



Milwaukee Complete Streets *Health and Equity Report 2019*

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Friends,

We interact with our streets every day. They take us to work, to school, to church, to shopping, and everywhere else we need to go. Streets provide us with places to gather, to socialize, to celebrate and be with friends and neighbors. Our streets give us the freedom to move around and explore our community. Streets need to be safe places for everyone who uses them, in every part of our city.

I signed Milwaukee's Complete Streets policy into law in October 2018 to ensure our city streets serve everyone, no matter their age, ability, or how they travel. The policy was passed unanimously by the Common Council and supported by many community partners, who ensured the policy reflected the needs and desires of Milwaukee's residents. Their involvement and input was essential to our policy being named one of the top Complete Streets policies of the year by the National Complete Streets Coalition, a program of Smart Growth America.

The true measure of success will be in the work done after the adoption of the policy. I am proud to present the first *Milwaukee Complete Streets Health and Equity Report* to share our progress in the first year of Complete Streets. This report documents how the City of Milwaukee is working with neighbors, businesses, and other community partners to increase the safety and usability of Milwaukee streets.

This report is presented with a *health equity* lens. Access and safety in transportation of all kinds is critical to increasing positive health outcomes. Complete Streets is one of many efforts to grow racial and economic equity for every Milwaukee neighborhood. The metrics reported here will help show how our work to improve streets has positive impacts for all.

The *Milwaukee Complete Streets Health and Equity Report* will be produced on an annual basis, allowing us to measure success and areas for improvement over time. I look forward to continued success in our goal to ensure Milwaukee's streets and public spaces are the best they can be for every Milwaukee resident.

Sincerely,

A handwritten signature in black ink that reads "Tom Barrett". The signature is written in a cursive, flowing style.

Tom Barrett
Mayor

Acknowledgments

City of Milwaukee

Mayor Tom Barrett

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Ald. Robert Bauman

Ald. Nikiya Dodd

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Complete Streets Committee

Jeff Polenske, Commissioner of Public Works (Chair)

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Vanessa Koster, Planning Manager, Department of City Development

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Dennis Yaccarino, Budget & Management Director, Department of Administration

Jeanette Kowalik, Commissioner, Health Department

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Anthony Perez, Executive Director, Housing Authority of the City of Milwaukee

Ald. Robert Bauman, Chair, Public Works Committee

Ald. Robert G. Donovan, Chair Public Safety and Health Committee

Ald. Khalif Rainey, Chair, Zoning, Neighborhoods, and Development Committee

Andy Tillman, Chair, Bicycle & Pedestrian Task Force
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Introduction

*“The City of Milwaukee is committed to fostering a **livable city** through the creation of Complete Streets that improve **access to neighborhoods**, prioritize the **safety and health** of residents and visitors, support **economic growth**, improve **access to education and jobs**, enhance **urban design**, encourage **physical activity**, and reduce negative **environmental impacts** throughout the city...”*

In October 2018, Mayor Tom Barrett signed Milwaukee’s Complete Streets policy into law. This policy was unanimously passed by Common Council on October 16, 2018, and was the result of over a year of hard work and close collaboration between the Department of Public Works (DPW), the Council, other city departments, and many community partners.

The full resolution can be found in Appendix A on page 45.



Mayor Barrett signs the Complete Streets policy surrounded by community supporters.

Community Groups Supporting Complete Streets

AARP Wisconsin

American Heart Association

Black Girls Do Bike

Children’s Wisconsin

Congress for New Urbanism – Wisconsin

Jane’s Walk MKE

Layton Boulevard West Neighbors

LISC Milwaukee

Milwaukee Safe and Healthy Streets

Murray Hill Neighborhood Association

Northwest Side CDC

Sixteenth Street Community Health Centers

ZIP MKE



Example of a downtown Complete Street



Example of a neighborhood Complete Street

About Complete Streets

Complete Streets integrate people and place by making it safe, enjoyable, and convenient to walk, bike, take transit, drive, or simply experience our streets and public spaces – no matter one’s age or ability. There is no singular design for a Complete Street; a quiet residential street may already function well for all people, whereas a busy commercial corridor may require wider sidewalks, curb extensions, and protected bike lanes. A Complete Streets approach integrates people and place into all phases of a project, from planning and design through construction.

Complete Streets Committee

The Complete Streets policy also established a Complete Streets committee. The Complete Streets Committee is responsible for overseeing the implementation of the Complete Streets policy, including reviewing and updating current policies and procedures, recommending project evaluation and performance criteria, and seeking input from community groups. It will also make recommendations regarding the policy to Common Council. The ordinance can be found in Appendix B on page 49.

The committee is made up of the following individuals or their designees:

- The Commissioner of Public Works (committee chair)
- The City Engineer
- The Commissioner of City Development
- The Commissioner of Neighborhood Services
- The Department of Administration Budget and Management Director
- The Commissioner of the Health Department
- The Police Chief
- The Executive Director of the Housing Authority of the City of Milwaukee
- The President of Employ Milwaukee



Complete Streets Committee meeting

- The Chair of the Common Council's Public Works Committee
- The Chair of the Common Council's public Safety and Health Committee
- The Chair of the Common Council's Zoning, Neighborhoods and Development Committee
- The Chair of the Bicycle and Pedestrian Task Force

The Complete Streets Committee met twice in 2019: March 15 and August 29.

Read the Complete Streets policy, see meeting agendas, and more:

milwaukee.gov/CompleteStreets

Report Purpose

The Complete Streets resolution directs the Complete Streets Committee to conduct an annual report that includes the following information:

- Population characteristics
- Modal share
- Crashes and volumes (including mode of transportation)
- Bicycle, pedestrian, and transit improvements
- Public outreach efforts
- Street repair and maintenance
- Pre- and post-construction trends

This report includes these data points, and it also presents case studies that highlight the health and equity benefits of Complete Streets in Milwaukee. Where data are not available in this initial year, the report defines the methodology and frequency for reporting the metrics in future years.

This report also establishes benchmarking data for comparisons in subsequent years. Successfully implementing the Complete Streets policy is a long-term process that aims to transform internal systems to create sustainable change. While some changes will occur quickly, many others will take several years to realize a noticeable improvement.

Sections of this report cover changes to transportation processes; data collected before and after recent Complete Streets projects; and trends in multimodal activity levels, transportation safety, economic development, and overall community health. Case studies of important projects are included throughout the report.



The Best
Complete Streets
Policies of 2018



Award Winning

The National Complete Streets Coalition, a program of Smart Growth America, ranks Complete Streets policies passed in the United States every year. In 2018, the coalition updated its scoring framework to emphasize the importance of equity and implementation in policy language. Milwaukee’s Complete Streets resolution ranked third out of 66 policies passed. The policy was highlighted in the coalition’s report, *The Best Complete Streets Policies of 2018*, which commended the City on stressing context-sensitive design and setting up a Complete Streets Committee to oversee implementation.

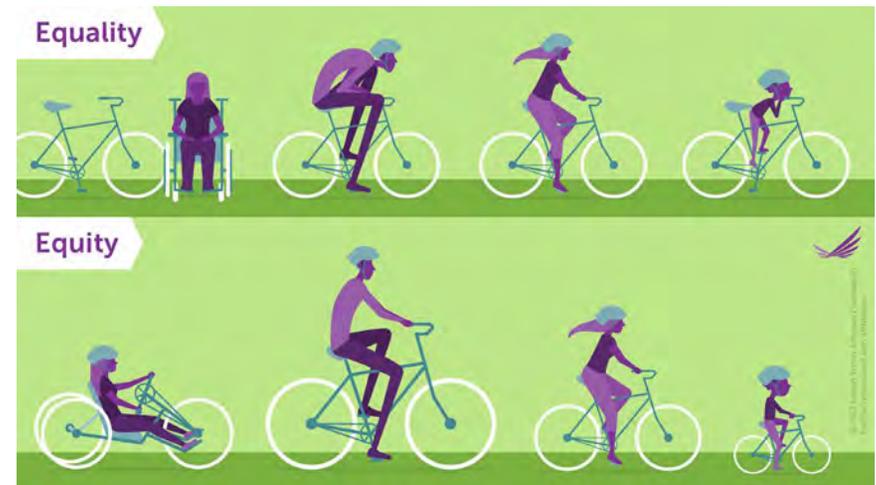
Health and Equity

Equity

This report is presented with a health equity lens. Equity and equality are often used interchangeably, but the difference in definition is important. Equality means everyone receives equal treatment and resources, regardless of their needs or assets.

Equity goes beyond simply treating everyone the same. Equity means that individuals and groups receive treatment or resources based on their individual needs or assets, or because they have been treated differently historically. The goal of achieving equity is for everyone to reach their fullest potential, without barriers.

The graphic below depicts the difference between equality and equity. In the top image, every person has received the same bicycle, despite their differing needs. While the bicycle fits one person well, it is not the right size or type of bicycle for others. In the bottom image, each person has received a bicycle suitable for their needs, allowing everyone to participate. It is important to note that although everyone has received the same basic item – a bicycle – the items likely vary in cost, emphasizing the need to dedicate additional resources to people who need it most.



Equality vs. Equity

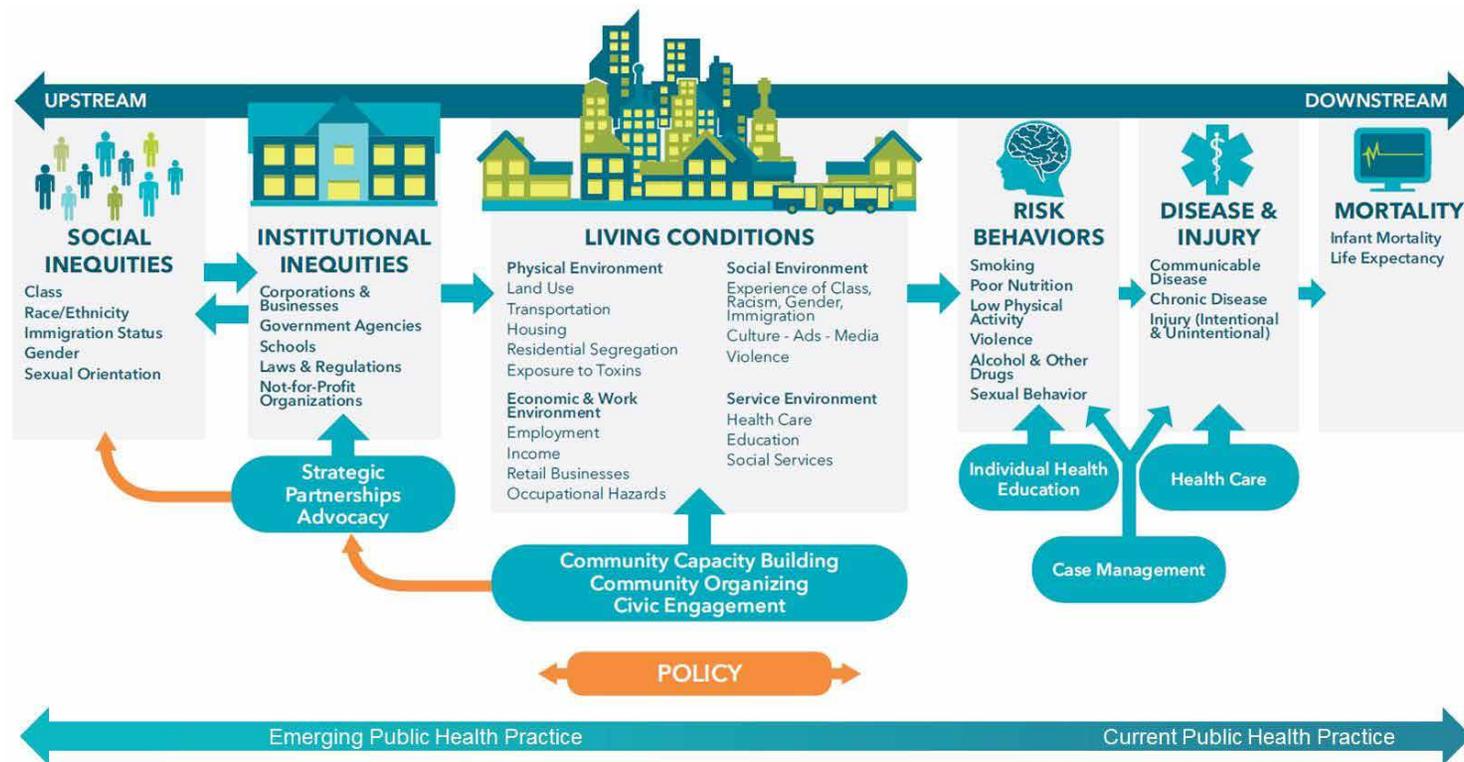
Health Equity

Health equity means everyone has a just opportunity to reach their fullest health potential. Achieving health equity will require identifying and removing obstacles to economic opportunity, education, safe housing and environments, and health care. These obstacles include poverty, discrimination, and lack of power. In contrast, health *inequity* means the existence of avoidable, unnecessary, and unjust health differences.

Health is often defined in terms of access to healthcare, individual behaviors such as smoking or exercise, and genetic disease risk. In public health, these are called *downstream determinants of health*. However, using a health equity lens means acknowledging that there are factors outside of an individual's control that influence their health.

At a fundamental level, these factors include identity characteristics such as race/ethnicity, class and socioeconomic status, gender, and sexual identity. More broadly, there are systemic and institutional factors that influence health, such as legislation, government program rules, and inaccessible funding sources. Finally, there are factors that impact living conditions, such as safe schools and homes, transportation access, air and water quality, and making a livable wage. In public health, these are called *upstream factors*, or *social determinants of health*. Changing downstream individual health factors does not typically have wide-ranging effects beyond the person or their family. Enacting policies that impact the upstream social determinants of health can change systems and remove barriers to good health, enabling larger numbers of people to be as healthy as possible.

The graphic below depicts this spectrum of factors.



Conceptual framework of connection between social inequities and health

Complete Streets and Health Equity

Complete Streets and health equity are fundamentally integrated. Complete Streets influence health by creating environments where it is safe, easy, and comfortable to be active and healthy. Historically, however, communities of color have been negatively impacted by land use and transportation planning, and these past decisions continue to impact neighborhoods today. High motor vehicle speeds and unsafe streets are often concentrated in these communities, making it difficult for residents to achieve their full health potential.

In July 2019, Common Council passed a resolution committing the City of Milwaukee to take action towards racial equity and to transform the systems of racism that contribute to poor health. The system and process changes necessary to implement Milwaukee's Complete Streets policy present an opportunity to work towards the goals laid out in this resolution. Resources can be directed towards communities that historically have been harmed by governmental decisions.

The full resolution can be found in Appendix C on page 51.



Children biking on W. Washington Street during Ciclovía

Assessing Health and Equity Goals

In order to assess the City's progress towards achieving health and equity goals, data included in this report on pages 27-42 are measured both on a citywide-level and by Neighborhood Revitalization Strategy Areas (NRSAs). NRSAs are areas eligible for US Department of Housing and Urban Development (HUD) Community Development Block Grant (CDBG) funds. HUD requires these areas to be contiguous Census tracts where at least 51% of the population earns 80% or less of the area median income. The City of Milwaukee has chosen to focus on contiguous Census tracts where at least 70% of the population falls within HUD's income requirement. Based on 2010 Census Data, the NRSAs include 61.2% of the City's population. The map on the following page shows the location of the NRSAs.

