

PROJECT PROFILE

Project Name Campus Circle Location Milwaukee, WI

Owner Campus Neighborhood Associates, Inc. / Hilltop Enterprises

Project Use(s) Neighborhood revitalization

Project Size 90-square blocks Total Development Cost \$60 million

Annual Operating Budget (if appropriate) \$5.5 million

Date Initiated December 7, 1991 Percent Completed, December 2, 1994 80%

Projected Completion Date (if appropriate) Undetermined

(Attach, if you wish, a list of relevant project dates)

Application submitted by:

Name Sherri Wille

Title Director of Communications

Organization Campus Circle

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Key Participants (Attach an additional sheet if needed)

Organization	Key Person	Telephone
<ul style="list-style-type: none"> Public Agencies 		
<u>Department of City Development</u>	<u>Michael Morgan</u>	<u>(414) 286-5900</u>
<ul style="list-style-type: none"> Developer 		
<u>Wisconsin Housing & Economic Developmt Auth.</u>	<u>Richard Longabaugh</u>	<u>(608) 266-7884</u>
<ul style="list-style-type: none"> Professional consultants: 		
Architect <u>Eppstein Keller Uhen</u>	<u>Sam Eppstein</u>	<u>(414) 271-5350</u>
Landscape architect <u>--</u>		
Urban designer <u>--</u>		
Planner <u>Conta & Associates</u>	<u>Dennis Conta</u>	<u>(414) 276-3337</u>
Lawyer <u>Reinhart-Boerner</u>	<u>Bruce Block</u>	<u>(414) 298-1000</u>
Other <u>Redevelopment Authority of Milwaukee</u>	<u>Jon Wellhoefer</u>	<u>(414) 286-5820</u>
<ul style="list-style-type: none"> Community group(s) 		
<u>Avenues West Association</u>	<u>June Moberly</u>	<u>(414) 933-0640</u>
<ul style="list-style-type: none"> Sponsor 		
<u>Ameritech</u>	<u>Carla Buttenhoff</u>	<u>(414) 678-2484</u>

Please indicate how you learned of the Rudy Bruner Award in Urban Excellence.

[] mailing [] media [] previous RBA entrant [^X] other ^{ERC} Newsbriefs

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Signature Sherri Wille

Project Name Campus Circle

Location Milwaukee, WI

1. Describe briefly the project's design and implementation?

In December 1991, Marquette University launched a unique neighborhood revitalization project called Campus Circle. The target area known as Avenues West was typical of older, declining urban neighborhoods across the country--poor, faced with increased violent crime and deteriorated housing. Allocating \$9 million in University resources, Marquette joined forces with area businesses, community-based organizations and residents in a comprehensive approach to transform a decaying area of 90 square-blocks on Milwaukee's West Side through four main components (i) Upgrading Housing, (ii) Commercial Revitalization (iii) Safety and (iv) Community Involvement. In order to carry-out these ambitious goals, two not-for-profit corporations were established. One to upgrade, build and manage housing and the other to focus on commercial development. The project was implemented in three parallel strategies: (i) Upgrade affordable neighborhood housing, (ii) Build off-campus student housing and initiate commercial development, (iii) Renovate student/neighborhood housing. Community involvement and crime prevention have been woven throughout the project to effectively address each strategy.

2. What local urban issues did this project address? What were its goals? Were there issues that, in your judgement, might have been addressed but were not.

Over 75% of the landlords were absentee owners, crime was on the increase, (primarily property and drug-related) and much of the housing had deteriorated or was boarded and commercial options were at a minimum, but there was no lack of bars and liquor stores. The acquisition of 1,000 units of housing created a critical mass of ownership through the 90 blocks. The crime issue was addressed with new community-oriented policing tactics, boarded buildings were put back into service, and a new retail center opened its door in 1993-94.

Campus Circle's goals, established with community input include:

- Creating and maintaining affordable family housing for neighborhood residents
- Providing quality off-campus student housing through new construction and rehabilitation
- Establishing walk-to-work housing for area employees.
- Improving upon safety measures addressing crime.
- Advocating community involvement.

Creating and maintaining economic diversity is an issue that has become increasingly difficult. Diversity must extend beyond race and age, which Campus Circle has maintained, and include all social classes as well. We are searching for answers to help address this important aspect of our neighborhood.

3. Describe the financing of the project. Do you think it could be replicated?

Project financing is comprised of \$20 million of equity in the form of capital and soft debt, and \$36 million of debt using a combination of double tax-exempt bonds, Tax Incremental Financing proceeds, low interest loans and cooperation from the banking community for targeted loans. This financial structure could be replicated as long as the equity component is high, thus keeping leverage to a minimum. It is also crucial that the project have access to low interest loans.

4. Why does the project merit the Rudy Bruner Award for Excellence in the Urban Environment?

While the challenges of urban America are similar across the country, the solutions vary, the strategies differ. Campus Circle has created a model for others to learn from and apply elements to their neighborhoods, wherever they may be. To date, Campus Circle has renovated 188 units of housing, including many family-friendly apartments, without raising rents; constructed 88,000 square feet of rented commercial space, in turn providing jobs; surpassed its self-imposed Minority/Women/Disadvantaged Business participation goal of 20-25% in construction and professional services; established a Community-Oriented Policing project in cooperation with the Milwaukee Police Department which has resulted in a 34% decrease in crime over the past 2 1/2 years; achieved a 70% retention rate for residents (114) who had to be related due to unsafe living conditions; constructed 153 units of off-campus student housing and has formed partnerships with area community-based organizations and social service agencies to support our housing initiatives by providing assistance beyond Campus Circle's realm of expertise.

Over twenty Universities and Cities across America have viewed Campus Circle as a model for neighborhood revitalization, with over half of that number sending delegations to spend time with Campus Circle staff and Marquette University representatives to share and learn about solutions to issues facing urban neighborhoods.