



Prepared For:
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Corporation for the Lindsay
Heights Area

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LINDSAY HEIGHTS ACTION PLAN



JULY
2020

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OVERVIEW

The purpose of the Lindsay Heights Action Plan is provide a comprehensive and integrated Action Plan that will support the ongoing focus for implementation aspects around Housing and Community Economic Development projects and programs that are occurring and being planned for the Lindsay Heights Area of the City of Milwaukee. This work effort is building upon the extensive work effort that resulted from the Lindsay Heights Zilber Neighborhood Initiative Quality of Life Plan. (See Appendix for Summary of the Lindsay Heights Quality of Life Plan, with focus on Lifelong Learning, Housing, and Commercial Corridors). The Action Plan will do the following:

- Coordinate the implementation of existing and planned efforts involving Housing related aspects (Securing Homeownership, Improving Property Conditions and Preserving Affordable Rental Housing).
- Coordinate the implementation of existing and planned efforts involving Community Economic Development related aspects (Improving Conditions of Commercial Corridors, Investing in Financial Education and Skill Building, and Supporting Small Business Development).
- Propose the interconnectivity and integration of the above Housing and Community Economic Development efforts to better serve the needs of the residents of the Lindsay Heights Area and provide future funding leveraging opportunities.
- Propose mechanisms to better include and engage residents of Lindsay Heights in the above aspects including the existing Community Wealth Building Campaign efforts underway.

As a result of developing this Action Plan for the Lindsay Heights Area and it being implemented, the following opportunities may be better realized going forward:

- Goal #1: Improved housing related outcomes for residents and the Lindsay Heights Area becoming more attractive for quality housing options in the City of Milwaukee.
- Goal #2: Improved outcomes for community economic development especially in commercial corridors serving area residents needs and enhancing the local businesses serving the area.
- Goal #3: Improved outcomes for area residents in financial aspects and enhancing their net worth in the long term.

WORK PLAN SUMMARY

The following are the two main Strategies (Housing and Community Economic Development) that will drive the Action Plan Development Process:

THE COMMUNITY ECONOMIC DEVELOPMENT STRATEGY

Community Economic Development goal: To increase economic growth in the Lindsay Heights Area that will result in the increase of income and net worth of its residents.

1. Improving conditions of commercial corridors

- A. Determine how to support the Implementation aspects that result from the Vision and Mission of the Lindsay Heights Commercial Corridors Workgroup.
- B. Suggest how to enhance the working relationship with the North Avenue MarketPlace BID to lead the charge and establish activities that will achieve the goal of improving the quality of life for business owners and residents through measurable actions.
- C. Focus on how to support the continued implementation aspects to build on the momentum of neighborhood reinvestment working with the City of Milwaukee and the Lindsay Heights Area partners in a multi-year program, started in 2016, to enhance the appearance of the North Avenue commercial corridor west of I-43, specifically targeting North Avenue between 8th Street and 27th Street. Also, to plan to re-initiate focus on Fond du Lac Avenue from I-43 to 27th Street on green-scaping and appearance aspects.

2. Investing in financial education and skill building

- A. Determine how to develop the coordinated effort around resident engagement mechanisms that build personal and household financial measures resulting in increasing overall net worth of residents.
- B. Determine how to develop the coordinated effort to improve workforce development and employment opportunities in the Lindsay Heights Area.

3. Supporting small business development

- A. Suggest how a coordinated entity that encourages Lindsay Heights Area residents interested in becoming entrepreneurs to pursue information gathering – assessment – startup efforts in establishing a new business.
- B. Determine what mechanisms will work with existing Lindsay Heights Area businesses and business support entities to develop a more integrated and coordinated marketing approaches to better serve the Lindsay Heights Area households and increase their market share in goods and services provided to the Area.
- C. Determine how to create physical and virtual spaces to promote entrepreneurial opportunities and business resources and innovation mechanisms for local neighborhood commercial development.

THE HOUSING STRATEGY

Housing Goal: To improve access to quality, affordable, and stable housing for individuals and families in the Lindsay Heights Area.

1. Expanding access to secure homeownership
 - A. Identify individuals, either living in the Lindsay Heights Area and/or Individuals interested in moving into the Lindsay Heights, (note: coordinated database to be developed for multi-entity usage) about homeownership opportunities in the Lindsay Heights Area.
 - B. Identify entities that hold housing related events that spotlight existing and future homeownership opportunities.
 - C. Suggest how to develop the coordinated mechanisms (brochure, social media, etc.) to encourage pursuit of new home ownership opportunities and maintain existing homeownership and increasing property values.
2. Improving property conditions
 - A. Focus on efforts that encourage individual and coordinated efforts to improve vacant properties conditions especially located next/adjacent to existing homeowners.
 - B. Suggest steps in establishing coordinated networks and individuals to focus on vacant properties to encourage new uses.
 - C. Focus on how to develop a coordinated effort to help homeowners to properly maintain and enhance their properties and increase its value, contributing to their net worth.
3. Preserving affordable rental housing
 - A. Determine steps involved in developing Landlord - Tenant Support entities to encourage positive outcomes for both tenants and landlords for rental housing in the Lindsay Heights Area.
 - B. Determine how to develop an ongoing coordinated campaign for making the Lindsay Heights Area attractive for affordable housing options in the City of Milwaukee.
 - C. Suggest steps to coordinate entity linkage efforts to inform and prepare existing affordable housing tenants who may be interested in becoming homeowners in the Lindsay Heights Area.

Individual Surveying and Organizational Interviews Summary

This chapter will present information collected during the December 2019 thru March 2020 period for the Lindsay Heights Action Plan (LHAP) process. The information collected will be shown in the following ways:

- The Information Distribution Sheets for both the Housing and Community Economic Development strategies. These sheets were used as part of the awareness and education component of the online and in-person surveying process.
- The actual Online and In-Person Survey Information results from the 60 individuals. These survey results were compared to a similar survey conducted in 2015.
- Summary Presentation of the Organizational Interviews conducted for the 28 organizational entities that were involved in this process.
- The setting up of a Google Drive file to accommodate the information collected through research, as well as, the organizational interviews process.

The above process is then being used to develop the Specific Strategy Action Items that will be presented in the next chapter of this document.

Below are generalizations of the attached Lindsay Heights neighborhood resident survey results which conveyed a high sense of accountability and pride:

- ❖ A little more than half own their residence vs. renting.
- ❖ Crime and safety are an overwhelming concern for residents, followed by cleanliness, traffic, drugs, and other residents in the neighborhood. Seven respondents did not list any concerns, rather stated that they have none and their block is attractive.
- ❖ Almost 75% of residents are very satisfied or satisfied with living in LHA and 84% would likely recommend to others as a good place to live.
- ❖ 83% of residents were willing to run meetings to meet neighborhood goals and almost all would be willing to increase their leadership skills for the betterment of the LHA.
- ❖ Regarding their own homes, the areas of most concern were interior/exterior paint and foundations, followed by electrical and plumbing.
- ❖ 25% of respondents already own a business and 46% would like to own a business, with interests in a wide variety of business avenues.

In addition to the above, a parallel data collection effort, A Data Dream: Using Data Science to Empower the Future of Lindsay Heights, was conducted through Walnut Way Conservation Corp and the Northwestern Mutual Data Science Institute. Please see the Appendix of the Plan for more background on this effort.

Lindsay Heights Area ACTION PLAN (DRAFT)



Community Economic Development

Improving Conditions of Commercial Corridors

- Coordinating action plan efforts around promoting corridor revitalization along North and Fond du Lac Avenues.
- Work to strengthen relationships among the entities represented on the Commercial Corridors Workgroup in helping in the planning and implementation aspects of the Action Plan.
- Planning implementation aspects of the potential projects that were featured in the Lindsay Heights Charette that will be included in the Action Plan.
- Strengthen the relationship of the BID 32 to the residents of the surrounding neighborhoods in encouraging use of local neighborhood businesses for goods and services.
- Focus on activating green spaces with resident ideas along the North and Fond du Lac Avenues commercial corridors.
- Focus on Empty Lots to re-purpose them based on ideas generated as part of the Action Plan.

OBJECTIVES

- The Fondy Market Park in 2018 won Brewers Community Foundation Public Space Award. The annual “Harvest Fest” sponsored by Walnut Way. In 2019, it was moved to the Fondy Market Park Area and it was a spectacular event.
- The new “Adams Garden Park” is under construction. Located at 1836 W. Fond du Lac Ave, it will be a vibrant environmental hub for organizations promoting clean air, pure water, healthy land and green jobs in Milwaukee.
- The City of Milwaukee's Fondy/North Comprehensive planning process. This is an opportunity for the resident’s voices to be heard and neighborhood stakeholders to engage and influence the process.
- ONE MKE PLAZA: a hotel, conference center, and an entrepreneurial hub in the heart of Milwaukee. It will be home to both small and large businesses, startups, and academic and economic development organizations. This collective will be joined by other community-friendly components such as a café, restaurant, and event space.

KEY ACCOMPLISHMENTS

Investing in Financial Education and Skill Building

- Work to support residents with household budgeting and basic finance aspects.
- Work to support residents with primary skills development programming.
- Work to support residents efforts to find living wage employment within the Lindsay Heights Area in order to encourage walk to work approaches.
- Work to better connect Workforce Development entities to better serve Lindsay Heights Area residents needs and interest for career development.
- Strengthen Community Wealth Building Campaign to connect residents with skills that match or could match with area employment opportunities.

OBJECTIVES

- Social Development Commission has a culinary program designed to train individuals in food service and to become chefs. The Milwaukee Center for Independence, located in the Health and Wellness Commons, provides area employment in order to provide meals throughout the City of Milwaukee.
- The Tandem Restaurant and Blue Skies Landscaping are business entities that are hiring area residents.
- The Community Wealth Building Effort is presently working with area residents to establish their interests as entrepreneurial opportunities.

KEY ACCOMPLISHMENTS

Supporting Small Business Development

- Work to support interested residents on building credit and becoming more bankable towards their entrepreneurial efforts.
- The Community Wealth Building program will help residents develop their skills and talents so they can start business or grow existing enterprises through connections with other residents, organizations, businesses and other financial and knowledge resources.
- Work to support resident engagement and involvement in neighborhood commercial corridor revitalization efforts in the Lindsay Heights Area.
- Work on the planning and creation of a co-working space/business resource and innovation center within the Lindsay Heights Area.

OBJECTIVES

- The creation of Brew City Match and Pop-Up Mke has allowed new small business to showcase their talents and business. Several business had the opportunity to do that at 1860 W Fond Du Lac location.
- St. Anne’s Intergenerational Center – Bucyrus Campus conducts orientation session for individuals interested in becoming entrepreneurs on every First Friday of the month.
- The North Avenue Marketplace Business Improvement District provides support aspects to area businesses and commercial property owners along the North and Fond du Lac Avenues corridors.

KEY ACCOMPLISHMENTS

Lindsay Heights Area ACTION PLAN (DRAFT)



Housing

Expanding Access to Secure Homeownership

- OBJECTIVES**
- Work to coordinate surveying efforts around property usage for renters and homeowners to provide beneficial information to them to make good housing related decisions.
 - Work to coordinate quarterly events to promote rental and homeowner housing options in the Lindsay Heights Area for residents.
 - Work to coordinate the staffing of a location within the Lindsay Heights Area that will focus on rental and homeownership options by providing education and technical/financial assistance to residents.

KEY ACCOMPLISHMENTS

- Legacy Redevelopment has City lots that are being designed for new single family housing and new townhomes. This project is expected to begin construction by the end of 2020. Lots are right in the Lindsey Heights area on 20th and Garfield. Price points are affordable starting at \$190,000- \$240,000.
- Residents are considering purchasing their first home in Lindsey Heights by reaching out to HUD certified counseling agencies to take a “free” First Time Homebuyer workshop. Acts Housing and Housing Resources offer this assistance.
- A Banker with over 25+ years as well as a HUD Certified “Housing Counselor” and homeowner in the Lindsay Heights/Johnsons Park Area serves as a potential source for “Homebuyer Talks”.

Improving Property Conditions

- OBJECTIVES**
- Work with housing partners to engage homeowner residents with vacant properties next to them to consider possible purchase options.
 - Work to promote block beautification projects with special focus on vacant properties.
 - Work to coordinate technical and financial assistance mechanisms for homeowners to encourage their property improvement and value enhancement.

KEY ACCOMPLISHMENTS

- Annual Housing Resource Fair in 2019 at North Division School (in 2019 there were more providers to talk with families who were homeowners and needed help with their property).
- Lindsay Heights has done a wonderful job of using the vibrant murals to make the neighborhood more attractive by the area’s non-profit agencies that have improved their murals on the perimeter of their buildings.
- The City of Milwaukee has a program for interested residents to assist with purchasing and rehabbing the vacant property adjacent to them.

Preserving Affordable Rental Housing

- OBJECTIVES**
- Work to coordinate efforts around landlord-tenant rights, credit recovery, and financial literacy training.
 - Work to engage housing partners and residents to develop Lindsay Heights Area Neighborhood standards and practices.
 - Work to coordinate efforts to encourage interested rental residents in becoming homeowners to register for and complete First Time Homebuyer training program.

KEY ACCOMPLISHMENTS

- In 2019 Legal Aid Society started offering sessions on Rights of Renters.
- The House of Peace , whose mission of “helping the families”, is working with low-moderate income families, as well as homeless individuals, to find and maintain quality housing.
- The City of Milwaukee Neighborhood Program has a great website on how a tenant can know their “Rights as a Tenant” to better educate themselves on how to more positively work with the owner of the property they rent.
- Common Bond currently manages two properties in Lindsay Heights (Teutonia Gardens – 2709 N. Teutonia and Franklin Square 1420 W Center St). Common Bond’s Wisconsin Headquarters has moved into the SDC Building as of December 2019 and they are currently working with SDC to understand their (SDC’s) services and how the organizations can partner.

LHAP Organizational Services and Program

Below are the Organizational Entities listing for the Lindsay Heights Area. Each entity was contacted/interviewed to collect the information shown

	Organization	COMMUNITY ECONOMIC DEVELOPMENT	HOUSING
1	Community Planning Council	The Lindsay Heights Community Planning Council is a bridge between the residents of Lindsay Heights, elected officials, and community organizations. The council provides space for residents to present concerns, determine solutions, and leverage their voices to gain support from elected officials and community organizations Historically, the Community Planning Council has been an important touch point for developers and community organizations to obtain resident perspectives and take action steps to provide services that are applicable to the needs of the Lindsay Heights community.	Opportunities for Area Residents to hear about the latest programs and services being provided by organizational entities
2	Johnsons Park Neighborhood Assoc.	Opportunities for Area Residents to hear about the latest programs and services being provided by organizational entities	Opportunities for Area Residents to hear about the latest programs and services being provided by organizational entities
3	Walnut Way Conservation Corp.	> The Community Wealth Building Campaign is a pilot program at Walnut Way rooted in an asset-based approach to wealth creation in the Lindsay Heights neighborhood. It focuses on cultivating neighbors' skills and gifts and generating wealth in the community. > The Blue Skies Landscaping Program provides landscaping services in the Milwaukee area. Staff install and maintain landscapes, green infrastructure, gardens and fruit trees, maintain the Walnut Way campus, and execute landscaping contracts on residential, municipal and commercial properties.	The Lindsay Heights Housing Committee is a resident led initiative, implemented by Walnut Way to support Lindsay Heights residents with gaining access to resources related to housing and homeownership.
4	Running Rebels	> Running Rebels works to establish partnerships for our Pipeline2Promise program with businesses in our neighborhoods and beyond. The businesses commit to hiring our young people and Running Rebels provides soft skills trainings, and support to remove barriers to employment. > Running Rebels' Catering is a full-service vendor serving the needs of the community with high-quality service and food, at an economical price.	Possible new areas of involvement by the Organization in this category
5	Neu Life Community Development	> Leadership Programming: Lead to Succeed, a leadership program that focuses on careers in the water industry > Entrepreneurship: Teens launched "Beasty Barrels," a custom painted rain barrel business	Possible new areas of involvement by the Organization in this category
6	Lindsey Street Neighbors	Possible new areas of involvement by the Organization in this category	Possible new areas of involvement by the Organization in this category
7	Walnut Area Improvement Council	Possible new areas of involvement by the Organization in this category	Waico Apartments is located in Milwaukee, Wisconsin and provides one, two, three, four bedroom apartment homes. We are conveniently located near shopping, local schools, and entertainment. Our community offers on-site laundry, fitness center, onsite management and much more. This community is managed by the Gene B. Glick Company.

