



Global Compact Cities Programme

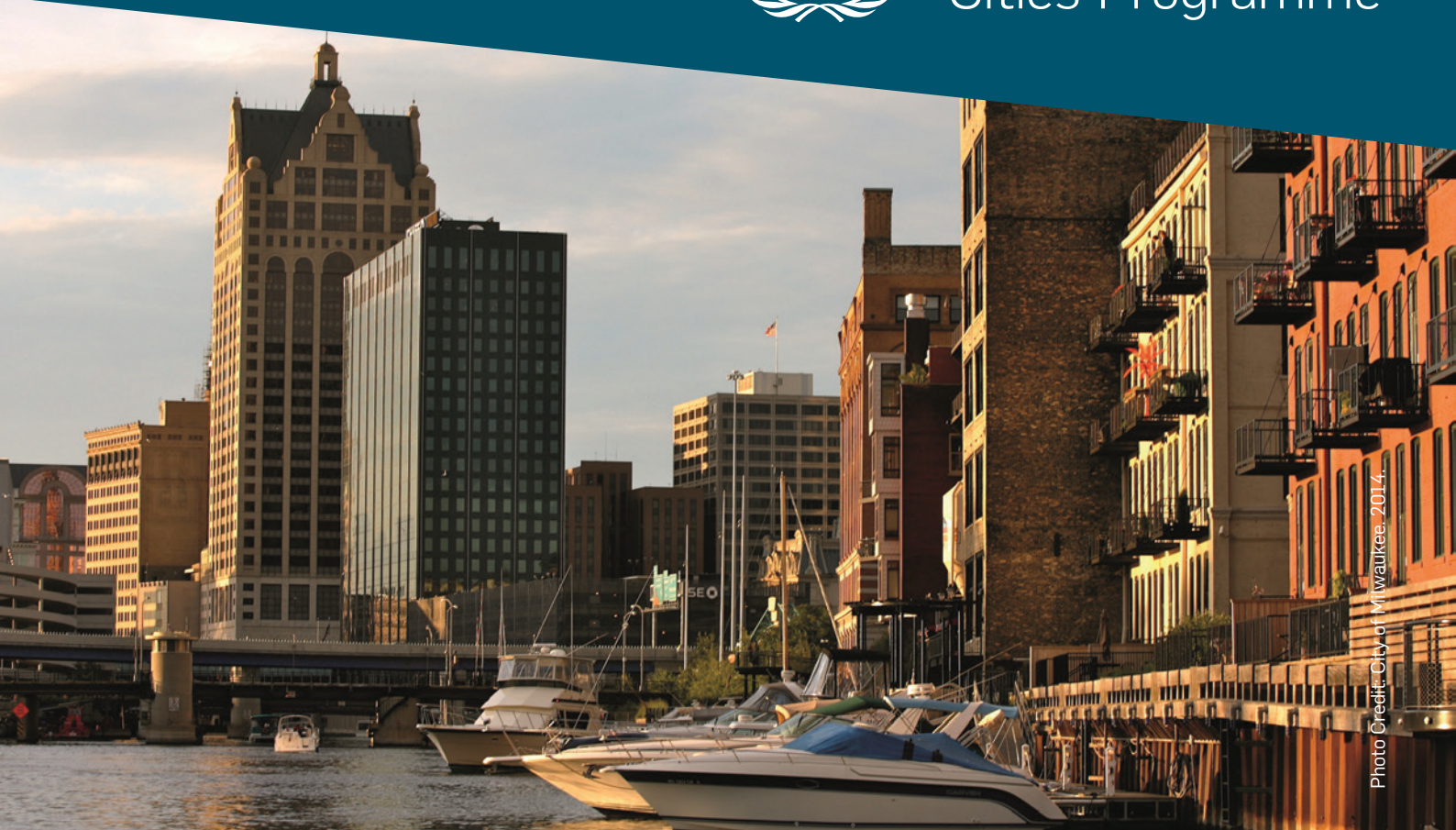


Photo Credit: City of Milwaukee, 2014.

City of Milwaukee, United States

City Scan Report 2015

This report summarises the City Scan submission from the City of Milwaukee, which joined the United Nations Global Compact in August 2009.

The City Scan, launched in February 2015 by the Global Compact Cities Programme (or Cities Programme), assists cities in the identification of the critical issues they are facing, and helps them recognise and report on their strategies and initiatives to address these challenges using the lens of the Global Compact's Ten Principles. It also seeks to identify the strengths of each city and celebrate their contribution in fostering sustainable, equitable and just urban communities.

The survey covers three main categories of municipal activity: City Development, City Sustainability and City Governance. Within these three categories, the cities are required to report on 22 topics areas, broken down further into 157 issues or challenges. The data is collected from across the city or municipal government by the nominated focal point for the UN Global Compact (or another delegated staff member).

The City Scan also enables identification of engagement with the UN Global Compact and the Cities Programme and city-led initiatives that influence the business community to have better environmental and social practices.

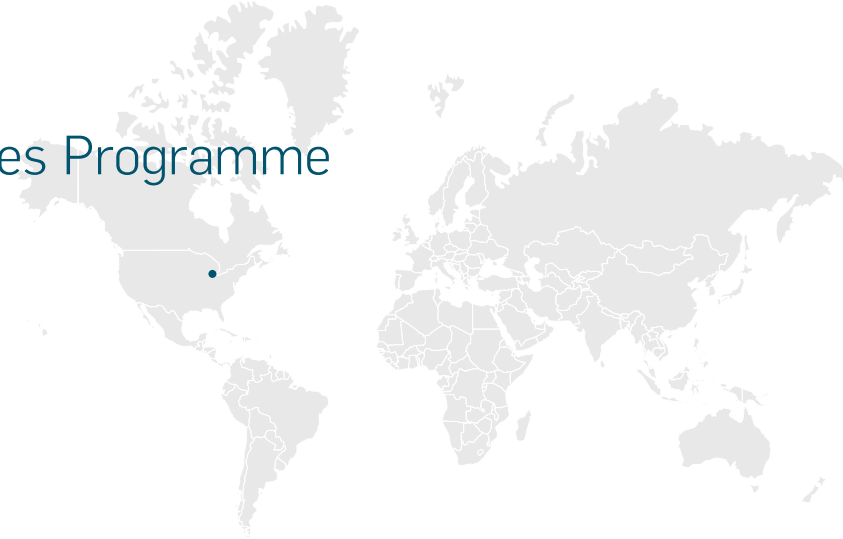


THE GLOBAL GOALS
For Sustainable Development

The Global Compact Cities Programme
Supports the Sustainable Development Goals



Global Compact Cities Programme



City of Milwaukee

Country:	USA
Province:	Wisconsin
Geographic area:	250.71 km ²
Resident base population:	600,000
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City Highlights

Milwaukee, the largest city in Wisconsin, accounts for 10 per cent of the state's population. This report provides information on how the Ten Principles of the Global Compact are integrated into the municipal activities of the City of Milwaukee in relation to City Development (including human rights and labour issues), City Sustainability (environment) and City Governance (anti-corruption).

In the area of City Development, Milwaukee is facing a number of social and economic challenges. For instance, unemployment levels in the municipality are relatively high at 7.4 per cent, and the poverty rate at 29 per cent is one of the highest in the United States. African Americans, accounting for 40 per cent of the municipal population, are disproportionately affected by these circumstances. Access to adequate health care is another issue for a large part of the population, including lack of health insurance cover, poor nutritional health and lack of access to dental care. In response, the municipal authorities are implementing an extensive range of programmes designed to address these challenges.

