



THE TREE IS PERHAPS THE ULTIMATE UNIVERSAL SYMBOL OF SUSTAINABILITY AND GROWTH. UNDER ITS BROAD CANOPY THRIVES A DIVERSITY OF LIFE CONNECTED BY ONE ABSOLUTE: INTERDEPENDENCE.

IT'S NOT SIMPLY THAT DIVERSE LIVING THINGS ARE WELCOME HERE. IT'S THAT ALL ARE NECESSARY HERE.

THIS REPORT DERIVES ITS INSPIRATION FROM THE BELIEF THAT HOUSING IN A COMMUNITY EVOLVES AS A DIVERSE AND LIVING COOPERATIVE, AND THAT ITS COLORFUL COMPONENTS ASSEMBLE INTO A MUCH GREATER ORGANIC WHOLE.

OUR GOAL IS TO ADD CRITICAL PIECES TO A BROADENING MOSAIC OF PROGRAMS DESIGNED TO PROMOTE NEIGHBORHOODS WHERE FAMILIES CAN FLOURISH. MUCH LIKE THE TREE OF LIFE, OUR GOAL IS TO HELP CREATE A PLACE WHERE, ABOVE ALL, CHILDREN AND FAMILIES FIND THE RESOURCES AND AMENITIES THEY NEED TO BUILD SUCCESSFUL LIVES.



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# INTRODUCTION



## BOARD OF COMMISSIONERS



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Milwaukee is one of America's great cities. A dynamic, diverse population. A beautiful lakefront and natural environment that inspires appreciation for our planet. A common social consciousness that informs a commitment to the care of our community's least fortunate.

The Housing Authority of the City of Milwaukee plays a critical role in the care of all of these assets. By providing housing options to over 11,000 low-income families, disabled adults and seniors, we serve as the foundation for Milwaukee's answer to that most basic of needs - safe, affordable and suitable housing for all. Our portfolio also includes nearly 1,000 apartments that bridge the gap between subsidized and market-rate housing, providing additional options for families as their financial situations improve. To support our residents' efforts to increase their self-sufficiency, build healthy lives and achieve educational goals, we partner with many of our city's most effective social service agencies and programs. Perhaps one of the most significant new impacts of our operations lies in the extensive sustainable building and maintenance practices that we have implemented. By investing in sustainable strategies and technologies today, we seek to ensure that our environment continues to flourish for future generations.

As the author Nelson Henderson wrote, "The true meaning of life is to plant trees, under whose shade you do not expect to sit." At the Housing Authority, we are active "gardeners" every day - cultivating safe and stable home environments and neighborhoods, a strong environmental future, and healthy, productive individuals who play a vital role in making Milwaukee a vibrant community.

**Tony Pérez**

Secretary-Executive Director

**Tom Barrett**

Mayor

**Willie L. Hines, Jr.**

Board Chairman and  
Common Council President

The cover of this report depicts "Life's Garden," a tile mosaic commissioned by the Housing Authority for the Lapham Park development. Visual and thematic elements of this beautiful art piece are featured throughout this report to complement the photos of our residents, developments and services. Please see pages 53-54 to learn more about how "Life's Garden" was collaboratively created by artists, Housing Authority residents and neighbors.



## PLANTING SEEDS

2011 AND 2012 SAW THE HOUSING AUTHORITY CONTINUE ITS EFFORTS TO IMPLEMENT AND SUSTAIN PROGRAMS DESIGNED TO CULTIVATE THE VALUES WE FIND MOST IMPORTANT: **FAMILY, EDUCATION, COMMUNITY, AND INNOVATION**. PLANTING SEEDS OF REAL SCHOLASTIC IMPROVEMENT AND SUCCESS WITH OUR EDUCATION INITIATIVE AND SCHOLARSHIP PROGRAMS. PLANTING SEEDS OF MORE CONNECTED AND SAFER COMMUNITIES WITH OUR TALK CAMPAIGN AND SUMMER ON THE HILL SERIES. PLANTING SEEDS OF COMMUNITY AND ENVIRONMENTAL IMPROVEMENT WITH OUR GREEN JOBS INITIATIVES AND PARTNERSHIP WITH THE MILWAUKEE COMMUNITY SERVICE CORPS. PLANTING SEEDS OF FINANCIAL UNDERSTANDING AND RESPONSIBILITY WITH OUR MAKE YOUR MONEY TALK PROGRAM.

THOUGH THE SEEDS WE CULTIVATE ARE IN THE FORM OF VERY SPECIFIC PROGRAMS AND ACTIVITIES, OUR HOPE IS THAT, LIKE SEEDS THAT ARE CARRIED UPON THE AIR TO NEW LOCATIONS, **OUR EFFORTS BEGIN TO SPREAD AS FERTILE SOURCES OF SELF-SUFFICIENCY, RENEWAL, AND POSITIVE CHANGE** IN A GROWING, WORKING COMMUNITY OF FAMILIES COMMITTED TO EACH OTHER AND THE PLACES THEY CALL HOME.

**EDUCATION AND SCHOLARSHIP INITIATIVES  
THE TALK CAMPAIGN AND SUMMER ON THE HILL  
GREEN JOBS AND SOLAR INITIATIVES  
MAKE YOUR MONEY TALK**





# EDUCATION AND SCHOLARSHIP INITIATIVES

## PROVIDING POWERFUL EDUCATIONAL TOOLS

The Housing Authority's Education Initiative was established in 2005 in direct response to reports of poor attendance and achievement rates in Milwaukee schools. The program focuses on youth and families living in the Highland Homes and Scattered Sites developments and works to help youth stay in school, increase their academic achievement, and graduate. Increased parental involvement is a critical factor in the success of the program, so the program focuses on the importance of education as a family activity.

Graduation and GED completion rates of high school seniors in the program in 2011 and 2012 were 92% and 88%, respectively. This compares to 69% (2011) and 67% (2012) for students in the Milwaukee school district.

In addition to providing after-school help throughout the school year, the program reinforces the importance of education with several activities, including the annual Spelling Bee, the Summer College for Teens/Kids at UW-Milwaukee, college tours to introduce students to campus environments, the annual Student Recognition Awards, and special events like an "Etiquette for Life" class that prepared youth for academic, professional and formal social environments.

To increase opportunities for graduates to continue their education, the Housing Authority operates a scholarship program that offers academically-qualified students \$2,000 each to help them afford the cost of post-secondary educational options. The program provided \$84,000 in scholarships to 42 students during the 2011-2012 period. With a focus on creating family-focused environments for educational success, the Education Initiative and Scholarship Program have provided opportunities for students of all ages.



In 2005 the staff of the Housing Authority's Hillside Family Resource Center joined with the Hillside Resident Council, over 250 Hillside residents, and more than 30 neighborhood organizations to kick off the TALK (Take Action, Listen & Know) Campaign. The community collaboration was started from the premise that neighbors who know each other will intrinsically build a safer, stronger community.

Since those early days, the Campaign has continued to provide educational and leadership opportunities throughout the year with youth and family programming, including the popular Summer on the Hill series, which includes the TALK Walk for Health & Safety, the Hillside/Townhomes National Night Out Against Crime celebration, an annual Back-To-School event, and the Youth Leadership Program, which provides structured educational and leadership training to neighborhood youth during the summer.

With the theme "Good Neighbors Make Great Neighborhoods" and its many programming efforts, the TALK Campaign has helped build a stronger, safer neighborhood, supported by a local network of police and fire personnel, private businesses, government entities, and social service, health, and youth agencies.



## THE TALK CAMPAIGN AND SUMMER ON THE HILL

GROWING AS NEIGHBORS, GROWING AS NEIGHBORHOODS



HIGHLIGHTS

## GREEN JOBS AND SOLAR INITIATIVES

### SHINING A LIGHT ON GREEN JOB PROSPECTS

The national media is full of information about the benefits of green jobs and how the industry will grow during the next few years and further into the future. Meanwhile, jobs in the growing “green” technology industry are providing the hope of new careers for low-income individuals right here in Milwaukee.

The Housing Authority is using its many construction projects – which often feature green technologies like solar power and geothermal wells – to provide training in these fields. Supported by a \$250,000 Economic and Workforce Development Grant from WE Energies and instruction by Housing Authority staff and the Midwest Renewable Energy Association, the Housing Authority installed solar thermal systems and web-based monitoring equipment on new low-income single-family homes, multi-family buildings and non-profit community service buildings.

The project involved a partnership with the Milwaukee Community Service Corps (MCSC), a non-profit vocational training program that provides employment, educational, and life skills training to young, low-income adults in Milwaukee. Corps members were able to expand their knowledge of the installation of such systems and, in some instances, were able to add to their work experience by becoming part of the site workforce on installations.

All of us require some basic, solid financial knowledge to build a sound financial future, but that knowledge may be especially critical to low-income households where every financial decision is an important matter.

