



MARQUETTE
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March 5, 2019

Ms. Caroline Tatalovich
U.S. Department of Housing and Urban Development
Choice Neighborhoods, Office of Public Housing Investments
451 Seventh Street SW, Room 5150
Washington, DC 20410.

Re: Near West Side Transformation Plan

Dear Caroline:

Marquette University, Near West Side Partners (NWSP), and the Near West Side Choice Neighborhood Initiative team are proud to share this draft of the Transformation Plan for College Court and the Near West Side community.

The Near West Side is an active community of residents, employees, schools, places of worship, businesses, non-profit organizations, and anchor institutions – all of whom contributed to the development of this plan. This Transformation Plan demonstrates the progress Marquette University and NWSP has made working alongside community members to find solutions to their issues and concerns to achieve a shared vision for the neighborhood.

The goals and strategies outlined in this plan seek to address housing conditions in the neighborhood, improvements to the economic prospects of residents, and the overall health of the Near West Side community.

During the next six months, the Near West Side CNI team will spend time engaging housing developers, funding partners, residents and other key stakeholders to further refine strategies and key metrics to ensure the greatest measure of success. Among the activities on the horizon:

- **Housing Developer Meeting and Request for Proposal:** The Near West Side CNI team will convene a meeting with local housing developers to discuss the goals for the redevelopment of the target housing site, College Court, and housing throughout the neighborhood. The team will issue a Request for Proposal to identify a master housing developer and others to support the transformation of housing in the Near West Side.
- **Implementation of Early Action Activities:** In Spring 2020, the Near West Side CNI team will implement the early action activities plans for the traffic triangle on North 35th & West State Streets, affectionately known as “Fat’s Triangle”.
- **Development of Action Activities:** The CNI team will continue working with Near West Side residents and community stakeholders to implement a participatory planning process to develop place- and person-based Action Activities to begin in late 2020.

In addition to these activities, the Near West Side CNI team will continue engaging Near West Side residents, employees, businesses, and other community stakeholders through monthly meetings, programs and initiatives like the Near West Side Resident Council, the Near West Side Landlord Compact, and Neighborhood of Neighborhood (NeON) resident meetings.

As we continue our Transformation planning, our team will be available to you to answer questions, provide additional data, and to provide insight into the planning process. On behalf of the NWSP and the seven communities we represent, we thank you for this opportunity and look forward to hearing your feedback on this plan.

Very truly yours,

Pat Kennelly
Director

Near West Side Transformation Plan [DRAFT]

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Executive Summary

Near West Side:

A Neighborhood of Neighborhoods

The Near West Side is seven unique neighborhoods, each with its own rich history and tremendous assets. Located just west of Milwaukee's downtown, the Near West Side is home to over 20,000 residents, and the birthplace some of the world's most iconic brands and state's largest employers, along with many other thriving businesses, nonprofit organizations, high-performing schools, and places of worship.



Transforming the Near West Side

In 2018, Milwaukee's Near West Side was one of six communities to receive a Choice Neighborhood Initiative (CNI) Planning Grant. Building on planning efforts led by Marquette University and Near West Side Partners (NWSP), this grant signals the recognition of a unique, private-public partnership dedicated to community-driven neighborhood transformation.

Target Housing: College Court

College Court provides subsidized housing for low-income persons who are elderly and adults with disabilities. Located in Cold Spring Park, College Court is just blocks away from Harley-Davidson, MolsonCoors, and Potawatomi Business Development Corporation. Constructed in 1968, College Court consists of two 13-story high-rise towers offering 251 one-bedroom apartments.

Near West Side Goals & Priorities

The Near West Side's active community of residents, employees, schools, places of worship, businesses, nonprofit organizations, and anchor institutions have committed many hours of attentive listening, discussion, and investigation to develop a transformational vision for the Near West Side. Among the key goals are:

- **Housing:** integrating public housing residents into the Near West Side neighborhood while improve overall quality of public and private housing opportunities;
- **Neighborhood:** fostering a distinct neighborhood identity that offers a vibrant mix of commercial services that serve the needs of those living and working in the Near West Side; and,
- **People:** supporting a culture of health and learning, while provided a safe and welcoming environment for all residents, employees, and visitors.

Key Partnerships in Transformation

Marquette University is a Jesuit university located just outside of downtown Milwaukee in the Near West Side. As the lead applicant on the Choice Neighborhood Initiative grant and a founding member of the Near West Side Partners, Marquette has demonstrated its mission of leadership expressed in service to others.

Near West Side Partners, Inc. (NWSP) is a nonprofit organization founded through the support of five anchor institutions: Advocate Aurora Health, Harley-Davidson, Marquette University, Molson Coors, and Potawatomi Business Development Corporation. NWSP is dedicated to the transformation of residential neighborhoods and business corridors in the Near West Side.

Housing Authority of the City of Milwaukee (HACM) is dedicated to providing public housing and services for residents of the city of Milwaukee. A national leader in housing for over 70 years, HACM provides high-quality, affordable housing options to over 10,000 Milwaukee families, seniors and disabled adults.

Section Two: Setting the Context

Introduction

(cover sheet with photo)

In 2018, Milwaukee's Near West Side was one of six communities to receive a Choice Neighborhood Initiative (CNI) Planning Grant. Building on planning efforts led by Near West Side Partners (NWSP) and Marquette University, this grant signals the recognition of a unique, private-public partnership dedicated to community-driven neighborhood transformation.

History of the Near West Side

Located west of Milwaukee's downtown, the Near West Side is diverse in its composition of seven unique neighborhoods: Avenues West, Concordia, Cold Spring Park, Martin Drive, Merrill Park, Miller Valley, and The Valley/Piggsville.

The Near West Side has long been a neighborhood of nations. The earliest residents in this resource-rich area included the Potawatomi, Ojibwe, Menominee, Oneida, Stockbridge, Brothertown, and HoChunk Nations. From the 1500s to the early 1800s, thousands of Potawatomi people settled in the region. Before they were forcibly displaced and nearly 30 million acres of their ancestral lands were taken, the Potawatomi enjoyed extensive agricultural production due to the close proximity to Lake Michigan and the rich soil.

As the city of Milwaukee grew from the mid-1800s through the early 1900s, the Near West Side became home to Milwaukee's beer barons and industry magnates and their grand mansions. The area eventually included single- and two-family homes, multi-family buildings, a medical school, two universities, hundreds of small businesses, seven hospitals, and the iconic brands of Molson Coors and Harley-Davidson. Many residents owned their homes and traveled short distances to work. The Near West Side's proximity to Milwaukee's downtown made it a prime location to live, work, and play.

Like many urban centers during the 1960s and 1970s, Milwaukee experienced an economic downturn culminating in the loss of family-sustaining jobs and the exodus of major employers. In a 20-year period, six hospitals, a medical college, and a university left the Near West Side. When families moved to the suburbs for employment, the walk-to-work population and housing values in the Near West Side declined. Large multi-unit buildings experienced mass vacancies and the community shifted from high levels of owner-occupancy to primarily rentals. This dramatic change damaged the small business climate. As a result, grocery stores, restaurants, and other community amenities that once supported this vibrant community were shuttered.

Despite the many challenges the Near West Side has faced, those that live and work in the community continue to build momentum. In 1990, the Forest County Potawatomi returned to their ancestral land and acquired the Wgema campus. In 1992, the creation of Business Improvement District 10 (BID 10) for Avenues West helped realize an important development arm to promote the Near West Side. BID 10, along with the Avenues West Association,

strategically organized property and business owners to revitalize commercial corridors. Nearby, Marquette University led efforts in community improvement through the Campus Circle program, building new off-campus student and staff housing and rehabilitating affordable housing for residents. In 2014, Marquette University, along with local Anchor Institutions - Advocate Aurora Health, Harley-Davidson, Molson Coors, and Potawatomi Business Development Corporation - formed Near West Side Partners (NWSP) and expanded revitalization efforts. As a result of this groundbreaking collaborative partnership among private businesses, public entities, and local non-profits, the Near West Side is undergoing a transformation that is community-driven, data-informed, and wholly unique to the nation.

Map: Near West Side location in relation to Milwaukee.

Photos: Historic photos of the Near West Side

Call Out Box: [Rich in opportunity, the Near West Side is:

- Centrally located between the city of Milwaukee and the western suburbs
- Filled with affordable commercial, mixed-use, and residential buildings
- Anchored by five of Wisconsin's most significant institutions -- Advocate Aurora, Harley-Davidson, Marquette University, Molson Coors, and Potawatomi Business Development Corporation]

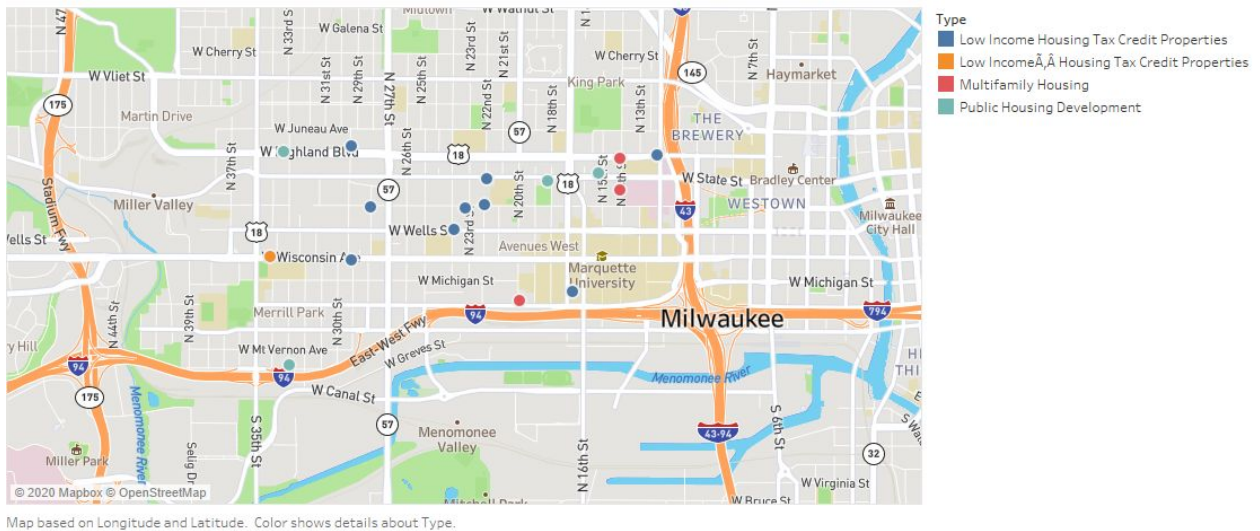
Geography

The Near West Side is located just west of downtown Milwaukee and is defined by Highway 175 on the west; Interstate 43 on the east; portions of West Vliet Street and West Highland Boulevard to the north; and Interstate 94 on the south. Within the boundaries are seven distinct neighborhoods: Avenues West, Cold Spring Park, Concordia, Martin Drive, Merrill Park, Miller Valley, and The Valley/Piggsville.



College Court, the targeted housing site, is located on West Highland Boulevard in Cold Spring Park. Additional HUD-assisted housing within the boundaries are Merrill Park apartments, located at the southern edge of Merrill Park, and several scattered-site houses along the northern border of Avenues West.

HUD-Assisted Locations



Application for Choice Neighborhood Initiative Grant

In May 2018, following the release of the Notice of Funds Agreement (NOFA) for the FY2018 HUD Choice Neighborhood Planning Grant, the Housing Authority of Milwaukee (HACM) approached NWSP with an opportunity to partner in the submission of a grant for the College Court housing development. With College Court located in the Near West Side, HACM recognized the value of having NWSP as a major partner involved in the transformation planning process.

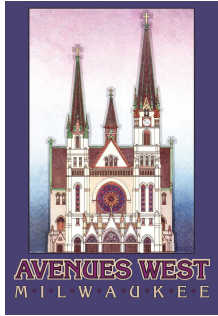
NWSP sought support from Marquette University's Center for Peacemaking to provide the infrastructure and expertise needed to administer a large federal planning grant. After careful consideration, Marquette University and NWSP, along with supporting partner HACM, applied for the Choice Neighborhood Initiative Planning Grant as co-applicants.

On September 5, 2018, Marquette University and NWSP received one of six planning grants awarded by HUD. Additionally, we were selected to receive additional Action Activity funds to catalyze change in year 3. Marquette is the first university to be awarded a HUD Choice Neighborhood Planning Grant as a co-applicant. Once selected, NWSP and the Marquette University Center for Peacemaking began the planning process.

Neighborhood of Neighborhoods Concept

The Near West Side is known as a "Neighborhood of Neighborhoods." The seven distinct neighborhoods, each with their own history and distinctive character, make the collective Near West Side the special and diverse place it is today.

Avenues West



Avenues West, located on the east end of the Near West Side, is home to a large student population as well as a richly diverse demographic. It includes Marquette University, Advocate Aurora Health's Sinai Medical Center, and several retail businesses, churches, schools and residential areas. Avenues West is known for its affordable rental housing.

Cold Spring Park

Cold Spring Park, located on the north side of the Near West Side, is home to a diverse resident population and features many grand homes along McKinley Boulevard. The neighborhood has a rich variety of architectural character and features grand porches and expansive backyards. Before Cold Spring Park developed, the area was home to a west wide racetrack.



Concordia

Concordia, located in the middle of the Near West Side, was where Milwaukee's most famous families - the Pabsts, Usingers, and Pritzlaffs - called home. The neighborhood is included in the National Registry of Historic Places and contains a wide variety of architecturally significant homes, complemented by the Forest County Potawatomi's restoration of historic buildings on the Wgema Campus, former site of Concordia College. The campus houses tribal offices, a tribal courtroom, an independent charter school, and a variety of businesses.



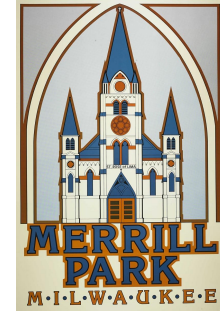
Martin Drive

Martin Drive, on the west side of the Near West Side, is a small neighborhood located between the beautiful Washington Park and historic Miller Valley. The area is known for a high rate of homeowners and its diverse and active residents, many of whom are involved in the close-knit neighborhood association.



Merrill Park

Merrill Park, located on the south side of the Near West Side, is primarily a rental neighborhood with a mixture of single and multi-family residences. Merrill Park retains influential architectural and aesthetic features and is home to institutions like Marquette University High School and Messmer St. Rose School.



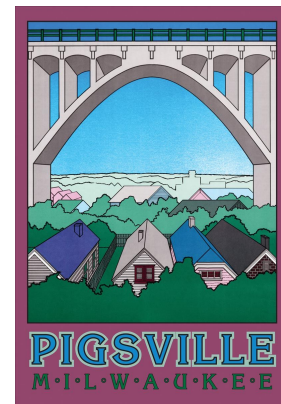
Miller Valley

Miller Valley, located on the western edge of the Near West Side, serves as a gateway to the community. The neighborhood is sparsely populated and most of the land is used to manufacture beer. On the blocks adjacent to the brewery are modest single-family homes and apartment buildings. Miller Valley is the birthplace of many historic breweries and today is home to Molson Coors.



The Valley/Piggsville

The Valley/Piggsville, located in the southwest corner of the Near West Side, includes workers cottages and modest single-family homes that are nestled along the banks of the Menomonee River. It is known for its affordable housing, strong sense of identity, and peaceful location.



Near West Side Population and Demographics

Population

In many ways, the Near West Side's diverse population mirrors Milwaukee as a whole. According to the 2017 American Community Survey (ACS) 5-Year Estimates, there were 23,870 residents in the Near West Side. Avenues West boasts the largest population by neighborhood,

largely because of the Marquette University student body. Miller Valley and The Valley/Piggsville have the smallest populations.

Graphic: Population graph

Racial Composition

The Near West Side has a very diverse population. The racial demographics are similar to the city of Milwaukee except for a larger percentage of Asian residents compared to the city of Milwaukee. More specifically, according to the U.S. Census Bureau ACS 5-year estimate, the racial composition of the community is 44.9% African American, non-Hispanic; 0.4% American Indian or Alaska Native, non-Hispanic; 7.3% Asian, non-Hispanic; 10.6% Hispanic or Latino/a; 32.7 White, non-Hispanic and 4.1% Other, non-Hispanic.

Student Population / Education

In 2016, there were 11,294 students enrolled at Marquette University. Roughly half live in dormitories or apartments on campus. A significant number of the remainder live in Avenues West, with an additional number in Merrill Park. College enrollment in all other parts of the study area is similar to that of Milwaukee overall. While the Near West Side does contain a large college student population, 52% of the population over the age of 25 holds a high school diploma or less.

Median Age

The average age of Near West Side residents is 27.8, skewing younger than the rest of Milwaukee. Concordia is the only neighborhood (33.6) with a median age greater than the Milwaukee average of 31.3 years.

Family Households

A number of variables may play a role in the smaller percentages of family households recorded for most Near West Side neighborhoods: a large college student population; an abundance of studios and one-bedroom apartments in the Near West Side not amenable to families; and an average household size that is significantly smaller (2.03) in comparison to Milwaukee as a whole (2.57).

Unemployment

Unemployment estimates are for those people actively looking for work. Students, retirees, and people choosing not to work would not be considered unemployed. The 9% unemployment rate of the Near West Side is very similar to the Milwaukee city average. However, neighborhoods outside of the Marquette student population hold much higher unemployment rates than 9%. For example, Concordia and Cold Spring Park hold an average unemployment rate of 16%.**

Income

The Near West Side has a lower income profile than Milwaukee. The median household income is \$18,686 compared to Milwaukee's \$38,289. It should be noted this number is significantly depressed because of the high Marquette student population. However, Miller Valley is the only Near West Side neighborhood that has a higher median income than the Milwaukee average.

Poverty

The Near West Side registers a lower median income than the city of Milwaukee as a whole. According to the 2017 American Community Survey 5-year estimates, the Near West Side median income was \$18,683 compared to \$38,289 throughout Milwaukee. The percentage of families living in poverty in the Near West Side (46%) is also much higher than Milwaukee (23%). The poverty rate is inflated because of the large college student population; however, even when removing the area around Marquette's campus, the poverty rate is still 42%.**

Sources

All data was compiled from the American Community Survey (ACS) 2013-2017 5 year estimates. The Near West Side includes the census tracts 122-124, 133-137, 146-149, and 1864. Two of the thirteen total census tracts, 122 and 124, are not entirely within the geographical boundaries of the Near West Side. To account for this, all census tract 122 data is multiplied by 0.5 and all census tract 124 data is multiplied by 0.33.

** Percent change reflects the change between the Hispanic population in the 2017 ACS 5 year estimate and 2013 5 year estimate. Both data sources are from the census.*

*** This number reflects the weighted average calculation of the unemployment rate for census tract 122, 135, and 136. The unemployment rate is calculated by dividing the total that are unemployed in the civilian labor force by the total civilian labor force. In addition, census tract 122 is multiplied .5 because the entire tract is not within the Near West Side geographical boundaries.*

**** The number reflects the poverty rate of the Near West Side without census tracts 146,147,148,149, and 1864.*

Overview of Near West Side Housing

Within the Near West Side, there are 2,565 residential buildings that include a mixture of single-family, two-family and multi-family buildings totaling over 14,000 housing units. Of the 2,565 buildings, less than one-half (estimated at 1,082) are single-family homes and another 915 are two-family properties (1,830 total units).

The greatest number of housing units are found in multi-family buildings, particularly in a small number of large apartment structures. Buildings with 21 to 50 apartments comprise 26% of the

housing units in the Near West Side, while buildings with more than 50 apartments contain 28% of the total.

In addition, the Near West Side is also home to a significant number of vacant units, estimated at 17% of the community. Of these, 14% of vacant properties are owner-occupied and 89% are for rentals. Of vacant units in the community, 53% are unlisted or unused, 36% are available for rent, and 11% are for sale. This includes student rentals, commercial properties with apartment units, and buildings no longer considered rentable.

Infographic: Breakdown of housing by type and number of units.

Homeowners

The average size of a single-family home in the Near West Side is 1,963 square feet. Larger homes tend to be located to the east clustered in Concordia and Cold Spring Park. Smaller homes dominate the western neighborhoods. Homes range from \$10,500 to \$1,415,000 with an average home assessment of \$85,121. This is a 4% percent increase from the previous year. Over 37% of the single-family homes are rentals, about double the national rate. Avenues West has the greatest percentage of one- and two-family rental homes. Two-fifths (40.4 percent) of the duplexes in the Near West Side are owner-occupied. The average unit size is 1,283 square feet with an average assessed value of \$75,375. This has remained virtually unchanged since 2016.

Renters

Smaller units, mainly apartments, dominate the area's housing stock. Units with no bedrooms (studios or efficiencies) make up 14% of apartments in the community. One bedroom apartments comprise 38% of the housing units. The average one-bedroom apartment in the area is 465 square feet, while the average two-bedroom apartment is 843 square feet. Both of these figures are below average for Milwaukee and may be explained by the early age of their construction. Over 75% of one and two-bedroom units are over 45 years of age with a significant portion over 60 years old.

Multi-Family Buildings

Families in search of three or more bedroom rental units in the community must concentrate their search on small to large apartment buildings or mixed-use structures. Milwaukee's assessment records report only 568 such buildings, with 11,242 units in the Near West Side. The larger apartment buildings with three or more bedroom rental units tend to be concentrated in Avenues West, Concordia, and Merrill Park. However, this includes several buildings owned by Marquette University, leased exclusively to college students.

Affordable and Public Housing

There are 1,791 income-restricted rental units located in the Near West Side. Properties receiving Section 42 Low-Income Housing Tax Credits are required to maintain affordable rents for 30 years. Some buildings in the community received credits as early as 1989.

College Court

College Court provides subsidized housing for low-income persons who are elderly and adults with disabilities. Located in Cold Spring Park, College Court is just blocks away from Harley-Davidson, Molson Coors, and Potawatomi Business Development Corporation. Constructed in 1968, College Court consists of two 13-story high-rise towers offering 251 one-bedroom, 490 sq ft apartments. This is well below the typical average for a one-bedroom in the Milwaukee rental market at 650 sq ft.

Merrill Park Apartments

Merrill Park Apartments is a nine-story apartment complex in Merrill Park. Constructed in 1967, the building offers 120 one-bedroom, 440 sq ft apartments that offer easy access to the freeway. Merrill Park Apartments is also reserved for low-income elderly persons and adults with disabilities.

Public Housing Needs Assessment

In an effort to learn more about residents' level of satisfaction with housing, neighborhood and people, the Housing Authority of the City of Milwaukee conducted a total of 274 in-person needs assessment interviews with residents from both College Court and Merrill Park. These interviews identified and prioritized the needs of residents living in public housing facilities. Of the 274 people interviewed, 143 of those people were from College Court, the target housing site.

Infographic: Public Housing Needs Assessment data

Sources

All data compiled from the Near West Side Market Analysis (2017) and the Housing Authority of the City of Milwaukee website (2020).

Land Use and Zoning

Spanning 120 blocks, the Near West Side has a unique mix of housing and commercial opportunities. Once home to Milwaukee's beer barons and industry giants, the area was first developed with grand mansions. As immigrant families became established in the city, the community evolved to include more single- and two-family homes. The surge in local employment opportunities further contributed to shifts in housing demand and development, with small-unit apartment buildings replacing or subdividing mansions. Mid-century urban

renewal efforts also had a significant impact on the current conditions on the community, including the clearing of large areas of land for the construction of Interstate highways, restricting community residents in their movement to the east, south, or west.

Five major commercial corridors intersect the Near West Side and are well-positioned to serve residents, visitors, and employees:

- North 27th Street
- North 35th Street
- West Clybourn Avenue
- West Vliet Street
- West Wisconsin Avenue

Despite decades of disinvestment common among inner-city commercial districts, these corridors are experiencing a renewal due to interest among local developers and community entrepreneurs.

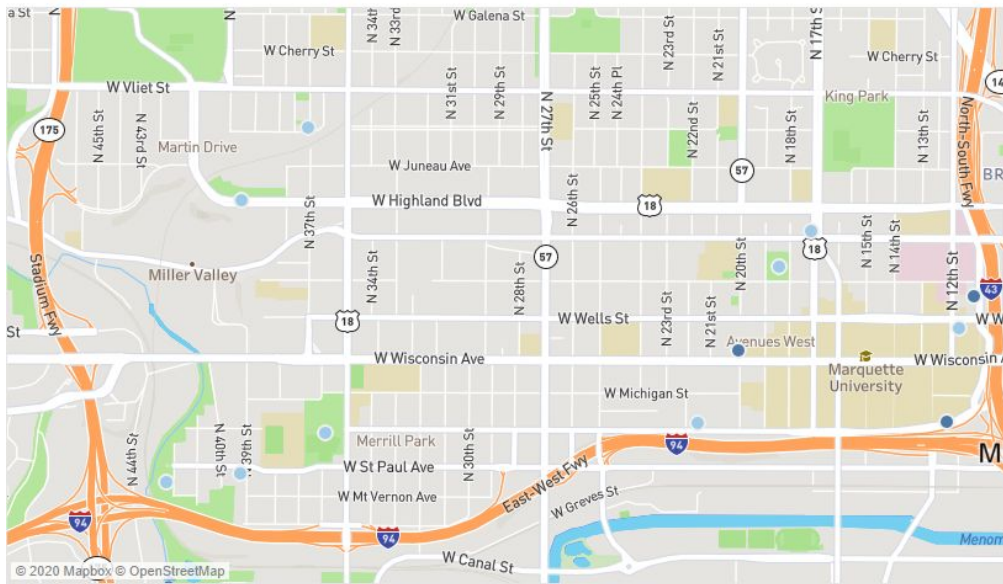
Call Out Box: [The Near West Side planning area is directly west of downtown Milwaukee. It is bounded on the east by Interstate 43, on the west by Interstate 175, on the south by Interstate 94, and on the north by Highland Avenue and Vliet Street. This area is comprised of seven unique neighborhoods: Avenues West, Merrill Park, Concordia, Cold Spring Park, the Valley/Piggsville, Miller Valley, and Martin Drive.]

Map: [Parcel Map](#)

Cultural Assets and Recreational Opportunities

The Near West Side is rich with cultural and recreational opportunities for residents and visitors. A wide variety of parks, museums, music venues, and cultural centers play a significant role in ensuring that the community is rich in culture and entertainment. For longer stays, award-winning Bed and Breakfasts connect visitors to the community and other Milwaukee-area events.

Parks and Recreation



Map based on Longitude and Latitude. Color shows details about Classification. The view is filtered on Exclusions (Latitude,Longitude) and Classification. The Exclusions (Latitude,Longitude) filter keeps 21 members. The Classification filter excludes Null.