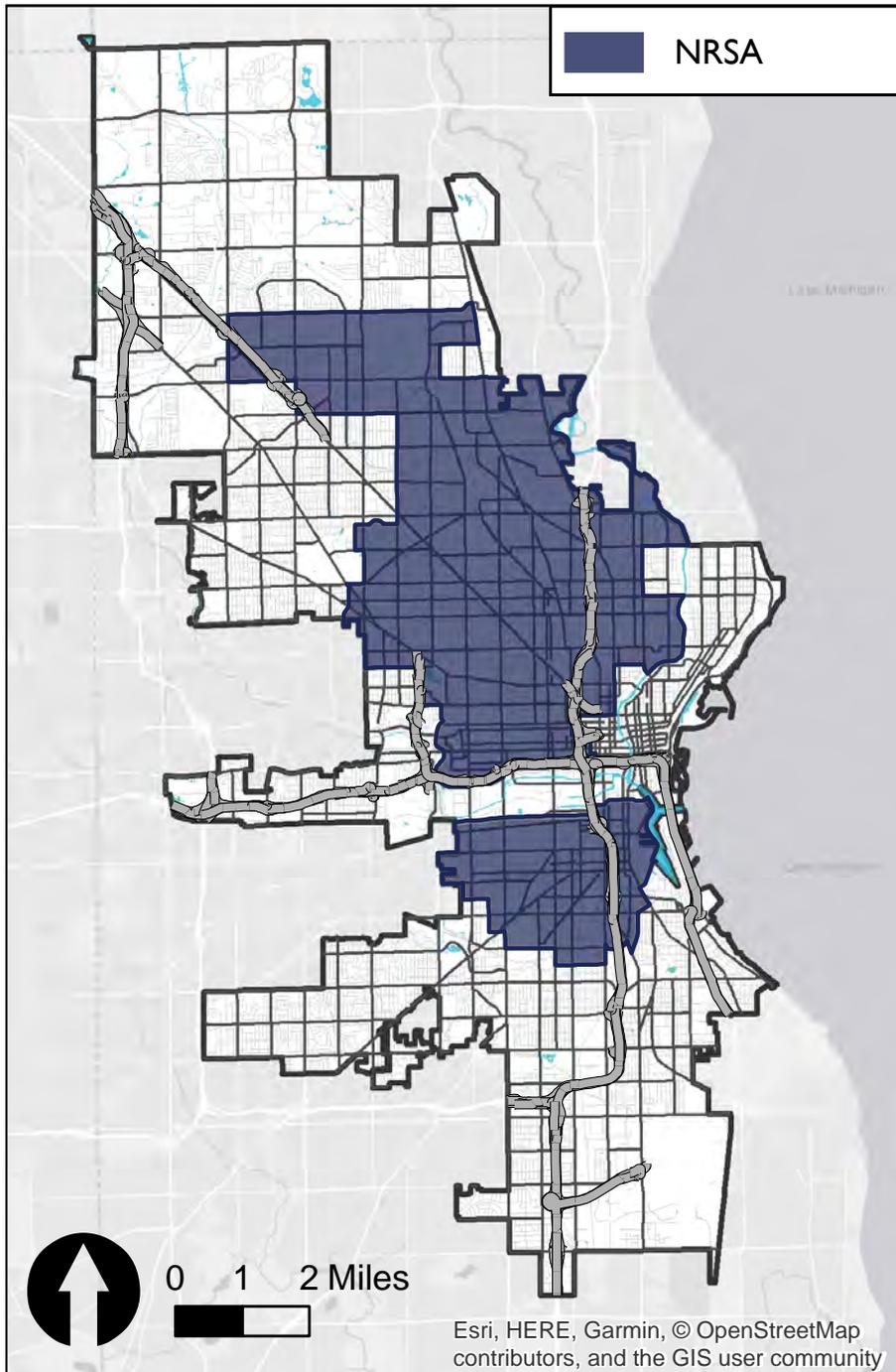
Several other metrics available at the Census-tract level were evaluated to determine the geography by which to compare data, including:

Percentage of:

- Youth population
- Older adults
- Non-English speakers
- Low-income households
- Individuals with a disability
- Non-white residents
- Households with no vehicles

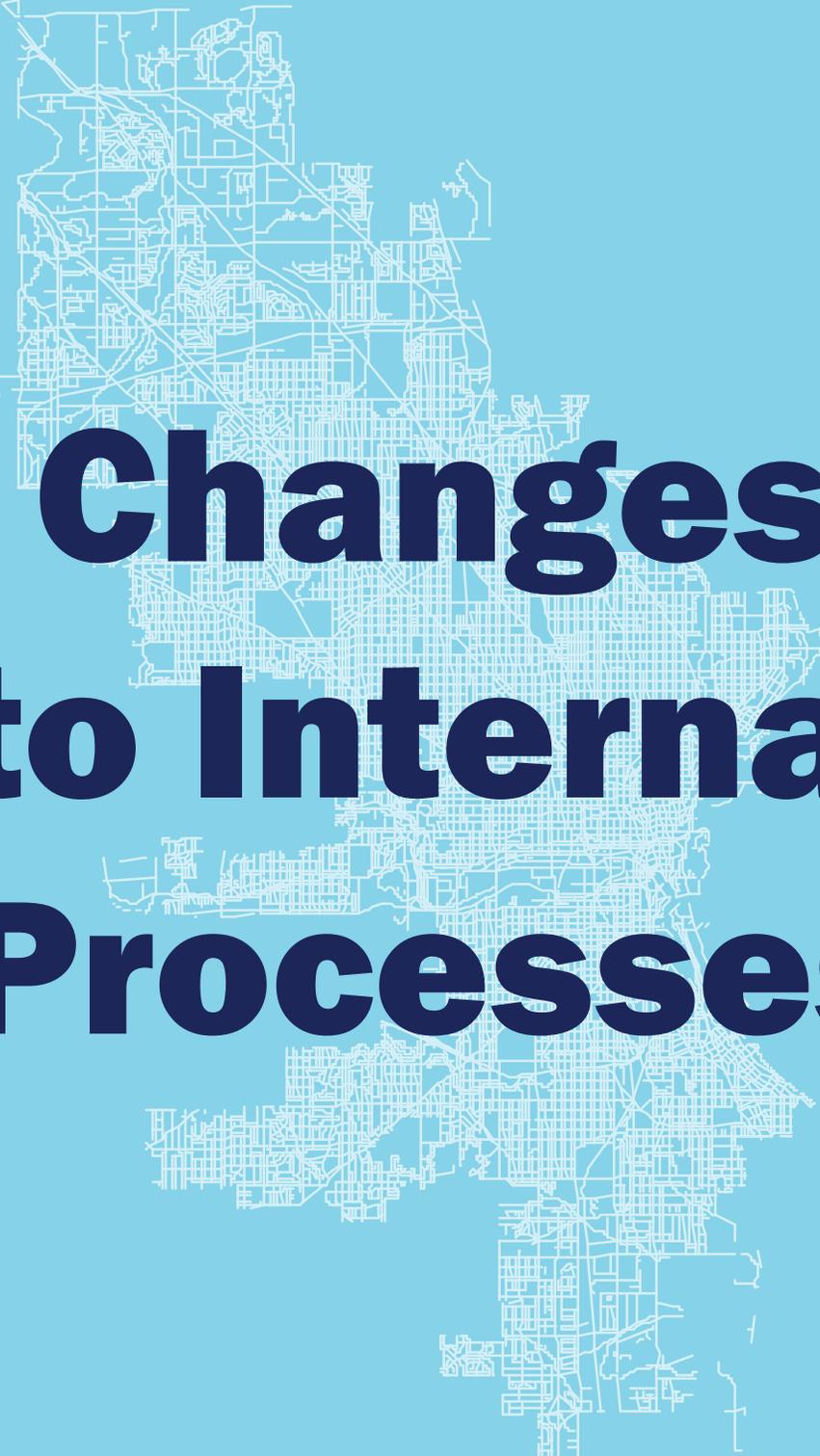
Prevalence of:

- High blood pressure
- Asthma
- Chronic heart disease
- Obesity
- Lack of physical activity
- Diabetes



These metrics were analyzed in various ways, including combining metrics, omitting metrics, and weighting metrics, with each analysis resulting in impacted geographies that were similar to the NRSAs. After much discussion on the pros and cons of utilizing various geographies and metrics to identify equity areas, the Complete Streets Committee agreed to use the existing NRSAs. The use of an existing geography will aid in data collection efforts, comparisons to historic data, and align with other ongoing initiatives within the city.

The Complete Streets policy states that the City “recognizes disparities, including, but not limited to, access to diverse transportation options, crash rates, health outcomes, education, income, employment, and others.” Using NRSAs to analyze data will assist the City in reaching the goals it set forth in the Complete Streets policy.



Changes to Internal Processes

Successful implementation of a Complete Streets policy means more than changing how streets are designed. It requires a commitment across departments to prioritize the most vulnerable populations and users of streets in all of the work the City does. Policies, procedures, and processes must be updated or developed to create a culture of safety, equity, and opportunity. Each person within city government must understand their role in implementing Complete Streets.

Efforts in 2019 focused on building awareness around the newly adopted Complete Streets policy and identifying immediate improvements that will lay the foundation for long-term, systematic change in the way streets in Milwaukee are viewed.

Budget

City priorities are identified within its annual budget and the budget requests put forth by each city department. In its 2020 budget request, DPW proposed \$700,000 in new, dedicated funding for multimodal improvements to be used for implementing the Complete Streets policy. While multimodal and Complete Streets improvements have historically been incorporated in various DPW initiatives, this was the first time funding was requested specifically for these improvements.

Through the budget amendment process, this request was bolstered by an additional \$500,000 specific to multimodal improvements and \$110,000 dedicated towards reckless driving initiatives. Common Council members proposed these funds because of strong community support for additional funding commitments towards walking, biking, transit, and safe street initiatives. The \$1,200,000 for multimodal improvements and \$110,000 for reckless driving initiatives were approved by Common Council and Mayor Barrett as part of the adopted 2020 City Budget.



High visibility crosswalk on W. Kilbourn Avenue

Coordination Efforts

Complete Streets Implementation Team

In early 2019, the Complete Streets Implementation Team (CSIT) was formed consisting of representatives from the City's Department of City Development (DCD), Health Department (MHD), and DPW, and the advocacy group Milwaukee Safe and Healthy Streets. These four partners were identified because of their important role in successful implementation of Complete Streets:

- DCD oversees land use decisions, planning, and urban design
- MHD is leading efforts towards an equitable Milwaukee; active transportation improves community health outcomes; traffic crashes are a public health crisis
- DPW oversees the planning, design, construction, and maintenance of streets and public rights of way
- Safe and Healthy Streets is a community voice rallying Milwaukeeans around the importance of safe street design and equitable transportation access

The CSIT meets bi-weekly and is tasked with providing guidance to the Complete Streets Committee and producing deliverables related to Complete Streets implementation for the Complete Streets Committee to review.

CSIT accomplishments in 2019 include:

- Finalizing the Complete Streets Data Framework
- Developing the Complete Streets Annual Report
- Defining 'equity zones' as they relate to Complete Streets in Milwaukee
- Staffing and leading discussions at two Complete Streets Committee meetings
- Organizing and attending the Smart Growth America Complete Streets Workshop (see page 12)
- Collaborating on numerous community engagement opportunities



The Hop at E. St. Paul Avenue and N. Broadway



Field visit during the Smart Growth America Complete Streets Workshop

Building Awareness Around Complete Streets

Successful implementation of any new policy requires continuous education and awareness building to ensure there is a broad understanding and knowledge of the policy's impacts and commitments. This is especially important for successful implementation of the Complete Streets policy because the policy relates to the work of many departments, agencies, and stakeholders.

In 2019, DPW presented an overview of Complete Streets, including initial steps in Complete Streets implementation and responsibilities of various stakeholders, at the following meetings:

- Complete Streets Committee
- DPW Senior Staff meetings
- City-County Task Force on Carjacking and Reckless Driving
- City of Milwaukee Bicycle and Pedestrian Task Force

Additionally, a Complete Streets Workshop, led by Smart Growth America, was held in late October 2019 for city staff from various departments/divisions within the City, including DPW, DCD, the Mayor's Office, and the Budget Office. Approximately 30 people participated in the 1.5 day training and learned about Complete Streets implementation, project selection and prioritization, community engagement, and street design.

Improving Communications

Words are powerful, and their usage communicates the vision and priorities for Complete Streets implementation. A concerted effort must be made across all communications to ensure the words being used prioritize people and transportation choices that support the Complete Streets policy.

Small changes have been made to date, and the CSIT continues to work to improve communications amongst all City departments and agencies. Revised language that reflects Complete Streets and prioritizes non-auto modes has been integrated into public notices for the Complete Streets Committee and Bicycle and Pedestrian Task Force meetings. This language includes information on how to walk, bike, and take transit to meeting locations, and lists these options first, as opposed to only listing information on how to drive to and park at meetings. DPW is working to integrate this language into other city notices as well. DPW has also increased its social media presence and has prioritized posting information related to walking, biking, and Complete Streets initiatives.

These changes, while seemingly minor, will aid in changing the status quo of how streets are designed and how people think about traveling around Milwaukee.



Biking by the Basilica of St. Joseph

Project Development

For most people traveling on city streets, the most noticeable change in Complete Streets implementation will be how streets look and who they serve. Successful Complete Streets designs cannot be the exception, however, and in order to ensure all projects result in a Complete Streets design, systematic changes to project development are required. Improvements to project selection, scoping, community involvement, analysis of alternatives, and data collection will ensure consistent processes are in place that result in safe and comfortable streets for all users.

DPW has initiated the development of a Complete Streets Handbook to formalize these improvements. Initial steps described below are also being taken to realize more immediate change.

Project Selection

The Transportation Infrastructure Division within DPW is responsible for developing the annual High Impact Paving Program and Local Paving Program. Combined, these two programs result in approximately 10-20 miles of repaved or reconstructed streets annually. Historically, streets have been identified by two criteria: pavement condition and community requests. In recent years, DPW has been successful at incorporating minor striping changes into projects to better reflect Complete Streets designs, but these changes have been inconsistent and not been applied systematically. DPW Multimodal and Traffic Engineering units are discussing changes to the street selection process with the Transportation Infrastructure Division. These changes would ensure that criteria such as equity and crashes, the incorporation of other plans, and the opportunity for pedestrian, bicycle, and transit improvements are also considered when developing the annual programs. Discussions have also started on how to better staff the program to ensure design changes are incorporated throughout most projects.

Project Scoping

The Major Projects Unit within DPW has started to involve other units and departments in its project scoping meetings for State and Federal Aid Reconstruction Projects, including DPW Multimodal and DCD. These meetings bring together various departments and agencies to discuss scope of improvements, existing plans, known issues, key stakeholders, and areas where improvements should be focused. The involvement of DPW Multimodal and DCD has led to a greater emphasis on Complete Streets design, community engagement, and data collection as part of the projects.

Data Framework

In collaboration with Milwaukee Safe and Healthy Streets, a new data collection framework has been developed to ensure that uniform and consistent data collection occurs before and after project implementation. For all projects except routine maintenance, such as pavement markings, and stand-alone ADA ramp installations, the City should collect speed, volume, and crash data prior to construction and again one year after the initial data are collected. This time frame will align the “before” and “after” data collection period so that weather and seasonal activity (e.g., festivals, school schedules) are similar. For some larger projects, data may be collected in future years as well to better understand changes over time. Additional data collection will be considered on a project-by-project basis, regardless of project size, to address specific issues or concerns. Examples of these data include sidewalk bicycle riding, illegal passing on the right, and red light running. Comprehensive data collection efforts will aid in promoting projects and build support for future investments.

Engagement

Community engagement is an essential component of transportation projects. City streets greatly influence residents’ everyday lives by impacting the way in which people are able to move around. Traditional approaches to community engagement, however, have limited the ways in which residents can meaningfully participate in the transportation planning process. In order to improve this process, engagement methods must be transformed so that community members are able to provide meaningful feedback. This change in traditional methods will require heightened levels of creativity, collaboration, and the pursuit of community justice.

The graphic below describes the **pillars of community engagement** required to meaningfully engage community members.



People First

Prioritize and amplify the voices of the people most affected by the project and/or design changes



Seek Justice

Acknowledge the injustices of past decisions and aim to heal, sustain, and let communities lead



Honor Lived Experience

Recognize and respect residents’ local knowledge and expertise in their own communities



Share Power

Understand community priorities and use expert skills and knowledge to achieve them

DPW, DCD, and other city departments have been changing their approach to community engagement to ensure decisions better reflect resident needs and priorities. The table below outlines the approach these departments strive to take when seeking input from the community.

Approach to Community Engagement
<p>Context & Connections</p> <p>Learning and understanding the community’s historic and social context</p>
<p>Relevance & Appropriateness</p> <p>Crafting communications that are linguistically, culturally, and socially appropriate</p>
<p>Meaningful & Accessible</p> <p>Meeting people where they are and identifying safe spaces</p>
<p>Empathy & Humility</p> <p>Presenting as co-facilitator; listening with empathy and humbly co-planning and designing</p>
<p>Transparent & Accountable</p> <p>Providing clear expectations and timelines; regularly checking-in at each step of the process</p>

The following pages describe new approaches taken to involve community members in decision-making processes.

