



# Appendices

## **Appendix A: Public Meetings**

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*March 15, 2013*

**First Plenary - Introduction & Kick-Off**

Milwaukee Public Library, Loos Room

*April 4, 2013*

**Work Group: Location-Based Opportunities I**

UWM, Zilber School of Public Health

*April 5, 2013*

**Work Group: Human Capital Development**

UWM, Zilber School of Public Health

*April 23, 2013*

**Work Group: Location-Based Opportunities II**

UWM, Zilber School of Public Health

*April 24, 2013*

**Work Group: Quality of Life & Place**

UWM, Zilber School of Public Health

*April 24, 2013*

**Lunch Briefing with Common Council Members**

City Hall, 3rd Floor

*June 5, 2013*

**Second Plenary - Progress & Game Changers**

MSOE, Todd Wehr Conference Center

*March 25, 2014*

**Lunch Briefing with Common Council Members**

City Hall, 3rd Floor

*April 28, 2014*

**Strategy Alignment with Stakeholders**

UWM, Zilber School of Public Health

*May 6, 2014*

**Strategy Alignment with City Staff**

809 N Broadway, Boardroom

## Appendix B: Current Development Sites

Site	Approximate Size (Acres)	Description	Potential Uses
<b>Near Downtown</b>			
Park East Corridor	18.7	Demolition of the Park East Freeway opened up land for development on the north edge of downtown, with a direct connection to I-43. These 12.5 acres are surrounded by some of the city's newest and most sustainable developments: The Brewery mixed use historic renovation and new construction, the Moderne, the North End riverfront residential complex, three new hotels, a new UW-Milwaukee School of Public Health, and new Milwaukee School of Engineering soccer field.	Mixed use commercial and residential development; office
<b>Menomonee Valley</b>			
City Lights	14.5	The former Milwaukee Gas Light Co. plant has been turned into an office for a local architecture and engineering firm and other businesses, along the Menomonee River. Adjacent sites are available. Five minutes to downtown and 15 minutes to the airport.	Light industrial; manufacturing
Reed Street Yards	14.4	A former rail yard that is being redeveloped as a hub for water technology. The Water Council opened its Global Water Center adjacent to the site and the new Freshwater Way has been completed; this is identified as a catalytic project in the Near South Side area plan and a priority for redevelopment. Three minutes to Downtown and 16 minutes to the airport.	Light industrial and offices to support water technology cluster
Former Marquette Interchange 1 / Pettit Point	2.3	A vacant industrial parcel along the Menomonee River just southeast of the Marquette Interchange. Five minutes from downtown and intermodal facility.	Light industrial
Former Marquette Interchange 2 / Basil Ryan	9.2	Vacant industrial parcel along the Menomonee River, west of the Marquette Interchange; limited access and infrastructure. Five minutes from downtown.	A wide variety of mixed use and emerging cluster industry uses
Stollenwerks	9.4	Vacant industrial land along the Menomonee Canal with canal frontage and a short distance to freeways and downtown. May require additional remediation.	Manufacturing; water technology; other industrial uses
<b>Near Port of Milwaukee</b>			
Former Solvay Coke	43.3	Includes access to Union Pacific and Canadian Pacific railroads, to the Milwaukee Harbor and Kinnickinnic River. All buildings with the exception of a shipping/receiving building and office building have been razed. The property is known to be contaminated. Additional investigation is needed to evaluate steps for cleanup and redevelopment.	Light industrial; office for water technology
Grand Trunk	27.3	Grand Trunk, owned by the Port of Milwaukee, is an abandoned rail yard on the south side of the Kinnickinnic River with immediate access to waterways and rail. Although stakeholders have expressed a desire to protect wetlands on the site, it may be large enough to allow for development as well.	Light industrial; water technology; port-oriented uses
<b>Riverworks</b>			
Former Milwaukee Die Cast	10.4	4132 North Holton Street (3.7 acres) is owned by RACM and is part of a major clean-up project led by the EPA. Some restrictions may be placed on the former Milwaukee Die Cast building site but will be a buildable. 532 East Capitol (6.7 acres) lies adjacent to the south and has a 131,640 SF building on it that is used largely for storage. Also has office space along Capitol Drive. Zoned IL2 and could support a mix of uses from office and industrial to retail along Capitol Drive.	Light industrial; industrial office
3456 N Buffum Street	0.4	Tax delinquent do-not-acquire property was cleaned up by the EPA over the summer of 2014. Building of 27,554 SF scheduled to be torn down, creating a clear and buildable site right along the Beerline Recreational Trail. Site could be ideal for live-work in the mold of a livable makerspace.	Light Industrial
634 E Keefe Avenue	5.0	Privately owned property with outdated, 159,224 SF building that has been basically empty for decades. Used sparsely for some storage and for a small company that only occupies about 15,000 sf. On the edge of the Riverworks Business Improvement Districts where with residential across Keefe to the south. Zoned IL2 and could be a prime site to highlight the creative repurposing of properties that has been so successful in the Riverworks district.	Light industrial; creative repurposing