With regard sustainability, the City of Milwaukee is performing to a very high standard with programmes designed to protect, restore and revitalise urban waterways, as well as lands and habitats that form part of the urban eco-system. The municipality adopted the ReFresh Milwaukee sustainability plan in December 2013, aiming to transform the city into a centre for sustainability innovation within the next 10 years. The City of Milwaukee has become a leader in the implementation of energy efficiency and renewable energy projects, and has been recognised by the UN Secretary General's Sustainable Energy for All initiative.

In terms of Governance, the City of Milwaukee is required to ensure that all citizens have the greatest possible access to information on the affairs of government. In order to ensure adequate and accessible civic engagement, the City of Milwaukee has adopted a Citizen Participation Plan, which requires public hearings and citizen input on funding proposals and at all stages of community development programmes. The City of Milwaukee has also implemented the Accountability in Management (AIM) programme as a tool to relate performance measures to the practical challenges that the municipal departments face in delivering value for citizens, local businesses and visitors.

The Ten Principles and Milwaukee

A summary of some of the key challenges facing the City of Milwaukee, and municipal actions taken or initiatives underway relevant to the Ten Principles, are presented below.

Global Compact Principles		Key Challenges and Actions
Human Rights	 <p>Principle 1: Support and respect the protection of internationally proclaimed human rights.</p> <p>Principle 2: To not be complicit in human rights abuses.</p>	<p>In the City Scan Survey, the principles related to Human Rights and Labour are addressed under City Development.</p> <p>In this category, the City of Milwaukee identified 15 critical issues, including poverty and the participation of minority groups under the topic of Social Inclusion and Equality. Other critical issues included access to dental care, access to nutritional food, nutrition related diseases, access to adequate housing, availability and affordability of housing and unemployment levels.</p>
Labour	 <p>Principle 3: Uphold the freedom of association and the effective recognition of the right to collective bargaining.</p> <p>Principle 4: Elimination of all forms of forced and compulsory labour.</p> <p>Principle 5: The effective abolition of child labour.</p> <p>Principle 6: The elimination of discrimination in respect of employment and occupation.</p>	<p>The municipality also identified six city strengths under this category, including maternal and health care services, community based organisations, infrastructure and resources for cultural activities, artistic expression in the city and capacity to respond to disasters.</p>
Environment	 <p>Principle 7: Support a precautionary approach to environmental challenges.</p> <p>Principle 8: Undertake initiatives to promote great environmental responsibility.</p> <p>Principle 9: Encourage the development and diffusion of environmentally friendly technologies.</p>	<p>The environment related principles are addressed under City Sustainability.</p> <p>In regard to City Sustainability, no critical issues were identified by the City of Milwaukee. A total of eight city strengths were highlighted under this category, including sustainable practices in industry, access to public green spaces, land management, street tree coverage, access to safe and potable water, sewerage treatment and disposal and energy efficient alternatives.</p>
Anti-Corruption	 <p>Principle 10: Work against corruption in all forms, including extortion and bribery.</p>	<p>Anti-corruption falls under the City Governance category.</p> <p>No critical issues were identified in relation to City Governance. Four city strengths were indicated, including the capacity and skills within the community to deal with the municipality, the interest from the community in engaging with the City of Milwaukee, recognised processes for community engagement and processes where community engagement can effect change.</p>

The sections outline Milwaukee’s survey responses for each topic related to City Development, City Sustainability and City Governance.

A detailed breakdown of the survey response for each of the 157 issues is presented in the subsequent tables.

City Development



Milwaukee has one of the highest rates of poverty in the United States, with 29 per cent of residents living below poverty line. Most of Milwaukee’s poor are African American residents, who comprise 40 per cent of the city’s total population and reside in central city neighbourhoods. The unemployment rate in Milwaukee rose from 5.7 per cent in April 2008 to 13.1 per cent in February 2010.

Milwaukee’s unemployment rate in January 2015 was 7.4 per cent according to the US Bureau of Labour Statistics. Forty-five per cent of African American males in the metropolitan area between the ages of 16-64 were employed, compared to 77 per cent of Caucasian males.

There is an extensive array of policies in place to address these and other challenges. For example, through the Resident Preference Programme, the City of Milwaukee requires the hiring of disadvantaged residents for all city contracts and whenever the municipality invests \$1 million or more in a private development project. To include small businesses in the city’s contracting opportunities, the Small Business Enterprise Programme identifies annual goals for city contracting departments specific to construction, professional services, and goods and services contracts.

The 2015 city budget includes funding for the Compete Milwaukee Programme to help build a more solid foundation for employment opportunities for residents in most need. The goal of the programme is to match workers with jobs, and employers with a strong workforce. As part of this effort, the city funded 135 new city government transitional jobs paying well above the minimum wage (nearly \$11 per hour).

The Mayor’s Manufacturing Partnership is another example of the city’s efforts to connect workers and employers. In November, 12 graduates of the partnership received job offers from one of the participating companies, Milwaukee Gear. Each graduate received training for an entry-level position paying an average wage of \$15 per hour. Since the programme’s inception, the city has worked with hundreds of employers and more than 1,000 individuals have received employment.

The city’s Earn and Learn Programme has provided over 22,000 teens with summer jobs since 2005 and has raised more than \$4.5 million. The city’s Management Trainee Programme has also recruited young professionals to work in city government over a one-year period, with the goal of placing them in permanent jobs to help address the issue of “brain drain” in Milwaukee.

The Milwaukee Promise requires city departments to annually report on their efforts and expenditures relating to promotion of equality. Further, Milwaukee has established an office of diversity and outreach to promote the diversity of the city government workforce. The city’s Equal Rights Commission responds to reports of discrimination in housing and employment. The city’s Fire and Police commission investigates allegations of police discrimination and misconduct. Milwaukee was one of 11 cities selected to receive the National League of Cities grant targeted at black male achievement, which led to the creation of The Black Male Achievement Advisory Council. The National League of Cities National Black Caucus of Local Elected Officials recognised this city as the first place winner for the 2010 City Cultural Diversity Award Programme.



Although the municipal government does not oversee education, there are number of important issues to note. First, student achievement levels vary by race, with non-Asian minorities performing more poorly than Whites and Asians. Second, high school dropout rates in Milwaukee are high. While public education is free in primary and secondary schools, the cost of post-secondary education is rising rapidly and out of reach for many low- and moderate-income families. The high level of college debt is a major problem throughout the USA.

In relation to health issues, 22.7 per cent of adults under 65 years of age were uninsured between 2009 and 2011, making it difficult for them to access adequate health care. Being uninsured may have contributed to 3.7 per cent of the population reporting that either they or someone in their household did not get the medical care or surgery that they needed during the last 12 months. It may have also played a role in 14.4 per cent of those surveyed indicating they had not received a routine health check-up within the past two years. Poor nutritional health is a challenge in the city and has contributed to 37.6 per cent of the population being obese and 32.7 per cent of the population being overweight in 2011. Nutritional health can also be measured by the number of servings of fruits and vegetables consumed on a daily basis. Sixty-eight per cent of the population consumed an inadequate amount (less than five servings per day) of fruits and vegetables between 2009 and 2012. Poor nutritional health can lead to a range of chronic health conditions and premature death.

Access to dental care is a major health concern in the city. Data from 2009-2011 revealed that 34.7 per cent of the population reported not having a dental visit in the last year. Preventative care initiatives are available in the city, but for many reasons, including lack of access to services, not everyone is engaging in preventative care activities. Thirty-two per cent of respondents reported that they did not have a flu shot or vaccine that was sprayed in their nose within the past year. Thirty per cent of respondents aged 65 years or older reported that they never had a pneumonia vaccination. Twenty-eight per cent of female respondents aged 40 years and older reported not having a mammogram within the past two years. Fifteen per cent of female respondents aged 18 years and older reported that they had not had a pap test within the past three years.

