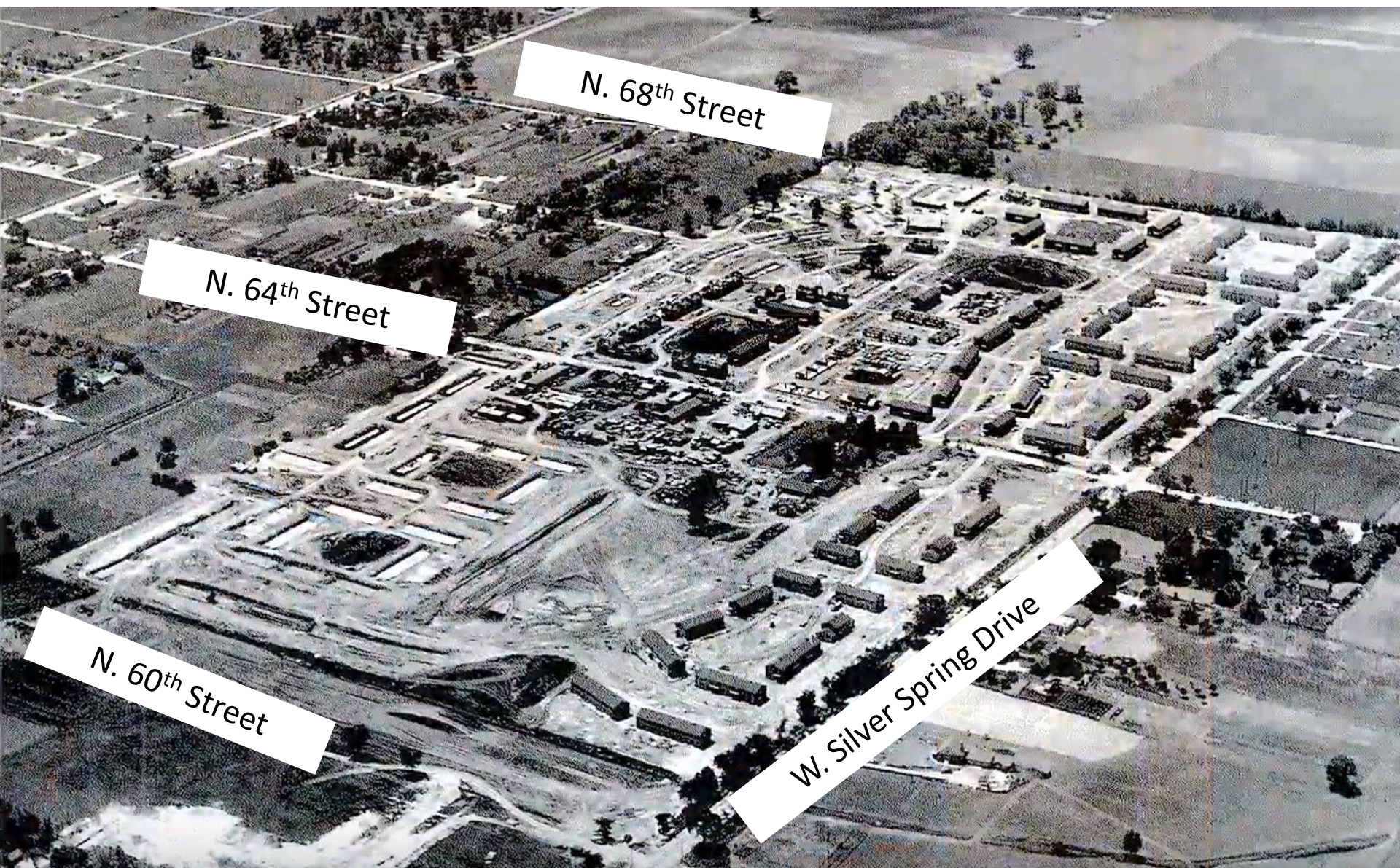




westlawn  
gardens



**Westlawn Construction, Completed 1952**  
**Wisconsin's largest public housing development (726 units)**

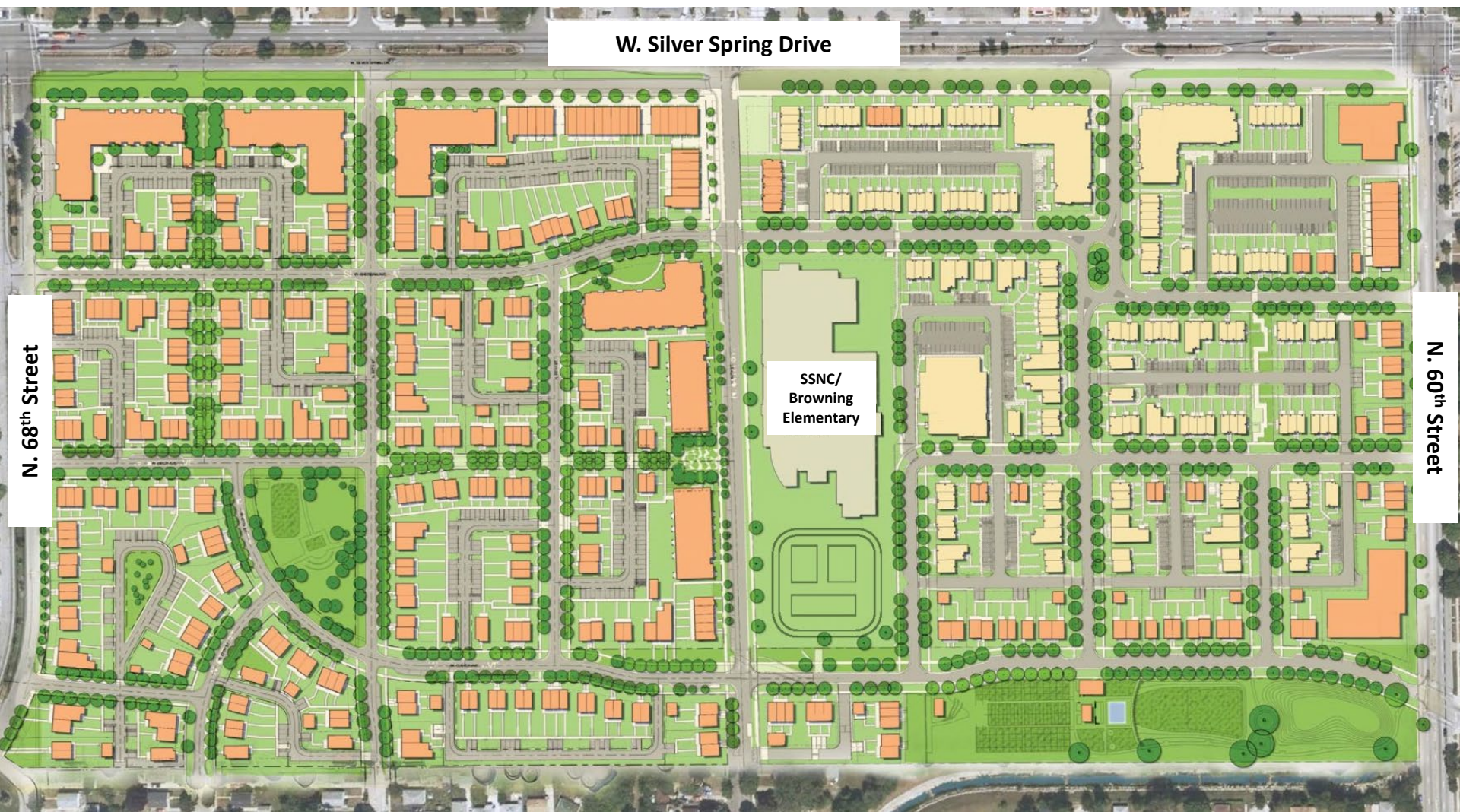


# Westlawn (2010)



# Master Site Plan created with neighborhood input A Healthy, Sustainable Neighborhood for All

- 958 mixed-income housing units, retail, parks, playgrounds and other amenities



