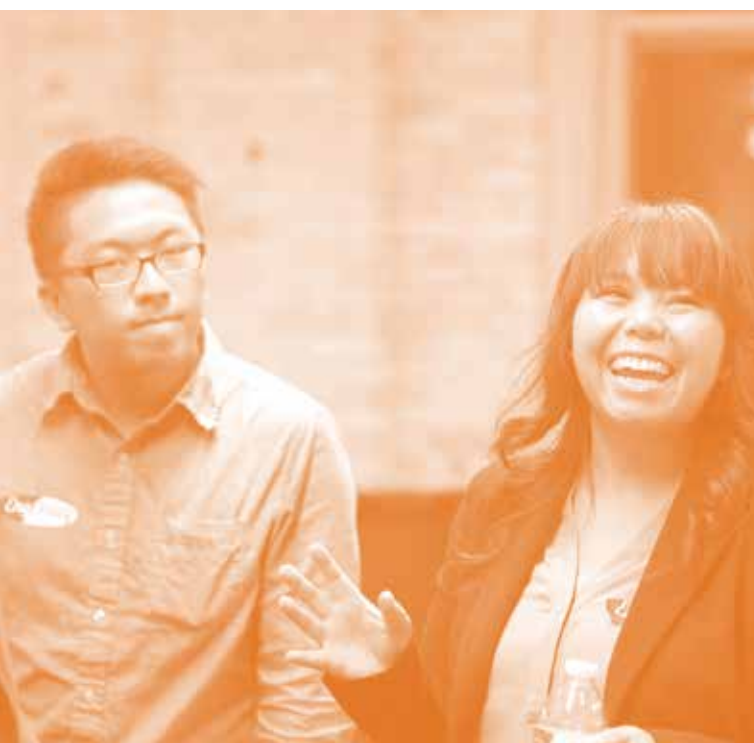
- The Commons hosted its third semi-annual Leadership Summit, continuing to lead the role of convening business and academia to discuss benefits of regional collaboration
- Received a \$250,000 donation from Church Mutual Insurance Company for The Commons, which will be used to develop high-caliber talent for the state's workforce.
- Partnered with Kohl's Department Stores for the second Destination Innovation experience. Flew nine students from six universities to Kohl's Design offices in New York City, where they learned from a variety of Kohl's leadership to better understand their strategy around innovation and business partnerships. Students also worked with one another to brainstorm new innovative solutions for Kohl's.
- Walk the Talk, a dynamic and fresh approach to the conference experience, explored the intersection of innovation and creativity through the lens of "change" in 2016. Hosted in the Near West Side neighborhood, Walk the Talk brought together 200 creatives and innovators to explore the power of change through a variety of workshops and inspiring local speakers.
- Completed Gig.Work research in collaboration with Lush Production. The Gig.Work project, funded by the Knight Foundation, explored the evolution of work with a focus on the growing gig economy. This project resulted in:

- A new project website featuring nine essays, four interviews, two listening sessions and two research reports
- Six workshops hosted for a variety of business sectors
- New tools to assist with understanding of gig economy for businesses and independent workers

2017 GOALS

A key pivot for Innovation in Milwaukee will be the shift away from large-scale event-based activities and increase its investment in The Commons. Resources previously used for Walk the Talk will be used to grow The Commons — a program with potential for a greater, sustained and long-term regional impact.

- Scale The Commons experience by expanding into K-12 and offering a wider variety of engagement opportunities for its current business and academic partners
- Explore the expansion of The Commons into other regions, including Sheboygan/Fond du Lac and Waukesha
- Expand and diversify The Commons mentor network
- Determine if the regional innovation index is the most effective tool to measure the health of the local innovation economy
- Explore more thoughtful, strategic alignment with other GMC initiatives





SCALE UP MILWAUKEE



CO-CHAIRS

David Werner
President & CEO, Park Bank

Jerry Jendusa
Co-Founder, STUCK



Nearly 150 years ago, Milwaukee was nationally recognized for a unique brand of entrepreneurial company defined by high-velocity growth.