Safe Passages Pre- and Post-Walks

Safe and Healthy Streets Milwaukee has partnered with DPW, alders, and other community partners since 2018 to host pre- and post-walks related to transportation projects. These walks are often resident-led, giving power to community members to dictate the process and priorities that are communicated.

In pre-walks, residents are invited to walk alongside DPW staff and alders to make observations and communicate desired changes. By walking together in the same footsteps as the most vulnerable users of the street – pedestrians – participants are able to engage in meaningful and mutual conversations about the issues. City staff use these conversations and observations to make recommendations that meet community needs. In post-walks, residents provide feedback on changes and observations about how the project functions on a daily basis.



N. 35th Street pre-walk

In 2019, Safe and Healthy Streets Milwaukee and DPW hosted the following Safe Passages walks:

- N. 27th Street (pre-walk)
- N. 35th Street (pre-walk)
- N. Hawley Road (pre- and post-walks)
- N. Jefferson Street (pre-walk)

Moving forward, partners hope to diversify projects to include quick, low-cost projects, such as re-striping only projects and flexible post installation, and multi-phase, long-term projects, with a longer lead time for resident input and more significant project outcomes. Ideally, future walks will be co-curated with residents to encourage meaningful participation. Additional outreach should be conducted to reach people who do not live in the project area but visit or travel through it regularly.



N. Jefferson Street pre-walk



Intercept survey for the Milwaukee Bike/Walk Sign Plan

Surveying

DPW has successfully utilized online surveying to gain input and feedback on various initiatives in 2019, including the Dockless Scooter Pilot Study, the Bike/Walk Sign Plan, and the Bicycling Level of Stress survey. This new engagement tool has resulted in more than 10,000 combined responses to questions related to traffic safety, all ages and abilities bikeways, mobility options, and urban design preferences.

In addition to online surveying, DPW met people where they were by using in-person intercept surveying for the Milwaukee Bike/Walk Sign Plan, a project that will result in new wayfinding sign designs. The surveys asked respondents about sign type preferences and reasons for preferring the sign type. Surveys were collected on a weeknight and a weekend day at two different locations: Kosciuszko Park on the city's south side and Gordon Park on the city's north side. A total of 117 surveys were collected.

Other important survey efforts in 2019 included Milwaukee Safe and Healthy Streets intercept surveys. See pages 37-38 for more information.

Case Study: Connecting the Corridor

The City of Milwaukee's comprehensive plan is divided into 14 area plans. DCD is in the process of completing an amendment to the [Near North Side Comprehensive Area Plan](#) called Connecting the Corridor. Connecting the Corridor is a Strategic Action Plan for the areas around the 30th Street Corridor and is based on a recommendation in the Near North Side Plan. As an action plan, Connecting the Corridor's focus is on projects and implementation. It will identify timelines, responsible parties, opportunities for collaboration, and next steps. After it is adopted by Common Council, all City Departments will be directed to work to implement these projects.

Connecting the Corridor projects fall into one or more of the following themes:

- Parks and Public Space
- Mobility and Streets
- Off-street Trails
- Stormwater Management

DCD is pursuing this plan amendment because of many overlapping projects and proposals related to these themes in the planning area. The resulting plan will unify these efforts under the vision of improved public space and increased quality of life for local residents and businesses.



Council President Ashanti Hamilton talks at a stop during a community walk along N. 27th Street

Connection to Complete Streets Implementation

Through the Connecting the Corridor planning process, the City has integrated new strategies related to Complete Streets and data collection:

- The projects in this plan will require various city departments to take ownership of the work. As a result, Connecting the Corridor sets a new standard for collaboration in a comprehensive planning process. This process has included increased coordination between city departments including DCD, DPW, MHD, and outside partners including Milwaukee Safe and Healthy Streets, the Milwaukee Metropolitan Sewerage District, non-profits, and neighborhood groups.
- By looking at all of the projects in the area together, staff is identifying opportunities for collaboration and efficient project implementation to have a strong community impact. For example, a stormwater reconstruction project will provide opportunities to incorporate Complete Streets improvements when the street is reconstructed.
- During the process, City staff and partners engaged the community in new and authentic ways. Community members provided specific feedback for near-term projects while also discussing general needs and concerns. Staff also worked with community partners to engage with residents outside of public meetings through “pop-ups” at events and one-on-one discussions with community leaders. For City-led meetings, additional resources were provided to the community to help make meetings more meaningful. For example, a walk and discussion related to a traffic safety project along N. 27th Street was held in conjunction with a community resource fair.
- As a project-based action plan, there is an opportunity to incorporate or define “before” and “after” data for projects or project themes in order to measure success.

- The plan will tie safe streets and the built environment to public health by including relevant public health data and explaining connections to the social determinants of health.

When complete, Connecting the Corridor will be a showcase example of a collaborative effort amongst various city departments and community partners. The processes set forth by this plan will create a template for future projects to ensure Complete Streets implementation is broader than street design.



Community members marking a map at a Connecting the Corridor public meeting

Case Study: S. Chase Avenue

The City of Milwaukee DPW began reconstruction of S. Chase Avenue between E. Ohio Avenue and E. Lincoln Avenue in 2019. The scope of work for this project included complete removal and replacement of the existing pavement, curb, and sidewalk. Initial funding for this project was awarded in 2014, prior to adoption of the City of Milwaukee's Complete Streets policy. DPW relied on the State of Wisconsin Department of Transportation's (WisDOT) Facilities Development Manual (FDM) and existing state legislation (Trans 75) that served as WisDOT's equivalent of a Complete Streets policy in scoping, designing, and constructing the project.

While the final design does include improvements for people walking and biking, opportunities to significantly incorporate elements of Complete Streets were missed and many design decisions had to be revisited as construction was beginning due to stakeholder concerns. The following is a description of the project processes and lessons learned.

Community Engagement

Community engagement through the design process consisted of local aldermanic meetings and Public Involvement Meetings (PIMs). Two PIMs were held in 2014 and 2016 and only residents and property owners directly adjacent to the project corridor were invited to the meetings. These invites were sent via mail and did not convey the opportunity to provide feedback on existing conditions, areas of concern, opportunities for improvement, or scope of work. Attendance at these meetings was low with approximately 10 people attending each meeting.



S. Chase Avenue at S. 1st Street under construction

Design Alternatives

DPW prepared cross-section design alternatives for the first PIM, but they were developed without community or stakeholder feedback. One option was a 'no build' alternative, one proposed adding bike lanes by widening the street and removing trees, and one proposed adding bike lanes by removing parking from one side of the street. Only striped bike lanes were considered, and since the corridor already had sidewalks on both sides, additional pedestrian improvements were not considered. Intersection design alternatives were developed internally by Traffic Engineering staff and not presented publicly.

Data Collection

Data collection efforts followed FDM requirements and only included motor vehicle volume counts and crash data analyses. Pedestrian and bicycle counts and motor vehicle speed counts were not conducted. Additionally, no field observations were conducted to assist in identifying problem areas, opportunities for improvement, or other information that data may not provide.



Crossing the newly constructed intersection of S. Chase Avenue at W. Lincoln Avenue

The lack of data collection and engagement resulted in a design that raised many concerns when the project was ready for construction, including:

- Residents near Baran Park raised concerns about the loss of on-street parking and parks staff were concerned with a loss of parking capacity for events.
- People who bike felt the proposed bike lanes did not provide adequate accommodation for people of all ages and abilities.
- Nearby residents were concerned that changes to the intersection of S. Chase Avenue and S. 4th Street would negatively impact large trucks and buses.

Changes to processes, procedures, and design guidance, all as a result of the Complete Streets policy, will ensure that future projects result in streets that are safe, comfortable, and enjoyable for all users of the street. Below are recommendations that will improve outcomes for similar projects:

- Parking counts should be conducted at various times throughout the day and year to determine demand for on-street parking. For projects near parks, park staff should be engaged to learn more about parking usage in and around the park and improvements that could encourage more people to walk and bike to the park.
- Several design alternatives should be developed that include enhanced bike, pedestrian, and transit accommodations, including protected bike lanes, curb extensions, and pedestrian refuge islands.
- Major stakeholders along the project corridor should be contacted directly to identify travel patterns, pick-up and drop-off operations, or any other unique situations that may occur along a corridor. Additional outreach should occur beyond typical PIMs as many people cannot make evening meetings.



Complete Streets Projects

Complete Streets are streets that are safe, comfortable, and reliable for walking, biking, transit trips, and driving. Successful implementation of the Complete Streets policy will result in all street infrastructure projects meeting the definition of a Complete Street. Achieving this goal will take time, however, and will require changes to processes, procedures, and policies that ensure Complete Streets are the norm and not the exception.

The data in this section measure changes to project delivery that result in street transformations that prioritize safety, and walking, biking, and transit trips. These data will track the city's progress towards reimagining streets to accommodate all users regardless of age, ability, or mode.

Complete Streets Project Delivery

The percentage of *major* transportation projects that incorporate Complete Streets elements will be tracked on an annual basis. For purposes of this annual report, major transportation projects are defined as reconstruction projects, repaving projects, or restriping projects on corridors greater than 1/4-mile. Because not every street that is reconstructed, repaved, or restriped will warrant substantial design changes to be considered a Complete Street, the percentage will only be based on streets where changes did occur or should have occurred.

Pedestrian High Injury Network

Milwaukee's Pedestrian High Injury Network (PHIN) was identified in the 2019 Milwaukee Pedestrian Plan. This network consists of approximately 106 miles of streets in Milwaukee where serious and fatal pedestrian crashes occur most often. Seventy-seven miles of these streets are located in NRSAs. Prioritizing investments on streets with known crash histories will result in greater impacts and more quickly realize improvements in crash reduction. The percentage of major transportation projects that occur on streets in the PHIN will be tracked as well as the percentage of streets in the PHIN that have received a Complete Streets improvement.

The PHIN is included in maps on pages 30 and 36.

Complete Streets Project Delivery & Pedestrian High Injury Network		
	Citywide	NRSAs
Total number of major transportation projects	22	12
Major transportation projects incorporating Complete Streets	2 (9.0%)	1 (8.3%)
Major transportation projects on a PHIN street	5 (22.7%)	3 (25.0%)
PHIN streets that received Complete Streets Improvement	1 (4.5%)	0 (0.0%)

Data source: DPW



Mid-block crossing on S. 27th Street

Low Stress Bikeway Network

Milwaukee’s existing on-street bikeway network has grown substantially over the past decade, but the majority of bikeways installed to date have been traditional bike lanes. While these types of bikeways may accommodate a small percentage of potential users, most people will not feel comfortable bicycling without a higher level of accommodation. To achieve the full benefits of a Complete Street, bikeway projects must provide accommodations that are safe and comfortable, with a goal of encouraging more people to bicycle as a means of getting around. Low-stress bikeways can include protected bike lanes, traffic-calmed streets called bike boulevards, and shared use trails, and can be achieved through new projects or by enhancing existing bikeways into low-stress accommodations. Both the mileage of new low-stress accommodations and the percentage of the overall bikeway network will be tracked on an annual basis.

A map of low stress bikeways is on page 36.



The E. Kilbourn Avenue protected bike lane

Low Stress Bikeway Network						
	Existing		Installed in 2019		Percentage of Overall Network	
	Citywide	NRSAs	Citywide	NRSAs	Citywide	NRSAs
Protected Bike Lanes	1.1	0.3	1.2	0	1.4%	2.8%
Bicycle Boulevards	0	0	0	0	0%	0%
Shared Use Trails*	43	7.9	0	0	26.3%	70.6%
Total	44.1	8.2	1.2	0	27.7%	79.6%
Overall Network (Includes Traditional Bike Lanes)	160.2	10.3	3.5	3.5	N/A	N/A

*Includes trails managed by the City of Milwaukee, Milwaukee County, and Wisconsin Department of Natural Resources

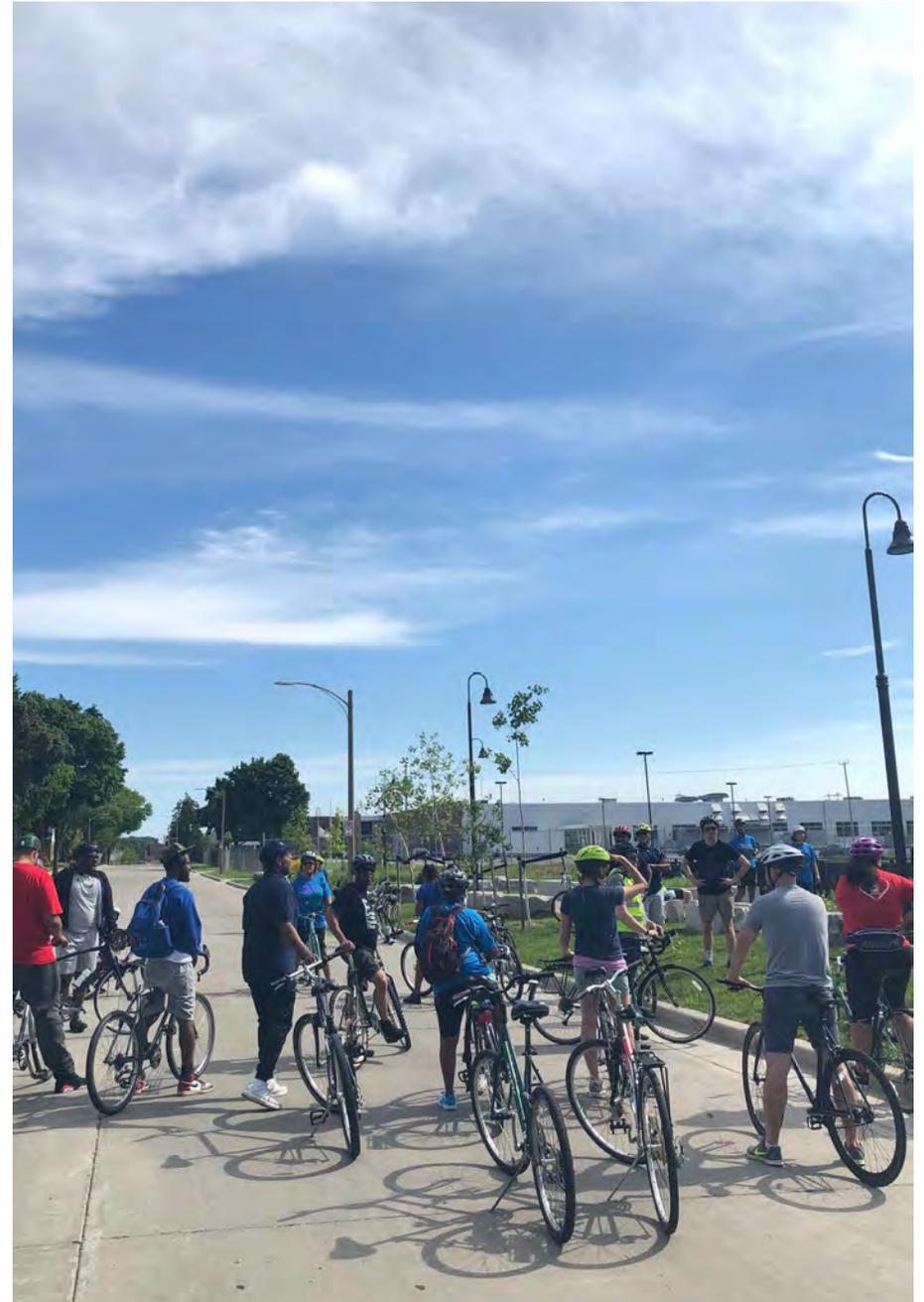
Data source: DPW

Green Infrastructure Improvements

The Complete Streets policy states that stormwater management shall be incorporated or maintained within the public right-of-way as part of Complete Streets. Green infrastructure helps address climate change, improves air quality, and creates a sense of place by providing landscaping, shade, and beautification. The number of street trees added and bioswales installed as part of transportation projects will be tracked on an annual basis.