701 E Vienna Avenue	4.2	Shovel ready, privately-owned vacant lot that is for sale. Former RACM property that has been cleaned up with underground utilities already installed. Would support a 60,000 sf building with sufficient parking. Zoned IL2.	Light industrial
<b>30th Street Corridor</b>			
Century City I	86.6	A focus for new industrial investment, building on the city's many successes and expertise developed in the Menomonee Valley. Includes a remediated 58-acre business park, 17 acres for retail or commercial uses, and 5 acres for single and multi-family residences.	Energy, power and controls cluster industries
Century City II	28.5	The former Eaton headquarters anchors this 26-acre redevelopment area. The 30th St. Corridor Economic Development Master Plan calls for continuing the area's strong industrial heritage.	Energy, power and controls cluster industries
<b>Near the Airport</b>			
Former 440th Air Base	56.0	Fifty-six acres are available for airport-related use such as aircraft logistical services, electronic/mechanical repair services, and office support functions. The property contains approximately 426,000 square feet of built space in over 90 buildings, including offices, shops, storage facilities, aircraft hangars and auxiliary support space. The facility is fully served by public and private utilities, and includes extensive internal streets and parking areas.	Aerotropolis, light industrial and office
Airport Former Landfills	69.4	These former landfills have been closed. Redevelopment of these former landfills will require approval of plans and monitoring strategies by the Wisconsin Department of Natural Resources. Two sites comprising 69.4 acres have convenient access to I-94 and General Mitchell International Airport via College Av.	Aerotropolis, light industrial and office
<b>Northwest Side</b>			
Former Northridge Shopping Center	64.6	The site is a former regional shopping mall comprising 86.7 acres, eleven parcels, and three owners. Infrastructure is in place. The site has access to two principle arterials. It's a catalytic project area in the Northwest Area Plan.	Light industrial
Mill Road Industrial Park	12.0	These twelve acres, divided into three contiguous parcels in a relatively new industrial park have all necessary infrastructure and minimal potential for environmental impacts. Other sites in the industrial park have been developed.	Light industrial
Towne Granville Corporate Park	12.1	This developing industrial park next to the Dretzka Park Golf Course has 12.1 acres remaining, served by all necessary infrastructure just minutes from US-41/45.	Light industrial
Green Tree Redevelopment Area Towne Corporate Park of Granville	39.7	These unimproved 39.7 acres can be used for light industrial. Located near the site, Milwaukee Job Corps is a no-cost education and career technical training program administered by the U.S. Department of Labor. Historical use as farm land indicates minimal potential for environmental impacts; however, a Phase I Environmental Site Assessment is recommended prior to acquisition or redevelopment.	Light industrial
Former Johnson's Mini Golf	10.1	Two adjacent parcels were formerly a movie theater and miniature golf course and together total nearly 19 acres including the 40,000 SF theater building. This location was identified in the Northwest Side Comprehensive Plan (adopted in 2008) as a catalytic project area. While the plan indicated these sites would be suitable for commercial redevelopment, it also suggested that land uses along 76th Street should be allowed to transition from commercial to other uses. Light industrial at this site would be acceptable due to its proximity to other industrial developments in the area and the potential for job creation.	Light industrial
Former Marcus Theater Site	8.9		Light industrial

