

Grow Milwaukee Recompete Coalition Plan – EDA Recompete Pilot Program Phase 1

Northstar Objective with Differentiation: The *Grow Milwaukee Recompete Coalition* will focus advanced manufacturing business expansion for job creation to address the Prime Age Employment Gap and chronic underemployment in the region. Led by Northwest Side Community Development Corporation (NWSCDC), a 40-year nonprofit community economic development entity, we will tightly link industrial land preparation and business expansion with investments in paid pre-apprenticeships for union trades and workforce partners. This will catalyze racial equity in economic opportunity, with accessible pathways for minority entrepreneurship and firm ownership, shared employee equity models, and resident connections for job placement. Recompete projects will center in the 30th Street Industrial Corridor, with a hub-and-spoke model activating industrial sites and connecting to commercial corridors and walk-to-work and transit-accessible neighborhoods. Transformative investments will lead to employment opportunities unlocking upward mobility in quality jobs with family supporting wages.

The local conditions show distinct but related issues: **lack of quality high-paying jobs** accessible in distressed neighborhoods, and two-way challenges in **workforce readiness skills for new 21st century jobs and employer culture and capacity to recruit and retain formerly underemployed individuals**. Our overarching Recompete Plan and the specific Implementation Investment Projects will address these challenges together. This strategy builds on existing programs and partners who have decades of success working in the Milwaukee Recompete area. This customized solution is tailored to Milwaukee’s needs for quality jobs and accessible rungs on the economic ladder. Milwaukee will be a replicable model for the industrial heartland and beyond to elevate racial equity and inclusion in economic prosperity.

- 1) **Understanding of Regional Conditions and Needs - Contributing Local Conditions** - In central city Milwaukee, Wisconsin, there is a chronically economically distressed community which has been left behind from the 21st century economy. This area is centered around the 30th Street Industrial Corridor, which was a manufacturing hub for the world and an economic powerhouse throughout most of the 20th century. This manufacturing corridor was a primary place for Black workers to access quality jobs by transit or walk-to-work neighborhoods, up until the 1980s when businesses began to leave – either by offshoring or simply relocating to suburban sites. Today decades of job losses, which led to highly concentrated unemployment and poverty, is reflected in the US Economic Development Administration’s Recompete map, which shows a tight cluster of 87 Census Tracts within the City of Milwaukee that will serve as the project focus area for the Grow Milwaukee Recompete Coalition. The average **Prime Age Employment Gap (PAEG) of 16.3%** for the 87 Census Tracts is *more than three times* the 5% Recompete threshold for Local Communities, and the **Median Incomes for these 87 Census Tracts average of just \$32,422**, *less than half* the Recompete threshold of \$75,000 or below.¹

Table 1 – Prime Age Employment, Unemployment and Poverty Figures²

Geographic Area	Total Population	Prime Age Emp. Rate	Prime Age Emp. Gap	Unemployment Rate	Poverty Rate
Grow Milwaukee Recompete Area	222,995	62.1%	16.3%	-	-
City of Milwaukee	578,198	75.4%	3.0%	5.0%	22.1%
Milwaukee County	939,123	79.1%	-0.7%	3.9%	17.1%
Milwaukee-Waukesha MSA	1,571,784	82.3%	-3.9%	3.2%	12.4%

The economies of Wisconsin and the Milwaukee-Waukesha Metropolitan Statistical Area are relatively strong, with low unemployment and high labor force participation. However, the older industrial parts of central city Milwaukee have been left behind for decades. This has created an economic

¹ US EDA & Argonne National Lab– Recompete Eligibility Mapping Tool – Census Tracts Viewer, June 2023

² Population, Prime Age Employment Rate, and Prime Age Employment Gap: US EDA Recompete Mapping Tool, 2023. Unemployment and Poverty: US Census American Community Survey – 2022 5 Year Estimates.

donut hole, with prosperity downtown and in the suburbs, but missing in the central city. In the 87 Census Tracts, the stunning 16.3% PAEG demonstrates that lack of economic opportunity is highly concentrated.

