

## **RESUME**

### **WELFORD SANDERS**

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Martin Luther King Economic Development Corporation  
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#### **1. EDUCATION**

- 1.1 *ABD, Urban and Regional Planning*, Department of Urban and Regional Planning, University of Wisconsin-Madison. 1992 - 1997
- 1.2 *Master of Science, Urban and Regional Planning*, Department of Urban and Regional Planning, University of Wisconsin-Madison 1974
- 1.3 *Bachelor of Arts, History*, University of Wisconsin-Madison 1971

#### **2. PROFESSIONAL AND ACADEMIC WORK EXPERIENCE**

##### **2.1 Professional Work Experience**

- 2.1.1 *Executive Director*, Martin Luther King Economic Development Corporation, Milwaukee. 2001-Present.
- 2.1.2 *Urban Planning and Housing Consultant*. 1997 - 2001.
- 2.1.3 *Director of Program Development*, Social Development Commission, Milwaukee. 1990 -1993.
- 2.1.4 *Associate Director of Research*, American Planning Association. Chicago 1988 - 1990.
- 2.1.5 *Senior Research Associate*, American Planning Association, Chicago. 1979 - 1988.

## **2.2 Academic Work Experience**

**2.2.1 Lecturer.** Department of Urban Planning, University of Wisconsin-Milwaukee, 2000-Present

**2.2.2 Adjunct Assistant Professor,** Department of Urban Planning, University of Wisconsin - Milwaukee, 1998-2000

**2.2.3 Instructor,** Department of Urban Planning, University of Wisconsin - Milwaukee 1993-1998

**2.2.4 Director,** Milwaukee Urban Food System Initiative of the Wisconsin Food System Partnership, sponsored by the Kellogg Foundation, 1995-Present

## **2.3 Student Supervision**

### **2.3.1 Applied Planning Workshop Projects**

**2.3.1a Near South Side Milwaukee Neighborhood Plan.** 1995.

Client: Near South Side Planning Committee

**2.3.1b Neighborhood Strategic Plan for Planning Area 2, Northwest Side Neighborhood.** 1996.

Client: Northwest Side Community Development Corp

**2.3.1c Public Market Place for Milwaukee's Inner City**

This project examined the creation of a year round farmer's market and kitchen incubator for a Historic King Drive site and the Fondy Market on Fond du Lac Avenue. 1997.

Client: Hunger Task Force  
Wisconsin Food Systems Partnership

**2.3.1d Revitalization Plan for Fond du Lac and North Avenues**

The revitalization plan included residential, commercial and industrial redevelopment strategies for the area surrounding the intersection of Fond du Lac and North Avenues. 1998.

Client: City of Milwaukee

### **2.3.2 Thesis Committees**

**2.3.2a Opel, Vanessa.** *Transitional Shelter for At-Risk Children.* Fall 1994.

**2.3.2b Trejo, Carlos.** *Visions, RE: Connecting the Urban Fabric.* Spring 1995.

**2.3.2c Cleveland, Taft.** *Community Village Neighborhood Redevelopment and Revitalization Plan.* Spring 1999.

**2.3.2d Jackson, April.** *Bronzeville Transformation.* Spring 2004.

### **2.3.3 Manufactured Housing Design Studio**

Served as one of three instructors of this studio sponsored by the Manufactured Housing Institute (MHI). This graduate level studio resulted in several prototypes for inner-city lots and was a source of ideas for MHI's Urban Design Project, a national demonstration of how affordable manufactured housing could be used in urban infill development. 1995.

### **2.3.4 Supervised Project Assistant Work**

**Mikolajewski, Matthew B.** *Milwaukee Community Gardens: Current Trends and Recommendations.* 2002

## **3. RESEARCH AND SCHOLARSHIP**

### **3.1 U.S. Department of Housing and Urban Development sponsored nationwide studies**

**3.1.1 Co-investigator, Streamlining Land Use Regulation.** A nationwide study of measures local governments are implementing to improve the administration of zoning regulations. 1980.

**3.1.2 Principal Investigator, Changing Development Standards for Affordable Housing.** A national study of how local governments are revising development standards to allow for more affordable housing. 1982.

**3.1.3 Co-investigator, *Affordable Single-Family Housing: A Review of Development Standards*.** A study of development standards that local governments have instituted to allow for more affordable housing and the housing that is being built to these standards.