Total acreage available: 547.0

## Appendix C: Entrepreneurship Ecosystem

Feature	Purpose	Milwāūkee Examples
Banks	Primary source of small business credit.	
Chambers of Commerce	Provide networking, information, advocate for business opportunities	Metropolitan Milwaukee Chamber of Commerce; Council of Small Business Executives; African–American Chamber of Commerce; Hispanic Chamber of Commerce of Wisconsin; Hmong Wisconsin Chamber of Commerce; American Indian Chamber of Commerce of Wisconsin
Coaching and consulting	Provide advice specific to the size and type of business seeking assistance	Latino Entrepreneur Network; SCORE SE Wisconsin; ScaleUp Milwaukee; Startup Milwaukee mentoring program
Collaborative work spaces		Makerspace; Hudson Business Lounge
Community colleges and universities	Provide research, education and training for entrepreneurs.	Marquette University School of Business; UW–Milwaukee School of Business; UW–Milwaukee Small Business Development Center; MATC
GIS mapping	Provides businesses with maps that show demographic, market and other data to help the owner determine profitable markets and locations	
Government agencies	Provide support to small business development such as loans and loan guarantees, training	U.S. Small Business Administration Milwaukee office; City of Milwaukee Dept. of City Development; City of Milwaukee Office of Small Business Development
Incubator space	Provides low cost, shared space with shared support services such as administration, accounting and marketing	Global Water Center; MiKE (Innovation in Milwaukee); VETransfer Victory Spark; MakerSpace; Revolution Labs
K–12 education	Entrepreneurship courses aim to create a future pipeline of local small business owners	Junior Achievement training center
Libraries	Assist with market research, business data, industry analysis, and other forms of research	Milwaukee Public Library
Major companies	Can provide access to supply chain opportunities, supplier development training, networking and support opportunities	
Market research support	Provide just–in–time market research to help local business owners understand and access new markets	
Micro–finance lenders	Non–traditional sources of credit; loans are generally less than \$50,000 and fund businesses that grow in disadvantaged communities	WWBIC; Minority chambers revolving loan funds
Networking		BizStarts; Spreenkler; NEWaukee; FUEL Milwaukee; Business Improvement Districts

Feature	Purpose	Milwaukee Examples
Non-profit support agencies	Provide education, training and consulting to new small business owners	BizStarts Milwaukee
State and local economic development agencies	Help business owners access government incentive programs, provide data and research, and help businesses export products out of state	Wisconsin Economic Development Corp.; Milwaukee Economic Development Corp.
Support professionals	Accountants, bankers, attorneys and other professionals	
Technical assistance	Help owners appropriately structure areas of their business such as accounting, marketing, operation design, inventory management, etc.	Wisconsin Manufacturing Extension Partnership
Trade groups	Industry-specific support groups help owners improve industry knowledge, increase awareness of opportunities and create partnering possibilities	Milwaukee Water Council; FaB Milwaukee; WERC; Sprenkler; Creative Alliance
Utility companies	Economic development divisions of these firms can support local business growth	WE Energies
Venture capitalists	Venture capitalists and angel investors invest in local businesses with the expectation of a return on investment	Gener8tor; Golden Angels Investors Fund Milwaukee

## Appendix D: Market Value Analysis Methodology

TRF's Market Value Analysis (MVA) describes the characteristics of the block groups within a study area. The MVA indicators in Milwaukee are noted below and represent the dimensions upon which block groups are analyzed:

**Median and Average Sales Price:** Office of the City Assessor file of all recorded sales between 1/1/2011 through 12/31/2012 for residential sales of \$1,000 or more. Only Median Sale Price was used.