	Organization	COMMUNITY ECONOMIC DEVELOPMENT	HOUSING
8	North Avenue Marketplace BID 32	<p>> BID #32 supports major developments by engaging community members; raising awareness; and connecting property owners with the resources they need to stabilize their business within our district.</p> <p>> At least three projects (2322 W. Oak St.; 2451-2457 W. North Ave; and 2100-2300 W. North Ave.) featured in the Lindsay Heights Charette are currently moving forward with input and engagement from BID Board members, and coordination from the Department of City Development</p>	Possible new areas of involvement by the Organization in this category
9	Warriors of 53206	The Warriors and Uplifters of 53206 is a resident led 501c3 that is dedicated to changing the narrative that negatively impact the 53206 zip code. Through partnerships with surrounding business, the Warriors and Uplifters of 53206 have shifted the perspective of the area through community events, collaborative clean ups, and fostering genuine and lasting relationships with their neighbors.	Possible new areas of involvement by the Organization in this category
10	Alice's Garden	Alice's Garden provides models of regenerative farming, community cultural development, and economic agricultural enterprises for the global landscape. We recognize the cultivating, preparing, and preserving of food, and food traditions, as cultural arts to be reclaimed and celebrated fully in urban agriculture.	Possible new areas of involvement by the Organization in this category
11	St. Anne's Intergen Center-Bucyrus Campus	What started as an On the Table MKE follow-up session and a Facebook page has become the monthly "First Fridays 4 Business" networking group. North Side entrepreneur Dana Williamson and Jansen are co-administrators, but the eight entrepreneurs who form the core membership also take responsibility to grow their own businesses while expanding First Friday's influence.	Possible new areas of involvement by the Organization in this category
12	House of Peace	Possible new areas of involvement by the Organization in this category	Capuchin Community Service's housing program, the Capuchin Apartments, partners with Heartland Alliance, and offers affordable supportive housing. The 38 apartments showcase high-quality, low-cost homes for people who are low-income, chronically homeless, and dealing with mental health issues.
13	YMCA North Central	<p>> Through a partnership with Associated Bank, the North Central YMCA provides YMCA members and the surrounding members with access to financial literacy workshops that are accessible for adults and teens.</p> <p>> Formally knowns as Black Achievers, the Y Achievers program provides high school students with a pathway to higher learning. The Y Achievers program pairs high school students with a sponsored mentor from businesses, organizations, and corporations who assist in providing guidance for students who are dedicated to advancing academically. Held annually, the program offers students financial management, access to scholarships, and an opportunity for students to attend the <i>Black College Tour</i>.</p>	Possible new areas of involvement by the Organization in this category

	Organization	COMMUNITY ECONOMIC DEVELOPMENT	HOUSING
14	Legacy Redevelopment Corp	LRC provides creative financing solutions to small businesses and nonprofits in Milwaukee's underserved markets. Our loans may be made in partnership with bank, credit unions and other financial institutions. Because of our flexibility and mission, LRC often assumes more risk, either by making a loan that could not be made by a conventional lender or by taking a subordinate position to conventional financing.	<ul style="list-style-type: none"> > Purchased eight lots in <i>The Legacy</i>, an urban subdivision near 23rd Street and North Avenue. To date, four homes were developed that have been purchased by first-time home buyers. Because LRC is a Community-Based Development Organization (CHDO) through the City of Milwaukee, HUD HOME Funds assisted in the construction. > Legacy Midwest Renewal Corp. and Evergreen Real Estate Group recently joined public-private partners to celebrate the grand-opening of Legacy Lofts, a 64-unit mixed-income rental community in Milwaukee's Lindsay Heights neighborhood.
15	Children's Wisconsin:Lindsay Heights Area	Possible new areas of involvement by the Organization in this category	Possible new areas of involvement by the Organization in this category
16	Fondy Food Center	The Fondy Farmers Market is a century old market and Milwaukee's largest and most diverse farmers market, as well as the springboard for Fondy Food Center's healthy food efforts. The open air market creates space for the community—shoppers of all ages, organization representatives, artists, and performers—to connect with each other, and the more than 40 farmers and local food producers who sell at the Market from May through November.	Possible new areas of involvement by the Organization in this category
17	SDC—Lindsay Heights Area Focus	<ul style="list-style-type: none"> > The Social Development Commission offers a six-week culinary and job readiness training program called ChefStart. Throughout the year, this training program prepares adults with skills to move from a cook at home to a chef in a commercial kitchen. Whether you have a dream of going into the food service or hospitality industry, you will be prepared to begin your path to culinary success. > We are proud to partner with companies throughout the Milwaukee area to bring you Job Fairs & Recruitment Sessions. During our job fairs and recruitment sessions you have the opportunity to meet the employers one on one to see if your company is a good fit for you. We understand that finding the right job is an important factor in getting on the right path to finding success. Attend one of our Job Fairs or Recruitment Sessions to find your path to move from poverty to success. 	<ul style="list-style-type: none"> > SDC provides one-on-one financial coaching and classes & workshops to provide a foundation for improving your financial well-being including individual coaching on how to increase your assets and improve your credit. Line. Coalition which sponsors a toll-free hotline for people with questions about finances or who are seeking to be connected with free or low-cost professional resources in the Milwaukee area. The hotline connects residents who need help in the areas of credit, foreclosure, starting a business or buying a home. The toll-free number is 1.888.861.3111. > For more than 19 years, (SDC) has operated the Volunteer Income Tax Assistance (VITA) program providing FREE tax preparation and electronic filing services to individuals and families of Milwaukee County & surrounding neighbors who make \$58,000 or less. It is designed to provide taxpayers with a better option, avoiding exorbitant tax preparation fees, and the ability to redirect these resources to meet household needs. The service provides families with a financial boost to begin saving for unexpected expenses which would ultimately avoid predatory lending and promote emergency savings.

	Organization	COMMUNITY ECONOMIC DEVELOPMENT	HOUSING
18	WWBIC - Lindsay Heights Area	> The Wisconsin Women's Business Initiative Corporation (WWBIC) is one of the Partners of the Brew City Match	
19	LISC---Lindsay Heights Area Focus	The Milwaukee Affiliate of the Local Initiatives Support Corporation (LISC) is one of the Partners of the Brew City Match Program. Brew City Match is looking for the next round of commercial property owners and small business owners to invest in Associates in Commercial Real Estate Alumni Gaining Experience. ACREAGE is a new opportunity for ACRE alumni to meet with Milwaukee LISC real estate professionals.	LISC's Financial Opportunity Centers (FOC) are career and personal finance service centers that help low- to moderate-income people build smart money habits and focus on the financial bottom line. FOCs provide employment and career counseling, one-on-one financial coaching and education and low-cost financial products that help build credit, savings and assets.
20	Wi Black Chamber of Commerce Self Help Federal Credit Union	Possible new areas of involvement by the Organization in this category	Possible new areas of involvement by the Organization in this category
21	Columbia Savings and Loan	The Brew City Match program is financed by a \$3.5 million award from JPMorgan Chase. That money, combined with city grants and lending from financial institutions such as Columbia Savings, is intended to help 45 businesses and renovate up to 1 million square feet of building space.	> Columbia Savings and Loan Association is a full-service bank. The bank accepts deposits, makes loans and provides other services for the public.
22	One MKE Plaza Project	https://urbanmilwaukee.com/2019/05/07/eyes-on-milwaukee-council-okays-subsidy-for-one-mke-plaza/	Possible new areas of involvement by the Organization in this category
23	PW-St. Paul-Clarke St Neighborhoods	The Clarke Street, Phyllis Wheatley, and St. Paul Neighborhood Association focuses on the needs of the seniors in the Lindsay Heights neighborhood. The resident led neighborhood association is dedicated to helping seniors fulfill essential needs, such as gaining access to housing resources for home repairs and maintenance	The \$19 million project, which has already secured low-income housing tax credits from the Wisconsin Housing and Economic Development Authority, is scheduled to be completed by the end of 2021. Fifteen of the units would be rented at market rates, with the remainder set aside at reduced rates for those making no more than 60 percent of the area's median income.
24	North Division Sector Lindsay Heights Area	https://www.milwaukeeens.org/zilber-initiative-in-lindsay-heights/docs/ZNI_LindsayHeights_map.pdf The Greater Milwaukee Foundation is committed to investing \$100,000 dollars into the NorthDivision neighborhood with guidance from the North Division Advisory Council. The members of the council are residents whose goal is to develop a grant that is accessible to residents within the boundaries of 20th to 8th Street, North Avenue to Burleigh Street.	North Division is a moderate density neighborhood with older houses that are mostly two-story wood frame. The neighborhood has many beautiful spots and green spaces. The neighborhood also has a large number of churches. North Division has over four times the number of religious organizations than the average for Wisconsin. Ezekiel Gillespie Park is a City of Milwaukee pocket park created from two vacant lots. The park has many green and sustainable features and won a MANDI award as "Best Public Space" in 2015 and a Mayor's Design Award.
25	The Gathering	> The Gathering is dedicated to providing Milwaukee residents and the surrounding community with access to meals. Housed in the Running Rebels Central location, The Gathering serves free breakfast, lunch, and dinner without restriction to the community.	Possible new areas of involvement by the Organization in this category

	Organization	COMMUNITY ECONOMIC DEVELOPMENT	HOUSING
26	20 Ton Studios	> 20 Ton Studios is an artist collective that serves artists working in the Northside of Milwaukee. Located on the corner of 20th and North Avenue, 20 Ton Studios offers artists a space to create and grow.	Possible new areas of involvement by the Organization in this category
27	Greater Galilee Church	<p>> Established in 1920, Greater Galilee Baptist Church has been providing members of their congregation and the Lindsay Heights community with a positive place to worship and gain access to resources for 100 years. In partnership with Feeding America, Greater Galilee has a senior food program that provides seniors with access to free groceries on a monthly basis.</p> <p>> The Intergenerational Community Center is \$2 Million dollar development that sprouted from a partnership between Greater Galilee Baptist Church, Milwaukee County Department on Aging, Columbia Bank, Feeding America, US Bank, Froedtert & Medical College of Wisconsin, The Hunger Task Force, Housing Ministries of American Baptist in Wisconsin, Lead2Change, IFF, and Above the Clouds. The Medical College of Wisconsin is partnering with Greater Galilee in this space to implement their "Come Alive Milwaukee" program that is geared toward addressing health disparities for African Americans and offers free health screenings for the congregation and the surrounding community. The community center offers financial services and other programs focused on healthy living.</p> <p>https://milwaukeeens.org/2016/11/05/greater-galilee-community-development-corp-celebrates-groundbreaking-for-new-community-center/</p> <p>https://www.mcw.edu/departments/center-for-advancing-population-science-caps/programs/come-alive-milwaukee</p>	Possible new areas of involvement by the Organization in this category
28	Milwaukee Center for Independence	> Housed in Walnut Way's Wellness Center, MCFI provides hands on job training in culinary arts through the MCFI Hospitality Academy. Through the use of a commercial kitchen, MCFI is able to provide paid training that produces food for clients and schools that serve mainly low-income families. MCFI is also partnering with the Community Wealth Building program implemented by Walnut Way to provide Lindsay Heights residents who are passionate about careers in culinary arts, with the opportunity to use their commercial kitchen sustain their catering business.	

In addition to the above listing of Organizational entities serving the Lindsay Heights area, the following efforts also contributed towards this Action Plan:

- Lindsay Heights Commercial Corridors Workgroup
- The City of Milwaukee Property Assessment Town Hall
- The newly announced Walnut Circle – Josey Heights New Homes Initiative

Information about the above can be found in the Appendix of this Plan. Finally, there will be an eventual website location for all the information collected during the LHAP development process.

DRAFT SURVEY QUESTIONS FOR LH ACTION PLAN

Name: _____

Address: _____

1. Do you own your home? ____ Yes ____ No
2. Do you rent? ____ Yes ____ No
3. Would you like to learn more about becoming a homeowner? ____ Yes ____ No

4. Overall, considering everything, how satisfied would you say you are living in this neighborhood?
 Very satisfied
 Somewhat satisfied
 Somewhat dissatisfied
 Very dissatisfied
- How attractive is your block compared to other blocks in the neighborhood? _____

5. Right now, how likely are you to recommend this neighborhood to someone else as a good place to live?
 Definitely would recommend
 Probably would recommend
 Probably would not recommend
 Definitely would not recommend
- What is your top concern in your neighborhood? _____

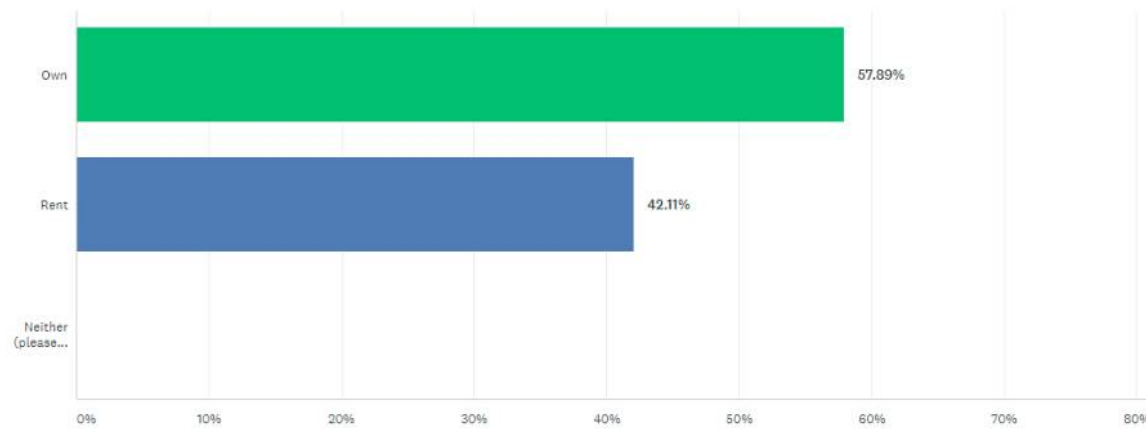
6. Right now, how willing or interested are you to become involved in the following activities in your neighborhood?

	Very Willing	Willing	Somewhat Willing	Not that Willing
Would you increase your leadership skills to help fluence change in Lindsay Heights?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	10
Run meetings so task and goals are achieved	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

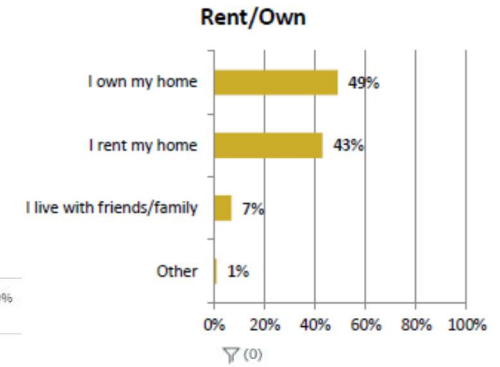
7. What areas of your home are most concerned? Rank in order of importance 1 being the most concerned and 5 the least concerned.
- Interior (Paint)
 - Exterior (Siding/Paint)
 - Landscaping
 - Electrical
 - Plumbing
 - HVAC (Heating/Air Conditioning)
 - Windows
 - Foundation

8. Do you own a business? ____ Yes ____ No
9. Would you like to start a business ____ Yes ____ No
10. What type of business interest you? _____

Do you Rent or Own the place you live? (57 responded)

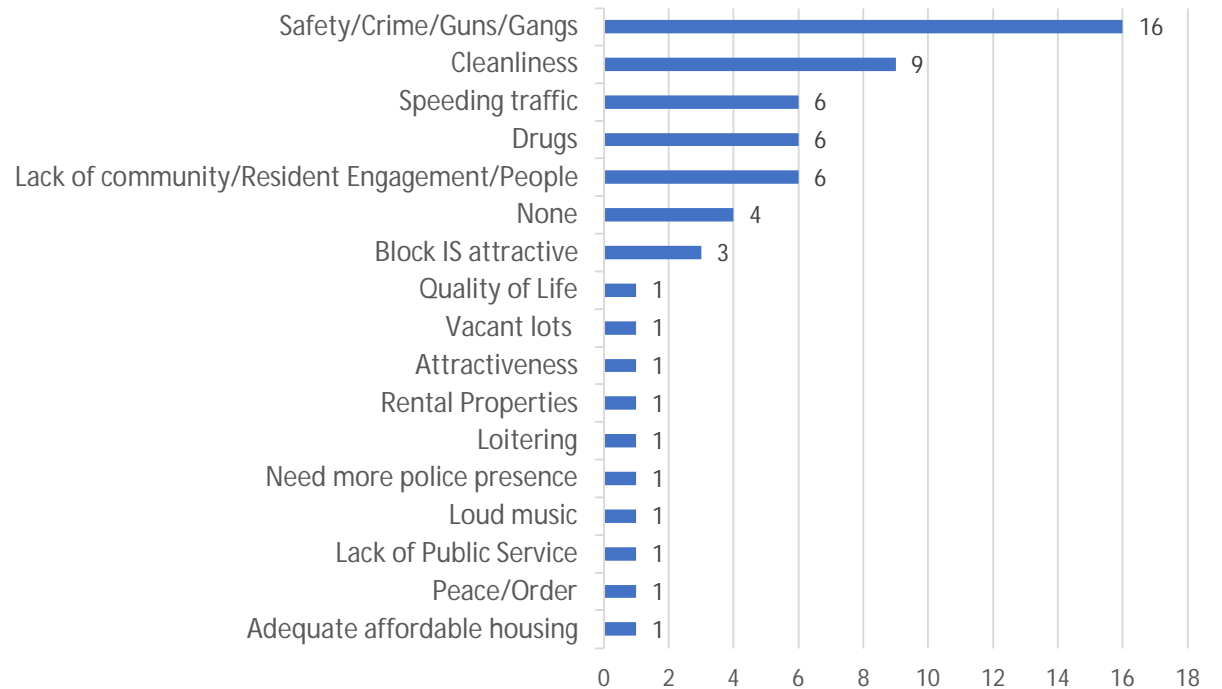


Compare to 2015 survey:

