

Uptown Neighborhood **Strategic Development Plan**

Prepared by:



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In coordination with::



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**The Uptown Project Management Team is a sub-committee of the Racine Economic Development Advisory Committee, appointed by the Racine County Economic Development Corporation.*

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- City of Racine
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- Twin Disc, Inc.
- Uptown BID



Introduction

Vandewalle & Associates was hired in July 2013 by the City of Racine and the Racine County Economic Development Corporation to work in collaboration with the designated, public-private, Uptown Project Management Team (Project Team) to build off past planning efforts and identify and prioritize economic development project opportunities in the Uptown Neighborhood.

Economic revitalization in the greater Uptown Neighborhood should focus on and advance quality of life aspects for all Racine residents—create and retain living wage jobs; improve in public safety, access, and aesthetics; and promote opportunities for quality recreation and entertainment venues.

This Strategic Development Plan builds off of the *Racine Economic Development Project Opportunities* project commissioned by the City and Racine County Economic Development Corporation in 2012. This effort determined geographic areas in the City of Racine with the greatest potential for redevelopment and economic growth to guide the City and project partners as they target redevelopment and economic development efforts in the coming years.

This effort developed measures for project feasibility and impact to determine priority projects—in order to guide the Racine Economic Development Advisory Committee and City of Racine overall to determine which project opportunities should be implemented in the short-term and long-term, and which will offer the most return on investment. *Of the eleven areas considered, the Expanded Uptown Area ranked in the top three of areas for high priority focus.*



Source: *Racine Economic Development Project Opportunities Project Report*. October 2012.

Uptown was identified as a priority area for its need for redevelopment and its unrealized growth potential.

Specific next steps identified in the *Racine Economic Development Project Opportunities Project Report* for the area defined as the Expanded Uptown Area are:

- Redefine Uptown beyond the Hwy 20 corridor to build upon the cluster of major headquarters and corporations
- Create a redevelopment vision and reinvestment strategy for the redefined Uptown Area
- Coordinate corporate commitment to area and focus investment to catalyze targeted reinvestment
- Establish strong Uptown entryway to SC Johnson, Gateway, Lake Michigan
- Explore the possibility to be an entrepreneurial small business acceleration campus – connecting to the manufacturing sector
- Target reinvestment with residential infill that fits market and new vision

The timing of its revitalization, the presence of major corporate headquarters within Uptown, and the proximity to the downtown core are all key factors as local leaders look to build off of the positive momentum of the Root River Corridor Redevelopment Plan (*RootWorks*) - the largest redevelopment effort in the City's history - and expand revitalization to Uptown based on its own unique and powerful assets.

A VISION FOR UPTOWN RACINE

A triple bottom line employment center
and global headquarters district

global
corporate
historic



A vibrant destination commercial and
living district serving neighborhoods,
area employees and the region

diverse
vibrant
neighborhood



A regional urban entrepreneurial
and creative hub

eclectic
entrepreneurial
arts/creative nexus
food



Project Purpose

The Uptown area is rich with corporate and historic assets yet struggles to reestablish their traditional commercial district and improve the community's quality of life. Economic downturn during the Great Recession has not helped to allow previous plans to advance, and further the frustration felt locally at the real or perceived lack of action and investment by the City and other local partners has stagnated revitalization in Uptown.

The goal of this project is to kick-start the next phase of Uptown revitalization through the identification of key redevelopment and reinvestment projects to immediately advance and create new momentum in the area. A firmly stated goal at the outset of this project was to ensure the deliverable would not be “just another plan”. As such, this document is designed to serve as an action-oriented Strategic Development Plan focused on an overriding redevelopment vision as well as specific projects to advance Uptown stabilization, revitalization, and overall quality of life.

UPTOWN PROJECT PURPOSE:

“To identify and implement a clear set of catalytic projects and strategies to help accelerate revitalization of the Uptown Neighborhood.”

Specifically, the Strategic Development Plan seeks to:

- Develop an understanding of the community's assets and opportunities within and related to the Uptown Neighborhood;
- Address public concerns and market perception;
- Forge a path for redevelopment through specific priority projects and land use recommendations;
- Offer livability enhancement strategies, such as connections and streetscape improvements;
- Guide the City and other project partners to move forward with key identified sites; and
- Identify potential resources to implement the Plan.

The Project Team took the following approach to develop the Uptown Strategic Development Plan:

1. **Outreach and Coordination:** Ongoing project management and outreach with the Uptown Project Management Team, targeted outreach via stakeholder interviews, focus groups, and public meetings.
2. **Research and Analysis:** Existing plans, economic, demographic and market analysis to further explore existing conditions and define the assets and opportunities to set the stage for strategic development recommendations.
3. **Redevelopment Strategies and Recommendations:** Written and graphic representation of specific recommendations for catalytic projects to focus reinvestment, detail and align strategy for targeted private and public investments.
4. **Uptown Strategic Development Plan:** A project deliverable with user-friendly, “workable” implementation-focused revitalization and reinvestment strategies. The Strategic Development Plan is to be a tool be for City staff, the implementation team, partner organizations, and development professionals to advance Uptown revitalization.

The organization of this document generally follows this scope of work, from gathering of data on existing conditions, feedback from the Uptown Team, key stakeholders and the general public; assessing of neighborhood assets, opportunities and challenges; recommended next steps, specific priority projects and phasing; and finally, strategies for implementation, including sources of funding and lead for participation in advancement of projects.

Like the *Racine Economic Development Project Opportunities* study that precedes this effort, a base understanding to advance Uptown redevelopment should include acknowledgement of the following key factors that are critical to implementation of economic development projects:

1. The City of Racine is landlocked. It is surrounded by incorporated communities, and does not have the ability to grow geographically. Thus, ongoing challenge in terms of economic development advancement has been a lack of greenfield land in the City for use by businesses interested in locating or growing in the City. There is, however, no shortage of brownfield or greyfield land in the City and which present opportunities for redevelopment. This redevelopment is inherently more difficult in terms of cost, time, coordination, and effort than greenfield development. It will be important to consider both redevelopment and economic development as the City seeks to foster vibrant neighborhoods in the Uptown area moving forward.
2. There are known and/or perceived institutional and intergovernmental barriers to economic development in the City of Racine. The purpose of this project is not to rule out economic development project opportunities based on the existing political or multi-jurisdictional circumstances. Rather, the goal is to shine a light on key opportunity areas where economic reinvestment should be targeted to improve Uptown's economic outlook in near term, over the next two to three years. A separate effort, or conversation, should be promoted in which intergovernmental relations and cooperation is addressed to the benefit of the City of Racine and surrounding jurisdictions for the benefit of economic growth for Racine County.

This Strategic Development Plan is intended to serve as a call to action through the identification of clear and feasible steps toward real, measurable progress in the near future.

Existing Conditions Analysis

Uptown is an area rich with history serving as a key connecting point in the community for residential, employment, and neighborhood commercial uses. While the outskirts of Racine have been successful in attracting and developing business/employment opportunities, Uptown struggles despite tremendous assets in human capital, infrastructure, and access. Incremental growth over the next several years will be critical towards developing the necessary momentum for transformative, long-term redevelopment projects. The plan development process behind this document demonstrates that Racine has the people, resources and will to capitalize on the significant assets already in place in the Uptown Neighborhood.

Prior to formulating recommendation for the Uptown Neighborhood, Vandewalle & Associates undertook an extensive analysis of existing conditions by gathering data, conducting stakeholder interviews, leading a focus group with area business leaders, and staging a public meeting, gathering input and suggestions for what area residents and visitors would like to see in their neighborhood. Getting a full picture of Uptown as it is currently experienced by those who interact with the neighborhood most closely is an essential first step to making informed decisions about its future - understanding the status quo, areas that are working well and those that are not, and the physical, economic and social characteristics that make it unique.

Demographic data was collected at three levels of detail (see table), each representing a different radius from the geographic center of Uptown

Study Area – the “Junction Intersection” at 14th Street and Washington Avenue. More than 20,000 people live within 1 mile of this corner, or roughly one quarter of the City’s population. The data paints a challenging picture for current residents, with current and predicted (2017) home values and incomes well below state and national averages. Relatively high poverty and low levels of educational attainment are characteristic of Uptown census tracts – 40.5% of all families live below the poverty line, and 51.9% of children. Only about 70% of

Demographic Category	Radius from Junction Intersection			State Data
	0.25 miles	0.5 miles	1 mile	
2012 Total Population	773	5,192	20,335	5,687,219
2017 Total Population	759	5,272	20,414	-
2012-2017 Annual Rate	-0.37%	0.31%	0.08%	-
Household Summary				
2012 Households	247	1,703	7,061	2,286,339
2012 Average Household Size	3.13	3.05	2.76	-
2017 Households	244	1,751	7,171	-
2017 Average Household Size	3.11	3.01	2.73	-
2012-2017 Annual Rate	-0.23%	0.56%	0.31%	-
Housing Unit Summary				
2012 Housing Units	341	2,067	8,356	2,620,401
Owner Occupied Housing Units	23.50%	29.20%	34.20%	59.85%
Renter Occupied Housing Units	49.00%	53.30%	50.30%	27.40%
Vacant Housing Units	27.60%	17.60%	15.50%	12.70%
Median Household Income				
2012	\$29,096	\$26,043	\$32,550	\$52,627
2017	\$31,709	\$27,521	\$36,657	-
Median Home Value				
2012	\$82,374	\$80,019	\$94,235	\$169,000
2017	\$86,121	\$83,474	\$101,129	-
Per Capita Income				
2012	\$11,697	\$10,889	\$15,467	\$27,426
2017	\$13,035	\$12,406	\$17,762	-
Median Age				
2012	27.7	27.3	29.9	38.5
2017	28.1	27.7	30.3	-
2012 Household Income and Home Value				
Average Household Income	\$35,290	\$33,262	\$41,792	-
Average Home Value	\$87,100	\$86,678	\$103,261	-
2012 Population by Race/Ethnicity				
Total	773	5,191	20,336	5,687,219
White Alone	24.80%	25.90%	40.90%	87.20%
Black Alone	50.60%	44.70%	35.70%	6.20%
American Indian Alone	1.00%	0.50%	0.50%	0.09%
Asian Alone	0.10%	0.30%	0.50%	2.30%
Pacific Islander Alone	0.10%	0.10%	0.00%	0.00%
Some Other Race Alone	19.40%	23.10%	17.50%	1.40%
Two or More Races	3.90%	5.40%	4.80%	1.90%
Hispanic Origin	30.70%	35.30%	29.20%	5.90%
2010 Housing Units by Tenure and Mortgage Status				
Total	256	1,691	7,097	2,624,358
Owner Occupied	34.40%	37.50%	42.70%	59.12%
Owned with a Mortgage/Loan	26.20%	28.00%	32.90%	41.23%
Owned Free and Clear	8.20%	9.50%	9.80%	17.89%
Renter Occupied	65.60%	62.50%	57.30%	27.75%