**Coefficient of Variation:** The coefficient of variation, derived from the City Assessor's file of sales, represents the variability of sale prices within the block group. (High numbers represent places with wide variations in sale prices.)

**Foreclosure as a Percent of Sales:** Milwaukee Dept. of City Development's file of foreclosure filings 2011 through 2012. This figure represents all foreclosure filings in 2011 and 2012 divided by the number of sales in 2011-2012 (City Assessor's file).

**Percent Duplex/Multi-Family Sales:** Milwaukee City Master File representing all multi-unit properties sold divided by the total number of sales 2011-2012 (from City Assessor's file).

**Percent Water Shut-off:** Milwaukee City Water Department file of properties where water service has been shut off divided by the total number of residential properties. (An indicator of vacancy.)

**Percent New Construction/>\$10K Rehab:** Milwaukee Department of Neighborhood Services records of all building permits issued between 1/1/2010 through 12/31/2012 for new construction and substantial rehabilitation (estimated value greater than \$10,000) of properties divided by the total number of residential properties.

**Percent Owner-Occupied:** Milwaukee City Master File representing the percent of all occupied housing units that are occupied by owners.

**Percent Publicly Subsidized Rental:** Represents Milwaukee Public Housing Authority owned developments, and HUD-assisted rental housing developments including Housing Choice Vouchers from both the City of Milwaukee and Milwaukee County, divided by the number of renter-occupied housing units from the City Master File.

**Percent Non-Residential Area:** Milwaukee City Master File. This figure represents non-residential land - not including parking lots - divided by all developed land.

TRF cluster analysis revealed nine market types, characterized as follows:

**Market Type A:** Highest home prices, lowest number of foreclosure filings relative to sales volume (foreclosure rate), second lowest owner occupancy rate, second highest percentage of sales that are duplex or multi-family.

**Market Type B:** High home prices, second lowest foreclosure rate relative to sales volume, highest percent owner occupied, lowest coefficient of variance of sales price.

**Market Type C:** Relatively high home prices, highest percentage of non-residential land, foreclosure rate as a percentage of sales substantially below the citywide average.

**Market Type D:** Relatively high home prices compared to the citywide average, foreclosures as a percentage of sales below the citywide average, percent of sales that are multi-unit are above the citywide average.

**Market Type E:** Home prices that are substantially below the citywide average, second highest homeownership rate, highest percentage of publicly subsidized rental, foreclosures as a percent of sales higher than the citywide average.

**Market Type F:** Second highest percentage of non-residential area, higher foreclosures as a percent of sales than the citywide average, higher percent of sales that are multi-unit than the citywide average.

**Market Type G:** Second lowest homeownership rate, home prices below the citywide average, high number of foreclosures as a percent of sales, highest percentage of sales that are multi-unit, percent water shut-offs that are substantially higher than the citywide average.

**Market Type H:** Second lowest home sale prices, percentage of sales that are multi-unit below the citywide average, second highest coefficient of variance of sales, second highest percent of publicly subsidized rental, percent water shut-offs that are substantially higher than the citywide average.

**Market Type I:** Lowest home sale prices, highest vacancy rate, lowest owner occupancy rate, highest coefficient of variance of sales, highest percent water shut-offs.