Parks & Recreation Facilities	
Bridging the Gap Golf Facility	Jesse Owens Memorial Garden
Chinese Kung Fu Center	Merrill Park
Marquette University's Al McGuire Center	Norris Park
Foundation Park	Valley Park
Highland Park	
Museums & Historical Center	
Chudnow Museum of Yesteryear	Milwaukee Public Museum*
Marquette University's Haggerty Museum of Art	The Pabst Mansion
Theaters, Arts & Entertainment	
Dance Circus	Rivereast Dance Company
Marquette University's Helfaer Theater	The Rave/Eagles Ballroom
Milwaukee Entertainment Group	
Civic, Community & Cultural Centers	

Hmong-American Friendship Association	The Irish Cultural and Heritage Center
Milwaukee Public Library*	Tripoli Shrine Center
Bed & Breakfasts	
Brumder Mansion	Schuster Mansion
Manderley	
<i>*located just outside the Near West Side boundaries</i>	

Health in the Near West Side

According to data from the US Centers for Disease Control (CDC), Near West Side residents report poorer health on a number of indicators. In part, this could be attributed to the compounding of health-damaging experiences over time and uneven access to resources, which can detrimentally impact individual-level health and wellbeing across communities and neighborhoods (Marmot et al. 2008).

For example, asthma prevalence in the Near West Side is over 30 percent higher than the national average and slightly higher than Milwaukee as a whole. Residents in the Near West Side also report greater struggles with mental and physical health. These disparities extend to both health prevention and unhealthy behaviors. The share of residents reporting health insurance coverage, annual visits to doctors and dentists for routine checkups, and leisure time for physical activity are all lower in the planning area of the Transformation Plan compared to the City of Milwaukee.

Health Indicators for Adults 18 Years and Older (Crude Prevalence %)			
	Near West Side	Milwaukee	United States
Asthma	12.2	11.0	9.0
High blood pressure	30.0	34.0	32.4
Coronary heart disease	5.2	5.8	6.4
Diagnosed diabetes	11.2	11.9	10.8
Mental health not good for >=14 days	19.1	15.4	12.4
Physical health not good for >=14 days	14.4	14.0	12.3
Lack health insurance	18.9	17.9	14.7

Visit doctor for routine checkup within the past year	69.0	71.7	70.6
Visit dentist or dental clinic	50.6	58.7	65.7
No leisure-time physical activity	29.6	27.7	26.6
Obesity	37.2	37.2	30.1
Sleeping less than 7 hours	40.5	39.2	34.6

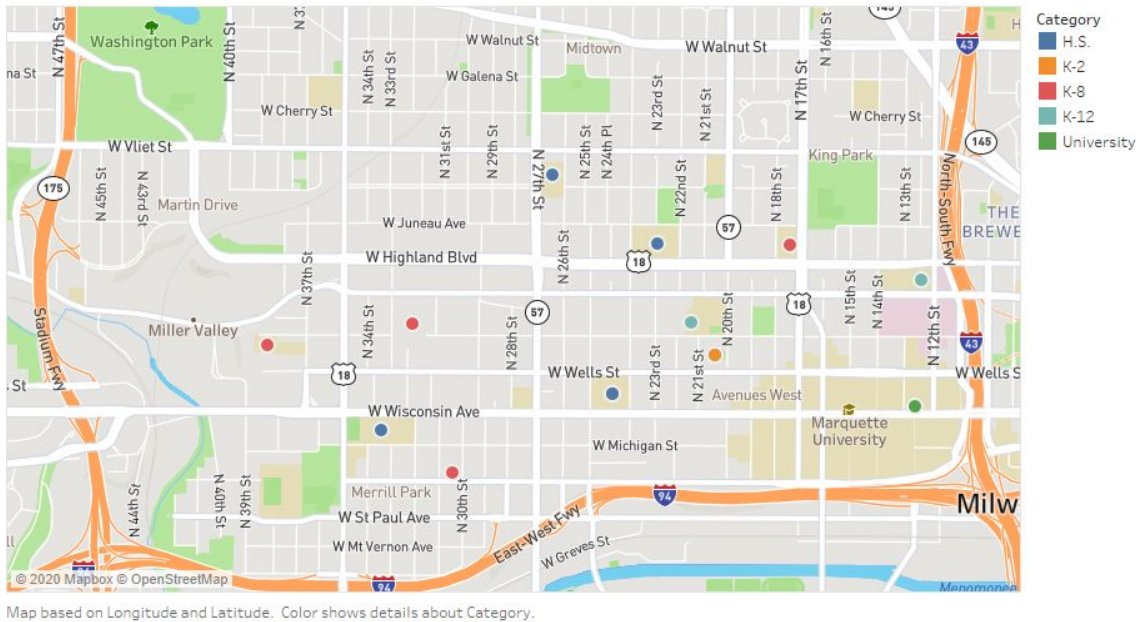
Sources

The data in the above chart was extracted from the 2016 Center for Disease Control and Prevention 500 Cities Project. In addition, estimates were calculated by taking a population-weighted average of Census tracts in the Near West Side. Lastly, an article titled *“Closing the gap in a generation: health equity through action on the social determinants of health”* by Michael Marmot et al. was referenced in the narrative.

Education Assets

The Near West Side is a place to learn with 13 schools and one university educating over 17,000 students from Pre-K through doctoral studies every school year. There are a variety of schools serving a diversity of needs, including public, private, and charter schools, and schools serving students with developmental disabilities. Among the schools, three exceed or significantly exceed expectations, while two fail to meet expectations. 90% or more of the students at six Near West Side schools are considered economically disadvantaged.

Near West Side Schools



Near West Side Primary and Secondary Schools				
School	Type	Grade	Percent Economically Disadvantaged Students	Rating Classification
Highland Community School	Public Charter	K3-8	46.50%	Meets Expectations
James E. Groppi High School	Public	9-12	96.70%	Alternate- Needs Improvement
Marquette University High School	Private	9-12	61.70%	Significantly Exceeds Expectations
Messmer St. Rose	Private	K4-8	70.40%	Meets Expectations
Milwaukee Academy of Chinese Language	Public	K3-8	95.70%	Meets Expectations
Milwaukee Academy of Science	Private	K4-12	92.50%	Exceeds Expectations
Milwaukee High School of the Arts	Public	9-12	69.60%	Meets Few Expectations
Professional Learning Institute	MPS Charter	9-12	74.80%	N/A

School for Early Development and Achievement	Public Charter	PreK-2	45.20%	N/A
Story Elementary School	Public	K3-8	95.90%	Meets few expectations
Wells Street Academy	Private	K4-12	88.90%	N/A
Wisconsin Conservation of Lifelong Learning	Public	K3-12	94.40%	Fails to meet expectations
Woodlands School	Private	K4-8	92.30%	N/A

High school graduation rates for Near West Side residents are lower compared to their counterparts throughout Milwaukee.

Percent of Population 25 or Older with at Least a High School Degree			
College Court	Near West Side	City	County
35.0%	77.50%	83.0%	87.40%

In 1990, Milwaukee became the first city in the United States to implement a school voucher program. The voucher program allows students to use public funding to complete their education at parochial or other private schools free of cost. The voucher program has diversified the educational landscape of Milwaukee and created a competitive climate for student attendance among charter, private, and public schools. Of the 13 primary and secondary institutions in the Near West Side, five are public schools, four are private schools, and four are charter schools.

Because of the voucher program, students living in the Near West Side attend schools both inside and outside of the community. Among the 1600 public school students who live in the Near West Side, only 13% of students attend public schools in the community.

Near West Side Student Representation at Neighborhood Schools		
School	Number of Students	Percent of students from NWS
Highland Community School	415	8.20%
James E. Groppi High School	196	0.40%
Marquette University High School	133	N/A

Messmer Catholic Schools	424	N/A
Milwaukee Academy of Chinese Language	441	6.60%
Milwaukee Academy of Science	1132	
Milwaukee High School of the Arts	884	3.39%
Professional Learning Institute	77	N/A
School for Early Development and Achievement	81	N/A
Story Elementary School	437	17.60%
Wells Street Academy	9	N/A
Wisconsin Conservation of Lifelong Learning	787	3.94%
Woodlands School	350	N/A

Test Scores and Disciplinary Events at MPS Neighborhood Schools		
	MPS Test Scores: Percent Proficient or Advanced	Disciplinary Events: Suspensions and Referrals
Highland Community School	English: 34.7% Math: 21.0%	17
Milwaukee Academy of Chinese Language	English: 7.7% Math: 10.7%	724
Story Elementary School	English: 4.5% Math: 4.5%	855
Wisconsin Conservation of Lifelong Learning	English: 1.6% Math: 0.4%	1739

Sources

Data was gathered from the Wisconsin Department of Public Instruction and DataShare. The information in table three was collected by the Milwaukee Public School District from the 2019-2020 academic year. Table four information is based on data collected by the Milwaukee Public School District from the 2018-2019 academic year. The information above reflects data collected from the Milwaukee Public School District from the 2018-2019 academic year. The table displaying the 25 and older population with a high school degree was calculated from the 2017 American Community Survey 5 year estimates.

Commercial Assets

The Near West Side is well-positioned for the development of new commercial opportunities. In addition to being home to some of Wisconsin's most recognized brands and institutions, its central location with affordable commercial and mixed-use buildings are attractive for investors and entrepreneurs alike.

Near West Side Commercial Corridors

Since 2016, the Near West Side has seen a 16% decrease in vacant properties along the five major and four secondary commercial corridors. Since 2015, 38 new businesses have filled vacant buildings and storefronts, and of these businesses, 28 are locally owned.

Map: Near West Side with the 5 major and 4 minor commercial corridors highlighted (27th, 35th, Clybourn, Highland, Michigan, State, Vliet, Wells, Wisconsin) highlighted.

Call Out Box: [38 total new businesses since 2015, 28 locally owned, 12 added in 2019 alone]

A major driver of new business in the Near West Side is the Rev-Up MKE small business competition, which provides opportunities for start-up entrepreneurs to establish or expand a business and receive the support needed to make it successful. As part of the competition, finalists receive hands-on business training at Marquette University prior to a live pitch event where the winner is announced. To date, two Rev-Up winners and two other finalists have opened businesses in the Near West Side.



Near West Side Market Analysis

In 2017, the City of Milwaukee conducted a Market Analysis to analyze commercial and housing opportunities in the Near West Side. The Market Analysis noted areas for immediate commercial growth, including small, light industrial services and locally-owned office uses. The report also detailed a demand for new restaurants and places for employees and residents to gather. The analysis demonstrated the potential to attract a limited-assortment, small-format grocery store to the Near West Side. While residents have expressed interest in a full-line grocery store, the analysis indicated that this type of grocery would be challenged by industry and market forces, along with locational patterns of existing grocers.

The Market Analysis cited the Near West Side’s proximity to downtown, excellent private and charter schools, affordable and attractive homes, and other features that could attract residents to new and restored homes. Rising costs in other neighborhoods can encourage some households to consider locations like the Near West Side, with several neighborhoods offering opportunities for new, infill development, while others provide unique restoration opportunities.

The Near West Side has many great assets and amenities that help support the backbone of a community and build a revitalizing momentum, including:

- Proximity to major employment centers, including downtown, Menomonee Valley, Miller Valley, 30th Street Corridor and the Milwaukee Regional Medical Center
- Distinctive architecture and restoration opportunities
- Recreational amenities, including Merrill Park, the Hank Aaron State Trail, which is just south of the Near West Side, and Washington Park, which is just north of the community
- Family-owned businesses like auto-repair shops and restaurants
- Quality schools, including Marquette University High School, St. Rose Catholic School, Milwaukee Academy of Science, and Highland Community School

Call Out Box: [Priority redevelopment sites, secondary redevelopment sites, recommended initiatives from Market Analysis.

Priority Redevelopment Sites	
Wisconsin Avenue and 27 th Street - (Intersection)	Several vacant buildings occupy this prominent corner that many view as the “Main and Main” of the Near West Side. The City of Milwaukee owns four of the parcels in this area. With development plans already in place, the former City Campus site has not been included.
35 th Street and Vliet Street - (Intersection)	This high profile area offers sites that can be redeveloped to support commercial use. With proximity to large employers, this area is attractive to potential restaurants and retail businesses.

Secondary Redevelopment Sites	
2500-2700 Blocks of Clybourn Street - (Two Blocks)	Along with some existing buildings, there are vacant lots and a vacant building that could be redeveloped in these two blocks. Large portions of both the north and south frontage, in the 2500 block of West Clybourn Street, are already city-owned vacant lots.
200-300 Blocks of 35 th Street - (Two Blocks)	The southern portion of 35th Street serves as a gateway to the Near West Side. 35th Street crosses the Menomonee Valley, and there are on and off ramps to Interstate 94. This corridor is not favorable for retail and dining uses, but it can support a diverse mix of other businesses.
Recommended Initiatives	
<ul style="list-style-type: none"> ● Land banking to assemble and preserve sites for future redevelopment 	
<ul style="list-style-type: none"> ● Review zoning and local codes for consistency with recommended uses 	
<ul style="list-style-type: none"> ● Startup and small business development programs 	
<ul style="list-style-type: none"> ● Active marketing of business sites 	
<ul style="list-style-type: none"> ● Public relations to address perceptions 	
<ul style="list-style-type: none"> ● Implement plans for Iconic Way 	
<ul style="list-style-type: none"> ● Encourage infill housing, continued restoration, and de-densification 	

Call Out Box: [Targeted Opportunities for New Businesses

In the near term, market conditions dictate the kinds of businesses most likely to find success in the Near West Side. Identified opportunities include:

<ul style="list-style-type: none"> ● Used car dealers
<ul style="list-style-type: none"> ● Auto parts and tires stores
<ul style="list-style-type: none"> ● Convenience stores or gas stations with convenience stores
<ul style="list-style-type: none"> ● Health and personal care stores (home healthcare, bath and body care, cosmetics and beauty supplies, etc.)
<ul style="list-style-type: none"> ● Family and women’s clothing stores
<ul style="list-style-type: none"> ● Shoe stores
<ul style="list-style-type: none"> ● Sporting goods stores
<ul style="list-style-type: none"> ● Used merchandise stores

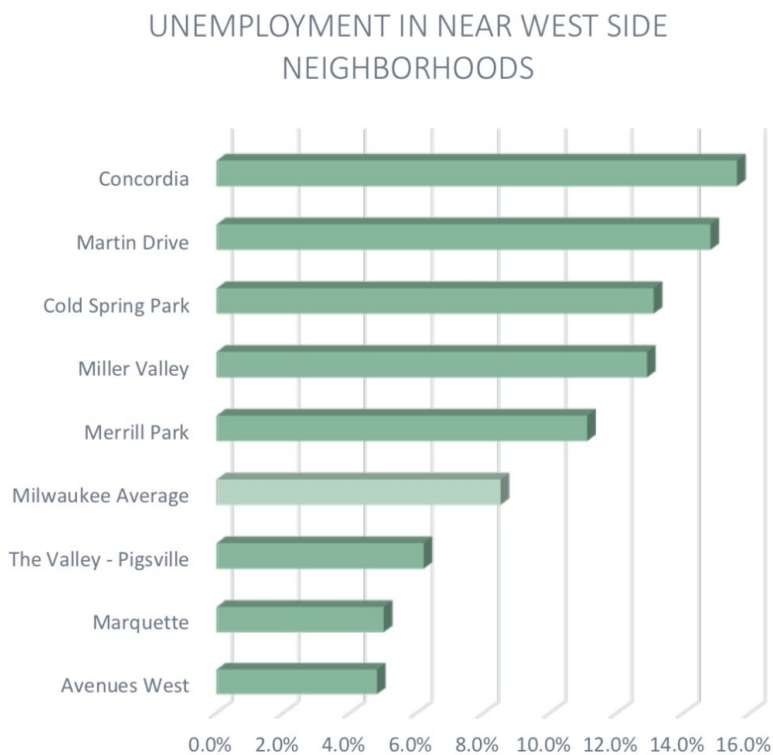
Call Out Box: Market potential, number of businesses, estimated existing sales and market share for retail, dining, service, office/industrial markets (detailed version to be included in appendix)

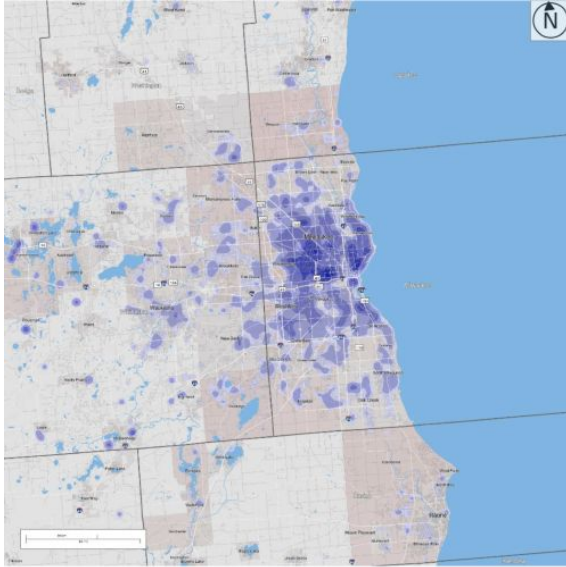
Employment

Over 21,000 employees work at more than 350 businesses in the Near West Side. From large healthcare organizations, like Advocate Aurora, to small, locally-owned restaurants, like Daddy's Soul Food, the Near West Side offers a wide variety of employment opportunities, from entry-level jobs that require limited experience to C suite positions that require extensive professional and educational training.

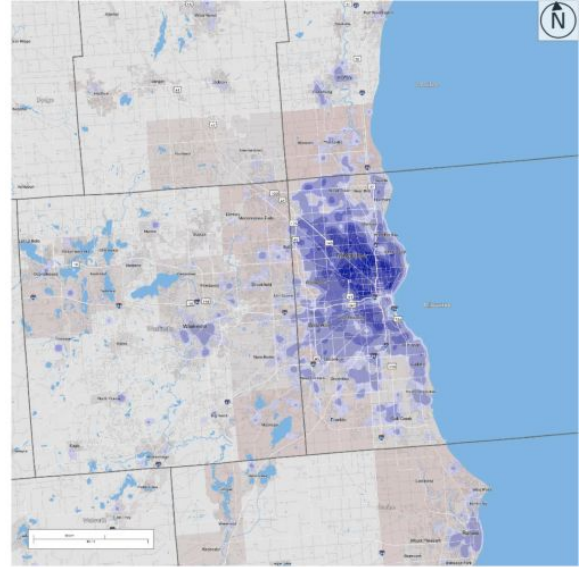
While the Near West Side is a rich employment destination, many people who work in the Near West Side do not reside in the community. The movement of daytime workers affects the amount of retail that can be supported by the community. Increasing the number of employees who both live and work in the Near West Side could positively impact the amenities the community can support.

According to the 2017 ACS 5-Year Estimates, the unemployment rate of the Near West Side is 9.07%. Since the estimate of unemployment is based upon people actively looking for work, groups such as students, retirees, and people choosing not to work are not considered unemployed.





Origins of workers employed in the western part of the Near West Side.
Source: US Census Bureau, Center for Economic Studies, On the Map



Origins of workers employed in the eastern part of the Near West Side.
Source: US Census Bureau, Center for Economic Studies, On the Map

Call Out Box: Employment profile comparing labor force participation and sector across Near West Side, city and county.

Near West Side Anchor Institutions

The Near West Side is home to five anchor institutions that support NWSP’s efforts to revitalize the community. Through contributions of time, money and other resources, these Anchor Institutions help drive momentum in the community.

Advocate Aurora Healthcare is a nonprofit healthcare provider serving southeastern Wisconsin and northern Illinois. Advocate Aurora Healthcare serves over 30 communities with 15 hospitals, more than 150 clinics, and 70 pharmacies. The Advocate Aurora Health’s Sinai Medical Center is located in Avenues West.



Harley-Davidson, the most recognized American motorcycle manufacturer, was founded in Milwaukee in 1903 and maintains its corporate headquarters in Martin Drive.



Marquette University, Wisconsin’s largest Catholic and Jesuit University, is located in Avenues West and is home to nationally and internationally recognized colleges and schools. A core value of service encourages students and faculty to immerse themselves in the Near West Side.



Molson Coors began as Miller Brewing Company in 1855 in Milwaukee and, in 2017, created a joint venture with Coors and became MillerCoors. In 2019, MillerCoors restructured and transformed into Molson Coors, which maintains its brewing operations and corporate offices in the Near West Side's Miller Valley.



Potawatomi Business Development Corporation (PBDC) was established in 2002 as the economic development and income diversification business of the Forest County Potawatomi Community (FCPC). Headquartered in the Historic Concordia neighborhood, PBDC's subsidiary companies and investments grow with a clear focus on profitability and sustainable economic development.



Houses of Worship and Nonprofit Assets

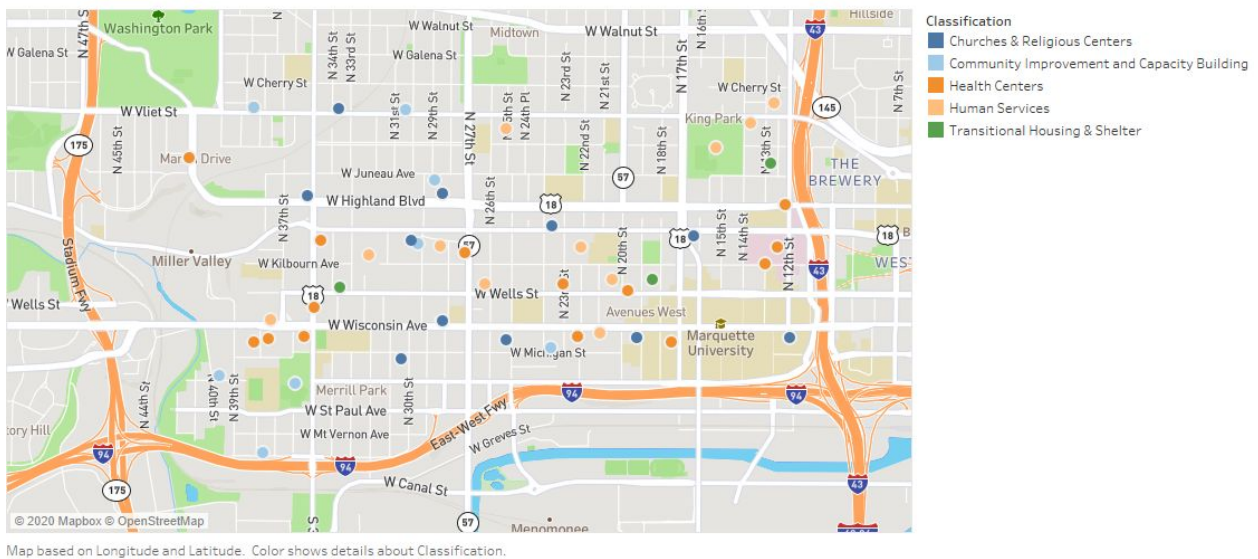
The Near West Side is a community that cares with hundreds of faith, healthcare, and non-profit organizations, and other social services. From international organizations (American Red Cross) to local agencies (the Frank Zeidler Center for Public Discussion), the Near West Side is a destination for services in the Greater Milwaukee area.

Types of Services Provided by Nonprofits in the Near West Side				
Types of Service	NTEE Code	Primary Count	Secondary and Tertiary Count	Total
Arts, Culture & Humanities	A	6	0	6
Education	B	24	6	30
Environment	C	2	1	3
Animal-Related	D	1	1	2
Healthcare	E	6	4	10
Mental Health & Crisis Intervention	F	3	2	5
Voluntary Health Associations & Medical Disciplines	G	3	1	4
Employment	J	2	3	5
Food, Agriculture & Nutrition	K	3	1	4
Housing & Shelter	L	8	1	9
Public Safety, Disaster Preparedness & Relief	M	1	0	1
Recreation & Sports	N	1	0	1
Youth Development	O	1	3	4

Human Services	P	17	3	20
International, Foreign Affairs & National Security	Q	2	0	2
Civil Rights, Social Action & Advocacy	R	1	0	1
Community Involvement and Capacity Building	S	12	2	14
Philanthropy, Volunteerism & Grantmaking Foundations	T	1	0	1
Public & Societal Benefit	W	1	3	4
Religion-Related	X	18	5	23
Mutual & Membership Benefit	Y	1	0	1

Source: Tax form 990s and National Taxonomy of Exempt Entities (NTEE) codes.
 Chart needs to be updated- at least one organization has closed since fall 2018

Houses of Worship and Nonprofit Assets



Churches & Religious Centers	
Bethesda Church of God	Redeemer Lutheran Church
Central United Methodist Church	St. George Melkite Church
Church of the Gesu	St. Luke Emmanuel Baptist Church
Greater Utopian Pentecostal Assembly Holiness Church	St. Paul's Lutheran Church, ELCA

Hope Lutheran Church Missouri Synod	St. Rose of Lima Catholic Church
Manna Ministries Assembly of God	The Word is God Worship Center
Human Services	
Bethesda Outreach Program	Neighborhood House of Milwaukee
Central City Churches	New Concept Self Development Center
City on a Hill	Nia Imani Family
Hmong American Friendship Association	Penfield Children's Center
Indian council for Elderly	Repairers of the Breach
Milwaukee Area Health Education Center	Wisconsin Child Care Administration Associates
Milwaukee Center for Independence	Wisconsin Community Services
Milwaukee County Department on Aging	Women's Support Center of Milwaukee
Health Centers	
27th Street Optical	Genesis Behavioral Services
35th Street Clinic	George V. Chandy MD Office
Associated Physical Therapists of Milwaukee	Milwaukee Midwest Medical Building
Advocate Aurora Sinai Medical Center	Planned Parenthood of Milwaukee
Black Health Coalition of Wisconsin	ProCare Medical Clinic
Versiti	Progressive Urgent Care/Clinic
Carolina G. Conti, MD Internal Medicine	The Healing Center
DaVita Wisconsin Avenue	TransformationServices, Inc.
Community Improvement and Capacity Building	
Avenues West Association	Shee Yee Community of Milwaukee
Ezekiel Community Development	Valley Park Civic Association
Frank Zeidler Center for Public Discussion	Wisconsin African American Women Ltd.
Historic Concordia Neighborhood, Inc.	Wisconsin Black Chamber of Commerce
Merrill Park Neighborhood Association	Wisconsin Black Pages
Near West Side Partners, Inc.	

Transitional and Supportive Housing	
Guest House Milwaukee	
Milwaukee Rescue Mission	
Veterans Place Central	

Transportation

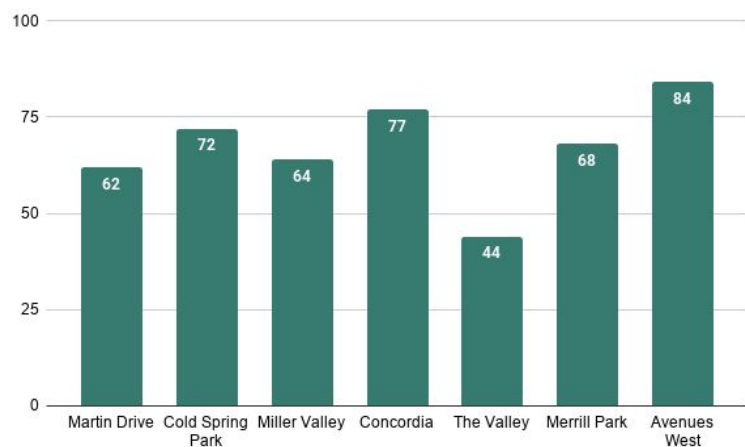
The Near West Side is centrally located in the city of Milwaukee and easy to access with service from three major thoroughfares: Interstate 43 to the east, Interstate 94 to the south, and Highway 175 to the west. Wisconsin Avenue, Highland Boulevard, and State Street provide convenient east-west access from neighboring communities to downtown Milwaukee, while North 16th Street, North 27th Street and North 35th Street provide north-south access connecting Milwaukee’s north and south sides.