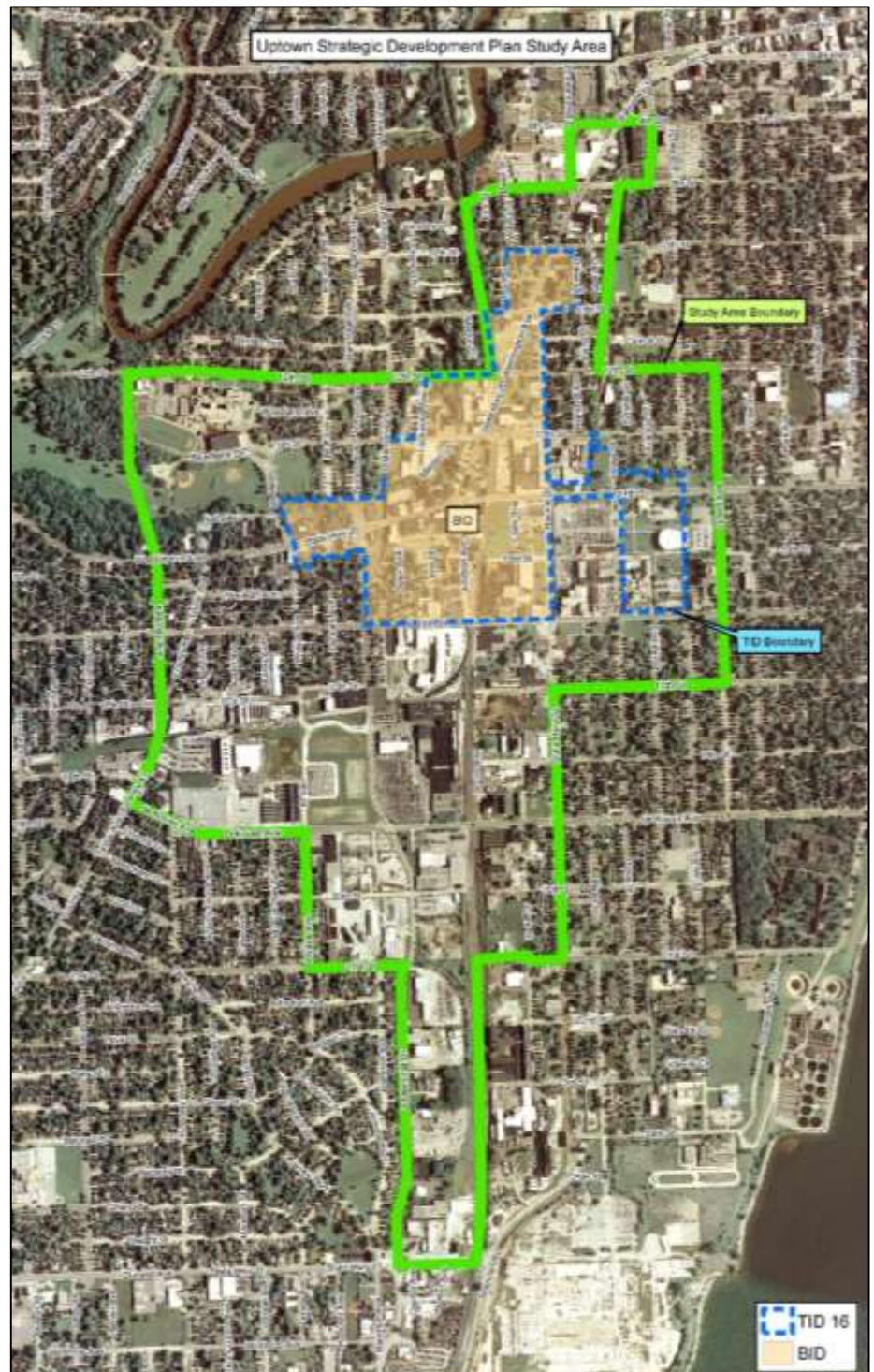
Source: ESRI Business Analyst, October 2013; United States Census, November 2014

residents have a high school diploma, and just 25% have attended higher education of any kind.¹ These vulnerable populations are the residents most affected by redevelopment decisions for Uptown, and should be carefully consulted so as to create plans that empower residents without eroding the existing social fabric of the neighborhood.

Study Area Identification

The Study Area boundaries for Uptown analysis were carefully considered in consultation with the Uptown Project Management Team. Centered around the Highway 20/Washington Avenue corridor, a busy commercial street connecting downtown Racine to Interstate 94 and points west, the Study Area incorporates much of the commercial and industrial land uses in south central Racine, roughly bounded by 8th Street to the north, Grand Avenue to the east, Durand Avenue to the south, and Kearney Avenue to the west.

The Study Area boundary also serves as an expansion of the existing Uptown Business Improvement District (BID) and Tax Incremental Financing District #17 (TID), mechanisms intended to incentivize and help expand business activity in the vicinity of the historic Uptown Commercial District. For purposes of assessing demographic information and the existing and future opportunities for retail market potential, the map also sets a 1-mile radius from the “Junction” at 14th Street and Washington Avenue. Given the large proportion of neighborhood residents without private automobiles, this represents a reasonable distance for walking and public transportation to convenience and neighborhood-serving retail and services.



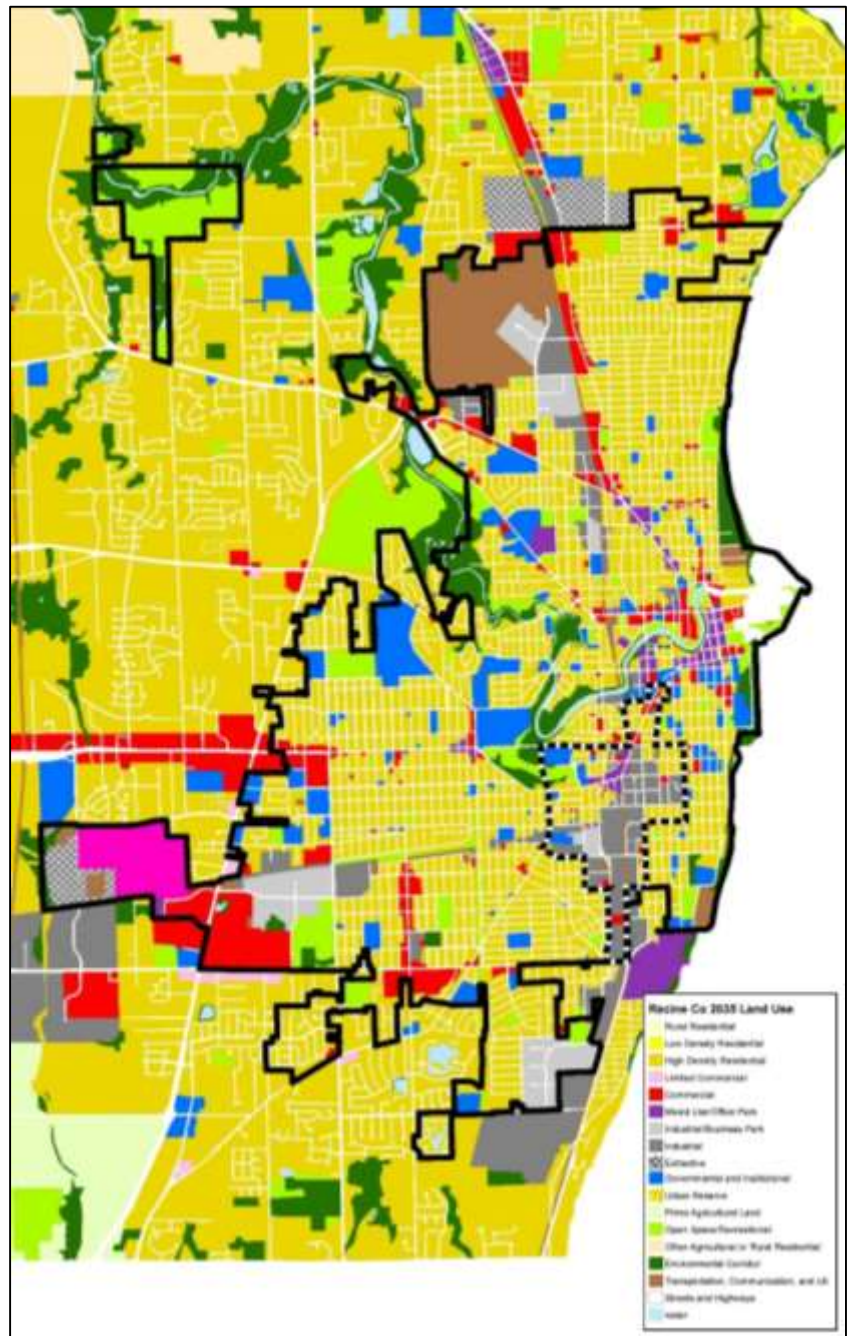
¹ 2012 American Community Survey, 5-Year Estimates. U.S. Census Bureau.

The Uptown Neighborhood is Racine's Biggest Employment Center

Overall, industrial uses dominate the Uptown Neighborhood. 3,503 jobs are directly tied to manufacturing and machining-related businesses with addresses within the Study Area boundary, an astounding 70% of total employment in Uptown (estimated at more than 5,000).²

This land use pattern presents an opportunity to maintain the high level of employment in the area, and offers locations for job producing businesses to locate, such as the available former Jacobsen Textron site now known as the Southside Industrial Park, and targets the area for employment growth.

This land use pattern also offers the opportunity for the Uptown commercial district to serve employees/employers in the area – along with the neighborhood and travelers who move through the corridor daily heading to or from downtown.



Source: Multi-Jurisdictional Comprehensive Plan for Racine County: 2035. Adopted October 2009.