Binge drinking is a major concern in the city. Twenty-seven per cent of the population in 2011 reported drinking more than five alcoholic beverages in one day at least once per month. Binge drinking can contribute to a number of health issues, including mental health problems, violence and injuries/death due to drunk driving.

There are various programmes within the city to address these health concerns including the Community Healthcare Access Programme (assisting the community with health insurance enrolment), the Women, Infants, and Children Nutrition Programme (promoting the health and wellbeing of nutritionally at risk pregnant, breastfeeding and postpartum women, infants and children), the Milwaukee Breast and Cervical Cancer Awareness Programme (providing preventive health screenings to low-income women who are uninsured or underinsured) and the Home Visiting Programmes (for mothers and fathers expecting a baby or who have young children). The City of Milwaukee Health Department partners with numerous hospital systems, colleges and universities and many community-based organisations on health and wellness issues in and around Milwaukee. These partnerships and initiatives would be too numerous to count.

The home visiting programmes for pregnant mothers routinely see outcomes (prematurity and low birth weight) that are better than for pregnant women who do not receive services in the same zip codes. This is a success in mitigating many of the factors that contribute to prematurity, the leading cause of infant mortality in Milwaukee. The Community Healthcare Access Programme has been on the forefront of using technology to better reach and assist residents in signing up for Medicaid and other government benefits.

Most social service delivery is provided by the County of Milwaukee, although the City of Milwaukee's Health Department works to protect and improve the health of city residents by offering high quality health care, environmental health and population-based preventative services with a special focus on the neediest residents. Though the Milwaukee Health Department has worked to decrease the city's infant mortality rate for several years in a row, the problem remains at crisis levels. The city continues to allocate significant resources and implement programming to combat the problem. Overall in Milwaukee, more than 10 infants died per 1,000 live births from 2009 to 2011. According to the Milwaukee Health Department's 2013 Foetal Infant Mortality Review, nearly 60 per cent of infants who died in Milwaukee died due to being born prematurely. The second leading cause of death was congenital abnormalities or birth defects.

In addition to making progress on infant mortality, the Health Department has been successful in significantly boosting childhood immunisation rates to suppress outbreaks of various vaccine-preventable diseases such as measles, mumps and pertussis, as well as protecting community health during seasonal influenza epidemics. After examining data that showed Milwaukee was falling short in meeting national public health childhood immunisation goals through the Mayor's AIM process, the city works with Milwaukee Public Schools and community-based organisations to target school readiness efforts on a broader childhood and student population basis, including those residing in the city's poorest neighbourhoods. For example, in 2006, the immunisation rate for public school students hovered around 61 per cent. As at the 2013-14 school year, Milwaukee achieved an immunisation compliance rate of approximately 87 per cent for students in this same cohort. Similarly, primary series vaccination rates for children under three years of age are now at approximately 56 per cent citywide, compared to 38 per cent in 2006.

One area of Milwaukee suffers from food insecurity disproportionately relative to the remainder of the city – the North Side stretching from just outside downtown. This community, nearly 100 per cent African American, is also Milwaukee's most impoverished based on household income. While a small number of supermarkets and seasonal farmers markets exist, per capita healthy food access is a serious issue in neighbourhoods where the predominant food retail is gas stations and corner stores focused on liquor sales. In 2012, only 56 per cent of African Americans reported eating two servings of fruit per day; 23 per cent reported eating three servings of vegetables per day.

The City of Milwaukee launched its HOME GR/OWN initiative in 2013, specifically to increase access to healthy food for the city's most impoverished communities and to strengthen the local food economy, fostering food-related job opportunities and economic development. HOME GR/OWN uses the city's 2,000+ city-owned vacant lots as catalysing agents to increase healthy food production and distribution, with a focus on Milwaukee's North Side. Additionally, there is a network of food pantries, overseen by the non-profit Hunger Task Force that distributes supplemental food. Food Share, an important food security programme, is operated by the State of Wisconsin.

Milwaukee's HOME GR/OWN concept was a Top 20 Finalist in Bloomberg Philanthropies' 2013 Mayors Challenge, receiving special recognition for its level of community engagement. HOME GR/OWN's Ezekiel Gillespie Park, a new park and food forest built in 2014 as a signature project, was a Finalist for "Best Public Space" in the 2015 MANDI Awards. Urban agriculture ordinance revisions were made in 2014 that keep Milwaukee at the forefront of progressive municipal legislation relating to food security, as well as the number of public/private partnerships that HOME GR/OWN has fostered in the short time since going operational. Finally, the Hunger Task Force distributes nearly 10 million pounds of food annually to individuals who are in need of food.

Milwaukee has a wide variety of housing types, styles and neighbourhoods. The largest concern is the mismatch between the cost of quality housing and the ability of low-income residents to pay for it. According to data from the US Census, there is a need for specific types of housing. There is a great need for affordable units for those experiencing severe cost burdens, where more than 30 per cent and 50 per cent of their income is for housing costs. Other problems include foreclosed and abandoned properties, decreasing owner occupancy, decline in housing values, dislocation of tenants due to foreclosures, quality of housing stock, as well as lack of resources for housing maintenance and repairs. In addition, there is sometimes community opposition to affordable housing developments as well as zoning and density barriers. Further, there is a need for large rental units for large families with children (three or more bedrooms) and accessible housing for disabled and elderly populations. There is a need for affordable, decent permanent housing units and units with supportive services for the elderly and people who are homeless, handicapped and/or mentally/physically/developmentally disabled.

The city provides land and scattered site housing units to affordable-housing developers that use federal Low Income Housing Tax Credits to develop affordable housing. The city has a housing trust fund that provides subsidies to affordable housing development projects. As part of the city's objective to increase access to affordable housing, the city operates a public housing authority that provides about 5,000 units of low-cost housing and about 500 rent vouchers which subsidise the rent in privately-owned housing. The City of Milwaukee is the Wisconsin's first municipality to enact an ordinance to use its tax incremental financing (TIF) authority to subsidise affordable housing, which allows the city to retain property taxes from a new TIF development in a defined area for an additional year and dedicate it to other affordable housing projects. The city provides funding to the City of Milwaukee Housing Trust Fund, which addresses some of the city's housing needs through gap financing and other means to increase home-ownership, quality rental housing and housing for the homeless.

The city and county governments of Milwaukee have partnered on an initiative to develop up to 1,200 units of permanent supportive housing for individuals who are homeless or at risk of homelessness, with a particular emphasis on individuals with mental illness. Since the initiative began in 2008, 500 units of housing have been developed.

All are in private ownership. County government provides funds for on-site social and mental health services at these developments; both city and county funds are used to subsidise development costs.

Although the City of Milwaukee does not provide transportation services, most users of the County-operated public transit system are city residents. Unlike most places in the US, there is no dedicated source of public funding for public transit, other than the property tax. Thus, transit funding competes with all other property tax funded government programmes. As a result, routes have been cut and fares have increased over the years.

Milwaukee has adopted a Complete Streets policy that ensures that streets accommodate all forms of transportation (auto, bus, bicycle and pedestrian). Milwaukee is adding many miles of on-street bike lanes every year. All sidewalks must have curb cuts to provide for wheelchair access. The city government has a coordinator tasked with ensuring that all infrastructure and public buildings conform to the accessibility requirements of the federal Americans with Disabilities Act. Milwaukee established a bike-sharing programme in 2015. Milwaukee has created a High Impact Paving Programme that repaves a street in 24 hours. This approach reduces inconvenience for residents, visitors, and travellers, and provides immediate results. The city will repave 21 miles of streets in 2015 using the High Impact Paving Programme. In 2015, the city adopted a plan to create a downtown streetcar line. Engineering for the line is underway.