## Phase 1 (2010-2012) Eastern half – Westlawn to Westlawn Gardnes



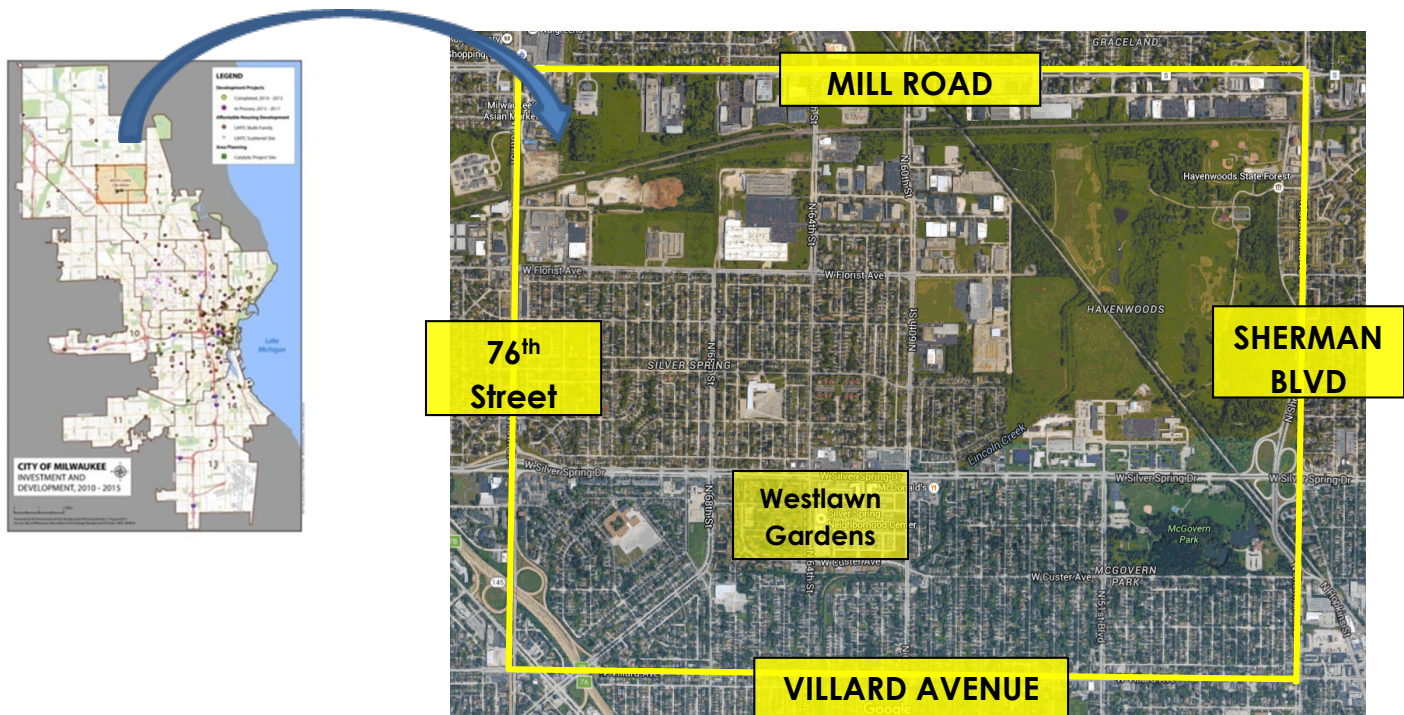
- \$82 million redevelopment
- \$76 million WHEDA Low-Income Housing Tax Credit Allocation with PNC equity investment



# Phase 2 (2015-2022)

## Westlawn Choice Neighborhood Initiative (CNI)

A locally-driven, comprehensive strategy to transform Westlawn and the surrounding neighborhood into **an inclusive community of opportunity with quality housing, schools, businesses, services, and amenities where people want to live, learn, work, shop, and play.**



\$30 million HUD grant awarded in 2015 to the City of Milwaukee and HACM leveraging \$275 million+ from over 25 partners