Green Infrastructure Improvements		
	Citywide	NRSAs
Street trees	3,577	1,524
Bioswales	37	0

Data source: DPW



Promise Zone Bike Ride participants learn about MMSD's North Stormwater Basin along the 30th Street Corridor

Case Study: N. Hawley Road

City of Milwaukee DPW, 10th District Alderman Michael Murphy, and nearby residents partnered to implement Complete Streets improvements on N. Hawley Road between W.Wells Street and W.Vliet Street in summer 2019. This stretch of N. Hawley Road is a key north-south connection between neighborhoods, the Hank Aaron State Trail, the Oak Leaf Trail system, and nearby parks and commercial corridors. N. Hawley Road also serves as one of the few north-south options over the Menomonee River Valley. Previously, the street consisted of two lanes in each direction over the N. Hawley Road viaduct, but one lane in each direction immediately to the north. There were no on-street bike accommodations and the narrow sidewalks were immediately adjacent to the outside lane of travel. High speed traffic, opportunities to pass on the right, and lack of separated space for people walking and biking led to uncomfortable and unsafe conditions for all users of the street, rendering N. Hawley Road a barrier to people who wanted to travel north and south in the area.



Children biking on N. Hawley Rd. sidewalk prior to the redesign



Alderman Murphy talks to residents on a walk after project completion

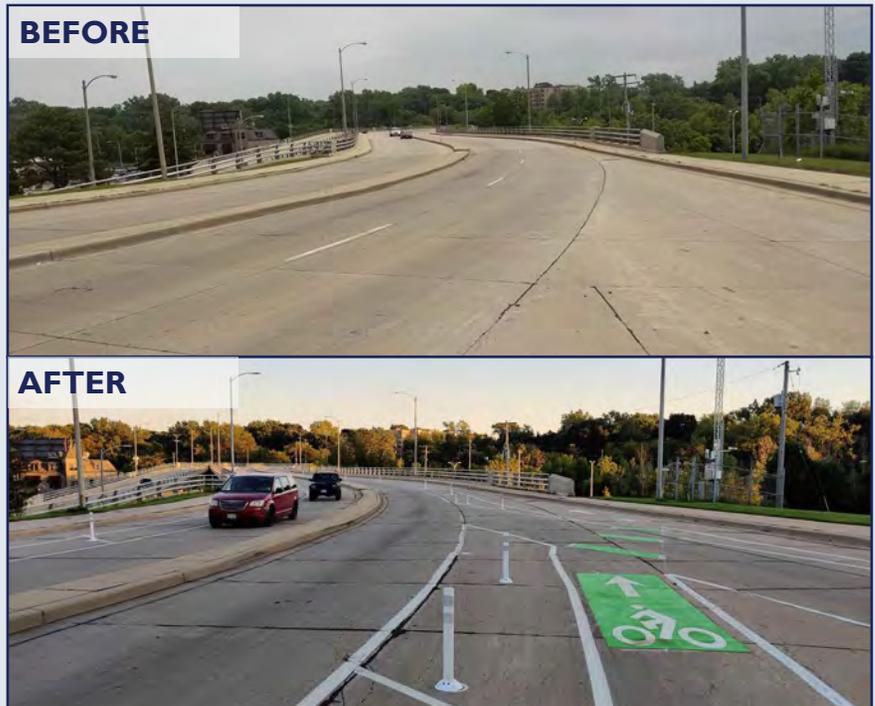
The Alderman and area residents requested DPW implement traffic safety improvements on this stretch of N. Hawley Road to calm traffic, improve accommodations for people walking and biking, and reduce the number of crashes for all travel modes. DPW attended two community meetings in summer 2018 to discuss existing conditions, display design alternatives, and receive input from people living near and using N. Hawley Road. The feedback from meeting attendees resulted in changes to on-street parking, better accommodations for people biking near the on- and off-ramps on the viaduct, and new turn lanes for people driving. In addition to these traditional public meetings, DPW attended a community walk hosted by Milwaukee Safe and Healthy Streets and Alderman Murphy. This walk occurred in April 2019 and gave residents and DPW staff an opportunity to experience firsthand the challenges and dangers that existed prior to project completion.

“The bike lanes and striping results in a much safer crossing of Hawley Road for bikes, pedestrians and cars. We’ve crossed the bridge by all three modes of transport and what was a speedway has transformed into a roadway. The redesign from two lanes to one lane is quite wonderful.”

- Email from N. Hawley Road area resident

DPW crews implemented the traffic safety improvements in August 2019 and the desired changes were realized almost immediately. Neighborhood residents continued to express their support of the project and noted the perceived reduction in motor vehicle speeds, increased comfort in walking and biking over the viaduct, and lack of major impacts to motor vehicle delay or congestion. Milwaukee Safe and Healthy Streets hosted a post-walk in October 2019 as an opportunity to celebrate a Complete Streets win and experience the difference in comfort and accommodation for people walking and biking.

The N. Hawley Road project also presented an opportunity for DPW to collect “before” and “after” data per the Complete Streets data framework. Motor vehicle speeds, user counts, and crash data were collected before project implementation, and will be collected one year after implementation for comparison purposes. DPW collected preliminary “after” speed data in October 2019 to gauge initial results and to see if the perception of reduced speeds was reflected in the data; the information gathered is shown to the right.



↓ 45%

Percentage of people driving 40 MPH or more decreased by 45%



-2 MPH

Average and median speeds decreased by 2 MPH



+2%

Motor vehicle volumes increased by 2%



Minor changes to motor vehicle volumes on side streets

A white line-art map of a city street grid, showing a dense network of streets and highways. The map is centered on a blue background. The text "Our Streets Today" is overlaid on the map in a large, bold, dark blue font.

Our Streets Today

The data in this section measure changes to travel behavior, traffic safety, and perceptions about transportation options and safety. While the previous two sections describe and measure City-led changes, the measurements in this section quantify the external results of those changes. Some of the data points in this section may change in the short-term, such as bicycle and pedestrian counts or speeding on or along corridors with recent infrastructure changes. Other measurements, like work commute mode share or perceptions, may not exhibit any change until several years after a specific project is completed or until there is a more holistic and citywide approach to Complete Streets implementation.

Activity

Work Commute Mode Share

The American Community Survey is a yearly survey distributed by the U.S. Census Bureau that collects ongoing data about people. The journey-to-work question on the survey asks about the most common commute mode used by all people who worked at least one hour in the week prior to receiving the survey. Because Work Commute Mode Share only captures the way in which people travel to work in one particular week, it does not represent the full picture of how people move throughout the city. For example, walking to a store or riding a bike to a friend's house will not be recorded, and any weather-dependent modes may be impacted by when the survey is taken. However, the data is collected consistently and remains an important measurement to analyze transportation trends. Shifts from automobile commuting to other modes may indicate that investments in Complete Streets implementation are creating a more attractive and safe environment for walking, biking, and taking public transit.

Work Commute Mode Share		
	Citywide	NRSAs
Walking	4.7%	5.0%
Biking	0.9%	0.9%
Public Transit	7.6%	11.2%
Single Occupancy Vehicle	72.3%	67.0%
Working from Home	3.4%	3.5%

Data source: American Community Survey - 2018 5-year estimates



Waiting to cross the street at N. 16th Street and W. Wells Street

Intersection User Counts

In addition to Work Commute Mode Share, intersection user counts will be collected in order to evaluate numbers of people biking and walking across the city. This metric will record pedestrian and bicyclist crossings at 20 intersections for six hours on two different days. The counts will be taken at each location on a weekday and on a Saturday during fair weather in fall after Labor Day. This information will be collected beginning in 2020. Counts will be taken at the same intersections annually to evaluate citywide trends over time.

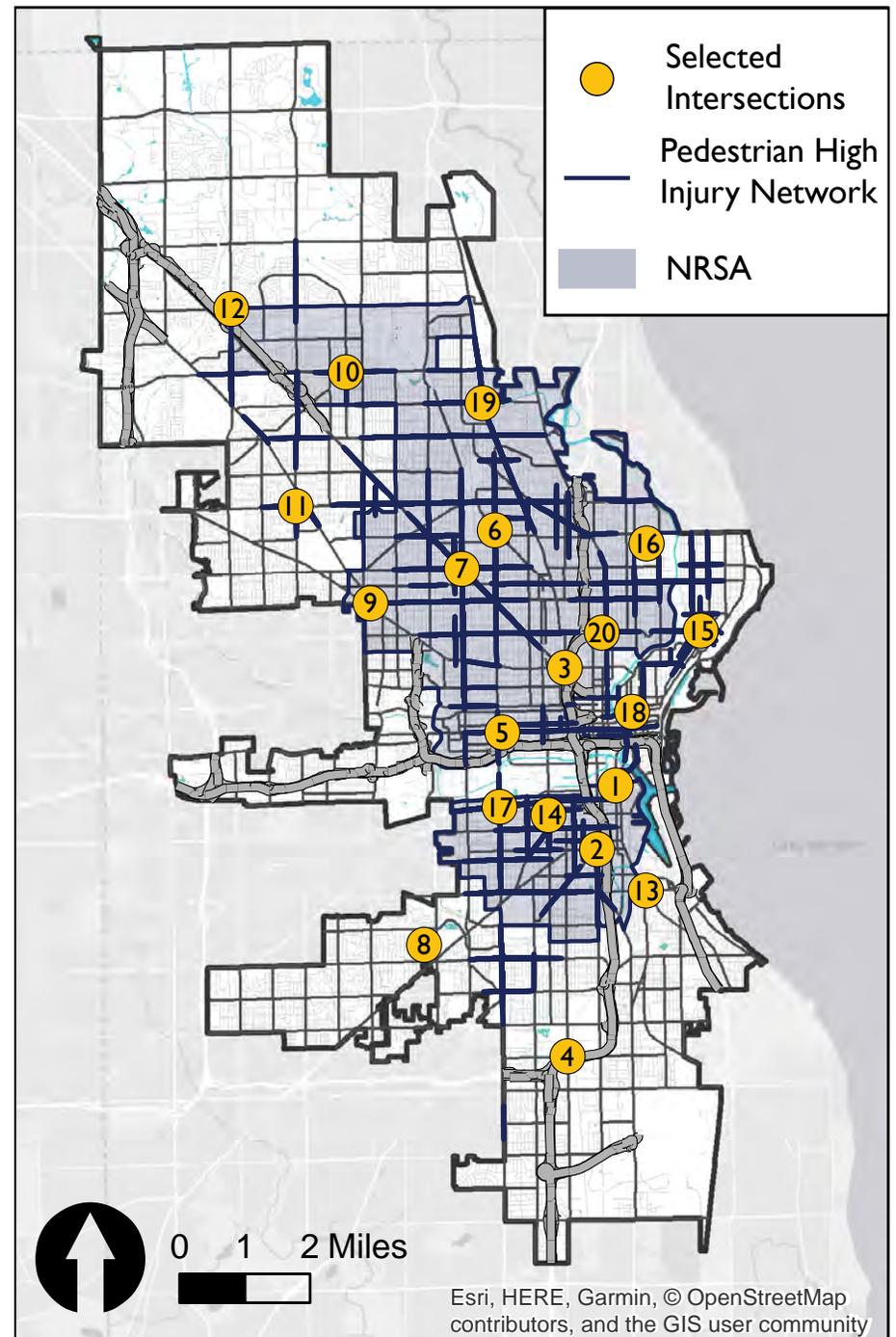
To the right is the methodology by which selected locations were chosen. The following page lists the selected intersections along with a map.



Crossing the street at S. Cesar E. Chavez Drive and W. Washington Street

Selected Intersections Methodology	
Combined Motor Vehicle Volume (Annual Average Daily Traffic)	10% >40,000
	55% 20,000 - 40,000
	35% <20,000
Pedestrian High Injury Network	60% Yes
	40% No
NRSA	65% Yes
	35% No
Projects and Development	10% Completed Transportation Projects
	40% Proposed Transportation Projects
	25% Future Development
	25% No Planned Development
Intersection Type	5% 3-way
	75% 4-way
	10% 5-way
	10% 6-way

Selected Intersections	
1	S. 2nd Street & W. Virginia Street
2	S. 6th Street & W. Historic Mitchell Street
3	N. 12th Street & W. Walnut Street
4	S. 13th Street & W. Bolivar Avenue
5	N. 26th Street & W. Wisconsin Avenue
6	N. 27th Street & W. Hopkins Street
7	N. 35th Street & W. Burleigh St. & W. Fond du Lac Avenue
8	S. 46th Street & W. Dakota Street
9	N. 58th Street & W. Center Street & W. Appleton Avenue
10	N. 64th Street & W. Silver Spring Drive
11	N. 76th Street & W. Capitol Drive
12	N. 91st Street & W. Mill Road
13	S. Allis Street & S. Kinnickinnic Avenue & E. Lincoln Avenue
14	S. Cesar E. Chavez Drive & W. Washington Street
15	N. Farwell Avenue & N. Murray Avenue & E. Ivanhoe Place & E. North Avenue
16	N. Fratney Street & E. Townsend Street
17	S. Layton Boulevard & W. National Avenue
18	N. Milwaukee Street & E. Kilbourn Avenue
19	N. Teutonia Avenue & W. Villard Avenue
20	N. Vel R. Phillips Avenue & W. North Avenue



Transit Passenger Counts

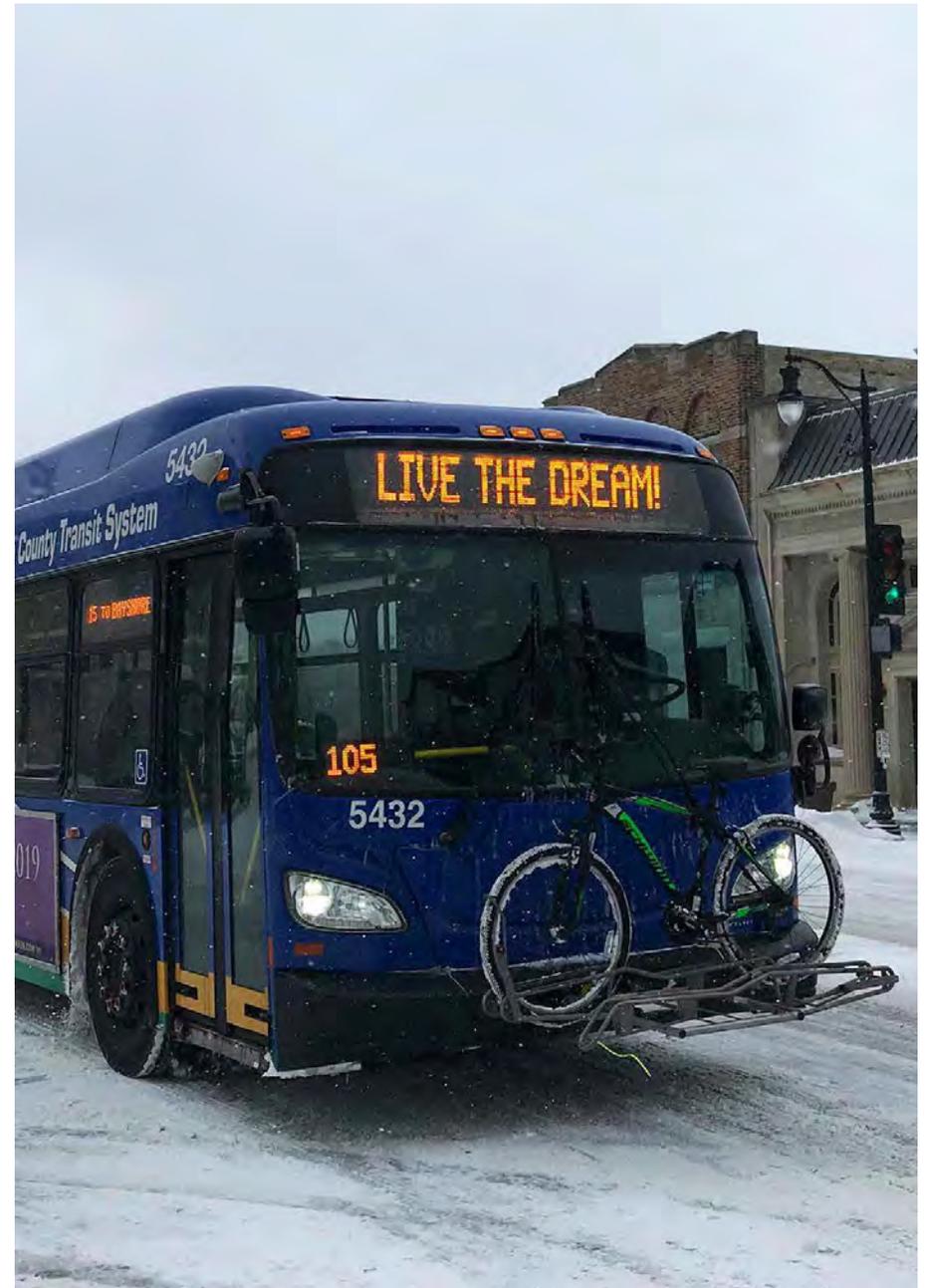
The Milwaukee County Transit System (MCTS) operates the bus system in Milwaukee, which consists of 5,100 bus stops and more than 55 routes. The City of Milwaukee operates The Hop, a streetcar that serves downtown, the Third Ward, and the Lower East Side. All MCTS buses are equipped with racks that hold two bicycles. Bicycles are allowed on the streetcar, but the number of bicycles on streetcars is not recorded.