Milwaukee is the artistic and cultural centre of the State of Wisconsin. The city is home to professional symphony, ballet, opera, theatre and chamber music organisations, and many amateur arts and culture groups. The city has a top art museum, natural history museum, city history museum and many small museums.

City departments utilise a variety of tools to work cooperatively with the non-profit sector and business community to leverage employment and economic activity. In 2014, several non-profit agencies were funded to provide skilled job training and placement services and others were funded to provide technical assistance to businesses to help create new jobs. In addition, the city continued its commitment to cluster developments and large impact development projects and funded Revolving Loan Funds operated by community-based agencies to provide loans and grants to businesses to facilitate job creation and business expansion in the city. The city supported initiatives that assist in removing employment barriers for low-income households, such as programmes that provide access to an array of wrap around social, educational, employment and life skills services.

The City of Milwaukee and South-eastern Wisconsin region are required to abide by local, state and federal fair employment laws that make it unlawful to discriminate against employees and job applicants because of age, race, sex, disability and other factors. These laws are designed to ensure equal access to employment and a fair work environment. However, recent legislative changes at the state level have weakened the rights of public employees and organised labour. For example, the 2011 Wisconsin Act 10 limits collective bargaining for most public employees to wages. It was signed into law in 2011 and was deemed effective upon the expiration of existing contracts. Among other changes, total wages cannot exceed a cap based on the consumer price index unless approved by referendum. Collective bargaining units are also required to take annual votes to maintain certification as a union. Employers are prohibited from deducting union dues from an employee's paycheck and members of collective bargaining units are no longer required to pay dues. Public safety employees are exempt. Another example is the Wisconsin Right-to-Work law adopted in 2015, which prohibits businesses and unions from reaching agreements that require all workers, not just union members, to pay union dues.

City government operates the Milwaukee Police Department, which has responsibility for public safety within the city limits. The vision of the Police Department is to ensure that Milwaukee is a place where all can live safely and without fear, protected by a police department with the highest ethical and professional standards. Working in partnership with the community, the Department aims to create and maintain neighbourhoods capable of sustaining civic life by reducing the levels of crime (by 10 per cent annually), fear and disorder through community-based, problem-oriented and data-driven policing.

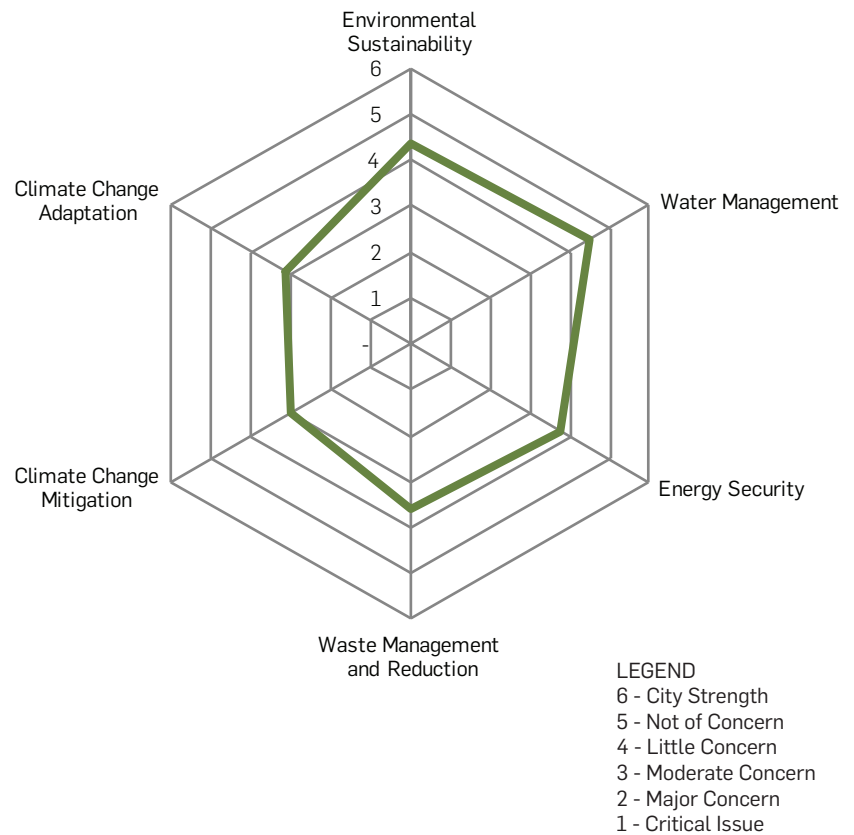
The City of Milwaukee has an Office of Emergency Management & Homeland Security which addresses, together with other departments, all City of Milwaukee security issues. The municipality piloted, with Region 5 of the Federal Emergency Management Administration, a tablet-based damage assessment app/tool that can be utilised to assess disaster related damage. The city has put this app and iPads in the hands of the Department of Neighbourhood Services, and has trained individuals so that it can activate a cadre of 16-20 fully trained building inspectors and engineers within hours after a major disruptive event. These individuals, by using the app, can capture, categorise and estimate damage remotely and store such information on their devices and/or transmit such information, including photographs, directly to Emergency Operations Centre, assuming Internet connectivity remains available.

City Sustainability



Over 20 per cent of the world's surface freshwater supplies are at Milwaukee's doorstep: the Great Lakes and Lake Michigan in particular. Additionally, three rivers flow through Milwaukee's urban watersheds: the Milwaukee, the Menomonee, and the Kinnickinnic. The continued protection, restoration and revitalisation of Milwaukee's urban waters, near shore areas and other lands and habitat that form the urban ecosystem is of utmost importance.

Wisconsin state law enshrines and ensures public access to all navigable waterways in the state while specific ordinances and special zoning overlays (the Milwaukee River Greenway Overlay) protect critical habitat and guarantee the public's right to access that habitat. In addition to the city and the State Department of Natural Resources, several local groups partner with the city to maintain and enhance Milwaukee's natural assets: Milwaukee Riverkeeper, the South-eastern Wisconsin Watersheds Trust and the River Revitalization Foundation. Milwaukee also has over 7,000 acres of public green space and a robust urban tree canopy with 21.5 per cent coverage. The city partners with local institutions to publicise green space and educate the public about the benefits of an urban ecosystem. Milwaukee's three Urban Ecology Centres play a central role in educating school aged children and their families. The city has also constructed several new significant parks in the past two years: Three Bridges Park bordering the Menomonee River and Ezekiel Gillespie Park, which is an urban park formed from a vacant lot.



Mayor Tom Barrett appointed a community team of stakeholders in 2012 – “The Green Team” – to develop a citywide sustainability plan. The planning process lasted 18 months and culminated in the July 2013 release of ReFresh Milwaukee: A Vision for Community Sustainability. The City of Milwaukee Common Council provided advice and input throughout the planning process and ultimately adopted ReFresh Milwaukee as the city's first sustainability plan and directed its immediate implementation in December 2013. ReFresh Milwaukee presents a vision and roadmap for community sustainability and aims to develop Milwaukee into a centre for sustainability innovation within the next 10 years. ReFresh Milwaukee sets specific goals and targets for individuals, organisations, businesses and the city to achieve in eight priority Issue Areas (Buildings, Energy, Food Systems, Human Capital, Land and Urban Ecosystems, Mobility, Resource Recovery and Water) and two Catalytic Projects (HOME GR/OWN and the Inner Harbour Redevelopment). Ultimately, Milwaukee's neighbourhoods and overall quality-of-life will be improved as targets are met in each of these areas.

In order to ensure that ReFresh Milwaukee implementation is robust and measurable, the Mayor's Green Team deliberately chose to develop quantifiable and date-driven targets. As a result, nearly 80 per cent of the targets can be easily quantified and reported on. Across the eight Issue Areas and two Catalytic Projects there are 25 broad community goals with 63 targets on which to track progress. Of the 63 targets, 32 are quantifiable, 17 are to be completed by a certain date, and the remaining 14 targets are measured by whether or not implementation occurs (e.g. an event is held or a certain type of legislation passes).