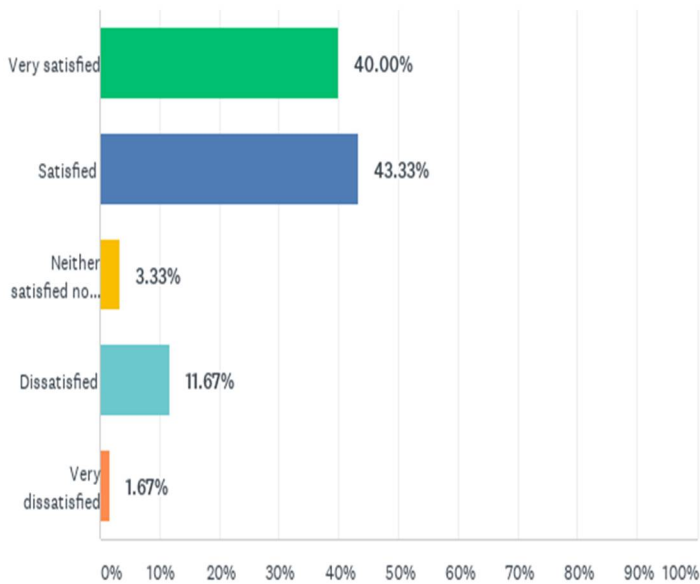


Lindsay Heights Action Plan Survey

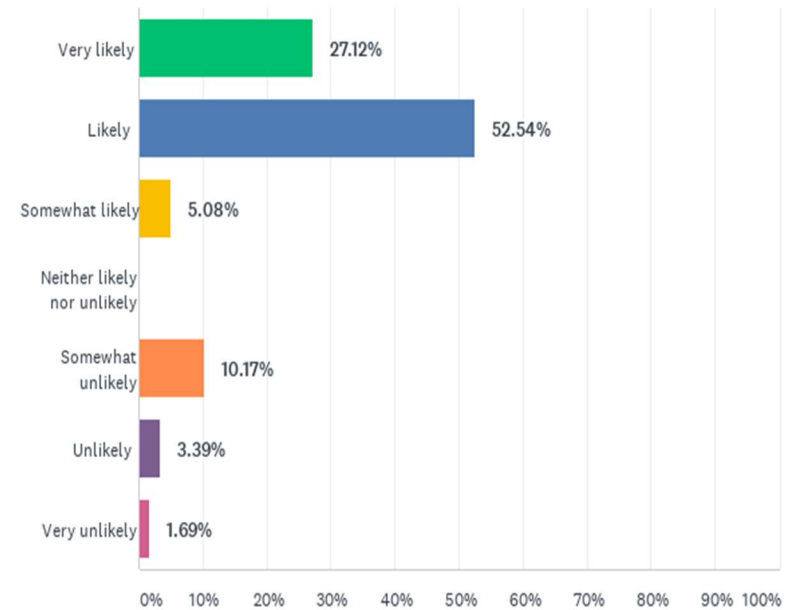
What is your top concern in your neighborhood? (60 responded)



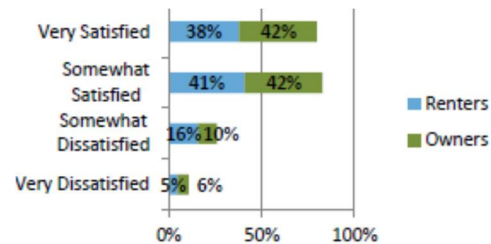
Overall, considering everything, how satisfied would you say you are living in this neighborhood? (60



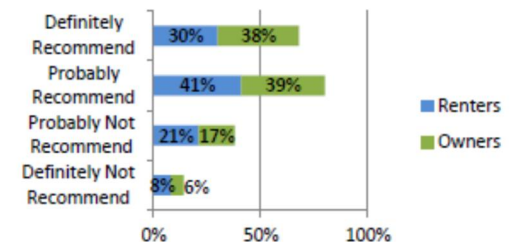
Right now, how likely are you to recommend this neighborhood to someone else as a good place to live? (59 responded)



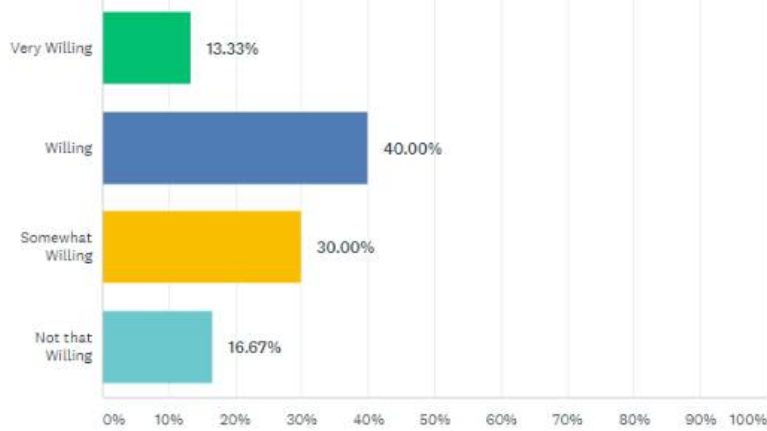
Compare to 2015 survey:



Compare to 2015 survey:



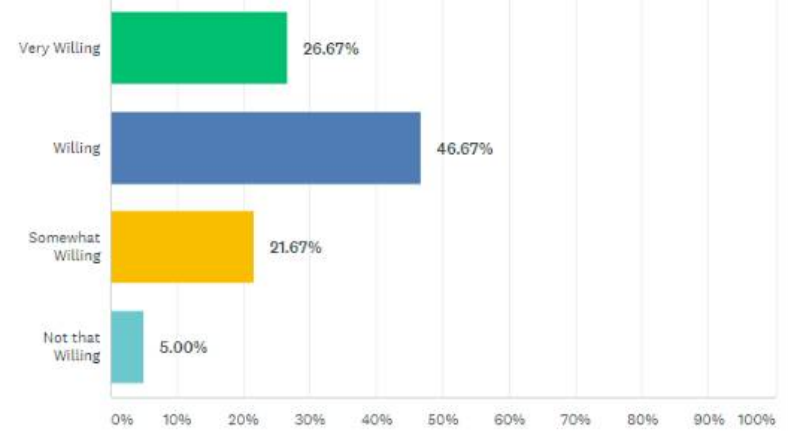
Are you willing to run meetings so tasks and goals are achieved? (60 responded)



Lindsay Heights Action Plan Survey

▼ (0)

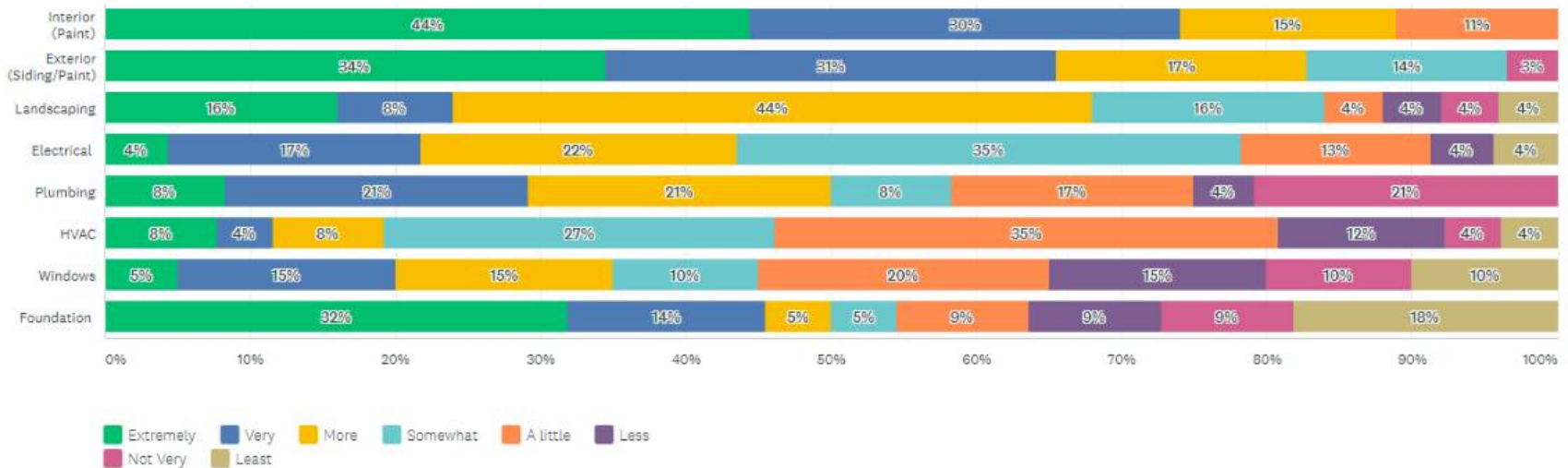
Would you increase your leadership skills to help influence change in Lindsay Heights? (60 responded)



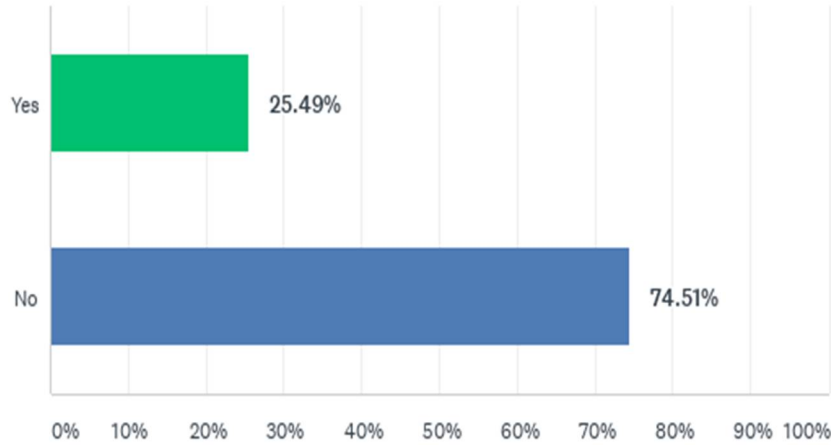
Lindsay Heights Action Plan Survey

▼ (0)

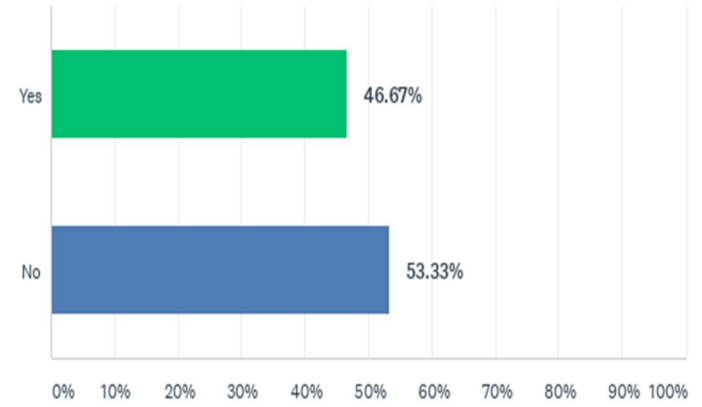
What areas of your home are most concerned? Rank in order of importance 1 being the most concerned and 8 the least concerned?(45 responded)



Do you own a business?(51 responded)



Would you like to start a business?(45 responded)



What type of business interest you?

(26 responded – some had more than one answer)

	# of people interested		
Not sure at the moment	1	2	3
Clothing Company	1	2	
Consulting/Research	1	2	
Daycare	1	2	
Gas Station	1	2	
Group Home	1	2	
Transportation	1	2	
Bar	1		
Caregivers for elderly/assisted living	1		
Eatery	1		
Fitness/Wellness/Health Education	1		
Landlord	1		
Leadership, creating growth/healing spaces for families	1		
Moving services	1		
Prep for retirement/alternative income leverage/business technical	1		
Public Speaking	1		
Real Estate	1		
Several businesses	1		
Wood/carpentry	1		

The COVID-19 Situation: Area Residents and Businesses Perspectives

As part of the data collection process of this Plan, the LHAP Team wanted to get various perspectives of both area residents and business/organizational entities about the ongoing COVID-19 Situation and its' associated issues of the national Collapsed and Rebuilding Economy, as well as, the recent national Social Unrest Protests from the George Floyd Killing.

Status on General Background

The City of Milwaukee Health Department (MHD) continues to closely monitor an outbreak of respiratory illness caused by a novel (new) Coronavirus (COVID-19).

As of July 2, 2020 at 2:00 p.m., there are 9,301 confirmed cases of Coronavirus (COVID-19) and 241 deaths in the city of Milwaukee.

On May 15, 2020, the City of Milwaukee Health Department issued a public health and safety order 'Moving Milwaukee Forward.' This order uses a measured, phased approach that utilizes data-driven gating criteria that align with federal and state guidance. This plan outlines the measures needed for the City of Milwaukee based on the latest science. Milwaukee has made steady progress in reducing the impact of COVID-19 but we still have a long way to go. We will continue to focus on the importance of continuation and resumption of businesses and activities for all sectors of our economy.

While in Phase 4, most businesses and activities can continue but on a larger scale while abiding by Physical Distancing, Protective Measure Requirements, and Safe Business Practices. The MHD has developed protocols that outline the necessary COVID-19 safety measures required in order for a restaurant or bar operate without a capacity limit safely, "The Risk Assessment Tool for Expanding Capacity in Restaurants and Bars." The purpose of this tool is to assist the MHD while reviewing an establishment's COVID-19 Safety Plan. The assessment tool is to be completed by the operator and submitted along with their COVID19 Safety Plan.

Area Residents and Businesses Perspectives

"It has been a running joke, but absolutely true in saying that people in the non-profit sector or in direct service should be out of a job from the work they're doing because our responsibility is to provide the community with what they need for lifelong success."

"With that being said, how can we put the resource back on the resident? I think the Community Wealth Building model is a perfect example of how to do so. How do we expand that model into having residents teach other residents how to cook, grow food, and have other tools for their tool belt and not just pay others for theirs?"

"I think our neighbors who are cash base might become targets during this time. You pay your rent with cash, no receipt from the landlord, you cash you check for a fee; you work for cash (with things closed how do you survive)."

"This opportunity for stimulus package scams. People who do not file taxes because they owe money (child support, student loans, unemployment, IRS, so many things); they need this stimulus money. During tax season there are companies promising to get you more money and quicker than anyone else. Some people are panicked and concern about making sure their families have money to survive. This is a crisis that none of us excepted or have any experience. Someone contacted me today saying their depression was on high alert; two people called concerned that they did not have enough for rent and might be evicted."

"The first of the month is around the corner, people who usually walk to the bank to cash their checks, how stressful this is going to be because the lobbies are closed. How safe is any of this? There are bound to be people who will fall through the cracks who were on the edge."

"Yes, I would say having a bank account that allows for low to no fees, direct deposit, bill pay, mobile pay is important. I would also say this time has showed us we need to look at different ways to deliver services to community. Our children are being taught remotely; how many kids are suspended and no one try to figure out how to teach them."

One Story of a Lindsay Heights Resident Who Contacted the CoronaVirus

Ladonna Walton, 44, of Lindsay Heights, thought she had caught a cold.

As her symptoms progressed and her "body began to shut down," Walton visited the hospital. After a six-hour wait, she was tested for coronavirus and ordered to self-quarantine for four days. She was not informed that she tested positive for the virus until two weeks later.

At home, Walton's condition worsened.

She developed a cough, a fever hitting 104, muscle aches and a loss of smell and taste. Her bones hurt, and she had trouble breathing. It got so bad, she was afraid to go to sleep for fear she wouldn't wake up.

"I was thinking to myself, 'My son's going to find me dead in the house.' I was checking my life insurance and thinking about adding more to it," said Walton, the program coordinator for the Family Resource Center at Children's Outing Association.



The Specific Strategy Action Items for the Lindsay Heights Action Plan

This final chapter of the Lindsay Heights Strategic Action Plan (LHAP) will provide a Summary Framework for each of the six Strategic Action Items that were developed, based on the previous chapter of information that was collected in the outreach and surveying process.

