

# GREATER MILWAUKEE FOUNDATION'S **HEALTHY NEIGHBORHOODS INITIATIVE**



**2013** COMMUNITY IMPACT REPORT



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## TABLE OF CONTENTS

Message from Ellen M. Gilligan	2
Message from Darlene C. Russell	3
The Healthy Neighborhoods Initiative	4
Financial Investment and Leverage Report	5
Healthy Neighborhoods Boundaries Map	6-7
<b>OUR NEIGHBORHOODS</b>	
Capitol Heights	8
Enderis Park	9
Havenwoods	10
Johnsons Park	11
Silver City, Burnham Park and Layton Park	12
Lincoln Village and Baran Park	13
Martin Drive	14
Sherman Park	15
Thurston Woods, Fairfield and Old North Milwaukee	16
Tower Hill – Waukesha	17
<b>PROJECTS ACROSS OUR NEIGHBORHOODS</b>	
Bloom & Groom	18
Most Improved Home Contest	19
Neighborhood First Impressions	20
Neighborhood Leadership Institute	21
<b>OUR PARTNERS</b>	
ACTS Housing	22
Rebuilding Together Greater Milwaukee	23
Housing Resources – Healthy Neighborhoods Tours	24
Common Ground – Milwaukee Rising	25
Neighborhood Improvement Development Corporation	26
Milwaukee Neighborhood News Service	27
LISC Milwaukee	28

Message from  
**Ellen Gilligan**

President & CEO of the Greater Milwaukee Foundation



Milwaukee is a city built on neighborhoods. The variety and diversity of our neighborhoods is a key strength on which we build to increase the vitality of the city. The Greater Milwaukee Foundation is committed to strengthening Milwaukee’s neighborhoods as well as the broader community.

Through the Healthy Neighborhoods Initiative, the Foundation invests in neighborhoods that are at the tipping point, that have shown commitment and potential for success if given the right attention and support. In addition to supporting community improvement projects, the Foundation coordinates monthly meetings between the neighborhoods. These meetings create synergy, build trust and understanding, and strengthen overall community networks. Neighborhood coordinators get the chance to share resources, best practices, and information about upcoming projects. Most importantly, the neighborhoods find ways to collaborate.

In this report, we highlight the work of committed residents within our Healthy Neighborhoods Initiative and shine the spotlight on the support they’ve received from community organizations, government partners and the private sector. It is through collaboration and partnerships like these that we are able to create and sustain impact collectively, which is the foundation of a healthy community.

Thank you for supporting our mission of strengthening communities.

A stylized, handwritten signature in purple ink that reads "Ellen M. Gilligan". The signature is fluid and cursive, with a large loop at the end.

Ellen M. Gilligan  
President & CEO, Greater Milwaukee Foundation





Message from

**DARLENE C. RUSSELL**

Healthy Neighborhoods Initiative's Senior Program Officer



It is with excitement and deep gratitude to the people and partners that support our mission and make the Healthy Neighborhoods Initiative a success that I share our accomplishments of last year.

We are thankful for your partnership with the Greater Milwaukee Foundation's Healthy Neighborhoods Initiative. As a community partner, you are an essential element of this work and it can only be accomplished with your dedication and service.

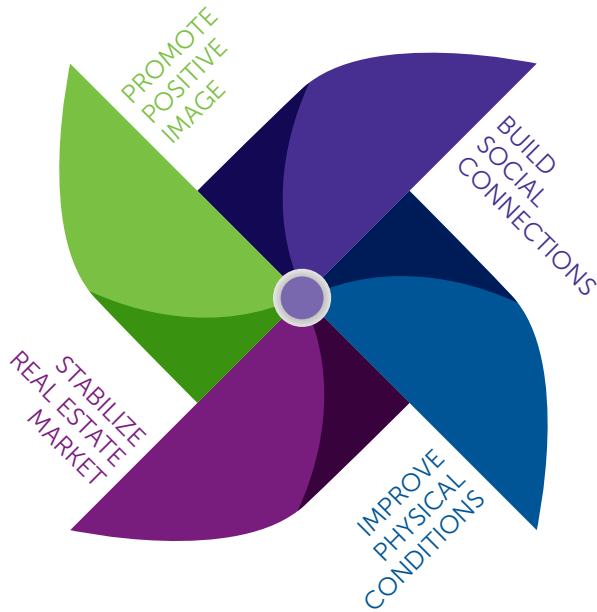
We appreciate your willingness to offer your valuable time, professional wisdom, and financial contributions. Because of your hard work and commitment we have achieved significant success.

Looking forward to a bright future and a healthy community!

Darlene Russell  
Senior Program Officer, Healthy Neighborhoods Initiative



# The Healthy Neighborhoods Initiative



## What is a Healthy Neighborhood?

A Healthy Neighborhood is a place where people know each other and care about one another. People living side by side, having backyard barbeques, sitting on the front porch, attending church, bringing their kids to school. It's a place where people are willing to work together and invest their time, money and energy. Essentially, it is a place where people would really like to live and work and raise a family.

## The Healthy Neighborhoods Initiative

The Healthy Neighborhoods Initiative is a public-private partnership – spearheaded by the Greater Milwaukee Foundation and the city of Milwaukee – which aims to make these characteristics ring true in middle-market Milwaukee and Waukesha neighborhoods. This collaborative approach promotes neighborhood confidence by engaging neighbors in building pride and strengthening local real estate markets.

## Our Vision

The vision of the Healthy Neighborhoods Initiative is to help strengthen neighborhoods – places that people love and are proud of; places that people seek out as their community of choice and where they choose to remain.

## Our Approach

The Greater Milwaukee Foundation's Healthy Neighborhoods Initiative offers neighborhoods a set of techniques and strategies to promote a positive image, stabilize the real estate market, improve physical conditions, and strengthen social connections among neighbors.

## Our Guiding Principles

The Healthy Neighborhoods Initiative is guided by four principles: positive image, sustainable real estate market, good physical conditions and strong social connections.

**Image:** The neighborhood's positive image will attract investment from homebuyers, homeowners, businesses and government. An image that communicates positive choice and confidence – people will be confident in the future of the neighborhood.

**Market:** A market that can attract and retain positive choices. The resident and commercial real estate market will reflect this confidence.

**Physical conditions:** Physical conditions, residential or business, will reflect pride of ownership and high standards of maintenance.

**Neighborhood Management:** Residents will have the capacity to manage the day-to-day activities on their blocks. Neighbors will feel comfortable being "neighborly" – looking out for each other, getting together to work on problems, taking actions to reinforce positive standards.

## Our Theory of Change

Our theory of change is based on what we know about how neighborhoods decline and improve – knowledge we gain from experience and from listening to people.