The loss of jobs from the closings of major manufacturers devastated neighborhood families. Cutler-Hammer, a major manufacturer of electrical components had 5,000 employees. A.O. Smith in the 1970's had 10,000 employees producing automotive frames. It sold to Tower Automotive in 1997, and the remaining 6,500 jobs were lost when that closed in 2006.³ Over 20 years Milwaukee also lost: American Motors (several thousand manufacturing and warehouse jobs offshored to Mexico and Canada), Briggs and Stratton (offshored to China), Harnischfeger, Allis-Chalmers, AC Electronics, Schiltz Brewery, Pabst Brewery, Blatz Brewery, and Allen Bradley. In 2023, Masterlock announced plans to close its plant in the 30th Street Corridor with hundreds of unionized positions to be eliminated in a year.

Historian Reggie Jackson put the job losses and impact on the Black community in historic perspective: "In 1970, 42.9 percent of Blacks in Milwaukee worked in blue-collar jobs, a rate higher than in Detroit. As those jobs left the city the Black community suffered tremendously. There were 118,600 manufacturing jobs in Milwaukee in 1967 at the height of the Civil Right movement and Open Housing campaign. Ten years later only 91,400 of those jobs were left. Many had begun to move to the suburbs. [...] The recessions of the early eighties were critical to the decline of the city. From 1967 until 1987, Milwaukee lost 54,700 manufacturing jobs, and 14,000 of those had been lost between 1982 and 1987. The national unemployment rate in 1982 reached double digits for the first time since 1941 [...] Although Blacks had no ownership stake in the industrial plants that brought them to the city, they have been blamed for what was left in the wake of the disinvestment process. By the year 2000 the fortunes of Blacks in Milwaukee had made a 180-degree reversal as a result of employers leaving the central city."⁴

Milwaukee is regrettably one of the most segregated major American cities, with a history of redlining and race-restricted covenants in suburban communities. While the neighborhoods in central city Milwaukee were and still are highly segregated, they were also prosperous for a long time due to the availability of family-supporting manufacturing jobs. As a 2019 article in the Milwaukee Journal Sentinel stated: "In little more than a single generation, Milwaukee morphed from the best city in the nation for a Black laborer — replete with a cornucopia of family-supporting manufacturing jobs — to a present-day cliché as one of "the worst cities for Black Americans."⁵ The Recompete area has had poverty rates exceeding 20% for decades, most recently at 24.1% in 2022.⁶

Employment Barriers for Targeted Populations - The Wisconsin Policy Forum profiled barriers to employment for Milwaukee's unemployed job seekers. Their 2015 review of 8,600 individuals in six workforce development programs found that: 50% lacked a driver's license, 42% had a criminal background, and 23% lacked a high school diploma or GED. A full 39% faced multiple barriers to employment. In the absence of economic opportunity, incarceration became an all-too-common reality. As Milwaukee native Kenya Downs chronicled in 2015, "Wisconsin incarcerates the most Black men in the country, and in Milwaukee County, more than half of all Black men in their 30s and 40s have served time."⁷ This was not always the case.

Job Quality - Where family-supporting jobs were formerly easy to find, suddenly those jobs were scarce — either located an hour away in a far suburb (beyond reach via transit) or offshored from the US entirely. Alternatives available in the central city include Retail, Food Service, and gig work. While some pay up to \$15/hour, this is not a family-supporting wage. Recognizing the US Dept. of Labor's Good

³ Frontline, *Photos: Milwaukee's Industrial Past*, July 10, 2013, from Frontline series on *Two American Families*.

⁴ "The Impact of Deindustrialization on Milwaukee's Inner City." Milwaukee Independent, April 16, 2019, Reggie Jackson.