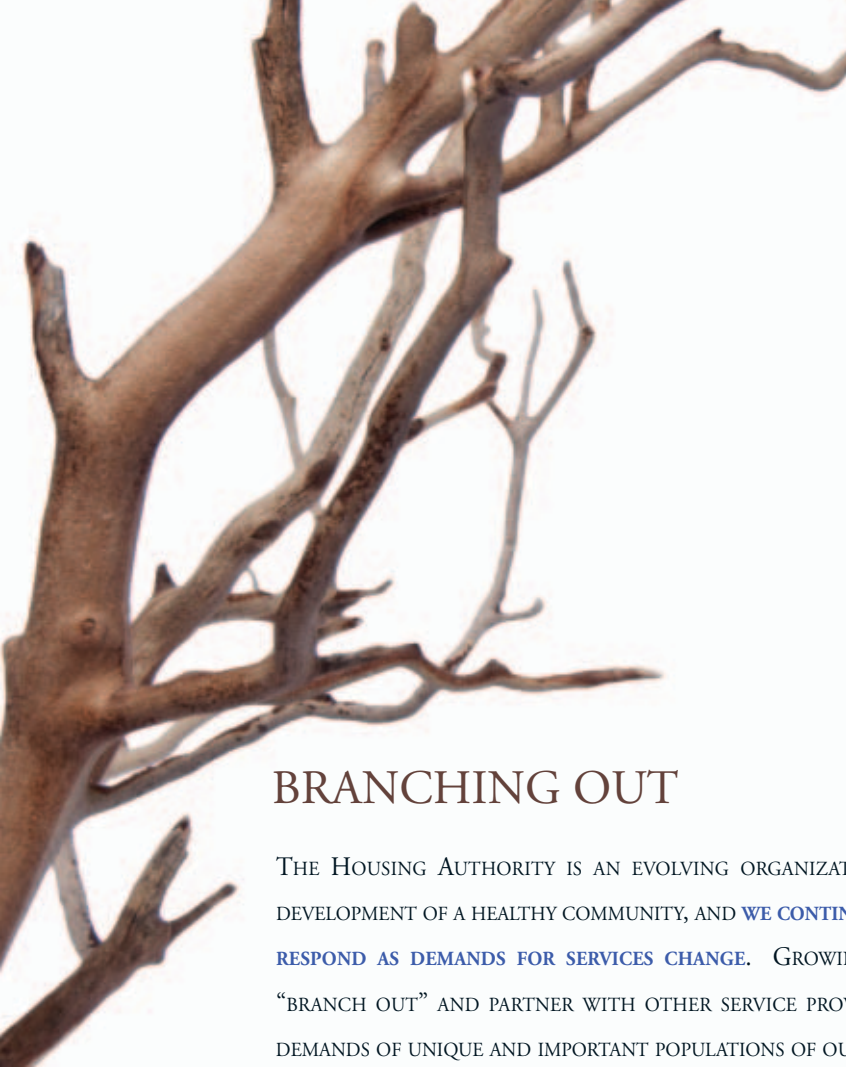
Since 2004, the Housing Authority has sought to provide financial education to residents through the Make Your Money Talk course, which is offered jointly with the Wisconsin Women's Business Initiative Corporation (WWBIC). In 2012, the program got a boost when the U.S. Conference of Mayors presented Mayor Tom Barrett with a grant to help the Housing Authority expand the course to over 5,900 Section 8 Rent Assistance households. The result was a 60% increase in participants compared to the previous year. To date, the program has helped over 850 individuals get a handle on their personal finances and make good financial decisions.



## MAKE YOUR MONEY TALK

FINANCIAL EDUCATION FOR A STRONGER FUTURE

HIGHLIGHTS



## BRANCHING OUT

THE HOUSING AUTHORITY IS AN EVOLVING ORGANIZATION COMMITTED TO THE DEVELOPMENT OF A HEALTHY COMMUNITY, AND **WE CONTINUALLY SEEK TO LISTEN AND RESPOND AS DEMANDS FOR SERVICES CHANGE.** GROWING NEEDS REQUIRE US TO “BRANCH OUT” AND PARTNER WITH OTHER SERVICE PROVIDERS TO BEST MEET THE DEMANDS OF UNIQUE AND IMPORTANT POPULATIONS OF OUR COMMUNITY.

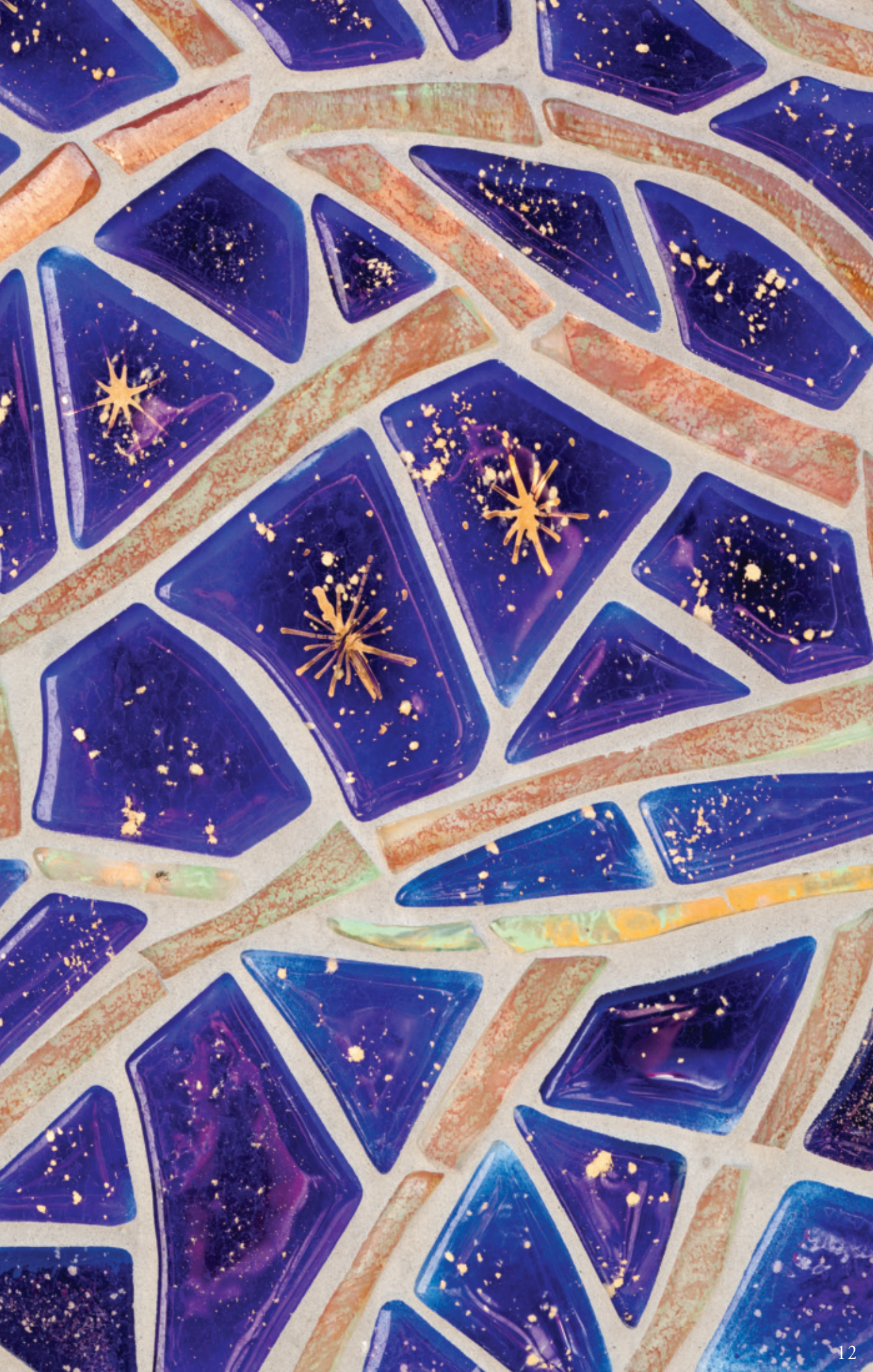
THE HOUSING AUTHORITY IS AN IMPORTANT CONTRIBUTOR IN RESPONDING TO THE NEEDS OF HOMELESS VETERANS IN OUR AREA WITH OUR SUPPORT OF VETERANS MANOR. THE OPENING OF BECHER TERRACE ON MILWAUKEE’S SOUTH SIDE INTRODUCED AN EXCITING NEW OPTION FOR SENIORS TO AGE IN THEIR COMMUNITY WITH EXPANDED SERVICES. MEANWHILE, OUR WORK ADMINISTERING VOUCHERS FOR THE HUD SECTION 8 RENT ASSISTANCE PROGRAM AND PARTICIPATION IN THE NEIGHBORHOOD STABILIZATION PROGRAM HELPED STRENGTHEN NEIGHBORHOODS CITYWIDE. TAKEN TOGETHER, THESE EFFORTS PROVIDE AN EXCELLENT EXAMPLE OF WHAT “BRANCHING OUT” MEANS FOR THE HOUSING AUTHORITY: **TO LEVERAGE OUR ROOT VALUES OF DIGNITY, SAFETY, AND COMMUNITY WHILE PROVIDING A MORE COMPREHENSIVE STANDARD OF SERVICE TO FAMILIES OF ALL KINDS.**

**VETERANS MANOR**

**BECHER TERRACE**

**SECTION 8 RENT ASSISTANCE PROGRAM**

**NSP – NEIGHBORHOOD STABILIZATION PROGRAM**



# VETERANS MANOR

BRINGING OUR HOMELESS VETERANS HOME PERMANENTLY



Veterans returning home from tours of duty abroad have heightened our national awareness of the problems our servicemen and women sometimes experience after they return, and addressing the problem of homelessness among our nation's veterans has become a priority for many of the nation's public institutions.