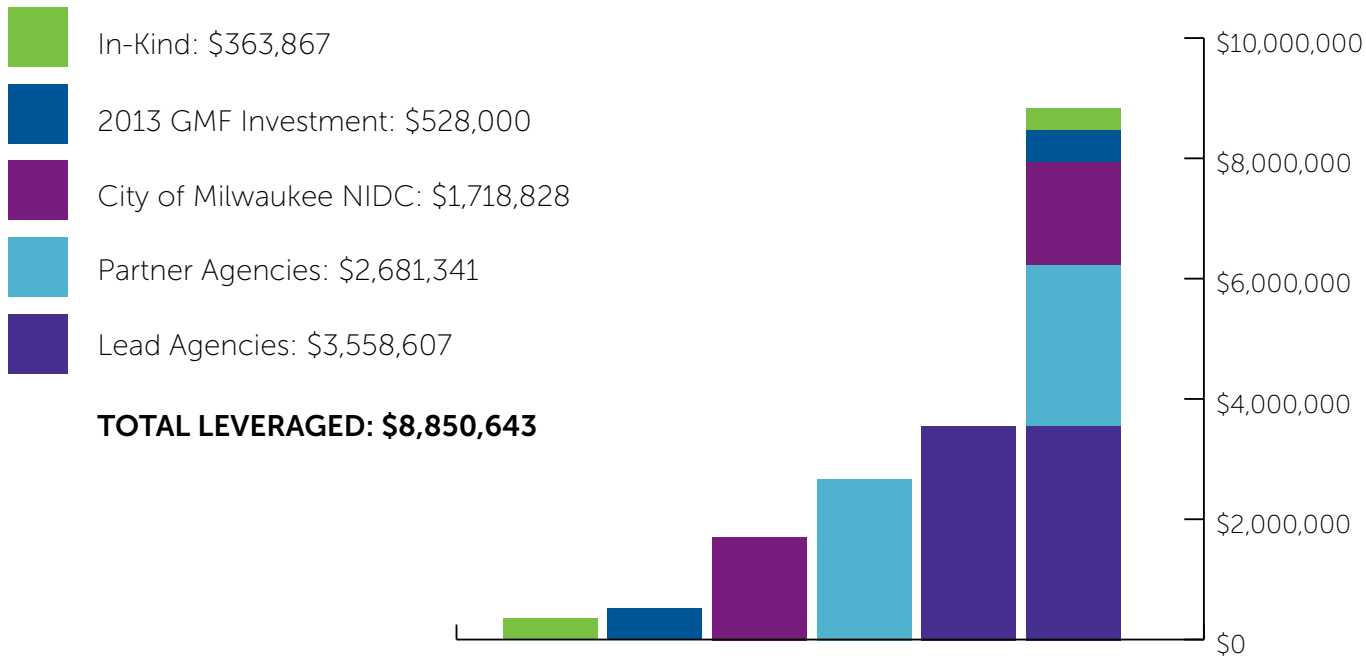
Neighborhoods decline when people stop making decisions to invest – both in the physical upkeep of properties and in the collective life of the neighborhood.

### We know that neighborhoods improve when:

- Neighbors make decisions to invest in their homes and engage with their neighbors;
- The neighborhood image attracts people and reinforces pride of place;
- People choose to buy a home and stay in the neighborhood;
- The real estate market supports other investments in the neighborhood.

# Financial Investment and Leverage Report

This chart reflects the Greater Milwaukee Foundation’s investment of \$528,000 in grants to nonprofits to implement Healthy Neighborhoods Initiative strategies. That investment leveraged more than \$8,850,000 by matching grants from the city of Milwaukee Neighborhood Improvement Development Corporation, financial contributions from partner and lead agencies and in-kind support from residents, volunteers and a host of other stakeholders.



## Engagement Performance Measures



**13,489**

Number of Residents Engaged



**242**

Number of Home Improvement Projects



**257**

Number of Beautification Projects

## Healthy Neighborhoods Boundaries

### CAPITOL HEIGHTS

North: Congress Street. South: Capitol Drive. East: 61st Street. West: 68th Street.

### ENDERIS PARK

North: Burleigh/Lisbon Avenue. South: Center Street. East: 68th Street. West: 76th Street.

### HAVENWOODS

North: Good Hope Road. South: Silver Spring Drive. East: 43rd Street. West: 76th Street.

### JOHNSONS PARK

North: Fond du Lac Avenue. South: Walnut Street. East: 16th Street. West: 20th Street.

### MARTIN DRIVE

North: Vliet Street. South: Martin Drive. East: N. 35th Street. West: US 41.

### SHERMAN PARK

North: Capitol Drive. South: North Avenue. East: 30th Street. West: 60th Street.

### TOWER HILL (Waukesha)

North: Summit Avenue. South: Motor Avenue. East: Delafield Street. West: Washington Street.

### LAYTON BOULEVARD WEST NEIGHBORHOODS\*

#### BURNHAM PARK

North: Greenfield Avenue. South: Becher Street. East: Layton Boulevard. West: Miller Parkway.

#### LAYTON PARK

North: Becher Street. South: Lincoln Avenue. East: Layton Boulevard. West: Miller Parkway.

#### SILVER CITY

North: Pierce Street. South: Greenfield Avenue. East: Layton Boulevard. West: Miller Parkway.

### LINCOLN VILLAGE NEIGHBORHOODS\*

#### LINCOLN VILLAGE

North: Becher Street. South: Cleveland Avenue. East: 1st Street. West: 16th Street

#### BARAN PARK

North: Becher Street. South: Rosedale Avenue. East: 1st Street. West: 4th Street.

### THURSTON WOODS NEIGHBORHOODS\*

#### FAIRFIELD

North: Green Tree Road. South: Douglas and Bobolink Avenues. East: Milwaukee City limits. West: 40th/43rd Streets and Hopkins Street.

#### OLD NORTH MILWAUKEE

North: Silver Spring Drive. South: Villard Avenue. East: Teutonia Avenue and 27th Street. West: Sherman Boulevard.

#### THURSTON WOODS

North: Douglas and Bobolink Avenues. South: Silver Spring Drive. East: Teutonia Avenue, Service Road and 27th Street (Milwaukee City limits). West: Sherman Boulevard and Hopkins Street.

**\*The Healthy Neighborhoods Initiative approach is used in multiple neighborhoods.**

*A Healthy Neighborhood is a place where people know each other and care about one another. People living side by side, having backyard barbecues, sitting on the front porch, attending church, bringing their kids to school. It's a place where people are willing to work together and invest their time, money and energy. Essentially, it is a place where people would really like to live and work and raise a family.*





# BORNEHOODS



## CAPITOL HEIGHTS

### Summer Youth Work Program

Lead agency: Albright Methodist Church



During the summer months in the heavily residential Capitol Heights neighborhood, there's no shortage of homes with lawns that need to be maintained and teenagers seeking something positive to do. So why not put the two together?

Designed to teach healthy work habits to youth ages 14-18, the Summer Youth Work Program provides yard maintenance services to Capitol Heights residents, including mowing, edging, hedging, and lawn trimming. In its fourth year, this program has helped build a sense of community, improving the image of the Capitol Heights neighborhood with its residents and throughout the city.

Thanks to its sustained presence in the neighborhood, in 2013, the Summer Youth Work Program showed record numbers of neighborhood youth interested in participating. The program ran for eight weeks, with nine youth and two supervisors working on 35 homes in the neighborhood. Teamwork and collaboration among the youth workers was evident — more

*It was hard work but it was good bonding with everyone.*

~M. Johnson, participant

experienced youth took time to show their younger peers how to complete a task faster and better. One of the supervisors previously participated in the program in 2011, and after seeing the value of the experience, returned as a leader. He showed growth in his organizational and interpersonal abilities, while mastering his lawn maintenance skills.

Residents became engaged with the program participants by providing water, popsicles, and tips. By the summer's end, bonds had developed between an intergenerational mix of Capitol Heights residents. Additionally, Morse-Marshall High School, located in the heart of the neighborhood, expressed a desire to take part in the Summer Youth Park Program in 2014.