**MVA Cluster Categories & Respective Indicator Values**

MVA Cluster	Median Sales Price 2011-12	Average Sales Price 2011-12	Coefficient of Variance of Sales Price 2011-12	Foreclosures as a Percent of Sales	Percent Duplex/ MultiFam Sales	Percent Water Shut Off	Percent New/ >\$10k Rehab	Percent Owner Occupied	Percent Publicly Subsidized Rental	Percent Non Residential Area
A	\$214,780	\$234,429	.46	14%	62%	2%	3%	33%	2%	16%
B	\$121,403	\$121,067	.38	21%	11%	1%	4%	69%	3%	13%
C	\$117,397	\$113,297	.43	24%	24%	2%	3%	43%	4%	62%
D	\$91,462	\$99,228	.55	31%	53%	3%	3%	44%	6%	13%
E	\$55,001	\$64,723	.65	47%	13%	3%	2%	49%	12%	24%
F	\$51,658	\$63,400	.73	49%	61%	6%	2%	34%	6%	27%
G	\$30,705	\$44,611	.85	51%	74%	9%	2%	29%	7%	20%
H	\$29,355	\$44,001	.91	51%	29%	9%	3%	33%	9%	20%
I	\$15,607	\$29,497	1.09	65%	57%	16%	4%	26%	7%	24%
City Average of Block groups	\$78,616	\$86,879	.66	39%	40%	5%	3%	43%	6%	23%

**Area Demographics by MVA Cluster Category**

MVA Cluster	Households		Owner Occupied Households		Renter Occupied Households		Housing Units		Total Population	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
A	25,874	11.2%	7,665	7.6%	18,209	14.0%	29,062	11.4%	50,879	8.6%
B	42,928	18.7%	29,930	29.8%	12,998	10.0%	44,981	17.6%	101,492	17.1%
C	20,385	8.9%	8,700	8.7%	11,685	9.0%	21,804	8.5%	46,456	7.8%
D	22,452	9.8%	9,867	9.8%	12,585	9.7%	24,531	9.6%	51,909	8.7%
E	30,646	13.3%	15,700	15.6%	14,946	11.5%	33,401	13.1%	82,406	13.9%
F	27,161	11.8%	9,821	9.8%	17,340	13.4%	30,576	12.0%	80,570	13.5%
G	18,205	7.9%	5,987	6.0%	12,218	9.4%	21,463	8.4%	53,660	9.0%
H	19,136	8.3%	6,710	6.7%	12,426	9.6%	21,791	8.5%	56,107	9.4%
I	13,618	5.9%	4,220	4.2%	9,398	7.2%	17,124	6.7%	42,682	7.2%
Not Classified	6,541	2.8%	232	0.2%	6,309	4.9%	7,225	2.8%	20,325	3.4%
City Total	230,154		100,364		129,790		255,493		594,786	

## Appendix E: Action Items by Lead Actor

### CITY GOVERNMENT led action items:

#### Location-Based Opportunities

##### Strategy 4.1: Implement a Data-Driven, Location-Based Approach

No.	Action Item
4.1.1	Develop, maintain and publish a comprehensive list of available sites in the City of Milwaukee
4.1.2	Maintain an inventory of 100 acres of “shovel ready” industrial land for development
4.1.3	Return 500 acres of brownfield land to active, industrial use in 10 years

##### Strategy 4.2: Anticipate Future Industry Needs

No.	Action Item
4.2.1	Regularly communicate with M7 and key asset industries and industry organizations to learn more about their location needs, and keep suitable Milwaukee development sites on their radars
4.2.3	Update analysis of industrial-zoned land within Milwaukee, to ensure that zoning regulations fit the needs of key asset clusters
4.2.4	Advocate for policy changes that promote investment in public transportation options
4.2.5	Invest in infrastructure to promote efficient intermodal networks

##### Strategy 4.3: Develop and Promote Neighborhood Business Opportunities

No.	Action Item
4.3.1	Identify existing vacant building inventory and promote for alternative uses
4.3.2	Explore and advance opportunities for home-based businesses in neighborhoods
4.3.3	Explore and advance opportunities for live/work/sell space to support artists & entrepreneurs alike