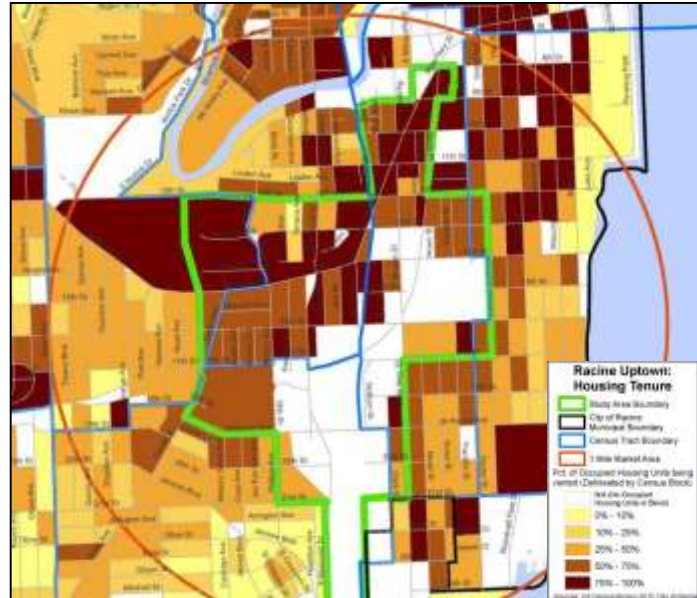
² Manufacturing uses as classified by the North American Industry Classification System (NAICS), a federal standard maintained by the U.S. Census Bureau. Employment estimates obtained via Dun & Bradstreet business database, November 2013.

Rental Housing and Housing Vacancy

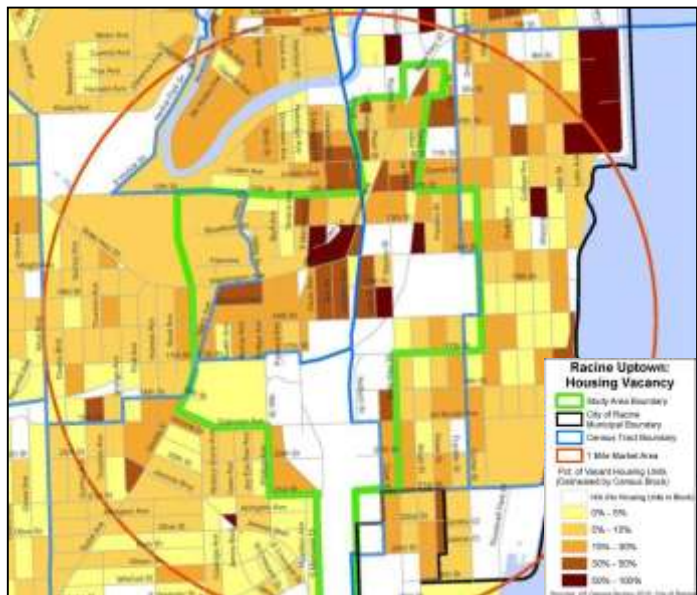
The following maps provide a snapshot of two leading indicators of neighborhood stability – the percentage of properties for rent (versus owner-occupied) and levels of vacancy. The blocks to the north and west of the Study Area are heavily comprised of rental units, and tend to display higher percentages vacancy than outlying areas.

However, demand for modern housing with access to downtown amenities and employment is strong. Since 1992, about 600 residential units have been added, with 98% occupancy.³ A large proportion of this demand is from young persons and small households, as well as baby boomers looking for maintenance-free housing or second homes. The proximity of affordable workforce housing to large employers and walkability to retail and amenities will be valuable assets as the Uptown Neighborhood seeks to improve existing housing stock but also increase employment opportunities for residents of Racine.

RENTAL HOUSING



HOUSING VACANCY



³ Downtown Racine Corporation

A Brief History of Uptown

All places are formed by a mixture of historic circumstances, and this context provides a glimpse of how the physical landscape of Uptown that is visible today came into being. The historic center of the Uptown Neighborhood is focused along the Washington Avenue corridor, a historic remnant of the original Territorial Road. Starting Downtown at Grand Avenue, it follows the high ground around the Root River valley until it intersected with the west end of 12th Street. From that point, it heads west across Racine County. Washington Avenue intersects with 14th Street at a sharp curve, at which a small business district developed in the early 20th century. As the city expanded, the area became known first as the Racine Junction, owing to the crossing of two major rail lines near 17th Street, several blocks to the south. The area was briefly renamed Columbia Corners, and finally Uptown in 1928, but its historic name has stuck.⁴ “The Junction” is still used locally to refer to the corner of 14th and Washington.

The surrounding blocks quietly serves as a historic center of Racine’s industrial legacy, past and present. This is manifested in a variety of physical spaces - historic and modern, vacant and occupied - that provide opportunities to engage current companies and employees while providing low cost options to emerging businesses. In addition to numerous small businesses and artist studios, the neighborhood is home to many of the area’s leading employers and serves as the headquarters of several leading corporations in consumer products, manufacturing and machining, including S.C. Johnson, Modine, and Twin Disc.

While the Study Area remains a historic corporate employment hub, increasing levels of vacancy, blight and crime - real or perceived - cast the area in a negative light in the eyes of the general public. However, significant nearby population levels, location at the core of the Racine MSA and a rich history as a leading art, entertainment and industrial zone offer encouraging signs that Uptown is poised for reactivation. Commitments to sustained investments from the City and private entities will further the momentum for small businesses to recognize the Neighborhood’s significant commercial assets.

Drive Time Analysis

Indeed, Uptown’s location in the heart of the Racine metro area and proximity to two major American cities represents a strategic advantage, as logistics and travel times become increasingly important to growing firms. The following Drive Time Analysis Map illustrates that a ten minute drive from the Junction intersection in Uptown covers much of the city limits; a twenty minute drive to most of the Racine MSA and northern Kenosha county, with more than 170,000 people; and a thirty-minute drive as far as the Wisconsin state line, the Waterford area in western Racine County, and the southern suburbs of Milwaukee, covering about 310,000 people. While downtown Racine lacks direct interstate access, its strategic location in the Milwaukee to Chicago Global City corridor positions the city well for economic growth distinct from as well as complementing business activities in those two regions.



⁴ Karwowski, Gerald L. *Postcard History Series: Racine*. Mount Pleasant, SC: Arcadia Publishing, 2007.

Feedback from Community Outreach

Vandewalle & Associates conducted more than a dozen interviews and a focus group with local stakeholders in Fall 2013, speaking at length with businesses and property owners about the assets, challenges and opportunities for the Uptown Neighborhood. As a whole, those most familiar with the area are cautiously optimistic – the area is economically dormant, and with targeted investment, is poised for incremental and sustainable growth.

A Public Input Session was also held on January 23, 2014 to educate the community about the ongoing planning process and solicit feedback. The 72 registered attendees were engaged about the project purpose and goals, and encouraged to share their “big ideas”, views on the Uptown vision, and suggested priority areas moving forward. Feedback was consistent across the board. There is a perception of decline and crime that is perpetuated by a depressed market and general lack of investment. However, Uptown retains a “funky”, culturally rich, eclectic vibe that is an attractive feature that should be celebrated. Suggested additions to the community included a grocery store, community garden, bike and pedestrian facilities, and increased dining options.



Key takeaways from these interviews and the Public Input Session are summarized below.

- **Assets**
 - Committed corporate employers
 - Intact quality facades in commercial district
 - Invested long-standing small businesses
 - Growing arts scene
 - Long manufacturing history
 - Historic building stock unique in the region
 - Affordable, plentiful residential stock and commercial rents
- **Challenges**
 - Building and vacant land blight
 - Significant retail/commercial and industrial vacancy
 - Perception of high crime
 - In need of investment into physical appearance
 - Lack of directional signage and definition of place
 - High speeds on Washington Avenue does not encourage visitors to stop and explore
 - Corporations seem disconnected from the neighborhood
- **Opportunities**
 - Uptown has potential for a cool “funky” vibe that should be encouraged
 - Attract grocery store and encourage neighborhood-level food production
 - Urban or roof top gardens would address blight and increase access to healthy foods
 - Roundabout at Junction would increase areas functionality

Retail Gap Analysis

As home to more than 20,000 people and a workforce of more than 5,000, understanding the characteristics of the Uptown trade area is an important first step to analyzing the market opportunities that exist. A retail trade area is defined generating the majority of the customers and comprising the largest total volume of business. Retail gap analysis is a tool that compares existing levels of retail sales within a defined trade area to the potential retail sales based on the demographic characteristics and the number of households in the area. If retail demand exceeds supply, it indicates that the trade area is experience retail “leakage”, meaning that customers in the trade

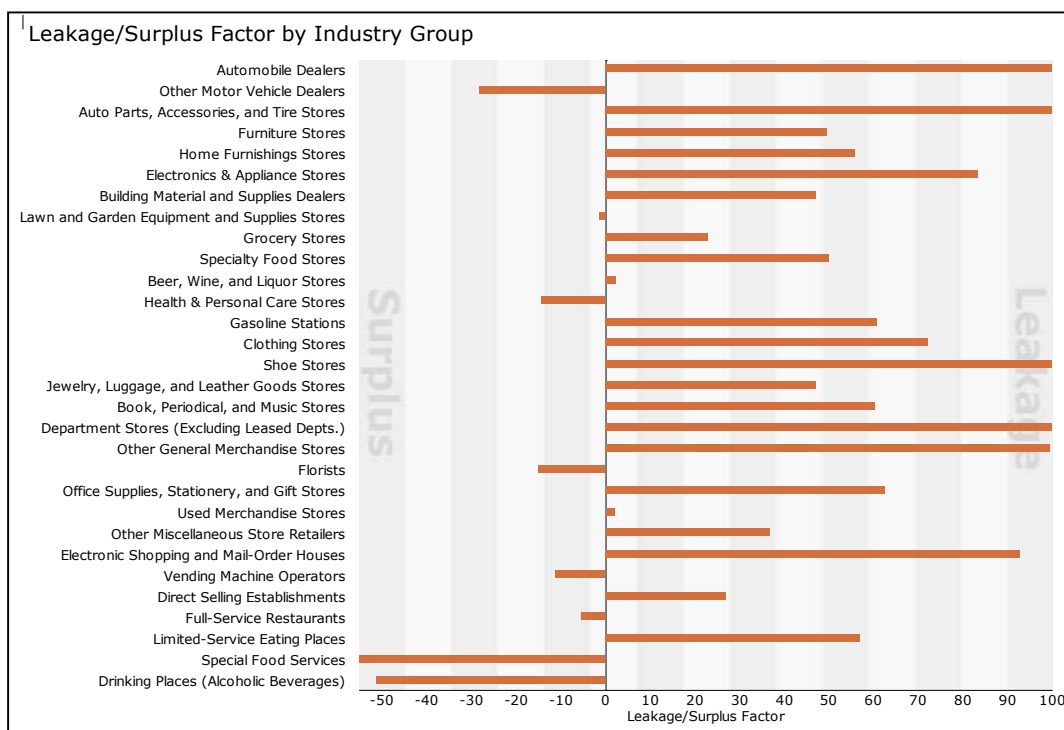
area are leaving the trade area to find shopping opportunities elsewhere. If a sector is experiencing leakage, there is unmet consumer demand for stores in this sector and new stores in this sector might be feasible.