*The effort we put into caring for each other will make our neighborhood safe and beautiful.*

~Antoinette Vaughn, coordinator





# BORHOODS

## ENDERIS PARK

### **Sand Volleyball Court**

Lead agency: Enderis Park Neighborhood Association

*Enderis Park Neighborhood Association's participation in the HNI program, and funding from the Greater Milwaukee Foundation, helped make the volleyball court project possible.*

~Kathy Grothe, Enderis Park Board President

In the summer of 2010, the Enderis Park Neighborhood Association conducted a resident survey to determine the best use of recreational space in the park. The idea of a sand volleyball court received strong neighborhood support and was endorsed by the Milwaukee Social Club, which organizes volleyball leagues around the city.

Stano Landscaping, a local company, designed and built the new court as an in-kind contribution to the neighborhood. The designs were exhibited at various neighborhood events in 2012, including the spring plant sale and summer concerts in the park. Nearly 1,000 residents and visitors attending these events learned about the project.

In the spring of 2012, the design was presented to the City of Milwaukee's Neighborhood Improvement Development Corporation (NIDC) and approved. This is yet one example of the Healthy Neighborhoods Initiative's public-private partnership with NIDC. The Greater Milwaukee Foundation provided project funding and NIDC awarded a matching grant for \$10,000.

Construction of the volleyball court began in September 2012 and was completed in mid-October. A dedication ceremony was held in the spring of 2013.

The new volleyball court is a first-class facility that further enhances the reputation of Enderis Park as one of Milwaukee's most attractive recreational venues. With this new addition and existing tennis courts, softball diamond, and play area, the park offers a variety of healthy activities that enliven the community and contribute greatly to the quality of life in the neighborhood.



## HAVENWOODS

### 60th Street and Green Tree Garden Park Initiative

Lead agency: Havenwoods Economic Development Corporation

*The Green Tree Project gave me a very positive outlook about the future of my neighborhood and its vitality. And to know that the surrounding businesses are also partners in keeping this area vital is very encouraging.*

~Barbara Thompson, resident of Havenwoods



In the summer of 2013, Havenwoods Economic Development Corporation began the first phase of the 60th Street and Green Tree Garden Park Initiative, transforming over an acre of unused land by creating a 1,500-2,000 square-foot rain garden, building 20 raised garden beds and a footpath, and installing rain barrels.

But a community garden does not work without community. Barbara, a neighbor who lives nearby, has become a consistent resident presence in the garden — even on work days — volunteering and tending the rain garden. Don, who has a beautiful vegetable garden in his own backyard, is an enthusiastic member of the planning team and lends his gardening prowess to less experienced neighbors.

The park sits on the southwest corner of 60th Street and Green Tree Road, one of the neighborhood's major intersections, providing the community easy access and visibility. Homeowners and renters live in the area surrounding the park, and the raised beds provide garden space to residents hoping to grow their own vegetables.

On July 27, 2013, 58 residents attended Garden Build and Rain Barrel distribution day. Some installed rain barrels, others volunteered at the garden. In charge of rain barrel distribution were Milwaukee Metropolitan Sewerage District and Prism Technical. Community engagement didn't stop there — the Milwaukee Fire Department Engine 8 watered the rain garden during a dry spell later in the summer.

Upcoming phases of the Green Tree Park Initiative will include expansion of the rain garden, installation of additional raised beds and cement benches, planting fruit trees and native flowers, building a relaxation area near the 60th Street bus stop, and community art.

Partnerships and collaboration have been instrumental in the completion of the first phase of this project — the city of Milwaukee's Neighborhood Improvement Development Corporation funded 50 percent of the project; Groundwork Milwaukee and Milwaukee Urban Gardens contributed funding, technical assistance, and volunteer support; MMSD donated 35 rain barrels and installation kits; Milwaukee Job Corps and Stano Landscaping, both Havenwoods organizations, provided design and maintenance.

*Under the leadership of the Havenwoods Healthy Neighborhood Initiative, residents, community stakeholders, and partners have collaborated to make this ambitious project a reality. Drawing in efforts from several organizations makes the work easier and more rewarding.*

~Jessica Noth, Havenwoods Neighborhood coordinator





## JOHNSONS PARK

### Art on Fond du Lac

Lead agency: Johnsons Park Neighborhood Association

Weaving bold imagery and thoughtful artwork through a busy thoroughfare, *Art on Fond du Lac* was a temporary public art project installed along Fond du Lac Avenue from Concordia Avenue to Johnsons Park (37th to 17th street) in the summer of 2013. The project was conceived and managed by IN:SITE, a Milwaukee art organization fostering temporary public art. IN:SITE connects artists and communities, collaborating with residents, organizations, businesses, and government to advance economic vitality.

Tony Gibson, chairman of Johnsons Park Neighborhood Association (JPNA), approached IN:SITE early in the planning process to consider creating artwork in Johnsons Park and the surrounding areas. The art installation required more than a year of development and included residents in planning, implementation and promotion under the leadership of JPNA and the Sherman Park Community Association. For *Art on Fond du Lac*, IN:SITE worked with nine lead artists, ranging from established to emerging.

The exhibit's opening event, Art in the Park, took place in Johnsons Park on June 29-30. This family event featured:

- "Out to Lunch" – the Fresh Food Variety Show, a Milwaukee Public Theatre production celebrating the urban garden movement;
- Preview of First Stage's production of "A Midnight Cry: The Underground Railroad to Freedom";
- Drumming and dance program organized by lead artist George Jones;
- Workshops, tours, fresh juice and cookie samples from Walnut Way and Amaranth bakery, culture stands from the Wormfarm Institute, and more.



The event concluded on June 30 with the Neighborhood Art Fair, which brought together more than 100 vendors such as potters, painters, jewelry makers, fiber artists and metalsmiths.

In the summer of 2014, Americans for the Arts honored *Art on Fond du Lac* as an outstanding public art project of 2013, one of 37 projects nationwide awarded this prestigious recognition. The exhibit completed de-installation in spring 2014, having spurred interest and excitement along Fond du Lac Avenue from 17th to 37th streets – *Art on Fond du Lac* was a temporary exhibit, but its impact is lasting.



*Once a stop on the Underground Railroad and later a nexus between highway development and neighborhood resistance, the Johnsons Park neighborhood is now gathering resources after years of job and home loss. In "Looking to a Place Beyond," the houses, quilt patterns and arrangement of elements in the form of the Drinking Gourd constellation serve as metaphors for the events that shaped and currently work to form communities. This piece is an invitation to gather, to share and to build.*

~Annushka Peck, artist,  
"Looking to a Place Beyond"

Opens in the street  
17th to 37th street  
Along Fond du Lac Ave.



# OUR NEIGH

## SILVER CITY, BURNHAM PARK AND LAYTON PARK

### Madison Garden

Lead agency: Layton Boulevard West Neighbors

*One thing that stands out in the Layton Boulevard West neighborhoods – Silver City, Burnham Park and Layton Park – is the great participation of neighbors in cleanups, community gardening, and other events.*

~María Eugenia Miramontes, resident

In late 2011, leaders on the 3200 block of W. Madison Street in the Silver City neighborhood approached Layton Boulevard West Neighbors (LBWN) about their interest in converting a vacant lot into a community park. The lot was attracting nuisance activity, which adversely impacted neighborhood safety.

LBWN partnered with Architecture for Humanity to organize community input sessions where residents could vote on what features they would like to see in a new pocket park. The two organizations worked with residents to plan and implement the construction of a community park that would fulfill the vision they expressed at community meetings.

The first community build day took place in August 2012, as more than a dozen neighbors braved 90-degree heat to prepare the site for construction. In October 2012, residents began the first phase of construction by installing raised garden beds. Students from nearby Carmen High School of Science & Technology also assisted with these build days.