#### Human Capital Development

##### Strategy 5.1: Grow the Workforce Employers Need

No.	Action Item
5.1.1	Build on the success of the Mayor’s Manufacturing Partnership and expand training opportunities by developing a Center for Advanced Manufacturing at Century City
5.1.4	Develop a web site of opportunities for employers to become involved in job preparation activities that target local youth
5.1.5	Investigate proven national models, such as Children’s Savings Accounts and “Say Yes to Education” and “Promise” programs that change the educational aspirations of students of low-income families

##### Strategy 5.2: Expand Efforts to Assist the Hardest to Employ

No.	Action Item
5.2.3	In partnership with Milwaukee Public Schools, spearhead a private fundraising effort to restore free driver’s education classes in MPS and expand support for driver’s license recovery efforts



## Entrepreneurship & Innovation

### Strategy 6.1: Define Clear Pathways to Business Creation and Expansion

No.	Action Item
6.1.1	Develop regulation road maps for start-up businesses
6.1.2	Reuse vacant City-owned commercial properties to foster start-ups in central city neighborhoods
6.1.3	Establish a Local Business Action Team within City government to focus on improving service to business
6.1.4	Outstation City staff with local entrepreneurship development organizations to provide direct assistance

### Strategy 6.2: Maximize the Effectiveness of Local Technical Assistance

No.	Action Item
6.2.1	Invite KIVA to partner with City government and local organizations to develop micro-lending to small businesses
6.2.3	Improve communication between City agencies and the intermediaries who provide service and technical assistance to local businesses

### Strategy 6.3: Support Milwaukee's Entrepreneurial Culture

No.	Action Item
6.3.1	Develop and host annual "Entrepreneur Week" to showcase local talent & resources
6.3.4	Evaluate City regulations to ensure they facilitate the occupancy of shared work spaces, live/work/sell spaces, and research and development activities

## Quality of Life and Place

### Strategy 7.1: Enhance Quality of Life and Opportunity

No.	Action Item
7.1.1	Establish a Quality of Life Council
7.1.3	Establish an Equality of Opportunity Blueprint
7.1.5	Implement <i>ReFresh Milwaukee</i> to make Milwaukee a more sustainable city
7.1.6	Support the continued implementation of catalytic projects identified in area land use plans

### Strategy 7.2: Strengthen and Engage Neighborhood & Civic Leadership

No.	Action Item
7.2.2	Encourage and support grassroots organizations involved in neighborhood improvement

### Strategy 7.3: Enhance the Impact of Neighborhood Investments

No.	Action Item
7.3.1	Develop a menu of intervention strategies targeted to the different neighborhood categories identified by the Market Value Analysis (MVA)

## PARTNER ORGANIZATION led action items:

### Locational Opportunities

#### Strategy 4.2: Anticipate Future Industry Needs

No.	Action Item	
4.2.2	Create a food innovation District or corridor in Milwaukee	FaB Wisconsin

### Human Capital

#### Strategy 5.1: Grow the Workforce Employers Need

No.	Action Item	
5.1.2	Align workforce development structure with growth opportunities in key asset industry and large employment clusters	MAWIB; M7 Workforce Development Director
5.1.3	Expand internships, job shadowing opportunities, part-time summer jobs, and local career academies for high school and college students	MAWIB
5.1.6	Establish branding, events and internship opportunities designed to better connect students at Milwaukee colleges and universities with the assets and opportunities of the larger community, with the goal of retaining more graduates	Local universities; FUEL Milwaukee

#### Strategy 5.2: Expand Efforts to Assist the Hardest to Employ

No.	Action Item	
5.2.1	Appoint a team to explore creating an entity, like Homeboy Industries that offers jobs and provides support services to ex-offenders	Wisconsin Community Services
5.2.2	Facilitate local employers' pursuit of hiring practices that are more inclusive of ex-offenders	MAWIB
5.2.4	Vigorously advocate for public transportation improvements that connect city residents to employment centers throughout the metropolitan area	MetroGO!
5.2.5	Support the expansion of the State of Wisconsin transitional jobs program	Wisconsin Dept. of Children & Families