## Four Strategic Focus Areas



HOUSING

# HOUSING

Lead Agency: HACM



PEOPLE

# PEOPLE

Lead Agency: HACM



EDUCATION

# EDUCATION

Lead Agency: Milwaukee Public Schools



NEIGHBORHOOD

# NEIGHBORHOOD

Lead Agency: Redevelopment Authority

# Westlawn Gardens - Phase 2



**Phase 2 Future Market-Rate**  
185 Units planned throughout  
the site

**Westlawn Renaissance VI**  
138 Townhomes  
*Under Construction*  
Completion 12/31/21

**Westlawn Renaissance VII**  
97 Units  
79 Townhomes & 1 Mid-rise (18 Units)  
Start 8/1/2022  
Completion 3/31/2024

**Westlawn Renaissance IV**  
60 Units in 2 mid-rises – 30 units designated  
for youth aging out of foster care  
*Under Construction*  
Completion 3/30/22

**WG Scattered Sites**  
30 Townhomes  
*Completed*

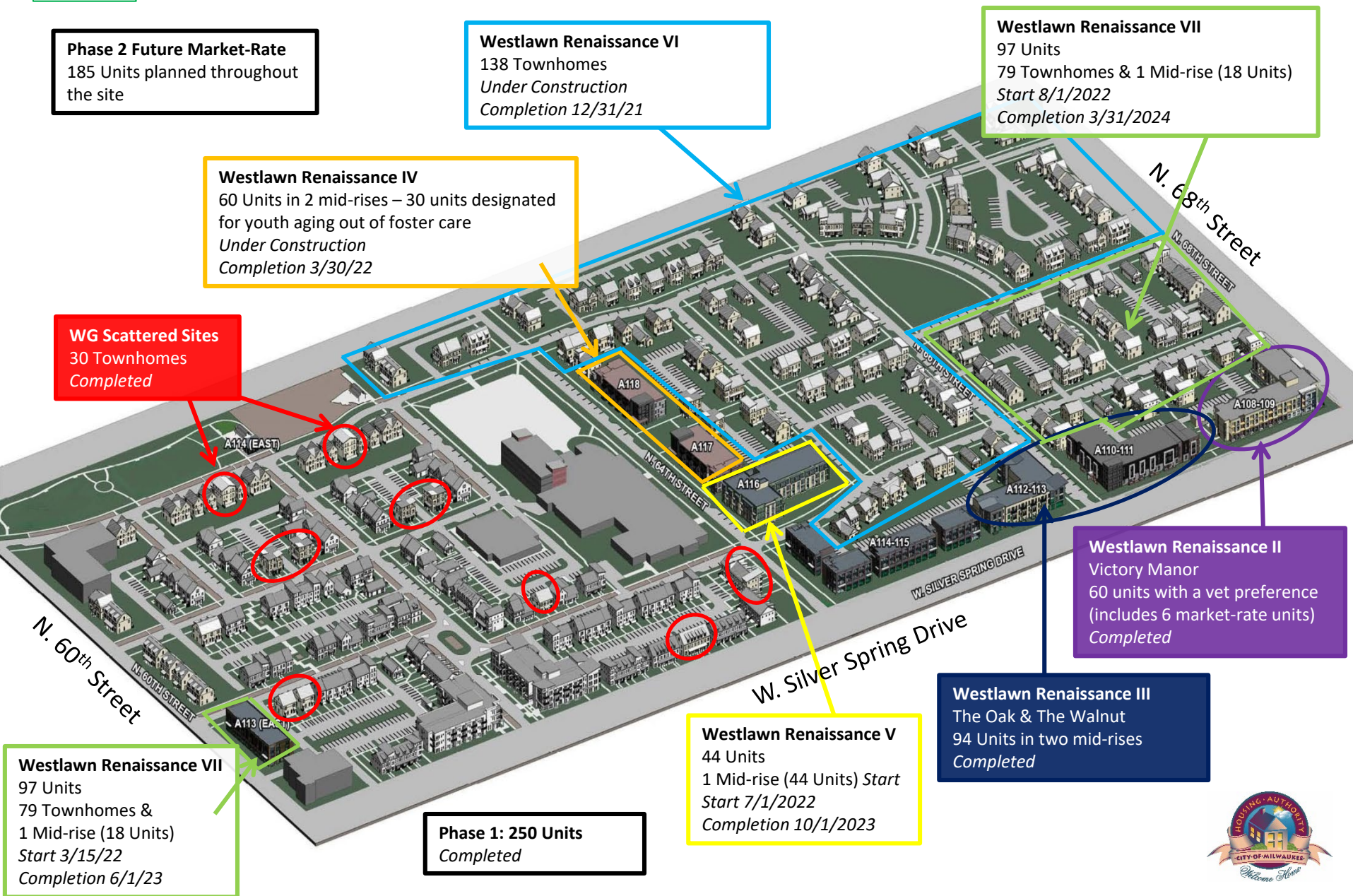
**Westlawn Renaissance II**  
Victory Manor  
60 units with a vet preference  
(includes 6 market-rate units)  
*Completed*