In the spring of 2013, students and neighbors worked together to complete the second phase of construction and landscaping, and Madison Garden became a reality. In the end, 182 residents and volunteers installed 11 raised garden beds and planters, four park benches, and three landscaped areas.

Since its construction, neighbors have brought vitality to Madison Garden in a variety of formal and informal ways. In the summer of 2013, Artists Working in Education's Satellite Studio came to the park to work with youth and adults on the creation of two sculptures that reflect the strength of collaboration.

Madison Garden stands as a unique, resident-driven community improvement project that transformed a vacant lot into a community asset that connects neighbors, promotes community safety, provides healthy food alternatives, and enhances neighborhood appearance.

*The asset-based approach of Healthy Neighborhoods continues to shape every part of the work we do and supports a community that is strong – and getting stronger – every day.*

~Brianna Perez, Community Outreach Manager, Layton Boulevard West Neighbors





# BORHOODS

## LINCOLN VILLAGE AND BARAN PARK

### Old South Side Day

Lead agency: Urban Anthropology

*We live about a block and a half away. We know some of the history already, but we're interested in learning more about the South Side.*

~Mike and Soledad Socha, residents

An elderly Polish man playing the accordion. Visitors munching on cheese enchiladas. An Aztec dance troupe dressed in colorful native costumes. These were among the attractions at Old South Side Day, held on July 20, 2013, an event intended to teach residents and visitors about the neighborhood's diverse history.

Sponsored by Urban Anthropology, a community organization that celebrates diversity, the event honored community pioneers and showcased the area's Mexican, Polish and American Indian roots. Held at Kosciuszko Park, the celebration included displays representing each culture, a variety of ethnic food, musical and dance performances, and a tree dedication ceremony.

Ten new trees were planted in the park and dedicated in a ceremony honoring early and leading Old South Side residents, people who have helped build a strong community. These new trees also will help the Kinnickinnic River watershed.

Residents and visitors learned about the history of the neighborhood including stories of early settlers and the Fair Housing March in the park in 1967. They also had a chance to visit the Bay View Historical Society; the

Rozga funeral home, in the community since the 1880s; Ace Boxing Club, still run by the American Indian family that founded it in 1960; family-owned Morelia's Market; the Basilica of St. Josaphat; and the Old South Side Settlement Museum.

About 800 people visited the event throughout the day.

*True commitment to a neighborhood only happens when people know about the neighborhood they're living in, including the history.*

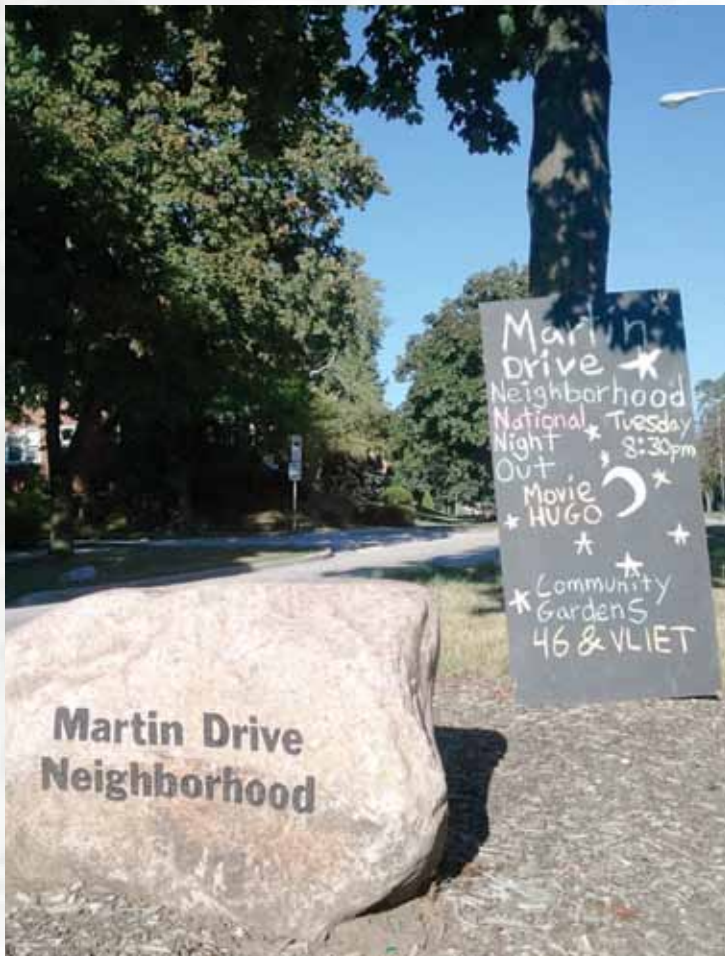
~Jill Lackey, event organizer and principal investigator at Urban Anthropology



## MARTIN DRIVE

### **Movies Under the Stars at the Community Garden**

Lead agency: Martin Drive Neighborhood Association



community garden was transformed into Martin Drive's movie theater for a night — one neighbor provided a projector and the screen was created from the side panel of a 20-foot community tent. Three movies were shown over the summer, including *The Life of Pi* on June 15th, *Oz the Great & Powerful* on July 12th, and *HOP* on August 6th.

Located amid thriving neighborhoods, as well as those affected by the economic recession, the Martin Drive Neighborhood Association plays an important role. Residents understand that "they're only as strong as the neighborhood next to them," and anything they do to improve the quality of life on Martin Drive will positively impact the surrounding neighborhoods.

Community efforts like *Movies Under the Stars* are an important part of this work. The Martin Drive Neighborhood Association draws neighbors together throughout the year for events and celebrations. At these gatherings, neighbors are introduced and get to know each other. Over time, residents begin to take care of each other and the neighborhood becomes safer overall. Children can walk safely to school because the community is watching after them, and they have a place to go after school until their parents pick them up at the end of the workday.

*Movie nights at the community garden are a chance to gather with neighbors and build community while enjoying the nice summer weather.*

~Brian Berghauer, resident

At sunset on a clear summer evening, families filled a community garden with lawn chairs, blankets, and snacks. They came to cozy-up and take in a movie in their neighborhood.

During the summer of 2013, the Martin Drive Neighborhood Association sponsored *Movies Under the Stars*, a free event bringing together residents and neighborhood families. A

*At the Martin Drive Neighborhood Association we are guided by the principles of the Healthy Neighborhoods Initiative, which are to promote the positive aspects of our neighborhood and strengthen connections between neighbors. These principles have served the neighborhood well in times of economic uncertainty.*

~Pat Mueller, neighborhood coordinator



## SHERMAN PARK

### Sherman Multicultural Arts School Community Mural Project

Lead agency: Sherman Park Community Association



*The Healthy Neighborhoods Initiative is an invaluable asset to the Sherman Park Neighborhood. Under Wendy Hamilton's leadership, the HNI provides positive, effective, hands-on programs and resources that directly benefit the neighborhood and residents – tours of available low-cost housing, the annual Bloom and Groom, the Most Improved Home Contest, Sherman Park Days and the 53rd Street Community Garden are just a few of the many programs offered by the Sherman Park Healthy Neighborhoods Initiative.*

~Martha Monroe, Sherman Park resident

Under the guidance of Reynaldo Hernandez, renowned Milwaukee muralist, Sherman Multicultural Arts School students created a mural in the late 1980s that became a cherished neighborhood icon. After nearly three decades of wear and tear, Hernandez was commissioned to work with a new generation of students to re-envision one of Milwaukee's most recognized community murals.