Wisconsin Avenue, North 35th Street, and North 27th Street provide critical access to the Near West Side’s Anchor Institutions. These three roads have some of the highest usage rates in the Near West Side and are generally well connected through the public transit system. According to the 2017 Near West Side Market Analysis, traffic patterns suggest that the majority of community traffic originates from commuters traveling to the Near West Side’s Anchor Institutions.

Near West Side residents commute by several different means:

- 45% commute alone in a car, truck or van;
- 7% carpool; and
- 15% use public transportation.

The Near West Side has an overall walk score of 65, higher than Milwaukee’s overall score of 62. Public transit and bike scores in the community are also higher than in Milwaukee as a whole. Overall the Near West Side offers an above-average walk score and connected bus system; however, scores differ significantly across individual neighborhoods with those closer to downtown having higher ratings.



With many residents in need of transportation options, there have been initiatives to improve transportation for Near West Side residents. The Milwaukee County Transit System (MCTS) has worked closely with Near West Side residents to develop a route for the proposed East-West Bus Rapid Transit (BRT), an express public transportation service, which will run through the heart of the Near West Side. The Near West Side is also serviced by two Bublr bike stations, along with dockless scooters, that registered over 348,000 total rides throughout Milwaukee with many occurring in the Near West Side.

Graphic: Bus map with all bus lines going through Near West Side

Safety

The Near West Side is not immune to overall crime trends facing the City of Milwaukee; however, through collaborative efforts with the Milwaukee Police Department (MPD), the Marquette University Police Department (MUPD), the District Attorney’s Office, and other safety and security professionals, the Near West Side boasts a proactive crime prevention strategy that draws on resident engagement, environmental design, and unique security measures. Over the past 10 years, Part I crime has decreased in every category except for rape and aggravated assault, and property crime has decreased by over 40%.

Crime Statistics			
Crime Type:	Percent Change 2015-2018	Average from 2008-2018	2018 Percent Change from 10 Year Average
Homicide	-25%	4.7	-36.20%
Rape	17%	25.3	10.70%
Robbery	-41%	178.9	-29.00%
Aggravated Assault	12%	218.1	24.30%
Total Violent Crime:	-12%	427	0.50%
Burglary	-16%	214.2	-23.90%
Theft	-38%	618.3	-52.80%
Auto Theft	-36%	232.4	-37.20%
Arson	-18%	9.2	-2.20%
Total Property Crime:	-32%	1074	-43.20%
Total Part 1 Crime:	-25%	1501	-30.80%

Source: The Part I crime data was obtained from the Milwaukee Police Department Records Management System (RMS) and counts distinct incidents of rape, robbery, aggravated assault, burglary, theft, auto theft and arson for the time period of January 1- December 31,2008-2018. Homicide data was obtained from the OMAP Homicide database and counts victims for the same time period. Questions: Questions pertaining to this document should be directed to

the Milwaukee Police Department, Office of Management, Analysis & Planning at omap@milwaukee.gov or by phone at (414) 935-7835.

Call Out Box: Quotes from residents about safety from the resident survey.

Near West Side Safety Concerns

Near West Side residents and employees are regularly asked to share their crime and safety concerns at the MPD District Three Crime and Safety meetings, through annual surveys, and during discussions with the Community Prosecuting Unit (CPU) at monthly NeON meetings. Among the top safety concerns are reckless driving and traffic safety, domestic violence and aggravated assault, drug dealing, litter, and illegal dumping. Near West Side safety and security partners gather monthly at the NWSP Safety Working Team meetings to discuss, plan, and strategize programs and interventions to address crime and safety concerns.

Safety Programs and Interventions

In response to the concerns of residents, employees, and businesses, NWSP, through the Promoting Assets, Reducing Crime (PARC) initiative, has created several programs and interventions designed to address crime and safety in the Near West Side in a positive and proactive manner.

Security Ambassadors

Established in 2016, the Near West Side Security Ambassadors are known for the many ways they work to ensure the Near West Side is a safe, clean, and welcoming place for residents, visitors, and employees. Whether performing business checks, greeting residents at community events, connecting the homeless to social services, coordinating safety initiatives with security partners, or riding their bikes throughout the community, the Ambassadors are keeping a pulse on the community and making the Near West Side a better place for everyone.



Near West Side Security Ambassadors 2018 Statistics	
Number of Hours Spent on Blight Reporting	71
Number of Blight Reports Submitted to DNS	587
Number of Blight Reports Completed/Closed	255
Percent Closed	44.97%
Number of Open Cases	85
Percent Open	14.99%
Business Check-Ins	1235

Source: Weekly “Blight Sweeps” by Community Engagement team using Department of Neighborhood Services (DNS) reporting app from January 1 to December 31, 2018, weekly Ambassador Reports. “Blight” refers to instances of extreme litter, bulky items such as mattresses or furniture, potholes, and displaidatedbuidings in a community. “Submitted to DNS” refers to the number of instances in which the City of Milwaukee app was used to submit a report to DNS to notify them of blight. “Number of Completed/Closed ” refers to the number of blight reports submitted to DNS from NWSP representatives that have been confirmed as resolved. “Number of Open Cases” refers to the number of cases that are currently awaiting a response from DNS. “Business Check-Ins” refers to the number of times NWSP Ambassadors visit area businesses to inquire about current or potential issues and offer support.

Mobile Camera Initiative

The Safety Working Team developed the Mobile Camera Initiative to address resident concerns about illegal dumping on vacant lots and alleyways. Utilizing affordable trail cameras, NWSP began monitoring these low-traffic locations and gathered information about illegal dumps to the Milwaukee Police Department. Using this information, MPD has been able to catch and issue citations to several individuals involved with the garbage dumps.

Brighter Near West Side

In the 2016 annual resident survey, more than 20% of respondents noted that improved lighting would make them feel safer in their community. Drawing on this information and academic research, the Safety Working Team developed the Brighter Near West Side lighting and greening initiative. Through the program, NWSP contributed to the purchase and installation of residential light fixtures and security cameras in the Concordia neighborhood. In addition, NWSP partnered with the City of Milwaukee to perform tree-trimming to increase the visibility of city-owned streetlights. At the close of the program, over 35 properties received new lights and cameras.

Amazon Ring Event

NWSP partnered with Amazon to host a Ring Doorbell event in December 2019 to bring heavily discounted Ring safety products to 100 Near West Side residents. The general public were also invited to purchase products with savings provided by the Ring Corporation. This event included the Milwaukee Police Department, Department of Neighborhood Services, and local elected officials.

Anti-Reckless Driving Campaign

In response to a local Martin Drive resident, the NWSP partnered with Chief Al Morales, Sheriff Earnell Lucas, District Attorney John Chisholm and employees of the Department of Public Works of Milwaukee to produce short social media videos offering drivers tips on how to be safe while driving.

Previous Planning Efforts

The Near West Side has been the focus of many planning efforts over the course of the past 15 years. A review of plans focused on the Near West Side and the Greater Milwaukee area established a base for the planning process in the Choice Neighborhood Planning Grant. In total, 16 plans were reviewed, eight of which focused directly on the Near West Side and eight which focused on the city of Milwaukee as a whole.

The majority of plans studied commercial corridors and housing opportunities, and reflect two of the highest priorities in the Near West Side. Several plans also discussed education, safety, and transportation. Communication and engagement, employment, senior populations, and social services were rarely addressed in any of the plans. One plan addressed health in Milwaukee, but the plan did not target the Near West Side specifically.

The review and analysis of the 16 plans demonstrated a need to support the HUD-assisted residents living at College Court. Working with residents, community stakeholders and experts in the field of health and social services, especially for seniors and disabled adults, the Housing, People and Neighborhood sub-committees have contributed to this planning effort to ensure that the needs of College Court residents are reflected in the strategies detailed in this plan.

Plans & Studies for the Near West Side and Milwaukee	
2004	Near West Side Comprehensive Plan
2007	SOHI District Master Plan
2010	Milwaukee City Wide Transportation Plan
2014	Near West Side Housing Opportunities Agenda
2015	Avenues West Action Plan
2015	Near West Side Partners Strategic Plan
2015	Near West Side Multifamily Action Plan
2016	Near West Side Design Charrette
2017	MKE Elevate
2017	Near West Side Market Analysis
2018	Community Control of Land and Housing
2018	North 27th Street Corridor Strategy (Amendment to the Near West Side Comprehensive Plan)
2018	A Framework Playbook for Affordable Housing Advocates
2018	A Place in the Neighborhood: An Anti-Displacement Plan for Neighborhoods Surrounding Downtown Milwaukee
2018	Milwaukee Public Schools Long-Range Facility Master Planning
2018	Milwaukee Public Schools Strategic Plan

Current Efforts

The Near West Side is an area of growth and activity, led by residents, businesses, and organizations. The Choice Neighborhood Implementation (CNI) planning effort has been aided significantly by the network of residents engaged by NWSP and BID 10, as well as its proximity to areas of Milwaukee undergoing a positive transformation.

Near West Side Partners

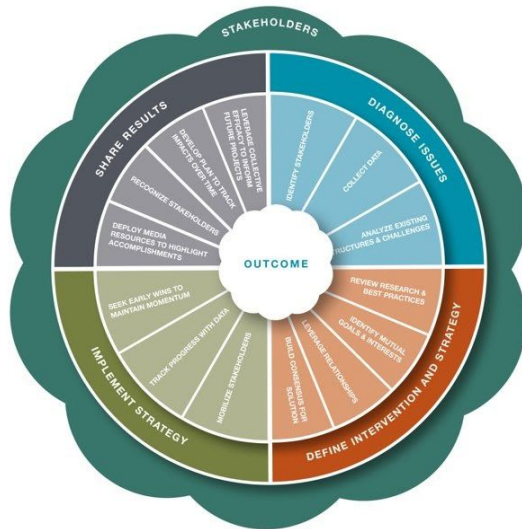
NWSP was established in 2014 with the support of five local anchor institutions - Advocate Aurora Health, Harley-Davidson, Marquette University, Molson Coors, and Potawatomi Business Development Corporation - to address crime and safety concerns and strengthen community revitalization efforts. Through collaboration with public and private stakeholders, NWSP promotes economic development, improves housing, builds a unified community identity, and provides greater safety for residents, employees, and businesses. NWSP has led revitalization efforts through the innovative PARC - Promoting Assets, Reducing Crime - initiative and an active BID 10. Coupled with the Near West Side's proximity to downtown Milwaukee, an area undergoing a renaissance, these efforts and organizations are positioned to carry on the momentum for positive change in the community.

Promoting Assets, Reducing Crime - PARC

PARC is an innovative model for community change that draws on a variety of resources to improve safety while working with community stakeholders to change perceptions of the Near West Side and attract economic development opportunities. Led by NWSP and the Marquette University Center for Peacemaking, PARC convenes stakeholders and agencies, including Marquette's Democracy Lab, the Milwaukee Police Department, and the District Attorney's office to develop plans and implement target strategies that address community concerns and improve the overall quality of life.

Since the 2015 launch of PARC, N has addressed the top five nuisance properties that have negatively affected commercial corridors and residents. PARC has contributed to a double-digit decrease in crime. Working collaboratively with residents, NWSP has implemented programs to improve lighting in residential areas, provide security cameras to businesses, and address speeding and reckless driving. NWSP has continued efforts to address housing quality and safety through monthly meetings of the Landlord Compact and establishment of the resident-tenant council. Simultaneously, NWSP has renewed interest in the community as a destination for entertainment, adding new businesses through the Rev-Up MKE business competition, and featuring special events for residents and visitors.

Call Out Box: [The PARC Model: PARC is a model for community change led by Near West Side stakeholders. Through this model, stakeholders reach the desired outcome by diagnosing the issues, defining the intervention and strategy, implementing the strategy, and sharing the results.]



Graphic:

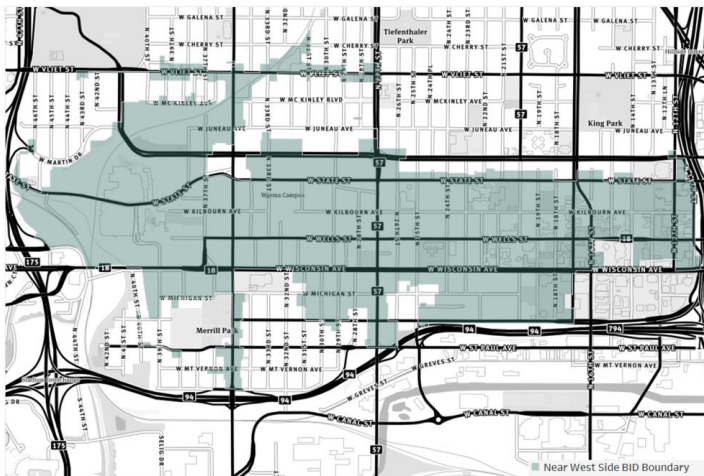
Business Improvement District 10 (BID 10)

Near West Side Business Improvement District 10 (BID 10) is an association of commercial property owners that support community revitalization by leveraging funds contributed through a voluntary tax assessment. BID 10 has nearly 30 years of experience organizing more than 350 businesses, along with nonprofit organizations, schools, and faith-based institutions in the Near West Side. BID 10 plays a vital role in the revitalization of the commercial corridors and returning the Near West Side to a community of choice.

Call Out Box: [Near West Side BID 10 supports businesses through:

- Security camera asset mapping
- Façade and signage grants
- Business promotions
- Graffiti removal
- Small business loans]

Near West Side BID Boundary



Downtown Milwaukee

The Near West Side, just west of downtown, is well-positioned within the City of Milwaukee, which has more than \$3 billion in recently completed, under construction, and proposed projects. Just as initial investments in downtown jump-started a series of new investments in commercial, residential, and infrastructure projects, NWSP believes the city's ongoing renaissance provides positive opportunities for the Near West Side. The recent reconstruction of Wisconsin Avenue, a major east-west corridor traversing both downtown and the Near West Side, highlights the positive and vital connections to these important areas of the city of Milwaukee.

Section Three: Community Engagement

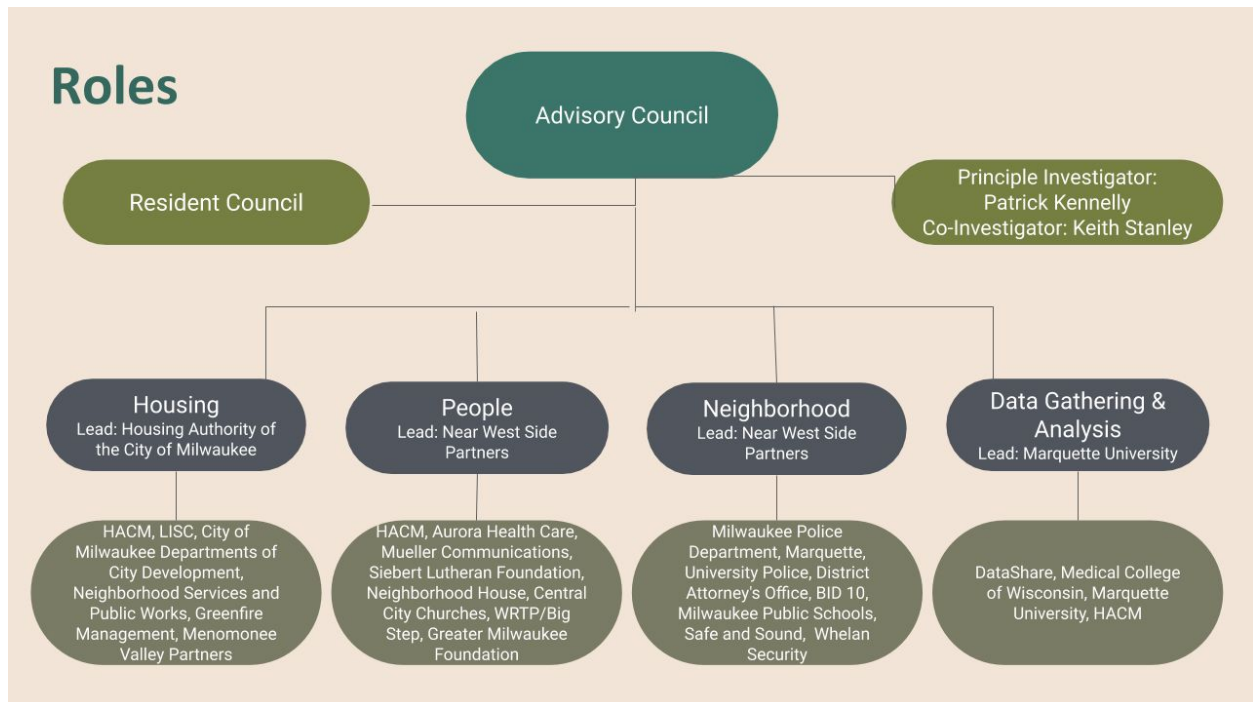
Introduction

Residents took an active role in planning and setting the priorities of the Transformation Plan. These residents represented various ages, incomes, and racial and ethnic populations in the Near West Side. In addition to residents, the planning team encouraged businesses, law enforcement officials, landlords and various community stakeholders to play an active role in the discussion and planning. Monthly resident meetings, signature Near West Side Partners (NWSP) events, and many other place-based activities, such as the *Near West Side Farmers Market*, *Trunk or Treat*, and *Brat for your Thoughts*, informed the planning process. During these events, the Near West Side CNI team shared updates, invited resident and community participation in the planning process, and gathered both contact and survey information. This face-to-face connection was key in building community trust, participation and momentum.

Organization

The Near West Side CNI planning process has been a collaborative effort with many community stakeholders and organizations contributing their time, talent, and resources to inform and shape the Transformation Plan.

Graphic: Organization chart. *Something similar to below.*



Advisory Council

The Advisory Council is the decision-making body for the planning process and action activities and is responsible for leading vision development, ensuring widespread meaningful community engagement, and monitoring the planning process. Members are representatives from Marquette University, Advocate Aurora Health, Harley-Davidson, Molson Coors, Potawatomi Business Development Corporation, the Housing Authority of the City of Milwaukee, the City of Milwaukee, and residents of College Court and the Near West Side.

Resident Council

The Resident Council makes recommendations to the Advisory Council, provides input to People, Housing, and Neighborhood sub-committees, and facilitates monthly discussions with residents and community stakeholders to help the community envision a brighter Near West Side. The Resident Council is comprised of public and HUD-assisted housing residents, homeowners, and renting residents from the seven Near West Side neighborhoods.

Commitment

Upon appointment, all Resident Council members commit to serve a two-year term. During their time on the Resident Council, members are expected to participate in monthly planning meetings, serve on sub-committees, attend the Resident Stakeholder Leadership Academies, and support community meetings, training, and events as needed.

Resident Council Members:

Charlene “Peaches” Bell

Charlene Bell, a Chicago native who moved to Milwaukee in 2016, is a resident of College Court. A single mother, Charlene found safety to be her motivation to make her neighborhood a better place. Charlene is a nature lover, who enjoys daily walks and looking for opportunities to help beautify the neighborhood.

Duane Henderson-Stokes

Duane Henderson-Stokes, a Milwaukee native, has lived in the Near West Side for 27 years. Duane is driven by his love of helping others and his desire to improve his community. He enjoys reading and cooking, both talents that he shows and shares with his involvement in the community. He currently works as a Neighborhood Ambassador for NWSP while raising his twin daughters in the Near West Side.

Sharon Johnson

Sharon Johnson, a College Court resident, has lived in the Near West Side for 7 years and the City of Milwaukee for over 42 years. Sharon is driven by her involvement in church, improving the safety of her community, and spending time with her family. She is committed to making her neighbors aware of community meetings and events because she knows that a community can not improve if people are not informed and engaged.

Valerie Langston

Over the past 25 years, Valerie Langston has lived, worked, and raised her family in Merrill Park. As a child, Valerie's mother instilled in her the importance of community, and now organizing and activism drive her to make an impact in her community as an adult. She believes in creating a safer and cleaner community where children can play and grow.

Jesse Patrick

Jesse Patrick, born and raised in Milwaukee, has lived in the Near West Side for over 30 years. Jesse feels strongly about community involvement, and volunteering on the Resident Council gives him the outlet to help improve his community. He is also a resident of College Court and serves as treasurer for the College Court Resident Organization. He takes pride in assuring the safety and management of funds used to support activities in and around his building. He hopes by being engaged he can improve the Near West Side and create a positive legacy for the future.

Peg McCarthy

Peg McCarthy has lived in the Near West Side for over forty years. After graduating college, Peg worked in the Midtown neighborhood. That professional experience led to her decision to purchase a home in Miller Valley. She joined the Resident Council because she feels it is "a good thing to do for my neighborhood."

Michael Greer

Michael Greer has lived in Merrill Park for 33 years. Michael was attracted to the area because it's where his friends and family reside. He wanted to get to know his neighbors and the best way for him to do that was to join his neighborhood block club. He enjoys working in the garden, growing vegetables and flowers.

CNI Planning Sub-Committees

The CNI planning sub-committees focused on the three Choice Neighborhood pillars of Housing, Neighborhood, and People to inform the development of the Transformation Plan. An additional team focused on data gathering and analysis was formed to inform the work of the sub-committees. Each team includes public and HUD-assisted housing residents, Marquette University and NWSP staff, and other stakeholders with specific expertise vital to the success of each team. These committees convene at monthly meetings to research evidence-based strategies and models that can be replicated in the Near West Side. These strategies and models are then brought to the Advisory and Resident Councils for input and confirmation. Together, the representatives from the Advisory Council, Resident Council, and sub-committees serve as ambassadors and facilitators to engage a wide variety of stakeholders in the process.

The **Housing Sub-committee** is responsible for:

- Conducting housing assessments
- Developing a target housing design and redevelopment strategy
- Visioning and analyzing the ideal balance of housing types

- Identifying financing sources for housing development
- Hosting design charrettes
- Planning for the relocation of residents
- Organizing property management

The Housing Sub-committee is co-chaired by Choice Neighborhood Planning Coordinator Britney Roberson and Brian Scotty of Quorum Architects.

The **People Sub-committee** is responsible for:

- Triggering social services planning and gap analysis
- Developing ideas to increase quality of life in the Near West Side
- Planning for in-neighborhood relocation
- Facilitating leadership development and capacity building sessions
- Monitoring performance of schools
- Leveraging and sharing educational opportunities
- Tracking positive outcomes around health and employment
- Connecting job training and placement opportunities
- Implementing communication strategies to encourage resident participation

The People Sub-committee is co-chaired by Barb Scotty, NWSP Resident Engagement Specialist, and Kelsey Otero, Marquette University's 707 Hub Associate Director of Social Innovation.

The **Neighborhood Sub-committee** is responsible for:

- Implementing early action activities
- Conducting the neighborhood assets inventory
- Developing economic development strategies with a focus on commercial corridors
- Coordinating public safety strategies
- Developing multi-modal transportation and sustainable infrastructure strategies
- Hosting design charrettes

The Neighborhood Sub-committee is co-chaired by Bobby McQuay, NWSP Safety and Community Outreach Specialist, and Marquette University Police Department Chief Edith Hudson.

The **Data Gathering and Analysis Sub-committee** is responsible for:

- Evaluating existing plans and strategies
- Gathering data identified in the gap analysis
- Conducting a needs analysis
- Creating and distributing surveys and conducting focus groups
- Compiling drafts of the Transformation Plan

The Data Gathering & Analysis Sub-committee is chaired by Dr. Amber Wichowsky, Director of the Marquette University Democracy Lab.

Residents

Near West Side residents have played an essential role in the development of the Transformation Plan and have been encouraged to participate in the planning effort by:

- Joining a sub-committee
- Completing resident surveys
- Participating in focus groups and/or one-on-one meetings
- Attending monthly NeON meetings
- Reviewing the draft version of the Transformation Plan at planning sessions

Organizations

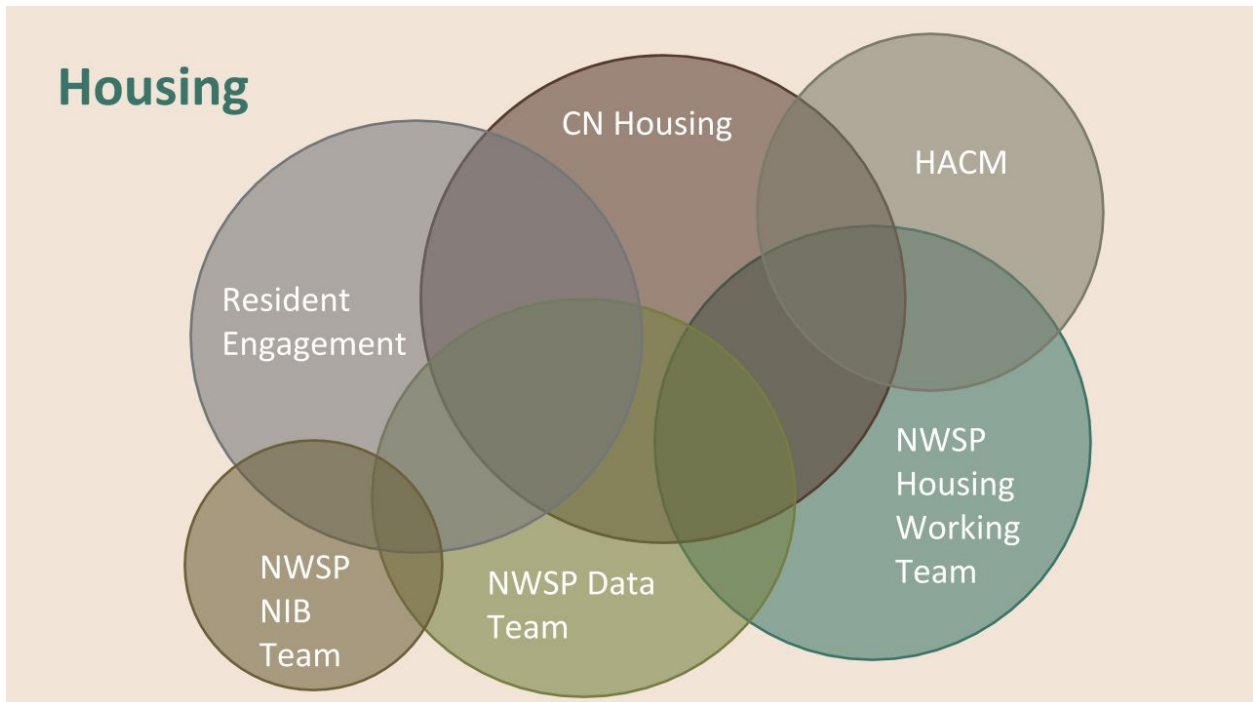
A number of public, private and nonprofit organizations from both in and outside of the Near West Side have come together during the planning process in order to make community transformation sustainable.