Lake Michigan is the source of Milwaukee's water. The Milwaukee Waterworks, which is part of the City of Milwaukee government, sells water on a wholesale basis to a number of nearby suburban communities. However, a compact amongst the states that border the Great Lakes limits the geographic distribution of Lake Michigan water. An ongoing issue involves decisions about whether the city government should support the sale of Lake Michigan water beyond the boundary described in the compact.

The City of Milwaukee operates the local water utility. The Milwaukee Metropolitan Sewerage District operates the wastewater treatment plant. The Milwaukee Metropolitan Sewerage District has captured and cleaned 98.3 per cent of the water and wastewater that has entered the regional sewer system since it started operating the Deep Tunnel in 1994. The Milwaukee Water Works is recognised nationally as a leader in providing high-quality drinking water and for its comprehensive water quality monitoring programme.

Since 2010, the City of Milwaukee has become a leader in making energy efficiency and renewable energy projects easy and affordable for homeowners and businesses. This leadership is demonstrated through the city's Refresh Milwaukee sustainability plan and specific programmes, including Milwaukee Energy Efficiency (ME2), Milwaukee Shines solar programme and ME3 sustainable manufacturing programme. The City of Milwaukee also participates in the UN Secretary General's Sustainable Energy for All initiative. In South-eastern Wisconsin, electric utilities are investor-owned monopolies regulated by the Public Service Commission. These electric utilities provide reliable power to their customers. Fifty-five per cent of the electricity provided by our local utility is coal-fuelled, 13 per cent by natural gas, 28 per cent by nuclear energy and 3 per cent by renewable energy. State laws prohibit the utilities from stopping gas services to customers for non-payment in winter months. The State of Wisconsin also provides assistance to low-income individuals to pay for their energy bills and provides funds to insulate low-income homes.

The city's Refresh Milwaukee sustainability plan contains the following objectives related to energy security. First, improve residential and commercial energy efficiency in Milwaukee. Second, replace fossil fuel energy use with more renewable energy in City of Milwaukee Facilities. Third, grow Milwaukee's cluster of energy efficient and clean tech companies to create local jobs and exports. Fourth, increase community resilience and customer choice by removing the regulatory and institutional barriers to distributed renewable energy projects (items such as solar arrays and wind turbines). The city works towards these objectives through four programmes. Through the ME2 Programme and Milwaukee Shines solar energy programme, the city offers innovative financing options to make building efficiency and renewable energy improvements affordable. To date, ME2 has improved 1,300 homes in Milwaukee and over 130 businesses. Milwaukee Shines operates neighbourhood group buy programmes to help residents afford the costs of putting solar on their homes. In fact, through these group buy programmes, Milwaukee Shines has helped install almost 70 solar systems on homes in the city.

The city also trains contractors and workers to install energy efficient systems and renewable energy. Further, the city provides education programmes and outreach to homeowners on energy options and streamlined its processes for granting solar permits to homeowners. The city offers technical assistance to local manufacturing companies on energy efficiency and resource management through its ME3 Sustainable Manufacturing Programme. The city participates in the US Department of Energy's Better Buildings Challenge, with a goal of reducing energy use in city buildings and participating private sector buildings by 20 per cent by 2020.

Milwaukee is a world leader in building energy efficiency and has a world-class cluster of companies that specialise in energy, power and control technologies. These companies partner with local universities to bring new technologies to market through the Midwest Energy Research Consortium, headquartered in the City of Milwaukee. This consortium supports research and development of distributed energy resource systems, including micro grids and battery storage, as well as building efficiency technologies. This City of Milwaukee has developed effective approaches for financing energy efficiency and clean energy projects. Its Property Assessed Clean Energy (PACE) financing programme leverages private-sector capital to fund energy efficiency and clean energy projects. PACE financing overcomes numerous market barriers to energy efficiency by tying the repayment of the PACE loans to the property instead of the building owner. The city's ME3 programme helps small and medium sized manufacturing companies remain competitive by helping them identify process improvements that save energy and other natural resources. This public sector support to private manufacturing companies supports Milwaukee's job base while improving the city's environmental performance.

The city government's Department of Public Works provides sanitation and waste disposal services to City of Milwaukee residents. The City of Milwaukee provides weekly curbside garbage and every three-week recycling collection from 95-gallon carts. The city also runs two residential waste drop-off sites, where 50 per cent of waste is diverted from landfill. To encourage residents to recycle more, there is a quarterly user charge for each additional garbage cart per household, but no additional charge for extra recycling carts per household. The city continues to push for increased recycling rates, as well as pilot new ways to remove food waste and other organic matter from the municipal waste stream. The recycling rate is above its five-year average of over 24 per cent and the city has piloted a Fall leaf collection and composting programme.

The City of Milwaukee conducted a successful food waste diversion demonstration project in partnership with InSinkerator to encourage residents to use in sink disposal units for food waste. The project provided disposers at no cost to interested residents within a defined area and saw a 10 to 15 per cent reduction in food waste going to landfill.

Power plant and industrial emissions remain a source of concern for regional air quality. As a result, the City of Milwaukee has targeted industrial facilities through the ME3 programme. This programme assists small and medium sized manufacturers by helping to cut operating expenses, while at the same time helping to minimise negative environmental impacts of their manufacturing processes and practices. ME3 has worked with over 30 manufacturers since 2011. In aggregate, these 30 ME3 firms reduced emissions by 30,000 metric tonnes; energy use by 3.6 million kWh; diverted almost 9,000 tons of waste from the landfill; saved \$2.1 million annually; invested \$3.6 million in their plants; and saw an average payback on process/project improvements of just over 1.5 years.

Milwaukee is known for its progressive urban forestry programme. This programme is committed to expanding the urban tree canopy, which now stands at 21.5 per cent, while continuing to lead by developing workforce-training opportunities in forestry for the city's disadvantaged population, most notably through the Dombrowski Training Initiative.

The primary climate change impact facing Milwaukee and the southern portion of the State of Wisconsin is the increasing frequency of intense Springtime rainstorms and a general annual increase in the amount of precipitation. State wide, precipitation has increased 15 per cent from 1950 through 2006. In fact, southern Wisconsin has seen from 1-2 inches of additional rain in the Springtime since 1950. Additionally, temperature increases in Wisconsin, particularly warmer winter months, will have an impact on Lake Michigan water levels. Less ice cover in winter allows more water to evaporate, contributing to a long-term trend of declining lake levels. The most recent historical low for Lake Michigan water levels occurred in January 2013. Increased rain events lead to greater overland flooding, basement backups and the potential for sewer overflows into Lake Michigan, while declining water levels exposes dock walls, marinas and previously underwater beach and shoreline areas. Due to Wisconsin's changing climate, these are factors that directly impact Milwaukee and its near shore areas of Lake Michigan.

The City of Milwaukee has several high profile programmes that address climate change mitigation. After major flooding events in 2008 and 2010, the City of Milwaukee convened a Flooding Study Task Force to recommend remedies for storm water and sewage backup flooding of city residential and commercial properties, and flooding of streets and alleyways. The Task Force finds that the risk and frequency of extreme weather events is increasing and city planning efforts need to adapt to a changing climate. The city also has the Green Infrastructure Planning Consortium of professionals from public, private, non-governmental and academic sectors aiming to create a City of Milwaukee green infrastructure policy plan and implementation strategies, based on sound science and recent data, and aligned with regional stormwater and water quality goals. There is also the Resiliency Planning Directive, which is a city-led consortium of professionals from public, private, non-governmental and academic sectors focused on developing a regional climate change resiliency plan that uses the best available atmospheric science.

