



Community Development Authority
Meeting Minutes
Friday, July 9, 2021 at 8:30 a.m.
via Tele/Video-Conference

Present: Chair Peter Hammond, Jessica Carpenter, Michal Dawson, Tr. Arthur Ircink, Jon Krouse, Joe LeSage, and Tr. Stokebrand

Also present: President Ann McKaig, Tr. Tammy Bockhorst, Isaac Rowlett, Milwaukee County Director of Strategic Planning; Jeff Roman, Milwaukee County Director of the Office of African American Affairs; Village Manager Rebecca Ewald; and Planning & Development Director Bart Griepentrog

1. Call to order.

The meeting was called to order at 8:32 am.

2. Consider June 4, 2021 meeting minutes.

Mr. Krouse motioned to approve the minutes as drafted; seconded by Tr. Stokebrand. Vote 7-0.

3. Presentation – Milwaukee County’s Strategic Plan for Equity

Village Manager Ewald introduced Isaac Rowlett, Milwaukee County Director of Strategic Planning and Jeff Roman, Milwaukee County Director of the Office of African American Affairs.

Mr. Rowlett provided an overview of Milwaukee County’s Strategic Plan. He noted that in 2019 Milwaukee County became the first jurisdiction in the United States to recognize racism as a public health crisis. Since that time, over 190 local governments, including the cities of Milwaukee and Cudahy, have followed suit. This public health crisis was declared at the same time when Milwaukee County was developing its first strategic plan in 20 years. He noted that health outcomes were measured through quality of life, life expectancy and health disparities. Based on those indicators, Milwaukee County is in the bottom quartile of counties in Wisconsin. Milwaukee County experiences higher rates of chronic disease than its adjacent counties. He noted this was connected to racial disparities. He shared that on average a white person in Milwaukee County will live 14 years longer than a black person, and the infant mortality rate for white people is 4.9 (per 1,000 births) compared to 13.1 for black people. He stated that County leaders and other stakeholders recognized this as unacceptable and in order to advance the County’s Mission of ‘enhancing the quality of life through great public service’ needed to understand the role they play in advancing health and resolving racial disparities.

Mr. Rowlett said that Milwaukee County started on a journey to understand the history of government and race. He noted that 97% of County employees have participated in racial equity workshops, which provided background as to how we got to where we are through centuries of systemic and intentional decisions. He noted that training included information on how racism had historically been explicit, including housing segregation through “red lining.” He also shared that once discrimination became illegal, its impacts remained through the numerous, additional barriers that remained for women and persons of color. He stated that the alternative was to be proactively for racial equity, which would benefit everyone. He provided an example from Angela Glover Blackwell of how curb cuts were designed for specific users, but ultimately benefit all. He noted the differences of equality versus equity.

Mr. Rowlett shared that Milwaukee County's Vision is that 'by achieving racial equity, Milwaukee County is the healthiest county in Wisconsin.' He noted that it was neither overly ambitious nor impossible, stating that ZIP code areas within Milwaukee County's north shore communities already have a higher life expectancy than any county in the state.

Mr. Rowlett noted the County's Values included inclusion, influence, and integrity. They actively seek diverse perspectives when making decisions. They collectively use their power to positively impact their community. They do the right thing even when no one is looking.

Mr. Rowlett summarized that the Strategic Plan is divided into three focus areas: 1. Creating Intentional Inclusion, 2. Bridging the Gap, and 3. Investing in Equity. There were three objectives listed with each focus area.

- 1A. Reflect the full diversity of the County at every level of County Government.
- 1B. Create and nurture an inclusive culture across the County.
- 1C. Increase the number of County contracts awarded to minority and women-owned businesses.

- 2A. Determine what, where and how we deliver services based on the resolution of health disparities.
- 2B. Break down silos across County government to maximize access to and quality of services offered.
- 2C. Apply a racial equity lens to all decisions.

- 3A. Invest "upstream" to address root causes of health disparities.
- 3B. Enhance the County's fiscal health and sustainability.
- 3C. Dismantle barriers to diverse and inclusive communities.

Mr. Rowlett turned the presentation over to Mr. Roman to broaden discussion of 2C and 3C. Mr. Roman noted that Leanne Delsart, the project manager for the 3C 'Dismantle barriers to diverse and inclusive communities' objective, was also present.