The size and shape of a trade area may be based on a number of factors, including radius distance from a key location, drive time distance, competing areas, and the relative attractiveness of the complementary commercial establishments around the site. A one mile Market Area was selected as representative of the commercial reach of Uptown, and ESRI market analysis data suggests that nearly every major industry group demonstrates significant unmet demand.

Of the most viable retail sectors that may be targeted for expansion in the Uptown area, only health and personal care stores, specialty foods and bars/liquor stores are overrepresented. One mile represents the outer limits of walkability for most people, and thus small, convenient outlets for everyday items are the most sensible targets for new businesses in Uptown, with limited specialty offerings. The highest unmet retail demand sectors include electronics and appliance stores, general merchandise, clothing and shoe stores, and limited service/takeout restaurants. The more than 5,000 employees in the Uptown area – above and beyond neighborhood residents – represent a strong market to support new options in the Washington Avenue/Highway 20 Commercial District. Corporate employees have indicated a desire for walkable, off-campus retail and service amenities such as a coffee shop, restaurants and fitness facilities.

Each of the census tracts covered by the Study Area are classified as “food deserts” by the USDA, implying significant low income populations without access to fresh food and grocery options (more than 1 mile away).⁵ The grocery that is readily available to Uptown residents is largely comprised of small convenience stores, and a full service store has been cited as a major need by local residents and employees. Uptown remains a vastly underserved market for fresh food, and may present a significant opportunity for new business for a local or national grocery chain.

A visual summary of the market opportunities that exist within each industry sector is presented below, with corresponding dollar figures listed in the table on the following page.⁶



⁵ U.S. Department of Agriculture Economic Research Service, based on 2010 U.S. Census data.

⁶ ESRI Business Analyst, October 2013.

RETAIL GAP ANALYSIS BY INDUSTRY GROUP

Industry Group	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	# of Businesses
Motor Vehicle & Parts Dealers	\$21,010,176	\$2,197,475	\$18,812,701	4
Automobile Dealers	\$18,266,607	\$0	\$18,266,607	0
Other Motor Vehicle Dealers	\$1,231,502	\$2,197,475	-\$965,973	4
Auto Parts, Accessories & Tire Stores	\$1,512,066	\$0	\$1,512,066	0
Furniture & Home Furnishings Stores	\$2,250,850	\$712,760	\$1,538,090	4
Furniture Stores	\$1,463,379	\$489,843	\$973,536	2
Home Furnishings Stores	\$787,471	\$222,917	\$564,554	2
Electronics & Appliance Stores	\$3,598,363	\$321,973	\$3,276,390	4
Bldg Materials, Garden Equip. & Supply	\$3,289,582	\$1,562,843	\$1,726,738	5
Bldg Material & Supplies Dealers	\$2,716,961	\$975,098	\$1,741,863	3
Lawn & Garden Equip & Supply Stores	\$572,621	\$587,745	-\$15,125	2
Food & Beverage Stores	\$19,279,727	\$12,206,303	\$7,073,424	24
Grocery Stores	\$17,966,386	\$11,217,512	\$6,748,874	20
Specialty Food Stores	\$416,738	\$138,580	\$278,157	3
Beer, Wine & Liquor Stores	\$896,604	\$850,211	\$46,392	2
Health & Personal Care Stores	\$9,775,751	\$13,103,755	-\$3,328,004	3
Gasoline Stations	\$14,330,094	\$3,478,679	\$10,851,415	4
Clothing & Clothing Accessories Stores	\$6,098,124	\$984,608	\$5,113,516	6
Clothing Stores	\$4,093,394	\$654,609	\$3,438,785	5
Shoe Stores	\$1,083,911	\$0	\$1,083,911	0
Jewelry, Luggage & Leather Goods Stores	\$920,819	\$329,999	\$590,820	1
Sporting Goods, Hobby, Book & Music	\$2,610,654	\$1,315,954	\$1,294,700	5
Sporting Goods/Hobby/Musical Instr	\$1,941,222	\$1,151,449	\$789,773	3
Book, Periodical & Music Stores	\$669,432	\$164,506	\$504,927	2
General Merchandise Stores	\$18,345,651	\$18,637	\$18,327,014	0
Department Stores Excluding Leased Depts.	\$9,049,397	\$0	\$9,049,397	0
Other General Merchandise Stores	\$9,296,254	\$18,637	\$9,277,617	0
Miscellaneous Store Retailers	\$2,427,807	\$1,269,491	\$1,158,316	19
Florists	\$118,435	\$160,220	-\$41,785	2
Office Supplies, Stationery & Gift Stores	\$768,194	\$175,289	\$592,906	6
Used Merchandise Stores	\$450,415	\$431,143	\$19,272	6
Other Miscellaneous Store Retailers	\$1,090,762	\$502,839	\$587,923	6
Nonstore Retailers	\$9,459,716	\$1,533,774	\$7,925,942	9
Electronic Shopping & Mail-Order Houses	\$7,864,850	\$290,776	\$7,574,074	1
Vending Machine Operators	\$479,313	\$601,190	-\$121,877	3
Direct Selling Establishments	\$1,115,553	\$641,808	\$473,745	6
Food Services & Drinking Places	\$12,237,850	\$11,307,775	\$930,075	25
Full-Service Restaurants	\$4,643,669	\$5,185,575	-\$541,905	8
Limited-Service Eating Places	\$6,231,281	\$1,699,759	\$4,531,522	2
Special Food Services	\$533,883	\$1,844,135	-\$1,310,252	1
Drinking Places - Alcoholic Beverages	\$829,017	\$2,578,307	-\$1,749,290	14

Source: ESRI Business Analyst, October 2013

Public perceptions of the Uptown Neighborhood as underutilized and vacant contrast with the substantial levels of employment and activity historically found there. Uptown maintains significant assets that can be capitalized upon as part of strategic redevelopment and investment activities, including:

- Utilizing the area's significant human and physical capital will dictate ideal future uses for the neighborhood, enhancing convenient retail and amenity options for existing residents, giving employees and visitor reasons to explore Uptown outside of business hours, and building new clientele for current and potential businesses. The Key Assets Map outlines the most significant existing buildings and businesses and districts in the Uptown Neighborhood.

[illegible]

to success in traditional neighborhood commercial/storefront retail.

Businesses directly located along Washington Avenue include destinations such as Corner House, Racine Merchandise Mart, Savin Vision Clinic, D&D Vacuum, Dr. Kemper, DDS, Schmitt Music, Uptown China, Uptown Theatre, and more. Other destinations and historically relevant buildings in Uptown include the Salvation Army, Uptown Theater, and the Paulson Furniture Building. The upper floors of many buildings in the corridor are used for residential, with most units currently categorized as poor quality, low-income rental housing. Recent investments in the vicinity are encouraging – for example, a local property manager has rehabilitated a historic hotel at 16th & Packard Streets for affordable workforce apartments, and the City and BID have invested in property acquisition, rehabilitation, and public space improvements to help stabilize the District.

Junction Avenue serves as an extension of the commercial activities along Washington Avenue, a micro-district in its own right offering an eclectic selection of uses that cater to a diverse clientele. Only two blocks long, Junction offer low rents and large spaces that foster an entrepreneurial spirit. The area has a growing local reputation as a burgeoning artist enclave with a funky, alternative vibe. Small businesses on the street include the Brass Monkey bar, the LGBT Center of Southeastern WI, Phoenix Restoration motorcycle club, Singer Dance Studio (also home to newly rehabbed affordable housing units on the floors above), Uptown Pub & Grill, and Smartool, Inc.

Racine Business Center, the historic structures near the corner of 16th and Junction, encompassing several city blocks, date to the 1860s and have been home to a number of industrial and startup companies over the past 150 years. The complex has been recognized for its historic importance as a prototypical business incubator - the first in the United States – by providing subdivided spaces and support services to small business owners. Formerly the Von Schrader Building, it is now known as the Racine Business Center (RBC) and has become a thriving hub for the pursuits of more than 100 entrepreneurs, artists and retired professors. Despite its success, the RBC remains somewhat under the radar in the Uptown Neighborhood and the community at large – efforts to celebrate its history and enhance its facade along 16th Street could better position it as a catalytic presence in the Uptown Study Area.

Access and Employment. Washington Avenue is also known as State Highway 20, and as such is heavily used for commuter and truck traffic. It carries an estimated 18,000 vehicles per day on average through the Uptown Commercial District⁷, whether headed to/from downtown, Washington Park High School, or the various corporate and industrial employment centers in the City. While high speeds remain an issue, reconfiguration of the right of way, addition of pedestrian safety amenities and an increased retail presence could help the District capture a greater proportion of this traffic.



⁷ 2011 Annual Average Daily Traffic estimates, Wisconsin Department of Transportation.

An estimated 5,000-6,000 jobs are currently located in Uptown Study Area, or approximately 14% of the nearly 37,000 jobs located within City limits.⁸ These numbers are largely driven by large and medium sized corporations and a high concentration of associated suppliers, machine shops and tool and die makers. 70% of jobs in Uptown are industrial/manufacturing-related; the Uptown Study Area alone accounts for 45% of the city's industrial employment, and 19% of Racine County's industrial employment⁹.

Successful Global Corporations. Major assets and community partners anchor the Study Area's job base, employing hundreds and even thousands of workers at centralized headquarters in Uptown. Some of the largest private companies include those listed in the following table, with the three largest employers profiled.

