



2018-2020 Strategic Implementation Plan

Dear Corridor & BID #37 Board & Staff:

Please remember, your *2019 Strategic Implementation Plan* is an organic document. Therefore, we suggestion you integrate this plan into your organization through your regularly scheduled meetings. You might start by monitoring your progress on a monthly and/or quarterly basis which consists of reviewing, discussing and providing updates on your strategic implementation plan.

Also, to continue our partnership we will provide you with an opportunity for us to monitor your progress and help support your success and sustainability, by returning to facilitate follow-up sessions at your convenience. Finally, please find below the *definitions* of some key components which will guide you through this strategic implementation plan:

Assessment Date: To keep you on track in accomplishing your organizational goals, place this date on your meeting agenda for updates/progress discussions for each goal.

Estimated Budget: This is the estimated dollar amount it might take to accomplish your organizational goal.

Strategic Implementer(s): This is the person(s) responsible for implementing and completing the strategies outlined for that particular goal.

Board and/or Program/Service Area: Informs you on the targeted board focus or and/or key programs/service area/focus that particular goal is intended for.

Strategic Tasks/Action Steps: Through your stated identified task(s)/action steps you will be able to noticeably experience your achievements.

Strategy Contribution (Measurable Outcome): Details the results of the measurable outcome, it might describe a tangible or intangible objective produced as a result of accomplishing your goal and/or strategic task(s) that is intended to be delivered to a specific target (either internal or external).

Comments Section: Your plan is an organic document, therefore, please write any comments in this section, as well as, the recording the date you completed each goal.

Vision:

Building a Strong Economy with Innovation & Talent

Mission:

Serves as the mobilizing entity to collectively promote and spark economic resurgence for businesses and residents

Core Values:

Creativity

Building industry through innovation, intellectual engagement, strategic intentions and exploration of potentiality

Recognition

Orchestrating entity in driving revitalization

Power

Coalescing and harnessing the vast power of neighbors and stakeholders to drive change block by block

Dedication

Being persistent in application to a task or purpose

Accountability

Providing impactful actions and results

The Corridor's History:

The 30th Street Industrial Corridor Corporation ("The Corridor") was founded in 1991. It was founded as a spinoff to the Sherman Park Community Association to support economic development and increased homeownership in the area. The 30th Street Corridor is home to a mix of business sizes and types that draw employees from all over Milwaukee and the southeastern Wisconsin region.

The Corridor crosses many neighborhoods, including Lincoln Creek, Garden Homes, Sherman Park, Metcalfe Park, Walnut Hill, Miller Valley and Washington Park. The Corridor is generally bounded by Hampton Avenue on the north, 27th Street on the east, Highland Avenue on the south and 35th Street on the west (approximately 880 acres, of which 518 acres is zoned industrial). The industrial zone includes several major employers, including MillerCoors; Harley-Davidson Motor Company; DRS Power and Control Technologies, Inc.; and Master Lock.

In 2005 The Corridor established BID #37, which works to support business owners in the area through programs such as: crime and safety grants, facade grants, and graffiti abatement.

Several catalytic development projects have been completed in the corridor's area the past few years including: the building of the Century City Business Park on the former Tower Automotive site, the Bishop's Creek mixed use redevelopment project at the northern border of the corridor and the residential redevelopment of the former Esser Paint Factory at the southern end.

Some of the other initiatives The Corridor has been involved in over the years include: Brownfields Remediation, Workforce Development, Streetscaping, Art in the Community Events, Crime and Safety initiatives, the Anti-Violence Summit, among others.

Four Target Areas Within The Corridor:

- 1) BID #37 Service Area
- 2) Historic Garden Homes Neighborhood
- 3) Century City Business Park
- 4) Scott Crawford Inc. : *The Community Within The Corridor*

Five Program/Service Areas:

- 1) **BID #37 Services:** Support and represent businesses with the City of Milwaukee (i.e. zoning, support with safety and security, support with aldermanic offices:
 - a. Support businesses through our grant programs: safety and security cameras, graffiti, facade improvements, energy; host quarterly meetings for BID businesses around resource sharing and topics related to businesses.