Students, families and residents participated in this project, bringing a feeling of vibrancy and inspiration to the school community and surrounding neighborhood. During the process, Hernandez encountered community members and school staff that participated in the original project, returning to make their mark in the neighborhood again.

The project also helped Sherman Multicultural Arts School renew its focus on multiculturalism and provided

much-needed arts experiences for students of various learning and physical abilities. While gathering ideas for the mural, Public Allies led sixth-eighth graders through a survey that engaged neighbors and peers in a dialogue about the community's rich history of diversity. Students also photographed residents and collected their stories, some of which were reflected in the mural.

The unveiling of the refreshed mural took place in May 2013 and was a true celebration, attended by residents and other community members, local government officials, and the media. The event was highlighted on Fox 6 News and Sherman Park Today!, the neighborhood newspaper.

The project was made possible through the collaboration of Arts@Large, Principal Dr. Anita Sparks and the Sherman Park Community Association under the direction of Wendy Hamilton. Public Allies, teachers and after-school providers were also critical partners in this effort.



*Community history shapes neighborhoods. The history of our community is reflected in the Sherman Multicultural Arts School Community Mural. The Healthy Neighborhoods Initiative in Sherman Park has helped to build stronger neighborhoods within Sherman Park and develop community leaders through projects like this.*

~Wendy Hamilton, Sherman Park  
Community Association



## THURSTON WOODS, FAIRFIELD AND OLD NORTH MILWAUKEE ***A Drop of Rain Brings Change – The Rain Barrel Project***

Lead agency: Agape Community Center

*The best part about this program is that you get to learn organizational and time management skills. You have to know what you're doing!*

~Jasmine Jones, Earn & Learn participant

Flooded basements, runoff problems, leaking roofs. A neighbor may feel as if there's little they can do about the effects of a heavy downpour as an individual, but with a group of neighbors pooling their efforts, it can add up.

Conceived to address flooding issues in the Agape service area — the Thurston Woods, Fairfield and Old North Milwaukee neighborhoods — *A Drop of Rain Brings Change* project took place for the first time in 2012. Many residents had shown interest in rain barrels but were daunted by the challenges of installation. After thorough research into simple but effective installation methods, Agape partnered with the University of Wisconsin-Milwaukee Urban Planning Department and the city of Milwaukee's Earn & Learn program.

University of Wisconsin-Milwaukee Urban Planning graduate student Heather Cleveland and neighborhood planner Tanya Fonseca led residents, community partners, and a team of three Earn & Learn students from Rufus King High School. Together, they surpassed their 50-rain barrel goal, installing 54 rain barrels in the neighborhood.

Two key partners, the Milwaukee Metropolitan Sewerage District and Prism Technical, distributed the rain barrels and provided technical assistance. Residents receiving a rain barrel were required to attend an information



session conducted by MMSD, Prism Technical, and the Earn & Learn students, which included installation demonstrations, rain barrel care, and sustainable practices. Residents were excited to learn about other green home improvement resources like solar panels, Milwaukee Energy Efficiency Program, rain gardens, and growing food.

In 2013, Agape brought back *A Drop of Rain Brings Change*. One of the Earn & Learn students from 2012 returned to share his expertise with 19 neighbors who helped install 25 rain barrels in a one-day rain barrel installation blitz.

Everyone involved in *A Drop of Rain Brings Change* benefited — a total of 79 homes received 55-gallon rain barrels; neighbors who had never been active in the community became motivated to participate in other improvement projects; and the Earn & Learn students learned from their program leaders, from the community they served, and from each other.

*The Healthy Neighborhoods Initiative is instrumental in strengthening confidence in the future of our neighborhoods.*

~Al Luzi, Agape Community Center's  
Director of Development





## TOWER HILL – WAUKESHA

### Madison Street Gateway Planters

Lead agency: University of Wisconsin Extension–Waukesha



*This project has drawn attention to the area, brought neighbors together, and encouraged people to put more effort into the appearance of their neighborhood. In a greater sense, this project has unified the community.*

~Jennifer Andrews, Tower Hill resident

Collaboration is essential in community development. It starts with residents coming together to invest in their neighborhood and a community ready to work with them.

In 2011, a core group of Tower Hill residents met with community educators from the University of Wisconsin Extension–Waukesha and expressed an interest in placing terrace planters on Madison Street, a gateway that would connect the neighborhood to downtown Waukesha.

With the city's approval, a team of residents worked together and created a design for the planters, recruited residents to adopt planters, and determined placement and foliage. UW Extension's partnership with Waukesha Memorial Hospital secured a donation of \$5,800 in support of the beautification project. During this process, residents learned to work with government entities to accomplish their goals.

Thirteen terrace planters were delivered and installed in December 2011. In June 2012, UW-Extension community educators, Waukesha Memorial Hospital and Tower Hill residents gathered on Madison Street and held a planting day. UW Extension master gardeners assisted residents with planting and maintenance tips.

Residents and families living in a three-block area along Madison Street were invited to collaborate. Tower Hill and surrounding Waukesha residents, elected officials, City staff, hospital employees, and area businesses expressed their gratitude to the residents who maintained the planters throughout the summer of 2012, especially during a severe drought. The beautification project was so successful; the hospital donated additional funds to purchase ten more planters to be installed in 2013. Planting day took place on May 18, 2013 during the inaugural Bloom and Groom event.

The following partners contributed to the project's success— Waukesha Memorial Hospital, city of Waukesha, Waukesha Floral, UW-Extension community educators and master gardeners and residents.

*Being a part of the Healthy Neighborhoods Initiative has given Tower Hill residents optimism, opportunities, and knowledge to address the unique assets and the challenges emerging in Waukesha.*

~Laura Dombrock, Tower Hill Neighborhood Committee coordinator





## Bloom & Groom

*I'm doing it for the good of the community.*

~Bill Baskerville, Layton Boulevard West resident

Bloom & Groom is a great opportunity that many Healthy Neighborhood residents are now recognizing – and even asking for – year to year. For the third straight year, residents have been able to purchase discounted annuals and perennials and plant them at their homes and community gardens as part of the city's event.

A project coordinated by the city of Milwaukee Neighborhood Improvement Development Corporation and supported by Lowe's Home Improvement and the Greater Milwaukee Foundation, Bloom & Groom's goal is to beautify neighborhoods with flowers and bring neighbors together to improve their communities.

After successfully partnering on community projects in the Sherman Park and Martin Drive neighborhoods, Lowe's and NIDC organized the first Bloom & Groom community plant distribution and sale in 2011. Lowe's makes plants and flowers available at a significant discount, community groups invest 50 percent of the cost of the plants and flowers, NIDC provides a dollar-for-dollar match for the community group's investment, and neighbors are able to enjoy savings as they beautify their neighborhood.

Sites are selected based on involvement in the Healthy Neighborhoods Initiative, NIDC Target Investment Neighborhoods, and other neighborhood strategic partnerships.

In May 2013, all 12 Healthy Neighborhoods and an additional nine community groups participated in the third annual Bloom & Groom. The Healthy Neighborhoods planted and distributed 50,000 plants and flowers, a value exceeding \$45,000. In addition, Healthy Neighborhoods partners contributed \$7,806 of their own resources, NIDC invested \$16,000, and Lowe's provided \$17,000 in-kind donations.



LOWE'S PROVIDED \$17,000 IN-KIND DONATIONS.