⁵ "Heavy job losses since the 1970s hit Milwaukee's black community the hardest. Here's why." John Schmid, 8/27/2019 Milw. Journal Sentinel

⁶ US CENSUS Decennial Figures – 1990, 2000, 2010, 2020, and ACS 1-Year estimates 2022

⁷ "Why is Milwaukee So Bad For Black People?" Kenya Downs, 3/5/2015 NPR Code Switch

Jobs Principles,⁸ the Grow Milwaukee Plan will create quality jobs through investments in advanced manufacturing, and linking individuals to those jobs through upskilling, training, and pre-apprenticeships. We will prioritize jobs that pay a living wage and family-supporting wage, include benefits, empower workers, provide a safe and healthy workplace, and opportunities for advancement.

Geographic Considerations - The Milwaukee Re compete area centers around the 30th Street Industrial Corridor, shown on the map in Appendix A (Page 9). Multiple trends caused waves of job losses concentrated in these central city neighborhoods. Another legacy of heavy industry is brownfield pollution. While some cleanup has already happened, much more is needed to return sites to productive use. The City of Milwaukee has a strong history of leveraging EPA Brownfield Cleanup grants to prepare sites for new development. On May 25, 2023, US EPA Administrator Michael Regan was in the heart of 30th Street and the Milwaukee Re compete Area announcing the largest ever EPA investment of brownfield program funds, including \$5.5 million in new EPA Brownfields grants for Milwaukee. Beyond EPA funds, additional flexible dollars will support infrastructure and utilities, land assembly, and modern stormwater management solutions required for site redevelopment.

As businesses left the central city, walk-to-work neighborhoods were stranded from quality jobs. A 2013 Wisconsin Policy Forum report, “Getting to Work,” cited the spatial mismatch between inner city residents and suburban job centers, and the dramatic 22% decline of the Milwaukee County Transit System’s annual bus miles from 2000 to 2012. Over this time, tens of thousands of jobs in the Milwaukee metropolitan area became inaccessible by transit. To address this issue, the report stated: **“an ideal solution would be to encourage job growth in areas that already are well-served by transit.”**⁹ As described in Section 5, the Re compete neighborhoods are in the heart of the existing public transit network, including planned Bus Rapid Transit (BRT) along 27th Street, which aligns public transit access just blocks away from the industrial sites in the 30th Street Corridor.

2) Strength of Strategy and Quality of Potential Investments - The Coalition has assembled a wide-ranging team of key partners to execute a sophisticated and multi-faceted job creation and economic opportunity strategy. A Strategy Diagram is included with the area map on Appendix A. These interconnected strategies will: modernize industrial sites, provide intensive support for business and job growth through channels described below, leverage additional funds for financing, expand successful workforce pathways and bridge the gap in participant support through paid training, promote employee equity and wealth-building, and leverage (non-EDA) support for workforce housing and homeownership.

The investments will work in concert with local initiatives to address the most important barriers to job creation and raising wages and employment. Eight investment projects totaling \$50M are briefly outlined below and included in the attached Re compete Budget Narrative spreadsheet.

Implementation Investment Projects (*High-level budget figures presented in Millions*)

1. *Industrial site cleanup and land assembly for modern manufacturing.* Investing in a top recommendation in Milwaukee’s 2021 Industrial Land Analysis to accelerate land cleanup and assemble sites for modern manufacturing.¹⁰ In our focus area, 197 acres of vacant or underutilized industrial land and facilities are available. (\$10M - Lead: City of Milwaukee)
2. *Small business technical assistance (TA) for scaling operations and flexible financing.* Targeting 1,000 small manufacturing businesses still located in Milwaukee with intensive TA, and leveraging other capital to invest in new facilities, equipment, and training. (\$5M - Leads: NWSCDC, WMEP, MSOE)
3. *Advanced Manufacturing support to legacy firms.* Incorporating automation, Artificial Intelligence, and advanced data analytics to modernize firms and improve job quality by upskilling workers into more

⁸ US Department of Labor – Good Jobs Principles <https://www.dol.gov/general/good-jobs/principles>

⁹ Wisconsin Policy Forum, *Getting to Work: Opportunities & Obstacles to Improving Transit Service to Suburban Milwaukee Job Hubs*, 2013.