SC Johnson & Sons (1400 jobs)	Pioneer Products (120 jobs)
Twin Disc (380 jobs)	Shurpac (62 jobs)
Modine (350 jobs)	Wisconsin Metal Products (52 jobs)
R&B Grinding (145 jobs)	Kranz (50 jobs)

Source: Dun & Bradstreet, November 2013

S.C. Johnson & Sons was founded when Samuel C. Johnson, Sr. purchased the parquet flooring business of Racine Hardware Company in 1886; the first Prepared Paste Wax was introduced in 1888. In 1939, the first part of the Johnson Wax Building, featuring the striking "Great Work Room" designed by Frank Lloyd Wright, opened. Wright's Research Tower opened in 1950. Over time, the original wax company has expanded into a wide variety of consumer products, developing brands such as Raid, Glade, OFF!, and Pledge, and acquiring others such as Drano, Ziploc, Saran Wrap and Scrubbing Bubbles. From 2005 to 2011, S. C. Johnson & Son was ranked by Fortune Magazine as one of the top 10 "Companies to Work For" in their annual ranking. Despite its large size, the company remains privately owned by the Johnson family, currently in its fifth generation of family ownership, and has been headquartered in Racine for all of its 128 years of business.¹⁰

⁸ 2007 Economic Census Survey of Business Owners, U.S. Census Bureau

⁹ U.S. Census, BLS, Dun & Bradstreet

¹⁰ SC Johnson, "Our History". <http://scjohnson.com/en/company/history.aspx>

Modine Manufacturing Company has been a world leader in thermal management since 1916, when Arthur B. Modine patented the Spirex radiator for tractors. The company designs, engineers, tests, and manufactures heat transfer products for a wide range of applications and markets. Modine's heat transfer innovations have set industry standards for efficiency, economy and durability, and have received more than 2,400 patents over the life of the company. Modine specializes in solving thermal management problems, and applies just-in-time and just-in-sequence manufacturing processes into your manufacturing process. While more than 50% of total revenues are generated outside of the U.S., the Racine Technical Center and headquarters employs hundreds of skilled managers, engineers and tradesmen.¹¹

Twin Disc, Inc. designs, manufactures and distributes power transmission equipment for a wide range of applications, including marine, off-road vehicle and industrial. The company, founded in the 1921 by P.H. Batten to manufacture his “twin disc” clutches for farm tractors, is now a multinational company with subsidiaries all over the world. Twin Disc products are installed in the drivelines and power trains of marine and off-highway equipment. They manage and control the horsepower generated by internal combustion engines and electric motors found in fishing boats, work boats and pleasure craft, farm tractors, irrigation pumps, Aircraft Rescue Fire Fighting vehicles, mining equipment, oil field, construction, logging and railway equipment, to name a few.¹²

¹² Twin Disc, “Company Information”. <http://www.twindisc.com/en/company/company-information>

Alongside these corporate assets within the Uptown Neighborhood, there are key redevelopment areas which offer potential for concentrated, large-scale redevelopment areas including:

Ajax Building & Other Nearby Vacant Industrial – Uptown offers an abundance of historic industrial building stock in varying levels of use, condition and age. Exposed brick, wooden beams and high ceilings are desirable design elements for adaptive reuse of historic structures, and as Ajax and numerous other properties in the Study Area offer hundreds of thousands of contiguous square feet at very low sale and lease prices, attractive opportunities exist for small and medium sized businesses to scale up production manufacturing and office uses in Uptown at minimal cost.

South Memorial Drive Corridor – Within this corridor are shovel-ready and future development sites:

- The former **Jacobsen Textron** site, approximately 5 acres of clean, readily available land within its own TIF District. Increment captured from reuse of this site could fund further public improvements within one half mile, per state statute.
- **Underutilized industrial parcels** west of Pioneer Products, currently occupied but offering expansion potential for nearby manufacturers.

Large-Scale Lakefront Business Site, located in Mount Pleasant, the 100 acre site is the former location of Case manufacturing facilities. This site sits vacant with Lake Michigan frontage.



Commercial Market Niche and Cultural Opportunities

Uptown's commercial district remains a major asset to the community. However, as vacancies persist, there remains a role for forward-looking visions that will transform the Uptown commercial district into a vibrant cultural hub. These visions include:

Specialty Food District targeting companies engaged in food processing and eclectic restaurants or corner eateries while providing fresh produce to residents through urban gardens.

Arts and Music District where musicians and artists can perform or spotlight their creations in storefronts or in a rehabilitated Uptown Theatre.

Entrepreneurship & Skills Development Hub fueling and growing the entrepreneurial spirit in the community while cultivating youth business acumen and providing valuable skills training aligned with employer demands.



Physical Challenges

The physical characteristics of Uptown represent its public face, and are critical to creating a welcoming atmosphere for residents and visitors. Focus on strategic improvements to the identified areas of challenge will assist in revitalization of the area.

Access to and passage through the Uptown Neighborhood and its major commercial activities are generally defined by an axis of three main arteries: 14th Street, 16th Street and Washington Avenue, each of which requires specific improvements in order to maximize visibility, improve public safety, and heighten aesthetic and thematic cohesion with the surrounding area.



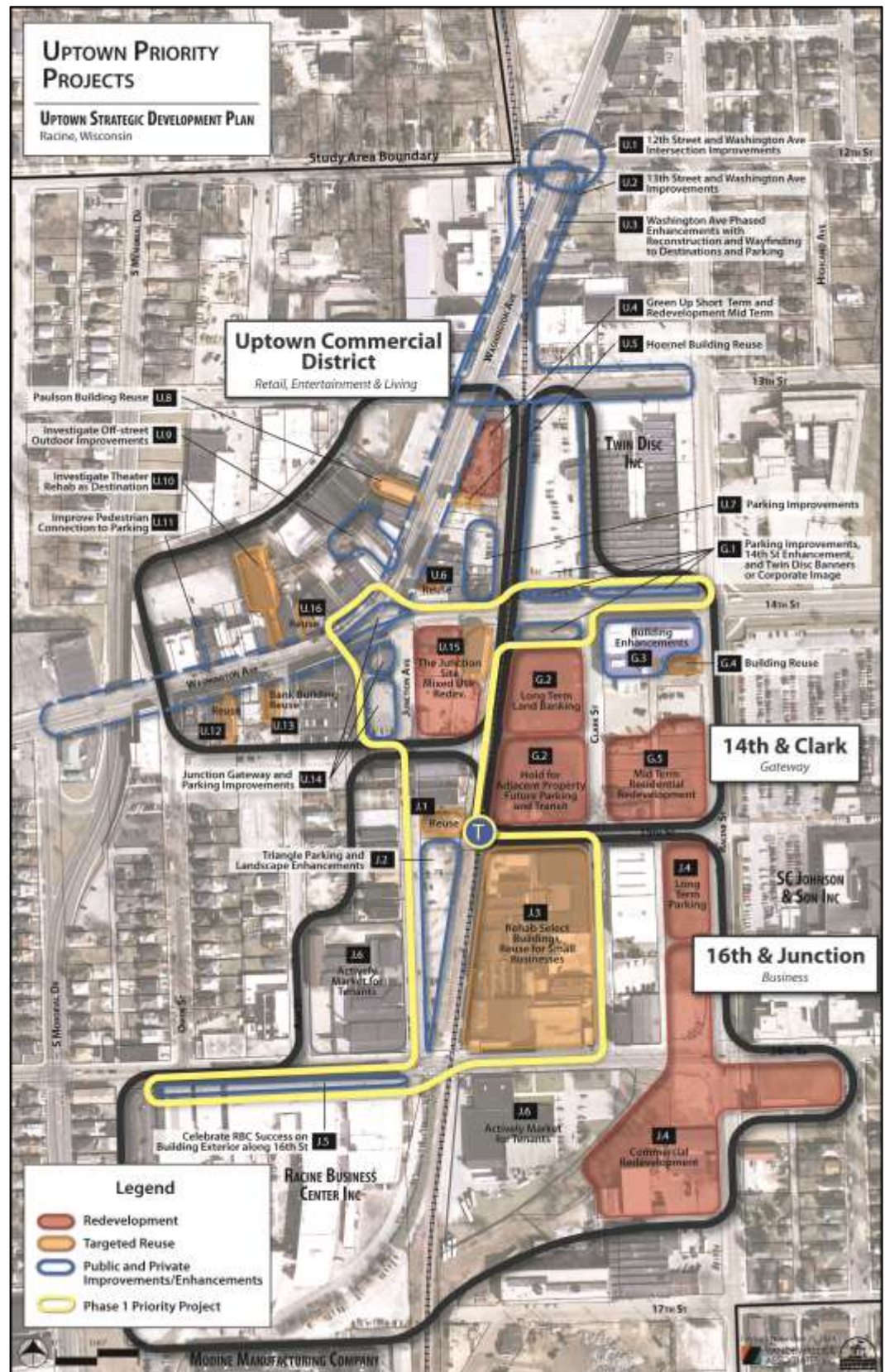
Washington Avenue Corridor
Lack of wayfinding signage or gateways
Blighted railroad-adjacent parcels
Undesirable pedestrian environment - high speeds and limited sidewalks
Memorial Drive underpass - physical barrier with limited access
Low quality development image near southwestern entrance to commercial district
14 th Street Gateway
Blighted entry, lack of signage/aesthetic transition to Twin Disc and SC Johnson corporate campuses
16 th Street Corridor
Underutilized as a commercial corridor – already serves as neighborhood collector “back street”
Clark Street properties - blighted buildings with railroad access
Racine Business Center frontage
Racine St. & 16 th St. intersection – vacant, blighted but commercially viable

Recommendations for Revitalization

Revitalization of the Uptown Commercial District is focused on the Washington Avenue/Hwy 20 Commercial District. Integration of the Junction Avenue and Racine Business Center into the revitalization strategy is critical to the long-term success of the area. While corporate and industrial employment are a key strength of the Uptown Neighborhood, the area is underserved by retail, dining and other support services. Retail employment in Uptown makes up just 8% of all occupations in the area (401 jobs, including non-health or business services such as computer and car repair, and hair salons), while non-retail employment in Uptown is a robust 92% (4,647 other jobs, including manufacturing, business services, construction, wholesale and other sectors).

The Uptown Priority Projects Map identifies specific target projects related to:

- A. Phase 1 Priority Project Area;
- B. Redevelopment and Rehabilitation Sites; and
- C. Public and Private Improvements and Enhancements.