Here in Milwaukee, the Housing Authority committed 52 housing vouchers to support the opening of the Thomas H. Wynn Memorial Apartments: Veterans Manor. Developed by the Center for Veterans Issues (CVI) and located on the busy corner of 35th Street and Wisconsin Avenue, Veterans Manor is the first supportive housing project for veterans in Milwaukee. Veterans receive case management services to help them adjust to life outside of the military and to address their health, mental health, and employment needs.

With 52 one-bedroom apartments, a computer lab, exercise room, retail space, and a café that also serves as a job-training program, the building provides an important new component in the national effort to end homelessness among veterans.

The grand opening of Becher Terrace celebrated a new assisted living option for low-income seniors and a new public-private partnership between the Housing Authority and SunStarr Real Estate Ventures, LLC. The six-story, 80-unit Becher Terrace stands on the former site of the aging Becher Court apartment tower, which was demolished in 2010. The new building is connected by a 2-story atrium to the Housing Authority's Becher Court, which has offered independent senior apartments since 1981 (and was formerly called the Becher Court Annex). When plans were in the works for the revitalization of affordable housing on Milwaukee's south side, the option for the Housing Authority to partner with SunStarr at Becher came to the forefront because it offered expanded housing options for seniors. The project utilizes Milwaukee County's Family Care program and the Housing Authority's Section 8 housing vouchers to keep services and housing affordable for low-income seniors.

Becher Terrace has helped transform a traditional public housing complex into a more dynamic senior-living community. Seniors enjoy expanded services and can spend more time in their community instead of transferring to less desirable, more costly nursing home care.



HIGHLIGHTS

## BECHER TERRACE

ASSISTED LIVING COMPLEX IS RIGHT IN THE NEIGHBORHOOD



## HIGHLIGHTS **SECTION 8 RENT ASSISTANCE PROGRAM**

### **HIGH PERFORMANCE PROGRAM BENEFITS TENANTS, LANDLORDS, COMMUNITY ALIKE**

At the Housing Authority, we believe stable housing is the cornerstone of every successful community. When it comes to having an impact that reaches deeply into the community, few programs compare to the Housing Authority’s Section 8 Rent Assistance voucher program. The program – which continues to earn “high performer” status by HUD – provides stability for low-income residents and landlords in every neighborhood of Milwaukee.

Rent Assistance participants pay 30 percent of their income directly to their landlord, and the Housing Authority subsidizes the remainder of the rent with a voucher payment. The immediate and long-term benefits of Section 8 are substantial for both tenant and landlord. Landlords enjoy guaranteed on-time payments, protection from tenant financial hardship, and access to a pool of potential tenants. Tenants can enjoy, maintain, and in many cases improve their housing with the security and comfort of a dependable and timely rental payment.

The impact on Milwaukee in 2011 and 2012 was substantial. Over 5,800 low-income individuals and families found high-quality, affordable housing options and approximately 2,600 landlords benefited from over \$35,000,000 in guaranteed rent payments each year.



With over 12,000 foreclosure actions in the City of Milwaukee since 2007, Milwaukee's neighborhoods have been deeply challenged by the nation's foreclosure crisis. Solutions to this crisis will be found property-by-property and neighborhood-by-neighborhood. Supported by the Neighborhood Stabilization Program (NSP) and working in conjunction with other city entities, the Housing Authority has been acquiring and rehabbing single-family homes that could have otherwise become centers of blight for their surrounding neighborhoods. Homes that were once neglected are now attractive opportunities for homebuyers and – once sold – will add significantly to the city's tax base.



HIGHLIGHTS

# NSP - NEIGHBORHOOD STABILIZATION PROGRAM

REBUILDING NEIGHBORHOODS ONE PROPERTY AT A TIME



## PERFECT HARMONY

IN NATURE, PERFECT HARMONY COULD MEAN THE COMPLEMENTARY USEFULNESS OF EACH LIVING THING IN AN EVOLVING ECOSYSTEM, SUCH AS ONE SURROUNDING A TREE. VERY DIFFERENT CREATURES OFTEN BENEFIT EACH OTHER IN INVENTIVE AND POWERFUL RELATIONSHIPS.

FOR THE HOUSING AUTHORITY IN 2011 AND 2012, **PERFECT HARMONY MEANT THE DEVELOPMENT OF PARTNERSHIPS** TO DELIVER FINANCING SOLUTIONS FOR THE CONSTRUCTION AND REVITALIZATION OF AFFORDABLE HOUSING. IT ALSO MEANT THE RENEWAL OF PARTNERSHIPS WITH MULTI-PLAYER TEAMS DEDICATED TO AGE-IN-PLACE SERVICES FOR SENIORS, SUCH AS SET MINISTRY AND THEIR PARTICIPATION IN THE LAPHAM PARK VENTURE.

**EACH PARTNERSHIP IS STRATEGICALLY FORMED TO PROMOTE THE HARMONY OF COMBINED RESOURCES AND EXPERTISE**, WITH THE PRIMARY GOAL OF DEVELOPING AND IMPLEMENTING LONG-TERM STRATEGIES FOR SAFE AND AFFORDABLE HOUSING.





# FINANCIAL PARTNERSHIPS

## SOLUTIONS FOR LONG-TERM AFFORDABLE HOUSING

A relatively new partner in the Housing Authority’s nearly 70-year history is that of the investor that provides critical funding for new housing developments. Supported by Low-Income Housing Tax Credits issued by the Wisconsin Housing and Economic Development Authority (WHEDA), many of the Housing Authority’s newest projects - including Olga Village, Westlawn Gardens, and Lapham Park - have relied on investors who provide the equity to build or rehab properties to ensure that affordable housing continues to be available for those in need. In 2010, WHEDA awarded the Housing Authority an historic \$76 million in tax credits to begin the revitalization of Westlawn, the state’s largest public housing development. In 2011, the Housing Authority solicited bids for the tax credits and received competitive proposals from a number of financial institutions. PNC Real Estate was ultimately selected and became positioned to make a significant positive impact on the availability of high-quality, affordable housing in Milwaukee.

Another innovative partnership helped to fund the complete rehab of the Lapham Park high-rise, an 8-story building that has been a vital source of housing and services for Milwaukee’s low-income elderly for nearly 50 years. The Housing Authority partnered with HUD, WHEDA, the Federal Home Loan Bank of Chicago, PNC Bank and PyraMax Bank to develop a mixed-finance plan that combined American Reinvestment Recovery Act (ARRA) funds, a WHEDA permanent loan, tax exempt bonds, tax credits, an Affordable Housing Program grant/loan, and Housing Authority funds. The \$31 million revitalization was completed in December 2012, and it features 201 energy-efficient apartments that are designed to meet the accessibility and service needs of today’s aging population.





All of the Housing Authority's recent development work has been accomplished with the support of key funding partners with a shared commitment to create healthy, sustainable neighborhoods. Our long-term strategic goals leverage a broad consortium of players in the fields of energy technologies.

WE Energies has partnered with the Housing Authority to increase energy efficiency in our new construction. In 2011, a \$250,000 grant from WE Energies helped to put the sun and low-income adults to work by installing solar thermal systems and web-based monitoring equipment on new homes and buildings. Additionally, WE Energies provided funding for the solar hot water system at Olga Village.

Focus on Energy is Wisconsin utilities' statewide energy efficiency and renewable resource program. Since 2001, the program has worked with eligible Wisconsin residents and businesses to install cost-effective energy efficiency and renewable energy projects. Focus on Energy has provided the Housing Authority with funding to help install more energy-efficient equipment such as the ground source heat pumps at both Olga Village and Westlawn Gardens.

The Milwaukee Metropolitan Sewerage District (MMSD) has helped to fund green roofs and other storm water management projects at a number of Housing Authority properties. The most recent projects include the green roofs at the affordable senior housing at Olga Village and the attached UCC Senior Center, and the storm water system at Westlawn Gardens. MMSD provides this funding to partners to increase natural storm water management practices that capture, store, or filter rainwater. This reduces the risk of basement back-ups, flooding, and sewer overflows, and helps prevent rain from becoming polluted storm water runoff, the biggest remaining threat to our rivers and lakes in the United States.