**Westlawn Renaissance III**  
The Oak & The Walnut  
94 Units in two mid-rises  
*Completed*

**Westlawn Renaissance V**  
44 Units  
1 Mid-rise (44 Units) Start  
Start 7/1/2022  
Completion 10/1/2023

**Phase 1: 250 Units**  
*Completed*

**Westlawn Renaissance VII**  
97 Units  
79 Townhomes &  
1 Mid-rise (18 Units)  
Start 3/15/22  
Completion 6/1/23



# Sustainable Infrastructure & Storm Water Management



Energy Efficient LED Lighting



Bioswales



Browning Elementary Multi-Sport Court  
& Storm Water Cistern



Storm Water Detention Area & Informal Playing Field



# Green Infrastructure & Housing In Development



Aerial photo from December, 2021



Modular Housing & Foundations



Biobox



Streets & Sidewalks



LED Lampposts

Westlawn - CNI Project  
Housing Plan

Attachment A

|                                                      | Grand Total        | Pred Devt cost    |                  | Affordable Housing Rental |                   |                   |                   |                   |                   |                   | Unrestricted/Market Rate |                   |
|------------------------------------------------------|--------------------|-------------------|------------------|---------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|--------------------------|-------------------|
|                                                      |                    | Infrastructure    | Demolition       | Phase 1                   | Phase2A           | Phase2B           | Phase 3           | Phase 4A          | Phase 4B          | Phase 4C          | Rental                   | Home Own          |
| Unit Count - before the CNI Grant                    | 394                |                   |                  |                           |                   |                   |                   |                   |                   |                   |                          |                   |
| Unit Count - after completion revitalization proje   | 708                |                   |                  | 30                        | 60                | 94                | 60                | 44                | 138               | 97                | 135                      | 50                |
| Status                                               |                    | Ongoing           | Completed        | Completed                 | Completed         | Completed         | Completed         | Completed         | Completed         | Completed         | Ongoing                  | Pre-devt          |
| Project Construction Start                           |                    | 9/1/2018          | 10/1/2017        | 3/1/2017                  | 3/1/2017          | 10/1/2018         | 12/31/2020        | 7/1/2022          | 3/1/2020          | 8/1/2022          | 4/1/2023                 | 10/1/2021         |
| Project Completion Date                              |                    | 12/31/2021        | 12/1/2018        | 2/28/2019                 | 12/31/2018        | 3/31/2020         | 3/3/2022          | 10/1/2023         | 3/31/2022         | 3/31/2024         | TBD                      | TBD               |
|                                                      |                    |                   |                  |                           |                   |                   |                   |                   |                   |                   |                          |                   |
| <b>Total Development Cost</b>                        | <b>268,588,998</b> | <b>19,773,447</b> | <b>4,940,000</b> | <b>9,804,734</b>          | <b>15,605,164</b> | <b>33,708,918</b> | <b>18,125,407</b> | <b>16,323,987</b> | <b>50,433,528</b> | <b>48,476,313</b> | <b>34,897,500</b>        | <b>16,500,000</b> |
|                                                      |                    |                   |                  |                           |                   |                   |                   |                   |                   |                   |                          |                   |
| Hard Construction Cost                               | 212,588,157        | 19,773,447        | 4,940,000        | 7,289,083                 | 12,792,346        | 23,473,553        | 13,946,259        | 12,600,000        | 36,797,117        | 34,251,352        | 31,725,000               | 15,000,000        |
| Land, Soft Cost, including Developers Fee & Reserves | 56,000,841         |                   |                  | 2,515,651                 | 2,812,818         | 10,235,365        | 4,179,148         | 3,723,987         | 13,636,411        | 14,224,961        | 3,172,500                | 1,500,000         |
|                                                      |                    |                   |                  |                           |                   |                   |                   |                   |                   |                   |                          |                   |
|                                                      |                    |                   |                  |                           |                   |                   |                   |                   |                   |                   |                          |                   |
| <b>Sources of Funds</b>                              | <b>268,588,998</b> | <b>19,773,447</b> | <b>4,940,000</b> | <b>9,804,734</b>          | <b>15,605,164</b> | <b>33,708,918</b> | <b>18,125,407</b> | <b>16,323,987</b> | <b>50,433,528</b> | <b>48,476,313</b> | <b>34,897,500</b>        | <b>16,500,000</b> |
|                                                      |                    |                   |                  |                           |                   |                   |                   |                   |                   |                   |                          |                   |
| Tax Credit Equity                                    | 93,985,643         |                   |                  | 3,004,903                 | 6,471,719         | 11,915,734        | 13,489,125        | 8,375,355         | 28,077,416        | 22,651,391        |                          |                   |
| Private Financing/Loan                               | 44,049,632         |                   |                  | 1,230,000                 | 720,000           | 1,800,000         | 3,039,382         | 1,400,000         | 5,668,000         | 5,764,000         | 24,428,250               |                   |
| Federal/HUD Grants                                   | 53,822,448         | 3,364,000         | 4,940,000        | 3,217,169                 | 5,422,200         | 12,620,865        | 1,486,900         | 700,000           | 10,415,111        | 11,656,203        |                          |                   |
| AHP Grant                                            | 1,500,000          |                   |                  |                           |                   | 750,000           |                   | 750,000           |                   |                   |                          |                   |
| HACM - Loan [Reserve & incldg Def Devt Fee]          | 32,266,698         |                   |                  | 2,052,662                 | 2,991,245         | 6,622,319         | 110,000           | 233,295           | 6,273,001         | 1,904,719         | 6,834,587                | 5,244,870         |
| HACM - advanced from Reserve                         | 15,209,447         | 15,209,447        |                  |                           |                   |                   |                   |                   |                   |                   |                          |                   |
| CDBG/NSP                                             | 1,880,130          | 1,200,000         |                  | 300,000                   |                   |                   |                   |                   |                   |                   |                          | 380,130           |
| <b>ARPA Funding</b>                                  | <b>15,000,000</b>  |                   |                  |                           |                   |                   |                   | <b>4,865,337</b>  |                   | <b>6,500,000</b>  | <b>3,634,663</b>         |                   |
| Sales Proceeds                                       | 10,875,000         |                   |                  |                           |                   |                   |                   |                   |                   |                   |                          | 10,875,000        |