Complete Streets ensure that all transit riders are able to safely access both their transit stops and their destinations by creating safe crossings and accessible sidewalks. Additional transit accommodations, such as bus bulbs and dedicated transit lanes, can be incorporated into street design to make taking transit safer, easier, and more efficient. Transit ridership numbers are a direct method of tracking the relationship between Complete Streets investments and public transit usage. Bike-on-bus ridership may also provide evidence of increased bicycle usage in Milwaukee.

In addition, in 2020 – 2021, MCTS will implement MCTS Next, a plan to create more high frequency bus routes with more connections and increased accessibility. Transit ridership numbers in this report can track trends associated with route changes resulting from this plan.

2019 Transit Passenger Counts		
	Citywide	NRSAs
Bus passenger counts*	17,360,596	9,561,480
Bike on bus counts*	87,318	46,762
Streetcar passenger counts+	760,321	N/A

Data sources: *MCTS, +DPW



A bike on an MCTS bus

Trail User Counts

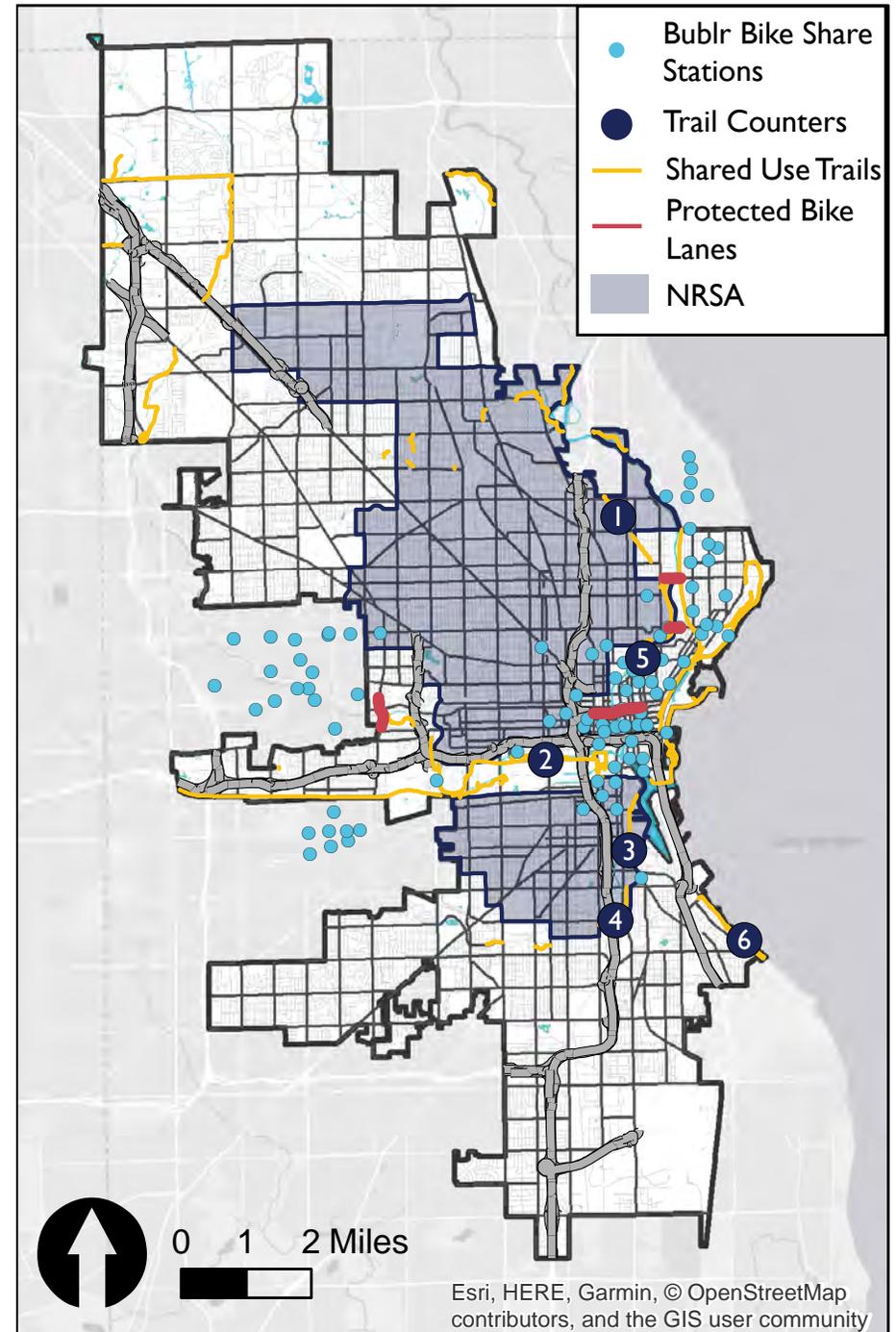
The City has six permanent trail counters that continuously count the number of people biking and walking past these points. Trail usage trends may signify broader biking and walking trends citywide as well as indicate effects from Complete Streets investments adjacent to or nearby these trails. The counters are located at the following locations:

1. Beerline Trail – E.Vienna Avenue
2. Hank Aaron State Trail – Potawatomi Circle
3. Kinnickinnic River Trail – E. Maple St.
4. Kinnickinnic River Trail – W. Rosedale Ave.
5. Marsupial Bridge
6. Oak Leaf Trail – South Shore Park

More detailed information about trail counts, including monthly summaries, is available here: milwaukee.gov/TrailCounts

2019 Trail User Counts		
1	Beerline Trail – E.Vienna Avenue*	11,868
2	Hank Aaron State Trail – Potawatomi Circle	78,137
3	Kinnickinnic River Trail – E. Maple Street*	84,953
4	Kinnickinnic River Trail – W. Rosedale Ave.*	22,948
5	Marsupial Bridge	215,492
6	Oak Leaf Trail – South Shore Park	187,056

*Located in NRSA
Data source: DPW



Shared Mobility Counts

BublR Bike Share

BublR Bikes, Milwaukee’s nonprofit bike share system, operates 700 bikes at 56 stations located in the City of Milwaukee, with additional stations in the surrounding communities of Shorewood, Wauwatosa, and West Allis. Fifteen stations are located in NRSAs. In 2020, the system will increase by 26 stations, with 19 new stations proposed to be located in NRSAs. A map of existing stations is on page 32.

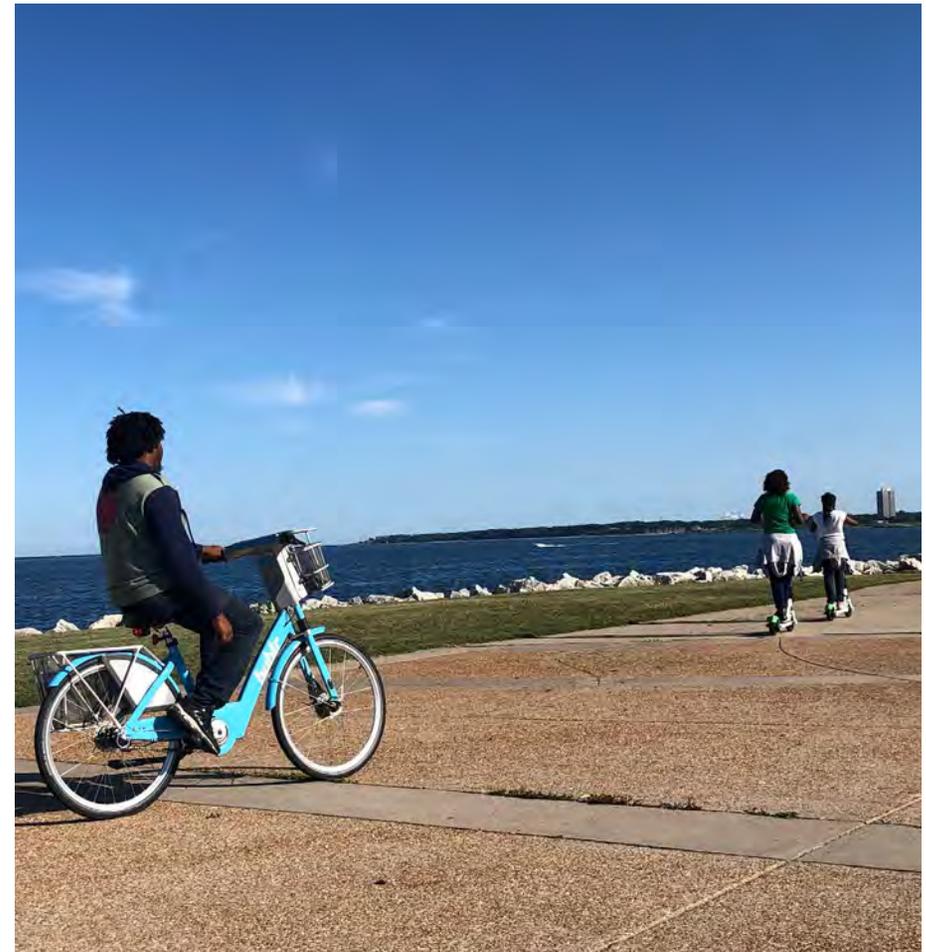
Bike share usage is another method for tracking bicycle ridership, which may indicate increased support for active transportation or successful investments in Complete Streets. Examining which stations have increased ridership can indicate areas where street changes have improved conditions for bicycle riding. Analyzing how new stations impact total ridership may provide evidence of the need for additional bike share stations.

2019 BublR Bike Share Trips		
	Citywide	NRSAs
Total trips	74,702	8,752

Data source: DPW

Dockless Scooters

Dockless scooters launched in Milwaukee under a pilot study on July 23, 2019, with one operator. Two additional companies began operating on August 13 and 14. Throughout the duration of the pilot, the number of available scooters ranged from 350 to 1,350. The pilot study ended December 31, 2019, though all companies had removed their scooters by November 30. Dockless scooter ridership numbers demonstrate the demand for increased transportation options, particularly in areas not well-served by public transportation.



Riding BublR bike share and dockless scooters

2019 Dockless Scooter Trips		
	Citywide	NRSAs
Total trips	350,130	52,850*

*Indicates trips starting in NRSAs; does not include data from one operator from 8/9-10/13/2019

Data source: DPW

Safety

Fatalities and Serious Injuries

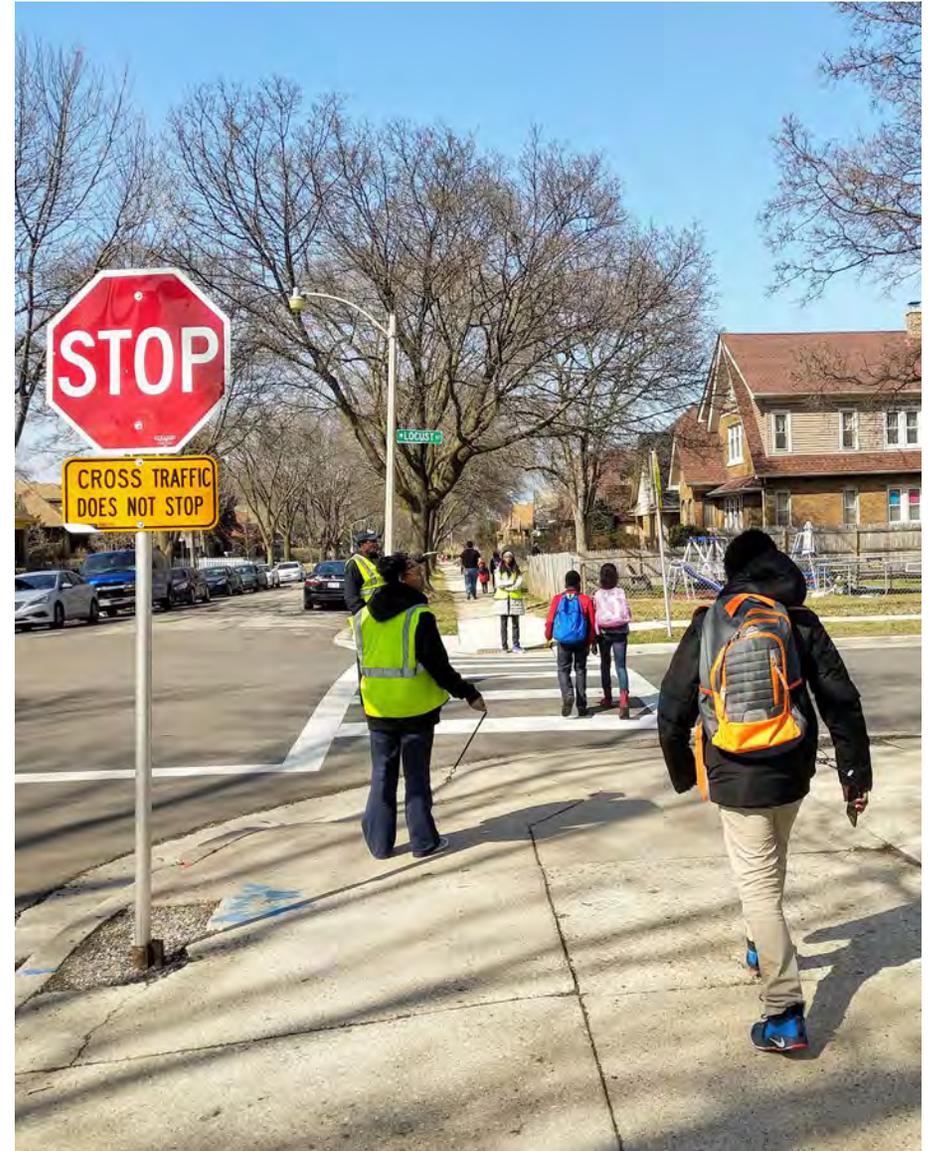
One of the main goals of Complete Streets is to create safer streets for all users. It is important to track traffic fatalities and serious injuries in order to assess progress on this goal. The Milwaukee Police Department (MPD) reports crashes to the Wisconsin Department of Transportation (WisDOT). These data are available through the WisTransPortal Data Hub. Note that “motor vehiclist” includes drivers and passengers of cars and people on motorcycles and mopeds.

2019 Fatalities and Serious Injuries		
	Citywide	NRSAs
Pedestrian fatalities	12	9
Bicyclist fatalities	1	1
Motor vehiclist fatalities	41	18
Pedestrian serious injuries	71	45
Bicyclist serious injuries	11	6
Motor vehiclist serious injuries	245	154

Data source: WisTransPortal

Serious Injury Rates

The serious injury rate is the number of pedestrian, bicyclist, or motorist serious injuries divided by the total of all pedestrian, bicycle, or motor vehicle counts taken at the 20 control intersections listed in the “Intersection User Counts” section on pages 29-30. Serious injury rates are not available for 2019 because intersection counts were not taken.