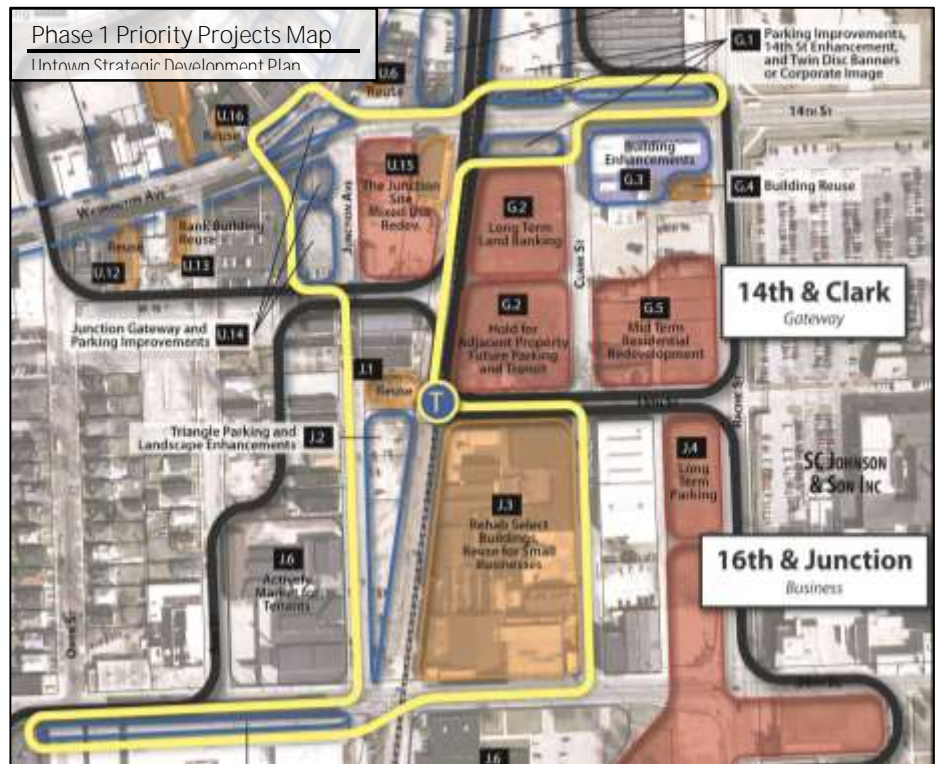


A. Phase 1 Priority Project Area Recommendations

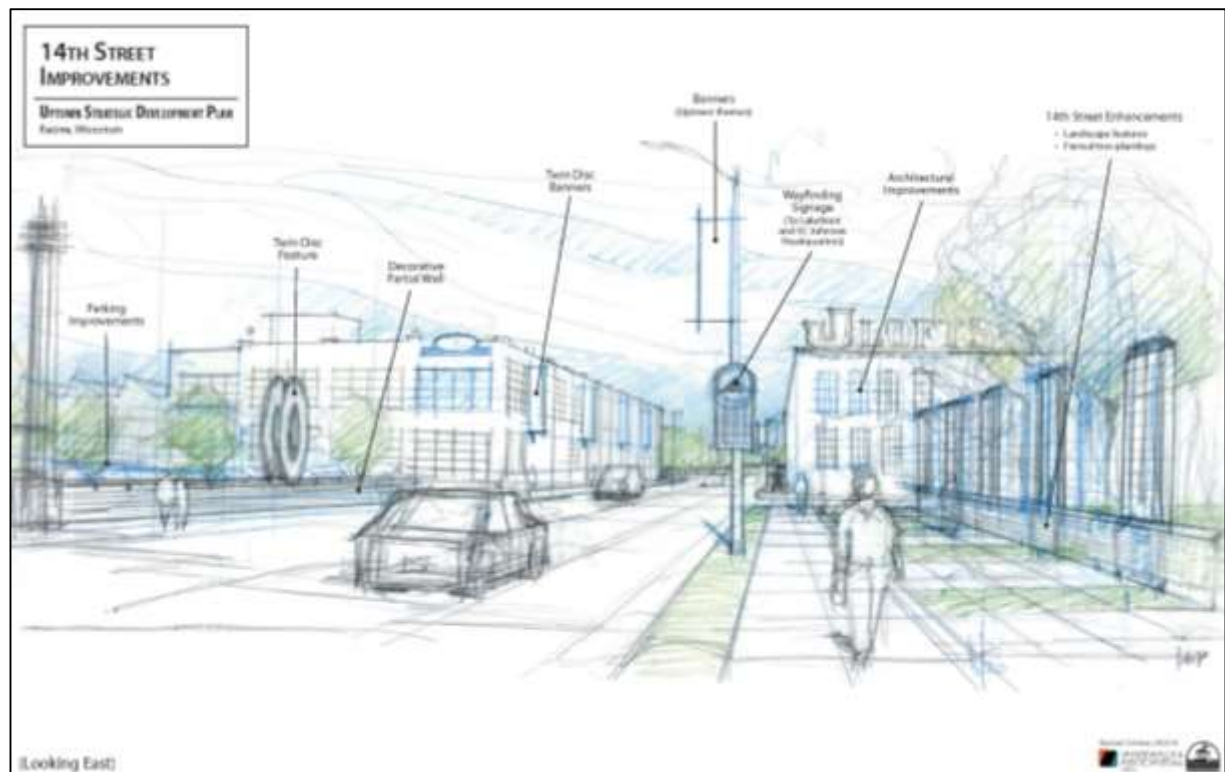
The Phase 1 Priority Project Area is the starting point for Uptown revitalization efforts – the area with the most immediate catalytic potential for redevelopment, targeted for action within the next 1-2 years. This priority area is outlined in yellow in the following map.

Recommendations for the Phase 1 Priority Project Area include the following catalytic projects (*these recommendations cross over into the Redevelopment and Rehabilitation and Public and Private Improvement/Enhancement recommendations*):

1. **Redevelop the highly-visible, underutilized site at 14th Street and Junction Avenue** for mixed use destination commercial and residential with options. In addition, coordinate redevelopment of the site in reconfiguration of the intersection for improved traffic flow. The following Bird's Eye Perspective provides a conceptual design for the high priority redevelopment site, along with green space configurations.
2. **Pocket park and additional public parking.** The Uptown Commercial District is lacking in public gathering spaces and amenities. The southwest corner of Washington Avenue at Junction presents an opportunity to provide a public space across the street from the high-priority redevelopment site on the southeast corner of the intersection. This new destination would provide an additional connection between the main commercial corridor and the Junction Avenue businesses as well as provide additional public parking for the area.



4. **Develop Gateway features including landscaping, banners and streetscaping.** High priority gateway features, landscaping and streetscaping should be advance in the near-term along 14th Street, 16th Street and at the planned revitalized Junction intersection with Washington Ave.

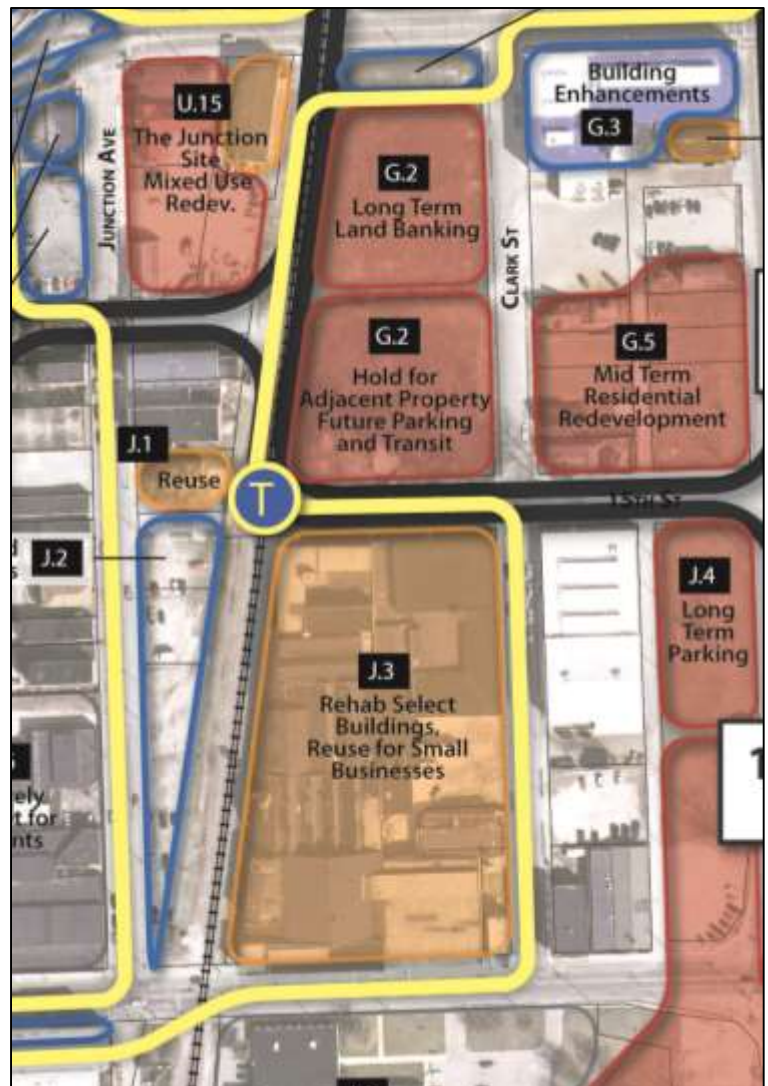


14th Street, looking east. Parking and signage improvements at Twin Disc headquarters are already underway, with additional banners, trees, lighting and architectural upgrades planned to create an attractive entrance to its corporate campus and that of SC Johnson

Celebrating 14th Street Assets –14th Street is critically important as the gateway to the Twin Disc and SC Johnson corporate headquarters. Simple improvements to the streetscape –enhanced sidewalks, lighting, trees, banners and other wayfinding signage – would make a great deal of difference in improving the “front door” to these critically important Uptown neighborhood employers. Twin Disc has already committed to specific parking lot improvements, and has plans to commission large logo flags to improve the appearance of its street-facing brick façade.