*Providing low-cost flowers to residents was secondary. The event's real goal is to get people from the neighborhoods to spend time together. We want neighbors to come out and get to know each other, to care about each other.*

~David Weber, former community outreach liaison for the City of Milwaukee

## Most Improved Home Contest

*You hear so many negative things about the city and that people don't care, but there are so many people who care and value where they live.*

~Melinda, Layton Park homeowner

In 2012, Healthy Neighborhood members conceived and implemented the inaugural Healthy Neighborhoods Most Improved Home Contest, a low-cost, high-impact way to improve neighborhood appearance, pride, and confidence. The concept was simple —enhance curb appeal by providing up to \$1,000 in cash prizes to motivate homeowners to make exterior improvements to their homes.

Seven Healthy Neighborhoods participated in the contest – Havenwoods, Thurston Woods, Fairfield, Old North Milwaukee, Silver City, Burnham Park, and Layton Park. In 2013, Sherman Park, Lincoln Village and Baran Park initiated their own contests. As an added incentive, neighbors were invited to participate in free design sessions led by students from University of Wisconsin-Milwaukee Community Design Solutions.

The contest has proven itself a high-impact strategy. In response to approximately \$17,000 in incentives in 2012 and 2013, 116 neighbors have invested more than \$520,000, a nearly 31:1 return on investment. In addition, the contest creates a ripple effect as more homeowners become motivated to fix their homes after seeing their neighbors participate.

The contest was made possible through the support of the Greater Milwaukee Foundation and several community partners including the city of Milwaukee Neighborhood Improvement Development Corporation, A. Fillinger ACE Hardware, Bank Mutual, BMO Harris Bank, Direct Supply, House of Corned Beef, Lowe's, The Home Depot, Tri City National Bank, and U.S. Bank.

*Every little bit you do to improve your home motivates others to do the same.*

~Obdulia, Layton Park resident



NEIGHBORS WERE INVITED TO PARTICIPATE IN FREE DESIGN SESSIONS LED BY STUDENTS FROM UNIVERSITY OF WISCONSIN-MILWAUKEE COMMUNITY DESIGN SOLUTIONS.

*I truly enjoyed my participation in the Most Improved Home Contest this year! Not only was the possibility of winning a cash prize motivating, it also gave me the opportunity to meet many of my neighbors who would stop by and introduce themselves. Some of them expressed an interest in participating while others told me how the contest had given them a jumpstart to improve their homes. I have seen firsthand how this contest positively impacts a neighborhood.*

—Jane Howell, 2nd place Agape neighborhood resident



## Nearhood First Impressions

The unbiased perspective of an outsider can be of great value to a community undergoing self-evaluation. Neighbors' views are often skewed by an over-familiarity with the area, lack of expectations, or reluctance to be completely honest around difficult issues like safety, neighborhood appearance, or maintenance of public spaces.

The Neighborhood First Impressions program is a community and economic development initiative conceived by University of Wisconsin – Extension to assess neighborhoods and help them identify areas for improvement. This program is designed to help neighborhoods learn about their strengths and challenges from the impressions of first-time visitors.



SIX RESIDENTS FROM EACH NEIGHBORHOOD MADE UNANNOUNCED HALF-DAY VISITS TO THE OTHER NEIGHBORHOOD.



THE PROGRAM CULMINATED IN A REPORT AND PRESENTATION SHARED WITH THE PARTNER NEIGHBORHOOD.



TOWER HILL'S RESIDENTS APPRECIATED THE VARIETY OF NEIGHBORHOOD SIGNAGE IN HAVENWOODS.

Two Healthy Neighborhoods, Waukesha's Tower Hill and Milwaukee's Havenwoods, participated in the pilot program in 2013. Over the summer months, six residents from each neighborhood made unannounced half-day visits to the other neighborhood. Participants completed an assessment guide and took photos to provide feedback on the neighborhood's infrastructure, appearance, and services. These culminated in a report and presentation shared with the partner neighborhood.

Tower Hill and Havenwoods residents, along with Healthy Neighborhoods staff, met in the fall for presentations and final assessments. Among other observations, Havenwoods residents praised the resident-built Little Free Library and the planter-lined gateway street, and reported the lack of neighborhood signage in the Tower Hill neighborhood. Tower Hill's residents were drawn to Havenwoods' tree-lined streets and appreciated the variety of neighborhood signage, and noted that many rental properties were in need of maintenance. The next step for each neighborhood will be designing an action plan based on these assessments.

After participating in the First Impressions program, residents concurred: "we are similar in what we're proud of – our gardens, beautification projects, and working hard to build safe and healthy neighborhoods."

Building on the success of this collaborative program, other Healthy Neighborhoods will team up to implement First Impressions in the near future.

## Neighborhood Leadership Institute

*Each neighborhood has people with the gifts and talents needed to provide for our prosperity and peace of mind.*

~Block and McKnight, *The Abundant Community*

Guided by the belief that successful neighborhood leadership is key to neighborhood stabilization and growth, Cardinal Stritch University, the Greater Milwaukee Foundation, Zilber Family Foundation, Northwestern Mutual Foundation, LISC Milwaukee and United Neighborhood Centers of Milwaukee partnered to create the Neighborhood Leadership Institute (NLI) to build leadership capacity and ensure effective leadership in communities across Milwaukee.

NLI is a comprehensive program for leaders engaged – or planning to engage – in the community. Participants entered the program in teams of two people living, working or volunteering in the Greater Milwaukee Foundation’s Healthy Neighborhoods, Zilber Neighborhood Initiative neighborhoods, LISC Sustainable Communities, the neighborhoods served by United Neighborhood Centers of Milwaukee member organizations, and the Amani and Metcalfe Park neighborhoods. Teams consisted of a staff member from one of the lead and/or partner agencies and a resident. Participants spanned a wide range of ages, cultural backgrounds, and levels of experience.

During the ten-month program which ran from January to October 2013, participants received individual coaching sessions designed to identify personal values, strengths, weaknesses, and leadership styles. Building on their individual skills and talents, they discovered how

to effectively contribute to the community. Participants further developed their leadership abilities by working directly with people from different backgrounds. Training topics included communication techniques, conflict resolution, and meeting facilitation.

One of the program’s goals was to facilitate the sharing of experiences and best practices. NLI invited accomplished community leaders who shared success stories and lessons learned. NLI also helped broaden community networks by bringing together participants and key decisionmakers including city and county government leadership.

*NLI was more than a training – it was a life changing experience. It not only helped me grow as a leader in my community but as a person in the world. We were taught not just how to lead but how to teach others to lead.*

~Bregetta Wilson, Children’s Hospital Community Health Navigator in Metcalfe Park



*By making connections among leaders, organizations and communities, NLI works toward a collective impact that extends beyond individual neighborhoods.*

~Dr. Jeanette Mitchell, Cardinal Stritch University’s Program Director-Leadership Center



TWENTY-FIVE PARTICIPANTS COMPLETED THE PROGRAM AND RECEIVED A CERTIFICATE OF COMPLETION FROM CARDINAL STRITCH UNIVERSITY’S LEADERSHIP CENTER.



# OUR PA

## ACTS Housing

*I felt like I was throwing money out the window on rent. Now, I live in a house that is mine. I have grown up. I am looking forward to the future.*

~Joyce Coleman, Sherman Park homeowner

ACTS Housing provides homebuyer counseling, brokerage and rehab management services to low-income individuals and families who want to become homeowners for the first time. Since its inception in 1992, ACTS Housing has helped nearly 1,700 Milwaukee families purchase their first home in three targeted areas surrounding their partner churches in north, south and central Milwaukee: St. Michael's, St. Rafael, and St. Martin De Porres.