- 2) **Convening Partner:** Serves as the mobilizing entity for The Corridor neighborhoods through the Milwaukee Promise Zones Initiative (Garden Homes, Old North, Harambee, North Division, the Near Southside, Washington Park, Woodlands) & the Corridor Neighborhood Compact (Amani, Metcalfe Park, Sherman Park, Century City Triangle Neighborhood).
- 3) **Garden Homes Neighborhood Program:** Lead organization for the Restoring the Soul of Garden Homes Neighborhood initiative which includes the execution of the “*Garden Homes Neighborhood Plan 2018.*”
- 4) **Workforce Development Program:** Establish a comprehensive network of workforce development service partners and connect people to training, programs and available jobs; and help to create a seamless workforce ecosystem to connect the dots.
- 5) **Nonprofit Mastermind Assistance:** Connect and represent The Corridor businesses and neighborhoods to citywide initiatives and opportunities such as MKE United, the Office of Violence Prevention’s Blueprint for Peace, workforce initiatives, WHEDA’s development and housing projects, LISC initiatives, etc.

**The Corridor's
Strategic Implementation Plan
3 -Year Goals Overview**

Economic Development & Jobs

Goal: *Capture and deploy resources to grow economic opportunity for businesses and residents*

Housing:

Goal: *Improve homeownership in The Corridor by bringing resources together and leveraging relationships with other organizations*

Education:

Goal: *Create the best environment for STEM education through the collective impact of partnerships & collaboration*

Health & Safety:

Goal: *Promote healthy lifestyles, neighborhood sustainability, and public safety*

ECONOMIC DEVELOPMENT & JOBS

Organizational Goal:

Capture and deploy resources to grow economic opportunity for businesses and residents

Strategic Implementer(s): Kein Burton (Lead), Maria Watts, Dr. Keenan Grenell, Beth Sahagian-Allsop

Board and/or Program/Service Area: Workforce Partnership Program, BID #37 Services and Garden Homes Neighborhood Program

Estimated Budget: \$73,000

Assessment Date: March 2018

Strategic Tasks/Action Steps:

- Establish a comprehensive network of workforce development service partners and connect people to skills, programs and available jobs:
- Identify and develop a website that will direct traffic to job seekers;
- Develop instructional modules that will assist job seekers as they navigate the website for opportunities; and
- Partner with Corridor businesses for workforce grant opportunities through city, state and federal resources.
- Create business to business connections within and outside the Corridor to grow new economic opportunities:
 - Convene networking and informational events and meetings;
 - Connect with regional economic development agencies and align Corridor businesses with relevant opportunities.
- Establish a “maker” model to grow African American entrepreneurs and identify small batch manufacturers to support scale-up:
 - Develop a model ecosystem to serve emergent and scalable entrepreneurs; and
- Identify supportive entities and programs that grow maker entrepreneurs.
- Advocate for land uses and development projects that contribute to local assets:
- Work with planning entities to preserve a built environment conducive to manufacturing businesses;
- Use zoning and other tools to establish a high standard for development projects; and
- Identify and support appropriate real estate development projects including industrial, retail and housing.
- Develop and maintain a database to build business intelligence infrastructure:
 - Identify and utilize multiple data resources to impact growth in the Corridor;
 - Partner with other organizations through data sharing and collaborative projects; and
 - Empower the Corridor through practical application of data resources.

- Identify and grow African American entrepreneurs to pursue digital and light manufacturing opportunities;
- Work in collaboration with entities that promote manufacturing diversity and connect with various programs and initiatives;
- Connect innovators and entrepreneurs to facilities, accelerators, innovative small business financing, technical assistance, and supply chain opportunities.