Comprehensive implementation of water-centric strategies is used on both public and private projects across residential, business and commercial applications to substantially increase water conservation and energy saved citywide. Further, as Milwaukee continues to redevelop former industrial sites, riparian corridors on waterways and in the Lake Michigan estuary are preserved and expanded, balancing both the built and natural environments.

Milwaukee's adaptation efforts are currently focused on capturing and naturally managing stormwater where it falls. The Milwaukee Metropolitan Sewerage District has a regional stormwater capture goal of 740 million gallons, of which the City of Milwaukee would be responsible for capturing several hundred million gallons. As a result, the City of Milwaukee has conducted a green infrastructure baseline inventory to determine what percentage of landmass is impervious (45.5 per cent) and how many gallons of stormwater are currently captured through green infrastructure in the city (14 million gallons).

The City of Milwaukee's green infrastructure planning has benefitted from two actions: (1) conducting a comprehensive green infrastructure baseline inventory through the use of GIS software; and (2) normalising stormwater capture capacity and marginal cost of construction across all stormwater best management practices. These two actions are helping Milwaukee maximise the strategic impact of constructing new green infrastructure and ensuring that infrastructure is built in the most appropriate location.

City Governance



Anti - Corruption

The Wisconsin Public Records Law allows requesters to inspect or obtain copies of records maintained by government authorities. It is the public policy of the State of Wisconsin that all persons are entitled to the greatest possible information regarding the government affairs and the official acts of those officers and employees who represent them.

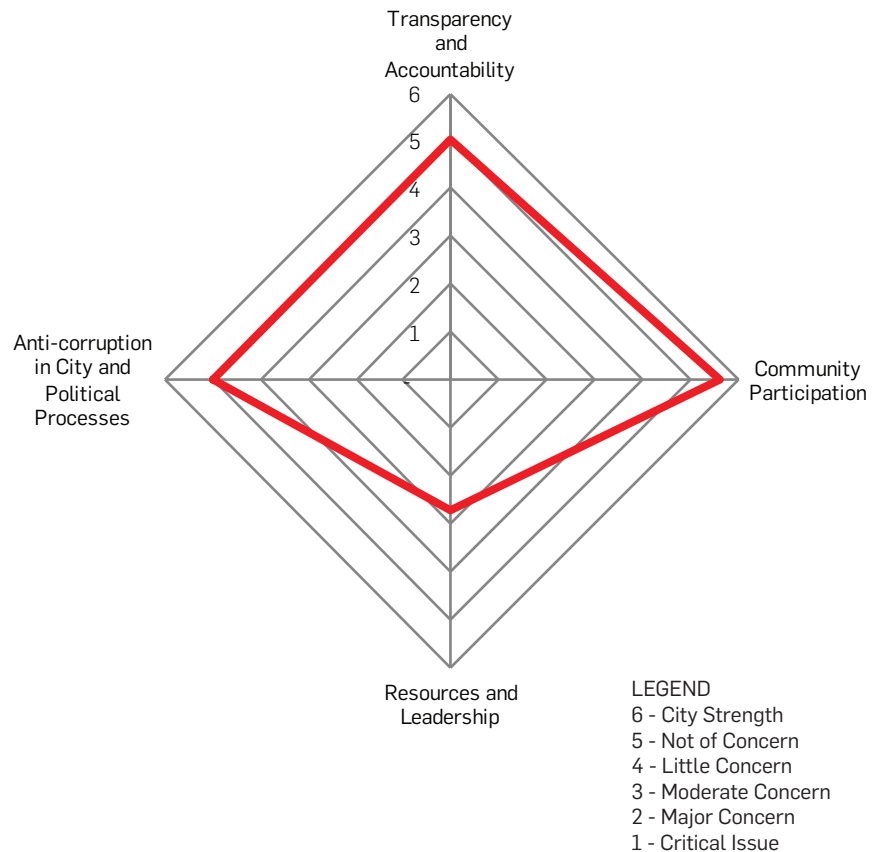
The City of Milwaukee Legistar system allows individuals to perform online searches of the Common Council's proceedings, as well as every other city board and commission. Citizens (and/or other interested parties) can view a calendar of meetings and meeting agendas and read the minutes of past meetings. Legistar is also a system that helps to manage the flow of documents through the municipal legislative process and contains detailed information, including documentation pertaining to resolutions, ordinances, reports and other items.

The City of Milwaukee Accountability in Management (AIM) applies performance measures to the practical challenges that departments face in delivering value to city residents, business firms and visitors. The philosophy of Milwaukee's AIM program is to monitor service results and to adjust management practices to improve those results. AIM is consistent with a performance budget philosophy by specifying outputs and outcomes (the level, quality and impact citizens get for the taxes and fees they pay).

AIM provides departments with the opportunity to communicate with the mayor regarding the practical results of implementing their budgeted services. Through AIM, the mayor and departments set quantitative performance and customer service goals, discuss recent performance toward meeting those goals, strategise ways for improving services and link these performance goals and strategies to budget decisions.

In an effort to ensure adequate and accessible citizen participation, the City of Milwaukee adopted a Citizen Participation Plan, which is used to solicit citizen input. The plan requires public hearings to obtain citizen input on funding proposals and inquiries at all stages of the community development programme, including the Consolidated Plan and Annual Funding Allocation Plan and review of proposed activities and programme performance. Over the years, the City of Milwaukee has used its federal entitlement funds to creatively respond to community needs and to enable neighbourhood residents, businesses and other community stakeholders to achieve the highest possible quality of life. Community-based organisations are essential to these goals for responding to community needs and for strengthening the social and economic infrastructure of Milwaukee's neighbourhoods and their efforts are also coordinated with city agencies that have the same mission.

In compliance with the requirements of the US Department of Housing and Urban Development, the City of Milwaukee's Community Development Grants Administration (CDGA) assesses the performance and progress of funded activities towards addressing issues facing the Milwaukee community. As part of this ongoing assessment, all funded agencies are required to link goals and activities with outcomes and collect data associated with proposed outcomes. Monthly performance reports are required from all funded groups. A year-end annual report is also required detailing accomplishments and the data source, along with an assessment on how the selected outcomes led and/or contributed to one or more of CDGA's long-term outcomes of availability, accessibility, affordability and sustainability. Components of the CDGA's performance measurement system include the activity to be performed, the number of units, method and timetable, mid-term outcomes, long-term outcomes (including the benefits that result from a programme), data source and data collection method for expected outcomes.



The City of Milwaukee conducts numerous activities in coordination with various units of government, including Milwaukee County, the State of Wisconsin and the jurisdictions of West Allis and Cudahy. Activities include shelter, joint cooperation on a county-wide analysis of impediments study for the entire Milwaukee County region, and affordable housing projects. In addition, for its recent Consolidated Plan submission to the US Department of Housing and Urban Development, the CDGA sponsored approximately 25 community meetings in 2014 to solicit the input of stakeholders on funding priorities. Door-to-door canvassing, issue forums with stakeholders and surveys on community priorities were conducted. The goals and objectives included in this plan were formulated from broad-based participation of residents, community leaders, faith-based institutions, businesses, schools and neighbourhood groups.

The property tax is the largest source of combined state and local tax revenue in Wisconsin. Local governments levy over 99 per cent of the tax, and the remainder is collected by the state. Most major cities have other ways to raise revenue besides the property tax. State aid to cities has had serious consequences for Milwaukee, and these financial constraints have contributed to a structural budget balance. The inflation-adjusted decline in Shared Revenue Programme and Expenditure Restraint Programme payments from 2003 to 2015 is equal to \$95.1 million (29 per cent) according to the US Bureau of Labour Statistics. This problem makes it difficult for the City of Milwaukee to sustain and expand services and programmes and attract new employees.