Chart: Cooperating organizations

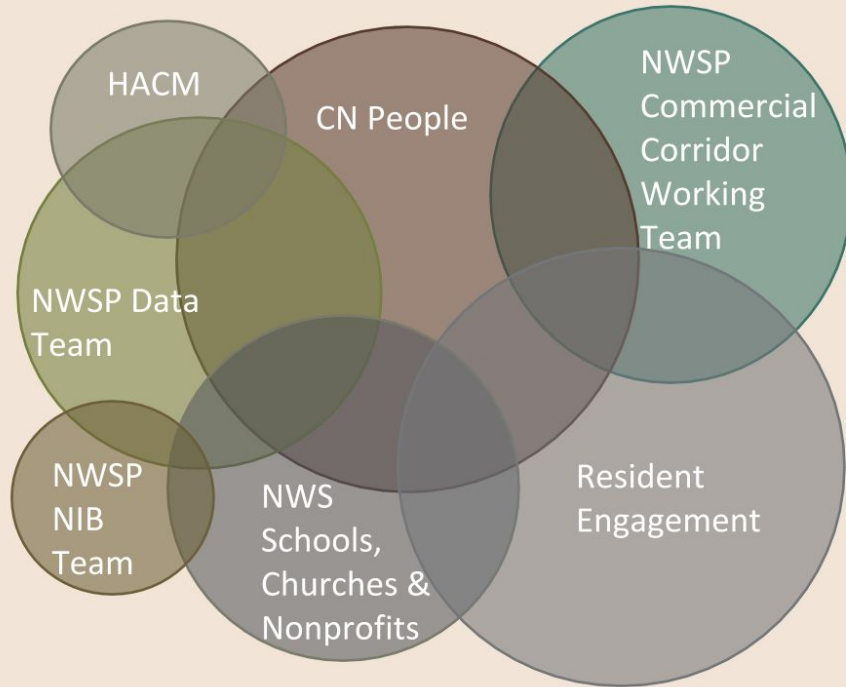
Coordination

In order for the Transformation Plan to reflect the concerns, needs, and interests of all stakeholders involved, representatives from various groups met on a regular basis.

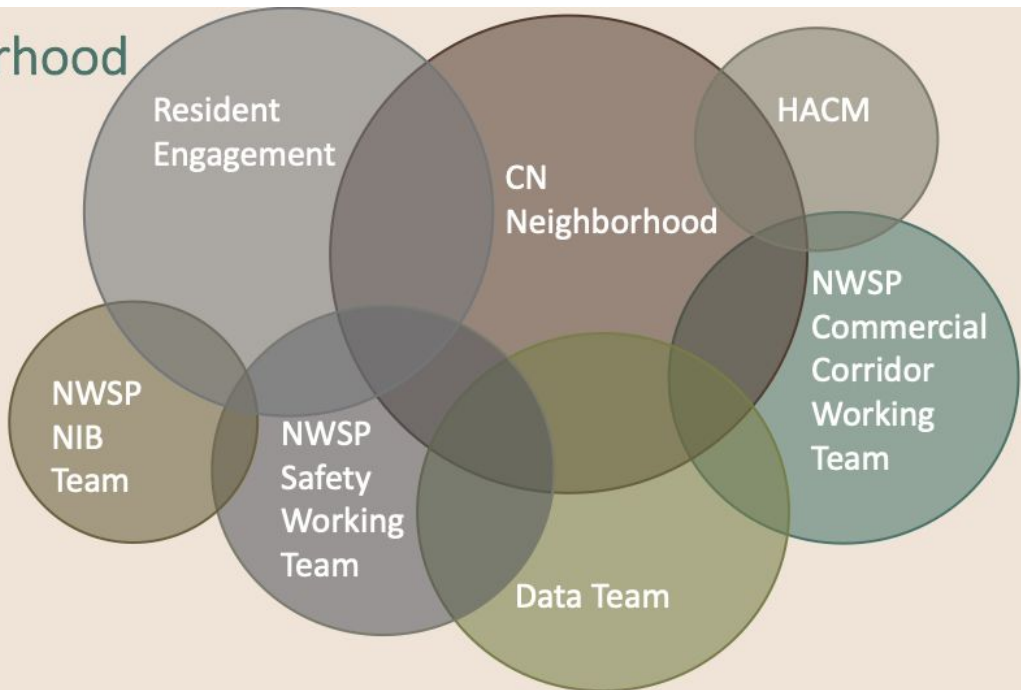
Graphic: Venn diagram of HUD categories and working team overlaps. *Something similar to below.*



People



Neighborhood

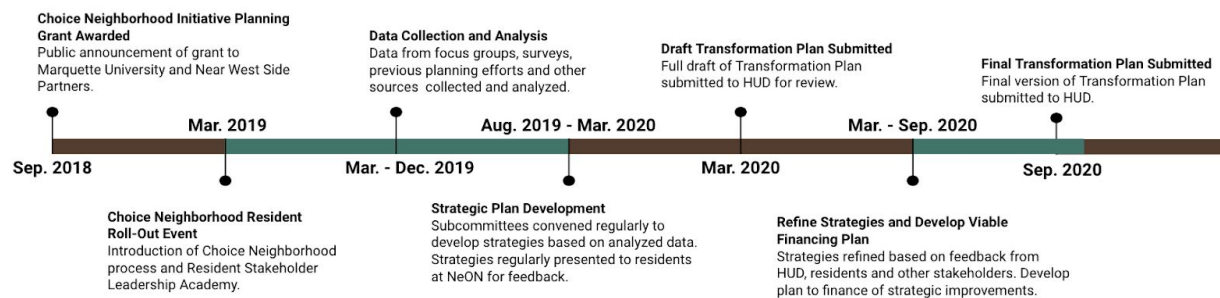


Planning Process

Monthly engagement with Near West Side residents, employees, businesses, and other community stakeholders has been essential to the transformation planning process. Beginning in September 2018 and continuing through December 2019, working teams actively gathered data to develop the strategies and key elements of the plan.

Planning Timeline

Sample Timeline



Opportunities and Challenges in Planning

Throughout the planning process, the Near West Side CNI team embodied and demonstrated the value of resident engagement. Through a variety of methods, the voices of everyone involved in the development of the plan were heard and recorded.



In March 2019, the Near West Side CNI team held its first Resident Stakeholder Leadership Academy (RSLA) session at College Court, the target housing site. Representatives from Marquette University, NWSP and HACM presented the proposed steps to develop the plan and what that meant for the community. Denise Thomas, the owner of the Effective Communication Coach LLC, facilitated a discussion with residents and other community stakeholders about the importance of communication, ethical leadership, and values. During the discussion, the planning team recognized many of the participants were interested in sharing their unique Near West Side concerns. The team was challenged with parlaying these concerns into a discussion about the greater Near West Side community. A visioning exercise afforded residents the opportunity to develop solutions to challenges and share ideas on how to improve the Near West Side as a whole.

In May 2019, the Near West Side CNI team began conducting the annual resident survey throughout the Near West Side. The team recognized skepticism among some participating residents who had been asked to participate in many surveys and planning sessions over the years yet had either no engagement with the results or experienced actual change in their community. To allay these concerns, the team began providing monthly updates on the status of surveying and developing areas of the Transformation Plan at community and block club meetings as well as through social media outlets.

One of the biggest challenges for the Near West Side CNI team was gaining access to larger multi-family buildings to reach residents for surveying and other outreach efforts. Working with the Near West Side Landlord Compact, HACM, and the City of Milwaukee Department of Neighborhood Services, the team connected with landlords and property managers in the community to bridge the gap to residents, including those in College Court. By working with landlords and property managers, the Near West Side CNI team was able to survey door to door in multi-family buildings which increased the number of renters included in the planning process.

Engagement Methods

At the core of Near West Side resident engagement is the belief that there must be accessible opportunities to participate in community planning for all residents, especially HUD-assisted residents. To ensure that public and HUD-assisted residents could substantially inform the Transformation Plan, the Near West Side CNI team built upon previous community organizing experiences and efforts over the last 5 years, including:

- Processing over 6,000 resident surveys
- Visiting each residential building in the Near West Side
- Co-facilitating more than 100 community meetings
- Collecting over 1,500 email addresses and/or phone numbers for a contact database

The collective experience of NWSP has shown that a multi-pronged approach allows residents to participate by informing the planning process, serving as decision-makers, and helping implement projects. Facilitating the capacity building of residents is critical to increasing their involvement in active planning. Residents gain confidence and enthusiasm when their input results in the successful implementation of a shared vision.

Engagement Opportunities

Neighborhood of Neighborhoods (NeON) Meetings

Residents gather at the monthly Neighborhood of Neighborhoods (NeON) meeting at Harley-Davidson to stay involved in the planning process and NWSP initiatives, receive safety updates from the Milwaukee Police Department, and connect with neighbors. Since receiving the CNI planning grant, NeON has seen a dramatic increase in the number of public housing residents attending monthly meetings.

During the planning process, residents attended the NeON meeting to brainstorm plans and strategies to improve housing, community amenities, and resources, and to provide feedback on the plans as they are drafted. At these meetings, residents and stakeholders identified community assets, challenges, and opportunities, along with professionals familiar with successful evidence-based models, that have been initiated in other communities. Throughout the planning process, the NeON meeting served as a vital gathering point for all involved in the Transformation Plan.

Voices of the City

In April 2019, the Near West Side community came together to create *Voices of the City*, the first piece of collaborative public art in the community. The exhibit was created and organized by a local artist, Dr. Lori Gramling, and her team from the 26th Street Project. The installation of *Voices of the City*, which included more than 1,500 tiled works sharing messages of love, courage, and hope, brought together a wide variety of Near West Side residents and organizations, including Neighborhood House, Marquette University, Penfield Children's Center, and the Milwaukee Center for Independence.

The exhibit is currently displayed along a prominent Near West Side intersection, with plans to relocate to a permanent location following input from the community. *Voices of the City* is just one example of a project that wove together many interests and individuals to effect positive change in the Near West Side.



Signature Events

NWSP sponsors activities that explore art, community, and business development. These events are open to all who live, work, and play in the Near West Side.

Brats for Your Thoughts provides the informal space for Near West Side residents to engage with NWSP staff, ask questions about community issues, and provide feedback about their Near West Side experiences. The pop-up barbeques provide residents with a free bratwurst in exchange for their input on a short survey. Elected officials occasionally attend the pop-ups, building strong relationships with residents. This initiative is a great way to commence a candid dialogue about community needs while bringing members in the Near West Side together.



Call Out Box: Number of BFYT attendees, number of BFYT's held

The ***Near West Side Farmers Market*** is a place for residents to gather in their community to buy fresh produce, prepared foods and crafts. The Farmers Market offers a dollar-for-dollar match to shoppers using their SNAP benefits.

Call Out Box: Graphic featuring number of vendors over the years



The **Mobile Design Box** is a collaborative initiative of NWSP and University of Wisconsin-Milwaukee (UWM) School of Architecture & Urban Planning aimed at activating vacant commercial storefronts and engaging residents with arts and architecture. UWM students showcase architectural design work alongside local artists and entrepreneurs during quarterly pop-up gallery events. Throughout the summer of 2019, the Mobile Design Box hosted the traveling exhibit “Evicted,” based on Matthew Desmond’s Pulitzer Prize-winning book about the eviction crisis in Milwaukee and throughout the country.



Call Out Box: Number of Evicted attendees, past events hosted in the MDB

Rev-Up MKE is a shark-tank style small business competition that provides an opportunity for entrepreneurs to expand or start a business, and receive the support needed to make it successful. The program consists of eight weeks of intensive business training, followed by a live pitch event where a winner is selected. Since the launch of Rev-Up in 2016, three participating businesses have opened up storefronts in the Near West Side, all of which hire locally and remain committed to supporting the growth and development of the Near West Side community.



Call Out Box: Number of businesses that have opened from Rev-Up, blurbs on success stories like Pete’s Pops or Triciclo Peru

The ***Spirit of Wakanda Festival*** is a visual and performing arts event celebrating African and African-American community and fellowship. Drawing on partnerships with local artist collectives, schools, and dance companies, Spirit of Wakanda is one of the best-attended events, attracting residents from the Near West Side, and engaging visitors unfamiliar with the community.



Call Out Box: Number of partners and attendees

Every December, Molson Coors opens its doors for the annual ***Near West Side Holiday Lites*** event. This family-friendly event, open only to residents and organizations in the Near West Side, is attended by several hundred community members representing all seven neighborhoods. The Miller Valley was established well before the neighborhoods that grew around it so many residents have not experienced this unique part of Milwaukee's history. This special event features a tour of the brewery facility, an interactive holiday light show, treats, beverages, and a visit from Santa.



Call Out Box: Number of attendees over time

Planning Tools

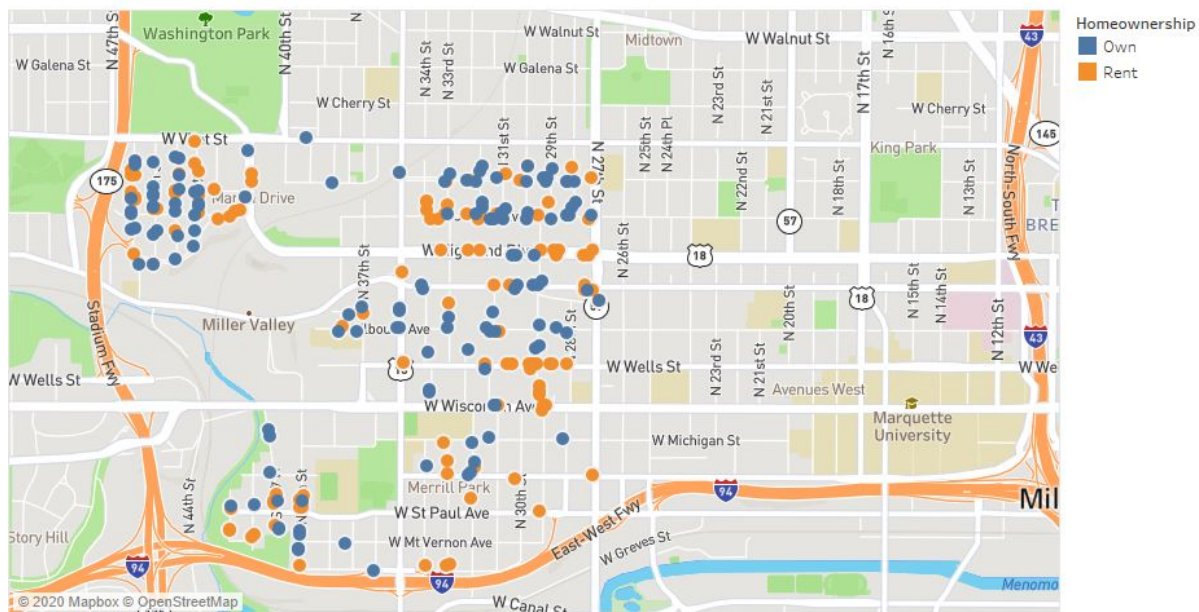
Resident Survey

The Choice Neighborhood Planning team conducts an annual survey of residents living in the Near West Side. The survey includes questions about residents' experiences in the community, perceptions of the quality of life, and general demographic information. The face-to-face survey is conducted by team members who canvass every block in seven neighborhoods. Trained canvassers, certified by Marquette University's Institutional Review Board (IRB), protect the rights and confidentiality of survey participants.

Canvassers utilize a survey app developed by Loveland Technologies to gather and present property information and survey data in transparent and practical ways. Residents are invited to participate in an online survey via mailers and emails. Over 600 residents participated in the survey, including 100 College Court residents.



NWS Survey Locations



Map based on Longitude and Latitude. Color shows details about Homeownership. The view is filtered on Homeownership and Exclusions (Homeownership, Latitude, Longitude). The Homeownership filter excludes Null. The Exclusions (Homeownership, Latitude, Longitude) filter keeps 307 members.

2019 Resident Survey Results

Approximately 80% of Near West Side units are rentals. Overall, 63% of survey respondents were renters, but the renter/homeowner composition of the sample differed substantially by

survey mode. Surveys conducted face-to-face were more representative (73% renter) than those conducted online (17% renter), underscoring the importance of more time-intensive canvassing efforts.

Resident Survey Demographic Characteristics				
	Census	2019 Survey Toal	2019 Survey FTF Interviews	2-19 Survey Online
African American (Non-Hispanic)	37.98	47.48	56.52	10.11
American Indian/Alaskan Native	0.36	1.31	1.09	2.25
Asian	6.54	1.75	1.90	1.12
Hispanic/Latino	10.54	6.35	7.07	3.37
White (Non-Hispanic)	37.32	33.7	23.91	74.16
Other	7.26	5.47	5.70	4.50
Prefer not to answer	---	3.94	3.80	4.49

Note: Census data come from 5-year American Community Survey (ACS) estimates for Census tracts in the Near West Side.

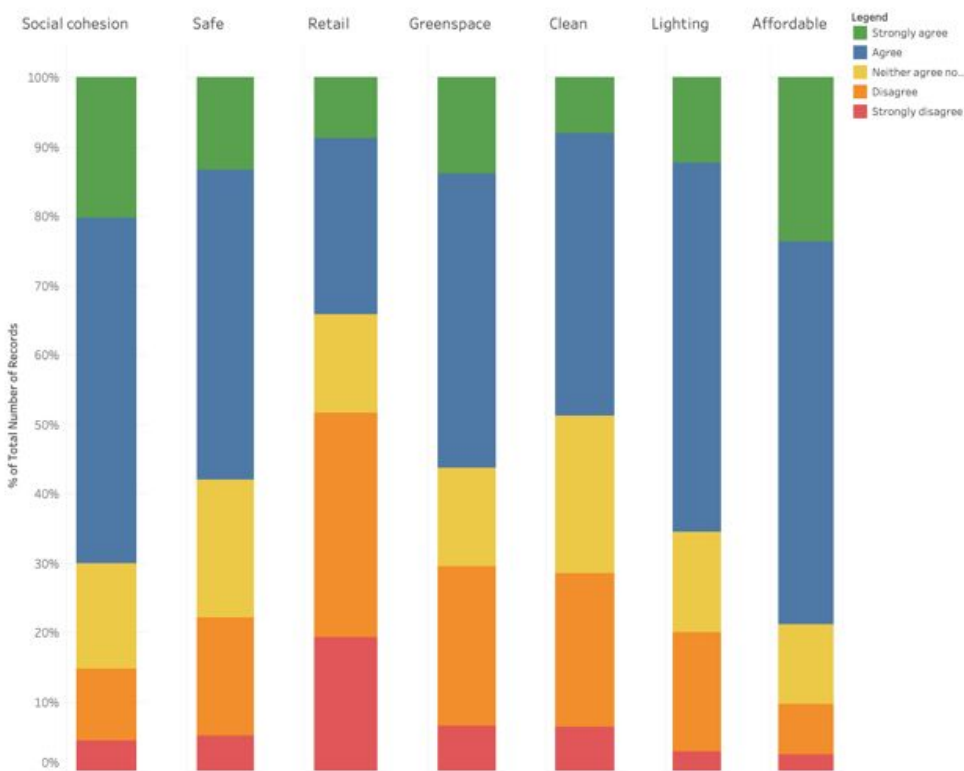
Residents were asked to evaluate a number of characteristics about the Near West Side. Residents rated the Near West Side most favorably for its affordability and least favorably for its selection of stores and services that meet residents’ needs. Residents generally agreed that neighbors look out for one another (what sociologists refer to as social cohesion), but in follow-up questions, expressed strong interest in increased opportunities and enhanced spaces for community socializing. Although more than 50 percent of respondents agreed that there is “adequate green space” in the planning area, there was a significant variation by neighborhood, with residents living in Martin Drive and Merrill Park expressing the most positive sentiments and the majority of residents in the other five neighborhoods disagreeing with the statement.

The Near West Side CNI team conducts an online survey of employees who work in the planning area to compare resident and employee perceptions of the Near West Side. Despite specific concerns about crime and disorder, residents expressed a generally positive view of safety in the Near West Side, particularly when compared to employees who work, but do not live, in the community. For example, 51% percent of residents agreed with the statement, “The Near West Side is a safe place to live.” In contrast, only 16% percent of employees who listed their residence outside the Near West Side agreed with that statement. Both surveys asked participants to evaluate nine different issues in the Near West Side to assess resident and employee safety concerns. Among residents, reckless driving topped the list, followed by drug

dealing and litter. In an open-ended question, residents were asked to name the number one thing that would improve safety in the Near West Side. The most frequently referenced solutions included police foot patrols, traffic calming measures, neighborhood watches, and greater economic opportunities for lower-income residents.

Call Out Box: Employee survey results.

Similarly, residents were asked to name the number one thing that would improve housing conditions in the planning area. The most frequent responses included more responsible landlords, neighborhood clean-ups, improved landscaping/green spaces, and financial support for home repairs and maintenance.



When it comes to commercial corridor revitalization, food tops the list. The most frequently mentioned amenities that residents want to see in the community include grocery stores, restaurants, and coffee shops. Many residents also mentioned the need for enhanced recreational spaces, such as parks and community centers.

Focus Groups

Multiple focus groups were conducted to gather feedback from residents about concerns they have and community assets they enjoy. On May 9th and May 22nd, 2019, five focus groups were held at College Court with a total of 25 residents participating. The discussion topics included identifying areas for housing improvements and access to healthcare. In addition, two

focus groups comprised of non-College Court residents and one focus group comprised of youths from the Near West Side were conducted on separate days.

Many of the focus group questions addressed the main points of the Near West Side Transformation Plan, including housing, people, and neighborhood.

Housing

The focus groups discussed housing priorities and housing opportunities for College Court and the Near West Side. Many residents felt that housing was affordable, but boarded up properties and landlords that neglect tenant rights and needs are an issue. Many College Court residents expressed concerns about safety and the physical conditions of their apartments. Residents repeatedly identified security and access to the building and parking lot as areas for improvement. Residents noted their concerns could be addressed by installing better lighting and more security cameras. Inside the apartments, residents noted a lack of ventilation, space, and overall poor conditions as primary concerns.

People

Local community activism and how to connect with community organizations were the main points discussed by residents during the focus groups. Many residents felt hopeful about the progress they have observed in the Near West Side and the success of the community meetings; however, some residents felt that larger groups were needed to create real change throughout the community. Many residents commented on health concerns, including issues related to the lack of ventilation and elevator safety in College Court and limited access to healthcare providers. Lastly, education was briefly mentioned throughout the focus groups, primarily by residents discussing how gaps in education and skills can be a barrier for some job-seeking residents.

Neighborhood

Participants in the focus groups discussed how to improve the community in relation to transportation, safety, retail, and green space. Residents' opinions about public transportation differed significantly based on how residents utilized it. Residents that used public transportation, specifically the bus system, as their primary mode of transport expressed that they were content or satisfied with the service, while residents that used a car as their main way of transportation expressed discontent or frustration with public transportation.

Safety was a significant concern for residents. Crime, including robberies, shootings, traffic, and speeding were among the concerns expressed most by residents. Residents also shared concerns about the lack of retail options in the Near West Side, including the lack of fresh food options, specifically access to grocery stores, and the overall quality of stores in the community. Lastly, residents felt that green space is an asset in the Near West Side, but the distance some residents must travel to access local parks is quite far.

Youth Focus Group

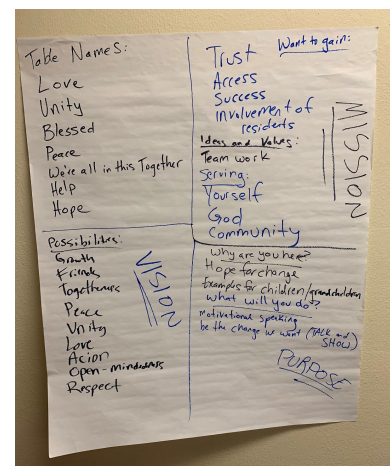
In addition to the seven focus groups conducted throughout the Near West Side, one focus group was dedicated to receiving feedback from youth. Six young people ages 14-16 participated in the focus group and shared concerns about the lack of green space, crime and

safety, and the few locations where youth can go after school. Many youths in the focus group discussed their frustrations with the public school system and lack of stores in the Near West Side.

Resident Stakeholder Leadership Academies

The CNI Planning Team held three Resident Stakeholder Leadership Academies (RSLAs) for members of the Advisory and Resident Councils during the planning process. Participants received training on methods to increase resident awareness of community resources and using intergenerational strategies to work for community change. Topics included self-esteem, communication, diversity, teamwork, values, and ethical leadership. The outcome of these meetings resulted in the development of guiding principles for visioning and planning, building consensus on decision-making processes, and training to further enhance resident capacity.

In **March 2019** the first RSLA was held at College Court. The training was open to all residents in the Near West Side and 35 participants attended. Denise Thomas, Effective Communication Coach, facilitated the training about communication, ethical leadership, and values. Attendees took time to brainstorm about their own personal values and the values they would like to see carried out through the project. Those guiding values included trust, respect, and teamwork. Residents also learned more about the Choice Neighborhood Grant and timeline.



In **July 2019** the second RSLA was held at Advocate Aurora Family Services. This training was available for the members of the Advisory and Resident Councils. Nine participants focused on cross-generational and cross-cultural communication, teamwork, and self-reflection during the training led by Denise Thomas. Members of the Resident Council were introduced to the Resident Council by-laws and created a list of things for which they will be held accountable.



In **December 2019** the final RSLA was held at Advocate Aurora Family Services. This training was available for members of the Advisory and Resident Councils. During the session, members explored the different levels of community engagement and focused on the importance of self-esteem in leadership. Residents also reviewed the preliminary resident survey findings with Dr. Amber Wichowsky from Marquette University's Democracy Lab.

Communication Strategy

To ensure that the planning process is transparent and residents are aware and engaged, the Near West Side CNI team utilized a variety of communication strategies.

CNI Webpage & Social Media

Residents and stakeholders can visit the “CNI Grant” page on the NWSP website to view meeting announcements, agendas, minutes, and supporting materials. Through the work of Mueller Communications’ team, events and stories related to the Near West Side CNI project are also promoted on NWSP’s Facebook page.

Newsletter

Near West Side Partners’ monthly newsletter features news about local events, residents, businesses, and more. Each month, the Near West Side community receives updates on the CNI planning process and highlights from local media coverage of the Near West Side.

Texting

The Near West Side CNI team utilized a text messaging service to reach a larger resident audience and inform them of upcoming events, meetings, and opportunities to get involved. At every event, residents have an opportunity to share their phone number and be included in the list of people who can be contacted through this service.

Door-to-Door Canvassing

The Near West Side Ambassadors play an important role in communicating and connecting with the Near West Side community. During door-to-door canvassing, the Ambassadors distribute fliers, offer updates on things going on around the community, and gather valuable feedback from various stakeholders.