### **3.2 Other Sponsored Research**

**3.2.1 Principal Investigator, *Water Conservation in Residential Development: Land Use Techniques*.** A national survey of land use techniques that are being used to reduce water use. Sponsored by the U.S. Department of Interior. 1980

**3.2.2 Principal Investigator** of three nationwide surveys of regulatory trends and design innovations in factory-built housing. Sponsored by the Manufactured Housing Institute. 1986, 1993 and 1998.

### **3.3 Publications, Reports and Articles**

**3.3.1 *Neighborhood Planning Guide*.** Milwaukee: UWM-School of Architecture and Urban Planning. Forthcoming.

**3.3.2 *Manufactured Housing: Regulation, Design Innovations, and Development Options*.** Chicago: American Planning Association (APA), 1998.

**3.3.3 "Current Trends in Factory-Built Housing,"** *Urban Land*, Volume 56, No. 3, March 1997, Washington, D.C.: ULI-the Urban Land Institute.

**3.3.4 "Regulating Manufactured Housing,"** *Urban Land*, Volume 55, No. 1, January 1996, Washington, D.C.: ULI-the Urban Land Institute.

**3.3.5 "Expanding Role for Manufactured Housing,"** *Urban Land*, Volume 54, No 7, July 1995, Washington, D.C.: ULI-the Urban Land Institute.

**3.3.6 "Developers Turn to Manufactured Housing,"** *Land Development*, Volume 7, No. 1, Spring/Summer 1994, Washington, D.C.: National Association of Home Builders.

**3.3.7 *Manufactured Housing Site Development Guide*.** Chicago: APA, 1993.

**3.3.8 "Affordable Housing: Public Private Initiatives for Improving Housing Opportunities,"** in *Financing Growth*, Robinson, Susan G., ed., Chicago: Government Finance Officers Association, 1990.

**3.3.9 *The Planning Commission: Its Composition and Function, 1987*,** Chicago: APA, 1987. Co-author.

- 3.3.10 *Regulating Manufactured Housing*. Chicago: APA, 1986.
- 3.3.11 *Affordable Single-Family Housing: A Review of Development Standards*. Chicago: APA, 1984. Co-author.
- 3.3.12 *Changing Development Standards for Affordable Housing*. Chicago: APA, 1982 Co-author.
- 3.3.13 *Zero Lot Line Development*. Chicago: APA, 1982.
- 3.3.14 *Water Conservation in Residential Development: Land Use Techniques*. Chicago: APA, 1980.
- 3.3.15 *The Cluster Subdivision: A Cost-Effective Approach*. Chicago: APA, 1980.
- 3.3.16 *Streamlining Land Use Regulation: A Guidebook for local Governments*. Washington, D.C.: U.S. Department of Housing and Urban Development, 1980. Co-author.

#### 4.0 LECTURES, CONFERENCE PRESENTATIONS AND WORKSHOPS

##### 4.1 2004

###### Conference Presentations:

*Community Food Security Coalition Annual Conference*. "What Are Planners in Milwaukee, Madison and Chicago Doing to Support Community Food Systems." October.

###### Guest Lectures:

"Urban Revitalization," for Urban Planning 140, *Issues in Contemporary Urban Planning*. Fall.

"Factory Built Housing," for Urban Planning 141, *Urban Planning Solutions to Contemporary Urban Problems*. Spring.

##### 4.2 2003

*Milwaukee County DBD Business Expo '03*. Round Table Discussion Participant, "Upcoming Development Projects: Pabst Brewery, Park East and Marquette Interchange." November.

*National Congress for Community Economic Development (NCCED)*, Detroit. "The Power of Franchise Development" October.

*Community Development Summit*, Milwaukee. Panel Participant, "Planning City of Milwaukee's Future." June.

*Tactics for Smart Growth Seminars*, University of Wisconsin - Milwaukee. "Strategies for Revitalizing Blighted Commercial Districts." October.

**4.3 2002**

*Racine Neighborhood Watch*. "Planning and Organizing to Revitalize Neighborhoods."

**4.4 2001**

*Design Matters Symposium: Best Practices in Affordable Housing*. City Design Center, UIC College of Architecture and Arts. "Out-of-the-Box: Innovations in Manufactured Housing."