The City of Milwaukee Office of the Comptroller has a Fraud Hotline where anyone can report illegal acts by public officials within Milwaukee and/or waste and abuse of city resources. Illegal acts - such as theft, fraud, kickbacks, price fixing or conflicts of interest by city employees, contractors and vendors – will be fully reviewed and investigated. The role of the City of Milwaukee Ethics Board is to preserve the high ethical standards of the City of Milwaukee. The Ethics Board addresses this concern by implementing the following effective strategies:

- Issuing confidential advisory opinions to covered persons with respect to their own situation or plans. A factual summary will be issued annually deleting all personal references.
- Investigating sworn complaints. The board provides a format and process for filing complaints. While a complaint and the findings of the board may become matters of public record, only the complainant's name will be released until the board has concluded its review.
- Requiring annual financial statements. The board reviews a simple form which asks for information on the issues that could give rise to conflicts of interest. No detailed financial disclosure is required. The individuals required to file such statements are listed by position in the Positions Ordinance.

City Development	Critical Issue	Major Concern	Little Concern	Moderate Concern	Not of Concern	City Strength
1) Social Inclusion and Equality						
Participation of indigenous peoples and minority ethnic groups	■					
Women's rights			■			
Discrimination based on age, race, religion, gender, sexual preferences, ethnicity, etc.		■				
Poverty	■					
2) Education						
Access to education for children (early education up to 5 years old)				■		
Access to higher education (vocational training, university, etc.)			■			
Access to education for adults and elderly				■		
Quality of education		■				
Access to free education / high cost of education		■				
Literacy			■			
Access to post-primary education				■		
Access to primary education				■		
3) Health and Wellbeing						
Access to adequate health care		■				
Nutritional health of citizens			■			
Substance abuse		■				
Access and provision of health insurance			■			
Access to sports facilities and/or programmes				■		
Access to dental care	■					
Access and/or availability of preventative care initiatives		■				
Maternal and child health services						■
4) Social Care Services						
Access to social care services			■			
Provision of social care services			■			
Access to and/or provision of social security			■			
Other: Community-based organizations						■
5) Food Security						
Access to nutritional food	■					
Cost of food		■				
Nutrition and related diseases (under-nourishment, obesity, diabetes, etc.)	■					
Availability of food			■			
Seasonal variability and/or access to food	■					
6) Access to Adequate Housing						
Access to adequate housing (housing quality)	■					
Access to adequate social or public housing	■					
Housing availability (housing stock)	■					
Housing affordability	■					
Access to housing support services and infrastructure (energy, water, etc)		■				
Informal settlements					■	
Land tenure					■	
Availability of appropriate land for housing		■				
7) Access to Mobility and Public Transport						
Quality of public transport		■				
Cost of public transport		■				
Road quality			■			
Cleaner transport options			■			
Safe passage for bikes			■			
Safe pedestrian mobility			■			
Public transport connectivity		■				

City Development	Critical Issue	Major Concern	Little Concern	Moderate Concern	Not of Concern	City Strength
8) Community and Cultural Identity						
Community identity			■			
Support for cultural activities			■			
Infrastructure and resources for cultural activities						■
Tolerance of cultural differences			■			
Inclusion of cultural identities				■		
Freedom to express cultural diversity				■		
Protection of heritage			■			
Artistic expression in the city/region						■
Respect for arts and heritage			■			
9) Access to Employment						
Safe and favourable working conditions		■				
Unemployment	■					
Access for women to employment opportunities			■			
Access to maternity benefits			■			
Access for marginalized and/or other ethnic groups to employment opportunities	■					
Access to fair work			■			
Access to local employment	■					
Operational and/or business management issues			■			
Process to establish local enterprises		■				
10) Fair Work						
Restrictions / freedom to join workers associations or trade unions		■				
Activity of trade unions		■				
Compulsory and forced labour					■	
Child labour					■	
Equal and fair pay			■			
Discrimination based on age, gender, sexual preference, religion, ethnicity, etc.			■			
11) Public Safety and Security						
Persistent and/or increasing poverty	■					
Migration (i.e. outgoing, incoming, uncontrolled migration)				■		
Crime	■					
Perception of safety (e.g. sense of danger or risk)		■				
Perception of security (e.g. lack of support networks)			■			
12) City/Region Security						
Disaster risk management systems				■		
Vulnerability to disasters (natural and human induced)			■			
Capacity to respond to disasters						■
Terrorism				■		
Warfare						■
Civil uprising and/or civil unrest				■		

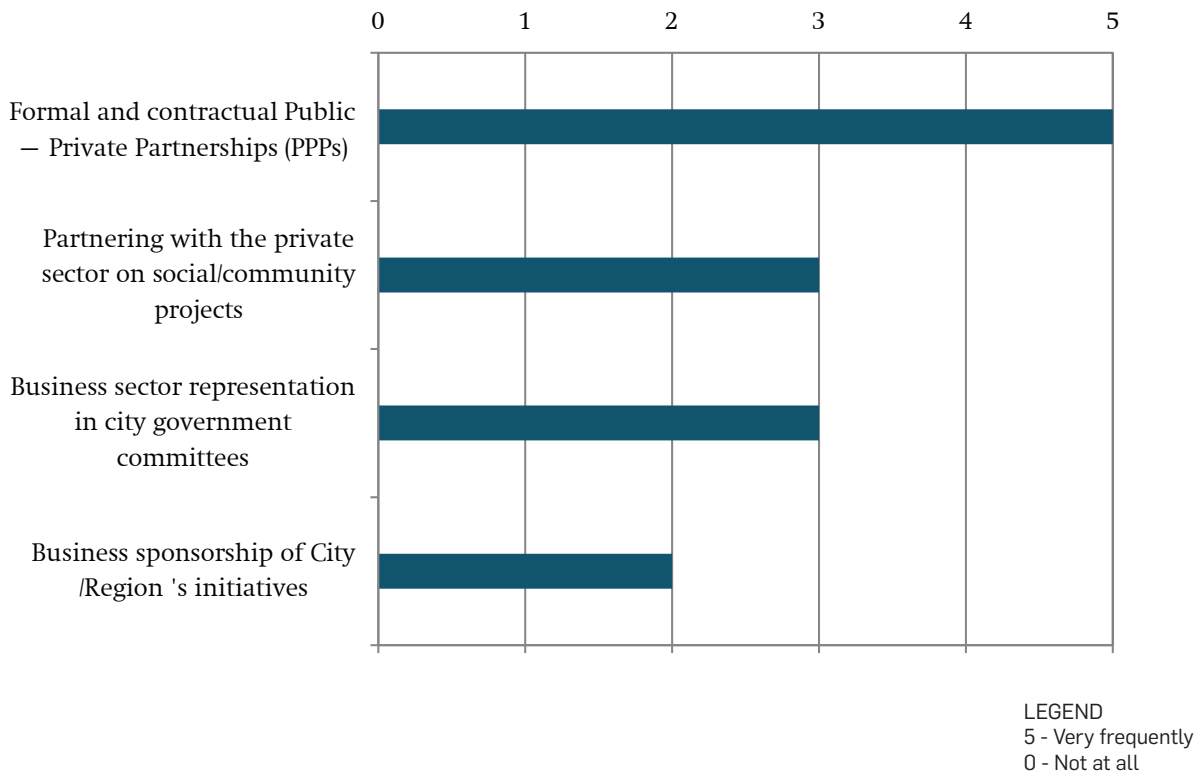
City Sustainability	Critical Issue	Major Concern	Little Concern	Moderate Concern	Not of Concern	City Strength
1) Environmental Sustainability						
Sustainable practices in industry						■
Access to public green spaces						■
Natural resource management			■			
Environmental pollution		■				
Deforestation and land clearing					■	
Air pollution			■			
Ecosystems at risk (e.g. surrounding mangroves, grasslands, etc.)		■				
Land management						■
Street tree coverage						■
2) Water Management						
Access to safe and potable water for all citizens						■
Access to sufficient potable water						■
Water pollution			■			
Water recycling and reuse				■		
Sewerage infrastructure			■			
Sewerage treatment and disposal						■
Localized or distributed water capture				■		
Street drainage				■		
3) Energy Security						
Consistent access to energy for all citizens					■	
Energy scarcity					■	
Cost of energy			■			
Clean energy alternatives		■				
Dependency on non-renewable / fossil fuel energy		■				
Street lighting coverage					■	
Illegal access to energy supply network				■		
Localized or distributed energy options		■				
Energy efficient alternatives (e.g. light bulbs, appliances, buildings)						■
4) Waste Management and Reduction						
Hazardous commercial and industrial waste			■			
Levels of recycling			■			
Litter			■			
Waste management infrastructure				■		
Solid waste collection and management				■		
Unregulated burning of waste					■	
Appropriate land for waste disposal			■			
5) Climate Change Mitigation						
Greenhouse gas (carbon) emissions from industry			■			
Greenhouse gas (carbon) emissions from transport			■			
Greenhouse gas (carbon) emissions from housing			■			
Greenhouse gas (carbon) emissions from other buildings			■			
Greenhouse gas (carbon) emissions from other sources		■				
Greenhouse gas (carbon) emissions from city organisational operations			■			
Greenhouse gas (carbon) emissions from waste			■			
Greenhouse gas (carbon) emissions from land and agriculture				■		
Community understanding of climate change issue			■			