Mr. Roman noted that racial equity is at the forefront of all the work being discussed. He noted that he was the executive sponsor for the 2C racial equity lens team. He noted that in their work it was critical to identify a shared definition, language, and concepts to ground the work. He shared that their broad definition of racial equity is the just and fair inclusion of people of color in a society where all people can participate, prosper, and reach their full potential.

Mr. Roman moved on to discuss 3C dismantling barriers to diverse and inclusive communities. He stated that unlike the eight other objectives, this one was not exclusively internally focused. He noted that other partners were being invited to engage in this conversation and develop recommendations. He noted that there were two specific drivers within this objective: to increase the quality of life and opportunity for people of color in the core of the city, address the barriers to inclusion and access to opportunities in suburban areas. He noted that the group had developed three goals: Identifying barriers and putting forward recommendations to move the needle, Creating welcoming spaces inside and outside of the city core in suburban areas, and Actualizing the influence of Milwaukee County and its municipal partners to be able to influence the policies and decision making practices.

Mr. Roman noted an appreciation for the leadership of Shorewood in demonstrating how other communities can do this work. He stated that racial equity is not a City of Milwaukee problem and that it takes proactive leadership from all of Milwaukee County's communities to address the issue.

Chair Hammond thanked both speakers for their presentations. He questioned if outside groups were being incorporated into these discussions as well. Mr. Rowlett confirmed that many other groups and organizations were involved, and specifically referenced the work of the YWCA in providing training on unlearning racism and Nurturing Diversity Partners who provided management training on how to maximize diversity in hiring and fostering an inclusive culture.

Chair Hammond noted the challenges of extending a TID for the purposes of affordable housing without many examples to reference. He noted a need to be transparent with the process and learn with the community. He questioned how the County could be used as a reference or for support, particularly on action or implementation steps. Mr. Rowlett deferred the question to Aaron Hertzberg, Milwaukee County's Director of the Department of Administrative Services and former Director of Economic Development. Mr. Hertzberg noted that the TID extension was a big and important first step. He noted that the law change making the extension available was relatively new, but that some other communities have also done it. He stated that options should be reviewed against data points. He noted that there was no timeline to expend the funds but taking the opportunity to reserve the funds when you have the chance is important. He noted that Milwaukee County is on the same journey right now and won't claim to know the answers but can provide data and context and challenge its leaders to help define the roadmap of what achieving racial equity looks like. He stated that the Shorewood needs to understand and decide where it can have impacts. Mr. Roman added that learning is part of the process and encouraged Shorewood to take its time and be intentional and thoughtful.

Ms. Carpenter referenced the work of Evanston, Illinois who has developed a program to help victims of red lining be able to purchase homes. She questioned the impact of that, which would provide a greater impact to a smaller number of people, versus subsidizing more rental units, which may impact more people, and how to figure out which to prioritize. Mr. LeSage noted his preliminary analysis suggests that to move Shorewood's affordable housing stock from its existing 5.6% proportion to 6.0% that 20 more units would need to be added and that to get to 7% approximately 100 units would need to be added. But in order to make that meaningful change, more investment and partners would be needed to leverage what it has reserved. Mr. Hertzberg noted that whatever progress Shorewood decides to make is a good thing and that it may take decades to make the real progress that is needed. He suggested promoting the existing funds to the development community with layered expectations upon it. He also noted that some communities have targeted their funds towards improving the quality of their existing affordable housing stock.

Tr. Stokebrand noted integration to be a goal but questioned how to make integration part of an affordable housing strategy without violating federal non-discrimination laws. Mr. Roman noted that it was a good question and that legal departments would need to be consulted. Mr. Hertzberg noted that question could be asked about a lot of issues, including hiring practices. He noted that being intentional on writing job descriptions, reviewing resumes and assembling hiring panels is important to understanding whether or not any signals are being sent to communities that make them feel excluded or uncomfortable. Kori Schneider Peragine of the Metropolitan Milwaukee Fair Housing Council (MMFHC) noted that oftentimes fair housing laws and fair housing goals do not always mesh. She stated that the MMFHC would be happy to participate in the conversation to help thread that needle in the right way without violating any fair housing laws.