Strategy Contribution (Measurable Outcome):

- Progressively build a user friendly and robust website cataloging workforce provider resources and available jobs:
 - Populate website with workforce provider network (2018: \$5,000);
 - Expand website capacity to enable user interface and tracking capabilities (2019: \$7500);
 - Expand website interface to include a robust, searchable and customizable job search and career path tools for job seekers and employers (2020: \$1500).
- Use existing and new formats to bring in speakers and other outside resources on pertinent business topics (Annual: \$5,000);
- Develop entrepreneur outreach model for potential Corridor businesses. Inventory and make connections to providers within the local maker community. Establish web based tool describing and promoting existing resources (2018: \$3,000); and
- Continue to refine small business resources to support makers (I.e. Funding, technical assistance, etc.). Formalize an inventory of small batch manufacturers to support business scale up (2019: \$25,000).
- Evaluate city tools to improve aesthetic and infrastructure for businesses and people (2018: \$5,000);
- Develop and formalize ways for residents and businesses to evaluate development projects; (2019: \$5,000); and
- Develop a tool to evaluate economic opportunity and impact to guide input and decision making (2020: \$5,000).
- Inventory existing data resources that promote and inform business growth (2018: \$30,000);
- Determine ways to utilize data to quantify economic impact (2019: \$25,000); and
- Gradually populate a database that can be used to quantify and validate economic impact (2020: \$10,000).
- Inventory and promote programs, partners and resources that target African American businesses and seek new growth opportunities (2018: \$5,000);
- Develop a webpage specifically for digital and light manufacturing business information and opportunities (2019: \$3,000); and
- Profile and promote businesses in digital and light manufacturing (2020: \$3,000).

HOUSING

Organizational Goal:

Improve homeownership in The Corridor by bringing resources together and leveraging relationships with other organizations

Strategic Implementer(s): Curt Hoffman (Lead), Maria Watts, Chris Boston, Willie Smith

Board and/or Program/Service Area: Garden Homes Neighborhood Program, Nonprofit Mastermind Assistance, and Convening Partner

Estimated Budget: \$400

Assessment Date: May 2018

Strategic Tasks/Action Steps:

Rentals:

- Develop relationship with DNS to assist with the enforcement of code violations on dilapidated rental properties;
- Promote landlord compacts;
- Support organizations who promote tenant rights;
- Promote cataloging the problem properties and landlords; and
- Rentals need to be consistent with improving the housing stock in the neighborhood. They need to either improve blighted homes, or be of mixed use to add value to the community not just rental for rental.

Homeownership:

- Promote home ownership and stabilization, without displacing current residents; and
- Advocate for development access for Corridor residents to be part of the change process.
- Work with City of Milwaukee to develop program for employees of Corridor businesses:
 - Work with BID #37 to increase homeownership for employees of corridor businesses
- Explore working with WHEDA to help develop housing co-ops in Corridor neighborhood

Community Organizations:

- Leverage relationships with AHJs to fast track and green light projects within the corridor (e.g. high impact paving projects, utility upgrades, streetscaping, etc.);
- Inventory of current organizations and resources available, convene, and provide a forum to collaborate;
- Work with NSPs to stay informed with what the neighborhoods need.

Neighborhood Amenities:

- Inventory of amenities in neighborhoods of the corridor (e.g. parks, schools, libraries, grocery stores, etc.);
- Promote improvement/increase in amenities to help stabilize neighborhoods (e.g. build playgrounds, advocate for grocery store, etc.