¹⁰ City of Milwaukee Industrial Land Analysis, August 2021.

productive roles. (\$10M Leads: WMEP, MSOE, Rockwell Automation)

4. *Piloting shared ownership models for economic equity and growth.* Legal work and organizing for Employee Stock Option Plans (ESOP), cooperatives, and similar pathways for employee ownership in firms. This strategy will improve job quality and promote minority ownership. Assemble a leveraged capital pool (non-EDA funds) for ownership transitions, employee equity, and positioning firms for job retention and growth. (\$3M - Leads: NWSCDC, WEDC, legal, and financing partners)
5. *Construction of a new shared USDA Food-Grade manufacturing accelerator.* Launch a business accelerator facility to expand jobs in the Century City Business Park with a modern facility to allow smaller minority-owned food manufacturers to scale up and access national markets. USDA facilities are in high demand, but development costs are too high for small firms. (\$10M - Lead: NWSCDC)
6. *Academy of Advanced Manufacturing training program.* Scaling Rockwell Automation’s successful program, for paid training to Recompete-eligible job-seekers in target neighborhoods, with skills linked to jobs in the Recompete area. (\$7M - Lead: Rockwell Automation)
7. *Paid pre-apprenticeships for pathways to union trades, construction, and manufacturing careers.* Close gaps in availability and participant support for WRTP | Big Step’s intensive, successful workforce development and pre-apprenticeship opportunities for unionized manufacturing positions and construction trades. (\$3M - Leads: WRPT | Big Step, Milwaukee Area Labor Coalition)
8. *Support minority developers for housing renovation and construction.* Specialized business TA for minority-led real estate firms, revitalizing housing stock in Recompete neighborhoods. While not investing in housing directly (per EDA guidelines), this market opportunity will grow small businesses and construction jobs, increase workforce-accessible housing including homeownership in walk-to-work neighborhoods. (\$2M - Leads: Business Improvement Districts, NWSCDC, City of Milwaukee)

Scaling Impact - The Coalition targets advanced manufacturing for support, given the Milwaukee region’s rich manufacturing history and ecosystem today (described further in Section 4). Critically, **growing manufacturing jobs will have an economic multiplier effect in the Recompete neighborhoods, with related investments in transportation, warehousing, and real estate.** The Economic Policy Institute shows these industries have double-digit multipliers for indirect jobs.

Table 2 – Employment Multipliers per \$1 Million in Demand, By Industry Group¹¹

Industry Group	Direct Jobs	Supplier Jobs	Induced Jobs	Total Indirect Jobs
Durable Goods Manufacturing	1.8	4.9	11.6	16.5
Nondurable Manufacturing	2.6	4.3	10.4	14.7
Transportation and Warehousing	4.7	5.4	6.0	11.3
Real Estate and Rental Leasing	1.4	5.4	17.2	22.6

Growing manufacturing output will catalyze a massive increase in jobs, wages, and income. For example, growing Wisconsin’s total 2022 manufacturing output of \$66.3 billion¹² at new facilities in the Recompete area would generate \$663 million in new annual output. This would result in 1,200 new direct jobs, and nearly 11,000 new indirect jobs. NWSCDC has a proven track record, having provided over \$21M in financing for businesses to grow over 1,200 new jobs since 2000.

3) Equity, Inclusivity, Accessibility, and Diversity - *Project Leadership and Engagement with Underserved Communities* - The entire Grow Milwaukee Recompete Coalition, including leadership and membership, was chosen for their commitment and deep experience serving underserved populations in Milwaukee. The coalition leader, NWSCDC, has been based in the heart of the Recompete area for 40 years. NWSCDC is a private, 501(c)(3) nonprofit community development corporation with a 40-year

¹¹ Economic Policy Institute, “Updated Employment Multipliers for the U.S. Economy” 1/23/2019.

¹² National Association of Manufacturers, Wisconsin Manufacturing Facts 2022.

history in community revitalization through community economic and business development in low-income neighborhoods. NWSCDC is a community problem-solver, working in partnership with residents in neighborhood organizing, real estate development, safer streets and trails, stormwater management and flood mitigation, and community engagement on public works projects.