City Sustainability	Critical Issue	Major Concern	Little Concern	Moderate Concern	Not of Concern	City Strength
6) Climate Change Adaptation						
Severe and/or prolonged droughts			■			
Increased severity and/or frequency of extreme weather events		■				
Slow onset impacts of climate change (i.e. slowly changing weather patterns: precipitation patterns, changing seasonal temperatures)			■			
Sea level rise					■	
Flooding		■				
Landslides and/or unstable ground					■	
Adequacy of infrastructure to deal with likely future impacts		■				
Community capacity to prepare for and respond to above events			■			
City staff capacity to prepare for and respond to above events			■			

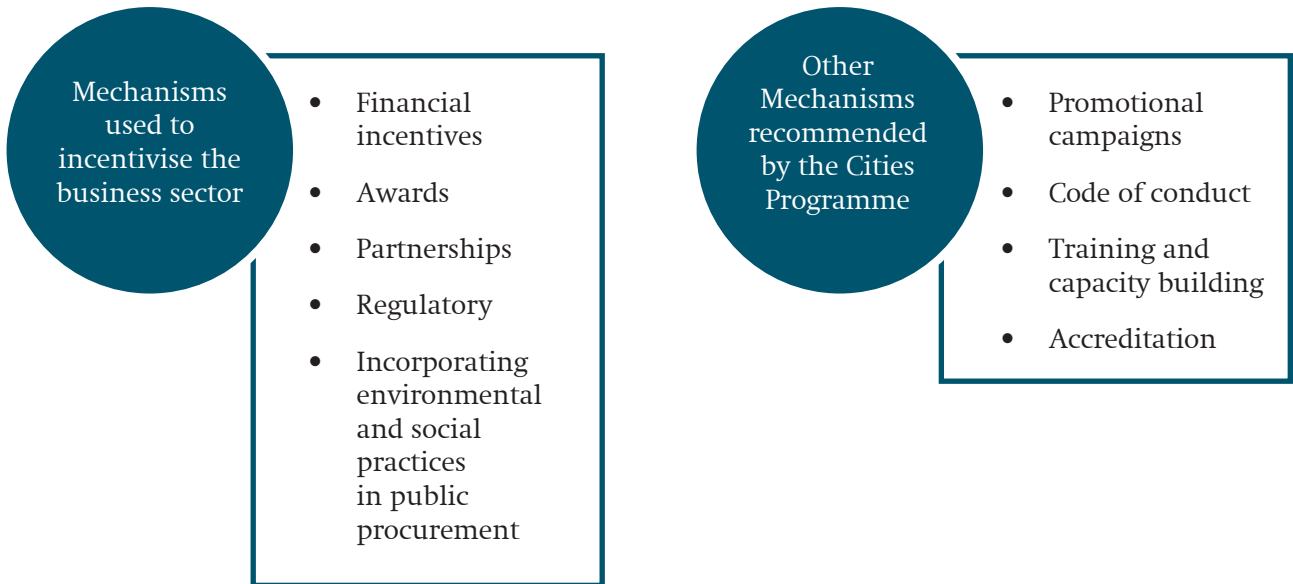
City Governance	Critical Issue	Major Concern	Little Concern	Moderate Concern	Not of Concern	City Strength
1) Transparency and Accountability						
Public access to city/region government information					■	
Accountability of city leaders					■	
Transparency of processes					■	
Conflict of interest					■	
Accountability of bureaucrats					■	
Transparent procurement processes					■	
Fair regulation enforcement					■	
Public reporting against urban objectives					■	
2) Community Participation						
Capacity and skills within the community to engage with the local government						■
Interest from the community in engaging with the local/regional government						■
Trust in local/regional government				■		
Recognized and/or formalized city processes of community engagement						■
Processes where community engagement can effect change						■
3) Resources and Leadership						
Financial resources		■				
Capacity to secure external funding		■				
Leadership and management skills			■			
Regional Internet provision			■			
Modern IT infrastructure			■			
Adequate staff skills			■			
Strength of community institutions			■			
Strength of private/business sector			■			
State or national support		■				
Adequate and appropriate remuneration of public sector staff			■			
Appropriate number of staff			■			
4) Anti-corruption in City and Political Processes						
Political corruption					■	
Bureaucratic corruption					■	
Corruption in the private sector					■	
Arbitrary and impartial judicial processes					■	

Engagement with the Private Sector on CSR

This graph shows the way(s) and to what degree Milwaukee's government is working with the private sector.



Milwaukee's government influence on the business sector to have better environmental and social practices.



Communication on Engagement

Under the Communication on Engagement (COE) reporting mechanisms introduced in October 2013 by the UN Global Compact for non-business partners, cities are required to report on their activities to advance the Ten Principles of the Global Compact related to human rights, labour, the environment and anti-corruption and to engage with the Global Compact initiative.

The City of Milwaukee is required to submit a COE report to the UN Global Compact by 31 October 2015.

The City Scan supports participating cities with their COE commitment by enabling them to reflect on and document how their activities relate to the Global Compact principles and providing them with a platform for reporting on their activities.

The COE must also include a statement by the city's most senior executive, such as the Mayor, expressing continued support for the Global Compact and renewing the participant's ongoing commitment to the initiative and its principles (see www.unglobalcompact.org/participation/report/coe).

About

The Global Compact Cities Programme is the urban component of the United Nations Global Compact; the world's largest corporate responsibility initiative. It is dedicated to the promotion and adoption of the Global Compact's Ten UN Principles by cities, and provides a framework for translating the principles into day-to-day urban governance and management.

Administered by an International Secretariat based at the Global Cities Research Institute at RMIT University in Melbourne, Australia, the Cities Programme provides support, guidance and recognition to participating cities.

www.citiesprogramme.org

Contact

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Disclaimer

The information presented in this report has been provided by officials from the City of Milwaukee and represents opinions of the municipal government and staff and refers to data and reports provided by the municipal government. This report does not, in any form, represent an independent assessment or evaluation of the city by the Global Compact Cities Programme.