Employee Communications

Every month a special communication of events and activities is shared with representatives of 35 businesses and nonprofit organizations in the Near West Side so employees can stay engaged and informed.

Development of Planning Principles

In order to guide the development of the Transformation Plan, CNI planning principles were developed with input from residents and employees through focus groups, interviews, and surveys. These vision statements guided the discussion and development of the Transformation Plan.

The Near West Side is:

- A safe and welcoming community for all people, including residents, employees, and visitors
- A community with quality housing that meets residents' needs and is available to all people, regardless of background or income
- A community that provides economic opportunities and a mix of development that meets the needs of those living, working, and visiting the area

Housing in the Near West Side is:

- Available to all people, regardless of background or income level
- Well cared for with improvements that support individuals and families
- Safe and secure for individuals and families

The Near West Side **Neighborhoods** are:

- A unified collection of unique neighborhoods with a shared common interest
- Safe for pedestrians, bicyclists, public transportation riders and drivers
- A good place to open a business that serves a diverse population
- A place where people can come to improve their health and live a healthy lifestyle

People in the Near West Side:

- Support and care about the mental health and well-being of others
- Know their neighbors and play an active role in their community
- Practice healthy habits and are interested in life-long learning
- Value trust, personal safety, health, and wellness

Section Four: Housing Goals & Strategies

Introduction

A key goal of the Transformation Plan is the improvement of housing conditions at College Court and throughout the Near West Side. The Near West Side contains a mix of land use and many different types of housing including grand mansions, workers' cottages, mixed-use apartments, large multi-family apartment buildings, and student housing. There are over 14,000 housing units in the community, of which 14.2% are owner-occupied units and 16.8% are vacant.

The Near West Side's aging housing stock has weathered shifting demographics and reflects different periods of the Near West Side's history. The mansions and largest homes reflect a time when the Near West Side was a destination for the elite and affluent of Milwaukee. As industry in the Near West Side and Menomonee Valley grew, single-family and duplex homes were constructed. The mansions were subdivided or replaced with higher-density apartment buildings to serve employees. As the population declined, many properties were vacated.

Today, there are 14,154 housing units located in 2,565 residential buildings in the Near West Side. Of the available housing stock, 26% are buildings with 21 to 50 housing units, and 28% are buildings with 50 or more housing units. Small housing units dominate the Near West Side's housing stock, many of which are apartments located in multi-family buildings. Among the apartments, 13.5% of units are studios or efficiencies, and 38.3% are one-bedroom units. There are 1,082 single-family homes and 915 duplexes with 1,830 housing units. There are clusters of properties, especially in neighborhoods like Martin Drive, Piggsville, Concordia that have been maintained and restored; however, the Near West Side housing stock by and large show signs of age, deferred maintenance, and a lack of amenities desired by current and potential residents of the community. While the deteriorated condition of the housing stock is currently a liability, it also provides an opportunity to reimagine, renovate, and construct housing with the appropriate density and amenities that current and future residents desire.

Image: Sample of type of stock

Call Out Box: At a Glance box (Goals, Vision, and Strategy for Housing)

Occupancy Rates and Vacancy

The Near West Side has relatively low owner-occupancy and high vacancy rates. The 2017 Near West Side Market Analysis indicates that just 14.2% of units are owner-occupied and the remaining 85.8% are rental units. The 2015 American Community Survey shows that the Near West Side contains a significant number of vacant housing units, estimated at 2,374, or 16.8% of the total number of units available. Of these vacancies:

- 53% are unused and not listed for rent;

- 36% are available to rent; and
- 11% are for sale, rented or sold but remain unoccupied or are occupied seasonally.

In addition to vacancies, there are numerous vacant lots and parcels. These vacancy rates and empty lots present a unique opportunity to transform the Near West Side in a number of ways, including:

- Constructing new ADA compliant units to replace the targeted housing;
- Saving historic buildings while transforming the interiors to meet the needs of the current rental market; and
- Developing new owner-occupied housing.

Lastly, reusing vacant land to increase green space provides a chance to change the physical environment in a manner that improves the aesthetic, offers recreational opportunities and addresses the way environment shapes the community's overall health and wellbeing.

Call Out Box: Vacancy rate in Near West Side vs. City, Rental v Owner Occupied Near West Side & City

Mix of Housing Stock

In terms of the mix of housing stock, there are gaps in some important housing options for current and future Near West Side residents. Gaps include:

- High-quality, mid-market apartment buildings
- Row houses
- Condominiums
- New single-family homes

The lack of housing opportunities discourages middle-income households from moving to the area. The goals set forth in this Transformation Plan seek to remedy these voids and take advantage of the Near West Side's affordability, proximity to downtown, and convenient access to transportation as strong selling points to existing residents and newcomers alike.

College Court: A Severely Distressed Housing Site Housing Conditions

Centrally located in the Near West Side, College Court, a senior and disabled public housing site, contains some of the most severely distressed housing in the community. College Court consists of 251 public housing units in two 13-story towers. This targeted housing site suffers from structural issues, physical isolation, and its location makes it hard to access existing health, education, retail opportunities, and other services that are within walking distance. The cylindrical building creates pie-shaped units, each measuring 490 sq.ft., that narrow near the center of the building. This construction style results in kitchens, bathrooms, and entryways that

are not ADA compliant and are difficult for elderly and disabled residents to maneuver. Most of the units do not provide the clearances necessary for those using a wheelchair or a walker.

The cornerstone of the Transformation Plan is to replace each of College Court's dilapidated housing units and create mixed-income housing and mixed-use developments that can shape a new identity for the Near West Side.

Call Out Box: [With a Real Estate Assessment Center (REAC) physical inspection score of 32, College Court is severely distressed and in need of comprehensive rehabilitation. The most significant structural issues include:

- Deterioration of the roof
- Water infiltration due to the failure of the roof and older window framing
- Insufficient exterior perimeter insulation
- Inefficient use of heating
- Overburdened electrical system
- Unsealed piping penetrations
- Elevator age and defects

Among the building's design deficiencies:

- Inappropriate site layout
- Inadequate unit size
- Limited and unmonitored parking
- Lack of accessibility for elderly and disabled adults
- Inadequate common spaces
- Significant utility expenses]

College Court does not adequately serve the population of elderly and disabled residents and does not promote a quality residential experience expected by its residents and community members. College Court is not only inaccessible for the residents that live there, years of deferred maintenance have left the building deteriorating both internally and externally.

Pictures: College Court conditions

As part of the overall analysis, the Near West Side CNI team consulted with College Court residents and community stakeholders on how to best rehabilitate College Court. These groups considered a number of options, including plans to remodel the existing building, removing a portion of the building while remodeling the remaining portion, and/or demolishing the entire building.

Call Out Box: Stats from housing assessment: resident satisfaction with living condition, residents who stated they would move if they could

Following discussions with the Housing sub-committee, Resident and Advisory Councils, and the Housing Authority, the team decided to proceed with a plan to demolish both College Court towers and integrate residents into the Near West Side in renovated or newly constructed units utilizing project-based vouchers. Project-based vouchers assist eligible households with the difference between what the household can afford and the approved rent for an adequate

housing unit in a multi-family building project. Under this system, HACM will enter into an assistance contract with an owner of rental property for specified units and a specified amount of time. The rental assistance will then be tied to a particular unit for a set term even as eligible residents move in and out of the unit.

Call Out Box: Stats from focus groups, surveys on resident preferences for housing

The goals and strategies set forth in the following section support this vision for the redevelopment of College Court and the growth of housing opportunities in the Near West Side.

Call Out Chart (as transition to strategies): [Current Housing Efforts in the Near West Side :

There are many efforts currently being undertaken in the Near West Side to improve the housing conditions for all residents.

Good Neighbor

The *Good Neighbor Designation* recognizes multi-family properties and their owners and managers who are providing quality rental opportunities in the Near West Side. Property owners receive the designation because they make proactive contributions to ensure the safety, security, and aesthetic quality of the community while actively improving the quality of tenant life by maintaining their buildings to a standard above and beyond the minimum required by law.

Live Work Play

Near West Side Partners (NWSP) offers down payment and rental incentives to employees of Near West Side businesses who are interested in living in the Near West Side. The Live, Work, Play homeownership incentive program provides funding to help prospective homeowners purchase homes with down payment grants of \$3,000 along with financial and technical assistance. For those who are not ready to buy, NWSP offers a rental incentive of \$500 when participants sign a lease with any *Good Neighbor* designated landlord.]

Sources

All data for this section was compiled from the Near West Side Market Analysis (2017) and American Community Survey (2015 and 2017).

Strategy Section

Residents, stakeholders, businesses, and community members spent many hours engaged in thoughtful listening, conversation, and research to develop their vision and strategy for improving housing conditions in the Near West Side and increasing residents' access to opportunities and services. The following four goals and proposed locations of effort capture this collective input and builds upon the comprehensive 2017 Market Analysis commissioned by NWSP. The final scope and location of these strategies will depend on further market analysis, financial feasibility, developer interest, and City and community approval. It is recommended

that all new investments in housing have at its core the mission to be a catalyst for community transformation.

Housing Goal 1: The Near West Side provides public housing opportunities with appropriate density and accessibility that support a diverse resident population.

College Court residents, the Housing sub-committee, and the Resident and Advisory Councils identified key objectives, strategies, and metrics to improve housing in the Near West Side. The objectives for housing improvement include:

- Integration of public housing units into mixed-income buildings throughout the Near West Side
- Incorporation of Americans with Disabilities Act (ADA) requirements, LEED standards and CPTED (Crime Prevention Through Environmental Design) principles to ensure all newly constructed or renovated buildings are accessible, environmentally sustainable, and safe for residents

Description of Strategies

Leverage private and public capital (including Rental Assistance Demonstration [RAD] project-based vouchers and project-based tenant vouchers) to construct, renovate, and/or improve multi-unit buildings to create mix-income housing opportunities for individuals and families in public housing and HUD-assisted housing.

____ Company has been selected as the master housing developer to provide College Court replacement units in mixed-income, multi-family buildings. ____ housing developers will renovate existing vacant and/or occupied structures, and construct new buildings with dedicated units for public housing residents utilizing RAD project-based vouchers. The new and renovated units will consist of multiple types of Housing ____ (row, single family, condo, family apartments, and senior apartments). These housing types were selected based on community input during the planning process. By coupling multiple funding sources with RAD project-based vouchers, developers have an incentive to provide new and renovated housing units that are affordable and meet the needs and desires of current and new residents. This strategy looks to integrate public housing residents into the community.

Several catalytic sites have been selected as primary renovation and redevelopment locations. These include the Wells Street Corridor, 2835 West Wells, _____. These sites provide opportunities to better connect residents to the community and services they desire while providing modern amenities.

The Housing Authority of the City of Milwaukee (HACM) will lead relocation efforts during the transition from College Court by identifying residents who would be interested in remaining in the Near West Side. Once this step is accomplished, vouchers will be distributed to lead developers. The number of vouchers given to each developer will depend on the number of units at each project site. The RAD project-based vouchers can then be tied to specific units thus ensuring that if a residents moves out the unit it will remain a public housing assisted unit for a minimum of 15 years.

Call Out Box: [Developer Selection Process

In March 2020, housing developers were convened to discuss the proposed project and, after issuing a formal Request For Proposals (RFP), the following developers were selected:

- Developer 1 - # vouchers allocated
- Developer 2 - # vouchers allocated

Housing developers were selected based on how well each applicant creatively and innovatively worked within the established criteria to improve the quality of housing for all residents in the Near West Side with a special emphasis on College Court residents.

HACM and NWSP plan to apply for the Choice Neighborhood Implementation Grant in the [REDACTED] cycle. The application requires the inclusion of severely-distressed, HUD-assisted multi-family housing. In order to satisfy that requirement, the CNI team brought on a new partner. [REDACTED] was brought on because of [REDACTED]. Description of the multi-family partner.]

Utilize grant funding for the promotion of ADA improvements in renovated and improved replacement housing units.

The units in College Court are not ADA accessible and do not adequately serve the needs of the residents. All new and renovated housing units and buildings utilizing project-based vouchers must be built to support the physical needs of College Court residents along with all residents with mobility or other impairments.

Integrate LEED solutions during the construction, renovation and improvement process.

College Court operates with high energy inefficiencies due to the lack of insulation and proper heating system. Environmental sustainability is essential in ensuring the longevity of buildings and keeping energy costs for residents down long-term. While buildings are not required to be LEED-certified, all buildings should integrate environmental sustainability into the design of the structure and overall building process.

Incorporate Crime Prevention through Environmental Design (CPTED) in the design of housing and amenities.

Due to the configuration of College Court's parking lot, many residents feel unsafe using this resource. The structural design of a building does impact both the perceived and real safety of residents. All buildings must be built with resident safety at the forefront. During the construction and renovation of buildings utilizing project-based vouchers, developers will undergo a CPTED audit to identify areas for improved resident safety in the final design.

Housing Goal 2: The Near West Side provides high-quality, affordable, market rate rental and homeownership opportunities that are attractive to residents and employees.

The close proximity to downtown, walkability, access to employers and schools, unique architectural character, and affordability are positive reflections often shared by current and prospective residents of the Near West Side. The Transformation Plan seeks to ensure there is high-quality affordable rental and owner occupied housing options. To support this goal around new housing activity are two strategies:

- Development of new multi-family housing opportunities to attract residents from all income levels
- Creation of quality homeownership opportunities to attract and retain residents at all income levels

Description of Strategies

Promote mixed-income intergenerational housing utilizing project-based vouchers.

The Near West Side will develop new multi-family housing opportunities that attract residents at all income levels by incentivizing housing developers with guaranteed capital in the form of project-based vouchers. Developers will be able to use the project-based vouchers to renovate existing or construct new multi-family projects. These vouchers may be used alongside low-income tax credits and private market rental units.

Call Out Box: [Locations throughout the Near West Side for the development of new, multi-family housing opportunities:

- Wisconsin-Clybourn Corridor
 - 2404 and 2422 W. Clybourn Street
 - 2440 and 2460 W. Clybourn Street
 - Northeast corner of 26th and Clybourn Street

- City on Hill Parking Lot
- N. 35th Street from Highland Boulevard to McKinley Avenue
- 2835 W. Kilbourn Avenue
- Wells Street]

Support workforce housing in proximity to major employers and live/work opportunities for local entrepreneurs.

The Near West Side offers a unique chance to improve the perception of housing through its workforce. To do so, the Near West Side will work with local anchor institutions and banks to secure funding to develop housing in close proximity to large employers. Employees interested in living in the Near West Side, but who aren't ready for homeownership, will be provided a \$500 rental incentive through *Live, Work, Play* to move into the community. To attract entrepreneurs to the Near West Side, vacant and underused mixed-use commercial properties along the West Vliet Street and North 27th Street corridors will be redeveloped into mixed-use workforce housing to offer both commercial and housing units to support live/work opportunities.

Picture: Image of Potential Mixed-Use Housing



Utilize partnerships with local nonprofit organizations, such as the Center for Veteran's Issues and Milwaukee Center for Independence, to provide permanent and supportive housing for seniors, individuals with disabilities, veterans and their families.

In an effort to support housing options for people of all income levels, the Near West Side will provide permanent and supportive housing opportunities for seniors, individuals with disabilities, veterans and their families. To achieve this, NWSP will partner with local non-profits, like the Center for Veteran's Issues and Milwaukee Center for Independence, to secure funding for the

development of multi-family rental units that offer wraparound care services for vulnerable populations.

Develop single- and two-family housing opportunities, utilizing vacant lots for new developments and supporting rehab of existing structures.

Provide infill housing on vacant or underused lots in Merrill Park and Avenues West by drawing on partnerships with *Habitat for Humanity*, *Strong Blocks*, and *ACTS Housing*.

Call Out Box w/ Map: [Locations throughout the Near West Side for the development of single- and two- family housing opportunities:

Avenues West

- Vacant block between N. 23rd and N. 24th Streets from State Street to Kilbourn Avenue
- N. 28th and N. 29th Streets from Kilbourn Avenue to Wisconsin Avenue
- The Northeast corner of N. 25th Street and State Street
- N. 25th to N. 26th Streets from Wells Street to Kilbourn Avenue
- N. 25th to N. 27th Streets from Kilbourn Avenue to Wisconsin Avenue

Merrill Park

- Clybourn Avenue from N. 25th to N. 35th Street

Concordia

- N. 27th to 29th Streets from Kilbourn Avenue to Wisconsin Avenue]

Support senior-friendly, condo-style housing for homeowners aging out of their homes.

As the long-term resident population grows older and age out of their homes, retention opportunities must be developed. Senior-friendly housing opportunities, like condos and co-living arrangements, can support residents aging in place.

Promote opportunities for national and state historic preservation tax credit for the development of single-family and multi-family housing.

Cold Spring Park and Concordia are historically designated both locally and nationally. The development of resource guides and networks can support developers and homeowners with financing to renovate single- and multi-family housing opportunities in the community.

Housing Goal 3: The Near West Side provides a housing resource center offering a variety of housing programs to retain, support, and stabilize renters and homeowners.

Attracting new homeowners and supporting the needs of current renters and homeowners is vital to the overall health of the Near West Side. In support of these goals the Near West Side CNI team has detailed the following strategies:

- Positively impact resident retention by promoting resources that will sustain tenancy and motivate landlords to improve the quality of rental options
- Develop pathways for renters interested in pursuing homeownership opportunities
- Promote financing opportunities to attract new homeowners to the Near West Side
- Provide and promote resources to stabilize current homeowners

Description of Strategies

Develop capacity and infrastructure for residents and landlords to manage housing change and address property disputes outside of litigation.

In an effort to alleviate the burden of eviction on the community, landlords and tenants will be encouraged to seek assistance from *Mediate Milwaukee*, a free private mediation service, to identify solutions to problems relating to rental agreements and property.

Promote the City of Milwaukee's tenant and landlord training programs.

Near West Side Landlord's will be encouraged to attend the Department of Neighborhood Services (DNS) *Landlord Training Program* to learn more about the importance of tenant screening, conflict management, and general rental regulations. This program has been recognized by the Ford Foundation's Harvard Kennedy School of Government and received an *Innovations in Government* award from the City of Milwaukee Mayor and Common Council. Renters will also be encouraged to attend the DNS *Rent for Success Program*, which provides free tenant-training to educate and empower renters to make safe and healthy rental choices and provides resources for those with negative rental experiences.

Develop programs to support landlords improving the quality of their properties in order to encourage tenants to stay in the Near West Side.

The *Good Neighbor* program will be expanded to incentivize landlords interested in improving the quality of their properties through regular promotion via NWSP communication channels. An inventory of programs that provide financial support to landlords interested in improving their properties will be distributed during monthly landlord compact meetings.

Establish pathways for current renters to pursue homeownership by partnering with local organizations to offer home buyer readiness programs in the Near West Side.

The Near West Side will assist renters in achieving long-term housing and homeownership goals. The Near West Side CNI team will partner with local organizations that offer a variety of homeownership and education opportunities. Residents who need assistance navigating their way through the homebuying process will be able to take advantage of homebuyer education classes with *Housing Resource Inc.* (HRI). HRI offers quality home counseling services, including how to identify and overcome barriers to homeownership and create a purchase plan, to low and moderate income families. Working with *ACTS Housing*, renters will receive one-on-one financial counseling from HUD-approved counselors. Potential homeowners will also have access to in-house real estate brokers who can represent families during purchase and home rehabilitation. *ACTS Housing* works closely with the City of Milwaukee to reclaim vacant and foreclosed properties. Renters interested in purchasing a home, but who are not quite ready to acquire a loan from a bank, will be able to work with *Strong Blocks* who offer a 21-month rent-to-own program. All properties are fully remodeled and move-in ready for applicants who qualify for this program.

Expand existing down-payment incentive programs to include any homebuyer interested in the Near West Side and increase marketing efforts to area employees.

To successfully attract new homeowners to the Near West Side, NWSP will expand its *Live, Work, Play* program to any person interested in purchasing a home and living in the community. Efforts will be made to increase employee communications around Near West Side homeownership opportunities and support. The Near West Side CNI team will also approach national and federal partners, such as the Federal Home Loan Bank, to secure seed funding to establish an affordable housing grant program for renters.

Connect current and new homeowners with housing resource programs by partnering with organizations like Take Root Milwaukee.

The Near West Side CNI team will help galvanize energy amongst current, new and prospective homeowners by organizing Near West Side tours and annual homeownership fairs in partnership with *Take Root Milwaukee*, which offers free to low-cost services to help people buy, keep, and fix their homes in Milwaukee.

Partner with local and national home repair loan programs to support existing homeowners. Create a forgivable loan program that fills in the gap of existing renovation and rehab programs.

To ensure homeowners and landlords in the Near West Side have adequate support to maintain their properties and remain in the community, the Near West Side CNI team will work with existing home improvement loans and grant programs to promote available resources to

property owners. The Near West Side CNI team will also work to identify any gaps in funding streams and will develop a forgivable loan program to support the deficit.

Promote home maintenance seminars and training for homeowners hosted by local housing organizations and home improvement stores.

Many of the homes in the Near West Side are over a century old and are constructed of wood. These seminars will teach DIY homeowners tips and strategies for home maintenance to preserve and improve existing housing stock while mitigating potential health and safety issues (e.g., lead, faulty wiring, asbestos, etc.).

Promote opportunities for national and state historic preservation tax credit for both single-family and multi-family housing in Historic Concordia and Cold Spring Park.

Property owners in historic districts such as Concordia or Cold Spring Park will be encouraged to leverage historic tax credits at both the federal and state level. The Near West Side CNI team will develop a resource guide and host a yearly training on how to take advantage of historic preservation tax credits to make improvements to their properties. At the state level, Wisconsin homeowners may be eligible to receive credit for up to 25% of the cost of approved rehab projects.

Establish a Targeted Investment Neighborhood (TIN) with the City of Milwaukee to support both homeowners and landlords in improving the quality of Near West Side housing stock.

Working in tandem with the City of Milwaukee, the Near West Side housing working team will establish a *Targeted Investment Neighborhood* (TIN) program. TIN is designed to sustain and increase owner-occupancy, provide high-quality rental housing to help strengthen property values, and improve the physical appearance of homes in a 6-12 block radius over a three year period. Owner occupants could be eligible for the Home Rehabilitation Loan, a low interest forgivable loan for rehab that can be worth up to \$15,000 depending on household size and income. TIN also offers a Rental Rehabilitation Loan. The Rental Rehabilitation Loan offers forgivable loans worth up to \$14,999 for rental properties. This is a zero interest loan that is forgivable after 5 years. Property owners must provide a dollar for dollar match in order to access funds.

Housing Goal 4: The Near West Side provides a healthy residential living for all residents.

Healthy homes promote mental and physical health. Good health depends on having homes that are safe and free from hazards such as failing construction, lead pipes, water leaks, poor ventilation, and pest infestation. Poor quality housing contributes to health problems such as chronic diseases and injuries. Additionally, inadequate housing can have harmful effects on childhood development. The Near West Side CNI team sought strategies to:

- Improve housing quality in a manner that supports and encourages healthy lifestyles

Healthy residences are also supported by community amenities that encourage healthy lifestyles. Access to green spaces has a positive effect on mental health and community gardens bring to light healthier food options and encourages communal harvesting activities. Reshaping the environment too with hardscape amenities like larger sidewalks can more easily draw the community outdoors.

Call Out Box: XX% of residences in the Near West Side are serviced by lead pipes

Description of Strategies

Remove potential health hazards from Near West Side residences.

In order for residents to live healthy lives, potential health hazards must be removed from homes. Collaborating with City of Milwaukee programs that help to finance and contract work that identifies and mitigates potential dangers for residents is critical for holistic health and wellness. Dovetailing this effort will be to assist landlords in taking manageable steps over time to improve the status of their properties. All homes should be free of mold and pests, have secure windows and doors, and have highly functioning heating and cooling systems. Cold indoor conditions have been associated with poorer health, including an increased risk of cardiovascular disease. Extreme low and high temperatures have been associated with increased mortality, especially among vulnerable populations such as the elderly and those with disabilities. Removing lead in Near West Side homes is a high standard that will take years to complete, but a necessary effort to protect community families. Lead poisoning can have irreversible effects on brain and nervous system development, resulting in lower intelligence and reading disabilities. All properties need to support residents in asserting their human right to live healthy lives.

Promote amenities necessary for healthy living in new building developments and rehab projects including green spaces.

Amenities, including green spaces, large sidewalks and safe porches, need to be priorities in new and rehabbed developments to promote many positive outcomes. Larger sidewalks and safely (re)constructed porches help foster positive interactions between people and increase opportunities for recreational activities like biking, jogging and walking. The built environment of developments can encourage community interactions and healthy lifestyles if planned with health and wellness in mind. By adding healthy living amenities to the already established criteria of Near West Side Partners, developers will know that they must consider all aspects of wellness in the planned development and residents will be confident that new and refurbished residences will promote wellness for the entire community.

Housing Goal Chart

Housing

Goal One: The Near West Side provides public housing opportunities with appropriate density and accessibility that support a diverse resident population.

Objective: Public housing units are integrated in mixed-income buildings throughout the Near West Side.

Strategy	Metrics
Leverage private and public capital (including Rental Assistance Demonstration (RAD) project-based vouchers and project-based tenant vouchers) to construct, renovate, and/or improve multi-unit buildings to create mix-income housing opportunities for individuals and families in public housing and HUD-assisted housing.	<ul style="list-style-type: none"> - 251 replacement units serving senior/disabled adults from College Court located in and around the Near West Side. - Secure private contributions for the development of mixed-income family housing. - Housing sites constructed or renovated for replacement units must include mixed income at one-third market-rate units; one-third affordable (LIHTC); one-third project-based voucher.

Objective: Newly constructed, renovated, and/or improved buildings meet the Americans with Disabilities Act (ADA) requirements to ensure accessibility, are built to LEED standards to ensure all replacement housing units are environmentally sustainable and accessible, and are designed utilizing CPTED (Crime Prevention Through Environmental Design) principles to ensure resident safety.

Strategy	Metrics
Utilize grant funding for the promotion of ADA improvements in renovated and improved replacement housing units.	<ul style="list-style-type: none"> -100% of buildings improved and converted to become ADA accessible. -Track % grant funding used for ADA improvements in the Near West Side.
Integrate LEED solutions during the construction, renovation and improvement process.	<ul style="list-style-type: none"> - 50% of buildings built or renovated utilizing LEED building principles. -5 LEED techniques incorporated into each new or renovated housing sites.
Incorporate CPTED (Crime Prevention in Environmental Design) in the development of housing and amenities.	<ul style="list-style-type: none"> -100% of newly constructed, renovated, and/or improved buildings integrate CPTED techniques. -All newly constructed, renovated, and/or improved buildings receive CPTED audits prior to construction or renovation.

Goal Two: The Near West Side provides high-quality, affordable and market rate rental and

homeownership opportunities that are attractive to residents and employees.