Notes: 0 0 0 0

Percent of Infra cost to total Hard Const Cost 9%

Percent of Infra cost to total dev't cost 7%

Construction cost per unit estimated at \$250,000 for Market Rate Rental Units

Construction cost per unit estimated at \$300,000 for home ownership units. At 1,500 square area @ \$200/sqf

Sales Proceeds of Home ownership units estd at \$217,500 per unit based on current appraisal in area of \$145/sqf

**ARPA funds will fill financing gaps for the final housing phases:**

- **141 affordable rental units** (including replacements for public housing previously on the site);
- **185 market-rate rentals and affordable homeownership units** to diversify housing options, increase the homeownership rate and grow the neighborhood tax levy over time;
- The **final 10% of infrastructure to support the 524 housing units under construction or in pre-development.**

## Investment in the CNI Housing Plan:

- **Provides new affordable and market-rate housing with dignity to over 300 families and seniors, including affordable homeownership**
- **Completes new sustainable City infrastructure that reduces energy costs and flooding**
- **Supports future City budgets**
  - The completed Housing Plan will add an estimated \$661,000 yearly to the tax base through new market-rate housing.
- **Reduces the gap in minority contracting development**
  - 65% (\$46 million) of construction contracts to date at Westlawn Gardens have been awarded to minority and women-owned businesses.
- **Reduces the employment gap for local, low-income workers**
  - 83% of new hires in construction at Westlawn Gardens in 2020 were Section 3 (local, low-income) individuals.
- **Reduces generational poverty through successful programs:**
  - The **Make Your Money Talk financial education and asset building program** (over 2,800 graduates and nearly 700 life-changing asset acquisitions, including 177 home purchases);
  - **HACM's Education Initiative** (91% high school graduation rate vs. 69% among their peers);
  - **Case management** for residents, which helped reduce unemployment among Westlawn relocated residents from 55% in 2016 to 34% in 2021.
  - **HACM's Homeownership Programs** have helped over 500 HACM residents move from subsidized housing into their own homes.
- **Preserves the City of Milwaukee's and HACM's reputation with HUD as a high achiever in neighborhood redevelopment.**