Today, the region's post-industrial economy is defined by a diverse range of growing companies led by ambitious leaders who already have a proven, exportable product and which create a long-lasting local economic impact.

Scale Up Milwaukee demonstrates that our regional assets can be galvanized to recapture the economic vigor and realize the growth potential of the region's entrepreneurial companies, positively impacting job growth, the tax base, personal wealth, and quality of life.

Scale Up Milwaukee aims to facilitate 200 high-growth companies in the region by 2020 with an additional \$1 billion in revenue.

Scale Up is, at its very core, an initiative to infuse the ambition and capacity to grow into our ecosystem. By working directly with ambitious entrepreneurs, Scale Up Milwaukee helps companies grow, accelerating

the environment that makes growth a core, self-sustaining part of the fabric of Milwaukee. The social and economic benefits run throughout the community; Already 22 companies are located in disinvested areas of the city-CRA investment zones.

Using Professor Dan Isenberg's groundbreaking research on growth-oriented entrepreneurship, Scale Up Milwaukee convenes a diverse group of stakeholders, including private sector leaders, public officials, investors, entrepreneurs, university faculty, and local economic development support groups, to develop actionable strategies for high-growth, high-impact entrepreneurship in the region.

Scalerator graduate companies reported \$193 million in 2015 revenues; more than half is from export outside of Wisconsin. Projected revenues for 2016 were \$220 million.

2016 SUCCESSES

- Launched Scale Up Milwaukee Membership Platform and grew it to 80 members
- Graduated 18 companies from Scalerator's third class, bringing total alumni base to 45
- Eight Scalerators of those 45 participated in M7's ExportTech program
- Scalerator's fourth class launched with 12 companies with 2015 revenues of \$35.6 million and 250 employees
- 100% of Scalerator companies experienced accelerated growth; the 12 companies from the first cohort projected to double their pre-Scalerator 2013 revenue in 2016
- Scalerators have made 400 new hires since the start of the program in 2013
- Hosted four "Meet the Masters" live interview events. Masters included Sue Marks, Lincoln

Fowler, Greg Marcus and Steven Marcus, and Giacomo Fallucca

- Held quarterly CEO Forums for large regional corporations
- Hosted delegations from Detroit, Cleveland, and Kansas City, including the influential Kauffman Foundation
- Added two members to the Scale Up Milwaukee team to accommodate growing work demand
- Promoted international relations, hosting a one-month residency with Soren Boutrup from the Danish Business Association and presenting Scale Up Milwaukee at the Regional Growth Conference in Sjælland, Zealand, Denmark
- Launched a rebrand that more closely ties into the GMC's Strategic Plan and stated goals

2017 GOALS

- Establish Scale Up Milwaukee as the standard of growth success for growing businesses and stakeholders
- Amplify engagement and impact of quarterly CEO Forums
- Increase frequency of Meet the Masters series by 50%
- Grow membership to 200 growth-focused businesses, nonprofits, and universities and host quarterly members meetings
- Expand program offerings by launching SPARC, Growth Roundtables, and ScaleCorps

Scale Up Milwaukee is different in that it focuses on accelerating the growth of proven concept businesses. Many initiatives focus on business start-ups and tech-related businesses. Scale Up Milwaukee works with tech-related businesses, but is much more agnostic to industries. We also work with relatively newer and very mature businesses. The consistent theme of all is that the businesses are looking to grow at an accelerated pace. Scale Up Milwaukee is also focused on coordinating the efforts of the broader ecosystem that will support the entrepreneurs to reach and/or exceed their growth desires.

Dave Werner – President & CEO, Park Bank



LEGACY PARTNERSHIPS & PROJECTS

The Greater Milwaukee Committee continues to partner on many projects throughout the community. In addition, the GMC has several spin-off projects which originated within the GMC, but have since seen substantial successes and evolved into their own entities.