The six Action Items are:

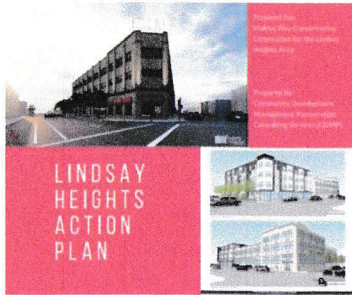
1. Establishing a Neighborhood Improvement District (NID) for the Lindsay Heights Area
2. Coordinating Existing Efforts and Future Focus on Entrepreneurial and Small Business Development
3. Lindsay Heights Area: The Next Upcoming Area of New Housing and Commercial Development
4. Coordinating and Enhancing Resident Engagement for Lindsay Heights Area Organizational Entities
5. Investing in Financial Education and Skill Building
6. Coordinated Comprehensive and Area Planning for Housing and Commercial Development

Each Action Plan Item is presented in the format of the following criteria:

- Strategy Priority
- Goals
- Outcome Objectives
- Impact Objectives
- Process Objectives
- Key Tasks/Action Steps
- Key Responsibilities
- Key Resources
- Key Timeline Aspects
- Evidence of Success
- Evaluation Process

The more detailed Suggested Implementation Process and Steps will be provided in finalizing this Lindsay Heights Strategic Action Plan document. This will be provided in the Appendix in the Final Version of this document.

Finally, as part of the final review process for the Plan, it was determined to focus on (4) of the (6) Strategy Action Items. See below in the chart: Lindsay Heights Action Plan – Building Momentum for Project Implementation in 2020-2021.



Lindsay Heights Action Plan

Building momentum for project implementation

Action Priorities	Activity	Additional notes
Establishing a Neighborhood Improvement District (NID) for the Lindsay Heights Area	<ul style="list-style-type: none"> Hired NID Coordinator Develop NID implementation work-plan 	<ul style="list-style-type: none"> Funded through BRICO – recently hired UWM graduate student as NID Coordinator (2) Resident Ambassadors (Pastor Therrsa Thomas Boyd & Cassandra Flagg) will be stipend and assist as members of the NID implementation team.
<ul style="list-style-type: none"> Coordinating Existing Efforts and Future Focus on Entrepreneurial and Small Business Development Investing in Financial Education and Skill Building 	<ul style="list-style-type: none"> Expand CWB programming and Hire community Wealth Building Coordinator Sustain and expand current financial wellness programming with WIBIC & YWCA 	<ul style="list-style-type: none"> (3) people have been interviewed for the CWB Coordinator position. A final decision will be made before 7/1/20 Scale up financial wellness programming with more topics and session dates monthly through 2021
Coordinated Comprehensive and Area Planning for Housing and Commercial Development	Fully activate partnership with <u>LBWN</u> and <u>LH Housing Committee members</u> to implement City MEIR program in Lindsay Heights	<ul style="list-style-type: none"> Reassemble LH Housing Committee members for kick-off meeting Outline the key steps in the collaborative process and work plan

RECOMMENDED SPECIFIC ACTION STRATEGY #1

Establishing a Neighborhood Improvement District (NID) for the Lindsay Heights Area

Strategy Priority

Combined Housing and Community Economic Development

Goals

- > Expanding Access to Secure Homeownership
- > Improving Property Conditions
- > Preserving Affordable Rental Housing
- > Investing in Financial Education and Skill Building

Outcome Objectives

- * Establishment of Independent NID Entity complete with Project Manager, Outreach Person, Administrator, Board that adequately represents neighborhood, Administering Agency and/or Nonprofit Partner Agency consideration

Impact Objectives

Sustainable NID is established that runs with a process that is supported by consensus of Lindsay Heights and is able to operate outside of the "labors of a few". Lindsay Heights Residents are involved at every level of the process. Reflecting the COVID-19 Crisis Aspects in the planning and expected outcomes of this effort.

Process Objectives

- > Bring major community stakeholders to the table
- > Extensive NID Community Engagement Plan is created
- > Extensive NID community engagement campaign-Including small group discussions, large community meetings and neighborhood wide petition begins
- > Draft an Operating Plan for the NID
- > Formal City of Milwaukee Process for NID Plan
- > NID Board Development, Recruitment and Operational Aspects

Key Tasks/Action Steps

- Formation of advisory work group
- Periodic meetings to discuss NID Process
- Education aspects of NID
- Public Hearings and Review Process
- Recruitment Process of Candidates for NID Board
- Initial Meetings of Formal NID Board

Key Responsibilities

- > The NID Project Team is established with key responsibility to plan and develop the NID
- > The Community Planning Council and its Neighborhood Associations within the Lindsay Heights Area help to oversee and engage residents as part of this effort.

Key Resources

- > Dedicated funding to support the NID Project Team and its related work efforts with the key organizational entities in order to plan and develop the NID.

Key Timeline Aspects

- The process of developing a NID will take between 6 to 8 months.

Evidence of Success

Both through the development and completion of a NID, Lindsay Heights residents will have an aligned vehicle of place-based power, ownership, cooperative economics and autonomy.

Evaluation Process

Independent review team (preferably from outside the Lindsay Heights Area) to conduct analysis of process used and results obtained , preferably after one year of the NID actually operating.

RECOMMENDED SPECIFIC ACTION STRATEGY #2

Coordinating Existing Efforts and Future Focus on Entrepreneurial and Small Business Development

Strategy Priority

Community Economic Development

Goals

- > Improving Conditions of Commercial Corridors
- > Investing in Financial Education and Skill Building
- > Supporting Small Business Development

Outcome Objectives

- * The Community Wealth Building program will help residents develop their skills and talents so they can start business or grow existing enterprises through connections with other residents, organizations, businesses and other financial and knowledge resources.
- * Work to support resident engagement and involvement in neighborhood commercial corridor revitalization efforts in the Lindsay Heights Area.
- * Work on the planning and creation of a co-working space/business resource and innovation center within the Lindsay Heights Area.

Impact Objectives

- > Making the Lindsay Heights Area a thriving center for entrepreneurs and small business opportunities that draws both increased area residents going into business in Lindsay Heights, as well as, bring in people from all over the Greater Milwaukee vicinity to do business here.

Process Objectives

- > Conduct activities that encourage better coordination and integration of existing entrepreneur-small business development efforts occurring in the Lindsay Heights Area resulting in leveraging more financial support of these efforts to continue.
- > Reflecting the COVID-19 Crisis Aspects in the planning and expected outcomes of this effort.

Key Tasks/Action Steps

- > Connect the dots (coordinating meetings , etc.) among the existing Brew City Match , the St. Anne's First Fridays , the BID 32 focus on new small businesses coming into the area and new space availability in existing buildings ; and any other entrepreneur -small business development efforts in the Lindsay Heights Area

Key Responsibilities

- > The Lindsay Heights Commercial Corridors Committee
- > North Avenue Marketplace BID 32
- > Government Entities—City of Milwaukee DCD, WEDC, Milwaukee County , SBA
- > Nonprofit Entities---LISC, St. Anne's Intergen Center, Legacy Redevelopment

Key Resources

- > Traditional funding sources : foundations , business loan and grant funds ,
- > Technical Assistance –WWBIC , SBA , UWM and Marquette Schools of Business , UEDA
- > Nontraditional Sources : Special efforts resulting from recent CARES Act from COVID-19 Crisis

Key Timeline Aspects

- May thru August 2020---Coordinating Meetings for Work Plan and Projects Implementation
- September thru December 2020---Pilot Projects identified above being implemented and evaluated as needed
- Entire Year 2021----Coordinating Projects Being Implemented ; Quarterly Evaluation-Adjustments as needed

Evidence of Success

> There is an increasing number of Lindsay Heights Area residents that have started new businesses to serve area residents, as well as, the existing businesses in the area are capable of hiring area residents to meet their staffing employment needs

Evaluation Process

> Area residents meet in order to discuss how area businesses are serving them

> Outside the area, like local colleges and university business schools, conduct independent reviews of the efforts described above

RECOMMENDED SPECIFIC ACTION STRATEGY #3

The Lindsay Heights Area-The Next Upcoming Area of New Housing and Commercial Development
(Sub-Title: How Do We Avoid Anti-Displacement and Gentrification Issues in the Lindsay Heights Area)

Strategy Priority

Combined Housing and Community Economic Development

Goals

- > Expanding Access to Secure Homeownership
- > Improving Property Conditions
- > Preserving Affordable Rental Housing
- > Improving Conditions of Commercial Corridors
- > Investing in Financial Education and Skill Building
- > Supporting Small Business Development

Outcome Objectives

- * All Organizational Entities , Area Businesses and Area Residents to focus on rental and homeownership options providing education and technical/financial assistance to residents and organizations to stay in the Lindsay Heights Area during planned future upscaling efforts around housing and commercial development.
- * Coordinated technical and financial assistance mechanisms for homeowners and commercial property owners to encourage their property improvement and value enhancement.
- * Work to engage housing partners and residents to develop Lindsay Heights Area Neighborhood standards and practices.
- * Implement and strengthening relationships among the entities represented on the Lindsay Heights Housing and Commercial Corridors Workgroups in helping in the planning and implementation aspects of the Action Plan.
- * The Lindsay Heights Housing and Commercial Corridors Workgroups to better connect City-wide/Regional Workforce Development entities to better serve Lindsay Heights Area residents needs and interest for career development and wealth building.
- * The Community Wealth Building program will help residents develop their skills and talents so they can start business or grow existing enterprises through connections with other residents, organizations, businesses and other financial and knowledge resources.

Impact Objectives

Existing Area Residents, Organizational Entities and Local Businesses share in the opportunities and benefits of the New Economy for the Lindsay Heights Area

Process Objectives

- > Conduct activities that encourage better coordination and integration of existing housing and entrepreneur-small business development efforts occurring in the Lindsay Heights Area resulting in leveraging more financial support of these efforts to continue, and that will benefit the Stakeholders of the Lindsay Heights Area
- > Reflecting the COVID-19 Crisis Aspects in the planning and expected outcomes of this effort.

Key Tasks / Action Steps

- > Promotional materials developed to support outreach and education aspects to Lindsay Heights Area Residents about the importance of civic engagement and their involvement in the area
- > The Organizational Entities determining better ways to engage Lindsay Heights Area Residents in their programmatic and project related aspects that serve the Lindsay Heights Area

Key Responsibilities

All the Organizational Entities listed in this Action Plan document

Key Resources

- > Traditional funding sources : foundations and other grant funds
- > Technical Assistance from the Organizational Entities themselves
- > Nontraditional Sources : Special efforts resulting from recent CARES Act from COVID-19 Crisis

Key Timeline Aspects

- May thru August 2020---Coordinating Meetings for Work Plan and Projects Implementation
- September thru December 2020---Pilot Projects identified above being implemented and evaluated as needed
- Entire Year 2021----Coordinating Projects Being Implemented; Quarterly Evaluation-Adjustments as needed

Evidence of Success

The Organizational Entities, see listing within this Action Plan document, report increased involvement of Lindsay Heights Area Residents in their programmatic and project related aspects that serve the area

Evaluation Process

- > Area Residents discussing how their engagement activities are working, as well as, encouraging other Residents to become engaged
- > Outside the area, like local colleges and university business schools, conduct independent reviews of the efforts described above

RECOMMENDED SPECIFIC ACTION STRATEGY #4

Coordinating and Enhancing Resident Engagement in Lindsay Heights Area Organizational Entities

Strategy Priority

Combined Housing and Community Economic Development

Goals

- > Expanding Access to Secure Homeownership
- > Preserving Affordable Rental Housing
- > Investing in Financial Education and Skill Building
- > Supporting Small Business Development

Outcome Objectives

- * Area Residents will be involved in promoting block beautification projects with special focus on vacant properties.
- * Area Residents to be involved in working to coordinate efforts around landlord-tenant rights, credit recovery, and financial literacy training.
- * Area Residents will become involved in strengthening the relationship of the BID 32 to the residents of the surrounding neighborhoods in encouraging use of local neighborhood businesses for goods and services.
- * Area Residents to be involved in strengthening the Community Wealth Building Campaign to connect residents with skills that match or could match with area employment opportunities.

Impact Objectives

All the Organizational Entities serving the Lindsay heights Area (see listing in this Action Plan document) will have a significant presence of Lindsay Heights Area Residents involved in their efforts around Housing and Community Economic Development.

Process Objectives

- > Existing Organizational Entities (see listing in this Action Plan document) will conduct review of present role and responsibilities of Lindsay Heights Area Residents that are involved in their programmatic and project related efforts
- > Each Organizational Entity to conduct campaign(s) to increase their recruitment efforts to engage Lindsay Heights Area Residents in their programmatic and project related aspects.

Key Tasks/Action Steps

- > Promotional materials developed to support outreach and education aspects to Lindsay Heights Area Residents about the importance of civic engagement and their involvement in the area
- > The Organizational Entities determining better ways to engage Lindsay Heights Area Residents in their programmatic and project related aspects that serve the Lindsay Heights Area

Key Responsibilities

All the Organizational Entities listed in this Action Plan document

Key Resources

- > Traditional funding sources : foundations and other grant funds
- > Technical Assistance from the Organizational Entities themselves
- > Nontraditional Sources : Special efforts resulting from recent CARES Act from COVID-19 Crisis

Key Timeline Aspects

- May thru August 2020---Coordinating Meetings for Work Plan and Projects Implementation
- September thru December 2020---Pilot Projects identified above being implemented and evaluated as needed
- Entire Year 2021----Coordinating Projects Being Implemented; Quarterly Evaluation-Adjustments as needed

Evidence of Success

The Organizational Entities, see listing within this Action Plan document, report increased involvement of Lindsay Heights Area Residents in their programmatic and project related aspects that serve the area

Evaluation Process

- > Area Residents discussing how their engagement activities are working, as well as, encouraging other Residents to become engaged
- > Outside the area, like local colleges and university business schools, conduct independent reviews of the efforts described above

RECOMMENDED SPECIFIC ACTION STRATEGY #5

Investing in Financial Education and Skill Building

Strategy Priority

Combined Housing and Community Economic Development

Goals

- > Investing in Financial Education and Skill Building
- > Supporting Small Business Development
- > Expanding Access to Secure Homeownership

Outcome Objectives

- * Coordinated existing organizational efforts to result in supporting residents with household budgeting and basic finance aspects
- * Connecting the existing organizational efforts to support residents with primary skills development programming (critical thinking, problem solving, use of technology enhancements, etc.)
- * Combined advocacy to enhance results to support residents' efforts to find living wage employment within the Lindsay Heights Area in order to encourage walk to work approaches
- * Connect existing Workforce Development entities to better serve Lindsay Heights Area residents needs and interest for career development
- * Strengthen the Community Wealth Building Campaign to connect residents with skills that match or could match with area employment opportunities.
- * Strengthen the focus on expanding both renter's and homeowner's insurance utilization as part of protecting their assets towards wealth building.
- * Strengthen the focus on expanding both renters and homeowners insurance utilization as part of protecting their assets towards wealth building.

Impact Objectives

The Lindsay Heights Area will become a center for excellence for investing in financial education and skill building resulting

Process Objectives

- > Conduct activities that encourage better coordination and integration of existing financial education and skill building towards workforce development, employment and possible entrepreneurial opportunities efforts occurring in the Lindsay Heights Area that are resulting in leveraging more financial support of these efforts to continue

Key Tasks / Action Steps

- > Connect the dots (coordinating meetings, etc.) among the existing organizational entities shown in the Table (Lindsay Heights Community Financial Education) in the Appendix, focus on financial education and skill building efforts in the Lindsay Heights Area

Key Responsibilities

- > The Lindsay Heights Commercial Corridors Committee
- > North Avenue Marketplace BID 32
- > Government Entities—City of Milwaukee DCD , WEDC , Milwaukee County , SBA
- > Nonprofit Entities---LISC, St. Anne's Intergen Center, Legacy Redevelopment ,
- > The Organizations listed in the Table (Lindsay Heights Community Financial Education) shown in the Appendix of this document

Key Resources

- > Traditional funding sources : foundations, business loan and grant funds,
- > Technical Assistance –WWBIC, SBA, UWM and Marquette Schools of Business, UEDA
- > Nontraditional Sources: Special efforts resulting from recent CARES Act from COVID-19 Crisis

Key Timeline Aspects

- May thru August 2020---Coordinating Meetings for Work Plan and Projects Implementation
- September thru December 2020---Pilot Projects identified above being implemented and evaluated as needed
- Entire Year 2021----Coordinating Projects Being Implemented; Quarterly Evaluation-Adjustments as needed

Evidence of Success

- > There are increased number of Lindsay Heights Area residents and families that have increased their financial well-being and their overall net worth
- > There is an increasing number of Lindsay Heights Area residents that have started new businesses to serve area residents, as well as, the existing businesses in the area are capable of hiring area residents to meet their staffing employment needs

Evaluation Process

- > Area residents meet in order to discuss how area businesses are serving them
- > Outside the area, like local colleges and university business schools, conduct independent reviews of the efforts described above

RECOMMENDED SPECIFIC ACTION STRATEGY #6

Coordinated Comprehensive and Area Planning for Housing and Commercial Development

Strategy Priority

Combined Housing and Community Economic Development

Goals

- > Expanding Access to Secure Homeownership
- > Improving Property Conditions
- > Preserving Affordable Rental Housing
- > Improving Conditions of Commercial Corridors

Outcome Objectives

- * Continue to assist in coordinating action plan efforts around promoting corridor revitalization along North and Fond du Lac Avenues.
- * Work to strengthen relationships among the entities represented on the Commercial Corridors Workgroup in helping in the planning and implementation aspects of the Action Plan.
- * Help in the planning implementation aspects of the potential projects that were featured in the Lindsay Heights Charette that will be included in the Action Plan.
- * Work with housing partners to engage homeowner residents with vacant properties next to them to consider possible purchase options.
- * Work to engage Housing Partners and Residents to develop Lindsay Heights Area Neighborhood Standards and Practices.