Green Roof at Cherry Court

Investment of \$225,000 from the Fund for Lake Michigan helped the Housing Authority achieve its goal of building Westlawn Gardens to a higher sustainability standard that significantly reduced storm water run-off into Lincoln Creek at the south end of the development. With the funder's support, the topography of the construction area was completely re-graded to allow natural storm water drainage through directing storm water from a rejection curb to a retention curb with multiple curb openings allowing the storm water to easily drain into bioswales that exist along the curb areas of streets. The bioswales will reduce and filter runoff by 158,000 gallons per inch of storm water in Lincoln Creek, preventing harmful sediment and nutrients from reaching local waterways

In 2012, the State of Wisconsin Division of Energy Services, with the support of the American Recovery and Reinvestment Act, completed an extensive assessment and weatherization of the Housing Authority's seven high-rise apartment complexes. The Division's work resulted in the replacement of aging boiler and electrical systems, transforming the buildings into models of energy consumption. The \$3 million investment extended the life of the over 1,000 public housing units in the buildings, and it is expected to deliver over \$200,000 in energy savings per year, thus paying for itself in 15 years.

HIGHLIGHTS

## GREEN PARTNERS FOR A SUSTAINABLE FUTURE

SHARING OUR COMMITMENT TO HEALTHY, SUSTAINABLE NEIGHBORHOODS



## GROWTH AND SUSTAINABILITY

IN NATURE, A SUSTAINABLE, BALANCED ECOSYSTEM MEETS THE PRESENT NEEDS OF EACH ORGANISM IN THE SYSTEM WHILE PROMOTING THE ABILITY OF FUTURE GENERATIONS TO MEET THEIR OWN EVOLVING NEEDS. ONE SIMPLE EXAMPLE IS THAT OF AN ANT COLONY, WHERE THE NATURAL WORLD SUPPLIES THEM AIR AND FOOD AND WATER, FOR WHICH THEY IN TURN PROVIDE FERTILIZER FOR THE SOIL, ENABLING PLANT LIFE TO GROW MORE ROBUSTLY FROM THAT SOIL, PRODUCING OXYGEN FOR THE ATMOSPHERE, AS WELL AS A FOOD SOURCE FOR HERBIVORES AND OMNIVORES.

IN OUR WORLD, SUSTAINABLE COMMUNITIES STRIVE TO ACHIEVE A BALANCE FROM THE JOINT PERSPECTIVE OF ECONOMIC, COMMUNITY, AND ENVIRONMENTAL NEEDS. SO TOO DOES THE HOUSING AUTHORITY **STRIVE TO ACHIEVE A SUSTAINABLE FUTURE FOR ITS FINANCIAL OPERATIONS, FOR ITS RESIDENTS AND FOR OUR ENVIRONMENT.**

THE HOUSING AUTHORITY'S QUALIFICATION AS A COMMUNITY DEVELOPMENT ENTITY (CDE) BY THE U.S. TREASURY AND AN ENDOWMENT TRUST FUND ARE HELPING TO ENSURE ITS FINANCIAL SUSTAINABILITY. A STRATEGIC PARTNERSHIP WITH WISCONSIN WOMEN'S BUSINESS INITIATIVE CORPORATION (WWBIC) IS HELPING RESIDENTS SUCCEED WITH THEIR INDIVIDUAL DEVELOPMENT ACCOUNTS (IDA'S). MEANWHILE, 2011 AND 2012 SAW THE HOUSING AUTHORITY ACTING AS A COMMUNITY LEADER IN THE "GREEN" DESIGN AND CONSTRUCTION OF ENVIRONMENTALLY SUSTAINABLE BUILDINGS AND COMMUNITIES.

CDE AND THE ENDOWMENT TRUST FUND  
INDIVIDUAL DEVELOPMENT ACCOUNTS (IDA'S)  
SUSTAINING OUR ENVIRONMENT  
FINANCIALS





## SET MINISTRY

### STRATEGIC PARTNERSHIP SERVES, EMPOWERS, TRANSFORMS SENIOR CARE

The revitalization of Lapham Park means a renewal of the Lapham Park Venture, a nationally recognized partnership that offers senior residents of the Housing Authority's Lapham Park expanded services and the opportunity to age in place. The partnership has saved over \$1 million in Medicaid nursing home costs annually. Chief among the partners in the Venture's success is SET Ministry, an agency that began serving residents in Lapham Park in 1993 and currently provides services in 13 additional developments. SET Ministry's case managers are experienced nurses and social workers who assist residents by assessing their needs, assessing eligibility for programs and services that are needed by the resident, and linking the resident into those services. SET Ministry also case manages a number of residents that are eligible for the State of Wisconsin Family Care Program. SET Ministry has received awards and national recognition for their public housing case management program. Every year, SET assists more than 1,300 residents in Milwaukee's public housing.

HIGHLIGHTS



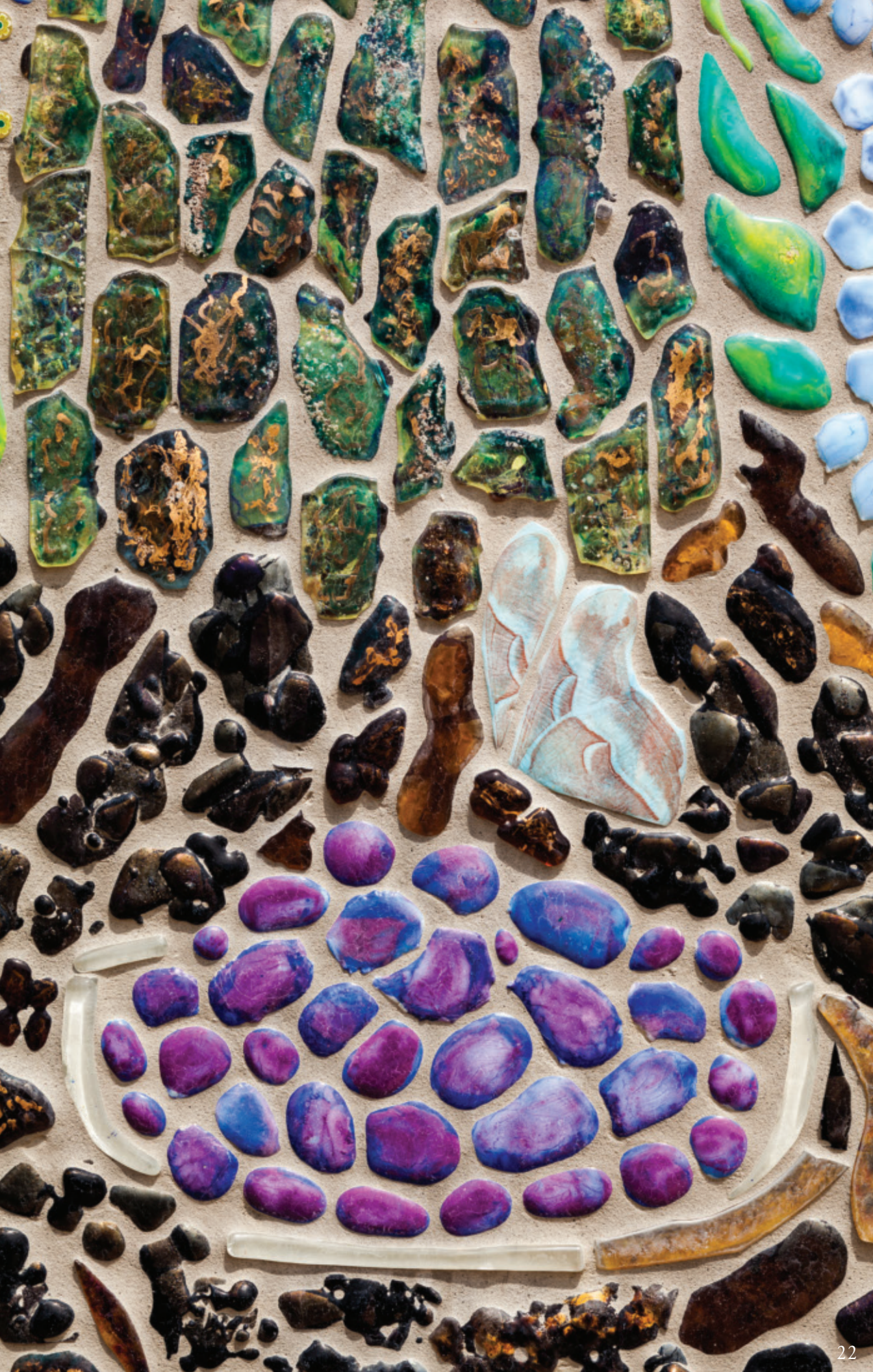
## FRUITS OF OUR LABOR

IN NATURE, A FRUIT OCCURS AS THE MATURATION OF A FLOWER, AND ITS EVOLUTIONARY DESIGN IS TO DISSEMINATE AND NOURISH THE SEEDS OF THE PLANT WHICH BORE IT. PLANTS WHICH BEAR EDIBLE FRUIT HAVE PROPAGATED THROUGH A SYMBIOTIC RELATIONSHIP WITH HUMAN BEINGS. WE VALUE THESE PLANTS FOR THE NUTRITIONAL VALUE THEY PROVIDE US, AND IN TURN, WE HAVE CULTIVATED THEM WORLDWIDE.