NWSCDC leadership is crucial given evidence in centering its lending activity on business growth to enhance revenue, payrolls, and employee income simultaneously. As a Black-led Community Development Financial Institution (CDFI) with a majority Black staff and Board of Directors, NWSCDC is uniquely capable of executing a sophisticated development strategy that centers racial equity. Recently, over 90% of NWSCDC small business clients were entrepreneurs of color (over 85% Black), and most of our lending portfolio and community impact are in the EDA Reconnect geography.

Other coalition partners are also led by individuals from underrepresented groups or have decades of experience engaging with the underrepresented groups in Milwaukee. Specifically, both Milwaukee Mayor Cavalier Johnson and Milwaukee County Executive David Crowley are Black men who grew up in the 53206 Zip Code in the heart of the Reconnect area. This is a historic moment in local government, representing a generational changeover of local power. Additionally, many of our coalition partner organizations are led by women and have worked to expand pathways for women and people of color in male-dominated fields. W RTP | Big Step is woman-led, has created programs for women entering careers in trades and construction industries, and primarily serves Black job-seekers in Milwaukee. MKE Tech Hub, also woman-led, is diversifying technology fields by race and gender.

Equity and Diversity Aligned with Project Budgets, Coalition Leadership, and Governance - Each coalition partner was selected for their deep experience serving the underrepresented groups in the Reconnect area, and has articulated a commitment to equity, inclusivity, accessibility, and diversity in their respective letters of commitment attached to this application. These partners already know how to engage with the community in Milwaukee's Reconnect area, and this Grow Milwaukee Reconnect Plan is designed to center equity and inclusion at every stage of the process. Equity is a throughline touching all aspects of coalition membership, strategy development, and implementation strategies. Diversity and Equity is represented throughout Sections 1, 2, 4, 5 and 6. The strategies proposed are designed not simply to serve target populations, but to advance lasting structural change and reverse decades of disinvestment and policy failures which impacted people of color in Milwaukee's central city.

NWSCDC will work with coalition leadership to conduct a search for the Grow Milwaukee Reconnect Program Coordinator (RPC) position in the lead up to Phase 2. Candidates will be evaluated for their demonstrated experience serving diverse businesses and populations in the Reconnect area. The proposed project budgets, coalition leadership, and governance all center equity and inclusion, with a robust diversity reflecting deep experience in the Milwaukee Reconnect area.

- 4) Regional Assets** - A foundational asset for success is Wisconsin's strength in manufacturing. Despite the loss of businesses and jobs in the Reconnect area, manufacturing in Wisconsin is growing with 458,000 employees earning an average of nearly \$80,000.¹³ Wisconsin's manufacturing output has steadily risen, and major firms are global leaders and in the supply chain for energy, power and controls, water technology, aerospace, heavy equipment, automotive, defense, and more. Wisconsin is also strong in non-durable goods including food and beverage, paper products, and consumer goods. The Reconnect Coalition will draw links to this existing ecosystem which includes 4,500 firms statewide. Many of these firms could grow by setting up an additional facility in Milwaukee. Another foundational asset is the existing 200 acres of industrial space awaiting redevelopment. Neighbors want industry to return, confirmed by multiple planning studies over decades.

¹³ National Association of Manufacturers, Wisconsin Manufacturing Facts 2022.

Assets Critical to Recompete Plan Success – As detailed in the attached letters of commitment, the following local and regional organizations will participate in the coalition and contribute their expertise and services. WMEP – the State affiliate of the Manufacturing Extension Partnership, will facilitate specialized consulting services for manufacturers to assist with growth, modernization, new technology, and workforce and leadership development. MKE Tech Hub – a wide-ranging coalition dedicated to expanding and diversifying the growing technology sector, with links to K-20 talent development, business startups, and more. Milwaukee School Of Engineering (MSOE) – MSOE brings academic innovation to the real world through applied knowledge transfer. MSOE is working to diversify the next generation of engineers and management that will be crucial to accelerating advanced manufacturing and launched a new business center for Artificial Intelligence.