Impact Objectives

Existing Area Residents, Organizational Entities and Local Businesses share in the opportunities and benefits of the New Economy for the Lindsay Heights Area

Process Objectives

- > Conduct activities that encourage better coordination and integration of existing housing and commercial planning and development efforts occurring in the Lindsay Heights Area resulting in leveraging more financial support of these efforts to continue, and that will benefit the Stakeholders of the Lindsay Heights Area
- > Reflecting the COVID-19 Crisis Aspects in the planning and expected outcomes of this effort

Key Tasks / Action Steps

- > Have the existing Lindsay Heights Housing and the Commercial Corridors Workgroups continue to be involved in the planning and development aspects for the Lindsay Heights Area
- > Promotional materials developed to support outreach and education aspects to Lindsay Heights Area Residents about the importance of civic engagement and their involvement in the area
- > The Organizational Entities determining better ways to engage Lindsay Heights Area Residents in their programmatic and project related aspects that serve the Lindsay Heights Area

Key Responsibilities

All the Organizational Entities listed in this Action Plan document

Key Resources

- > Traditional funding sources: foundations and other grant funds
- > Technical Assistance from the Organizational Entities themselves
- > Nontraditional Sources: Special efforts resulting from recent CARES Act from COVID-19 Crisis

Key Timeline Aspects

- May thru August 2020---Coordinating Meetings for Work Plan and Projects Implementation
- September thru December 2020---Pilot Projects identified above being implemented and evaluated as needed
- Entire Year 2021----Coordinating Projects Being Implemented; Quarterly Evaluation-Adjustments as needed

Evidence of Success

> The comprehensive and area planning efforts for the Lindsay Heights Area better reflect the needs of the Area's Stakeholders

The Organizational Entities, see listing within this Action Plan document, report increased involvement of Lindsay Heights Area Residents in their programmatic and project related aspects that serve the area

Evaluation Process

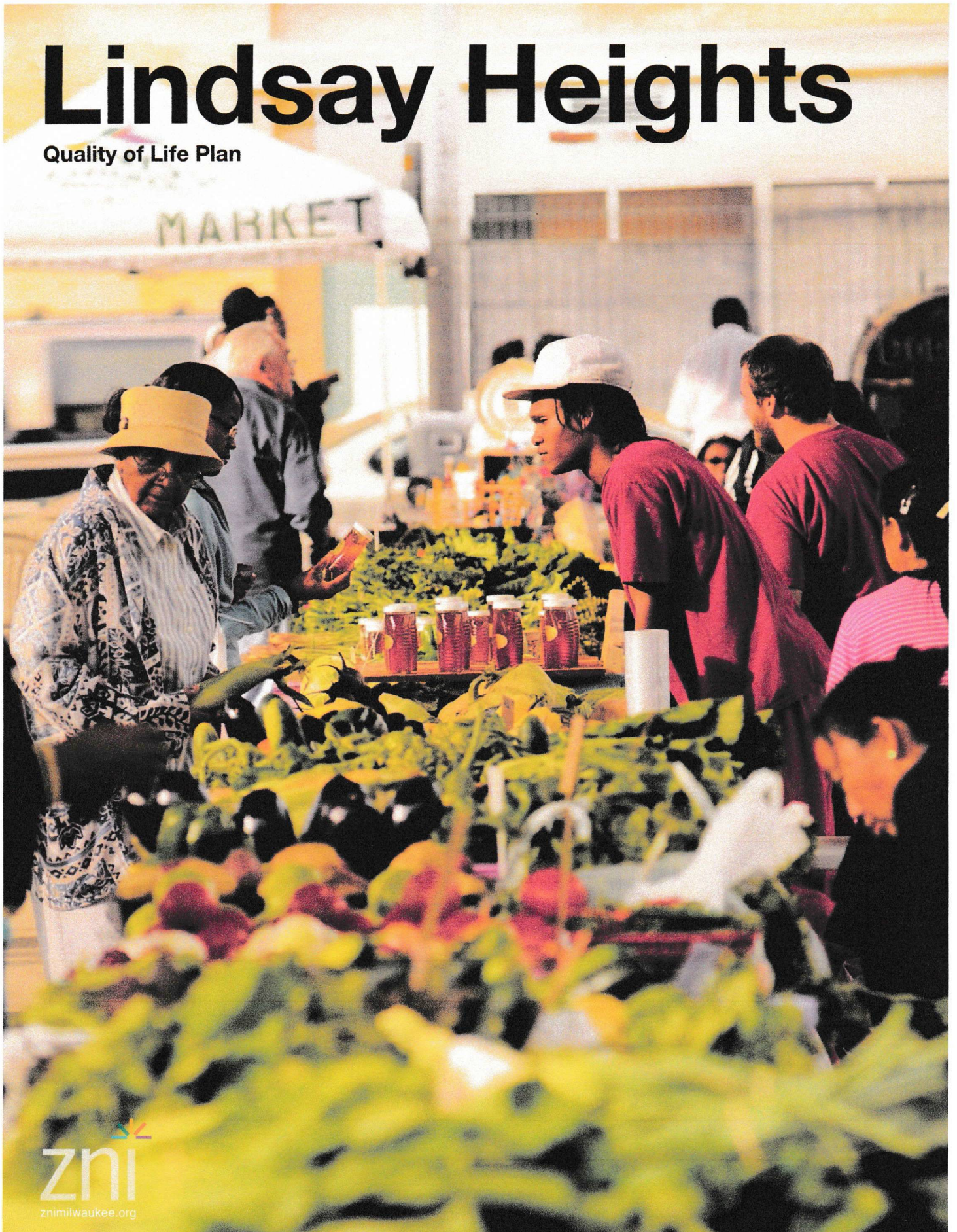
- > Area Residents discussing how their engagement activities are working, as well as, encouraging other Residents to become engaged
- > Outside the area, like local colleges and university business schools, conduct independent reviews of the efforts described above

APPENDICES

1. Lindsay Heights Quality of Life Plan Summary
2. Market Analysis for the Fond du Lac & North Area Plan - August 6, 2019 Summary
3. Community Wealth Building Campaign - Fall 2019 Status Report
4. Housing Implementation Plan Summary for the Strategic Action Plan for Lindsay Heights
5. Community Economic Development Implementation Plan Summary for the Strategic Action Plan for Lindsay Heights
6. Investing in Financial Education and Skill Building Summary
7. A Data Dream: Using Data Science to Empower the Future of Lindsay Heights
8. Lindsay Heights Commercial Corridors Workgroup
9. City of Milwaukee Property Assessment Town Hall
- 10 Walnut Grove - Josey Heights New Homes Initiative

Lindsay Heights

Quality of Life Plan





For many visitors to **Lindsay Heights**, the point of entry is a renovated Victorian home that serves as the headquarters of the Walnut Way Conservation Corp. Those who arrive in this historic city neighborhood during the summer may be surprised to see trees laden with peaches, tender vegetables, and colorful fresh flowers growing in the large adjacent garden. Tended by volunteers and neighborhood young people, the urban garden is an apt metaphor for the new growth, opportunity, and “neighboring” that defines Lindsay Heights.

Housed in a building once slated for demolition, Walnut Way sponsors a host of community activities, ranging from providing educational opportunities for local youth to installing 40 rain gardens to manage storm water. Walnut Way also is the lead agency in Lindsay Heights for the Zilber Neighborhood Initiative, which brings together the people who live, work or serve in the area to improve the quality of life for residents. Lindsay Heights is one of two pilot neighborhoods chosen by the Zilber Family Foundation, which has committed \$50 million to the initiative in 10 Milwaukee neighborhoods.

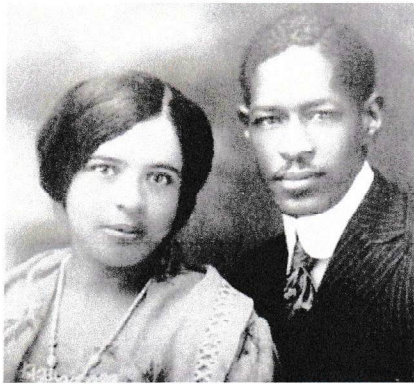
Sharon and Larry Adams, who co-founded Walnut Way with their neighbors in 2002, are the driving force behind the Lindsay Heights Neighborhood Initiative. Sharon Adams returned to the community in 1997, acting on a desire to reclaim her family home and reconnect with the neighborhood in which she grew up. Adams remembers the neighborhood of her childhood as a diverse community of German immigrants, Russian-Polish Jews, and African Americans. Small businesses, including doctors’ and lawyers’ offices, jammed commercial streets such as North Avenue and Fond Du Lac. People sat on their porches, visited, and watched out for one another.

By the late 1950s, that neighborhood had disappeared. With the construction of I 43 between Milwaukee and Green Bay, many homes in Lindsay Heights were torn down. The community was the target of redlining, resources stopped coming in, and poverty, crime, prostitution, and drugs began to take hold.

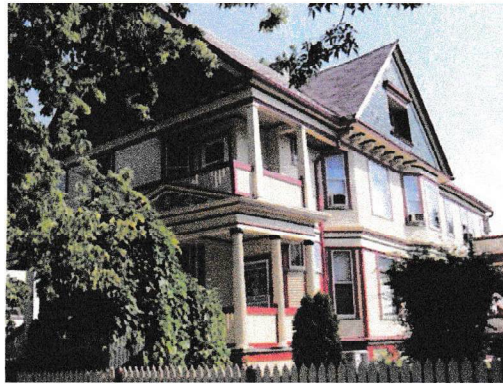
The revitalization of Lindsay Heights has come about slowly and quietly. Inspired by a few residents who had the courage to stand up to drug dealers and criminals and to invest their time and money in the community, people began looking at the area differently. In addition to Walnut Way, institutions such as Legacy Bank, Columbia Savings and Loan, the Community Planning Council, YMCA, Lindsay Heights Health Alliance, Fondy Food Market, and Beckum-Stapleton Little League anchor the community. Hundreds of homes built or rehabbed in the past decade are visible signs of rebirth.

Although blessed with many assets — referred to as “jewels” — many challenges remain in Lindsay Heights. About 40 percent of residents live in poverty, compared to 21 percent in Milwaukee as a whole. The median income is about half of that in the city; about 45 percent of residents have no high school diploma. Only one of the neighborhood’s elementary schools meets proficiency standards set by the state.

To tackle these issues and others, community members put in hundreds of hours of hard work to develop a comprehensive Quality of Life Plan, which the community approved in August 2009. Much work lies ahead to implement the plan, but the Lindsay Heights neighbors have already demonstrated that by drawing on the strengths of the community, they can create the place that they envision — or remember.



CLARENCE AND CLEOPATRA JOHNSON



HOME RENOVATION



MEETING AT WALNUT WAY

Lindsay Heights

History

Like all Milwaukee neighborhoods, Lindsay Heights has a unique story to tell. But unlike most neighborhoods, its story dates to the late 18th Century, making it one of the oldest neighborhoods in the city.

Lindsay Heights was first settled by German immigrants in the late 1800s. By the early 1900s, a large concentration of Russian-Polish Jews had settled along North Avenue, where businesses such as Jake’s Deli are still physical reminders of the community’s diverse cultural heritage. A little-known fact is that Carl Sandburg, the poet and Abraham Lincoln biographer, once resided here, near 24th and Wright.

However, long before, Lindsay Heights served as a stop on the Underground Railroad. Perhaps this explains why, by the 1920s, Lindsay Heights and the neighboring Bronzeville community had become a vibrant hub of Milwaukee’s African-American life and culture. It continued to attract and house black people from the South, who assimilated into the ways of the North at “settlement houses.”

During the 1950s and ‘60s, Milwaukee planned several highway projects, including the Park West Freeway, which would have made the neighborhood more accessible to commerce. By 1969, the plans had been scrapped and the once-vital community began to deteriorate. More than 1,500 homes were demolished in preparation for the construction that never came.

Johnsons Park — named after Clarence Johnson, a prominent, early 20th century African-American businessman, and his wife Cleopatra Johnson — was built during the 1980s on the site where many of the razed homes had been buried. By the early 1990s, the Wisconsin Housing and Economic Development Authority (WHEDA), the City of Milwaukee, several banks and other investors launched a pilot project to jump-start housing development and utilize the available land. Since the project’s inception, WHEDA has built 165 new houses in Lindsay Heights, and 221 more have been rehabilitated.

The 110-block area was renamed Lindsay Heights in 1997, after community activist Bernice Lindsay, sometimes called “the mother of the black community.”

While the neighborhood’s rich cultural offerings are visible

today in its architecture, street names, schools, businesses, and churches, nowhere is it more honored and alive than in the oral and written accounts of past and present residents. Their testimonies give shape to the enduring spirit of enterprise and hard work that has long been a hallmark of Lindsay Heights.

As neighborhood resident Willie Adams, who passed away in 2002, puts it, “Yesterday is gone. And tomorrow is not promised to you. You can’t live in tomorrow, but you sure in hell can prepare for it.”

Planning Process

Comprehensive. Collaborative. Cohesive.

From the beginning, we have understood that the way we work together matters. The Lindsay Heights Neighborhood Initiative has brought together residents, young people, business owners, non-profits, and a range of other stakeholders to create a vision of what Lindsay Heights can be. By working deliberately and systematically to “connect the dots,” we hope to revitalize our community for the benefit of all our neighbors.

The LHNI Steering Committee, comprising Lindsay Heights residents, neighborhood group leaders, businesspeople, educators, funders, and local officials, helped guide the planning process and approved the final plan. A Project Facilitation Team, including representatives of Walnut Way, LISC Milwaukee, and the University of Wisconsin-Milwaukee Center for Urban Initiatives and Research, met weekly to ensure that the planning process was on track and to supervise writing and production of a strategic plan for the community. United Neighborhood Centers of Milwaukee will develop performance management systems and help attract private and public investment going forward.

A series of public visioning sessions on community aspirations and concerns took place in February and March 2009. These sessions led to the creation of eight work groups focused on specific areas of interest and led by a facilitator. In April, the steering committee members worked to synchronize the strategies and goals and in August, the plan was adopted after two community viewing sessions.

Lindsay Heights Catalytic Projects

The following catalytic projects will strengthen the community's infrastructure through new construction and renovation. Maranatha Community Corp., a for-profit entity owned by local stakeholders, will be the vehicle through which capital is raised for the projects.

1 **Alsco Mixed-Use Development**

The 2.5 acre former site of the Alsco commercial laundry service at 1003 W. North Ave. will be redeveloped into a mixed-use development that accommodates for profit and non profit ventures in the green economy. The project, which will anchor the east end of the North Avenue commercial corridor, is in the predevelopment stage.

2 **Beauchamp Townhomes**

Twenty-four of 48 rental units owned by the Inner City Redevelopment Corp. near the former Lee School would be converted to owner-occupied units and sold, when possible, to current occupants. The duplexes were developed using Low Income Housing Tax Credits and are eligible to be sold beginning in 2010.

3 **Bread of Healing Free Health Clinic**

A capital campaign will be initiated to expand the organization's medical clinic and increase services for uninsured workers.

4 **Center for Neighborhood Innovation**

A new building shepherded by Residential Living Services and Walnut Way Conservation Corp. will house a business incubator, after-school programs and adult training.

5 **Coffee Makes You Black**

The locally-owned coffee shop intends to add a commercial kitchen to enable it to serve freshly prepared food.

6 **Bloomberg Ice Cream Building**

Lindsay Heights sponsored a design competition for the North Avenue Corridor, focused on a vacant warehouse building, which would be an ideal location for the Green Jobs Training Institute or Community Warehouse.

7 **Fondy Food Center**

This expansion of the historic open-air Fondy Market will anchor the west end of the North Avenue commercial corridor. Plans for the new center include a greenhouse, fresh fish shop, cooking pavilion, and office space. The project will meet the community's needs by extending the growing season for locally-grown fresh produce and enhancing the market through the addition of a healthy protein source.