Strategy Contribution (Measurable Outcome):

- **Rentals:**
 - Complete the landlord compact and make available to area property owners
- **Homeownership:**
 - Measure homeownership within Corridor
- **Community Organizations:**
 - Quantify active and upcoming infrastructure and development projects within Corridor
 - Complete list of current organizations and resources available to Corridor residents for housing
- **Neighborhood Amenities:**
 - Quantify existing amenities

HEALTH & SAFETY

Organizational Goal:

Promote healthy lifestyles, neighborhood sustainability, and public safety

Strategic Implementer(s): John Ballogh (Lead), Nikiya Dodd, Art Arnstein

Board and/or Program/Service Area: BID #37 Services, Convening Partner, Nonprofit Mastermind Assistance and Garden Homes Neighborhood Program

Estimated Budget: \$1,000

Assessment Date: July 2018

Strategic Tasks/Action Steps:

- Survey existing business to see who has cameras, investigate installation of IP cameras in gap areas;
- A member of BID to attend monthly crime and safety meeting;
- Develop strong relationships with captains of District 3,5,7 and summarize and email to BID members/post on website; and
- Collaborate with Safe & Sound to support their initiatives within the corridor

Strategy Contribution (Measurable Outcome):

- Map created with camera coverage;
- Standardized report of districts crime reports sent to all members in ICC, BID and city leaders. Create awareness about our involvement; for city we can include alderman, police captains, chief, DA, commissioners and mayor; have all captains use same PowerPoint template;
- Survey the health resources in and outside the corridor boundaries to expose residents to those resources; and
- Standardize a reporting form, groups to report out.

EDUCATION

Organizational Goal:

Create the best environment for STEM education through the collective impact of partnerships & collaboration

Strategic Implementer(s): Que El-Amin (Lead), Cheryl Blue

Board and/or Program/Service Area: Nonprofit Mastermind Assistance, Workforce Development Program and Garden Homes Neighborhood Program

Estimated Budget: \$10,000

Assessment Date: September 2018

Strategic Tasks/Action Steps:

- Identify all of the schools in the Corridor; name of school, grades, how many youth served, demographics and contact information of Administration:
- Support Increase 3rd Grade Reading and Math Proficiency in Corridor Schools:
 - Explore tutoring programs: City Year, Americorp Members and/or enlist high school students to go into schools to do tutoring;
 - Partner with local libraries to support reading programs;
 - Seek donations from local businesses to support our efforts; ask local elected officials for support; and implement recommendations from Early Childhood Education Task Force for the Milwaukee Promise Zones Initiative.
- Increase work readiness for 21st Century careers in Middle and High Schools by providing supplementary STEM education through the YES Program:
 - YES - Connect with administration at Corridor Middle and High Schools to pitch the program;
 - Create a budget of what it would cost per school, per pupil; and
 - Fundraise to execute the program.
- Reactivate apprenticeship program between local high schools and Corridor Businesses:
 - Identify students for program and connect businesses to schools/students;
 - Find site partner within the corridor; and
 - Find partnering businesses and schools for the apprenticeship program.

Strategy Contribution (Measurable Outcome):

- A completed list of all the schools in the Corridor;
- Increased reading and math levels for 3rd graders after 2 years (Potential Partners: City Year, Americop, Employ Milwaukee, Paige & Paxton, MCA (Perceived Cost: 2 sessions/week/student *20/session * 30 Weeks = \$1,200/student);
- STEM education given to 80% Middle and High School Students in the Corridor (Potential Partners: Young Enterprising Society, Clean Wisconsin, 4-H, Northwestern Mutual Life); and
- Over 30% high school youth doing paid apprenticeships in the Corridor within two years (Potential Partners: Employ Milwaukee, DWD, Maximus, and Manufacturers Diversity Institute).

Comments Section

Goal 1: *Economic Development & Jobs*

Goal 2: *Housing*

Goal 3: *Education*

Goal 4: *Health & Safety*



YLONDADEE
STRATEGIST | PUBLIC SPEAKER | RESEARCHER

*Facilitated, Prepared & Designed By:
Ylonda D. Glover, Ph.D. (ABD)
Project & Research Strategist*

(P) 414.736.1042 (F) 866.882.4507

YlondaD@YlondaDee.com

www.ylondadee.com

Mailing Address:

**606 East Juneau Avenue #510335
Milwaukee, WI 53203**