EDA Investment Will Leverage Regional Assets and Create Lasting Systems Change – While Milwaukee has a few stellar examples of success, the persistent PAEG and poverty in the central city shows that we must undo decades of failed policy and re-energize the climate for business investment in the 30th St Corridor. We also need to offer real hope to demoralized workers who have left the labor force. Our strategy for paid training pre-apprenticeships will be linked to real jobs. We will work in the Strategy Development Grant activities to secure commitments from businesses to hire individuals participating in Recompete training. Our parallel focus on minority entrepreneurship and employee ownership is also designed to generate hope. The industries that left Milwaukee were often not locally owned. Providing a pathway for worker equity increases local control and accountability.

5) Targeted Geographic Approach - The Coalition has chosen partners and projects to create lasting systems change to improve economic opportunity in the distressed Milwaukee Recompete area.

Service Area - The Grow Milwaukee Recompete Plan will focus all work inside the 87 eligible Census Tracts shown in the Grow Milwaukee Recompete Area Map (Appendix, Page 9) which comprises most of central city Milwaukee. At the heart of the Recompete Area, the 30th Street Industrial Corridor is a major north/south rail corridor which serves hundreds of acres of industrial sites with 197 acres of vacant industrial land and buildings available for redevelopment. This includes shovel-ready sites like the Century City Business Park (50 acres), sites in active cleanup, and additional sites that require further investment for business development.

Reconnecting Communities – Transit and Trails - The Plan leverages alignment with the existing transit network, the new 27th Street BRT project, and the proposed 30th Street Corridor walking and biking trail. Many individuals lack a driver’s license or a private automobile, and robust transit service and improved connections are crucial for unemployed and underemployed individuals to connect with new jobs. Partner MobiliSE will assist with community engagement on transportation projects and provide last-mile “FlexRide” transit support where needed. The walk-to-work and transit accessibility of the 30th Street Corridor is unparalleled in Milwaukee.

Local Case Study for Geographic Approach – The Menomonee Valley - Milwaukee’s Menomonee Valley was known as Wisconsin’s most visible eyesore – with abandoned railyards, tanneries, meatpacking, and other industries that thrived in the late 1800s to early 1900s. Over decades, with intense coordination of government, private sector, and community partners, the Valley became a national picture of success. In total 300 acres of brownfield sites were redeveloped, legacy industries were preserved, over 125 businesses have opened and created over 5,200 quality jobs, and 60 acres of parks, trails, and green space were installed. The phenomenal success generated numerous national awards, including a famous 2016 feature in Politico magazine, “How Milwaukee Shook Off the Rust.”¹⁴ President Biden’s August 2023 visit to Ingeteam also took place in the Valley, celebrating Ingeteam’s EV

¹⁴ “How Milwaukee Shook Off the Rust” Politico, 8/18/2016, Colin Woodard

launch of charging station production with union labor.

The scale of redevelopment in the Menomonee Valley shows that comparable transformation is possible in the 30th Street Corridor, where nearly 200 acres of industrial land and facilities is awaiting redevelopment. Many of the same key partners from the Valley work are engaged with the Recompete Coalition today. A key differentiator is that the 30th Street Corridor is even more centrally located to Milwaukee’s distressed Recompete neighborhoods, intertwined with the nearby residential areas, requiring greater community coordination and investment.

Proposed Interventions and Career Pathways to Good Jobs - Our strategy prioritizes advanced manufacturing industries, especially those serving supply chains and OEMs for durable goods in green energy, electric vehicles, aerospace and defense, and water technology, as well as non-durable goods including food and consumer goods. Partners will provide business support in the areas of real estate development, expansion planning and financing, and advanced manufacturing systems. By working with existing local businesses to modernize operations and grow, over time we aim to help create 5,000 new quality jobs, which will generate tens of thousands of indirect jobs.