ACTS works closely with two of the Healthy Neighborhood Initiative's lead organizations in the Layton Boulevard West and Sherman Park neighborhoods. In 2013, ACTS helped 35 families reclaim 10 units of housing in Layton Boulevard West, four of them foreclosures, which represents an investment of \$580,131, including \$431,569 in mortgage financing. The cost of these homes represents 16 percent of these buyers' average annual household income of \$3,354.

Also in 2013, ACTS helped 16 families reclaim 10 units of housing in Sherman Park, five of them foreclosures, which represents an investment of \$617,394, including \$529,007 in mortgage financing. The average housing

cost for the families purchasing homes in Sherman Park was a modest 16 percent of annual income, approximately half the housing cost traditionally deemed affordable.

Joyce Coleman is one of those many proud Sherman Park homeowners. One of her co-workers purchased a home through ACTS Housing and introduced her to ACTS community broker Mary Leach-Sumlin, who found the perfect home for Joyce and helped her through the buying process. Joyce swapped a rent payment of \$750 per month for a home she now owns, with a significant net cost savings.

ACTS Housing believes that homeownership builds pride, which in turn empowers low-income families to invest in their communities. ACTS promotes economic vitality and community development by reducing poverty and reversing neighborhood deterioration.

*The work we are doing in the Greater Milwaukee Foundation's Healthy Neighborhoods is helping turn these neighborhoods into markets that will no longer need a nonprofit real estate broker like ACTS. We hope the strength of these markets forces us to transition our efforts to more challenged neighborhoods.*

~Carl Quindel, ACTS Housing Executive Director



ACTS HOUSING MAKES HOMEOWNERSHIP A REALITY FOR A FAMILY IN THE LINCOLN PARK NEIGHBORHOOD.



# REBUILDERS

## Rebuilding Together Greater Milwaukee



ALWAYS BEING ON THE GIVING END, GEORGE AND ANITA NOW FEEL BLESSED AND HUMBLLED FROM THE OUTPOURING OF COMMUNITY SUPPORT.

Living in their home where they raised five children, George and Anita are proud to be residents of the Havenwoods community for over 20 years. They now open their home to eight grandchildren, whom they watch frequently. George worked 33 years in a Cudahy tannery before it closed abruptly leaving him without a job. Being over 60 and disabled, George has been unable to find work for the past four years and is living on a fixed disability income. Anita, also over 60, has several health issues including diabetes and asthma, and has recently had a double knee replacement.

George and Anita love their home and want to stay there as long as possible. They are friendly with several of their neighbors and describe their neighborhood as a great place to live. When they contacted Rebuilding Together Greater Milwaukee (RTGM), their home needed extensive work for them to remain living there. RTGM is the only agency in Milwaukee with a specialty in providing free, professional-quality repairs for low-income senior homeowners.

In addition to many minor problems, RTGM found the subfloors in George and Anita's bathrooms were failing, the interior and exterior needed painting and the leaking garage roof was causing damage to the building structure. RTGM also brought in an occupational therapist to assess the home and ensure it was functional and safe for the couple.

After this assessment, RTGM reached out to Havenwoods Economic Development Corporation, an HNI partner, to help make the repairs happen. Havenwoods was able to use their relationships with area businesses to sponsor George and Anita's home. The sponsorship paid for the materials needed and provided volunteer labor to complete the repairs. RTGM, Havenwoods, Pereles Bros, and Direct Supply came together for a one-day event, with volunteers painting inside and out, replacing subfloors, installing ceiling fans, changing light fixtures, installing ADA toilets and many other accessibility modifications. Bringing together a variety of donations and sponsorships, RTGM was able to invest a total of \$26,000 into George and Anita's home and the Havenwoods neighborhood.

For George and Anita, participating in the event was a new experience. As long-time foster parents and active members of their community, they were familiar with being on the giving end. According to George and Anita, they feel "so blessed and humbled to be on the receiving end of these repairs," For RTGM, it just made sense. "George and Anita will now be able to remain in the home they love, age in place and remain independent," said Erin Goff, RTGM program manager.



WITH SUPPORT FROM RTGM AND THE GENEROSITY OF THIS GROUP OF VOLUNTEERS, GEORGE AND ANITA WILL NOW BE ABLE TO REMAIN IN THEIR HOME.

# OUR PA

## Housing Resources – Healthy Neighborhoods Tours



*I didn't realize I could learn so much about a neighborhood from a two-hour tour. This was a great experience. I didn't know we have a state forest located in the city! A more in-depth knowledge of the neighborhoods, their history and potential was most rewarding. I have informed my clients of the great assets in these neighborhoods. Thank you!*

~Sam Overton, CRA Mortgage Loan Originator, U.S. Bank

A main focus of the Healthy Neighborhoods Initiative is to attract responsible homeowners to each of our neighborhoods, and the real estate community is a key partner in that effort.

Real estate professionals play an important role in marketing neighborhoods. During our collaboration with real estate professionals over the past several years, we have noticed that, often, they are not aware of our neighborhoods' assets and are also influenced by negative perceptions.

The Healthy Neighborhoods Tours help dispel these negative perceptions and allow realtors to see firsthand the many reasons why our neighborhoods are moving in the right direction, fast becoming places of opportunity for potential homeowners.

Real estate professionals attending the 2013 Healthy Neighborhood tours in Layton Boulevard West, Lincoln Village, Havenwoods and Thurston Woods, were pleasantly surprised to discover the unique character and resources of each of these neighborhoods.

Layton Boulevard West Neighbors (LBWN) showcased several of their rehabbed energy-efficient homes, which impressed a Great Midwest Bank loan officer. Prior to the tour, the loan officer was not aware of the neighborhood's large four- and five-bedroom homes, nor did she know about LBWN's extensive rehab efforts. The tour also included several schools and playgrounds, restaurants and grocery stores – crucial amenities for families looking to invest in a community. The loan officer exchanged information with LBWN's tour guide and looked forward to returning to the neighborhood with clients, particularly those looking for a larger home.

*I didn't know about the Asian Market in Havenwoods! I'm working with a family who is applying for a mortgage loan, and when I told them about the Asian Market they decided this was their ideal neighborhood. The tours are instrumental for real estate professionals: the more we know about a neighborhood, the more we can assist our clients.*

~Pam Gholston, Loan Officer, AnchorBank



## Common Ground – Milwaukee Rising

*Milwaukee Rising was born out of the need to handle the foreclosure crisis in Sherman Park and to restore the community's homes and the businesses along Center Street. We will continue to work to improve the streets and houses in the area so that this transitional neighborhood will continue to thrive and be a vital presence in the city of Milwaukee.*

~Theresa Utschig, Sherman Park resident

What began as the *Faces of Foreclosure* campaign – an effort targeting the five major banks owning a majority of neglected, foreclosed properties in the region – has become Common Ground's *Milwaukee Rising*. The goal of this housing revitalization initiative is to work with a wide range of partners to rehabilitate 100 foreclosed properties in the Sherman Park community over a four-year period and sell them to responsible, committed homeowners.

In 2013, Common Ground sold 26 homes at an average sale price of \$107,831, up from depressed neighborhood values of \$20,000-\$40,000 following the housing crisis.

Two additional initiatives have emerged from the *Milwaukee Rising* campaign:

**180° Properties**, a program empowering individuals through the creation of sustainable jobs. This program hires local workers to clean up foreclosed properties throughout the city. Common Ground brought *180° Properties* to Milwaukee after learning of its success in other cities across the country.



A SHERMAN PARK HOME WAS RESTORED TO INCREASE CONFIDENCE AND HOME VALUE, AND TO HELP STABILIZE THE NEIGHBORHOOD.