Students crossing W. Locust Street

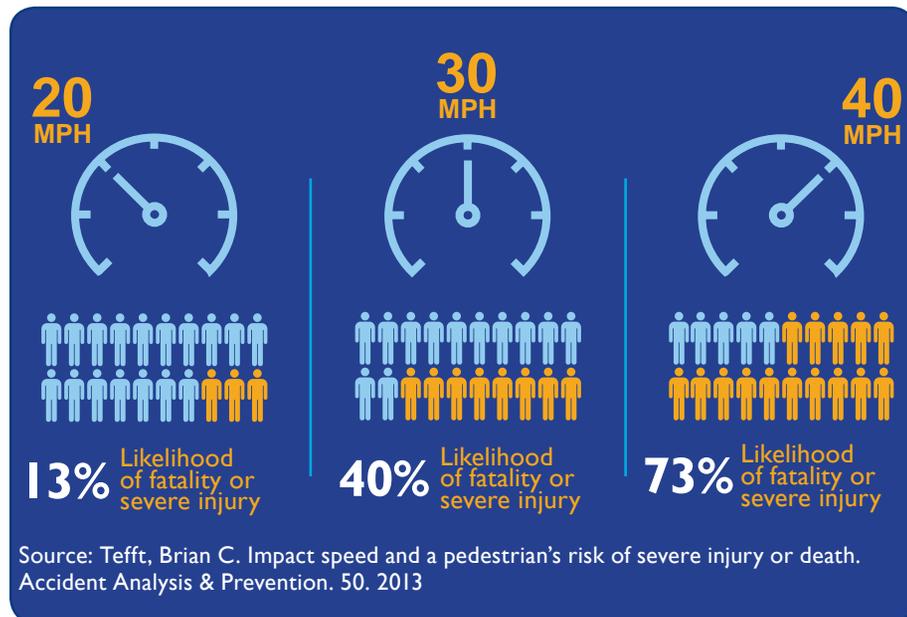
Speeding

Increased motor vehicle speeds are directly related to the safety of people walking and biking. Research indicates that higher motor vehicle speeds increase the probability of serious injuries or fatalities when a crash occurs. The image below shows this dramatic rise in risk as speeds increase. Street design has a considerable impact on speeds, and Complete Streets investments can reduce incidents of speeding and resultant high severity crashes.

This measurement will track speeding at the same 20 sites each year to evaluate citywide trends over time. It will include the following:

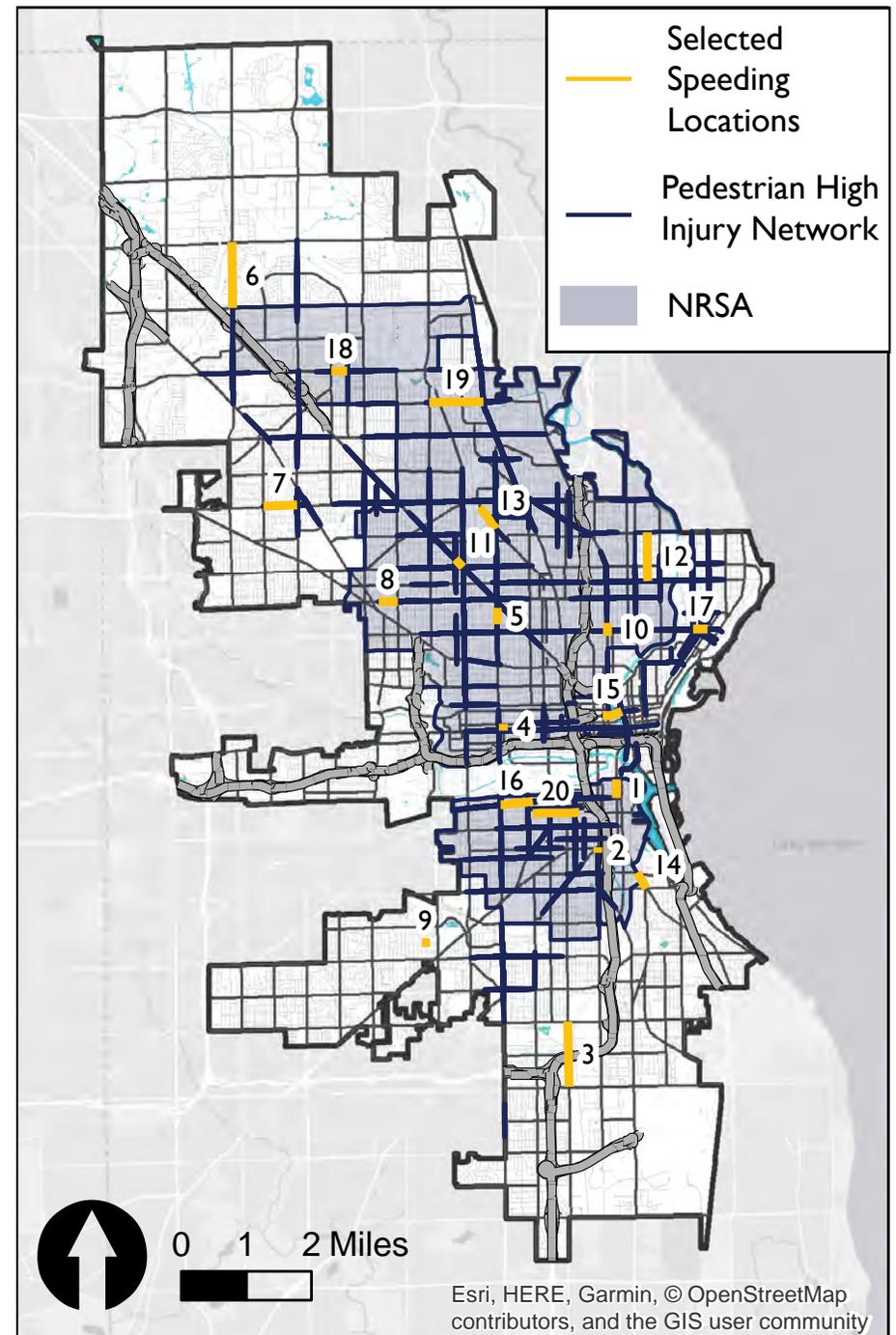
- 85th percentile speed (the speed at which 85% of people are driving)
- Average speed
- Percent of vehicles traveling more than 10 MPH over the posted speed limit

The following page lists the selected locations and the methodology by which they were chosen. This information will be collected beginning in 2020.



Selected Locations Methodology	
Motor Vehicle Volume (Annual Average Daily Traffic)	15% High (>20,000)
	55% Medium (10,000 - 20,000)
	30% Low (<10,000)
Pedestrian High Injury Network	65% Yes or partial
	35% No
NRSA	60% Yes
	40% No
Projects and Development	10% Completed transportation projects
	40% Proposed transportation projects
	25% Future development
	25% No planned development
Street Type	5% 3-lane in each direction
	35% 2-lane in each direction
	60% 1-lane in each direction
Speed Limit	5% 40 MPH
	15% 35 MPH
	60% 30 MPH
	20% 20 MPH

Selected Locations		
1	S. 2nd Street	W. Florida Street to W. National Avenue
2	S. 6th Street	W. Historic Mitchell Street to W. Maple Street
3	S. 13th Street	W. Layton Avenue to W. Howard Avenue
4	N. 26th Street	W. Wells Street to W. Wisconsin Avenue
5	N. 27th Street	W. Clarke Street to W. Meinecke Avenue
6	N. 91st Street	W. Good Hope Road to W. Mill Road
7	W. Capitol Drive	N. 84th Street to N. 76th Street
8	W. Center Street	N. 56th Street to N. 51st Street
9	W. Dakota Street	N. 47th Street to N. 45th Street
10	N. Doctor Martin Luther King Jr. Drive	W. Meinecke Avenue to W. Garfield Avenue
11	W. Fond du Lac Avenue	W. Auer Avenue to W. Burleigh Street
12	N. Fratney Street	E. Keefe Avenue to E. Locust Street
13	W. Hopkins Street	N. 31st Street to N. 27th Street
14	S. Kinnickinnic Avenue	E. Becher Street to E. Lincoln Avenue
15	E./W. Kilbourn Avenue	N. Vel R. Phillips Avenue to N. Water Street
16	W. National Avenue	S. Layton Boulevard to S. 20th Street
17	E. North Avenue	N. Oakland Avenue to N. Prospect Avenue
18	W. Silver Spring Drive	N. 68th Street to N. 64th Street
19	W. Villard Avenue	N. Sherman Boulevard to N. Teutonia Avenue
20	W. Washington Street	S. 20th Street to S. 10th Street



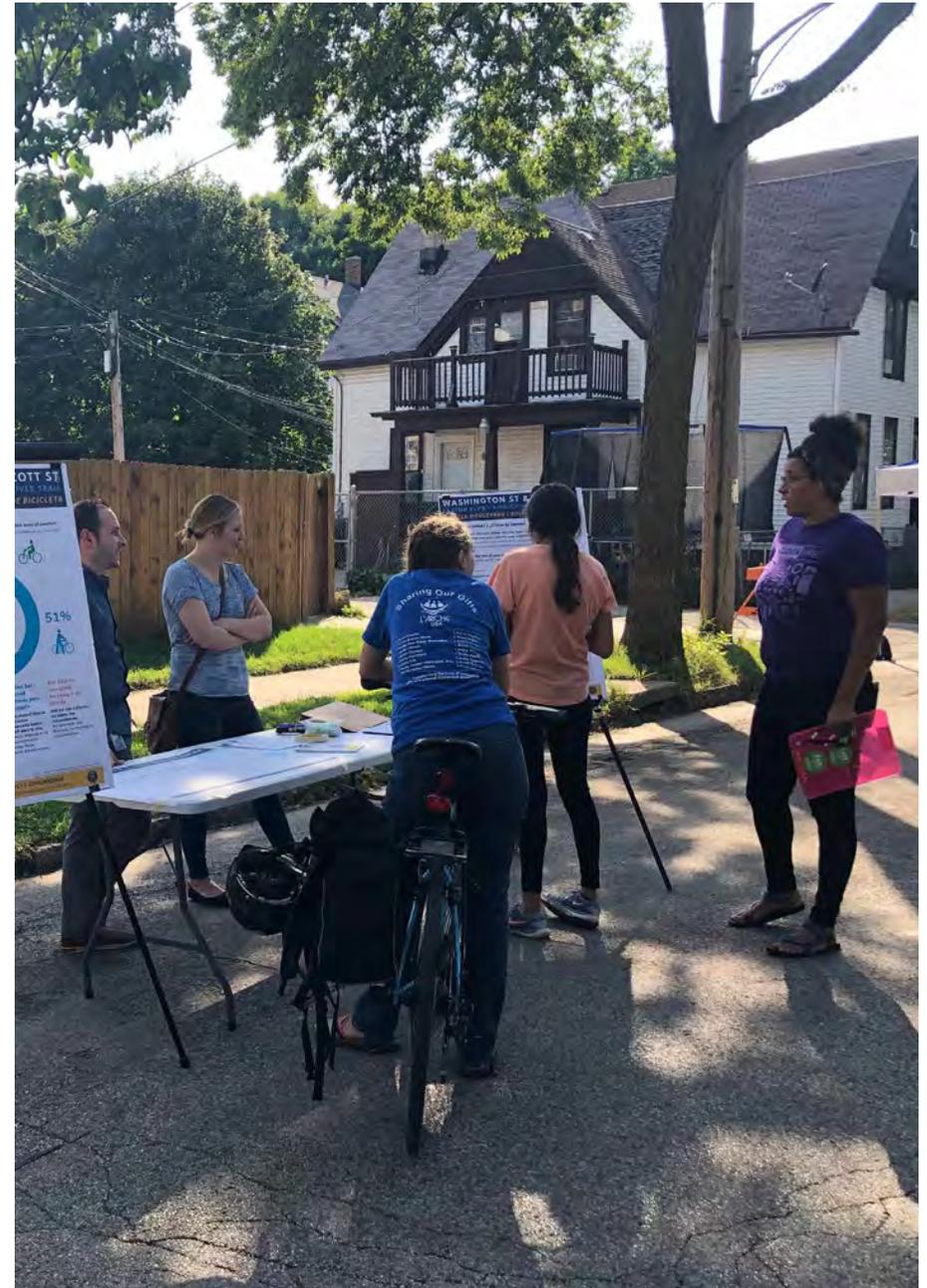
Perceptions

Milwaukee Safe and Healthy Streets tested a postcard survey in 2019. It will be refined in 2020 and ultimately adopted for use on a regular basis in future years by the City of Milwaukee and its community partners.

The survey form included questions about enjoyment of walking and bicycling, perceptions of safety and security while walking and bicycling in the respondent's neighborhood, walking and bicycling activity during the previous week, physical and mental health, and basic demographic information. It also included one open ended question: "Please write comments about what it is like to walk or bicycle in your neighborhood." The survey protocol was approved by the Medical College of Wisconsin Institutional Research Board (IRB). Both English and Spanish versions of the survey form have been developed, but the Spanish version was not used during the 2019 pilot period.

The paper survey was distributed face-to-face at 20 different events between May 1 and October 19, 2019. Members of the research team invited people at each event to participate before, during, and after the events took place. A total of 164 people took the survey. This pilot survey was distributed at a wide variety of events with the intent of reaching many different types of people. However, it was not intended to represent the City of Milwaukee population as a whole, so the results should not be generalized citywide.

The full survey text, results, and lessons learned can be found here: milwaukee.gov/CSAnnualReport



Milwaukee Safe and Health Streets team members surveying community members at Ciclovía

Perceptions (n = 164)

How enjoyable is WALKING? (n = 162)		How enjoyable is BICYCLING? (n = 141)	
Very enjoyable	68 (42.0%)	Very enjoyable	44 (31.2%)
Enjoyable	47 (29.0%)	Enjoyable	36 (25.5%)
Neutral	27 (16.7%)	Neutral	35 (24.8%)
Unenjoyable	4 (2.5%)	Unenjoyable	9 (6.4%)
Very unenjoyable	16 (9.9%)	Very unenjoyable	17 (12.1%)
Thinking about street traffic, how safe is it to WALK in your neighborhood? (n = 160)		Thinking about street traffic, how safe is it to BICYCLE in your neighborhood? (n = 147)	
Very safe	20 (12.5%)	Very safe	11 (7.5%)
Safe	49 (30.6%)	Safe	35 (23.8%)
Neutral	35 (21.9%)	Neutral	28 (19.0%)
Unsafe	31 (19.4%)	Unsafe	48 (32.7%)
Very unsafe	25 (15.6%)	Very unsafe	25 (17.0%)
Thinking about crime/personal security, how safe is it to WALK in your neighborhood? (n = 153)		Thinking about crime/personal security, how safe is it to BICYCLE in your neighborhood? (n = 143)	
Very safe	12 (7.8%)	Very safe	18 (12.6%)
Safe	56 (36.6%)	Safe	51 (35.7%)
Neutral	36 (23.5%)	Neutral	28 (19.6%)
Unsafe	24 (15.7%)	Unsafe	25 (17.5%)
Very unsafe	25 (16.3%)	Very unsafe	21 (14.7%)

Economic Development

Reimagining streets for people of all ages and abilities can have many positive impacts on economic development. Data are limited, but some cities have been able to track how Complete Streets lead to an increase in property values, the number of businesses, and employment levels. When a commercial corridor is a place where people want to walk and enjoy the environment, they are likely to spend more time and money in the area.

Major Complete Streets projects proposed for neighborhoods that may already be seeing increasing property values and housing costs are often accompanied by concerns about heightened risk for displacement of low income residents. To avoid unintended consequences of Complete Street improvements on lower income families, the City of Milwaukee will continue to implement the recommendations of its [Anti-Displacement Plan](#) targeted to those neighborhoods exhibiting risk factors for displacement.