8 **Franklin Square**

This mixed-use development will comprise two buildings with 37 apartments for individuals and families. Built by Maures Development Group, LLC in partnership with Brinshore Development, LLC Franklin Square will incorporate meeting space, public art, and green space to encourage community interaction.

9 **Fresh/Culinary School**

A new restaurant focusing on locally grown food will provide culinary training, with a particular emphasis on people who are reentering the workforce.

10 **Johnsons Park**

The city, county, and multiple private businesses and foundations have joined forces to redevelop the 13-acre park, which was built in the 1980s where 14,000 homes were leveled for a failed highway project. It will include sports fields, a children's play space, a pavilion and stage, and a historical walkway that will tell the story of the area, which was part of the Underground Railroad during the Civil War. The improvement plans extend across the street to Alice's Garden, a community garden, and Brown Street Academy, which will house an outdoor nature classroom.

11 **Running Rebels**

Interior renovation of the century-old building that houses the non-profit youth organization will include creating and upgrading program space, offices for youth workers, classrooms, a computer lab, and infrastructure such as an elevator, plumbing, and electrical.

12 **Senior Cooperative Housing**

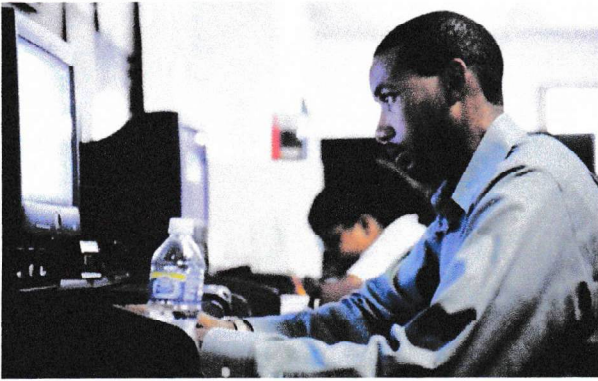
This project, in pre-development, would create 12-30 units, depending on the number of seniors who join the co-op. It would adjoin Josey Hoights, a new housing development of 37 single-family homes and 16 town homes.

13 **Home Renovation**

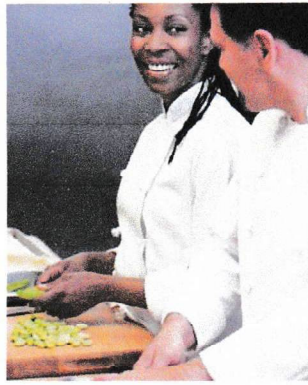
Single and multi-family housing in Lindsay Heights will be acquired and renovated to upgrade energy efficiency and attract owner-occupants.

Lindsay Heights





EDUCATION PROGRAMS



FRESH/ CULINARY SCHOOL



TRAINING IN THE HEALTH FIELD

Lindsay Heights

3: Lifelong Learning

Engage adults in lifelong learning to support self-sufficiency

Completing high school, enrolling in technical school, or going to college do not guarantee self-sufficiency. But providing people with access to educational opportunities can put them on the path to success. In Lindsay Heights, 45 percent of residents 25 and older do not have a high school diploma, compared to 25 percent for Milwaukee as a whole. One-quarter of people living in the neighborhood were unemployed as of the 2000 census, compared to 9.4 percent in the city. By providing education and career pathways, Lindsay Heights plans to work to close these gaps.

3.1 Residents will achieve proficiency and learn skills to allow them to earn family-supporting wages

To achieve this goal, we will identify, promote and foster programs that enable residents to complete their GEDs, acquire training leading to certification, and enroll in higher education courses. This will boost individual wealth and the overall economy of the neighborhood, making it more attractive to businesses, investors, and developers.

A building trades training institute, the True Green Home Contractor Training Program, will offer certification in green construction, linked to reclaiming foreclosed or abandoned properties for community ownership.

Career pathways also will be developed in culinary arts, as well as in health care for certified nursing assistants, nurses, and physicians.

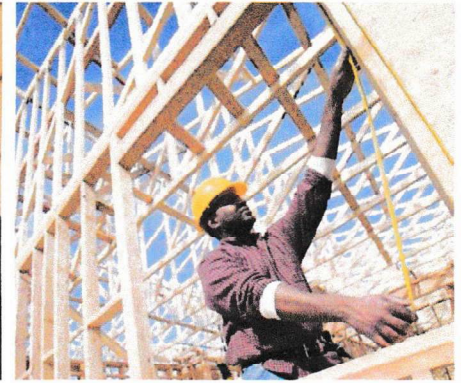
3.2 Residents will have opportunities to engage in programs that broaden their horizons, including arts, travel, and “green living,” boosting their quality of life



HOUSING CONSTRUCTION



HARRIET DORSEY, RESIDENT



ALSCO MIXED-USE DEVELOPMENT

Lindsay Heights

4: Housing

Expand high-quality housing options within Lindsay Heights to establish the neighborhood as a destination for economically diverse individuals and families

While 400 homes have been built or rehabilitated in the last dozen years, Lindsay Heights faces a serious foreclosure problem. The severe economic downturn that began in 2008 brought a wave of property foreclosures in urban neighborhoods — especially those that were the victims of subprime mortgage lending. In 2008, foreclosures were filed on 6.1 percent of the one- and two-family homes in Lindsay Heights — about one of every 16 homes. That's more than 2 percentage points higher than the city of Milwaukee, and far higher than the U.S. as a whole, where about one in 54 housing units was subject to a foreclosure filing during 2008.

4.1 Stabilize neighborhood housing

Lindsay Heights will participate in the City of Milwaukee's Neighborhood Stabilization Initiative (NSI). In our neighborhood, the NSI will include community volunteers and be staffed by a Housing Coordinator. It will focus on blocks with a high concentration of foreclosed homes and/or proximity to neighborhood schools. Through partnerships with private institutions, foundations, and other organizations, we plan to acquire these properties, rehab them with a focus on energy-efficient features and return them to use through a number of purchase options.

4.2 Promote Lindsay Heights as a unique and special place to live, work, worship, educate, serve, and play

A marketing committee will establish a unified "brand" for Lindsay Heights to help promote the community.

4.3 Provide support services for potential and current homeowners

We will establish a referral network for services, including homebuyer counseling, homebuyer pre-qualification, credit and budget counseling, and general maintenance/improvement programs. In addition, we will investigate providing incentives for teachers in Lindsay Heights schools to move into the neighborhood, thus becoming more active community members.

4.4 Promote diverse housing options, from affordable to market-rate, to accommodate a range of household incomes

Currently, housing in the neighborhood consists of single-family homes, two-flats, apartments, and assisted-living developments. The Lindsay Heights initiative will secure funding to rehab foreclosed properties; purchase and renovate up to 10 foreclosed homes in the neighborhood; collaborate with Pragmatic Construction, the City of Milwaukee, and others to identify at least three properties for deconstruction (dismantling a building while preserving materials for reuse in new construction); and establish a design standard for residential new construction and rehabilitation.

4.5 Provide workforce development training focused on green construction

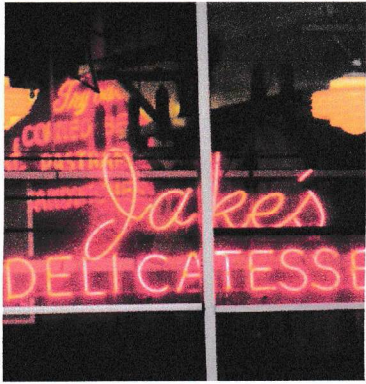
The process will include developing an on-the-job training (OJT) program, in conjunction with the renovation of foreclosed and abandoned homes in Lindsay Heights; and establishing the True Green Home Contractor Training Program that leads to certification. Local candidates will be recruited and selected for these programs, which are designed to increase the capacity of the residential construction industry.

4.6 Reduce energy costs by increasing energy efficiency

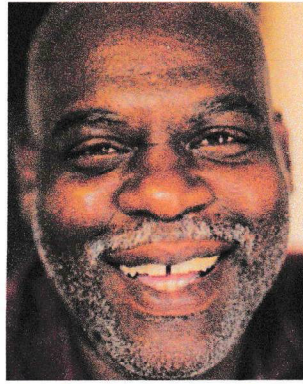
We will work to increase community awareness about "green" construction and building renovation. Through the Neighborhood Stabilization Initiative, we will rehab housing using energy-efficient practices.

4.7 Establish a for-profit community investment corporation to manage and sell real estate properties in collaboration with the Neighborhood Stabilization Initiative

The company, Maranatha Community Corp., will raise funds to acquire local property. Profits from sales will return to local investors, improving their economic and social status. We will organize workshops to inform residents about this program and opportunities to build wealth by investing in it.



JAKE'S DELI



BRADLEY THURMAN, COFFEE MAKES YOU BLACK



LEGACY BANK, FIRST AFRICAN-AMERICAN WOMAN-OWNED BANK IN THE COUNTRY



FONDY FOOD CENTER

Lindsay Heights

5: Commercial Corridors

Develop commercial corridors by supporting existing businesses and attracting new businesses, emphasizing local ownership

Lindsay Heights is a community of small businesses. Of the approximately 365 employers, 70 percent have fewer than 10 employees, and 55 percent fewer than five. No companies employ 250 or more people. The only sectors with a critical mass of businesses are health care/social assistance (27 percent) and retail trade (17 percent). Other sectors each represent fewer than 15 percent of all the businesses. Consequently, enhancing existing businesses and improving the mix of both size and type of companies — with a focus on local ownership — would play an important role in building wealth and satisfying local demand for products and services.

While vacant lots and empty buildings are scattered along the main commercial corridor, North Avenue, it also boasts established businesses such as Jake's Deli and new developments such as Omni Medical Center, the YMCA, Legacy Bank, and Prince Hall Apartments. Two catalytic projects at opposite ends of North Avenue — the Fondy Food Center at Fond du Lac and the Alsco mixed-use development at 10th Street — will lend new vitality to the corridor and boost the green economy in Lindsay Heights.

We also will concentrate on developing Fond du Lac Avenue, the other historic retail corridor in the neighborhood, as well as Teutonia Avenue and Central Street, and commercial nodes at Fond du Lac and North avenues, Teutonia and North avenues and the Teutonia Avenue Togetherness (TAT) commercial node.

5.1 Improve existing businesses

Lindsay Heights will create a business association comprised of local business owners to help improve and expand existing businesses. In addition, we will work with BID staff and other stakeholders to conduct an inventory of current businesses and determine what they need to improve their operations.

The city of Milwaukee has embraced the "Main Street" approach to revitalizing business districts, a systematic, proven redevelopment method that creates new businesses and jobs by leveraging local assets. Lindsay Heights plans to use this approach to accomplish our redevelopment goals along each of the commercial corridors and nodes we have targeted for attention.

A unified and attractive commercial corridor requires a consistent look. Lindsay Heights will establish a facade and streetscape improvement program that incorporates design standards for existing and new businesses along the commercial streets. We also will develop a marketing program that includes creating and distributing information about the trade area and promotional events.

5.2 Improve mix of businesses

Residents of Lindsay Heights require goods and services that are not currently available locally. We will identify local demand that is not being captured and develop a business attraction strategy, identifying available sites and preparing design standards. New enterprises, including "green" businesses, retail, and light manufacturing will create wealth in our community.

MARKET ANALYSIS FOR THE FOND DU LAC & NORTH AREA PLAN

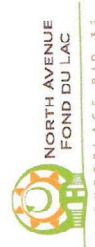
August 6, 2019



NORTH AVENUE
FOND DU LAC
MARKETPLACE BID 32



Executive Summary



Executive Summary

Study Area Context, Assets, and Opportunities: Less than a four-minute drive from the Fiserv Forum, the Fond du Lac and North Area is poised to take advantage of significant recent public and private investments in Downtown Milwaukee, including the Deer District, The Hop streetcar, thousands of new housing units, as well as billions of dollars in additional investment currently under construction or proposed. It is also close to numerous economic assets within the greater Milwaukee area. The Study Area itself is home to many local assets – schools, distinctive commercial corridors, community and nonprofit organizations, lively parks, and a diversity of housing types – and established economic development tools and a rising track record of new investment aimed to grow the market and improve quality of life for residents.

Demographic Analysis: Challenging economic conditions and demographics trends shape the market here. The Study Area is seeing decreasing population, and while median household incomes have increased over time, they lag behind the City and region. Additional factors such as reduced access to personal vehicles, higher prevalence of intergenerational households, lower educational attainment, and a higher unemployment rate all shape and define the market.

Residential Market Analysis: Within the Study Area, approximately 50 percent of the existing housing stock is single-family, with 30 percent duplexes and 20 percent multifamily. The housing stock is overall quite old, with nearly 73 percent of all housing units constructed prior to 1960. Renter households account for over 77 percent of all occupied housing units, with ownership rate at just below 23 percent.

While the median single-family home value is less than \$40,000, resale prices among new/newer single-family homes generally range from \$80,000 to \$190,000. New/newer construction housing options currently are limited, especially as they relate to market rate housing. Most new/newer housing units are affordable multifamily units. Both affordable and market rate apartment developments of scale are all 100 percent occupied, some with lengthy waiting lists. Ample vacant land is available for future residential development (1,890 vacant parcels).

Executive Summary

Retail Market Analysis: The Study Area contains stretches of several key commercial corridors, each of which carries significant traffic to and from downtown (Fond du Lac Avenue) and east-west from the lakefront (North Avenue). Current retail and commercial offerings are primarily neighborhood-serving, with fast-casual restaurants, convenience stores, and service providers (barbers, beauty parlors, child daycare centers) among the most prevalent. These corridors struggle with long-term vacancy and disinvestment – approximately 45 percent of commercially zoned parcels are vacant lots – but estimated retail building vacancy is relatively lower at around 11 percent, and modest sale prices (\$9-\$46 per sq. ft.) and lease rates (\$2-\$9 per sq. ft./yr.) offer low barriers to entry.

Specific retail segments that may have some potential for new locations within the Study Area, depending on the size of the store, include electronics, home and garden, clothing and shoes, sporting goods and hobby stores, bars and small-scale restaurants. Specialty goods and services, such as pet grooming and fitness centers, also offer potential based on local and national trends. Current economic conditions may create challenges in attracting chain retailers to the Study Area, but these are not necessarily desired by residents. Small-scale entrepreneurial development by and for the neighborhoods offers the best short-term avenue for commercial market growth.

Stakeholder Input: In-person stakeholder meetings conducted in May 2019 focused on the overall economic climate, opportunities to strengthen the housing and retail climate, and ways to attract desirable forms of development. Main themes that emerged included a desire to cultivate black-owned businesses and entrepreneurship, support for businesses that benefit current residents (rather than new residents or people from outside the area), support for collaborative business models, concerns about investment leading to increased housing costs, low home appraisal rates, and the need for local qualified contractors.

Executive Summary

Guiding Principles and Strategies: This report acknowledges a need for creative solutions beyond traditional market study findings, which often rely on national chains and benchmarks. Expanding on the grassroots, entrepreneurial approaches that LISC and the City are leading is likely to be the best approach to grow the market in the short term and foster equitable development and businesses that serve and reflect the neighborhood.

Residential: To meet housing objectives, a hierarchy of housing offerings should be established for the Study Area. These include: 1) rehabilitation of existing housing stock, 2) new affordable housing, and 3) new market rate housing. This report offers specific housing products in each of these three categories, tailored to the local housing market. Creative financing/funding and a major collaborative effort among housing programs is needed to bridge the gap between the cost of constructing market rate for sale housing and appraised values.

This approach will offer existing residents a much broader range of housing choices at both affordable and “near” market rate rents and/or price points, improve housing values (and subsequently home equity and wealth), and stimulate new household growth to help support commercial/retail development initiatives.

Retail/Commercial: In addition to traditional economic development approaches, the following strategies should be employed to grow the retail market:

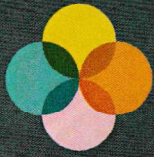
- *Capitalize on the Concentrated Efforts and Resources Dedicated to the Area* – including leadership by LISC-Milwaukee, Walnut Way, Zilber Family Foundation, the Greater Milwaukee Foundation, and the City of Milwaukee – to support current residents, address longstanding racial disparities, and build generational wealth locally.
- *Deploy Creative Strategies to Build on Momentum* – including community ownership or collectives, collaborative work and convening spaces, and diversified business models, offerings, and formats.

Executive Summary

- *Build on Community Assets to Increase Opportunities* – starting with local assets, regional assets and the recent resurgence, investment, and growing energy in Downtown Milwaukee – just minutes away.
- *Consider Vacant and Publicly-Owned Properties as Potential Opportunities* – including new infill development to increase tax base and pursue public-private partnerships that deliver essential community benefits.
- *Build on Growing Support for Collaborations* – including developing collaborative hubs, developing contractor businesses with job training, and expanding ecotourism assets.

