

Richard "Rocky" Marcoux
5216 West Washington Boulevard
Milwaukee, WI 53208

Managing Director of Development
Housing Authority of the City of Milwaukee
5125 West Lisbon Avenue
Milwaukee, WI 53210

As Managing Director of Development for the Housing Authority of the City of Milwaukee, Mr. Marcoux heads up the Architectural and Engineering Services section and directs the efforts of 11 professionals engaged in construction management, design review, and contract administration for the Housing Authority as well as selected projects for local non-profit corporations and other municipal agencies. He is also responsible for recruiting and integrating private sector architects, landscape architects, planners, and engineers into a collaborative design and construction process that stresses participation by Housing Authority residents, community groups, civic leaders, city agencies, non-profit entities, and other relevant stakeholders. He has overseen the planning, design, and construction of over \$250 million of new construction, renovation, and infrastructure since 1992 including five HOPE VI sites.

Education

Marquette University, College of Speech, BA 1982
NAHRO-Certified Public Housing Manager 1986

Personal

46 years of age
wife of 18 years, Christine
three children, Sarah (13), Shannon (10), and Colleen (5)

Professional Affiliations

Member, Congress for the New Urbanism (CNU)
Member, American Planning Association (APA)
Member, National Association of Housing and Redevelopment Officials (NAHRO)
Member, Urban Land Institute (ULI)
Member, Project for Public Spaces
Member, National Trust for Historic Preservation
Member, Milwaukee County Historical Society
Member, Historic Milwaukee
Member, National Building Museum

Awards

- ◆ Recipient of a 2003 City of Milwaukee Common Council "Unsung Hero" award for volunteerism, community service, and improving the quality of life in the City of Milwaukee

Awards Received by the Housing Authority for work where Mr. Marcoux contributed significantly

- ◆ 2003 Wisconsin Fair Housing Network Partnership Award presented to the Housing Authority of the City of Milwaukee and Independence First for their collaboration in promoting sustainable, accessible housing
- ◆ 2000 Ford Foundation and the John F. Kennedy School of Government at Harvard University, Innovations in American Government Award Finalist for Lapham Park Venture/Lower Walnut Street
- ◆ 2004 American Planning Association National Social Advocacy Award for the Lapham Park Venture (which is housed in Lower Walnut Street)
- ◆ 2001 Milwaukee County Historical Society Recognition Award for Lower Walnut Street, a recreation of historic Walnut Street of the 1930s and 1940s in the Lapham Park Housing Development highrise
- ◆ 2003 Milwaukee County Historical Society Preservation Award for the revitalization of the Parklawn Housing Development and the creation of Monument Park to preserve and present works of the Wisconsin Federal Art Project
- ◆ 2004 MANDI State Farm Insurance Building Blocks Award for the development of the Silver Spring Neighborhood Center and the Browning Neighborhood Elementary School
- ◆ 2002 The Daily Reporter/Wisconsin Builder Top Projects Award for development of the Townhomes at Carver Park
- ◆ 2004 Wisconsin ENERGY STAR Homes Modular Builder/Dealer of the Year Award for leadership in energy efficiency in new construction
- ◆ 1998 National Association of Housing and Redevelopment Officials, Agency Award of Excellence in project design-modernization for Hillside Terrace/HOPE VI
- ◆ 1995 National Association of Housing and Redevelopment Officials, National Award of Merit in project design-modernization for Hillside Terrace model neighborhood

Community Service

- ◆ *Graduate of Future Milwaukee, Class of 1993:* An intensive 8-month leadership development program that introduces participants to Milwaukee area leaders in government, industry, religion, education, the arts, and civic advancement. Members are selected based on a demonstrated commitment to volunteerism and the potential for a leadership role in the community.
- ◆ *Washington Heights Neighborhood Association (WHNA):* Served as an area representative, at-large delegate, secretary, and two terms as vice president in this all-volunteer community-based group formed in 1990 to promote home ownership, economic revitalization, and historic preservation. The neighborhood contains an historic district listed in the National Register, adjoins a park designed by Frederick Law Olmstead, and is served by 2 mature retail districts located along former streetcar routes. It has an eclectic mix of stately single-family homes, Milwaukee bungalows, duplexes, and multi-family buildings. Once considered an area with many challenges such as shrinking property values and safety concerns, the association has helped transform this neighborhood into one of Milwaukee's more desirable yet affordable places to live. Served as keynote speaker for the 2003 WHNA Annual Meeting highlighting a decade of progress in Washington Heights due to the Association's efforts.

