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**Narrative Exhibit A:  
Executive Summary**

Name of Lead Applicant:

City of Milwaukee

Name of File:

NarrativeExhAExecutiveSummary

## **EXHIBIT A: EXECUTIVE SUMMARY**

The City of Milwaukee and its co-applicant, the Housing Authority of the City of Milwaukee (HACM), request a \$30 million CNI implementation grant for the Westlawn neighborhood. The Transformation Plan allocates \$3.5 million to critical community improvements identified in the Neighborhood Plan, \$21,550,000 to the Housing Plan, and \$4.5 million to the People Plan. These amounts are supplemented by more than \$251 million leveraged from other sources including \$64,398,918 in Low Income Housing Tax Credits and \$59 million in private investment.

The Westlawn Housing Development and eligible neighborhood is comprised of four census tracts, Milwaukee County Tracts 12, 13, 18 & 19, and part of census tracts 11 and 20. The north border of the neighborhood is W. Mill Road, the south border is W Villard Avenue, the east border is N Sherman Boulevard, and the west border is N 76<sup>th</sup> Street. These borders are based on years of community planning, extensive consultation with the implementation partners and community residents, and constructive comments from HUD.

The operative word underpinning the Choice Neighborhood Program and this grant application is transformation – human and physical – of a community in distress such that its functionality as an urban neighborhood is restored. The two fundamental questions to be answered are 1) are the expected outcomes worthwhile and achievable? and, 2) will the investment of millions of federal dollars help achieve those worthwhile outcome? We believe the answer to both is a resounding YES! The basic objective of our Transformation Plan is to create change in the Westlawn section of Milwaukee by demolishing and rebuilding the remaining portion of what was once the city's largest public housing development and implementing a comprehensive set of strategies that generate meaningful improvements in the quality of life of the entire neighborhood. What defines fundamental change differs between projects but is almost always anchored by the basic idea that conditions must be addressed that affect whether people think of a community as some place they'd like to live in and

raise their family. That means good schools, convenient places to shop, low crime, efficient public transportation, competent municipal services, proximity to health care, work and entertainment opportunities, and neighbors reflecting healthy social, economic, and racial diversity.

The City of Milwaukee will be the lead applicant. The Redevelopment Authority of the City of Milwaukee (RACM), which is a partner with the City in providing focused services for neighborhood revitalization and redevelopment project implementation will serve as the Neighborhood Implementation Entity. The plan allocates \$3.5 million of the CNI grant to this element. The grant will enable the conversion of the Westlawn neighborhood into vibrant mixed income community by stabilizing housing, improving access to existing and new retail establishments, improving transportation, improving parks, reducing the negative effects of foreclosures, and addressing issues of crime and public safety. HACM will be the co-applicant and will also be the People and Housing Implementation Entity. \$4.5 million will be allocated to the People section of the project and \$21,550,000 will be allocated to the Housing section. With the assistance of an array of extraordinary anchor institutions and other partner organizations, including the Silver Spring Neighborhood Center, the Havenwoods Economic Development Corporation, Growing Power, Inc., the Milwaukee Job Corps, Carmen Charter School for Science and Technology, the University of Milwaukee, and our Principal Educational Partner, Milwaukee Public Schools, this project will improve educational outcomes, offer a wide variety of health care services, and provide on-site medical services offered by the University of Wisconsin School of Nursing. HACM residents, assisted by Growing Power and the Wisconsin Women's Business Initiatives Corporation, will create a cluster economy focused on urban agriculture in which residents will grow fresh produce for sale throughout the area. The People Plan will dramatically improve educational programs available to neighborhood children and provide broad support to families – including the creation of a new job-training program and a center to house it. The Housing plan calls for the demolition of all 394 existing public housing units and construction

of 706 new units (including 394 replacement units) and rehab of 2 units. The mixed income Housing Plan will dramatically improve options available in the neighborhood by including market rate rentals and for-sale units, non-assisted affordable units and on-site one for one replacement of existing public housing units. As relocation will be a significant component of this program, we are requesting 382 Housing Choice Vouchers to support that effort. While the lead and co-applicants will have overall and ultimate responsibility for implementation of the project, coordination, oversight and community involvement will be enhanced by the establishment of a Neighborhood Advisory Committee

This application describes how we intend to utilize this critical federal investment, coupled with other leveraged funds and a wide array of public and private partners, to bring about the kind of change in the Westlawn area that will transform it from its current state to one that may well have been envisioned by the authors of CNI. We will, of course, follow the prescribed format and our plan is built around the three basic conceptual categories: People, Housing, and Neighborhood. And as do all who compete, we seek to achieve the maximum points in each of the evaluation components. But when the final period is placed at the end of the last word, we hope the decision makers will conclude that this CNI application represents the best and highest use of this precious federal financial investment in an urban community ready for a much needed makeover.

Like so many similar American urban communities that were enclaves of those with very low income – mostly people of color, Westlawn had a nondescript beginning in the 1950s and has spent the decades since struggling – with only limited success – to overcome the barriers to a better life for all. Now comes an opportunity to marshal resources and actually implement plans previously only on paper that will help this neighborhood transcend its roots and become a vital community that sustains rather than degrades the quality of life. Nor will the changes we will be able to bring about stop at the boundary lines of the community. Milwaukee will also be forever changed for the better, as well.

That is the essence of CNI and the essence of this application.