Objective: Develop new multi-family housing opportunities throughout the NWS to attract residents from all income levels.

Strategy	Metrics
Promote mixed-income intergenerational housing utilizing project-based vouchers.	-Housing sites constructed or renovated for multi-family replacement units will be mixed-income, including units that are generally one-third market-rate units; one-third affordable (LIHTC); one-third project-based voucher.
Support workforce housing opportunities in proximity to major employers. Support live/work opportunities for local entrepreneurs adjacent to the Vliet Street and 27th Street commercial corridors.	<ul style="list-style-type: none"> - Provide \$10,000 per year in incentive programs to employees interested in moving to the Near West Side. - Secure funding to promote the development of workforce housing.
Utilize partnerships with local nonprofit organizations, such as the Center for Veteran’s Issues and Milwaukee Center for Independence, to provide permanent and supportive housing for seniors, individuals with disabilities, veterans and their families.	<ul style="list-style-type: none"> - Ensure 100% of supportive housing for seniors is ADA accessible by 2035. - Provide 10 supportive units for families with a disabled household member. - Preserve and renovate existing housing units for veteran-preference permanent supportive housing.

Objective: Create quality homeownership opportunities to attract and retain residents at all income levels.

Strategy	Metrics
Develop single- and two-family housing opportunities, utilizing vacant lots for new developments and supporting rehab of existing structures.	<ul style="list-style-type: none"> - Market 10 vacant parcels for the development of single and two-family housing. - 50 new homes constructed and 100 properties renovated by 2030.
Support senior-friendly, condo-style housing for homeowners aging out of their homes.	<ul style="list-style-type: none"> - Develop resources for individuals aging out of their homes. - 251 units for senior housing.
Promote opportunities for national and state historic preservation tax credit for the development of single-family and multi-family housing.	-Integration of national and state historic preservation tax credit information into existing housing resources for property owners and developers.

Explore creative land use opportunities, such as community land trusts, to improve and preserve affordable housing in the Near West Side.	-Maintain advisory group to ensure new construction and improvements in the Near West Side housing stock, simultaneously while preserving stable and affordable housing.
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Goal Three: The Near West Side provides a variety of housing programs to retain, support, and stabilize renters and homeowners.

Objective: Stabilize resident retention by promoting resources that support landlords looking to improve the quality of rental options in the Near West Side and support tenants in sustaining tenancy.

Strategy	Metrics
Develop capacity and infrastructure for residents and landlords to manage housing change and address property disputes outside of litigation.	-Engage local organizations such as Mediate Milwaukee.
Promote the City of Milwaukee’s tenant and landlord training programs.	- 100 renters complete the Rent for Success program annually. - All new Near West Side landlords complete Landlord Training Program.
Develop programs to support landlords improving the quality of their properties in order to encourage tenants to stay in the Near West Side.	-Host a monthly meeting for landlords and stakeholders.

Objective: Develop pathways for renters interested in pursuing homeownership opportunities.

Strategy	Metrics
Establish pathways for current renters to pursue homeownership by partnering with local organizations to offer home buyer readiness programs in the Near West Side.	- Engage local organizations such as HRI, ACTS Housing, and Strong Blocks to host biannual seminars on homeownership preparedness. - Develop 3 distinct pathways for renters to pursue homeownership opportunities.

Objective: Promote financing opportunities to attract new homeowners to the Near West Side.

Strategy	Metrics
Expand existing down-payment incentive program to include any	- Provide \$10,000 in incentive programs to those interested in moving to the Near West Side per year

homebuyer interested in the Near West Side and increase marketing efforts to area employees.	- Conduct bi-annual neighborhood and home tours for new employees and prospective residents.
Connect current and new homeowners with housing resource programs by partnering with organizations like Take Root Milwaukee.	-Host annual homeownership resource fair.
Objective: Provide and promote resources to stabilize current homeowners.	
Strategy	Metrics
Partner with local and national home repair loan programs to support existing homeowners. Create a forgivable loan program that fills in the gap of existing renovation and rehab programs.	- 50 homeowners enrolled in home repair loan programs annually. - Provide \$50,000 in rehab incentive program.
Promote home maintenance seminars and training for homeowners hosted by local housing organizations and home improvement stores.	- Create website calendar of seminars and training. - Develop resource guides with descriptions of seminars and training.
Promote opportunities for national and state historic preservation tax credit for both single-family and multi-family housing in Historic Concordia and Cold Spring Park.	- Create resource guide for obtaining historic preservation tax credits and upkeep of historic homes. - Provide annual training to residents related to improving efficiency and sustainability during remodeling, historic designations and how to apply for tax credits.
Establish a Targeted Investment Neighborhood (TIN) with the City of Milwaukee to support both homeowners and landlords in improving the quality of Near West Side housing stock.	-Apply for TIN with identified 6-12 block radius in the Near West Side.
Goal Four: The Near West Side provides a healthy residential living for all residents.	
Objective: Develop quality housing options that support and encourage healthy lifestyles.	
Strategy	Metrics
Remove potential health hazards from Near West Side residences.	- All city-owned homes in the Near West Side replace lead pipes with copper pipes and/or PVC.

	<ul style="list-style-type: none"> - All newly constructed or renovated buildings have a functioning and adequate heating and cooling systems.
<p>Promote amenities necessary for healthy living in new building developments and rehab projects including green spaces.</p>	<ul style="list-style-type: none"> - Use research and resources collected by Robert Wood Johnson, MPS Recreation, Advocate Aurora Healthcare, and Neighborhood House to develop a resource guide that includes a broad range of strategies for wellness. - Identify 7 outdoor locations to enhance green space for residents. - Add sidewalk requirements to developer criteria. - Work with local groups such as Home/Grown and GroundWorks to improve, program and activate new outdoor areas.

Section Five: Neighborhood Goals & Strategies

Introduction

The key goals of the transformation plan increase both real and perceived safety, and boost the commercial potential of the Near West Side. The Near West Side has seen a 30% drop in total Part I crime compared to the 10-year average. 15 mobile cameras and 11 new lighting units have been installed throughout the community to address resident concerns and enhance perceived safety. 38 businesses have opened in the Near West Side since 2015, including 28 that are locally owned. Despite increases in business activity, unemployment still remains high. According to the 2017 ACS 5-Year Estimates, the unemployment rate of the Near West Side is 9.07% which is significantly higher than the national average.

Call Out Box: At a Glance box (Goals, Vision, and Strategy for Neighborhood)

Safety

General trends in crime have been decreasing the Near West Side since the late 2000s due to collaborative efforts of the Milwaukee Police Department and private security operations by anchor institutions. However, in 2014 violent and property crimes in the area increased, raising concerns for safety in the community. In 2014 and 2015, Avenues West Association, Marquette University's Center for Peacemaking and its Office of Public Affairs conducted a series of focus groups, conversations with residents and other events to learn about perceptions of the area. The results showed that, in general, nonresidents- including employees and visitors- of the Near West Side perceived the area as being less safe than it is the reality, making them less likely to patronize area businesses or consider moving to the area. In contrast, existing residents were more aware of the significant recent progress that had been made and believed in the stability of the community.

Today, while total violent and property crimes have decreased by 25% since 2015, a majority of residents and employees still report negative perceptions of safety in the community. Despite these continued perception struggles, several successful safety initiatives have been implemented. One big win in improving safety in the Near West Side was the closure of the 27th Street tobacco shop in 2016. Through the collective efforts of residents, Near West Side Partners (NWSP), the city of Milwaukee, law enforcement and local businesses, the tobacco shop, which had 150 calls for service in six months, closed its doors after Assembly Bill 628 was signed into law by Wisconsin Governor Scott Walker. The bill, co-authored by Rep. Evan Goyke and Sen. Alberta Darling, helps save taxpayers resources, reduce crime and promote economic development in Milwaukee by holding tobacco shops to the same standards as other local retailers. This win shows the positive safety improvements that can be made when residents and other stakeholders come together to solve local community problems.

Reckless Driving

One of the largest concerns of residents, employees and visitors is reckless driving. In particular, speeding, passing in the parking lane and yielding to pedestrians are the major concerns. Due to the wide range of thoroughfares that connect commuters from their homes in suburbs to employment downtown, Near West Side streets face high levels of usage. In 2018, in the Near West Side there were 1,032 crashes including:

- 805 that resulted in property damage
- 227 that resulted in injury

Specifically, 27th Street, particularly at Wells and State streets, is of high concern. In order to address reckless driving on 27th Street, as well as other corridors, NWSP with aid from the City plans to install signage and temporary adjustments to curbs. While reckless driving is a large concern, it is also a great opportunity to increase community branding to coincide with the new installations.

Domestic Violence

Domestic Violence has been a top concern for NWSP since its inception. A majority of crime that takes place in the Near West Side is relational and not random. Violent crime in particular often has domestic roots. In order to combat domestic violence and decrease overall crime, NWSP works with community partners, such as [AdvocatAurora](#), to connect residents with resources and host educational training to prevent future violence. Domestic violence is a concern all year long, but in particular, NWSP hosts targeted events and implements strategic initiatives during the month of October for Domestic Violence Awareness month. Continuing current efforts and implementing new strategies is vital to reducing domestic violence and in turn bringing down overall crime.

Commercial Corridor Development

Once an area with thriving commercial corridors, major employers, seven hospitals, verdance parks, strong connections among residents and vibrant mix of amenities, the Near West Side was a choice destination for residents of every racial and socioeconomic background. However, for the past half century, the Near West Side was in a continuous state of decline relative to residents who worked in the area. These changes depleted many of the assets, like eclectic restaurants and grocery stores, that previously made the Near West Side a community of choice.

Since 2015, 38 new businesses have opened in the Near West Side. This growth in commercial development can be attributed to a variety of initiatives led by NWSP and Business Improvement District 10 that focus on the development of local entrepreneurs. The Near West Side's small business competition, *Rev Up MKE* initiative, provides valuable opportunities for small business owners and entrepreneurs to expand their business in the Near West Side. Past winners, including Pete's Pops and Triciclo Peru, have gone on to open new storefront businesses along

key commercial corridors and have hired from the community. In addition to these new businesses, there has been a significant increase of investment in the Near West Side. Since 2015, local businesses and public and private institutions have invested over \$357,000,000 in the community, more than doubling investments over the previous four years. This number was reached by asking the City and Near West Side organizations to self-report any invested dollars in the community. For organizations who did not respond, data was gathered from published media stories.

High Vacancy, High Potential

Most of the commercial districts have a high number of vacant storefronts and lack the key services identified by stakeholders as necessary for the community, including sit-down restaurants, a grocery store or fresh market, a coffee shop, health clubs, bars, clothing and food stores and fast food restaurants. Ironically, millions of visitors pass through the Near West Side annually to visit Molson Coors, Harley-Davidson, Marquette, Potawatomi and Advocate Aurora, but they have very few opportunities to dine or shop in the community. To effectively transform the Near West Side, it is necessary to aggressively recruit retail and service businesses to meet the needs of those living in, working in or visiting the community. According to the 2017 Near West Side Market Analysis, the Near West Side has a retail market potential of over \$333 million.

Call Out Box: Market potential chart from market analysis

The following goals and strategies reflect Near West Side residents' interest in expanding and creating new initiatives that address safety, commercial development, and strengthen neighborhood identity in the Near West Side.

Call Out Chart (as transition to strategies): [Current Neighborhood Efforts in the Near West Side:

There are many efforts being undertaken in the Near West Side to improve the safety, commercial amenities and branding of the community. Below are just some of the initiatives and programs that have generated positive momentum in the Near West Side.

Near West Side Ambassadors

The *Near West Side Ambassadors* program was launched in 2015 to deepen engagement with area businesses and residents. The Ambassadors monitor, coordinate, and connect resources to businesses and residents daily to address concerns in a timely manner. In addition to regular business checks and resident communications, the Ambassadors conduct weekly sweeps to address litter and trash issues, and support signature events.

Mobile Camera Initiative

The *Mobile Camera Initiative* to address resident concerns about illegal dumping on vacant lots and alleyways. Utilizing affordable trail cameras, NWSP began monitoring these low-traffic locations and gathering information about illegal dumps to the Milwaukee Police Department. Using this information, MPD has been able to catch and issue citations to several individuals involved with the garbage dumps.

Rev-Up MKE

Rev-Up MKE is a *Shark Tank*- style live pitch event in which finalists present their business idea before the public and unique panel of judges. Contestants receive mentorship and additional support from business coaches from Near West Side anchor institutions. In addition to a cash award sponsored by WaterStone Bank, the winner receives many other valuable services to help launch a successful business.

Near West Side Farmers Market

The weekly *Near West Side Farmers Market* in the summer brings together local growers and vendors to improve fresh food access for health and provide a vibrant place for neighbors to gather. The market provides a necessary mix of fresh produce, cut flowers, ready-made home baked foods and a variety of locally derived artisanal crafts.

The Near West Side Art Initiative

The *Near West Side Art Initiative* is a collaboration between business and professional artists designed to enhance the aesthetics of commercial corridors while attracting new creative opportunities for residents and visitors. Signature events like Gallery Night, Mobile Lantern and Spirit of Wakanda bring residents and visitors together to view local art and gather as a community.】

Strategy Section

Residents, stakeholders, and businesses spent many hours immersed in thoughtful listening, dialogue, and analysis to develop their vision and strategy for improving conditions in the Near West Side and increasing residents' access to amenities and opportunities. The following five goals capture this collective input, build upon the comprehensive 2017 Market Analysis commissioned by NWSP, and strengthen the momentum already moving many of the commercial corridors forward. The final scope and location of these strategies will depend on further market analysis, financial feasibility, developer investment, and City, Milwaukee Police Department and community approval. It is endorsed that all new investments in safety and commercial corridor development have at their core the mission to be stimulants for community transformation.

Neighborhood Goal 1: The Near West Side provides a safe environment for all to live, work and play.

In order to ensure that the Near West Side is a welcoming and safe community for residents, employees, and visitors, the following strategies seek to:

- Reduce crime and improve perceptions of community safety
- Build collective efficacy, promote and protect community assets, and contribute to an improved quality of life

Description of Strategies

Partner with Milwaukee District Attorney's Office and the Milwaukee Police Department to maintain Near West Side Community Prosecution Unit (CPU).

Safety is vital to sustaining and revitalizing the Near West Side. Through an innovative partnership with the Milwaukee County District Attorney's Office and the City of Milwaukee Police Department, the Near West Side maintains a CPU that leads interventions to address nuisance properties and quality of life issues. The CPU is able to develop innovative and efficient interventions by bringing together city officials, community-based organizations and residents. Identifying a dedicated funding source for the continuation of the CPU is necessary to maintain positive momentum in the realm of crime and safety. When residents are involved in the development of strategies to address crime and improve perceptions of safety, they feel more empowered and connected to their community.

Collect, integrate, analyze and track neighborhood data on assets, perceptions and crime and use the data to make informed decisions.

CPU-led interventions and safety-focussed initiatives will be developed by drawing on data collected from the Milwaukee Police Department and the NWSP Safety Working Team to ensure that they address current trends and evaluate effectiveness over time. Crime data and updates will be shared with community members at the monthly Neighborhood of Neighborhood (NeON) and District Three Crime and Safety meetings.

Maintain and expand Near West Side Ambassador program.

The Near West Side Ambassadors connect with Near West Side residents and businesses to address safety concerns and share community resources. The Ambassadors assist with community engagement efforts and the relationships they build with residents, landlords business and property owners help make the Near West Side as a safer place to live, work and play. An expansion of the Ambassador program will allow for more robust resident engagement and improved response to safety and quality of life concerns.

Involve neighborhood associations, businesses, organizations and schools in safety and crime prevention activities.

Building relationships with residents, businesses, organizations, and schools by promoting opportunities to get involved in safety initiatives and connect at community meetings is important for improving perceptions of the Near West Side. Utilizing opportunities to involve stakeholders in safety audits provides a sense of agency, and promoting community events can grow connections among neighbors.

Neighborhood Goal 2: The Near West Side provides an environment that attracts a broad mix of quality, commercial, and retail enterprises that meet community needs.

The Near West Side is a neighborhood of neighborhoods and as a result, the retail and community amenities should reflect a broad mix of quality, commercial, and retail enterprises that meet every neighborhood and neighbor's needs. Perception shapes reality and residents recognized that making improvements to the appearance of Near West Side commercial corridors is imperative to attract new, quality retail businesses and improve the overall experience for residents, employees, and visitors. Residents expressed the need to address vacant properties, focus on innovative business recruitment efforts, and work to enhance the overall appearance of the commercial corridors.

Since 2015, development on key commercial corridors has been catalytic and yielded community-wide improvements. Building on this momentum, the Near West Side CNI team sought strategies that will nurture small businesses through technical and financial assistance; encourage commercial property owners to invest in their properties at an increased rate; and creatively activate vacant commercial spaces to spur additional investment.

To support increased commercial development and ensure amenities are readily available, the following strategies seek to:

- Improve the appearance of Near West Side commercial corridors to attract new quality retail businesses, retain desirable businesses, and improve the retail experience; and
- Recruit and retain a broad mix of businesses and services to serve the Near West Side, catering to a broad mix of ethnicities and income levels.

Strategy Descriptions

Develop short-term, high impact strategies to address vacant commercial properties.

For over three years, NWSP activated a vacant commercial space by turning it into a community art gallery that housed a variety of events. This successful activation of this space demonstrated that the community has capacity and the capability to do more along its commercial corridors.

To build on this success, the Near West Side CNI team will collaborate with the Brew City Match and Pop-Up MKE program to promote new commercial units and businesses in the Near West Side by 2021. Through these programs, building owners will be eligible for funds to complete façade improvements and “white-box” commercial units to activate vacant commercial spaces. Facilitating a “pop-up” business program will allow entrepreneurs to test the market and demonstrate that the Near West Side can support a variety of new business, building a pipeline of small business development.

Work with neighborhood associations and businesses to conduct regular neighborhood clean-ups.

For years, many Near West Side neighborhood associations organized spring clean and green campaigns. In 2019, a number of local businesses joined the effort by coordinating their own clean-ups. To build on this momentum, the Near West Side CNI Planning Team will collaborate with neighborhood associations and local businesses to complete clean-ups in each commercial corridor at least once per year and encourage volunteer stakeholders from local businesses, anchors, and educational institutions to join in the efforts.

Support existing Near West Side facade grant programs.

The NWSP Business Improvement District 10 (BID #10) supports a façade grant program through the collection of a special assessment from local businesses, yet few businesses take advantage of the opportunity. Through increased communication efforts and incentives, BID 10 will increase the number of businesses in the area that are completing the façade grant process and in turn making noticeable improvements to the outside of the commercial space. In order to help building owners visualize and bring ideas and concepts to life, a fund will be established to work with local architects to create renderings for local businesses that helps to bring the designs to life and market new opportunities.

Develop a sub-committee to support the creation of guidelines and implementation of a predevelopment loan fund.

Local businesses and building owners have expressed a need for additional resources and gap funding to support a variety of projects that would improve Near West Side commercial corridors. Through the creation of a small business loan fund, resources necessary for pre-development or pre-construction purposes will be available to help stimulate commercial developments and neighborhood-level revitalization efforts. Local architects have agreed to support these efforts with renderings and architectural services, and additional local organizations will be leveraged to in order to make this a unique and beneficial pre-development fund that not only provides financial resources but also invaluable services to close the gap to launch. A sub-committee of the Commercial Corridor Working team will be formed to support this effort and the group will meet every other month, with a goal to secure \$25,000 for the loan fund pilot program.

Continue small business plan competition for entrepreneurs with a cash incentive to help winners open businesses in the Near West Side.

The Rev-Up MKE program is similar to a shark-tank style competition, offering training, mentoring, and valuable resources to small-business owners that participate and win. The program, which was launched in 2015, has helped four small businesses open and created more than 30 new jobs, with many of the new hires being Near West Side residents. The program will continue into the future, as part of a collaboration between NWSP, Marquette University, and Harley-Davidson. Winners receive cash incentives (\$10,000 for first place, \$4,000 for second place, and \$1,000 for audience choice) in addition to more than \$25,000 in pro-bono services from local organizations in exchange for opening their business in a vacant Near West Side storefront space. The program works to match winners with trustworthy property owners and developers to ensure businesses are supported. This program has been catalytic for commercial corridor development, and will remain a staple to generate organic neighborhood-level small business growth, with a goal of moving at least one winner into a storefront space each year.

Create an inventory of vacant commercial properties by recommended sector and district.

In order to respond more quickly to development opportunities as they arise, creating an inventory of vacant properties, further categorized by sector and commercial district, will be essential. This would serve as the cornerstone of a business recruitment toolkit and the ability to mobilize and respond to opportunities quicker. The Near West Side Commercial Corridor working team plans to develop the initial list and plans feature at least one property every other month through various communication channels. A special feature of the inventory list will be noting properties that have been white-boxed and/or are more move-in ready for potential tenants. Additionally, the committee will distribute an updated inventory list to local realtors quarterly. Keeping them updated on available spaces and developing deeper relationships will be an essential part of the process.

Engage real estate professionals and local developers to create long-term strategies for business recruitment and growth.

To date, the Near West Side has been successful at recruiting small businesses and renovating smaller spaces; however, there is a prime opportunity to engage a new set of realtors and developers. Realtors and developers will be relied upon to help fill vacancies on working teams, strategize opportunities for larger business recruitment, and assist with hosting an annual Near West Side tour specifically for realtors and developers interested in learning more about opportunities in this area.

Neighborhood Goal 3: The Near West Side has a strong neighborhood brand and sense of community.

In spite of its many assets, perceptions of the Near West Side do not always match the reality of the community. Strengthening the Near West Side's brand and identity does more than showcase its many benefits, it can help shift negative perceptions affecting the community. A strong community identity for the Near West Side can help in bringing in new visitors, building community pride, and attracting new residents and businesses.

The following strategies were developed to:

- Support strong neighborhood associations and committed resident leaders.
- Use public infrastructure and public art to engage the community and enhance branding efforts.

Strategy Descriptions

Develop branded working templates for neighborhood associations, organizations, and residents.

Each Near West Side neighborhood is represented by associations, both formal and informal, that care deeply about preserving their neighborhood assets and improving residents' quality of life. Over the years, these associations have cultivated working relationships among one another, offering support whenever needed. These partnerships will be leveraged to help achieve the overall goal of building a strong Near West Side brand. Working in conjunction with neighborhood associations, organizations, and residents a branding "toolkit", outlining best practices for engaging residents and listing available neighborhood resources, will be created to support this effort.

Develop signage and entry markers to make the new brand visible throughout the neighborhood.

Over the years, Near West Side Partners has solidified its brand and engaged in multiple efforts to make the brand uniquely visible in the neighborhood. Local artists have by painting multiple utility boxes branded for each distinct neighborhood. Working with BID 10, the Near West Side CNI team will utilize street signs and banners along major thoroughfares in the Near West Side as part of a branding campaign. This type of name recognition from the general public will give residents a sense of pride for their neighborhood and its many assets.

Engage the entire Near West Side community in promoting the neighborhood, its businesses, and its brand.

In order to cultivate a greater sense of pride in each Near West Side neighborhood, it is important to give residents a sense of agency over which initiatives are implemented. The Near West Side CNI team plans to utilize previously established and new initiatives that incorporate

input from residents and drawing on resident feedback is the annual resident survey that is conducted. Along with utilizing this survey, residents' input will be incorporated through monthly meetings and the signature events that are held.

Partner with City of Milwaukee to address major intersections along 35th Street.

A major part of enhancing the brand of the Near West Side will include activating spaces with public art installations. An example of an art installation currently in the works is the redevelopment of the parcel located at North 35th Street and West State Street, which is undergoing a transformation as part of the Near West Side CNI team's Early Action Activities. This parcel serves as an entryway into the community, but residents see it as an eyesore that is frequently filled with trash. This project has incorporated resident input from the beginning, and the final design was voted on by residents and approved by the Resident Council. Improving this area will contribute to an overall improved brand for the Near West Side.

Engage artists to develop murals and public art projects at highly visible locations.

Public art installations serve many purposes, they can improve the facade of businesses, improve perceptions of a community, and showcase the talent of local artists. Residents have expressed interest in increasing the amount of art in the Near West Side, particularly along Vliet Street, a commercial corridor in the Near West Side boasting several new businesses. There is ample space on buildings to display murals and generate organic interest in this project from business owners.

Neighborhood Goal 4: The Near West Side has safe and efficient transportation access.

The Near West Side is bustling with activity, with 24,000 residents and 21,000 employees traveling through everyday. Residents and employees expect roadways to be safe and efficient, whether traveling by car, public transportation, bicycle, by foot. In order to address to ensure that infrastructure meets the needs of Near West Side residents, employees, and visitors, the following strategies aim to:

- Decrease reckless driving and increase pedestrian safety; and
- Improve access in and around the community.

Strategy Descriptions

Partner with local law enforcement to create a "Drive Safe" campaign.

To improve the retail experience along Near West Side commercial corridors and increase community safety, reckless driving in the community must be addressed. Reckless driving is listed as one of the top three safety concerns for Near West Side residents on the annual resident survey. Working with the Department of Public Works, Milwaukee Police Department, and the Milwaukee County Sheriff's Office, the Near West Side CNI team will develop a drive safe campaign. The campaign will include public service announcements, posters, and flyers

that will be disbursed to local businesses, associations and organizations. Information will be shared during events, door-to-door outreach, and social media outlets. The marketing material will encourage drivers or pedestrians to report reckless drivers, obey traffic laws, and be aware of their surroundings.

Improve the appearance and safety of gateways and intersections to Near West Side.

To further assist with reckless driving and improve pedestrian safety, traffic calming measures, such as temporary curb extensions, will be installed by the Department of Public Works at high traffic intersections as identified by the Milwaukee Police Department. The curb extensions will prevent cars from using parking lanes as passing lanes and provide pedestrians more space while waiting to cross the street at an intersection.

In recent years the City of Milwaukee including the Near West Side has seen an increase in panhandlers standing at medians in the middle of high traffic intersections. This has become a safety concern for both the Milwaukee and Marquette University Police Departments. The Near West Side Ambassadors will be deployed to provide homelessness resource guides to known panhandlers and to area businesses and organizations, and encourage panhandlers to relocate to safer areas in the community. Drivers and others interested in providing monetary contributions to the homeless will be encouraged to give at “Keep the Change” meters that will be placed in Near West Side neighborhoods. Funds collected in the “Keep the Change” meters will be given to local organizations that work with people dealing with housing hardship and substance abuse issues.

Design infrastructure improvements that improve access to the community.

Increased access to public transportation is vital to stabilizing housing and bolstering business growth and development in the Near West Side. The Near West Side CNI team will support the development of Bus Rapid Transit (BRT), an infrastructure initiative led by Milwaukee County Transit, in the community. BRT is a nine-mile express transportation route that will connect Downtown, the Near West Side, and Milwaukee Regional Medical Center from east to west. The route will allow residents to get around the Near West Side more quickly and will help encourage Near West Side employees to take public transportation to commute to and from work.

Neighborhood Goal 5: The Near West Side promotes healthy living.