- ◆ *St. Sebastian Roman Catholic Church:* Served in the past as Parish Council member, Finance Committee member, co-chair of the 1998 annual auction fundraiser, Auction emcee (1998-2003), Facilities Development (new building addition) task force member, Capital Campaign and Stewardship Committees. Active as a parent volunteer in the parish's elementary school and in general community outreach activities sponsored by the parish. Currently serving as kitchen coordinator for the Home and School Association monthly Fish Fry and as Chairperson for the Parish Buildings and Grounds Committee.
- ◆ *Current Member of Steering Committee for the Milwaukee Public Market (which is being constructed at the northwest corner of St. Paul and Water Streets)*
- ◆ *Volunteer for the Uptown Crossing Business Improvement District #16*
- ◆ *Past Member of the West North Avenue Business Association*
- ◆ *Past Member Marquette University, Alumni Memorial Union Advisory Board*

Professional Experience

Mr. Marcoux was a self-employed cabinetmaker and finish carpenter until 1986 when he joined the Housing Authority as a Public Housing Manager. His initial assignment at the 596-unit "superblock" Hillside Terrace family development and subsequently at 500 units of highrise "tower in the park" developments helped shape his perspective on the design process and the impact the built environment can have on people's lives. In 1990 he was asked to provide construction management services to a 1,000 unit, \$10 million Housing Authority renovation project. He successfully negotiated cost cutting alternatives and accelerated the construction schedule resulting in the project finishing on time and at budget. In 1992 he was promoted to Construction Manager and overhauled the Housing Authority's design and construction administration programs. In 2003, he was promoted to the position of Managing Director of Development. He has brought a philosophy of inclusion and collaboration to the design process that recognizes the needs and the responsibilities of all stakeholders in ensuring successful outcomes. In addition to the ongoing modernization program for the Housing Authority's inventory of 5,800 affordable housing units, Mr. Marcoux is also responsible for growing the agency's role as a developer of mixed-income, mixed-use developments. Under his direction the Housing Authority and its agency partners completed over \$250 million of construction since 1992.

Professional Perspective

As an affordable housing and community development practitioner, I am concerned about the vitality and future viability of our urban centers. We must develop and implement strategies that will provide for the preservation and growth of urban civilization. The realization of this goal requires strong political leadership as well as excellence in the built environment. Critical issues include:

- ◆ *Job creation:* It is imperative that city residents and policy makers harness the creative forces that exist in our city to promote an atmosphere where jobs can be created, neighborhoods can flourish, tourism can be maximized, and families can realize their dreams.

- ◆ *Understanding and managing the development process:* The process of increasing the tax base by revitalizing neighborhoods should result in a more diversified income mix, while maintaining affordable housing and not allowing mass displacement of the citizens who call these neighborhoods home. If we are to transform our cities, we need them to be attractive, diverse, and energetic places to live, work, and play. Local governments can achieve significant results through intelligent planning that utilizes a mixed-use, mixed-income housing policy.
- ◆ *Reviving and/or expanding parks, open space, and recreation facilities:* The beauty and diversity of our urban green space contributes significantly to the livability of a city. In Milwaukee we are blessed with a beautiful park system, tree-lined boulevards, and a significant urban forestry program. The challenge for us and for other cities will be to maintain this resource into the future while looking at the parks in new ways that enhance the urban experience and make maximum utilization of the density that surrounds them.
- ◆ *Ensuring the viability and diversity of neighborhood and downtown retail/commercial districts:* The maintenance and rebuilding of strong neighborhoods requires mixed-use, mixed-income developments that provide family-sustaining jobs, nearby retail and commercial opportunities, and quality public spaces that provide a sense of place. By having quality goods and services available in all neighborhoods, we will be able to multiply the economic impact of dollars that come into Milwaukee. Just as big box stores have discovered that city neighborhoods have a large purchasing potential, we need to attract and retain neighborhood-based retail that improves the quality of life and keeps jobs and profits within the neighborhoods.
- ◆ *Availability and quality of affordable housing:* Public housing superblocks and substandard housing are giving way across the nation to initiatives such as HUD's HOPE VI program, federal tax credit financing for apartment complexes, and other creative programs. The myth that affordability and quality of design/construction are mutually exclusive is finally being exploded. The move toward a reduction in density and a mixing of incomes has proven to be a stabilizing influence. We need to develop a cohesive affordable housing strategy that maximizes public investment but also encourages more private sector participation such as mortgage subsidies provided by employers in "walk to work" programs, developing more live/work housing, and dwelling units located above retail space.