IN 2011 AND 2012, **THE WORK PERFORMED BY THE HOUSING AUTHORITY, INSPIRED AND REALIZED BY THE VALUES WE CULTIVATE, HAS GONE ON TO BEAR SEVERAL VALUABLE VARIETIES OF FRUIT.** SECRETARY-EXECUTIVE DIRECTOR TONY PÉREZ WAS HONORED FOR HIS LEADERSHIP IN SOCIAL JUSTICE AND PUBLIC SERVICE WITH THE RECEIPT OF THE FRANK P. ZEIDLER PUBLIC SERVICE AWARD. A BROAD PARTNERSHIP INCLUDING THE HOUSING AUTHORITY, ITS RESIDENTS, AND MANY MILWAUKEE BUSINESSES AND CHARITABLE ORGANIZATIONS BUILT AN ALL-AGES PLAYGROUND ON A FORMERLY FALLOW, VACANT LOT. THE FRUITS OF THE HOUSING AUTHORITY'S EMERGING BUSINESS ENTERPRISE (EBE) AND SECTION 3 PROGRAMS INCLUDE CONNECTING LOW-INCOME WORKERS AND EMERGING BUSINESSES TO WORK AND CONTRACTING OPPORTUNITIES AT THE WESTLAWN WORKSITE. MEANWHILE, THE MILWAUKEE AREA WORKFORCE FUNDING ALLIANCE (MAWFA) CONTINUES TO BEAR THE FRUIT OF JOB TRAINING, EMPLOYMENT OPPORTUNITIES, AND INCREASED PRODUCTIVITY AND ECONOMIC SUCCESS FOR RESIDENTS AND THE COMMUNITY OVERALL.

ULTIMATELY, OUR GOAL AT THE HOUSING AUTHORITY IS FOR THE FRUITS OF OUR LABOR **TO PROVIDE THE SUSTENANCE AND DIRECTION FOR POSITIVE CHANGE IN THE COMMUNITIES WHERE WE GROW OUR FAMILIES AND OURSELVES.**

**EMERGING BUSINESSES AND WORKFORCE DEVELOPMENT  
LEADERSHIP IN SOCIAL JUSTICE AND PUBLIC SERVICE  
NEIGHBORS HELPING NEIGHBORS  
MILWAUKEE AREA WORKFORCE FUNDING ALLIANCE**





EBE businesses at Westlawn

HIGHLIGHTS

## EMERGING BUSINESSES AND WORKFORCE DEVELOPMENT

### WESTLAWN REDEVELOPMENT DESIGNED TO PROMOTE BUSINESS AND EMPLOYMENT

The Housing Authority's development of Westlawn Gardens was designed especially to promote an economic boost for residents, businesses and the surrounding neighborhood while maintaining the availability of high-quality affordable housing for years to come. Through its ongoing Emerging Business Enterprise (EBE) and Section 3 programs, the Housing Authority was able to connect low-income workers and emerging businesses to work and contracting opportunities at the Westlawn worksite.

The Housing Authority's innovative EBE program provides contracting and subcontracting opportunities for small businesses owned by minorities, women, and other disadvantaged individuals. The program facilitates partnerships between prime contractors and EBEs, leading to joint venture and mentor-protégé relationships that enable the growth and development of mature and established EBEs. These partnerships help EBEs learn successful business management skills and build competencies in financial and business management -- areas needed to expand business. The public-private sector partnerships also help EBEs enter new marketplaces and add revenue streams needed to create jobs and sustain employment.

Contracts worth \$63.9 million were issued for construction and other professional services related to the development of Westlawn Gardens. Of this amount, \$27.7 million or 43% were contracts or subcontracts to minority-owned businesses, women-owned businesses, or other disadvantaged businesses.

As defined by the U.S. Department of Housing and Urban Development (HUD), a "Section 3" resident is a public housing resident or low-income person living in the Milwaukee metropolitan area. The Housing Authority supports the hiring of low- and very low-income residents of the community where the Section 3 funds are spent (regardless of race or gender), and the businesses that substantially employ these persons for new employment, training, and contracting opportunities created from the usage of covered HUD funds.

The development of Westlawn Gardens provided excellent occupational opportunities for these residents. Of 614 new hires by construction contractors, 208 (33.9%) were Section 3 residents. Additionally, 17.6% of construction contracts were contracted or subcontracted to Section 3 businesses (businesses that substantially employ low-income individuals).



## LEADERSHIP IN SOCIAL JUSTICE AND PUBLIC SERVICE

### TONY PÉREZ RECEIVES 2011 ZEIDLER AWARD

Secretary-Executive Director Tony Pérez's work for social justice and public service stretches over decades. His body of work includes the founding and development of the Milwaukee Community Service Corps (MCSC), an 18-year effort to successfully bring a Job Corps Center to Milwaukee, and assisting the City of Milwaukee win a five-year, \$24 million federal grant that helped thousands of at-risk, low-income youth find employment. For these and other good works, Director Pérez was awarded the 2011 Frank P. Zeidler Public Service Award, which is given in honor of the social justice and public service work of former Milwaukee Mayor Frank Zeidler. Tony was nominated for the award by Common Council President and Housing Authority Board Chairman Willie L. Hines, Jr., and unanimously selected by the award committee primarily for his extensive list of accomplishments prior to joining the Housing Authority in 2000. Director Pérez's work to strengthen Milwaukee by empowering its residents continues with his work at the Housing Authority.





In just six hours in September 2012, nearly 200 volunteers transformed an empty lot in the Westlawn neighborhood into a one-of-a-kind, multi-generational playground. The customized playground was made possible by the support of KaBOOM!, a national playground advocacy organization, and it was funded primarily by Humana, a leading health and wellness company. The process of building the playground began in early August, when nearly 100 youth from the Westlawn neighborhood were invited to draw their dream playgrounds. Those drawings were combined with input from other local community members – including seniors – to create the playground design. In addition to the kid-friendly equipment, the area features senior-focused and adult elements, such as fitness stations and walking paths to promote good posture, balance and flexibility, creating a truly multi-generational space. The project also created an area to inspire family picnics and get-togethers for years to come. “This has been a wonderful community-building experience.” said Jackie Burrell, president of the Westlawn Resident Council. “We needed a place like this for kids to play and neighbors to gather, and we are thankful that all of our neighbors came together to make it happen.” Volunteers for the playground build came from the Westlawn neighborhood, Humana, the Housing Authority and several city departments, Silver Spring Neighborhood Center, Milwaukee Job Corps Center, UWM College of Nursing, Marquette University, Walmart, Graef-USA and other organizations.

On another special day, one year earlier in September 2011, 30 volunteers from Johnson Controls joined with elementary students from the Central City Cyberschool and crew members from the Milwaukee Community Service Corps to help beautify the Parklawn housing development. Volunteers spent two hours digging holes, planting bushes and flowers, adding mulch, and spreading many yards of wood chips on the surface of the Parklawn playground to improve children’s safety by cushioning falls. Each of the volunteers was paired up with a child and it was a great example of mentoring and teaching our future generation.



# NEIGHBORS HELPING NEIGHBORS

EMPTY SPACES TRANSFORMED INTO BEAUTIFUL PUBLIC PLACES

# Milwaukee Area WORKFORCE FUNDING alliance





In 2007, Mayor Tom Barrett and key members of the philanthropic and workforce development communities came together to transform workforce development in Milwaukee, attempting to simplify the path from unemployment to training to a job. They recognized that Milwaukee's long-term economic success depends on our ability to grow the skills of our workforce. They sought to bridge a gap between employers and job-seekers, wherein employers struggle to find skilled workers, while far too many job seekers are unskilled or have skills that are no longer marketable, or are unable to secure jobs that provide family-supporting wages.

This led to the Milwaukee Area Workforce Funding Alliance (MAWFA) – a diverse consortium of funders, workforce development agencies, employers and the City that work to better coordinate workforce development efforts and align resources to maximize impact and outcomes. The Housing Authority was an original member of the Funding Alliance, as it is both a funder of workforce development efforts and has a pool of residents that can benefit from job training opportunities.

MAWFA has not only been able to coordinate and maximize resources; they have also been able to attract additional federal and national funding for job training in Milwaukee, including green jobs training initiatives. Since 2009, MAWFA has helped to train 3,000 individuals, with 1,200 placed in jobs, and 172 employers have been engaged in workforce partnerships. In 2012, MAWFA was awarded the Northern Trust Navigator Award in Neighborhood Development Innovation from the Milwaukee LISC.