Healthy neighborhoods have places where people can come together to share a meal, make a friend, or unify around a solution to a common problem. When people feel safe in their home and the wider community, they are more likely to spend time outside connecting with others and exploring what their neighborhood has to offer. The following strategies were developed to:

- Create positive community spaces where residents can gather;
- Increase healthy food options at affordable prices; and
- Increase the sustainability of the Near West Side.

Description of Strategies

Identify public spaces for community interactions.

Every neighborhood must offer a place for residents to gather both formally and informally. Community spaces promote social factors that contribute to the development of physical infrastructure and grow community efficacy. Promoting parks, libraries and other gathering spaces help people to connect to one another and feel more connection with their neighborhood. While there are many positive community spaces in the Near West Side, they are not equally distributed throughout the community nor accessible to all residents. By working with neighborhood associations and other community partners to improve and expand existing programs, all Near West Side residents, employees and visitors will find ways to connect with and in their neighborhood.

Collaborate with area organizations to develop programming that supports healthy lifestyles for residents.

Health can be defined and achieved in many ways. Neighborhood walking groups, bike rides, and meditation are all great ways to stay healthy that are also very affordable. Connecting residents with existing resources and collaborating with organizations to expand wellness classes and opportunities is essential to supporting a healthier Near West Side. One great, free wellness opportunity is the Hank Aaron State Trail which is located just south of the Near West Side. The Near West Side CNI team will organize and promote regular health and wellness activities utilizing local assets.

Provide opportunities for residents to access produce and fresh foods within the neighborhood.

Fresh food is essential to a balanced diet and overall health. The Near West Side Farmers Market was launched in 2017 to provide fresh and affordable produce to residents of Near West Side. Moving forward NWSP will partner with Milwaukee Farmers Market Coalition to improve the visibility and sustainability of the market. Future markets will be held on Vliet Street where there is great momentum and vibrancy from the opening of several new local businesses. Additionally, local dieticians and caterers will provide recipes and cooking demonstrations to encourage visitors to try new season produce. Access to healthy food is essential to living a healthy life. However, healthy food options tend to be more expensive so it is vital that the healthy food options that come into the Near West Side are also affordable for residents. In order to keep the market affordable, residents will be able to use SNAP (Supplemental Nutrition Assistance Program) benefits for their purchases.

Identify and attract a healthy, accessible and affordable neighborhood market.

A neighborhood market that is accessible and affordable is essential for residents to access fresh, healthy food. Currently there are seven convenient stores and two markets in the Near West Side, Mo's Food Market, an asian grocery store, and Sedik's Fresh2Go, a

limited-assortment market located on Marquette’s campus. While these markets exist, according to the annual resident survey, the number one desired amenity is a full service grocery store. Attracting a traditional grocer to the Near West Side will take a concerted effort from a coalition of groups dedicated to fresh food access and community development. This coalition will consult with neighborhoods and communities in Milwaukee and throughout the region that have successfully opened a grocery to identify and model best practices.

Work with residents, business owners, and landlords to implement positive change for environmental sustainability.

In order to create a healthy community that can sustain for many generations to come, environmental sustainability is crucial. Residents, employees, business owners and visitors all have a role to play in creating a more eco-friendly neighborhood. To make the Near West Side an environmentally sustainable community, all members of the community need to be equipped with the tools to make changes that support a healthier earth. A resource guide will be developed for residents with Milwaukee’s recycling standards, tips on how to upgrade building systems to be more efficient, and integrate everyday changes to be more green. Vacant parcels will be identified for the implementation of interim sustainability measures.

Market services and organizations already focused on environmental sustainability in the neighborhood including Clean Wisconsin, Urban Gardens and Urban Ecology Center.

There are many Milwaukee organizations doing great work to bring attention to environmentally sustainable. Rather than replicating the work, partnerships will be forged to share resources with Near West Side community members. Organizations with an environmental focus will be invited to attend and share resources at the NeON meetings.

Neighborhood Goal Chart

Neighborhood	
Goal One: The Near West Side provides a safe environment for all to live, work, and play.	
Objective: Reduce crime throughout the neighborhood and improve perceptions of neighborhood safety.	
Strategy	Metrics
Partner with Milwaukee District Attorney’s Office and the Milwaukee Police Department to maintain Near West Side Community Prosecution Unit (CPU).	<ul style="list-style-type: none"> - Secure funding to maintain dedicated CPU Assistant District Attorney. - 100% CPU led interventions in the Near West Side. - 10% crime reduction compared to the 10-year average.

Collect, integrate, analyze and track neighborhood data on assets, perceptions and crime and use the data to make informed decisions.	<ul style="list-style-type: none"> - Collect crime data to produce annual data snapshots. - Implement two data informed safety strategies annually. - Maintain weekly meetings of PARC and CPU team. - Maintain monthly meetings of the safety working team.
Maintain and expand Near West Side Security Ambassador program.	<ul style="list-style-type: none"> - Increase the size of the Ambassador team by 2023. - 75 business checks by Ambassadors on a quarterly basis. - 400 resident contacts by Ambassadors annually.

Objective: Organize activities that build efficacy, promote and protect neighborhood assets, and contribute to an improved quality of life.

Strategy	Metrics
Involve neighborhood associations, businesses, organizations and schools in safety and crime prevention activities.	<ul style="list-style-type: none"> - Meet with new building owners or commercial leases within a month of moving into the Near West Side to conduct CPTED audits. - Distribute CPTED resources to neighborhood associations, businesses, organizations and schools. - Promote neighborhood association meetings and events through social media, newsletters, and listservs monthly. - Promote and participate in annual National Night Out with Milwaukee Police Department District 3.

Goal Two: The Near West Side provides an environment that attracts a broad mix of quality, commercial, and retail enterprises that meet community needs.

Objective: Improve the appearance and aesthetics of NWS commercial corridors to attract new quality retail businesses, retain desirable businesses and improve the retail experience.

Strategy	Metrics
Develop short-term, high impact strategies to address vacant commercial properties.	<ul style="list-style-type: none"> - Collaborate Brew City Match and Pop-Up MKE to promote new commercial retail units and businesses in the Near West Side by 2021. - Assist 5 business owners and 7 building owners with applications to the Brew City Match. - Identify two new properties for pop up activities per year.

Work with neighborhood associations and businesses to conduct regular clean-ups.	<ul style="list-style-type: none"> - Collaborate with neighborhood associations to complete one clean-up in each commercial corridor per year. - Coordinate at least two business clean up efforts per year with 100 number of volunteer stakeholders from local businesses/anchors.
Support existing Near West Side facade grant programs.	<ul style="list-style-type: none"> - Increase the number of Near West Side businesses completing facade grants annually. - Create renderings for two businesses each year to help vision and market new opportunities.
Develop a sub-committee to support the creation of guidelines and implementation of a predevelopment loan fund.	<ul style="list-style-type: none"> - Facilitate sub-committee meetings held bi-monthly. - Secure \$25,000 for loan fund pilot program.
Objective: Recruit and retain a broad mix of businesses and services to serve the neighborhood, catering to a broad mix of ethnicities and income levels.	
Strategy	Metrics
Continue small business plan competition for entrepreneurs with a cash incentive to help winners open businesses in the NWS.	<ul style="list-style-type: none"> - Implement the annual Rev-Up MKE business competition. - Annually, work one-on-one with Rev-UP finalists to identify neighborhood locations to (re)locate their business.
Create an inventory of vacant commercial properties by recommended sector and district.	<ul style="list-style-type: none"> - Develop a list of available commercial real estate and feature one marketable property every other month online and in newsletters. - Distribute updated property inventory list to local realtors quarterly. - Track new and redeveloped commercial properties to determine readiness for tenancy.
Engage real estate professionals and local developers to create long-term strategies for business recruitment and growth.	<ul style="list-style-type: none"> - Host an annual tour for the Near West Side for realtors and developers. - Recruit new realtors or developers to fill vacancies of the Commercial Corridor Working Team.
Goal Three: The Near West Side has a strong neighborhood brand and sense of community.	
Objective: Support strong neighborhood associations and committed resident leaders.	
Strategy	Metrics
Develop branded working templates for neighborhood associations,	<ul style="list-style-type: none"> - Share tool kit with all neighborhood associations. - Update tool kit and redistributed once a year.

organizations, and residents.	
Develop proposed signage and entry markers to make the new brand visible throughout the neighborhood.	<ul style="list-style-type: none"> - Secure funding from city grant. - Install new signs within 18 months.
Engage the entire Near West Side community in promoting the neighborhood, its businesses, and its brand.	<ul style="list-style-type: none"> - Host 10 signature events each year. - Host monthly resident meetings. - Conduct and analyze annual resident survey. - Utilize existing businesses and promote buying local.

Objective: Use public infrastructure and public art to engage the community and enhance branding efforts.

Strategy	Metrics
Partner with City of Milwaukee to address major intersections along 35th Street.	-Complete redevelopment of 35th and State triangle plot associated with Early Action Activities.
Engage artists to develop murals and public art projects at highly visible locations.	<ul style="list-style-type: none"> - Create fund for public art projects. - Create and distribute applications for local artist designs. - Install murals at two locations. - Host at least one public art festival annually such as Mobile Lantern or Spirit of Wakanda. - Partner with Artists Working in Education to engage students in neighborhood public art projects. - Implement Mobile Design Box 2.0 featuring local artists and projects in spaces across the NWS.

Goal Four: The Near West Side has safe and efficient transportation access.

Objective: Design infrastructure to decrease reckless driving and increase pedestrian safety.

Strategy	Metrics
Partner with local law enforcement to create a “Drive Safe” campaign.	<ul style="list-style-type: none"> -Share “Drive Safe” videos on social media. -Reckless driving not identified as a major concern on the resident survey.
Improve the appearance and safety of gateways and intersections to Near West Side.	<ul style="list-style-type: none"> - Partner with City of Milwaukee to implement traffic calming and develop pedestrian-friendly thoroughfares. - Install temporary curb extensions at 27th and State. - Secure funding for permanent bump-outs. - Address panhandling at major intersections in the

	<p>neighborhood.</p> <ul style="list-style-type: none"> - Install XX “Key to Change” meters at strategic locations to support Milwaukee County’s housing first initiatives. - Distribute homelessness resource guide to all Near West Side businesses.
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Objective: Design infrastructure improvements that improve access to the community.

Strategy	Metrics
Partner with Milwaukee County Transit to evaluate bus routes and stops that reflect resident need and make necessary changes.	<ul style="list-style-type: none"> - Support East-West Bus Rapid Transit (BRT). - Prioritize RAD project-based vouchers in close proximity to bus routes.

Goal Five: The Near West Side promotes healthy living.

Objective: Create positive community space throughout the NWS where residents can gather.

Strategy	Metrics
Identify public spaces for community interactions.	<ul style="list-style-type: none"> - Improve one community space in each of the seven neighborhoods. - Promote at least one space on social media each month.
Collaborate with area organizations to develop programming that supports healthy lifestyles for residents.	<ul style="list-style-type: none"> - Host one NeON meeting per year focused on healthy living. - Create a list of area organizations to work with. - Identify community partners to host quarterly meetings of organizations. - Attend quarterly meetings. - Promote the first Saturday of the month family bike ride on the Hank Aaron State Trail in June, July and August. - Form Near West Side team for annual Hank Aaron 5K run.

Objective: Increase healthy food options at affordable prices.

Strategy	Metrics
Provide opportunities for residents to access produce and fresh foods within their neighborhood.	-Collaborate with the Milwaukee Farmers Market Coalition to host farmers market in the Near West Side.

Identify and attract a healthy, accessible and affordable neighborhood market.	<ul style="list-style-type: none"> - Identify 3 markets to target. - Connect with 3 other similar neighborhoods who were successful in bringing a neighborhood market to their community. - Open a new neighborhood market by 2025.
Objective: Increase the Near West Side’s environmental sustainability.	
Strategy	Metrics
Work with residents, business owners, and landlords to implement positive change for environmental sustainability.	<ul style="list-style-type: none"> - Add “Green Business Practices” to the Small Business Resource Guide. - Host one sustainable business event per year. - Identify two vacant parcels annually to implement interim sustainability measures including but not limited to planting trees.
Market services and organizations already focused on environmental sustainability in the Near West Side, including Clean Wisconsin, Urban Gardens and Urban Ecology Center.	<ul style="list-style-type: none"> -Host one NeON meeting per year focused on environmental sustainability.

Section Six: People Goal & Strategies

Introduction

The key goals of the Transformation Plan are to improve access and outcomes of health and education for Near West Side residents. The Near West Side has one of the best hospitals in the city and some of the highest performing educational institutions in the state. Despite proximity to high quality resources, Near West Side residents report poorer health than the Milwaukee city average on a number of indicators including mental health and more than 20% of Near West Side residents above the age of 25 have less than a high school degree.

Call Out Box: At a Glance box (Goals, Vision, and Strategy for People)

Health

The Near West Side was once home to seven hospitals serving thousands of patients throughout the Milwaukee region. While mergers, closures, and relocations left the Near West Side with just one hospital, the Near West Side continues to be a destination for care, with over 100 nonprofit and social service organizations, and specialty health clinics providing a wide variety of services.

It was uncovered through discussions at focus groups, community meetings and survey data collection that Near West Side residents are unfamiliar with the breadth of healthcare services available or are unsure how best to access them. For example, most residents are aware of the Emergency Room at Advocate Aurora Sinai, but not of the Progressive Community Health Center Urgent Care Clinic located right next door.

Creating a Culture of Health

A number of factors that impact neighborhoods contribute to health disparities along socioeconomic, racial and ethnic lines. The Milwaukee Health Care Partnership, a public-private consortium dedicated to improving the health in Milwaukee, recently released their triennial Community Health Needs Assessment and noted that one of the top five issues in Milwaukee County is equitable access to healthcare. Key to the development of this Transformation Plan is the creation of health in the Near West Side that seeks not only to improve access to the health services available in the community, but also grows the scope and quality of health and wellness programs available for all residents.

Throughout the planning process, residents identified a need for services that address physical and mental health as a key factor to improving the overall quality of life in the Near West Side. However, residents' observations and interests did not stop with healthcare, they also identified a need for improved safety, education, childcare, employment and general economic stability, and housing that supports physical activity. While many residents did not make a direct

connection between these aspects and their overall health, all contribute to the social determinants of health. According to the US Office of Disease Prevention and Health Promotion, “social determinants of health are [the] conditions in the environments in which people are born, live, learn, work, play, worship, and age that affect a wide range of health, functioning, and quality-of-life outcomes and risks.”

Lifelong Learning

The Near West Side has always been a destination for education. Compromising this reputation were a few significant events: one university moved out of the neighborhood and several primary and secondary schools were forced to close their doors following a shift in the educational climate in Milwaukee with the introduction of Milwaukee’s Parental Choice Program.

Today, the Near West Side is home to one university, 13 schools, and 16 nonprofits focused on education for Near West Side residents. These institutions bring a wealth of support to people both in and out of the Near West Side. While education of youth is the typical focus of education, the Near West Side CNI team wants widen the focus of educational planning to include lifelong learning. Continuing education, active citizenship, and financial literacy, as well as many others, are all aspects of lifelong learning. Even though there are many options in the Near West Side for lifelong learning, there is still a small gap in services identified in the market analysis conducted in 2017:

- Quality Child (or adult) day services
- Agencies that focus on insurance-related activities
- Banks and Credit Unions
- Employment Services

Creating a Culture of Learning

In order to fill the education needs and desires for all Near West Side residents, it is important to cultivate a culture of learning across generations. During focus groups and planning sessions residents stated that they would like to see more opportunities for learning from early childhood to adult education. The Near West Side educates over 17,000 students a year, and among the schools located in the community, three exceed expectations while two falls below expectations. Placing a focus on higher learning helps encourage families to value education at all levels. Along those same lines, residents expressed interest in wanting to see increased access to financial literacy programs starting in grade school. Children who learn to save and have at least \$500.00 saved by the time they complete their high school education are more likely to seek higher education and borrow less in loans to complete school.

There are many opportunities for intergenerational learning. With 13 primary and secondary schools, there are numerous locations to integrate senior citizens into the classroom and support their educational desires at the same time. A symbiotic partnership can be formed in which seniors could listen to students as they are learning to read and in return learn basic

computer skills. There are many ways that seniors could be a part of a school community and that the relationship would be beneficial to both parties.

In order to ensure the Near West Side is a community that embraces a culture that encompasses the full scope health, the Near West Side CNI team is focused on goals that improve access and equity to healthcare and wellness programming, and support the life-long learning and development to improve health outcomes for all residents.

Call Out Chart (as transition to strategies): [Current Health and Education Efforts in the Near West Side:

There are several efforts currently being undertaken in the Near West Side to improve the health and education for all residents.

PCORE

Near West Side Partners (NWSP) has experience working to improve health and wellness. Through PCORE - *Patient-Centered Outcomes Research for Employees* - NWSP coordinates collaboration between employees, academic researchers, and clinicians. While many worksites offer worksite wellness programs to improve worker health, only 46% of employees engage in them. Employees with multiple chronic conditions often have unmet needs, and their voice is not heard in wellness or worksite-based research. PCORE is an attempt to create an opportunity for employees with chronic conditions to engage with clinicians and researchers to create more effective worksite wellness programs in the Near West Side.

Farmers Market

The weekly *Near West Side Farmers Market* in the summer brings together local growers and vendors to improve fresh food access for health and provide a vibrant place for neighbors to gather. The market provides a necessary mix of fresh produce, cut flowers, ready-made home baked foods and a variety of locally derived artisanal crafts.

Mayor's Walk

Joining the City of Milwaukee Mayor in the recognition that many city residents do not reach the daily minimum exercise goals, the Near West Side hosts a site walk for the Walk 100 Miles in 100 Days to help bring educational and physical awareness to the issue. For the past three summers, the Near West Side Mayor's Walk has been paired with the farmers market to combine exercise and fresh food.]

Strategy Section

Residents, stakeholders, and organizations committed many hours to attentive listening, discussion, and investigation to flesh out a vision and strategy for improving access and outcomes of health and education for Near West Side residents. Two goals convey this collective input, build upon previous research and planning, and strengthen the partnerships between community organizations supporting the health and educational needs of residents. The final scope of these strategies will depend on further data analysis, financial feasibility, organizational investment, as well as approval from the City of Milwaukee, Milwaukee Public Schools and the neighborhood. It is encouraged that all new investments in health and education have at their core the mission to be stimulants for positive transformation in the lives of Near West Side residents.

People Goal 1: The Near West Side creates a culture of health by providing high quality health and wellness programs.

While the exact relationship between neighborhoods and health is complex, overwhelming evidence shows that one's neighborhood influences health in important ways, from access to affordable quality healthcare options to disparities in education, income, and other social determinants of health. The following strategies were developed to build the Near West Side's culture of health, by:

- Improving access and health equity in the Near West Side
- Increasing opportunities for organized physical activity and education about long-term wellness and healthy nutrition
- Reducing personal violence in home and neighborhood
- Promoting awareness of mental health, wellness, and trauma through service, advocacy and education

Description of Strategies

Complete a comprehensive health assessment of the Near West Side.

While the State of Wisconsin and Milwaukee County have performed health assessments throughout the city, the Near West Side has never had a comprehensive health assessment performed specific to neighborhood health concerns and health issues. In order to best address the needs and concerns of the neighborhood, it is important to speak with community residents and stakeholders to determine what the specific health strengths and assets are as well as the gaps in service and coverage. Near West Side anchor institutions, Advocate Aurora Health and Marquette University, have specialized knowledge in the area of healthcare that will be invaluable in completing the health assessment.

The Near West Side, like many Milwaukee neighborhoods, is impacted by socioeconomic and racial/ethnic disparities related to health. A comprehensive health assessment will provide a better picture of the true needs and is essential in creating targeted neighborhood-specific recommendations to improve resident health and wellness. After completion of the assessment, a health leadership committee will be established to create a plan of action and objectives based on the recommendations for targeted health interventions, and to determine how to leverage effort and funding to create short and long term results within the Near West Side.

Strengthen the integration of health systems and increase resident access to local healthcare services.

The Near West Side is home to many healthcare assets, including the Advocate Aurora Sinai Medical Center, one of Milwaukee's major hospitals; Planned Parenthood of Wisconsin; an urgent care clinic run by Progressive Community Health Centers, a federally-qualified health center; and a number of small, specialty clinics. However, it became apparent through a review of surveys and discussions in focus groups that many residents of the community do not have knowledge of all the health assets located within the Near West Side. Even with such knowledge, the healthcare system can be complicated to navigate, and low-income individuals are at an even greater disadvantage, often due to type of insurance or lack of insurance, and/or lack of ability to adequately advocate for themselves with the healthcare provider. In order to improve knowledge of and access to local health assets, the Near West Side CNI team plans to host neighborhood health meetings where local health professionals can discuss the availability of healthcare options in the community, how to access them, and to assist residents in determining the best available option for service and care.

Inappropriate emergency room use creates major inefficiencies in both care and cost for health care providers and, for patients, results in crowding, long waits, and added stress on hospital resources. Many individuals choose to use the emergency room for non-emergency healthcare because they lack a primary care provider, have difficulty scheduling an appointment in a timely manner and/or are unaware of their alternatives. The Near West Side CNI team also intends to promote the use of primary healthcare and local urgent care clinics to reduce reliance on emergency room visits through an education campaign to residents. Research has shown that a primary care provider (PCP) and use of preventative healthcare can help to reduce the need for visits to an emergency room. In addition, a PCP who understands a patients' medical history and is responsible for screening all major health conditions is invaluable in providing consistency and efficiency in a patient's healthcare.

Residents have identified reliable transportation to and from appointments as a barrier to regular visits with a primary care provider. Because of this appointments are missed or are never scheduled, reducing the amount of regular, preventative healthcare and resulting in expensive ambulance service to an ER when there is some urgent healthcare need. To reduce this barrier, the Near West Side CNI team will work with local, non-emergency transit companies to provide lower-cost rides to healthcare appointments for residents in the neighborhood. The team will

also approach potential donors or sponsors that may provide sponsorship of free rides for healthcare appointments for persons that live in the neighborhood.

As an important part of the Transformation Plan, Healthcare Navigator for the Near West Side who will be hired to serve as a resource for the entire neighborhood. The navigator will assist in discussing ACA Healthcare marketplace options during enrollment season; help residents who are having difficulty in finding a primary care provider, and work with residents navigating and understanding the complicated healthcare system, from providers to insurance. The Navigator will have office hours and will also spend time in the neighborhoods doing door-to-door outreach around healthcare.

Develop partnerships with local recreation and healthcare providers to offer group fitness opportunities for all abilities at locations throughout the neighborhood.

The Near West Side has a number of existing recreational or fitness opportunities to improve fitness for individuals of all abilities, however, like traditional healthcare services, residents are unaware or unfamiliar with local offerings. In order to address this, the Near West Side CNI team will develop a resource guide that identifies partners in the Near West Side that offer fitness programming and other options for individuals to participate in their own fitness/exercise, both for adults and children. The team will also identify gaps in programming and work with the partners to develop, promote, and facilitate the implementation of fitness offerings.

Call Out Box: [Building Connections to Fitness: The Hank Aaron State Trail is a 14 mile trail that travels from Lake Michigan to the Waukesha County Line, and is located just south of the Near West Side. Along the trail are a variety of parks and other destinations like the Urban Ecology Center, Miller Park, Mitchell Park Domes, and Milwaukee County Zoo. The trail is suitable for walkers, joggers, bikers and in-line skaters and the majority is accessible for persons with disabilities. Many Near West Side residents are either unaware of the proximity to the Hank Aaron Trail or are unaware of how to access it. Better promotion of the trail will increase use of this hidden asset by our neighborhood's residents.]

Establish a center for community health resources providing a variety of wellness programming, including nutrition consultation and consumer incentives for healthy food purchases.

In order to increase knowledge and better streamline access to wellness programming, the Near West Side CNI team will establish a center for community health resources. This center will be a hub for many activities. For example, the Healthcare Navigator could be based out of the center, allowing residents to obtain healthcare and/or insurance information; a facility with a kitchen will allow for nutrition counseling and classes promoting healthy food preparation; and wellness classes and exercise clubs can be coordinated from the center as well.

Collaborate with area organizations working to address safety and personal violence as well as alcohol and substance use.

When asked about the issues that impact the health, wellness and safety of the Near West Side community, residents routinely identified alcohol and substance use and personal violence as the top two issues. In order to ensure continued collaboration with area organizations to address safety, personal violence, and substance abuse, the Near West Side CNI team will maintain the efforts of its Safety Working Team and will expand its initiatives in the area of domestic violence, workplace violence, and alcohol and substance use. Through this channel, the team will work with other partners to better coordinate programming on these topics and to promote knowledge of available resources and programming.

The Near West Side CNI team will also work with employers in the community to increase training and policies related to workplace violence, including how to possibly recognize potential behaviors that could lead to such violence. Partners in this effort will include the City of Milwaukee Office of Violence Prevention and Sojourner Family Peace Center. Sojourner Family Peace Center, co-located child advocacy and family violence center providing comprehensive services for victims and families impacted by domestic violence.

To increase partnerships around alcohol and substance use, the Near West Side CNI team will work with local healthcare organizations; IMPACT, which provides free alcohol and drug consultation and referral services for those in need; and the Milwaukee Fire Department Mobile Integrated Healthcare Program, which links those who have overdosed directly to resources and treatment programs; to connect resources to those who struggle with alcohol and substance abuse.

Implement community education programs related to alcohol and drug use as well as domestic violence and sexual assault awareness.

In order to address and reduce rates of domestic violence, and alcohol and substance use in Near West Side neighborhoods, the Near West Side CNI team will implement community education campaigns around these issues. Included in the campaigns will be information and education on resources available to those in need, including information on where to obtain information on services, counseling and treatment. The team will also host activities around awareness events and promote awareness campaigns, particularly during Domestic Violence Awareness Month, or Sexual Assault Awareness Month.

Promote awareness of mental health, wellness and trauma through service, advocacy and education.

During meetings with stakeholders and community residents, it became apparent that mental and behavioral health is a significant issue in the Near West Side. It is also one of the top five health concerns in the Milwaukee County Community Health Needs Assessment. Consistent

with previous strategies to promote awareness and access to local healthcare and resource providers, the Near West Side CNI team will partner with neighborhood organizations to run educational campaigns, distribute resource guides, and connect residents with essential mental health services.

Connect residents, organizations and local businesses to resources and training that provides aid and fosters positive interactions with those individuals experiencing mental illness.

There is a two-fold need to improve the education and training regarding behavioral health: first, for employers and other organizations in the community to foster positive interactions with persons with mental health issues; and second, to improve the knowledge of and access to resources for those that struggle with mental health issues, from depression to schizophrenia.

The Near West Side CNI team will improve the neighborhood's information and knowledge by adding a section on mental health resources to our Small Business Resource Guide and distributing it as part of a resource guide for the Near West Side. The team will also assist with businesses interested in training around mental health, so that they can better recognize and deal with employees and clients that have behavioral issues in a culturally competent and sensitive manner.