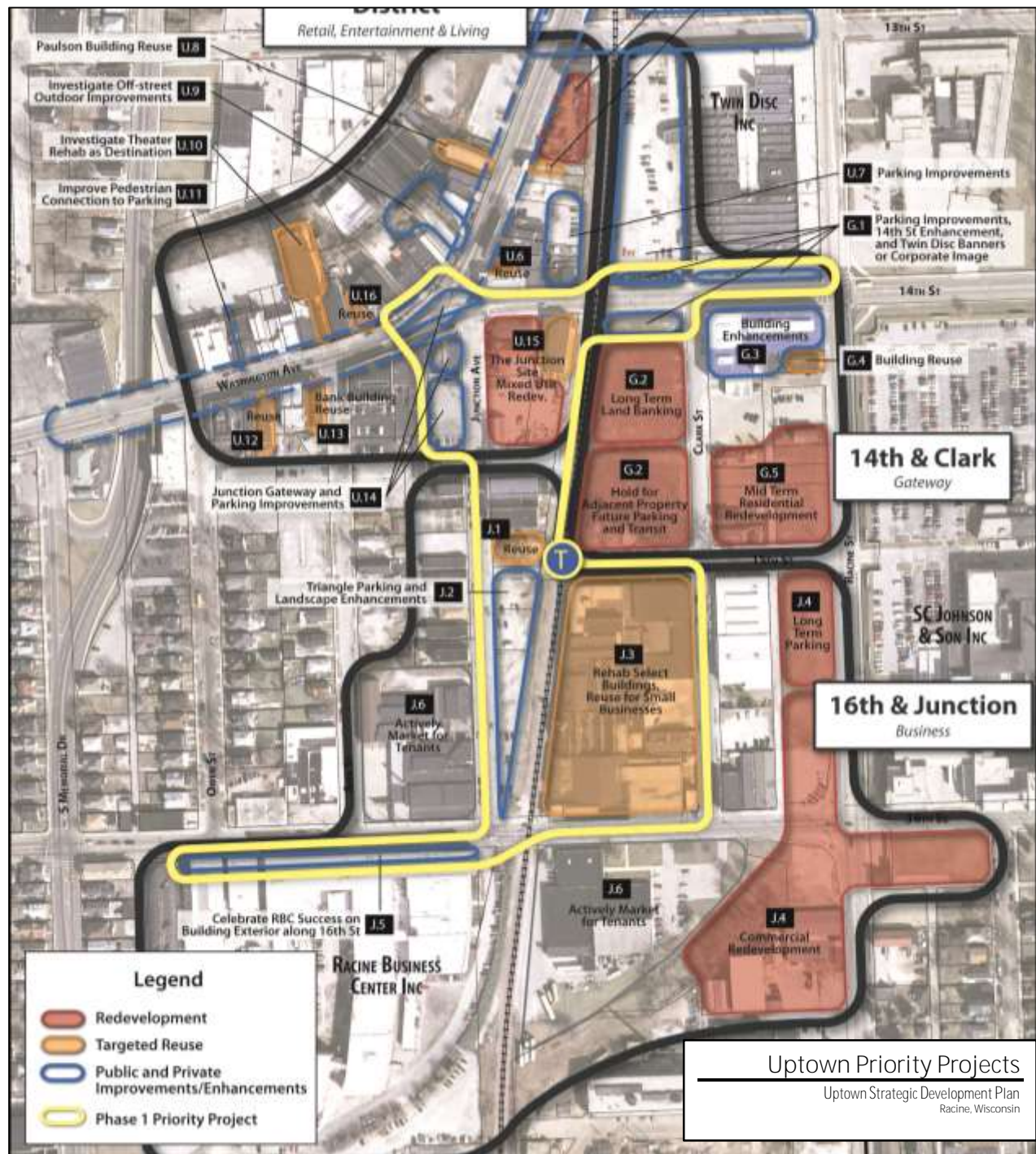
5. **Former Ajax Facility.** This large redevelopment site along the rail corridor, 16th Street and Canal Street offers an opportunity for a short-term reuse/redevelopment strategy to increase commercial/industrial opportunities in Uptown. Currently a blight to the community, the former Ajax facility is a priority project which if advanced could revitalize a significant area and serve as a catalyst to advance surrounding redevelopment as highlighted in red in the map below.



B. Redevelopment and Rehabilitation Sites

Several vacant and/or underutilized parcels in Uptown offer the potential for new commercial, light industrial, and residential development. Reuse of stagnant sites will allow the area to increase activity and tax base.

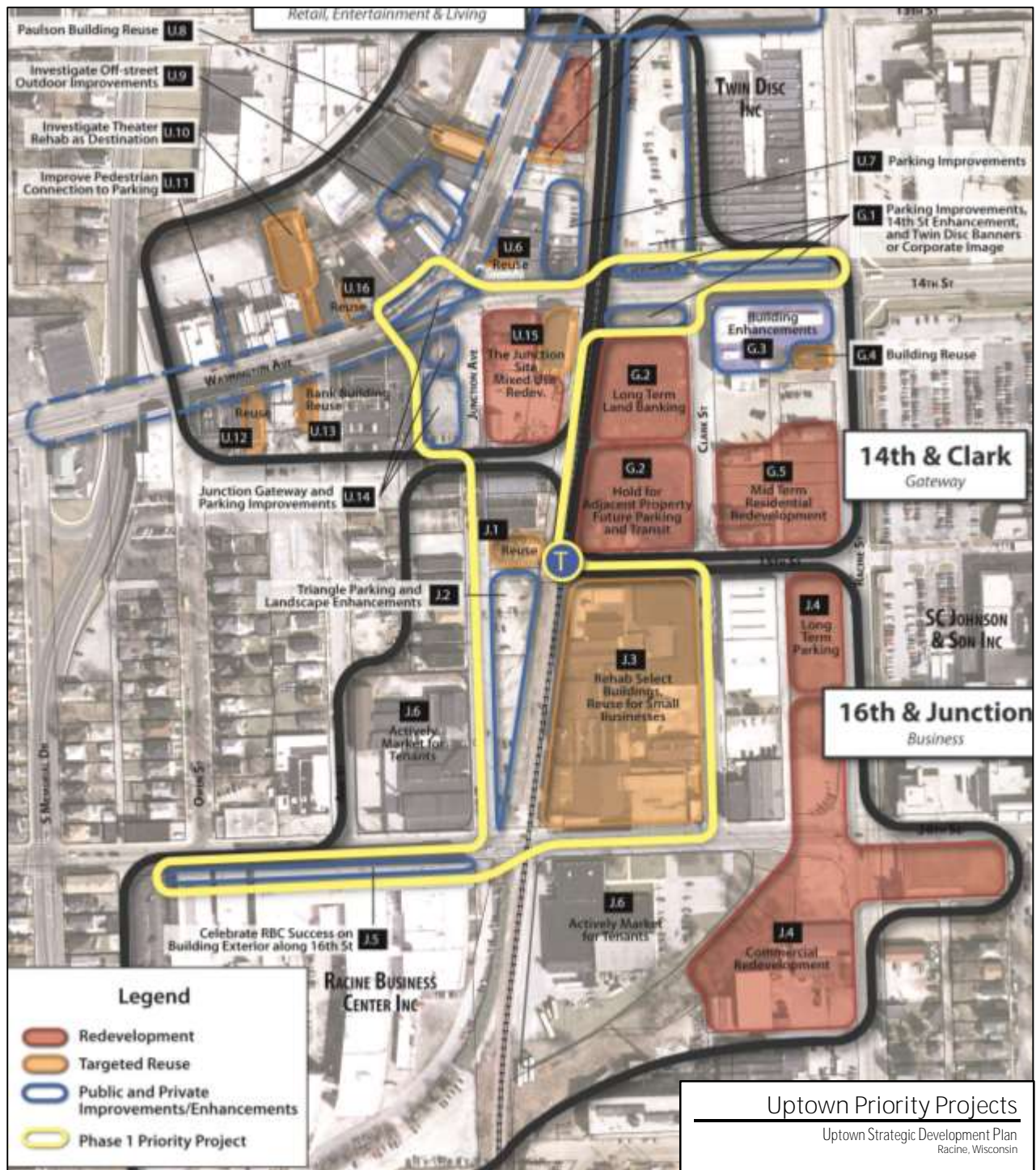
A combination of small projects in key sub-areas of Uptown can together provide near-term aesthetic and quality of life improvements to the entire neighborhood. Sites recommended for redevelopment and rehabilitation are indicated in red on the map below.