## MILWAUKEE AREA WORKFORCE FUNDING ALLIANCE (MAWFA)

CITY WIDE CONSORTIUM BRIDGES GAP BETWEEN EMPLOYERS AND JOB-SEEKERS



## NESTING

A NURSERY, FORTRESS, SHELTER, HIDEAWAY - A BIRD'S NEST MAY BE ALL THESE THINGS. HOWEVER SIMPLE OR COMPLEX THE DESIGN, EACH BIRD'S NEST IS UNIQUE, BUILT WITH CARE AND TIME-TESTED MATERIALS TO PROVIDE A PLACE OF WARMTH AND SAFETY FOR NEW GENERATIONS. A NEST MAY MOST SIGNIFICANTLY PROVIDE A SAFE PLACE FOR BIRDS (OR A HUMAN MOM AND DAD) TO RAISE THEIR OFFSPRING, BUT A NEST IS ALSO A PLACE ONE CAN FEEL A LITTLE MORE AT HOME IN A CHALLENGING UNIVERSE. SIMPLY SAID, **A NEST IS A PLACE YOU BELONG, THAT ALSO BELONGS TO YOU.**

THE HOUSING AUTHORITY BELIEVES FUNDAMENTALLY IN THE IRREPLACEABLE VALUE OF HOMEOWNERSHIP. SINCE ITS INCEPTION IN 1994, THE HOUSING AUTHORITY'S HOMEOWNERSHIP PROGRAM HAS HELPED HUNDREDS OF FAMILIES TO REALIZE THEIR DREAMS OF OWNING A HOME. IN 2007, THE AUTHORITY BROADENED THE SCOPE OF THE PROGRAM TO INCLUDE NON-RESIDENTS. THE PROGRAM MAKES TANGIBLE THE HOUSING AUTHORITY'S CORE VALUES OF DIGNITY AND SECURITY, ALONG WITH A CONTINUAL STRIVING FOR MAXIMUM OUTREACH TO THE COMMUNITY.

AS WOULD A MASTER BUILDER, BIRDS CHOOSE THE BEST MATERIALS IN THEIR ENVIRONMENTS TO BUILD A NEST, INCORPORATING A VARIETY OF DESIGN FEATURES TO BEST ACCOMMODATE THEMSELVES AND THEIR FAMILIES. SO TOO HAVE THE DESIGN, MATERIALS, AND SCOPE OF AMENITIES BEEN CHOSEN AT THE NEWLY OPENED UCC SENIOR CENTER AT OLGA VILLAGE. THE GRAND OPENING OF THE CENTER IN SEPTEMBER OF 2011 WAS A CELEBRATION OF THE SERVICE-RICH, SUSTAINABLE ENVIRONMENT RESIDENTS ARE NOW ABLE TO ENJOY.





## HIGHLIGHTS

# HOMEOWNERSHIP PROGRAM

## STRENGTHENING NEIGHBORHOODS AND FAMILIES SINCE 1994

The Housing Authority's Homeownership Program began in 1994 with the dual goals of assisting low-income individuals in their quest to become homeowners and helping strengthen neighborhoods by increasing homeownership rates. The program was originally intended to work only with individuals in Housing Authority programs, but it extended its reach to non-housing low-income households in 2007. During 2011 and 2012, the program consisted of two elements – the Section 32 Program and the Section 8(y) Program. Section 32 works with public housing and public housing-eligible individuals to guide them through the steps toward homeownership. These include: the fundamentals of homeownership; personalized counseling; lender referrals; and a forgivable second mortgage of up to \$25,000.

The Section 8(y) Program allows participants in the Housing Authority's Rent Assistance Program to convert their Housing Choice Voucher into a mortgage payment on an approved home.

Between 1994 and 2012, the Homeownership Program helped 447 families move into their own homes, accounting for \$32,410,717 in home sales.



A host of public officials joined local senior citizens, Housing Authority staff, and other notable community members in September 2011 to celebrate the grand opening of the new United Community Center (UCC) Senior Center at Olga Village. Located on Washington Street between the two senior residential facilities on UCC's campus (UCC-US Bank Village and Olga Village), the Senior Center includes cutting-edge amenities for both work and relaxation, including a state-of-the-art computer lab, craft and project rooms, a new dining area, and improved lounge and office areas for clients and staff. The facility also features an on-site health clinic operated in conjunction with the Sixteenth Street Community Health Center. The intention of operating the clinic within the Senior Center is to identify early symptoms of Alzheimer's and aid seniors in managing chronic diseases which, left untreated, often lead to more serious health issues.

Like Olga Village, the new Senior Center was designed with sustainability in mind, and among its complementary features are a green roof to minimize energy use, strict standards of non-renewable resources use, and a storm water runoff system.



# UCC SENIOR CENTER AT OLGA VILLAGE

GREEN, CLEAN, AND HEALTHY BY DESIGN



## NATURAL PARTNERS

IN NATURE, WHEN TWO ORGANISMS OF A DIFFERENT SPECIES WORK TOGETHER TO BENEFIT EACH OTHER, THEY ARE SAID TO BE IN A “MUTUALISTIC” RELATIONSHIP. ORGANISMS IN A MUTUALISTIC RELATIONSHIP EVOLVED TOGETHER. EACH WAS PART OF THE OTHER’S ENVIRONMENT, SO AS THEY ADAPTED TO THEIR ENVIRONMENT, THEY MADE USE OF EACH OTHER IN A WAY THAT BENEFITED BOTH. THE EXAMPLE OF THE FLOWER AND THE HONEYBEE COMES READILY TO MIND.

MUCH OF WHAT THE HOUSING AUTHORITY ACCOMPLISHES IS DONE IN PARTNERSHIP WITH OTHER ORGANIZATIONS. **WE WANT TO BRING TO OUR RESIDENTS THE BEST SERVICES AVAILABLE, AND WE DO THAT BY DEVELOPING PARTNERSHIPS WITH ORGANIZATIONS THAT SPECIALIZE IN DIFFERENT AREAS OF SERVICE THAT CONTRIBUTE TOWARD OUR MISSION OF BUILDING STRONGER, HEALTHIER COMMUNITIES.** THE WESTLAWN CARE PARTNERSHIP FOR A HEALTHIER ENVIRONMENT HAS LEVERAGED ITS COLLECTIVE STRENGTH TO ADDRESS SERIOUS ENVIRONMENTAL TOXIN ISSUES AND THEIR RESULTING HEALTH CONSEQUENCES, AND IN THE PROCESS HAS EARNED ITSELF A MAJOR EPA GRANT. TOGETHER WITH MANY OTHER COMMUNITY PARTNERS, THE HOUSING AUTHORITY HAS WORKED ON A BROAD-BASED AGENDA OF ENERGY SOLUTIONS FOR EFFICIENCY, SUSTAINABILITY, AND OVERALL QUALITY-OF-LIFE.

ALONG WITH OUR MUTUALISTIC PARTNERS, WE ARE STRATEGICALLY COMMITTED TO PROVIDE ROBUST PROGRAMMING AND FUNDING SUPPORT FOR HOUSING AUTHORITY DEVELOPMENTS AND THE RESIDENTS WHO LIVE IN THEM.

**WESTLAWN CARE PARTNERSHIP FOR A HEALTHIER ENVIRONMENT**

**GREEN PARTNERS FOR A SUSTAINABLE FUTURE**







# WESTLAWN CARE PARTNERSHIP FOR A HEALTHIER ENVIRONMENT

## BROAD-BASED PARTNERSHIP AWARDED MAJOR EPA GRANT

Beginning in the fall of 2008, the Westlawn CARE (Community Action for a Renewed Environment) Partnership for a Healthier Environment has worked to promote a healthy Westlawn and reduce exposure to environmental toxins. Funded by the U.S. Environmental Protection Agency (EPA) and under the local leadership of the University of Wisconsin-Milwaukee College of Nursing, the partnership has grown to include over 40 members and 26 organizations. Both the Housing Authority and the Westlawn Resident Council are founding members of the CARE Partnership.

Asthma is one of the major concerns of residents of the Westlawn neighborhood, where asthma-related hospitalizations and emergency room visits are some of the highest in Milwaukee. The CARE Partnership has been helping to address these and other issues by working with residents to reduce potential irritants in their homes. On November 9, 2011, Mayor Tom Barrett joined EPA Regional Administrator Susan Hedman, Milwaukee County Executive Chris Abele, and other dignitaries in announcing that the Partnership was awarded a nearly \$300,000 Stage II EPA grant to continue their work. The event at Browning Elementary School marked the 100th award by the U.S. EPA's CARE program and one of only three in the nation to receive the funding. To further support the CARE partnership's goal of improving environmental conditions, the Housing Authority has built 14 asthma-friendly homes as part of the new Westlawn Gardens neighborhood.