ACKNOWLEDGEMENTS

Our work would not be possible without the support of our members and partners. We appreciate your commitment to helping us make Milwaukee the best place to be. A heartfelt thank you to all who went above and beyond!

American Endowment Foundation
American Family
Associated Bank
Astronautics Corporation
Aurora Health Systems
Bader Philanthropies
Badger Meter, Inc.
Brady Corporation
C2
Charter Manufacturing
Church Mutual
City of Milwaukee
Cory Graphics
Demmer Charitable Trust
Foley & Lardner
Frieda and William Hunt Memorial Trust
Fund for Lake Michigan
Generac Power Systems
George Mosher
Godfrey & Kahn
Graef
Greater Milwaukee Foundation
Harley-Davidson
Herbert H. Kohl Charities, Inc.
Imagined Branding
Jane Bradley Pettit Foundation
Jerry Jendusa
Johnson Controls
JP Morgan Chase & Co.
Knight Foundation
Kohl's Corporation
Kresge Foundation
Mae E. Demmer Charitable Trust
ManpowerGroup
Marcus Foundation
Miller Coors
Milwaukee Bucks
National Endowment for the Arts
Northwestern Mutual
Palermo's Pizza
Park Bank
Prairie Springs: Paul Fleckenstein Charitable Trust
Reinhart Boerner Van Deuren, S. C.
Rexnord

Robert W. Baird Foundation
Sartori Foods
Southwest Airlines
Steven Goodman
US Bank
We Energies Foundation
Wisconsin Economic Development Corporation

THE COMMONS

Thank you to the universities and colleges that support The Commons and provide great opportunities for our region's college students in innovation and talent development. We appreciate you!

Alverno College
Bryant & Stratton College
Cardinal Stritch University
Carroll University
Carthage College
Concordia University
Gateway Technical College
Herzing University
Lakeland University
Marquette University
Medical College of WI
Milwaukee Area Technical College
Milwaukee Institute of Art and Design
Mount Mary University
MSOE
UW-Milwaukee
UW-Parkside
UW-Sheboygan
UW-Washington County
UW-Waukesha
UW-Whitewater
Waukesha County Technical College
Wisconsin Lutheran College



BizStarts Milwaukee is a resource for entrepreneurs and investors looking to turn good ideas into products and services.

BizStartsMilwaukee.org



The **Central City Business Awards** are part of a historic partnership between the GMC and the Milwaukee Business Journal to recognize business leaders and companies that have boosted economic development in their communities.

Bizjournals.com/Milwaukee



Creative Alliance Milwaukee (CAM) drives economic prosperity by growing creative industries in Milwaukee by leveraging applied creativity in education, commerce and culture.

Creativealliancemke.org

The **Diversity & Inclusion Toolkit** is a comprehensive resource library to enhance companies' diversity recruitment.

fuelmilwaukee.org/?page=diversitytoolkit



The Greater Milwaukee Committee's **Effective Government Committee** work led the way for smart fiscal health, governance structure and service delivery in order to pave the way for a strong regional economy and a vibrant sense of community.

MetroGO! is a broad coalition that leads and engages people in creating and advancing a collaborative, innovative, transformational regional transit agenda that fuels the economy and workforce growth and builds vibrant, well-connected communities throughout the six-county metro Milwaukee region.



The **Milwaukee 7** initiative unites seven counties around an agenda to grow, expand and attract world-class businesses and talents. Mke7.com



The **Milwaukee Water Council** convenes the region's existing water companies and research clusters, develops education programs to train our talent, and builds partnerships that cut across all sectors and geographic boundaries.

TheWaterCouncil.com



Well City Milwaukee is a coalition of employers who have joined forces to put Milwaukee on the map as the city with the nation's healthiest workforce. WellCityMilwaukee.org



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