*Exploring Sprawl*. UWM-School of Architecture and Urban Planning Seminar Series, "Commercial Revitalization." and "Central City Revitalization: An Alternative to Sprawl."

**4.5 1993 - 99**

*Colorado Manufactured Housing Association 1997 Annual Convention*, Vail. "How to Work with Local Government Officials."

*National Partners in Homeownership. Innovations In Manufactured Housing: Creating New Options for American Communities*. Washington D.C. "Regulating Manufactured Housing: The Planner's Perspective"

*American Planning Association (APA) National Planning Conference* - Orlando. "Rethinking Manufactured Housing."

*Urban Land Institute Symposium on Infill Housing Development* - Milwaukee. "Manufactured Housing as an Infill Development Option."

*U.S. Department of Housing and Urban Development Building Communities Together Forum* - Chicago. "Neighborhood Revitalization."

*APA National Planning Conference* - Chicago. "Current Trends in Manufactured Housing Development."

**4.6 1990 - 92**

*University of Wisconsin - Madison Department of Urban and Regional Planning*. "Urban Redevelopment."

*National Association of Home Builders (NAHB) Annual Convention - Atlanta. "How to Win at the Zoning Table."*

**4.7 1989 - 87**

*APA Affordable Housing Workshops - Cape Cod, Denver, Kansas City and San Francisco.*

*NAHB Annual Convention - Atlanta. "How to Win at the Zoning Table."*

*Government Finance Officers Association Conference Financing Growth - Orlando. "Public and Private Initiatives for Improving Housing Opportunities."*

*Designs on Montreal 2 International Design Conference, Montreal. "Local Initiatives for Affordable Housing."*

*Pacific Coast Builders Annual Conference - San Francisco*

**5.0 PROFESSIONAL PLANNING AND REDEVELOPMENT PROJECTS**

Martin Luther King Economic Development Corporation:

**5.1 Revitalization Plan for North King Drive**

Helped prepare plan, which includes several catalytic projects that are designed to help revitalize Dr. Martin Luther King Jr. Drive. 2003.

**5.2 Ponderosa Restaurant**

Worked with project architect and owner's representative to completed construction of Ponderosa Restaurant on King Drive. This \$ 1.7 million restaurant opened in 2002.

**5.3 King Drive Commons I**

Headed up development team that put together this \$3.5 million Affordable Housing Tax Credit project. This mixed-use development, which includes affordable housing and commercial space for small business development, was awarded an allocation of tax credits in 2003. Completed in 2005, this development includes 18 apartments and 5000 square feet of commercial space.

**5.4 King Drive Commons II**

Headed up development team that planned this \$5.3 million Affordable Housing Tax Credit project. This second phase of the King Commons development will include 24 family units and about 2000 square feet of commercial space.

Other Planning and Development Work:

**5.5 *Vliet Street Revitalization Plan***

Prepared redevelopment plan for a portion of Vliet Street between 27<sup>th</sup> and 40<sup>th</sup> Streets. Plan included a market analysis and recommendations for commercial redevelopment and streetscape improvements. 2000.

Client: Lisbon Avenue Development Corporation

**5.6 *African American Cultural and Entertainment District***

Worked with another planner to prepare a preliminary plan for the creation of a cultural and entertainment district along North Avenue between Historic King Drive and 7<sup>th</sup> Street in Milwaukee. 1999.

Clients: Inner City Redevelopment Corp and  
City of Milwaukee, Department of City Development

**5.7 *Neighborhood Strategic Plans***

Helped organize and manage the preparation the following plans:

**5.7.1 *Neighborhood Strategic Plan for Planning Area 6  
Harambee Neighborhood***

Clients: Harambee Ombudsman Project Inc.  
City of Milwaukee Community Development Block  
Grant (CDBG) Office. 1999.

**5.7.2 *Neighborhood Strategic Plan for Planning Area 10***

Clients: WAICO/YMCA Central City Initiative II  
City of Milwaukee CDBG Office. 1999.

**5.7.3 *Neighborhood Strategic Plan for Planning Area 11***

Clients: Lisbon Avenue Neighborhood Development Corporation  
City of Milwaukee CDBG Office. 1999.

**5.8 *REHouse Project***



Helped develop and provided technical assistance to this deconstruction and housing production project. 1996 - 2002.