## CDE AND THE ENDOWMENT TRUST FUND

### ESTABLISHING FUNDS AND MECHANISMS FOR THE FUTURE

The Housing Authority continues to look for innovative ways to expand our capacity as a leader in neighborhood development and the financial sustainability of our programs. In 2011, the Housing Authority applied for and was certified by the U.S. Department of the Treasury as a qualified Community Development Entity (CDE). The benefit of being a CDE is that an organization is then qualified to apply for an allocation of New Market Tax Credits. The New Market Tax Credits Program was created by Congress to spur new or increased investments into operating businesses and real estate projects located in low-income communities.

As part of ensuring the financial sustainability of the variety of community and supportive service programs that have benefited HOPE VI developments, the Housing Authority created an Endowment Trust Fund in 2005. The endowment was established with HOPE VI funding from the U.S. Department of Housing and Urban Development (HUD) and is invested in a trust fund managed by the Greater Milwaukee Foundation. The value of the endowment trust on December 31, 2012 was \$5,253,600. The endowment and the interest income generated from it will be used to sustain community and supportive service programs to assist public housing families towards self-sufficiency.



## INDIVIDUAL DEVELOPMENT ACCOUNTS

### HELPING RESIDENTS BUILD ASSETS FOR A STRONGER FINANCIAL FOUNDATION

No matter how much an individual or a family saves of the sometimes meager money they have left after paying for rent, utilities, food and other basic living costs, it can be difficult to establish the financial stability that can help them achieve self-sufficiency.

To help bridge this gap, the Housing Authority partnered with the Wisconsin Women's Business Initiative Corporation (WWBIC) in 2003 to offer Individual Development Accounts (IDAs). Available to Housing Authority residents who complete the Make Your Money Talk financial education course, IDAs have the power to move active savers from subsidy dependency to independence. IDAs help toward the purchase of a lifelong asset, like education or a home, by matching each dollar saved with additional funds. Housing residents with earned income are eligible to receive two dollars for every dollar saved up to \$2,000 (for a total potential of \$6,000), and they can open up to two IDAs to be used for different assets.

Chakoia Morehouse and Gregory Hardin (pictured) are prime examples of the program's potential. Working together to save money however they could, they each opened IDAs with a goal of becoming first-time homebuyers. In 2012, they used their IDA funds to help achieve that goal for their family. Through the end of 2012, 659 individuals had opened IDAs and the current total of over \$800,000 in matched savings is helping individuals to purchase homes, start businesses, and pursue post-secondary educations.



Green Roof and Solar at Olga Village

## SUSTAINING OUR ENVIRONMENT

### 2011, 2012 BANNER YEARS FOR “GREEN” DEVELOPMENTS

At the Housing Authority, we have responsibility for providing safe, affordable housing options to some of Milwaukee’s most vulnerable residents, but we also believe we have a responsibility to be good stewards of our environment. While we have a long-standing commitment to environmentally sustainable buildings and communities, 2011 and 2012 were banner years for the development of our “green” housing portfolio.

#### **Olga Village**

Completed in 2010, Olga Village, our affordable senior housing apartment building located on the campus of the United Community Center, achieved LEED Silver status from the US Green Building Council in 2011. The building’s array of sustainable design features include a highly efficient ground-source heat pump system, a solar water heating system, and a storm water management system that includes green roofs, rain gardens and a nearly 50,000 gallon detention tank. All told, the strategies are expected to reduce energy use for heating and cooling by 62%, energy use for hot water by 63% and water flow into the city’s sewer system by 10%.

## **Lapham Park**

The completion of a total rehab of Lapham Park, an 8-story high-rise building, has extended the life of a vital affordable housing option for Milwaukee's senior population. Completed in 2012, the renovations have turned an outdated and inefficient building with no accessibility into a modern, accessible, and energy-efficient building that will provide affordable housing options for generations to come. The design focused on creating a healthier environment and vastly improving the energy efficiency and sustainability of the building. The building uses locally-sourced materials that promote better indoor air, and it features technology that lowers energy waste, such as window sensors that shut off the heating and cooling system when windows are opened. This allows residents to open the windows when they want fresh air while ensuring that energy is not wasted.

## **Westlawn Gardens**

Also in 2012, the completion of Westlawn Gardens on Milwaukee's northwest side has set a new standard for sustainable neighborhood design. Because the construction site was cleared completely, it was a blank canvas for innovation and implementation of new technologies and features that could become models for other developments in the City of Milwaukee and the country. Westlawn Gardens is designed for LEED Neighborhood Development certification with energy efficiency and sustainable building practices used throughout. Heating and cooling for the mid-rises is from a variety of high-efficiency systems and sustainable, durable construction materials. All townhouse units include high efficiency HVAC systems, water heaters and lighting, and all units have wall and ceiling insulation that far exceeds building code requirements.

The attention to detail in the buildings was also extended to the streets and landscaping. Westlawn Gardens is the city's first LED-lighted neighborhood, with an estimated 46% reduction in electrical consumption. Storm water management is accomplished through a series of bioswales and detention areas. Streets have a new integrated design that will maximize the amount of storm water directed to the bioswales, improving the water quality of the storm water that eventually reaches streams, rivers and lakes.

Beyond the construction of the site itself, the neighborhood was designed to promote a healthier lifestyle for residents by including walking paths around the entire site and a large community garden with a pavilion where people can learn about the relationship between food and their health. Also included were houses built to address the increasing asthma-related illnesses in children and young adults. Fourteen "Healthy Homes" were built using all solid surface materials, increased mechanical air filtration and low-pollen plantings.

# THE FINANCIALS

	2011	2012
Tenant Revenue	\$19,703	\$19,943
Government Grants	56,919	56,495
Investment Income	1,637	1,858
Other Revenue	6,699	13,390
<b>TOTAL REVENUE</b>	<b>84,958</b>	<b>91,686</b>
Housing Assistance Payments	35,193	36,125
Admin & Operations	18,357	18,609
Ordinary Maintenance	13,018	11,425
Extraordinary Maintenance	2,084	1,120
Utilities	5,998	5,549
Tenant Services	1,994	1,644
General Expense	2,697	3,052
Depreciation	10,576	10,467
Interest Expense	2,369	2,404
<b>TOTAL EXPENSES</b>	<b>92,286</b>	<b>90,395</b>
Net Loss Before Capital Contribution	(7,328)	1,291
Capital Contribution	22,624	2,142
Change in Net Assets	\$15,296	\$3,433





## METAMORPHOSIS

THE CONCLUSION OF A PROCESS OF METAMORPHOSIS IN NATURE MOST OFTEN INCLUDES STUNNING TRANSFORMATIONS IN CAPABILITY, APPEARANCE, AND OVERALL DESIGN. AS THESE CHANGES PERTAIN TO LIFESTYLE - MOBILITY, ACTIVITY, AND USEFULNESS IN GENERAL - THAT WHICH WAS FORMERLY UNTHINKABLE IS SUDDENLY IN THE JOYFUL REALM OF THE EVERYDAY.

SUCH IS THE MEANINGFUL PARALLEL BETWEEN THOSE MIRACLES OF NATURE AND THE HOUSING AUTHORITY'S RECENT REVITALIZATION OF DEVELOPMENTS WITH LONG HISTORIES IN MILWAUKEE – LAPHAM PARK AND WESTLAWN. A BRIEF HISTORICAL PERSPECTIVE ONLY ADDS TO A REALIZATION OF THE IMPACT THESE DRAMATIC IMPROVEMENTS HAVE MEANT FOR THE LIVES AND LIFESTYLES OF THEIR RESIDENTS.

ORIGINALLY CHARTERED IN 1944, AND WITH A SIGNIFICANT SHARE OF ITS ORIGINAL HOUSING INVENTORY DATING FROM THE 1950'S AND '60'S, THE HOUSING AUTHORITY'S TEAM WORKS DILIGENTLY TO KEEP ALL OF ITS PROPERTIES IN EXCELLENT REPAIR. HOWEVER, HEAVY USAGE, EXTREME SEASONAL ELEMENTS, AND THE SHORTER LIFESPAN OF OLDER BUILDING TECHNIQUES HAVE EACH TAKEN THEIR TOLL. **BY STRATEGICALLY LEVERAGING INNOVATIONS IN CONSTRUCTION AND TECHNOLOGY, AND WITH A SPECIAL EMPHASIS ON THE INCORPORATION OF "GREEN" TECHNOLOGIES, THE HOUSING AUTHORITY HAS GONE TO NEW LEVELS IN ITS ONGOING, AGGRESSIVE, AND DECADES-LONG EFFORTS TO REVITALIZE ITS HOUSING STOCK.** THESE REMARKABLE ACHIEVEMENTS ARE IN KEEPING WITH THE AUTHORITY'S FIFTH BUDGET INITIATIVE - PHYSICAL IMPROVEMENTS TO ENSURE THE LONG TERM VIABILITY OF CITY HOUSING.