Residents of the Recompete neighborhoods will be prioritized to access the workforce training partners (described in Section 6) for paid training linked to jobs in the Recompete Area. Advanced manufacturing positions are high-paying, good jobs. A variety of Technician positions will install, operate, program, and manage advanced manufacturing machinery. Additionally, Recompete residents will have access to pre-apprenticeship training for union trades positions in manufacturing and construction. Rockwell Automation’s Academy of Advanced Manufacturing graduates obtain good jobs earning \$55k-\$70k per year with benefits.

6) Partnership and Potential Commitments (*Further details are in Letters of Support*) - Key Local, Regional, and State Partners are Engaged - The Grow Milwaukee Recompete Coalition, led by

NWSCDC, is endorsed by the City of Milwaukee, Milwaukee County, and the Wisconsin Economic Development Corporation as required by EDA. These agencies administer programs and resources that are incorporated into the Recompete Plan. Core coalition leadership also includes:

Labor and workforce (all located in and serving the Recompete Area): *Milwaukee Area Labor Council AFL-CIO* representing union labor, *Employ Milwaukee* – the local Workforce Investment Board coordinating workforce strategy, *WRTP | Big Step* – offering pre-apprenticeships to union jobs in manufacturing and construction, and *JobsWork MKE* – a specialized group addressing trauma and soft skills gaps. The Coalition will engage additional labor and workforce partners for Recompete Phase 2.

Industry and Academic Leaders (all located in or adjacent to the Recompete Area): *Milwaukee Bucks* – The 2021 NBA Champion Milwaukee Bucks will serve as co-chair of the Coalition’s business advisory council. The Bucks have an unparalleled reach to leadership at Fortune 500 corporations and lead in community development metrics. Case Study: The Fiserv Forum arena in Milwaukee generated \$524 million in development, and exceeded local hiring mandates with 42% of all work done by chronically unemployed City residents from economically depressed Zip codes (the same area as Recompete), and over 36% of construction spending with Disadvantaged Business Enterprise.¹⁵ This successful model will be replicated in Recompete activities. *Froedtert Health / D.E.E.R. Accelerator* – Froedtert is the premiere not-for-profit health system in Southeast WI, with the flagship Froedtert Hospital adjacent to the Recompete area. In 2023 Froedtert and the Bucks launched the Driving Equity, Empowerment, and Resources (D.E.E.R.) Accelerator to make lasting systemic change in Milwaukee. The D.E.E.R. Accelerator is holistically linking health with economic opportunity and education to move the needle on inequity in Milwaukee. NWSCDC, the Bucks, and Froedtert began coordinating strategy development in

¹⁵ <https://www.nba.com/bucks/news/milwaukee-bucks-successfully-exceed-inclusionary-hiring-goals-construction-fiserv-forum>

2022 for the coalition behind this Recompete Plan. *Rockwell Automation* – a global leader in industrial automation and advanced manufacturing solutions. Rockwell is a Fortune 500 company with \$7.8 billion in annual revenue globally, headquartered in Milwaukee for 120 years. Rockwell will co-chair the business advisory council with the Bucks. *Jonco Industries* – A major industrial facility owner and landholder in Milwaukee’s 30th Street Corridor (with 40 acres of land and 1.9 million square feet of industrial space), Jonco is a contract manufacturer and logistics provider serving businesses with custom fulfillment solutions. Jonco has links to a multitude of small to mid-sized businesses. Jonco will lease space in the Century City Tower for Recompete-affiliated training programs. *Milwaukee School of Engineering* – MSOE (introduced in Section 4) will provide TA to businesses in emerging fields related to manufacturing, construction, and engineering, and MSOE’s new center for Artificial Intelligence and machine learning will provide cutting-edge solutions to business clients.

Real Estate Development: *Altius Building Company* is a design and construction firm with deep experience in Milwaukee and a commitment to bringing real estate and business into the Plan.