Considerations for Plan Update: As the City updates the Fond du Lac & North Area Wide Plan, it should consider the following approaches:

- *Focus on Live-Learn Neighborhood Development* – including a focused effort on community health and economic development within neighborhoods immediately surrounding local schools.
- *Implement Traffic Calming Measures on Commercial Corridors* – including slowing traffic and reducing safety concerns to promote healthy and attractive business districts.
- *Land Use and Redevelopment Recommendations* – including a focus on the momentum building at the intersection of Fond du Lac and North Avenues.



COMMUNITY WEALTH BUILDING CAMPAIGN

NEIGHBORS DRIVING ECONOMIC DEVELOPMENT

FALL 2019 STATUS REPORT



Why Community Wealth Building?

To address the exclusion of central city residents from economic growth in downtown and other parts of the City of Milwaukee, Community Wealth Building Workshops were delivered to 20 community leaders in May of 2018. The workshops increased the awareness of alternative economic development strategies such as cultivating neighborhood assets, growing resident ownership and control, collaborating with supportive anchor institutions and other community-oriented efforts. Attendees from Walnut Way Conservation Corp thought enough of the community wealth building framework that they decided to pilot the asset-based approach to resident and neighborhood wealth creation in the Lindsay Heights neighborhood. Focusing on cultivating neighbors' skill and gifts, what people have, versus deficits and needs, seemed like a better way to engage residents and grow economic activity.

First Steps

In February of this year Rusty Borkin, a community wealth building consultant, was engaged by Walnut Way to facilitate the Community Wealth Building Campaign. Through research and consultation with experts in the field, a model for asset-based economic development was developed and implemented on a pilot basis. The model mobilizes resident assets, neighborhood "connectors," local organizations, and emerging business opportunities to stimulate economic activity of all kinds.

To date, 26 residents were interviewed by five neighborhood connectors who captured the skills, interests, experiences and desires related to their economic life. As a result, neighbors are:

- Starting new employment
- Winning new jobs for their home improvement and landscape businesses
- Selling food, beauty products and other services at the Fondy Farmers Market
- Creating a support group for food entrepreneurs

Most importantly, a method for neighbors to connect and grow relationships that stimulate economic activity and reverse poverty has been established. Participants in the campaign believe they have just scratched the surface for what's possible.

Moving Forward

With proof of concept achieved, neighborhood connectors, with support from Walnut Way and other organizations, want to grow the campaign. This requires more trained connectors and consultant support for their development. Below are the key objectives for Phase 2:

- Increase the number of residents involved in new employment and business activity
- Increase the number of neighborhood connectors
- Grow relationships between residents through skill and interest groups
- Educate residents about resources, opportunities, business practices, cooperative ownership and community development
- Assess local businesses needs and find connections and opportunities for residents
- Determine and test the software needed to store and access resident data
- Integrate the Community Wealth Building approach into economic development programming



It Makes Sense

As an asset-based approach to economic development, the Community Wealth Building Campaign has shown how engaging residents around their skills and talents can begin to address the historic disinvestment that has resulted in pervasive economic and social ills in Lindsay Heights. A more robust Community Wealth Building Campaign with broader reach will benefit not only residents, organizations and businesses in Lindsay Heights but the entire City of Milwaukee as well.

Excited for More?

If the Community Wealth Building Campaign we've described has sparked interest please contact one of us below to learn more. We are eager to engage!

Emonia Barnett
Neighborhood Connector
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Antonio Butts
Executive Director,
Walnut Way
Conservation Corp.
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Rusty Borkin
Community Wealth Building
Consultant
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HOUSING

#1	ACTION STEP DESCRIPTIONS	KEY ACCOMPLISHMENTS	PARTY RESPONSIBLE	COST \$/FUNDING SOURCE	TIMETABLE
Expanding Access to Secure Homeownership	Work to coordinate surveying efforts around property usage for renters and homeowners to provide beneficial information to them to make good housing related decisions.	<ul style="list-style-type: none"> Legacy Redevelopment has City lots that are being designed for new single-family housing and new townhomes. This project is expected to begin construction by the end of 2020. Lots are right in the Lindsey Heights area on 20th and Garfield. Price points are affordable starting at \$190,000-\$240,000 Residents are considering purchasing their first home in Lindsey Heights by reaching out to HUD certified counseling agencies to take a “free” First Time Homebuyer workshop. Acts Housing and Housing Resources offer this assistance. A Banker with over 25+ years as well as a HUD Certified “Housing Counselor” and homeowner in the Lindsay Heights/Johnsons Park Area serves as a potential source for “Homebuyer Talks”. 			
	Work to coordinate quarterly events to promote rental and homeowner housing options in the Lindsay Heights Area for residents.				
	Work to coordinate the staffing of a location within the Lindsay Heights Area that will focus on rental and homeownership options by providing education and technical/financial assistance to residents.				
#2	ACTION STEP DESCRIPTIONS	KEY ACCOMPLISHMENTS	PARTY / DEPT RESPONSIBLE	COST \$/FUNDING SOURCE	TIMETABLE
Improving Property Conditions	Work with housing partners to engage homeowner residents with vacant properties next to them to consider possible purchase options.	<ul style="list-style-type: none"> Annual Housing Resource Fair in 2019 at North Division School (in 2019 there were more providers to talk with families who were homeowners and needed help with their property). Lindsay Heights has done a wonderful job of using the vibrant murals to make the neighborhood more attractive by the area’s non-profit agencies that have improved their murals on the perimeter of their buildings. The City of Milwaukee has a program for interested residents to assist with purchasing and rehabbing the vacant property adjacent to them. 			
	Work to promote block beautification projects with special focus on vacant properties.				
	Work to coordinate technical and financial assistance mechanisms for homeowners to encourage their property improvement and value enhancement.				

#3	ACTION STEP DESCRIPTIONS	KEY ACCOMPLISHMENTS	PARTY / DEPT RESPONSIBLE	COST \$/FUNDING SOURCE	TIMETABLE
<p>Preserving Affordable Rental Ho</p>	<p>Work to coordinate efforts around landlord-tenant rights, credit recovery, and financial literacy training.</p>	<ul style="list-style-type: none"> In 2019 Legal Aid Society started offering sessions on Rights of Renters. The House of Peace , whose mission of “helping the families”, is working with low-moderate income families, as well as homeless individuals, to find and maintain quality housing. 			
	<p>Work to engage housing partners and residents to develop Lindsay Heights Area Neighborhood standards and practices.</p>	<ul style="list-style-type: none"> The City of Milwaukee Neighborhood Program has a great website on how a tenant can know their “Rights as a Tenant” to better educate themselves on how to more positively work with the owner of the property they rent. 			
	<p>Work to coordinate efforts to encourage interested rental residents in becoming homeowners to register for and complete First Time Homebuyer training program.</p>	<ul style="list-style-type: none"> Common Bond currently manages two properties in Lindsay Heights (Teutonia Gardens 2709 N. Teutonia and Franklin Square 1420 W Center St). Common Bond’s Wisconsin Headquarters has moved into the SDC Building as of December 2019 and they are currently working with SDC to understand their (SDC’s) services and how the organizations can partner. 			

COMMUNITY ECONOMIC DEVELOPMENT

#1	ACTION STEP DESCRIPTIONS	KEY ACCOMPLISHMENTS	PARTY RESPONSIBLE	COST \$/FUNDING SOURCE	TIMETABLE
Improving Conditions of Commercial Corridors	Coordinating action plan efforts around promoting corridor revitalization along North and Fond du Lac Avenues.	<ul style="list-style-type: none"> The Fondy Market Park in 2018 won Brewers Community Foundation Public Space Award. The annual "Harvest Fest" sponsored by Walnut Way. In 2019, it was moved to the Fondy Market Park Area and it was a spectacular event The new "Adams Garden Park" is under construction. Located at 1836 W. Fond du Lac Ave, it will be a vibrant environmental hub for organizations promoting clean air, pure water, healthy land and green jobs in Milwaukee. The City of Milwaukee's Fondy/North Comprehensive planning process. This is an opportunity for the resident's voices to be heard and neighborhood stakeholders to engage and influence the process. ONE MKE PLAZA: a hotel, conference center, and an entrepreneurial hub in the heart of Milwaukee. It will be home to both small and large businesses, startups, and academic and economic development organizations. This collective will be joined by other community-friendly components such as a café, restaurant, and event space. 			
	Work to strengthen relationships among the entities represented on the Commercial Corridors Workgroup in helping in the planning and implementation aspects of the Action Plan. .				
	Planning implementation aspects of the potential projects that were featured in the Lindsay Heights Charette that will be included in the Action Plan.				
	Strengthen the relationship of the BID 32 to the residents of the surrounding neighborhoods in encouraging use of local neighborhood businesses for goods and services				
	Focus on activating green spaces with resident ideas along the North and Fond du Lac Avenues commercial corridors.				
	Focus on Empty Lots to re-purpose them based on ideas generated as part of the Action Plan				
#2	ACTION STEP DESCRIPTIONS	KEY ACCOMPLISHMENTS	PARTY / DEPT RESPONSIBLE	COST \$/FUNDING SOURCE	TIMETABLE
Investing in Financial Education and Skill Building	Work to support residents with household budgeting and basic finance aspects.	<ul style="list-style-type: none"> Social Development Commission has a culinary program designed to train individuals in food service and to become chefs. The Milwaukee Center for Independence, located in the Health and Wellness Commons, provides area employment in order to provide meals throughout the City of Milwaukee. The Tandem Restaurant and Blue Skies Landscaping are business entities that are hiring area residents. The Community Wealth Building Effort is presently working with area residents to establish their interests as entrepreneurial opportunities. 			
	Work to support residents with primary skills development programming				
	Work to support resident's efforts to find living wage employment within the Lindsay Heights Area in order to encourage walk to work approaches.				
	Work to better connect Workforce Development entities to better serve Lindsay Heights Area residents needs and interest for career development.				
	Strengthen Community Wealth Building Campaign to connect residents with skills that match or could match with area employment opportunities.				

#3	ACTION STEP DESCRIPTIONS	KEY ACCOMPLISHMENTS	PARTY / DEPT RESPONSIBLE	COST \$/FUNDING SOURCE	TIMETABLE
Supporting Small Business Development	Work to support interested residents on building credit and becoming more bankable towards their entrepreneurial efforts.	<ul style="list-style-type: none"> The creation of Brew City Match and Pop-Up Mke has allowed new small business to showcase their talents and business. Several businesses had the opportunity to do that at 1860 W Fond Du Lac location. St. Anne's Intergenerational Center – Bucyrus Campus conducts orientation session for individuals interested in becoming entrepreneurs on every First Friday of the month. The North Avenue Marketplace Business Improvement District provides support aspects to area businesses and commercial property owners along the North and Fond du Lac Avenues corridors. 			
	The Community Wealth Building program will help residents develop their skills and talents so they can start business or grow existing enterprises through connections with other residents, organizations, businesses and other financial and knowledge resources.				
	Work to support resident engagement and involvement in neighborhood commercial corridor revitalization efforts in the Lindsay Heights Area.				
	Work on the planning and creation of a co-working space/business resource and innovation center within the Lindsay Heights Area.				

Financial education for the residents of Lindsay Heights is based on how to best provide information to both individuals and business owners. After speaking with individuals and organizations there were some common themes.

People tend to seek out financial education when there is a need. Social service agencies, homeownership and business loan/ grants requires that individual participate in financial education/counseling/coaching to receive service. This touch point is crucial because it usually involves time sensitive deliver. The delivery of education can have a limited impact if the underlying issue is not addressed; the ability to change one's financial footprint.

The other group are individuals who decide they want to receive financial education. They have decided a change is needed to help them meet their financial goals. Most people did not use the words financial goal. They said things like; I need to get out of debt; I need to move to a better place; I need a better job. These are all financial goals that can have a huge impact both individually and collectively.

The third group of people receiving financial education is youth. They are a hybrid of the other two groups. This group has the best chance of early behavior modification. Their education ranges from understanding banking, saving, credit/credit cards, investing and entrepreneurship.

The financial education being taught in the Lindsay Heights area ranges from basic to specific.

Basic:

- Paying bills on time
- Budgeting
- Credit/Credit Repair
- Saving

Specific:

- Homeownership
- Business/Entrepreneur
- Landlord/Tenant Rights
- Investing

Organizations and groups providing financial education are dedicated to helping individuals in their immediate need for service. Currently financial education is delivered in person, in group setting or on an individual basis. Very few educations are done remotely and there is limited follow up after the initial service is provided.

The continued delivery of financial education is key to strengthening the community. Ongoing education built into multiple interaction is important. Follow up built into currently curriculum will allow for proof of behavior modification. The use of mobile, remote and social technology will strengthen and increase the number of people reached through financial education. Increase in the use of people who are expertise in certain financial topics who are currently part of the neighborhood will build trust and accountability. For example, if there is a person who has been able to thrive by budgeting their income/expense with a large family; this is the person people will listen to about budgeting skills. A young person who has started a business and has been successful would inspire young people and they would listen to his/her story. If the lesson is about long term saving , then it could be tied to a stipend or incentive over a 6 – 8-month time period; such as WWBIC IDA program. This would be a great program for young people learning about investment and simple interest. Another example is around tax time , discussing financial planning that would include life, auto and renter's insurance and how for a small yearly amount family can be protected would be beneficial.

When it comes to financial education people what information that relate to their current situation and potential. Meeting people where they are and relating to their situation is crucial in how people receive the information being taught. Talking about saving when a person is seeking energy assistance to keep their lights is not going to have the desired outcome. Possibly sending tips through social media or text throughout the year. Develop a campaign around keeping lights on through out the year. Have discussion around the reason given by people who request energy assistance. When financial education is designed around being proactive instead of reactive the skills can become habit forming.

Financial education is the key to helping individuals/business manage and make wise decisions relating to the use of money.

Recommendation:

- Continue to use social agency to deliver financial education
- Provide small businesses with curriculum on personal finances
- Encourage peer to peer learning
- Provide in time financial education (determine touch points around times of the year/situations)
- Develop challenges (fun activities) around paying off debt/saving
- Increase the pool of volunteers that can deliver financial education
- Connect with community- based organizations that work with people who have challenges (mental/substance abuse/homelessness/returning citizens/kids aging out of foster care). Their curriculum has to be tailored.
- Develop ways to stay connected with people (remotely)

A Data Dream: Using Data Science to Empower the Future of Lindsay Heights

NOTE---This is A DRAFT Version of this Effort that will be FINALIZED during the Summer of 2020

Purpose

The purpose of the Walnut Way Data Dream Project is to leverage data science research to access financial support for equitable housing and economic development in the Lindsay Heights neighborhood. This report summarizes nearly 20 years of data on the social, environmental, and economic aspects of Lindsay Heights into several key insights that will inform an actionable strategy for neighborhood resident leadership. Through this collaboration between [Walnut Way Conservation Corp.](#) and the [Northwestern Mutual Data Science Institute](#), the vision is to realize an increase in home ownership by providing training, capital, mentoring and resources to the residents of Lindsay Heights.

Project Overview

Located in the heart of the Lindsay Heights neighborhood, [Walnut Way Conservation Corp.](#) is a resident-led neighborhood organization that is committed to sustaining an economically diverse and abundant community through civic engagement, environmental stewardship, and creating venues for prosperity. Chartered by neighborhood residents in 2000, Walnut Way challenges the cycle of poverty by engaging, educating, and employing community members to take leadership roles in comprehensive revitalization strategies. Walnut Way works from strengths-based programming and is called to a vision of abundance. Since its purposeful beginnings, Walnut Way has reclaimed its neighborhood with compassionate and involved residents.

Walnut Way considers its programming in terms of Wellness, Work, and Wealth programming to achieve its mission to sustain economically diverse and abundant communities through civic engagement, environmental stewardship, and creating venues for prosperity. Walnut Way convenes a variety of wellness, work, and wealth building programs including urban agriculture, a landscaping work program, healthy food classes, canning and preservation, and entrepreneurship support programs, and economic development projects that promote social cohesion and lift the strengths and talents in the community.

In November 2019, Walnut Way participated in [Data Day](#), an annual event hosted by [Data You Can Use](#), a community organization of local professionals who help people access data and use it to improve community conditions. The 2019 event was sponsored by the Northwestern Mutual Data Science Institute and held at Northwestern Mutual's Cream City Labs. [The Northwestern Mutual Data Science Institute](#), a partnership between Northwestern Mutual, UW-Milwaukee, and Marquette University, uses data science research to solve some of the world's most pressing problems while helping build an organic talent pipeline for the region by providing students with opportunities to advance their skills in the field of data science.

As part of Data Day, non-profits can submit proposals for the "Data Dream" competition, with the winner receiving monetary and in-kind resources to execute their project. Submissions are required to focus on using data and data science to advance work that will meet a substantial community need. Walnut Way submitted a proposal requesting support that would help increase home

ownership in the Lindsay Heights neighborhood and pitched the project to a panel of judges. Ultimately, Walnut Way won the competition and was awarded \$5,000 or approximately 40 hours of support from the Northwestern Mutual Data Science Institute.