HEREIN TOO IS A DELIGHTFUL STORY OF THE CREATION OF ART THROUGH MATERIAL METAMORPHOSIS AND CREATIVE COLLABORATION. **LIFE'S GARDEN** IS THE TITLE OF THE PUBLIC SCULPTURE MASTERFULLY INSTALLED ON THE CORNER OF 6TH AND RESERVOIR, AT THE LAPHAM PARK SENIOR DEVELOPMENT. THE ART IS THE CULMINATION OF THE WORK OF MANY HANDS, AND CONTAINS A FASCINATING STORY BOTH IN ITS CONCEPTION AND EXECUTION AS WELL AS THE UNIQUE HISTORY IT BOTH CONTAINS AND PORTRAYS.

LAPHAM PARK  
WESTLAWN GARDENS  
LIFE'S GARDEN







HIGHLIGHTS

## LAPHAM PARK

### **NATIONALLY-RENOWNED MODEL FOR CONTINUING CARE FOR LOW-INCOME SENIORS**

Since its opening in 1964, Lapham Park has been home to thousands of Milwaukee’s low-income elderly – including the city’s most frail and poor – despite the fact that the apartments themselves were not particularly suited to their special needs. So, in 2009, the Housing Authority set about implementing the major re-design and renovation of the 8-story high-rise. Completed in December of 2012, the Housing Authority’s efforts have turned an outdated and inefficient building with limited accessibility into a modern, accessible, and energy-efficient building that will provide affordable housing options for generations to come.

The origins of the revitalization of Lapham Park began as far back as 1991, when concerns about public housing for seniors created the formation of a Blue Ribbon Committee, whose recommendations in the course of time evolved into the Lapham Park Venture, a nationally renowned model for providing a continuing care community for low-income seniors. Since then, Lapham Park has provided an affordable alternative to nursing homes for low-income seniors who receive a continuum of services that allow them to age-in-place in dignity without leaving the comfort and familiarity of their apartment.

The project goal of the recent revitalization was to adaptively re-use the structure to improve accessibility and to provide more marketable residential units. The changes included:



- Gut/rehab to achieve the highest standards for accessibility (UFAS standards);
- The construction of a new covered residential entry – complete with green roof – for family members and service providers to drop-off and pick up residents;
- Upgrading two elevators and adding a third, hospital-type elevator to improve speed and access to all floors;
- The addition of new, energy-efficient windows and new finishes to the common areas to create open, sunlit lobbies on each resident floor;
- The updating of all mechanical devices in resident units, including the addition of central air conditioning and individual thermostats;
- The addition of new amenities including laundries on each floor, a library, and wireless internet (Wi-Fi) to encourage residents to connect digitally.

The project went still further by providing innovative housing design features for those seniors who live with disabilities. All 201 of the units are UFAS accessible, with some units also having roll-in showers and closet shelves that are lower than required for accessibility. Of the 201 units, six units have visual alarms for the hearing impaired, and four units have audible alarms and highly visible, contrasting outlets and switches for the visually impaired. Since most elderly persons have some sort of visual impairment, all of the units have kitchen counter edges that contrast with the floor.

With the addition of the service-rich Lapham Park Venture and now the complete renovation of the building, Lapham Park has become a premier place to ensure that high-quality, affordable, and appropriate housing options are available to those most in need.



HIGHLIGHTS

# WESTLAWN GARDENS

## AMENITY-RICH DESTINATION NEIGHBORHOOD

It was over 60 years ago that the Housing Authority responded to the need for affordable housing in the bustling metropolis that was Milwaukee in 1952. The resulting development, Westlawn (Wisconsin's largest public-housing development) provided 726 barracks-style units on 75 acres of land. A not-so-fast-forward to 2009 found the Housing Authority proactively responding to the distress that age, heavy usage, and their inevitable wear had taken on the Westlawn development with the development of a Master Plan for its revitalization. The plan was the result of an extensive, multi-year design process involving residents, local businesses, community stakeholders, and professional developers.

The plan incorporated the replacement of outdated public housing units with an amenity-rich mix of housing for the entire community. Completed in December of 2012, Westlawn Gardens, the first phase of the redevelopment, is a dynamic new neighborhood of 250 modern, affordable homes built on the eastern half of Westlawn.

One of the primary goals of the \$82 million project was creation of an aesthetically and economically diverse mix of housing and services. Designed for LEED (Leadership in Energy and Environmental Design) Neighborhood Development certification, the spectacular realization of these goals includes:



- a diversity of housing styles inspired by the surrounding neighborhood;
- the inclusion of prime land for a major retail presence and the addition of up to 64 market-rate homes to foster a mixed-income neighborhood;
- the construction of a large linear park with community gardens, informal sports fields, and a picnic shelter;
- an extensive storm water management system;
- ground source heating and cooling systems;
- the city's first LED lighted streetlamp system;
- and reconnection of the neighborhood to the city street grid with an entirely new street system.

The redevelopment of Westlawn Gardens was supported by financing as ground-breaking as the innovations in its design and construction, including low-income housing tax credits awarded by the Wisconsin Housing and Economic Development Authority – the largest such award in Wisconsin history – and equity investment by PNC Real Estate. The project also received financial support from the City of Milwaukee, the Fund for Lake Michigan, the Milwaukee Metropolitan Sewerage District, and other sources.

The Housing Authority is actively working to identify funding to begin Phase Two of the revitalization, which will extend the renewal to the western side of the development.





The cover of this annual report depicts "Life's Garden," a colorful, collaborative piece of public art that was unveiled on October 21, 2011 and represents the continuation of a long history of art specifically designed for the Housing Authority's neighborhoods. The roots of this tradition stretch as far back as the Great Depression, when several sculptures were commissioned and created under the Roosevelt administration's Federal Arts Program. Originally created for Milwaukee's first public housing development, Parklawn, these sculptures were restored in the last decade and again are available for enjoyment in Parklawn's Monument Park.

Located next to the Lapham Park senior apartment complex at the busy corner of N. 6th Street and Reservoir Avenue, "Life's Garden" was created by artist Catherine Lottes in collaboration with artist Evelyn Patricia Terry, seniors from Lapham Park, youth from the Pieper-Hillside Boys & Girls Club, and members of the Milwaukee Community Service Corps Art Corps. Participants' poems, photographs, and drawings were scanned and incorporated into the resulting glass tiles that comprise the mosaic. Along with the sunflowers, butterflies, and turtles, of special interest are the incorporation of several musical notes in the mosaic's design. These commemorate the storied history of the Walnut Street area (known as Bronzeville) and the jazz clubs so prevalent in the Black community's social center of the 1930's and '40's. The new glass structure – a scintillating, four-sided, "multi-lith" – utilized sky-blue glass reclaimed from the former Plankinton House Hotel Ballroom.

The project was funded by the Housing Authority and a grant from the Wisconsin Arts Board with funds from the State of Wisconsin and the National Endowment for the Arts.

## LIFE'S GARDEN

**FURTHERING THE TRADITION OF ART DESIGNED FOR  
MILWAUKEE PUBLIC HOUSING**

# PROPERTIES

Development	Street Address	# Units	Type
1. Arlington Court	1633 N. Arlington Place	230	Senior and disabled development
2. Becher Court	1803 W. Becher Street	120	Senior development
3. Berryland	6089 N. 42nd Street	391	Family development
4. Cherry Court	1525 N. 24th Street	120	Senior and disabled development
5. College Court	3334 W. Highland Blvd.	251	Senior and disabled development
6. Convent Hill	455 E. Ogden	120	Senior development
7. Highland Gardens	1818 W. Juneau Ave.	114	Senior and disabled development
8. Highland Homes	1818 W. Juneau Ave.	56	Family development
9. Hillside Terrace	1419 N. 8th Street	421	Family development
10. Hillside Terrace Highrise	1545 N. 7th Street	49	Senior and disabled development
11. Holton Terrace	2825 N. Holton Street	120	Senior and disabled development
12. Lapham Park	1901 N. 6th Street	201	Senior development
13. Townhomes at Carver Park	1901 N. 6th Street	122	Family development
14. Lincoln Court	2325 S. Howell Ave.	110	Senior and disabled development
15. Locust Court	1350 E. Locust Street	230	Senior and disabled development
16. Merrill Park	222 N. 33rd Street	120	Senior and disabled development
17. Mitchell Court	2600 W. National Ave.	100	Senior and disabled development
18. Northlawn	5145 N. 20th Street	247	Family development
19. Olga Village	722 W. Washington Street	37	Senior development
20. Parklawn	4434 W. Marion Street	380	Family development
21. Riverview	1300 E. Kane Place	180	Senior and disabled development
22. Southlawn	3350 S. 25th Street	330	Family development
23. Southlawn Park	3350 S. 25th Street	12	Family development
24. Westlawn	6301 W. Sheridan Ave.	394	Family development
25. Westlawn Gardens	5555 N. 62nd Street	250	Family development

## HACM OFFICES:

Headquarters	809 N. Broadway
Modernization & Development	5003 W. Lisbon Ave.
Section 8 Rent Assistance	5011 W. Lisbon Ave.
Community Services	650 W. Reservoir Ave.
Scattered Sites Office	5003 W. Lisbon Ave.





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