Underrepresented Groups are Leading the Strategy – Key coalition leaders are Black Milwaukee natives, including Willie Smith, Exec. Dir. of NWSCDC, Wendell Willis - D.E.E.R. Accelerator, and Roger Kamau, Senior VP of Financial Strategy & Analysis with the Bucks. The NWSCDC Board of Directors includes community representation and accountability mechanisms as a certified CDFI and Community Development Corporation. The three partner Business Improvement Districts identified in the letters of support are all deeply embedded with the Recompete neighborhoods, with community representation in their Boards and staffing. The Plan also draws heavily from recent studies led by the City of Milwaukee which featured extensive community engagement. Neighbors have stated, repeatedly, that they want to see manufacturing jobs return to the community. The Recompete Plan is designed to capitalize on the deep connections between neighborhood partners and State, regional, and global partners with a focus on improving local conditions through employment.

Leveraging Other Public, Private, and Philanthropic Investments – Coalition lead NWSCDC was chosen specifically as a non-profit CDFI that can leverage public, private and philanthropic support. NWSCDC recently finalized a multi-year \$600,000 commitment from the Zilber Family Foundation to support Recompete strategy kickoff, and is in discussions to finalize similar investments from the Greater Milwaukee Foundation and Bader Philanthropies. NWSCDC also has decades of expertise managing Federal grants, including CDFI Fund, SBA, HHS Community Economic Development, and USDA. NWSCDC completes annual audits with “clean” results, files the required Single Audit and follows all Federal funding requirements including all applicable 2 CFR 200 provisions.

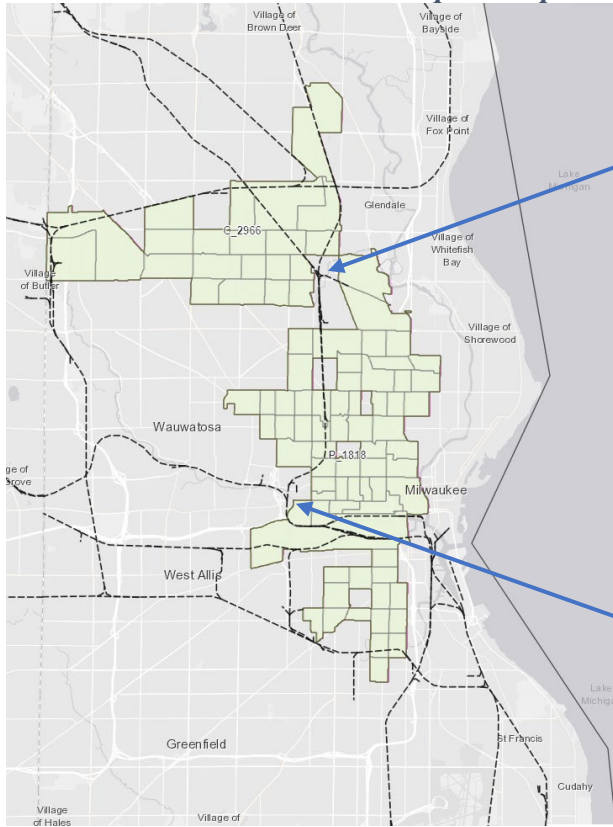
Working with our partner WEDC, NWSCDC will assemble a targeted \$100 million capital fund for flexible and creative business financing to deploy in coordination with Recompete activities. This goal is commensurate with the scale of business development planned for the Recompete area. The major corporate leadership of coalition partners the Bucks, Froedtert, and Rockwell Automation will assist the coalition to leverage EDA funding by motivating private sector investment in the area.

Additional Federal investments among partners include: City of Milwaukee EPA Brownfields Grants, Federal Transit Administration, WRTTP | Big Step - Women in Apprenticeships and Non-traditional Occupations grant, and Advanced Manufacturing and Apprenticeship grant, The Water Council’s NSF Economic Innovation Engine Phase 1 award, and more detailed in Letters of Support.

Conclusion: As described in the narrative, Letters of Support, and related materials, the Grow Milwaukee Recompete Coalition will create lasting change by redeveloping industrial land and supporting business and job growth, while simultaneously expanding deep partnerships in workforce and labor readiness to address the persistent economic distress and Prime Age Employment Gap with a focus on equity.

Appendix A – Area Maps and Strategy Diagram

Grow Milwaukee EDA Recompete Map



30th Street Corridor Map