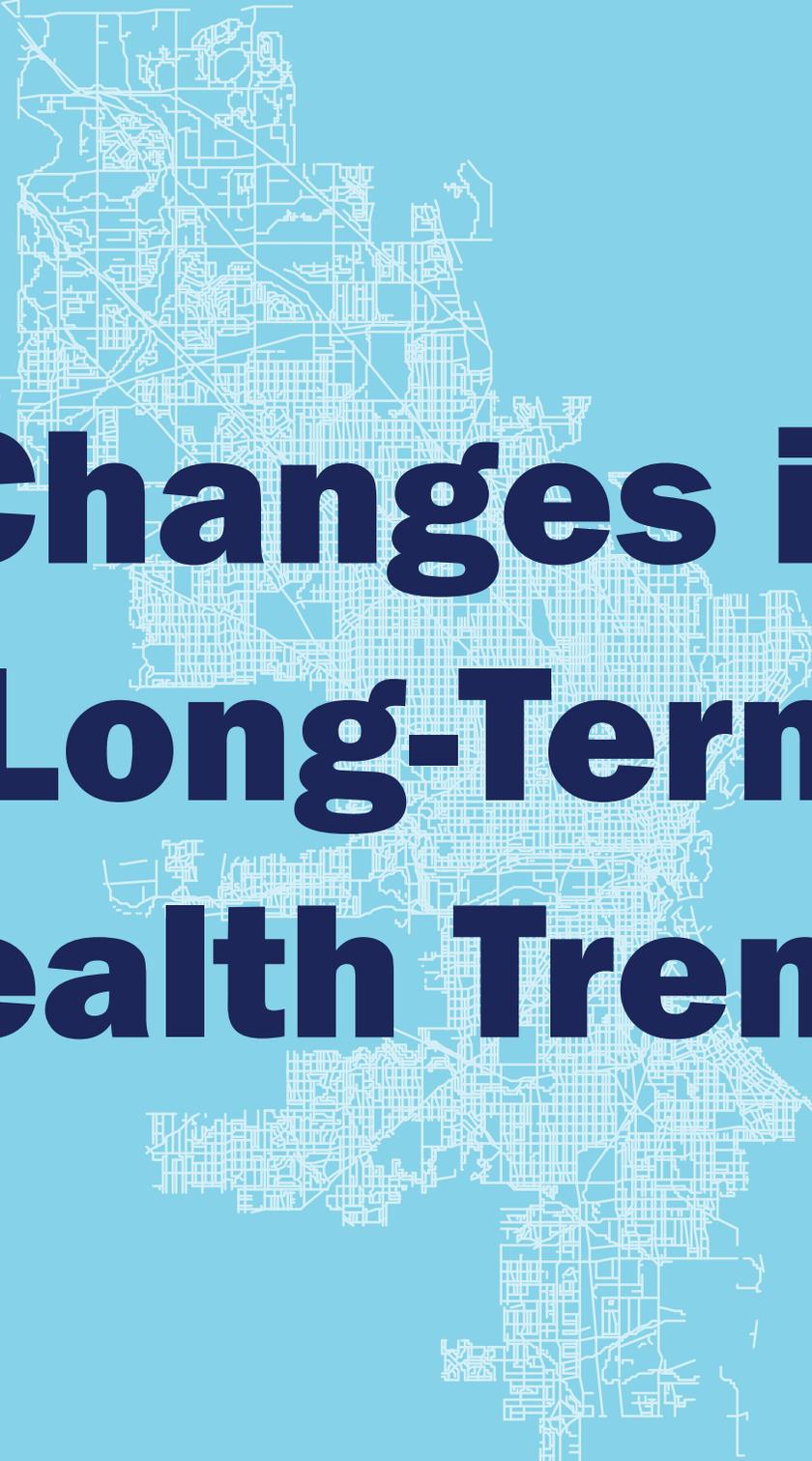


S. 5th Street saw an increase in development after a redesign

The development measurements that will be reported include assessed property value, business development, and housing development. Assessed property value will be measured citywide and within the NRSAs and will be compared to prior years on an annual basis. Each year, the Complete Streets Committee and Complete Streets Implementation Team will choose up to three major transportation projects to analyze assessed property value and new business and housing development within 1/4-mile. Housing development will include new subsidized (Section 42) housing. Baseline data will be collected prior to project construction and again four years after construction for comparison. No projects were selected in 2019. Total assessed property value is the only measurement reported this year.

2019 Economic Development		
	Citywide	NRSAs
Total assessed property value	\$28,687,217,231	\$6,354,555,717

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Changes in Long-Term Health Trends

Complete Streets have numerous impacts on health. They directly influence the amount of physical activity people can achieve by making it easy for people of all ages and abilities to choose to be physically active, whether through planned exercise or routine daily activity. Complete Streets make biking, walking, and taking transit safe, comfortable, and convenient parts of everyday life. Indirectly, Complete Streets prevent injuries by providing safe biking and walking accommodations, slowing traffic to safer speeds, and reducing traffic crashes. Additionally, by increasing transportation options and reducing reliance on single occupancy vehicles, Complete Streets improve neighborhood air quality, which improves respiratory and cardiovascular health.

Health Measurements

The measurements included in this report aim to assess the health benefits from increased physical activity, including levels of physical activity and prevalence of obesity, heart disease, and high blood pressure. This report also tracks the prevalence of asthma. Air pollution, including traffic-related air pollution, can both cause and exacerbate asthma in children and adults. Additionally, air pollution is strongly linked with high blood pressure and heart disease. Serious injuries and fatalities are reported on page 34.

Information for adults aged 18 years and older is collected by the Centers for Disease Control and Prevention (CDC) through its Behavioral Risk Factor Surveillance System (BRFSS). The BRFSS collects state data about U.S. residents regarding their health-related risk behaviors and events, chronic health conditions, and use of preventive services. The data are based on 2016 or 2017 surveys and are available at the Census tract-level through the 500 Cities Project. Information for children is from the 2018 Aurora Health Care Community Health Survey, a telephone survey of Milwaukee residents. It is only available on a citywide basis.

Change in population health is a long-term process and is not expected to vary significantly from year-to-year. Additionally, new data may not be available on an annual basis. As such, these measurements will be reported as available.

Personal Health		
	Citywide	NRSAs
Adults who report no leisure time activity*	29.5%	28.5%
Adults who are obese*	35.0%	41.5%
Adults who have asthma*	11.4%	11.9%
Adults who have coronary heart disease*	5.4%	6.0%
Adults who have high blood pressure*	31.2%	36.6%
Children obtaining >60 minutes/day of physical activity+	58.0%	N/A

Data sources: *CDC 500 Cities Project (2017); +Aurora Community Health Survey Report (2018)



Children participating in the Beerline 5K

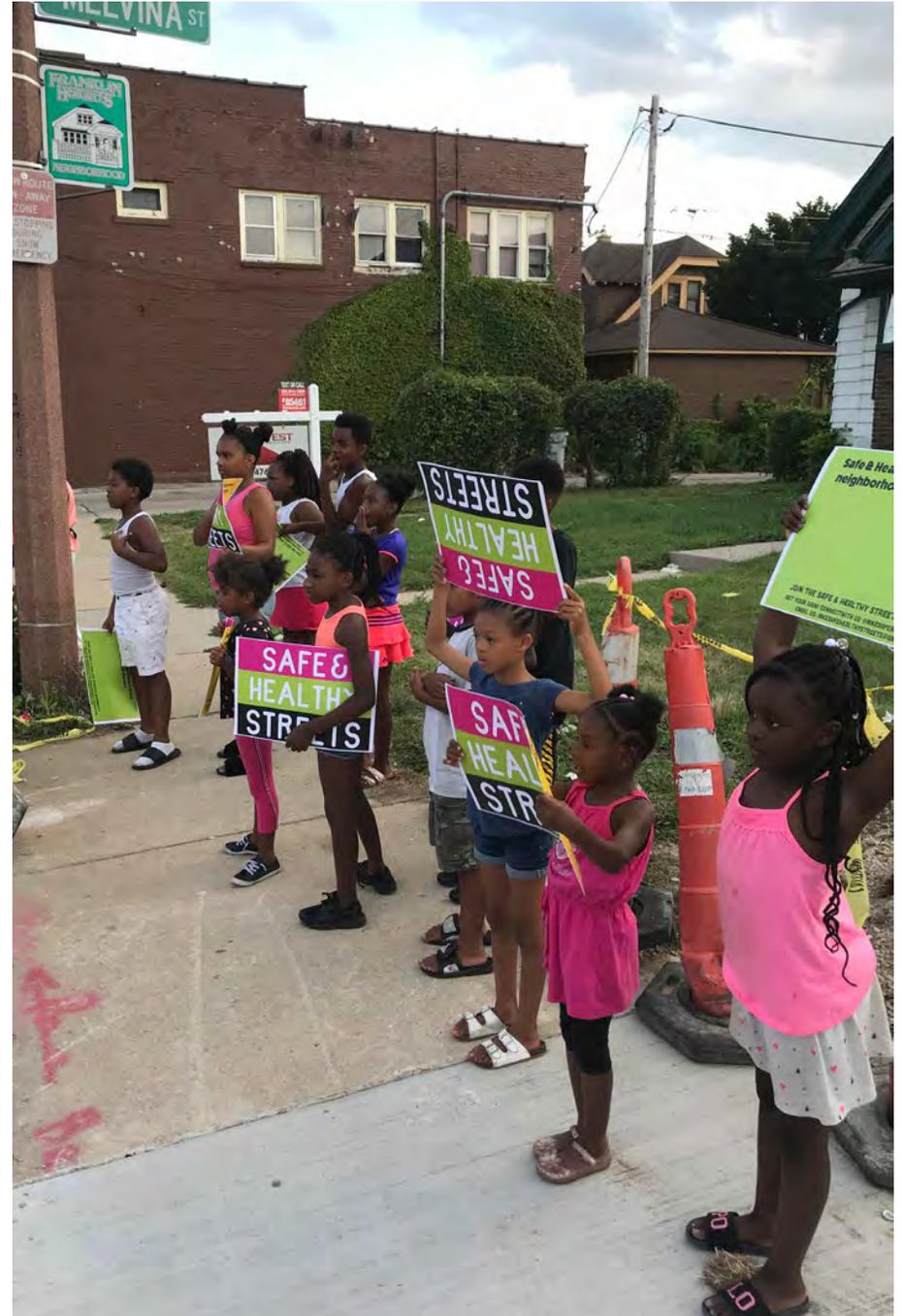


Conclusion

The Milwaukee Complete Streets Health and Equity Report allows the Complete Streets Committee, residents of Milwaukee, and interested stakeholders to track progress on implementation of the Complete Streets policy. This report will be updated on an annual basis and will follow the outline of this initial report by highlighting significant changes to internal processes, procedures, and policies that impact street design, tracking metrics on design elements that best reflect Complete Streets, and tracking long-term changes in travel behavior and health characteristics. Successful changes will be celebrated through data collection, project case studies, and community testimonials.

This report will also track progress in a transparent and honest manner so that areas of needed improvement are identified and highlighted. Discussions on changes that may be necessary to implement Complete Streets will occur at Committee meetings and internally amongst city departments on a continual basis.

Most importantly, this report will continue to be framed in a health equity lens. Meaningful changes and successful implementation of the Complete Streets policy will only be realized if people and neighborhoods that have historically faced disinvestment and currently experience many negative health outcomes benefit most. All Milwaukeeans must experience the health, social, economic, and safety benefits that Complete Streets provide.



Children asking for safe and healthy streets at the N. 27th Street walk

Appendix A: Complete Streets Resolution (File #180922)



City of Milwaukee

200 E. Wells Street
Milwaukee, Wisconsin
53202

Legislation Text

File #: 180922, Version: 1

180922
SUBSTITUTE 1

ALD. HAMILTON, KOVAC, BAUMAN, MURPHY, BORKOWSKI, LEWIS, JOHNSON, RAINEY, PEREZ, STAMPER, AND ZIELINSKI
Substitute resolution approving a Complete Streets Policy for the City of Milwaukee.

This resolution approves a Complete Streets Policy to incorporate Complete Streets principles of street design for all modes of transportation into public way improvements and project phases.

Whereas, The City of Milwaukee is committed to fostering a livable city through the creation of Complete Streets that improve access to neighborhoods, prioritize the safety and health of residents and visitors, support economic growth, improve access to education and jobs, enhance urban design, encourage physical activity, and reduce negative environmental impacts throughout the city; and

Whereas, Complete Streets are defined as facilities that are safe, comfortable and convenient for users of all travel modes, including walking, use of mobility aids, bicycling, riding public transportation, and driving motor vehicles; and

Whereas, The City recognizes that Complete Streets must be sensitive to surrounding context including buildings, land use, transportation and community needs; and

Whereas, The City recognizes that a safe, reliable, and comprehensive transportation network is a right of all residents of, and visitors to, Milwaukee, regardless of ability, age, gender, race, ethnicity, or income; and

Whereas, The City recognizes that a comprehensive, well-connected, and reliable transportation network is essential to give residents the ability to travel to school, travel to work, engage in social activities, and contribute to the commercial and economic vitality of the city; and

Whereas, The ability to safely travel within the public way is paramount; and

Whereas, The City recognizes that speeding and reckless driving contribute to crashes that can cause severe injury or even death; and

Whereas, The City also recognizes that through Complete Streets elements the design of streets can improve poor motorist behaviors such as excessive travel speeds; and

Whereas, The City recognizes disparities, including, but not limited to, access to diverse transportation options, crash rates, health outcomes, education, income, employment, and others; and

City of Milwaukee

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Printed on 10/30/2019
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Whereas, The City also recognizes that a comprehensive, equitable approach to transportation design can play a role in addressing these disparities; and

Whereas, Milwaukee's streets have the opportunity to reflect the City's and individual neighborhoods' unique characteristics and needs; and

Whereas, Through the comprehensive planning process, residents, business owners, and other stakeholders have articulated a vision for the streets and transportation priorities within their individual neighborhoods; and

Whereas, A Complete Streets policy will further supplement the City's Comprehensive Plan, encouraging infill, mixed-use, and transit-oriented development that better support travel needs resulting from increased density in neighborhoods and along corridors; and

Whereas, The City recognizes that when implementing the Complete Streets Policy, special care must be taken when evaluating the impacts of proposed projects on low-income communities and ensuring that this policy is implemented in a manner that fosters equity across city neighborhoods; and

Whereas, The City seeks to establish a Complete Streets Policy that will help guide each phase of the development process for projects within the public realm so as to create safer, more accessible, attractive, and overall more inviting facilities for all users; and

Whereas, The City recognizes that a balanced, needs-based approach to parking is vital to the economic health of neighborhoods and the city; and

Whereas, The City recognizes that excess on-street parking can occupy valuable curbside space that could otherwise be occupied by better uses that contribute to the economy and create a sense of place and livability; and

Whereas, The City seeks to align land use and transportation goals, policies and code provisions to create Complete Street solutions that are clear, concise and consistent across all platforms; and

Whereas, This information should be readily available from the City's website in addition to being supported by individual units within the Department of Public Works and the Department of City Development; and

Whereas, The City also recognizes the importance of partnerships with the Wisconsin Department of Transportation, the Wisconsin Department of Natural Resources, Milwaukee County Department of Transportation, Milwaukee County Transit System, Milwaukee County Parks, Southeastern Wisconsin Regional Planning Commission, Milwaukee Public Schools, business improvement districts, neighborhood improvement districts, private developers, public and private utilities, and other agencies to promote Complete Streets on infrastructure within but not owned and maintained by the City of Milwaukee; now, therefore, be it

Resolved, By the Common Council of the City of Milwaukee, The City approves the following Complete Streets Policy:

1. The public way shall be designed, operated, and maintained to address accessibility and maximize the comfort, safety, and needs of all users, of all ages and abilities, whether traveling on foot, by using mobility aids/devices, by transit, by bicycle, or by motor vehicle, including freight/delivery. This Complete Streets Policy shall apply to all public and private entities doing work in the public way and on City-owned transportation facilities, including, but not limited to, streets, sidewalks, alleys, bridges, trails, and the Riverwalk. The City will encourage the owners and operators of other highways, private streets, sidewalks, alleys, trails, and parking lots to also adhere to the Policy through funding requirements and development review processes.
2. The City shall incorporate this Complete Streets Policy into all appropriate projects to incrementally achieve a complete, interconnected transportation network that serves all users and encourages walking, biking, and transit trips. An interconnected network will not only provide high-quality individual facilities, but also provide facilities that enable efficient and convenient transitions from one mode of transportation to another and from one type of infrastructure to another.
3. The City shall incorporate Complete Streets principles into all public way improvements and project phases, including planning, programming, design, right-of-way acquisition, permitting, subdivision and land development, new construction, construction management, reconstruction, operation, capital improvements, and routine maintenance and rehabilitation.
4. Stormwater management shall be incorporated or maintained within the public right-of-way as part of Complete Streets. The City also recognizes that in addition to managing stormwater, street trees, landscaping, and other green infrastructure contribute to a comfortable and healthy pedestrian environment through improved air quality, valuable shade, and beautification.
5. When considering the various elements of street design, the City shall give priority as follows:
 - a. Above all, safety is imperative, with pedestrian safety having the highest priority followed by the next most vulnerable types of users.
 - b. Street design elements that encourage and support walking, biking, and transit trips in a manner that considers the context of the surrounding community as well as the broader urban design needs of the city.
 - c. The City recognizes that not all modes can receive the same degree of accommodations on every street, but the goal is for users of all ages and abilities to safely, comfortably and conveniently travel across and through the network.
6. The Department of Public Works shall prioritize universal and equitable investment in underserved communities throughout the City which lack existing infrastructure that encourages walking, biking, and transit trips, as well as areas where data indicate crash risk and health disparities.
7. The City shall engage with community stakeholders and representatives when designing public way improvements. This public engagement shall be conducted with

online surveys, public involvement meetings, and collaboration with the Mayor, the Common Council, the Complete Streets Committee (see #10 below) and other community stakeholders and organizations.