**Milwaukee Restores**, a program that provides loans and grants to Sherman Park homeowners for minor home repairs.

- On every block where a home is rehabbed, existing homeowners are eligible for a 50 percent rebate rehab grant up to \$5,000. i.e. if a homeowner invests in a new roof for \$10,000, Common Ground rebates them \$5,000.
- Thus far Common Ground has invested \$89,043 of rebates, stimulating \$205,001 worth of neighborhood improvements.

To date, Bank of America, JP Morgan Chase, Deutsche Bank, U.S. Bank and Wells Fargo have committed \$33.8 million including donations, mortgage commitments and start-up money for the *180° Properties* program; the City of Milwaukee has committed more than \$2 million in federal Neighborhood Stabilization Program funds for home rehabilitation costs; the Sherman Park Community Association has worked with Common Ground's full-time organizer on a wide variety of housing issues, triggering a ripple effect for rehabs throughout the community, and Zilber Ltd. has served as the developer and general contractor for *Milwaukee Rising* projects in Sherman Park.





# Neighborhood Improvement Development Corporation



The city of Milwaukee and its nonprofit affiliate, the Neighborhood Improvement Development Corporation, work with city departments, community-based agencies, financial institutions, developers, local foundations, and most importantly, residents, to improve Milwaukee's neighborhoods.

Since 2008, the city of Milwaukee and NIDC have been strong partners of the Healthy Neighborhoods Initiative. The city has provided more than \$1 million in direct financial support to Healthy Neighborhoods programs through Community Improvement Project matching grants, housing rehabilitation resources and funding for the Bloom & Groom event.

## Community Improvement Projects

Through this program, NIDC provides matching funds of up to \$10,000 to each of the Healthy Neighborhoods to improve the neighborhood. In 2013, NIDC supported more than 20 Community Improvement Projects in Healthy Neighborhoods with \$220,828 (\$97,463 in NIDC funds leveraged, \$123,365 in additional funds invested in these projects). These projects resulted in more than 1,223 residents engaged and committed to improving the quality of life in their neighborhood.

In 2013, NIDC supported the following projects in the Healthy Neighborhoods: Havenwoods' video project,

Enderis Park's sandbox, Thurston Woods' Most Improved Home design workshops, Martin Drive's Bloom & Groom, Layton Boulevard West Neighbors Arlington Heights Park Band Shell and Mobile Bike Kiosk, Sherman Park's Multicultural Arts School Mural and TypeFace, Johnsons Park and Sherman Park's Art on Fond du Lac.

## Housing Rehabilitation Program

NIDC provides resources for homeowners and responsible landlords to maintain their properties. During 2013, NIDC invested more than \$265,000 to help 10 homeowners in Healthy Neighborhoods with repairs and renovations, and invested \$1.2 million to assist with the rehabbing of 15 foreclosed properties, also in Healthy Neighborhoods.

## Bloom & Groom Initiative

In 2013, NIDC coordinated the third annual Bloom & Groom event. In addition to investing \$45,000 in neighborhood beautification, NIDC coordinated the distribution of more than 50,000 flowers and plants for community planting days in 18 Milwaukee neighborhoods, including all Healthy Neighborhoods in Milwaukee. In addition, Lowe's Home Improvement invested in the community by providing more than \$17,000 in in-kind support.



# MILWAUKEE NEWS SERVICE

## Milwaukee Neighborhood News Service



Milwaukee Neighborhood News Service (NNS) is a multimedia website that provides objective, professional, balanced reporting on urban issues in 17 central city Milwaukee neighborhoods; Amani, Harambee, Lindsay Heights, Metcalfe Park, Sherman Park, Havenwoods, Thurston Woods, Clarke Square, Layton Boulevard West, Lincoln Village, Menomonee Valley, Walker's Point, Capitol Heights, Concordia, Enderis Park, Martin Drive and Washington Park. NNS covers stories that are important to the people who live, work and serve in city neighborhoods, on topics such as education, public safety, economic development, health and wellness, environment, recreation, employment, youth development and housing.

NNS strives to change perceptions within and outside of those neighborhoods and educate readers about issues taking place in Milwaukee neighborhoods that would not otherwise get significant media coverage. NNS also inspires community residents to help improve the quality of life for themselves and their neighbors, and provides a platform that fosters collective engagement.

Content includes hard news, features and in-depth enterprise reports. For example, reporter Edgar Mendez, a native of Milwaukee's South Side, wrote about non-native English learners in the Milwaukee Public School system, sifting through testing data to reveal that they were outperforming native English speakers. One of his favorite stories is a profile he wrote of a Little League coach whose team became the first from the South Side to ever win the district championship.

A popular feature of the site is *Posts from Community*, where organizations and individuals can share

information important to their neighbors. Users are also invited to comment on articles, post calendar items and contribute to the business and organization directories.

Local media including the Milwaukee Journal Sentinel, Milwaukee Courier, Fox6NOW, El Conquistador and Urban Milwaukee regularly link to or republish NNS content, as do multiple community organizations. NNS is a project of United Neighborhood Centers of Milwaukee, in partnership with Marquette University's Diederich College of Communication. Funders include the Greater Milwaukee Foundation, Zilber Family Foundation and the Knight Foundation.

*The Milwaukee Neighborhood News Service is a success, largely due to our strong partnership with the Healthy Neighborhoods Initiative. Our ability to build relationships and engage with HNI's neighborhood partners allows NNS to tell the stories about the people, places and issues needing the most coverage in our community.*

~Tony Shields, Executive Director of UNCOM and Publisher of Milwaukee Neighborhood News Service





## LISC – Site Visit to Indianapolis

*Indianapolis helped affirm for us the special relationship between neighborhood change and urban renewal. Hopefully, LISC will continue to provide these opportunities of convening and connecting so that we can start to see the bigger change that moves us all.*

~Chris Grandt, Riverworks Development Corporation's Economic Development Coordinator

Sponsored by the Greater Milwaukee Foundation, in May 2013, LISC-Milwaukee led a trip to Indianapolis with 35 leaders from Milwaukee. There, the Milwaukee delegation toured successful community development projects and had an opportunity to engage local leadership in dialogue about their work. This cross-collaboration venture brought together representatives from 12 different neighborhoods, including the Building Neighborhood Capacity Program, the Healthy Neighborhoods Initiative, the LISC Sustainable Communities Initiative, United Neighborhood Centers of Milwaukee agencies, and the Zilber Neighborhood Initiative.

The theme for the visit was *Leveraging Bold Ideas... Leading Big Change*. Participants from Milwaukee received an in-depth look at how LISC Indianapolis has

worked with partners to produce deep change for their neighborhoods and the city as a whole. The group listened to the back story of how the work in Indianapolis has evolved to where it is seeing transformational results. In every instance, the same word emerged as a theme – patience. Leaders in Indianapolis told leaders from Milwaukee's community development field that you need patient financial funders and human capital to be successful. Without long-term investment of resources, real change won't go as deep.

The site visit was an opportunity to connect, learn, and discuss strategies for leading transformational change in Milwaukee. Although there were differences in the setting, Indianapolis leaders provided concrete examples of how the group from Milwaukee can connect the dots to achieve greater impact. While all of the participants work in a neighborhood development context, they admit that their passion is to see bigger change.

*We will not succeed if our focus is just on neighborhood development. We are trying to transform this entire region to create an urban experience where everyone can succeed, and neighborhood development is the vehicle that we use to get there.*

~Bill Taft, LISC Indianapolis Executive Director









**HEALTHY NEIGHBORHOODS INITIATIVE**

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