President McKaig referenced the work of the Community Development Alliance with respect to access and inventory issues and suggested listening to the work they've done should help continued conversation in Shorewood. She also referenced that the Shorewood Library is working with Reggie Jackson to present an affordable housing 101 session in the fall.

Davida Amenta questioned the possibility of a multi-jurisdictional TID to support housing and economic development in Milwaukee.

Tr. Stokebrand appreciated the advice to slow down and suggested that options could be narrowed down and implemented perhaps starting in 2023. She requested that the County provide specific examples of how Shorewood can partner with them. Mr. Rowlett referenced the use of a racial equity budget tool identifying who benefits and who is burdened by budget decisions.

Chair Hammond noted that a lot of people have a vision of what an affordable housing program could look like from racial equity, to aging in place, to supportive housing for people with special needs. He stated that education and getting people on the same page is a critical first step. Once that has been accomplished, strategic concepts could be developed for implementation within the community. He appreciated that the County can be a partner in the education component.

Mr. LeSage noted that additional affordable housing will either require creation or conversion and that Shorewood is hampered by a lack of developable land. He noted that the Shorewood's western boundary is owned by Milwaukee County. He questioned if a discussion on how that land was utilized could take place. Tr. Stokebrand noted that discussion was a non-starter with the local community during the N. Wilson Dr. reconstruction project. Tr. Bockhorst noted that the discussion was politically tricky and would require a lot of partnerships, but that it will continue to come up and that there are community members who would support it. She stated that it should not be left off of the table.

Charlie DeSando of the Human Relations Commission commented on the terminology of affordable housing. He noted that it can be seen as a pejorative and should simply be referred to as housing. Chair Hammond appreciated the comment and noted a need to be cognizant of how the conversation takes place.

Davida Amenta noted that TIF has funded market-rate and luxury housing through redevelopment in the past decade that increased the village's housing stock by 5%. She noted that every development that comes through for review should be looked at as an opportunity for affordable housing.

Village Manager Ewald provided an update on Village Board activities as they related to this topic. She noted that the Village will be moving ahead on developing a strategic plan for equity, diversity and inclusion. She also noted that the Village Board agreed to make the YWCA's unlearning racism training available to employees, committees and elected officials. Funding for approximately 25 persons was on hand.

Chair Hammond referenced the recent Housing Market Study and Needs Analysis which pointed out that affordable housing options exist in Shorewood; however, they are not necessarily being occupied by persons who would qualify based on their needs. He questioned if other areas of the county had similar markets. Ms. Schneider Peragine noted that she works on trying to place families with housing vouchers and that Shorewood is a desirable location for many of those households based on its schools and safety. However, the housing authority sets a rent cap that can make it difficult for vouchers to work in higher rent markets, such as Shorewood. She suggested an incentive for landlords in Shorewood to cap their rent to make them available to existing voucher recipients. She noted that could expand the opportunity for qualifying households to attain those existing affordable units.

Tr. Stokebrand noted that transportation options relate to what makes housing affordable and that bus service from the County in Shorewood is critical. Mr. Rowlett noted that is a shared concern of the County and other municipalities.

Chair Hammond reiterated the importance of the process and acknowledging that we don't yet have the answers. He noted that it is critical to go through the process together as a community, so that we can make the decisions that need to be made. Mr. Roman encouraged the group to embrace vulnerability and be transparent and accountable within the process. He noted that giving up power is at the root of equity work. Chair Hammond noted it is important to hear as many voices as possible, including voices

outside of Shorewood. Mr. Roman noted the existence of a housing advisory council for the County that includes citizen representation. Mr. Rowlett also suggested continuing conversations with the Community Development Alliance. President McKaig also noted that local expertise will also be found within the community.

4. Next Meeting: Tuesday, August 10, 2021 – 9:00 am via zoom.

Village Manager Ewald reminded the group of their next meeting, which will feature a presentation from the Community Development Alliance.

5. Adjournment.

Ms. Carpenter motioned to adjourn the meeting at 10:16 am; seconded by Mr. LeSage. Vote 7-0.

Respectfully submitted,



Bart Griepentrog, AICP
Planning & Development Director