8. The City shall incorporate the Complete Streets principles established herein into all future or amended land use, transportation, area, and comprehensive plans, and all future or amended policies, resolutions, or ordinances impacting the public right-of-way.
9. The City shall continually look to the latest industry standards and guidelines to develop Complete Streets. The City of Milwaukee recognizes that design criteria shall not be considered prescriptive or taken as mandate; rather, Complete Streets guidance is intended to assist in the application of engineering and planning principles. The City shall strive to meet or exceed national best-practice guidelines on all transportation projects. The latest national, state, and local design guidance, standards, and recommendations available shall be considered in the implementation of Complete Streets.
10. The City shall, by ordinance, establish a Complete Streets Committee consisting of the following representatives (or their designees):
 - Department of Public Works
 - Commissioner (Chair)
 - City Engineer
 - Commissioner of the Department of City Development
 - Commissioner of the Department of Neighborhood Services
 - Budget and Management Director of the Department of Administration
 - Commissioner of the Health Department
 - Police Chief
 - Executive Director of the Housing Authority of the City of Milwaukee
 - President of Employ Milwaukee
 - Common Council
 - Chair of Public Works Committee
 - Chair of Public Safety Committee
 - Chair of Zoning, Neighborhoods & Development
 - Chair of the Bicycle and Pedestrian Task Force

11. The Complete Streets Committee shall oversee implementation of the Complete Streets Policy by prioritizing, assigning, monitoring, and establishing timelines for the following actions (list not intended to be exhaustive):

- Review, and update as needed, current design standards to ensure they reflect the best available design standards and guidelines.
 - Initiate in 2019 as part of the City of Milwaukee's Complete Streets Handbook.
 - Continue to pursue funding to update design guidance.
- Endorse all NACTO design guidance by July 1, 2019.
- Identify professional development and training opportunities on street design best practices. Ensure staff uses available tuition reimbursement for attendance at conferences, classes, webinars, and workshops related to Complete Streets design.
 - Ongoing
- Review, and revise as necessary, procedures, plans, regulations, and other processes. Recommend policy and process changes that support Complete Streets projects.
 - Initiate in 2019 as part of the City of Milwaukee's Complete Streets Handbook.
- Recommend project evaluation and performance criteria, and institute standard data collection procedures, to understand and promote how well streets are serving all users.
 - Initiate in 2019 as part of the City of Milwaukee's Complete Streets Handbook.
- Identify ways to effectively provide public education and enforcement with respect for proper road-use behavior by all users and all modes.
 - Ongoing
- Conduct an annual Complete Streets Report, or incorporate Complete Streets metrics into routine annual reports, and submit to the Mayor, the Common Council, and other boards and commissions as appropriate. Such evaluations shall include statistics and relevant data including, but not limited to the following:
 - Population characteristics
 - Modal share
 - Crashes and volumes (including mode of transportation)
 - Bicycle, pedestrian, and transit improvements
 - Public outreach efforts

- o Street repair and maintenance
- o Pre- and post-construction trends

12. The Complete Streets Committee shall work cooperatively to address community concerns and together assist in achieving community visions and goals in a manner that respects the local context. When conceptualizing, prioritizing, and designing projects, the City shall consult plans and policies created with public input, including but not limited to, the City of Milwaukee Comprehensive Plan, Area Plans, Milwaukee by Bike Master Plan, and Milwaukee Pedestrian Plan. The City shall administer an open and equitable process for community engagement regarding project development and implementation. The Complete Streets Committee shall seek input from neighborhood associations, business improvement districts, neighborhood improvement districts, and other neighborhood groups on transportation projects; and also with the Wisconsin Department of Transportation, Milwaukee County Department of Transportation, Milwaukee County Transit System, Southeastern Wisconsin Regional Planning Commission, as well as other agencies to ensure that the Complete Streets principles established herein are incorporated into all projects within the public right-of-way;

; and, be it

Further Resolved, That the Complete Streets Policy shall apply to all projects except when the City Engineer, in consultation with the Complete Streets Committee, demonstrates that one of the following conditions is met:

1. Certain users are prohibited from the facility.
2. The cost to include accommodations is excessive or disproportionate to the need or probable use.
3. The project is considered an emergency repair or routine maintenance and will not change the geometry or operations of the street.

LRB172274-2
Aaron Michelson
10/02/2018

Appendix B: Complete Streets Committee Ordinance (File #180194)



City of Milwaukee

200 E. Wells Street
Milwaukee, Wisconsin
53202

Legislation Text

File #: 180914, Version: 2

180914
SUBSTITUTE 2

ALD. HAMILTON, KOVAC, BAUMAN, MURPHY, BORKOWSKI, LEWIS, RAINEY, JOHNSON, PEREZ, AND STAMPER

A substitute ordinance establishing a complete streets committee.

320-53 cr

This ordinance establishes a complete streets committee to oversee implementation of the city's complete streets policy and make recommendations relevant to the policy.

The Mayor and common council do ordain as follows:

Part 1. Section 320-53 of the code is created to read:

320-53. Complete Streets Committee.

1. ESTABLISHMENT. There is created the complete streets committee to oversee implementation of the city's complete streets policy and make recommendations to the common council concerning the policy.

2. COMPOSITION. a. The committee shall be comprised of the following members , or their designees:

a-1. The commissioner of public works. This member shall be the chair of the committee.

a-2. The city engineer.

a-3. The commissioner of city development.

a-4. The commissioner of neighborhood services.

a-5. The department of administration budget and management director.

a-6. The commissioner of the health department.

a-7. The police chief.

a-8. The executive director of the housing authority of the city of Milwaukee.

a-9. The president of Employ Milwaukee.

a-10. The chair of the common council's public works committee.

a-11. The chair of the common council's public safety committee.

a-12. The chair of the common council's zoning, neighborhoods and development committee.

a-13. The chair of the bicycle and pedestrian task force

3. DUTIES. The committee shall prioritize, assign and monitor various actions to support implementation of the city's complete streets policy, including but not limited to:

a. Reviewing and recommending policies, procedures, plans, regulations and other processes that support the complete streets policy.

b. Reviewing and updating as needed current design standards to ensure that they reflect the best available design standards and guidelines related to the complete streets policy.

c. Recommending project evaluation and performance criteria to understand and promote how well streets are serving all users.

d. Identifying ways to effectively educate on and enforce road use behavior by all users and all

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modes.

e. Working cooperatively to address community concerns and assist in achieving community visions and goals in a manner that respects the local context.

f. Seeking input from neighborhood associations, business improvement districts, neighborhood improvement districts and other neighborhood groups concerning transportation projects.

4. STAFFING. The department of public works shall provide staff assistance to the committee with support from the city attorney and ADA coordinator. All city departments and agencies shall cooperate with the committee and provide assistance whenever the committee so requests.

5. REPORTS. The committee shall annually provide a written report of its activities to the common council and the mayor, and shall report more frequently as the committee, the common council or the mayor directs.

APPROVED AS TO FORM

Legislative Reference Bureau

Date: _____

Office of the City Attorney

Date: _____

LRB 172275 - 3
Aaron Cadle
October 2, 2018

Appendix C:

Racial Equity Resolution (File #190098)



City of Milwaukee

200 E. Wells Street
Milwaukee, Wisconsin
53202

Legislation Text

File #: 190098, Version: 2

190098
SUBSTITUTE 2

COMMON COUNCIL

Substitute resolution committing the City of Milwaukee to take actions toward achieving racial equity and transforming the systems and institutions of racism that impact the health and well-being of the community.

This resolution commits the City, in collaboration with its departments and the Equal Rights Commission, consistent with its authority as defined in Chapter 109 of the Milwaukee Code, to take actions toward achieving racial equity, including, but not limited to, implementing strategic practices in the following areas:

1. Organizational infrastructure.
2. Organizational and workforce capacity.
3. Internal practices and processes.
4. Policy and legislative change.
5. Community alliance building.

Whereas, Milwaukee is considered one of the most racially-segregated cities in the United States; and

Whereas, Communities of color are disproportionately impacted by social determinants of health, such as increased exposure to lead, poor air quality, lack of safe places to walk, bike, or run, and inadequate health education; and

Whereas, The racial segregation in Milwaukee results in wide health outcome disparities among its different racial populations; and

Whereas, Racism is a social system with multiple dimensions, including individual racism, which is internalized or interpersonal, and systematic racism, which is institutional or structural and is a system of structuring opportunity and assigning value based on the social interpretation of how one looks; and

Whereas, Systematic racism unfairly disadvantages some individuals and communities, unfairly advantages other individuals and communities, and depletes the strength of the whole society through the waste of human resources; and

Whereas, Racism causes persistent racial discrimination in housing, education, employment, transportation, and criminal justice, and an emerging body of research demonstrates that racism is a social determinant of health; and

City of Milwaukee

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Whereas, From 2015 to 2017, the 3-year rolling average infant mortality rate in the City of Milwaukee among African-American mothers was 15.4 deaths per 1,000 births, compared to their white counterparts, a rate of 5.1 deaths per 1,000 births; and

Whereas, Healthiest Wisconsin 2020 states that, "Wisconsin must address persistent disparities in health outcomes and the social, economic, educational, and environmental inequities that contribute to them"; and

Whereas, Although there is no epidemiologic definition of "public health crisis," the health impacts of racism clearly exemplify the definition proposed by experts, which is that "The problem must affect large numbers of people, it must threaten health over the long-term, and it must require the adoption of large-scale solutions"; and

Whereas, Over 24 cities, counties, and states in the United States combined, including the Wisconsin Public Health Association and the Milwaukee County Executive and Board of Supervisors, have declared racism to be a public health crisis affecting the entire society; and

Whereas, It is the intent of Milwaukee County to address racism, including seeking solutions to reshape the discourse and to actively engage all residents in racial justice work; and

Whereas, With support from community partners, it is also the City of Milwaukee's responsibility to address racism, including seeking solutions to reshape the discourse and actively engage all residents in racial justice work; and

Whereas, One of the City's 6 strategic goals is to promote racial, social, and economic equity for all residents; and

Whereas, The City funds a wide range of programs and services to support this strategic goal in areas including education and workforce development, criminal justice and violence prevention, health, housing, small business development, and other programs funded through a variety of sources including levy, Community Development Block Grant, and other grants and sources; and

Whereas, The Equal Rights Commission is authorized by s. 109-11 of the Code to gather reports from City departments related to efforts and activities undertaken across City government to achieve equal rights objectives; and

Whereas, This resolution builds on the City's efforts to advance racial equity and social and economic justice; now, therefore, be it

Resolved, By the Common Council of the City of Milwaukee, that the City asserts that racism is a public health crisis affecting the entire society and supports all efforts to address public health disparities due to racial inequities throughout the City; and, be it

Further Resolved, That the Equal Rights Commission shall collect information from City departments in accordance with its authority as set forth in s. 109-11 of the Code, analyze department efforts as set forth in s. 1094-4 of the Code, and provide recommendations to the Common Council and the Mayor on an annual basis; and, be it

Further Resolved, That the City, in collaboration with its departments and the Equal Rights Commission, consistent with its authority as defined in Chapter 109 of the Milwaukee Code, commits to take actions toward achieving racial equity, including, but not limited to, implementing strategic practices to address racism in the following areas:

1. Organizational Infrastructure

- a. Work with the Equal Rights Commission to identify and recommend a process to ensure that racial equity is a core element of departmental operations.
- b. Regularly collect, analyze, and report demographic and socio-economic characteristics to track population trends and to better understand who is affected by health inequities in order to identify priorities for improving health outcomes and to implement policy and practices to advance improved outcomes.
- c. Work to identify, analyze, and report data about the social determinants of health in a way that is accessible to the public and lead or facilitate plans to address those determinants.

2. Organizational and Workforce Capacity

- a. Ensure recruitment, retention, promotion, and training policies support racial equity principles.
- b. Establish and support hiring and development processes that demonstrate a commitment to a workforce that is sensitive to and understands the root causes of health inequities and a willingness to learn cultural competency and listening skills.
- c. Develop training and learning opportunities to ensure a culturally competent and representative workforce that serves the residents of Milwaukee, and build competencies to help staff identify and address health equity issues.
- d. Develop and offer educational trainings and activities to expand employees' understanding of how racism affects individuals, the health of marginalized populations, and provide tools to assist employees to engage actively and authentically with communities of color.
- e. Develop and facilitate an organizational structure to support change through designated teams that will facilitate and/or transform organizational practice.

3. Internal Practices and Processes

- a. Develop or adopt policies, practices, and tools that explicitly address health equity.
- b. Examine departmental policies, rules, and practices to ensure that they are promoting equity and access to services.
- c. Identify and track resource allocation to ensure that City government engages in improving health disparities in a demonstrable way.
- d. Work with nationally recognized technical assistance organizations, such as Government Alliance for Racial Equity (GARE) initiative, to develop goals and strategies to improve health disparities among communities of color in the City.
- e. Include health equity language and apply a health and racial equity approach to organizational processes and procedures: contracts and Requests for Proposals, grant proposals, budgeting and resource allocation, and other key organizational processes

- and procedures.
- f. Leverage and integrate funding to show resources dedicated to and impacting health equity.

4. Policy and Legislative Change

- a. Advocate for and draft relevant policies that improve health outcomes in communities of color, and support local, state, and federal initiatives that advance social justice, while also encouraging individual employee advocacy.
- b. Incorporate goals and language about health equity and the social and economic conditions necessary for health into the City's strategic goals and financial plans.
- c. Create and champion state and federal legislative agenda that focuses on impacting social determinants of health and undertake direct or indirect advocacy in decision making processes.
- d. Evaluate all legislation by the Common Council for impact on health equity goals.

5. Community Alliance Building

- a. Ensure the implementation of MKE Elevate strategies to promote equitable laws and practices, enhance community connectedness, including addressing infrastructure and transportation considerations, and emphasize neighborhood and civic engagement.
- b. Collaborate with other governmental agencies in the areas of labor, transportation, education, corrections, economic development, housing inequality in metro Milwaukee, and public safety to influence decision making in ways that promote health equity for residents.
- c. Encourage other local, state, and national entities to recognize racism as a public health crisis and model system change for the public and private sectors in recognizing and addressing racism as a public health crisis.
- d. Follow and use the Health Department's Community Health Improvement Plan recommendations to address community concerns that influence the safety and health of residents.
- e. Respond proactively to community requests for data on issues that impact their lives and make data available to residents and those who serve them so they can use it in their own efforts to advance equity.

; and, be it

Further Resolved, That the City supports all additional efforts in Milwaukee County, the State of Wisconsin, and nationwide to address racism and public health disparities due to racial inequities; and, be it

Further Resolved, That the City Clerk shall forward copies of this resolution to the offices of the Governor, the Lieutenant Governor, the Speaker of the Assembly, the Assembly Minority Leader, the Senate Majority Leader, the Senate Minority Leader, and any state legislator who represents all or part of the City of Milwaukee and to each member of the City's U.S. Congressional delegation.

LRB 174056-3

Tea B. Norfolk
7/30/2019

Appendix D:

Photo and Image Credits

All uncredited photos and images courtesy the City of Milwaukee.

Cover: Wisconsin Bike Fed

Page 3: NACTO

Page 5: Left image, Smart Growth America; right image, Robert Wood Johnson Foundation

Page 6: Bay Area Regional Health Inequities Initiative

Page 13: Wheel and Sprocket

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Page 15: Bob Schneider

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