### Entrepreneurship & Innovation

#### Strategy 6.2: Maximize the Effectiveness of Local Technical Assistance

No.	Action Item	
6.2.2	Encourage all organizations that assist businesses to list their services on a common forum	LISC / UEDA

#### Strategy 6.3: Support Milwaukee's Entrepreneurial Culture

No.	Action Item	
6.3.2	Introduce principles of entrepreneurship to Milwaukee students	Junior Achievement; BizStarts
6.3.3	Foster an "Artist Entrepreneurial" city by supporting artists and creative entrepreneurs	Creative Alliance / Milw. Artist Resource Network

## Quality of Life and Place

### Strategy 7.1: Enhance Quality of Life & Opportunity

No.	Action Item	
7.1.2	Adopt a Quality of Life Plan	Quality of Life Council
7.1.4	Use creative placemaking to establish placed within Milwaukee in which all segments of the community and region can interact	Greater Milwaukee Committee

### Strategy 7.2: Strengthen and Engage Neighborhood & Civic Leadership

No.	Action Item	
7.2.1	Support the growth of affinity groups like NEWaukee and FUEL Milwaukee that engage younger Milwaukeeans in civic life	MMAC; GMC

### Strategy 7.3: Enhance the Impact of Neighborhood Investments

No.	Action Item	
7.3.2	Seek alignment among the many actors working to improve Milwaukee neighborhoods	LISC; CDGA

### Strategy 7.4: Build Milwaukee's Brand

No.	Action Item	
7.4.1	Promote Milwaukee as America's water-centric city	VISIT Milwaukee; Global Water Center
7.4.2	Establish an aggressive neighborhood marketing campaign	Creative Alliance
7.4.3	Leverage opportunities linked to the City of Milwaukee's international relationships	Milwaukee Sister Cities Committee; Milwaukee China Business Council
7.4.4	Create and distribute a Milwaukee marketing tool kit for use by local businesses	Creative Alliance

## Appendix F: Work Plan Template

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# GROWING PROSPERITY | WORK PLAN

STRATEGY

**ACTION ITEM**

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**PRIORITY**

**PARTNERS**

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**REASON FOR ACTION**

**RESOURCES REQUIRED**

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**IMPLEMENTATION STEPS**

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**DESIRED OUTCOME**

## Appendix G: Data Sources for Metrics

The Department of City Development will always use the most recent data available to populate annual reports. The table below shows when various data sets are published by their sources. What data is used will depend upon the reporting cycle determined by the Common Council.

Metric	Source	Publication Date
Population change citywide and in central city	American Community Survey, 5-year estimates (B01003)	Annually in December
Acres of developable industrial land available; remediated/redeveloped	Department of City Development / Redevelopment Authority	Updated regularly
Non-residential vacancy rates	1. Cassidy-Turley Market Snapshot 2. DNS Vacant Buildings Registry	1. Quarterly 2. Weekly
Workforce participation rates	American Community Survey, 5-year estimates (S2301)	Annually in December
Population employed in manufacturing	Economic Census, Industry Series & Subjects/Summary Series	Various times, Oct. – Mar.
Population employed in key asset industry clusters	Milwaukee 7 / MMAC; cluster organizations	Annually based on M7
Total population poverty rate in city and as share of MSA	American Community Survey, 5-year estimates	Annually in December
Business start-ups and closures	National Establishment Time Series	Updated Monthly
Median household income	American Community Survey, 5-year estimates (B19013)	Annually in December
Neighborhood market conditions	MVA indicators developed from City of Milwaukee sources	Updated regularly
Percent of population 25+ with bachelor's degrees or higher (Bauman)	American Community Survey, 5-year estimates (S1501 / DP02)	Annually in December