Integrate Near West Side initiatives with Scaling Wellness in Milwaukee (SWIM).

SWIM - Scaling Wellness in Milwaukee - was established in 2017 by Marquette University to increase strategic partnerships between local service providers addressing generational trauma in Milwaukee. Through a collaborative, multi-disciplinary model, the mission of SWIM is to build a responsive community that heals trauma and creates a resilient city. To best integrate Transformation Plan initiatives with SWIM, the Near West Side CNI team will place representatives on each of the eight SWIM Action Teams which meet quarterly.

Call Out Box: [SWIM Action Teams

1. The Corporate Engagement Action Team serves as a resource for business leaders to access information and training regarding trauma-informed, resilience-building workplace best practices.
2. The Asset Mapping Action Team collaborates with SWIM partners to review existing Milwaukee area asset maps and operationalize a user-friendly information system with the goal of effectively disseminating resource information to varied audiences.
3. The Mobile Wellness Clinic Action Team is a SWIM partnership with Marquette University and local healthcare providers. The team seeks to improve access to high-quality healthcare and wellness for communities surrounding Marquette.
4. The Policy Action Team seeks to locate opportunities for SWIM affiliates to engage in behavioral and emotional health policies and systems change at local, state, and federal levels.

5. The Research and Best Practices Action Team aims to support internal SWIM evaluation activities, as well as track and conduct local research relevant to trauma-responsive policy and practice.
6. The Education and Awareness Action Team works to expand education regarding trauma, healing from trauma, and well-being to community members, healing professionals, and other stakeholders.
7. The Resilience Focused Practices Action Team promotes the use of varied healing practices to reduce the risk of compassion fatigue, vicarious trauma, and burnout in professionals working with potentially vulnerable populations.
8. The Technology Action Team explores and builds low-cost customized technology for the SWIM initiative, as well as supports the current and future technology needs of other SWIM Action Teams.]

The Near West Side CNI team representatives on these SWIM Action Teams will work to bring SWIM and trauma-informed resources to the Near West Side; help educate residents, businesses and other organizations around ACES (Adverse Childhood Experiences Study) and becoming more trauma responsive; and work to incorporate trauma-responsive practices into our other goals and objectives.

People Goal 2: All Near West Side residents have access to employment, quality education and learning opportunities for healthy living.

This Transformation Plan envisions the Near West Side as a healthy community for people to work, live, and play. To capture the full picture of health, Near West Side community members require access to life sustaining jobs, access to education and quality schools, and access to financial knowledge and household assets. The following strategies were designed to address these social determinants of health through:

- Promotion of education and lifelong learning opportunities residents; and
- Improvement of employment, financial literacy and wealth-building opportunities for Near West Side residents.

Description of Strategies

Promote education and lifelong learning for all residents.

Lifelong learning enhances personal development, good citizenship, social inclusion, and self-sufficiency. Acknowledging the long entrenched social inequalities around educational access, the Near West Side CNI team will work to align neighborhood institutions and organizations that provide education, services, and programs for both adults and children, to operate in strategic coordination.

To improve knowledge of local educational assets, the team will incorporate regular messages around education into community meetings and through media channels, such as newsletters. The Near West Side CNI team will promote all lifelong learning opportunities in and around the community and will work with the providers to strive to ensure equal access for all residents, regardless of income, race, ethnicity, gender or mobility. Many of the organizations in the Near West Side provide such opportunities, including Marquette University, Milwaukee Public Schools Recreation, City on a Hill, and various other schools.

In addition, the team will work to increase the number of seniors enrolled in programs at the Washington Park Senior Center and at Community Care, both of which provide a number of social and educational events that can help seniors in their pursuit of active and engaged lifestyles.

Call Out Box: ["Education is the most powerful weapon which you can use to change the world." - Nelson Mandela]

Foster collaborations with health professionals, nonprofits and businesses to ensure all have access to healthy and nutritious food options.

Through collaborations with health professionals, nonprofit organizations and businesses, the Near West Side CNI team will work to increase the number of access points to affordable, healthy food options in the Near West Side. The team will work to actively promote the Near West Side Farmers Market and Pick & Save Mobile Market, with the goal to increase utilization among residents.

Cooking classes are fun activities that allow people to socialize and get to know one another, while providing education at the same time. Working with local culinary artists and nutritionists to host cooking classes will help to increase knowledge of how to cook healthy, fresh food and create menu recipes that address dietary health needs, such as cooking for someone with diabetes or high blood pressure..

Strengthen connections between job-seeking residents and local employers.

Employment is essential and basic to a person for a number of reasons. It is necessary for a person to be able to pay for their basic needs, such as food and housing. Having a job is also important for a person's well-being and self-confidence; lack of employment can lead to other issues related to poverty, such as crime, alcohol and substance abuse. Employment helps to stabilize neighborhoods.

The Near West Side CNI team has a multi-prong approach to strengthen connections to employment. First the team will develop an employment database to promote local opportunities through social media and other digital channels, and work with local employers to host employment fairs in the Near West Side, while also assisting residents in building their soft skills, interview skills, and resume. The team will increase the number of residents working in

the Near West Side by promoting a robust “Walk to Work” program with Near West Side employers to provide incentives to employees who rent or buy in the neighborhood. The team will also partner with WRTP/Big Step to help place residents who have participated in a workplace readiness program with local employers, with a goal of 15 residents placed by 2023

Foster collaborations with area organizations providing financial literacy programming to empower residents to make informed and effective decisions with their financial resources.

Financial literacy alleviates anxiety around managing daily and monthly expenses, saving for a college education, building credit, and planning for retirement. To help grow financial literacy, the Near West Side CNI team will establish and host a financial literacy course for Near West Side residents. These “how to” courses will help families manage their money, create a household budget, provide orientation around checking and savings accounts, compare credit options and repair personal credit, plan to save and build household assets, and put the pieces together to purchase a home. Among the goals of this program will be to increase the number of residents with bank accounts, and to align with efforts to increase homeownership and employment opportunities by developing assets and building intergenerational wealth.

The team will also work to create similar courses for youth, including incentivizing children savings accounts by working with local businesses to establish a fund for savings.

Strengthen connections among early childcare and K-12 educators to improve student outcomes.

A child’s early years are the foundation for their future development and can lay the groundwork for a successful future. One of the strengths of the Near West Side is that it offers more high quality early childhood education programs than most other neighborhoods in Milwaukee, particularly for those with disabilities.

Call Out Box: [Early Education Assets

- *Milwaukee Public Schools* (MPS), operates a K3-K5 program out of the Milwaukee Academy of Chinese Languages and a Head Start program out of the Bethune Academy which is located just north of the Near West Side. MPS Head Start students exceed all estimated growth values in all domains of learning, with the highest gains in the domains of nature/science and literacy.
- *Highland Community School*, a charter school chartered by MPS, operates a Montessori K3-K5 program. At Highland Community School’s toddler program, serving children ages 14 months to 3 years, is the only early childhood program in Milwaukee with all teachers certified by the American Montessori Society.
- *Penfield Children’s Center* serves about 1,700 children a year through its various programs, which includes a special care nursery which provides therapy, medical care and education to students with serious health/medical issues; early childhood education for children 6 weeks to 5 years accredited by the National Association for the Education

of Young Children (NAEYC); and the Penfield Montessori Academy, a Montessori public charter school for the early (K3-K5) grades.

- *Neighborhood House of Milwaukee* offers afterschool and summer programs for youth and teens, and operates an Early Head Start program through a partnership with Next Door Foundation for children ages 6 weeks to 3 years, as well as a general early childhood education for children up to 6 years.
- *Kid-Tastic Child Care* is a quality private child care center that provides a classroom for infants and toddlers to 2 years old, as well as early childhood education for 3-5 year olds.]

The Near West Side CNI team will create a unique position to serve local families and connect them to childcare, schools, and other educational services. The Education Navigator will develop materials to inform and educate Near West Side families about the quality early education options in the Near West Side with the goal of increasing the enrollment of area children in these programs. The Education Navigator will also promote information on the differences and quality of the neighborhood schools. They will work with families who ask for assistance on school selection/application and will help ensure good transitions from early childhood to K-8 schools and from elementary/middle schools to high schools. The Education Navigator will also be able to assist in connecting children in need of additional educational services, such as tutoring to other resources in the Near West Side.

Decrease the education achievement gap for students in Near West Side schools.

The Near West Side is a place to learn, with 13 schools and one university educating over 17,000 students from Pre-K through doctoral studies every school year. There are a variety of schools serving a diversity of needs, including public, private, and charter schools, and schools serving students with developmental disabilities. Students living in the Near West Side attend schools both inside and outside of the neighborhood. Among the 1,600 public school students who live in the Near West Side, only 13% of students attend public schools in the neighborhood.

By leveraging the role of the Education Navigator to promote information on the differences and quality of the neighborhood schools, The Near West Side CNI team hopes to increase residents' knowledge of the neighborhood schools, with the ultimate goal of increasing the number of students who live in the Near West Side that enroll in neighborhood schools by 10% by the year 2025.

The Education Navigator will also link families and children to tutoring or afterschool programs, so that they can receive additional educational services, with the belief that such supportive services can assist in improving educational achievement and test scores.

The Education Navigator will work with the school system and other partners to help in increasing the number of students that graduate ready for college or career by leveraging awareness and growing existing programs. For example, the *Milwaukee Urban League* (MUL)

has two programs that can benefit students, the *Graduate to Employment* (GTE) job training program for students ages 16-21 who would like to move directly into the workforce from highschool; and *Project Ready* a program addresses educational inequality by providing students in 9th thru 12th grades with the academic, social, and cultural support essential for success in college.

Create a welcoming atmosphere at Near West Side schools where parents, caregivers and community members feel comfortable actively engaging.

Generally, there are many reasons why parents are not more actively engaged in their child's education. These reasons can include a shortage of time, as many parents working more than one job, unreliable access to transportation to go to a school, and previous negative experiences. Parents may also not feel confident to talk with teachers or educators and feel that they do not know how to navigate the educational system.

The Near West Side CNI team will work with all Near West Side schools to create a welcoming atmosphere, so that parents can feel comfortable engaging with the school. This will be done by increasing the involvement of senior citizens in local schools through volunteer opportunities, so that the community is more engaged with the school; hosting an annual enrollment fair for Near West Side schools and promote open houses to residents through canvassing, social media, newsletters, and listservs; and increasing the number of fun community events held in local schools to get families inside the doors and acclimate them to their individual culture and climate. Additionally, the team will draw on concepts from SWIM to educate the schools on trauma-informed service and care so they may help to work with parents who are reeling from poor educator/educational experiences.

Create linkages between education, career & technical training, and employment in health science occupations and hospitality industries.

One of the key strategies to increase the ability of individuals who graduate high school to advance to college or career is to create linkages and pathways between our K-12 schools and jobs with anchor institutions and key partners in growth industries.

Working with the Near West Side high schools, the Near West Side CNI team will collaborate with partners such as Marquette University and Advocate Aurora Health to develop a health sciences career pathway for high school students, including a curriculum and external educational opportunities such as internships at healthcare institutions. Healthcare is a growing field with family-supporting wages and this would assist in exposing high school students first to the career itself and then to possible job pathways.

Similarly, the team will partner with hospitality and foodservice professionals to design a hospitality industry training program in the Near West Side high schools. Potential partners

include Potawatomi Casino, Lisa Kaye Catering, as well as local hotels such as the Ambassador Hotel.

Finally, working with partners and businesses such as AT&T, the Near West Side CNI team will assist with upgrading the technology centers in Near West Side schools to allow students from the neighborhood to have access to up-to-date technology. The IT field is also a growth industry with family supporting wages, and exposure to technology, including in the curriculum, could assist in linking students to job pathways, such as through the many certification programs at MATC.

Foster collaborations between existing art organizations and local schools to increase neighborhood art programming for youth.

The Near West Side CNI team seeks to create better linkages between the local schools and local artists to increase neighborhood art programming for youth. Arts education has been declining for the past three decades in Milwaukee and other schools, the result of tight budgets and increased attention to other subjects directly connected to test scores. However, studies have shown that innovative and vibrant arts programming can help increase children's motivation and interest, and in the end, can help result in better academic performance. The team will work to increase the number of access points to arts programming in the schools in the Near West Side, through a variety of channels, including a Near West Side student art show as part of the Mobile Design Box programming.

Foster partnerships with local youth-serving organizations to increase educational opportunities that promote the development of healthy relationships.

In helping to assist students in their development, the Near West Side CNI team will work to increase partnerships that can foster their social, emotional and leadership growth. This will be supported through a variety of activities, including mentoring programs with local anchors, businesses and youth-serving organizations; the creation of an online Near West Side youth opportunity database featuring volunteering, tutoring, and other service opportunities; and working closely with neighborhood youth centers to increase domestic violence awareness programming so that information and education is readily accessible.

Create a culture that supports graduating students transitioning to post-secondary education and/or the workforce.

The Near West Side CNI team seeks to create a culture that supports graduating students transitioning either to post-secondary education or to the workforce, with the goal that by 2025, 100% of students that graduate from a high school in the Near West Side will have plans for post-secondary education, vocational career or employment at the time of graduation.

To support this cultural growth, the team will actively promote involvement in the City of Milwaukee's Earn & Learn Program, which allows teens intern in professional settings and teaches students the important soft skills necessary to sustain a job. Additionally, the team will

align efforts to promote college preparatory programs that increase access to ACT resources, college scholarships and financial aid assistance. This will include assistance with families on completing the FAFSA, which is often a barrier for low-income families due to its difficulty.

The Near West Side team will also foster student connections to the MATC Promise program to accelerate the transition to technical education for in-demand careers. The MATC Promise program offers free tuition and books for eligible students for up to 75 credits. Eligible students can continue on afterwards to a 4-year degree as there are guaranteed admission agreements with Marquette University, University of Wisconsin, UW-Milwaukee, and UW-Parkside. Many students either are not aware of the MATC Promise program or do not complete some of the requirements, such as the FAFSA.

People Goal Chart

People	
Goal One: The Near West Side creates a culture of health by providing high quality health and wellness programs.	
Objective: Improve access and health equity in the Near West Side.	
Strategy	Metrics
Complete a comprehensive health assessment of the Near West Side.	- Form health leadership committee to create a plan of action and objectives, and determine how to leverage effort and money to create short and long term results within the community.
Strengthen the integration of health systems and increase resident access to local healthcare services.	- Host neighborhood health meetings in at least 3 locations where local medical professionals talk about the positives of neighborhood care. - Promote the use of local urgent care clinics to reduce reliance on emergency room visits. - Partner with local non-emergency medical transit companies to provide rides to healthcare appointments. - Utilize a Healthcare Navigator to provide door-to-door outreach services.
Objective: Organize activities that build efficacy, promote and protect neighborhood assets, and contribute to an improved quality of life.	
Strategy	Metrics
Develop partnerships with local recreation and healthcare providers to offer group fitness opportunities for all abilities at	- Identity partners offering fitness programming. - Promote and facilitate the implementation of fitness programming.

locations throughout the neighborhood.	
Establish a center for community health resources providing a variety of wellness programming, including nutrition consultation and consumer incentives for healthy food purchases.	<ul style="list-style-type: none"> - Identify partners and create a health advisory council. - Promote and implement.
Objective: Reduce personal violence in home and neighborhood.	
Strategy	Metrics
Collaborate with area organizations working to address safety and personal violence.	-Maintain advisory group committed to safety.
Implement community education programs related to for domestic violence and sexual assault awareness.	<ul style="list-style-type: none"> -Work with local partners to increase promote events and activities during Domestic Violence Awareness Month Sexual Assault Awareness Month. -XX% decline in domestic violence related crimes.
Objective: Promote awareness of mental health, wellness and trauma through service, advocacy and education.	
Strategy	Metrics
Connect residents, organizations and local businesses to resources and training that provides aid and fosters positive interactions with those individuals experiencing mental illness.	<ul style="list-style-type: none"> - Host one NeON meeting per year on mental health and wellbeing. - Distribute list of organizations working with those with mental illness. - Fund three businesses and organizations participation in mental training each year. - Add mental illness section to the Small Business Resource Guide.
Integrate Near West Side initiatives with Scaling Wellness in Milwaukee (SWIM).	-Assign Near West Side representative to all 8 SWIM Action Teams.
Goal One: All Near West Side residents have access to quality education and learning opportunities for healthy living.	
Objective: Promote education and lifelong learning for all residents.	
Strategy	Metrics

<p>Foster collaboration to increase lifelong learning for all residents.</p>	<ul style="list-style-type: none"> - Host annual education-themed NeON meeting. - Align educational organizations and resident service programs to operate strategically and in coordination. - Increase in prevalence of opportunities and participation in lifelong learning opportunities for all residents regardless of income, race, ethnicity, gender or mobility. - Increase the percentage of residents reporting participation in lifelong learning on the annual resident survey. - Increase the number of seniors enrolled in programs at Washington Park Senior Center and Community Care.
<p>Foster collaborations with health professionals, nonprofits and businesses to ensure all have access to healthy and nutritious food options.</p>	<ul style="list-style-type: none"> - Increase in the number of access points to affordable healthy food throughout the Near West Side. - Increase the percentage of residents reporting engagement in health and nutrition programming on the annual resident survey.

Objective: Improve financial literacy and wealth-building opportunities for Near West Side residents.

Strategy	Metrics
<p>Foster collaborations with area organizations providing financial literacy programming to empower residents to make informed and effective decisions with their financial resources.</p>	<ul style="list-style-type: none"> - Establish and host a quarterly financial literacy course for Near West Side residents. - Increase the number of banked residents. - Increase the number of youth with savings accounts. - Establish a fund to incentivize youth savings accounts. - Align efforts to increase homeownership and employment opportunities with asset development to encourage residents to build intergenerational wealth.
<p>Strengthen connections between job-seeking residents and local employers.</p>	<ul style="list-style-type: none"> - Increase access to local job opportunities through the development of a Near West Side employment database. - Increase the number of residents working in the neighborhood by promoting a “Walk to Work” program with Near West Side employers. - By 2023, 15 residents successfully paired with

	<p>employers following participation in a WRTP/ Big Step workplace readiness program.</p> <ul style="list-style-type: none"> - Partner with local employers to host two employment fairs in the Near West Side annually.
<p>Objective: Foster collaborations with local organizations, businesses, schools and universities to ensure Near West Side youth graduate from high school ready for college or career.</p>	
Strategy	Metrics
Strengthen connections among early childcare and K-12 educators to improve student outcomes.	<ul style="list-style-type: none"> - Increase the number of local Near West Side children enrolled in local quality child care centers. - Create an Education Navigator position to serve local families and connect them to childcare, schools, and educational services.
Decrease the education achievement gap for students in Near West Side schools.	<ul style="list-style-type: none"> - Increase the number of students at Near West Side schools enrolled in after school programs. - Increase the number and percentage of students at Near West Side schools showing improvements in reading and math scores. - Increase the number and percentage of students at Near West Side schools graduating.
Create a welcoming atmosphere at Near West Side schools where parents, caregivers and community members feel comfortable actively engaging.	<ul style="list-style-type: none"> - Increase the involvement of senior citizens in local schools through volunteer opportunities. - Host an annual enrollment fair for Near West Side schools and promote open houses to residents through canvassing, social media, newsletters, and listservs. - Increase by 10% the number of Near West Side youth enrolled at Near West Side schools by 2025. - Distribute at-home tools and activity kits for parents to improve parenting skills and help children succeed academically. - Increase the number of community events held in local schools.
Create linkages between education, career/technical training, and employment in health science occupations and hospitality industries.	<ul style="list-style-type: none"> - Increase internal and external educational opportunities in the health sciences field at Near West Side high schools. - Collaborate with hospitality and foodservice professionals to establish and facilitate a hospitality industry training program.

	<ul style="list-style-type: none"> - Upgrade the technology centers at Near West Side schools.
Foster collaborations between existing art organizations and local schools to increase neighborhood art programming for youth.	<ul style="list-style-type: none"> - Increase in the number of access points to art programming for Near West Side youth. - Host annual student art show in new Mobile Design Box.
Foster partnerships with local youth-serving organizations to increase educational opportunities that promote the development of healthy relationships.	<ul style="list-style-type: none"> - Increase domestic violence awareness programming at neighborhood youth centers. - Increase the number of Near West Side students enrolled in mentoring programs. - Increase access to youth leadership opportunities through the utilization of a Near West Side youth opportunity database.
Create a culture that supports graduating students transitioning to post-secondary education and/or the workforce.	<ul style="list-style-type: none"> - Align efforts to promote college prep programs that increase access to ACT resources, scholarship and financial aid assistance. - By 2025, 100% of students graduating from Near West Side schools have plans for post-secondary education, vocational career or the paid workforce after graduation. - Increase the number of Near West Side youth participating in the City of Milwaukee's Earn & Learn Summer Job Employment Program. - Foster student connections to the MATC Promise program to accelerate the transition to technical education for in-demand careers.

Section Seven: Action Activities

Introduction

The Choice Neighborhood Planning grant served as the catalyst that mobilized the Near West Side CNI team and residents to collaborate more effectively to transform the Near West Side. In the initial few months of the CNI grant, the community increased its social and implementation capacity through the combination of on-going, purposeful meetings and community organizing. This process shaped the collective vision and strategies for the community and created a renewed sense of energy around projects that can improve the community. A key to building this momentum has been the early action activities that have been completed and the soon-to-be implemented action activities. This momentum is the result of completed action activities and those action activities that will soon be implemented.

The Choice Neighborhood grant early action activities and action activities are meant to energize the community, demonstrate the value of resident input in the planning process, and provide tangible community improvements that impact residents quality of life. For all of these activities, HUD has clear guidelines on what funds can be spent on.

Call Out Box: [Funds are limited to projects:

- Reclaiming and recycling vacant property into community gardens, pocket parks, farmers markets, or land banking;
- Beautification, placemaking, and community arts projects;
- Owner-occupied home or business façade improvement programs;
- Fresh food initiatives, such as farmers markets and mobile fresh food vendors; and
- Gap financing for ready to implement economic development projects that have secured all the necessary funding except for a modest gap.]

Call Out Box: [The funds cannot be used for:

- Non-physical uses, such as administrative costs;
- Basic infrastructure or as a substitute for municipal services; and
- Housing development activities, including the public HUD-assisted housing targets.]

Early Action Activities

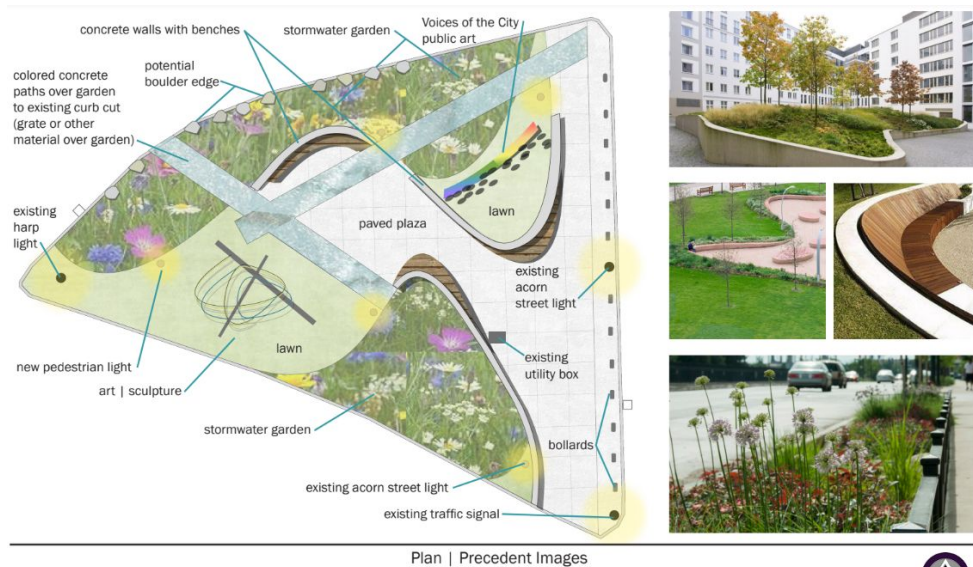
When applying for the CNI planning grant, the Near West Side CNI team proposed two Early Action Activities: 1) Tulip bulb planting and a neighborhood cleaning blitz, and 2) renovation of a bus stop and grassy island located half a block from College Court. These projects emerged from community ideas and input, including resident survey data and a community meeting with College Court residents.



During the CNI planning grant, resident and stakeholder input informed the design and implementation of early action activities. The Near West Side CNI team conducted a resident survey and hosted several focus groups to solicit ideas for improvements from residents. Then at the RSLA and the resident advisory council ideas and designs were prioritized. Through this process, residents clearly identified their desire to see traffic, physical aesthetic, and engagement of renters, public housing, and homeowners through the use of any funds spent on Early Action activities. The two projects selected accomplished all of these desires and, more importantly, allowed residents and the Near West Side CNI team to build trust by uniting together as a community and making improved physical changes to the Near West Side.



Existing Condition | Aerial View



Plan | Precedent Images



Call Out Box: [Fats Triangle Redevelopment

“Fat’s Triangle,” named after the discovery of a small plaque commemorating E. Joe “Fats” Henke, former president of the State Street Advancement Association.

- 1) *Research*: The Near West Side CNI team worked with the City of Milwaukee to determine ownership and historical society to obtain information about Henke or the Advancement Association.
- 2) *Visioning*: Site visit with the Advisory and Resident Councils.
- 3) *Imagining & Designing*: Quorum Architects, previous renderings.
- 4) *Input*: Three renderings reviewed by residents, community stakeholders, working teams, and committees. The final design was selected following a vote by residents and approved by the Advisory and Resident Councils.
- 5) *Leveraged Funds*: \$ of HUD Investment and \$ of Milwaukee Metropolitan Sewerage District (MMSD) funds.]

Action Activities

The Choice Neighborhood Planning grant includes \$950,000 to support Action Activities. These are projects that can be implemented in under one year and support physical improvements in the community; more specifically, community development or economic development projects that enhance and accelerate the transformation of the area into a great place for people to live, work, and play.

Selection Process

To identify Action Activities that were both resident priorities and impactful, the Advisory Council created a set of guidelines, ranking criteria, and a scoring system for Action Activities based

upon resident input in surveys, community meetings, and focus groups. The Resident Council, along with the Near West Side CNI sub-committees, reviewed and approved the documents. Residents and community stakeholders were invited to submit ideas and proposals for Action Activities.

Call Out Box: Action Activity Criteria- project cost, political feasibility, overall impact, neighborhood equity, organization capacity and mission, community need, resident engagement, and sustainability

The Near West Side CNI team evaluated the proposals by the guidelines and criteria discussed above. In all # of projects were submitted. The top # projects were selected and the community was invited to a NeON meeting to provide input. After this input was selected, the final Action Activities were submitted to the Advisory Council and then submitted to HUD for approval. After receiving approval from HUD, Near West Side Partners (NWSP) will begin the implementation process for the selected Action Activities.

Call Out Box: Number of proposal and topics

Selected Projects

Projects are currently being solicited.