An ARPA investment in the CNI Housing Plan will provide **dividends for years to come** through the addition of **new affordable and market-rate housing for current and future generations**, an **increase in the city tax base**, **economic development opportunities for minority firms and low-income workers**, and **pathways for low-income individuals to break free of poverty**.



# Sustainable Infrastructure & Storm Water Management





## HOUSING

**Lead Agency: Housing Authority of the City of Milwaukee**

Goal: Replace 394 distressed public and assisted apartments with 708 mixed-income rental and homeownership housing units, new City infrastructure, retail spaces, parks and other neighborhood amenities.



- 184 housing units have been completed.
- 198 units are under construction.
- 141 units are in financial closing and expected to start construction in early 2022.
- 185 market-rate rental apartments and homes for sale are in pre-development.
- Site infrastructure is scheduled to be completed by December 2021, including an extensive storm water management system to reduce flooding in and around Westlawn Gardens.



**65%** (\$46mm) of construction contracts for Westlawn/CNI have been awarded to **Emerging Business Enterprises** (minority, women-owned and disadvantaged businesses)

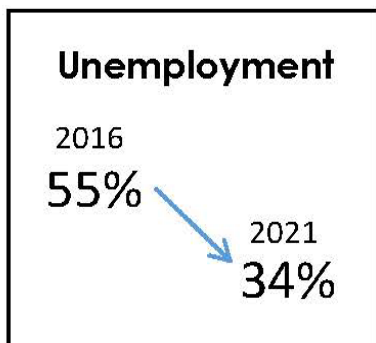
**83%** of new hires in 2020 were low-income (Section 3) individuals.



## PEOPLE

**Lead Agency: Housing Authority of the City of Milwaukee**

**Goal:** Provide case management to support positive outcomes for Westlawn residents who were relocated due to the housing construction.



- Unemployment among case managed residents dropped from 55% in 2016 to 34% in June 2021. Case managers continue to work with residents to support increased employment during COVID-19 recovery.
- Over 250 households have been connected to health, education and other resources to support their quality of life and self-sufficiency.
- Over 100 households have participated in free financial literacy training with access to a matching Individual Development Account to save for a home, education, starting a business and other life-changing assets.
- 12 residents have purchased a home.
- A door-to-door COVID-19 education and vaccination campaign was conducted in Westlawn Gardens and surrounding neighborhoods in July 2021.



## EDUCATION

**Lead Agency: Milwaukee Public Schools**

**Goal:** Provide neighborhood youth with a high-quality educational pathway from prenatal to college or career.

- CNI has promoted the neighborhood's early childhood, elementary, middle and high school options to CNI-area and relocated families
- Transportation has been provided to relocated Westlawn students who want to continue attending CNI area schools.
- The education team has worked to create a shared culture and curriculum among neighborhood schools.



# NEIGHBORHOOD

Lead Agency: Redevelopment Authority of the City of Milwaukee

Goal: Support neighborhood economic development and quality of life through a small business revolving loan fund, exterior revitalization grants and other initiatives.



## \$500,000

**in low-interest CNI loans have been awarded to support neighborhood businesses, including Mr. Greens Mobile Kitchen.**



- CNI has hosted three events, including the recent CNI Live & Revive Business Summit (shown at left), to connect neighborhood entrepreneurs and business owners to CNI and other business support resources.
- CNI and partners launched the Northwest Fresh Food Access Council to develop a collaborative neighborhood-based approach to increasing access to fresh food.
- CNI hosts the Best Babies Zone Westlawn place-based initiative to raise awareness and develop strategies to reduce infant mortality.



**BLACK BUSINESS BOOST**