The Walnut Way Data Dream project officially launched in December 2019 as a collaboration between Walnut Way and the Northwestern Mutual Data Science Institute. Through the Northwestern Mutual Data Science Institute, eight undergraduate and graduate students from Marquette University and the University of Wisconsin-Milwaukee were tasked with analyzing 20 years of data and providing the key insights to Walnut Way and the residents of Lindsay Heights.

Project Details

The purpose of the Walnut Way Data Dream project was to use data science to enable strategic, data-driven decision making to improve the quality of housing in the Lindsay Heights neighborhood.

Large amounts of publicly available data have been collected over the past 20 years. For example, households headed by single females make up 40% of Lindsay Heights households, compared to 22% citywide. We also know in the Lindsay Heights neighborhood the most common monthly rental rate is between \$1,000- \$1,249, higher than the City's most common monthly rental rate of \$800- \$899. But even with this data, the absence of neighborhood level information combined with a lack of resources to canvas the entire population and the expertise to analyze and evaluate existing materials, there has been a gap in putting the data to use. Additionally, skepticism from Lindsay Heights residents regarding survey data collection was evident. Often, data was collected from residents and no communication loop was established to share the results of what was learned or how the neighborhood could be improved.

These factors, as well as understanding the needs of the community, helped determine the research questions that would drive this project:

1. What could happen if residents in the neighborhood had the tools and resources necessary to increase home ownership? To sustain existing home ownership?
2. Traditional funding models do not work for this neighborhood because of low income levels. What would need to be true in order to have a non-traditional underwriting approach and/or alternative qualification method to financing models for home ownership?
3. Why haven't property values increased in Lindsay Heights in the last 10-15 years relative to the market?

Based on these research questions, five specific focus areas emerged as critical to understanding the current and future housing needs for Lindsay Heights: **rental affordability, property values, home ownership, schools, and crime.**

Students were split into these five focus areas to begin analyzing the data. Data was pulled from publicly available sources like the City of Milwaukee Open Data Portal and the US Census Bureau. It

is important to note that each group worked with different data sets with changes in granularity and time. Data preparation decisions depended on the question at hand. The results of this analysis are listed below.

Rental Affordability

Spending around 30% of income is the norm when trying to assess affordability of rent. The analysis found that Lindsay Heights residents have been paying more rent than they can afford, with more than 30% of their income going towards rent. Using data for Lindsay Heights zip codes 53205 and 53206, the cost of renting has been increasing over the past few years. From 2012 to 2018, rent in 53205 has increased by 17.5% and by 11.1% in 53206. There has also been a decline in population in people ages 16 and above year over year. What is interesting is that the unemployment rate has decreased year over year and there is an approximate 2% increase in income since 2012. That said, there is a significant disparity between income in Lindsay Heights and income in neighboring zip codes. Median income in 53205 is \$22,969 per year and \$22,676 in 53206. Median income in zip code 53216 is \$34,350 per year – a gap of more than \$11,000.

Key Insights:

- RENTAL AFFORDABILITY: Lindsay Heights residents spend more than 30% of their income on rent
- COST OF RENTING: From 2012 to 2018, rent for zip code 53205 increased about 17.5% and about 11.1% for zip code 53206
- POPULATION: There has been an enormous decline in population since 2012, especially in the 53206 zip code
- UNEMPLOYMENT: The unemployment rate has decreased since 2012
- INCOME: Approximately 2% increase in income since 2012

Property Values

The analysis in this area focused on land value, property sales, business property value, tax principal and tax delinquency. Property sales saw an increase between 2002 and 2010 but remained constant between 2011 and 2014. Business property value was distributed evenly across assessment values with retail and service being the most common business type. The analysis checked for a correlation between tax delinquencies and housing assessment. From 2008 onward, housing assessment has decreased. In addition, between 2005 and 2013, there was a drop in tax delinquencies. There are several tax delinquent properties in Lindsay Heights. The analysis showed that if a resident had a delinquency for less than six years, the housing assessment increased. If a resident had more a delinquency for more than six years, the housing assessment was consistent.

Key Insights:

- PROPERTY SALES: Increasing from 2002-2010, constant from 2011-2014; Increase in sales in recent years
- BUSINESS PROPERTY VALUE: Evenly distributed across assessment values; Most businesses are in retail and service
- TAX PRINCIPAL: Most properties with a high unpaid tax principal are commercial

- **TAX DELINQUENCIES:** Delinquent properties with fewer than 6 years saw increase in property assessment; If delinquent more than 6 years, assessments were found to be consistent

Home Ownership

After reviewing the data on home ownership for Lindsay Heights zip codes of 53205 and 53206, the analysis found that home ownership has decreased from 40% to 30% since 2000. There are seven landlords owning more than nine properties each in the neighborhood. The City of Milwaukee is the largest landlord in the community with ownership of 436 properties. Unlike other cities across the country and even parts of Milwaukee, the data shows this community does not have a lot of out-of-state or out-of-community landlords which could make it easier to work on increasing homeownership. An inflation adjusted comparison of assessed property value from 1999 and 2019 shows overall property values have increased but there is a clustering of declines in property value in the Northwest part of the community. Lindsay Heights zip codes have notably less violations than surrounding neighborhoods. Approximately 66.7% of all violations are residential cases or garbage-related cases for the period between January 2020 to April 4, 2020. Lastly, there has been an uptick in construction permits between 2018 to 2020. Permits have increased from 53 permits total in 2018 to 64 permit applications just from January 2020 to March 2020.

Key Insights:

- **DECREASE SINCE 2000:** Home ownership has declined from 40% to 30%
- **CITY OF MILWAUKEE LARGEST LANDLORD:** Own over 436 properties in the focus area
- **CLUSTERING OF HOME VALUE DECLINES:** Northwest part of neighborhood has seen a clustering of declines in property value since 1999
- **BUILDING VIOLATIONS:** 66.7% of all violations are residential cases or garbage related from January 2020-April 4, 2020; Northwestern area could play significant role in cost of homes
- **CONSTRUCTION PERMITS:** 53 permits total 2018, 64 permit applications from January 2020-March 2020

Schools

There are 14 public elementary schools in Lindsay Heights. This analysis showed that these schools' 3rd grade reading scores are comparable with Milwaukee Public Schools and schools statewide. Two schools in Lindsay Heights are scoring higher than most schools in the state. In addition, statewide ACT scores average around 18, MPS schools average around 15, and Lindsay Heights averages around 12. Since 2016, the graduation rate for high schools in the Lindsay Heights neighborhood has increased 8.25%, which is on par with the increase MPS schools have seen (9%) in that same time frame. Both Shalom and North Division high schools have seen a 22.7% increase in students enrolling in 2- or 4-year post-secondary institutions, even if not in the next immediate year. An important thing to note is that when the overall population in Lindsay Heights decreases, so does the student population. This could indicate that most students live in the neighborhood and are not leaving the community for their education.

Key Insights:

- Elementary schools in Lindsay Heights are performing similar to MPS
- Both Milwaukee College Prep schools in Lindsay Heights average test scores are usually higher than Wisconsin's
- ACT scores for MPS and Lindsay Heights aren't far behind Wisconsin's averages
- Since 2016, MPS has had a 9% graduation rate increase, while Lindsay Heights has had an 8.25% increase
- Graduates from North Division and Shalom High have a high tendency to eventually enroll in a 2- or 4-year college
- There is a correlation between Lindsay Heights' overall population and the number of students, meaning most students live in the neighborhood

Crime

An analysis on crime data in the Lindsay Heights neighborhood showed no correlation between crime rates and housing prices. Total recorded crime showed a decline of 23.07% from 2005 to 2020. There has also been a steady decline in population in zip code 53206 while there was an increase in population in zip code 53205 has not been significant over the years. That said, the crime rate in Lindsay Heights is significantly higher compared to the total crime rate for Milwaukee County with assault, theft, burglary, and vehicle theft making up nearly 70% of crimes in the neighborhood. The crime rate in Lindsay Heights is on the same declining trend as that of the entire county.

Key Insights:

- CRIME RATES: Overall crime reduced by 23.07% from 2005 to 2020
- NORMALIZE DATA: Crime reduction seems to follow the decline in population, especially in zip code 53206. This trend did not correlate in zip code 53205.
- CRIME RATE CORRELATION TO HOUSING PRICES: No significant relationship between crime rate and housing prices

In summary, the data shows the population of Lindsay Heights is declining despite a decrease in unemployment and an increase in income. Residents of Lindsay Heights are consistently spending more than 30% of their income to afford rent in the neighborhood, meaning the cost of living is still high. Property sales have increased, though there are high numbers of tax delinquent properties throughout the neighborhood. Positively, neither crime rates nor access to quality education are barriers for living in the community, so school and crime are not factors in housing affordability. Construction permits have increased significantly which could signal growth. With the City of Milwaukee being the largest landlord in Lindsay Heights, there could be synergies between the city and the local neighborhood that could be realized to improve the quality and affordability of housing for residents.

Conclusion

Since 2008, Walnut Way has been convening efforts to improve the Lindsay Heights neighborhood by implementing the 10-year Lindsay Heights Quality of Life Plan (QLP) with community partners, as

part of the Zilber Family Foundation's Zilber Neighborhood Initiative (ZNI). The ZNI continues to move forward with a focus on housing and economic stability in neighborhoods including Lindsay Heights, Clarke Square, and Layton Blvd West. As part of these efforts, Walnut Way is developing the *Lindsay Heights Neighborhood Action Plan*.

The *Lindsay Heights Neighborhood Action Plan* is currently being developed in partnership with Walnut Way and Community Development Management Partnerships (CDMP). It focuses on how to collectively improve affordable housing in the neighborhood, support economic development efforts, and revitalize vibrant commercial corridors with key organization partners, residents, and community leaders.

With this strengths-based momentum taking place across the community, Walnut Way is working to coordinate existing and new efforts to support housing stabilization and economic development efforts. The Data Dream research project is a step towards understanding trends in the neighborhood in order to take informed and effective action. The data and insights from this project will inform Walnut Way's housing and economic development plan moving forward. It will be shared with residents and community planners for the City of Milwaukee's comprehensive plan for Milwaukee's near northside. The information will also be leveraged to advocate for resources for the community. This starts by sharing the data and insights with the Lindsay Heights Housing Committee as well as other partners like the Social Development Commission, Revitalize Milwaukee, St. Ann Center for Intergenerational Care, Lindsay Heights Community Planning Council, various, community leaders, and more.

As a closing point for the project, a self-service dashboard was created as a place where this data can live on and continue to be analyzed. Residents can use this dashboard with future data sets as well as using Landgrid, the intuitive GIS data webtool the students used to comb through the city's data sources. We will continue to identify gaps where additional data still needs to be collected and analyzed as well as work to detect any unanswered questions that will be required to advance to the next step in improving the quality of housing in Lindsay Heights. We know the work is not done, but this project provided us with a great place to start.

Acknowledgements

We'd like to recognize and extend a special thank you to the team responsible for more than 600 hours of work to execute this project:

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Additionally, we're grateful for our partnerships with several organizations that contributed to this project:

- Data You Can Use
- LISC
- Loveland Tech
- The Northwestern Mutual Foundation

Finally, we are thankful to the residents of Lindsay Heights. We know the future of your neighborhood is of great importance and that you are committed to doing the hard work that lies ahead. We hope this data and the insights provided will help secure new resources to advance your community.

Lindsay Heights Commercial Corridors Workgroup

The following were key items presented at the May & June meetings of this workgroup:

BID Report:

- Project at 1900 W. Fond du Lac (from Design Charette)
 - Possible mixed-use development RFP

Fondy Food Market:

- Up and running with some operating restrictions (including holding special events at the Fondy Park site)
- Moving forward with Fondy Market Redevelopment Project (setting up an advisory committee for moving this forward).
- New construction of facilities
- Major rent relief for Farmers Vendors Stalls

SDC:

- Rent assistance program established
- Has resumed operations based on social distancing, face covering, appointment-only, but still using remote operational aspects as well.

St. Ann Intergeneration:

- Back in operational at site, but with limitations (see SDC as example)

The Gathering:

- Serving approximately 100 people per meal
- Handling COVID-19 requirements in order to better serve clientele
- Continuing developing new partnerships

LISC:

- Still doing COVID-19 grants for business support, especially those impacted by social unrest aspects recently
- Still working remotely but figuring eventual onsite
- Working on 2nd and 3rd round of Brew City Match
- Still distributing funds from LISC National for local businesses
- Still searching for Executive Director for LISC Milwaukee

Community Wealth Building:

- Work on the Community Kitchen Project
- Using Zoom for continued training aspects (weekly Side Hustle focus, potential \$2500 award for Side Hustle attendees that complete the training)
- Still working on the Community Coordinator position filling process

Lindsay Heights Action Plan:

- SPA provided update working toward finalization of Plan this month

Fondy North Comprehensive Plan and Related Aspects:

- Changes within DCD at Director & Deputy Director positions
- Possible focus groups sometime this Summer/Fall 2020
- Impact of recent social unrest aspects in looking at future planning aspects

Commercial Corridors – City of Milwaukee:

- Update from Ken Little on personal situation
- Milwaukee Restart program status
- Business support for entities that were “targeted/looted” during recent social unrest

Walnut Way Conservation Corp:

- The Sisters Program will be one of the anchor tenants for the Health & Wellness Center phase 2 project

City of Milwaukee Property Assessment Town Hall

May 28, 2020

Many Milwaukee residents have received their updated property assessments and have expressed concerns about the increases. Residents have reported increases of upwards of \$30,000 with no clear explanation of how the calculations were determined. As we know an increase in property value leads to an increase in property taxes. For some residents, the increase could result in displacement. Amani United, The Lindsay Heights Community Planning Council, and The Midtown Neighborhood Alliance are hosting a virtual Town Hall for residents to express their concerns and to brainstorm solutions. These solutions will then be shared with the Review Board and elected officials. Join us via Zoom Webinar on Thursday, May 28, 2020 at 5:30 pm. If you're not able to join us and would like your questions and solutions considered, please email them to dceasar@lhpc.org.

Notes and Key Item Highlights:

- WI Dept of Revenue – 2020 Guide for Property Owners.
<https://www.revenue.wi.gov/DOR%20publications/pb060.pdf>
- Getting past decreases in property values back up to reflect development improvements made in the area
- Rising property taxes may drive individuals out of the area (displacement and gentrification aspects)
- Property repair compliance – resources available
- How does/will property value increases impact renters for homeowners who are also landlords with tenants
- Explaining difference of property assessment, tax rates, and final property taxes billed
- Use of contractors/suppliers for doing home repair and meeting the city requirements for certification to do work
- Impact of COVID-19 on 2020 property taxes (and beyond)

Walnut Circle - Josey Heights - New Homes Initiative

Build your NEW home in one of the City's premier subdivisions located in the heart of the City! Minutes to Downtown!

City of Milwaukee has partnered with [Emem Group](#) to offer New Home Design Options. Created exclusively for the Josey Heights and Walnut Circle Subdivision. Call now to reserve your lot and customize your dream home!

Click on each Model Home for additional information!



The Rosa



The Malcom



The Martin

Buy \$1 Lot + Get \$30,000 Forgivable Loan:

- Walnut Circle/Josey Heights is a market-rate project and to afford a new home you will need a household income around \$80,000-\$90,000 per year, good credit and no bankruptcy in the past seven years. If you meet this requirement you will want to contact your bank for loan pre-approval.
- Ready to go? Submit offer, earnest money and pre-approval letter from your bank to reserve your lot.
- The first 10 buyers are eligible for the \$30,000.00 forgivable loan.

2 subdivisions offer many advantages to prospective homebuyers:

- Brand new construction in the heart of the city of Milwaukee – close to downtown
Fully improved lots, including sewer, water, lighting and sidewalks
Shop and compare – affordable lot pricing means more house for your money!

[View brochure for more information](#) and available lots!

Walnut Circle



- Located at 20th & Walnut
- 29 lots currently available
- Adjacent to the original City Homes subdivision in a neighborhood that reflects pride of ownership and committed residents

Josey Heights



- Located at 12th & Lloyd
- 33 lots currently available
- Located in the Lindsay Heights neighborhood home to millions of dollars of new investment and strong resident engagement



Contact Us

Real Estate
809 North Broadway
Milwaukee, WI
53202


The Department of City Development is happy to answer questions about lot availability, house design and making an offer to purchase.

For more information contact:

Yves LaPierre

Email: ylapie@milwaukee.gov

Phone: (414) 286-5762

E-Notify Email Notifications 

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Limited to funding availability.

Three subdivisions offer many advantages to prospective homebuyers:

WALNUT CIRCLE
WC
SUBDIVISION

JOSEY HEIGHTS
JH
SUBDIVISION

For more examples of homes, please view for the [Milwaukee New Home Catalog](#).

Our link for [Certified Plans/Private Builders](#) has home models by builders with experience building in the City.

[Review our sales process page.](#)

Of course, we are happy to work with you and your builder of choice to build your dream home!