Representative Experience

- ◆ *Hillside Terrace HOPE VI Site:* A \$45 million neighborhood revitalization project. Recipient of a national design award for neighborhood revitalization utilizing "new urbanist" design principles. Articles chronicling the success of this housing development have appeared in Architectural Record, The Wisconsin AIA, The Journal of Housing, Milwaukee Magazine, The Milwaukee Journal Sentinel, and New Urban News.
- ◆ *Parklawn HOPE VI Site:* A \$35 million neighborhood revitalization project utilizing "new urbanist" design principles. It preserves the historical integrity of this WPA era development while weaving it into the urban fabric through selective demolition, new city streets, and a revamped site plan. It features 20 new single-family homeownership units, 380 completely renovated row house units, and a new interpretive public park chronicling the history of Parklawn and the public housing movement.
- ◆ *Townhomes at Carver Park/Lapham Park HOPE VI Site:* The former public housing superblock known as Lapham Park was razed in order to build a new mixed-income, mixed-use

- ◆ *Highland Park HOPE VI Site:* Revitalization of this distressed public housing site and the surrounding neighborhood. Existing structures are being razed. A \$30 million housing development plan is underway, including a new 114-unit accessible midrise, 56 rental single-family homes, and 30 market-rate single-family homes for sale to owner occupants. Sustainable development practices are showcased at the site, including cutting edge stormwater retention techniques that include one of the largest “green” roofs on a residential facility in the Midwest.
- ◆ *Scattered Sites/Cherry Court HOPE VI Site:* A \$19.5 million neighborhood revitalization project to begin in 2005. Aging public housing units will be replaced with new housing for 121 families as well potentially over 100 market rate single-family homes for sale. These units will be in Milwaukee’s Renewal Community and will complement other redevelopment activities, including renovation of the Cherry Court Housing Development for which a 2004 low-income tax credit application was recently approved by WHEDA.
- ◆ *Central City Cyberschool:* A 47,000 square foot technology-based City of Milwaukee charter school for 400 students (grades 1 K through 8). The school is a public/private partnership between the Housing Authority, the Central City Cyberschool, and Johnson Controls, Inc. It was built as an addition to the Parklawn Family Investment Center and shares multipurpose space and a gymnasium with the Parklawn YMCA.
- ◆ *Milwaukee Public Schools Neighborhood School/Boys & Girls Club:* A 60,000 square foot school for 450 students (grades K through 8) combined with a full service Boys & Girls Club. This innovative community center/school was built in the Metcalf Park neighborhood of Milwaukee and features joint use of over 75% of the facility by both providers including the gym, cafeteria and technology labs.
- ◆ *Silver Spring Neighborhood Center and Browning Neighborhood Elementary School:* A partnership among the Housing Authority, Milwaukee Public Schools Office of Neighborhood Schools, and the Silver Spring Neighborhood Center (SSNC), resulted in renovation of the SSNC and construction of the new Browning Elementary School for 570 students (grades K through 5), both located in the Westlawn Housing Development. By sharing space and programming resources, SSNC and Browning will save money, reduce duplication of services, expand programming, and offer programs and services that neither could provide on its own. A public art project (funded jointly by the Milwaukee Arts Board and the Housing Authority) graces the entrance to the SSNC/Browning facility. It is a sculpture aptly entitled “Dreamers’ Wing” and was created with the participation of SSNC members, Browning students, and Westlawn residents.
- ◆ *Universal Design Principles and Accessibility:* The Housing Authority is committed to inclusive design and construction in both residential and non-residential structures. Accessible, visitable, and adaptable dwelling units are built, including at-grade entrances, first floor bathrooms, wide doorways and hallways, generous turning radii, and other easily achievable design elements that when combined result in housing that works for everyone.
- ◆ *Parklawn Family Investment Center:* A 50,000 square foot multi-purpose facility that includes a YMCA and a daycare center.
- ◆ *Lapham Park Family Investment Center:* A 30,000 square foot multi-purpose facility that includes a community center and office space.
- ◆ *Hillside Terrace Family Resource Center:* A 60,000 square foot multi-purpose facility that includes a Boys & Girls Club, health clinic, and resource center.

- ◆ *Building Additions at Riverview, Locust Court, Arlington Court, Hillside Terrace, and Lapham Park Housing Developments:* These building additions have enhanced security and accessibility and have provided new square footage for resident services, maintenance delivery, and facility management.
- ◆ *Maintenance Facilities at Hillside Terrace and Westlawn Housing Developments:* A 7,000 square foot building at each site to enhance maintenance delivery in these family developments.
- ◆ *Central Maintenance Support Facility and Office Building Renovation and Addition:* A 7,500 square foot office building addition and renovation of 20,000 square feet of existing space.
- ◆ *Housing Authority Building at 5125 West Lisbon Avenue:* A 30,000 square foot office/warehouse/parking structure developed on a former “brown field” site.
- ◆ *Lower Walnut Street:* Recreation of historic Walnut Street of the 1930s and 1940s in the Lapham Park Housing Development highrise.