Clients: Energy Center of Wisconsin  
State of Wisconsin Recycling Market Development Board and  
Department of Natural Resources

#### **5.9 Milwaukee Fresh Start Project**

Helped develop and provide ongoing technical assistance to this Youth Build project, which involves at-risk youth in the construction of affordable housing.

Client: Harambee Ombudsman Project Inc.

#### **5.10 West Burleigh Business District**

Member of Planning and Design Institute's (PDI) team that developed revitalization strategies and redevelopment options for this neighborhood commercial district. Primary responsibilities included preparation of a market analysis. 1995.

Clients: Sherman Park Neighborhood Association  
St. Joseph's Hospital  
City of Milwaukee

#### **5.11 Central City Initiative**

Helped develop and later managed this inner city Milwaukee housing rehabilitation and neighborhood redevelopment effort. The Initiative included both housing rehab and new factory-built units. 1992-1994.

Client/Employer: City of Milwaukee  
Social Development Commission

#### **5.12 Johnson's Square**

Member of Firststar Community Investment Corporation's development team that planned this \$9 million housing renovation project, which is the largest low-income housing tax credit project developed in Wisconsin. Johnson's Square received a National Association of Home Builder's Choice Merit Award in 1993.

Client/Employer: Firststar Community Investment Corp  
Social Development Commission

#### **5.13 Manufactured Housing Institute Urban Design Project**

Helped develop and coordinate the Manufactured Housing Institute's (MHI) Urban Design Project in Milwaukee with Susan Maxmon Architects and the Community Development Corporation of Wisconsin. MHI launched the Urban Design Project in 1995 to demonstrate how affordable manufactured housing can be designed so that it is compatible with existing housing in established urban neighborhoods. In addition to Milwaukee, four other cities were selected for demonstration projects, including Wilkesburg, Pennsylvania; Birmingham, Alabama; Washington, D.C.; and Louisville, Kentucky. 1996 - 1998.

Client: Manufactured Housing Institute

#### ***5.14 Lindsay Heights***

Worked with the Wisconsin Housing and Economic Development Authority (WHEDA) to develop a strategy for the use of manufactured housing on vacant infill lots. This work led to the agency's subsequent development of Lindsay Heights, a scattered site development that will include more than 100 factory-built homes when completed. This development includes both manufactured homes that comply with the national HUD-Code and modular homes that comply with state and local building codes. 1996-1997.

Client: Wisconsin Housing and Economic Development Authority

#### ***5.15 The Affordable New Home***

Analyzed the use of Structural Insulated Panels (SIPs) in home construction. Commissioned by the Energy Center of Wisconsin, this analysis was designed to help determine whether SIPs can be manufactured locally and used to build affordable housing in the city. 1997.

Client: Energy Center of Wisconsin

#### ***5.16 Housing Market Analysis***

Analyzed the market for owner-occupied manufactured housing in Milwaukee's inner city. Prepared for the Wisconsin Housing and Economic Development Authority. 1996.

Client: Wisconsin Housing and Economic Development Authority

#### ***5.17 Food Service Facility***

Headed team that developed plan for the Social Development Commission's

\$1.8 million food preparation facility. Primary responsibilities included site selection, development of a business plan and selection of the project's architect and general contractor. 1992 - 1993.

Client: Social Development Commission

## **6.0 COMMUNITY SERVICE**

- 6.1 *Neighborhood Improvement Development Corporation***  
Member, Board of Directors
- 6.2 *Northwest Side Community Development Corporation***  
Member, Board of Directors
- 6.3 *Growing Power***  
Member of Board of Directors
- 6.4 *Sherman Boulevard Historic Preservation Council***  
Member
- 6.5 *North Avenue Community Development Corporation***  
Member, Board of Directors  
1999 - 2002
- 6.6 *Ford Foundation Neighborhood and Family Initiative***  
Collaborative Member  
1992 - 1999
- 6.7 *Martin Luther King Economic Development Corp***  
Member, Housing Advisory Committee  
1996 - 1998
- 6.8 *Community Development Corporation of Wisconsin***  
Member, Board of Directors  
1995 - 1998
- 6.9 *Sherman Park Redevelopment Corporation***  
Member, Board of Directors  
1993 - 1997