C. Public and Private Improvements and Enhancements

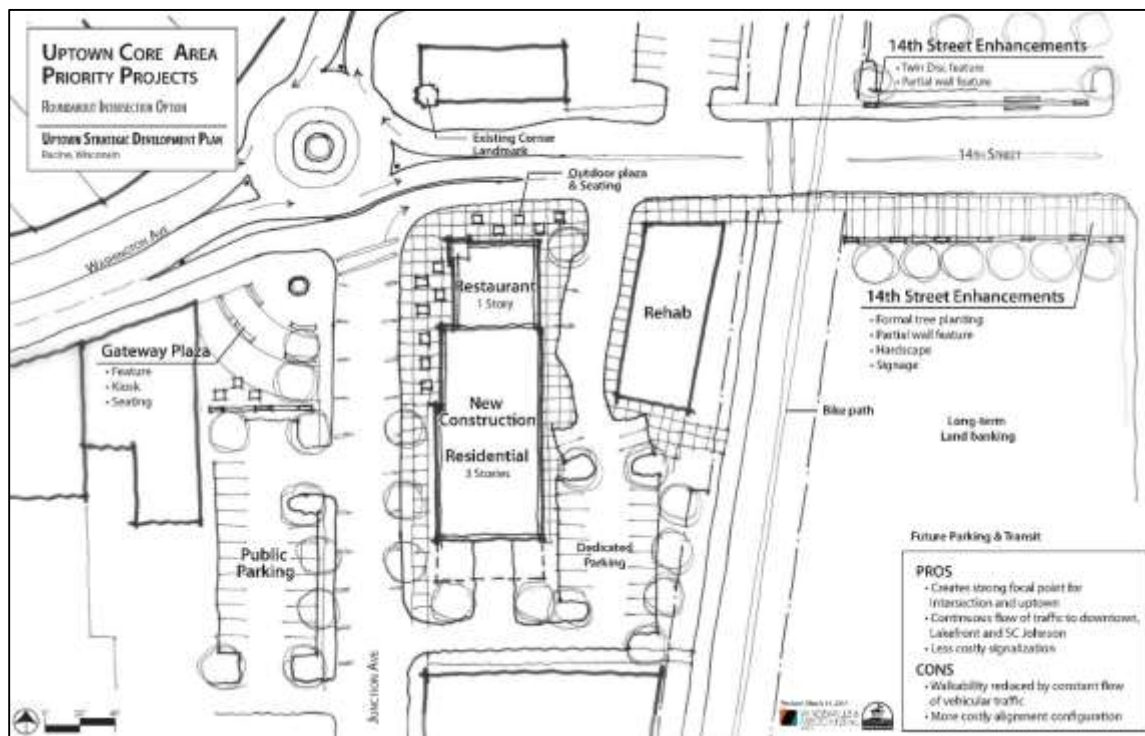
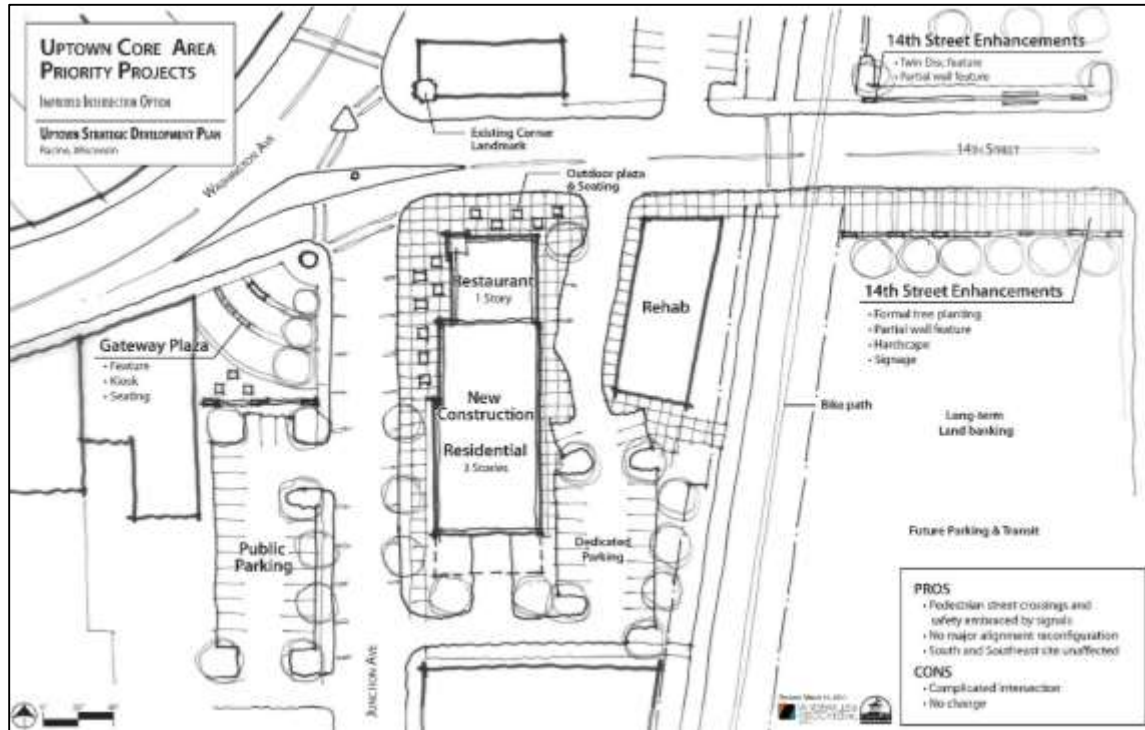
The following public and private improvements and enhancements recommendations focus on areas for investment that have the potential to maximize impact on the Uptown Neighborhood. Areas of investment include façade improvements as well as public infrastructure which could greatly improve the look and feel of key corridors and properties in Uptown and promote an enhanced sense of district branding and pride.

Recommendations for public and private improvements and enhancements are indicated in blue in the following map.

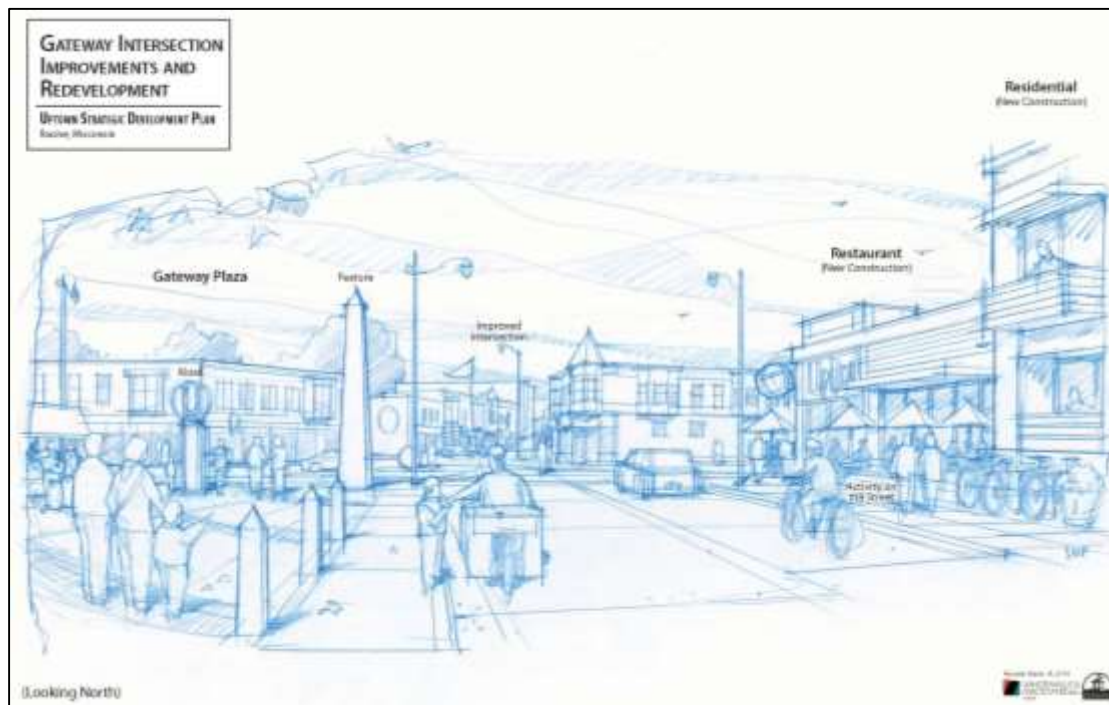


Junction Intersection Improvements

Access to 14th Street and Junction Avenue from southbound Washington Avenue is very difficult under its current configuration, and high speeds along Washington make for hazardous conditions for left turns and for pedestrians attempting to cross the street. In tandem with the new construction at the intersection, two schematics for specific improvements have been developed. The first enhances pedestrian safety with the addition of signals and designated crosswalks, while the other places a roundabout that would improve traffic flow and create a strong focal point for the area. The pros and cons of each option are outlined on each concept.



The Gateway Intersection, looking north from Junction Avenue. The Gateway Plaza public space, new commercial and residential developments and an improved intersection configuration are visible, offering equal consideration for pedestrians and cyclists as well as motorists. An active streetscape invites outdoor recreation, interaction between people, and street-facing business activity. Neighborhood landmarks like the D&D Vacuum Building and new public art provide visual cues for Uptown as distinctive district within urban Racine.



Washington Avenue, looking east toward the Gateway Intersection. Updated wayfinding/branding directional signage and banners announcing one's entrance into Uptown and proximity to other districts (Downtown and the Lakefront) could help orient visitors and enhance the District's sense of place.

Recommendations for Washington Avenue include improved pedestrian connections and traffic calming measures along the corridor.



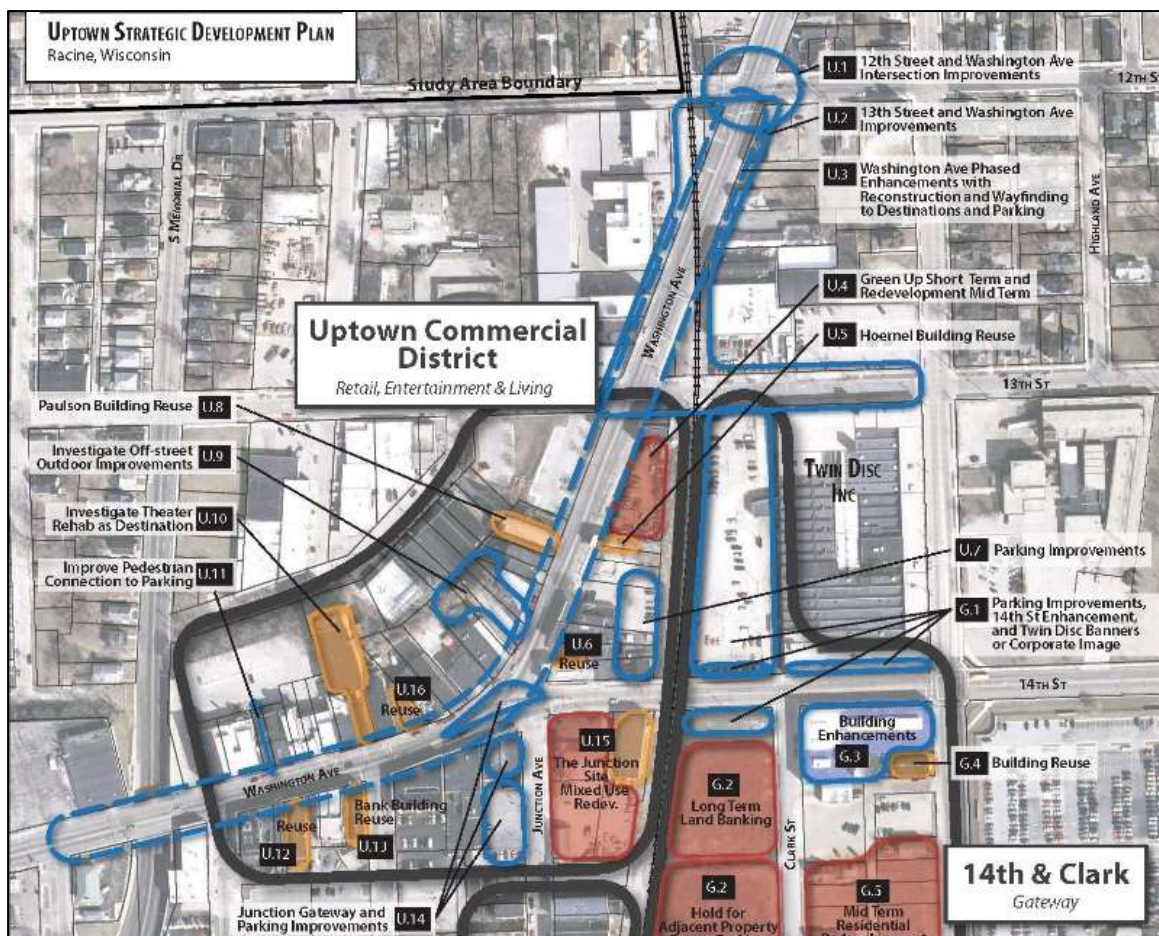
Uptown Priority Project Sub-Areas

As depicted in the priority projects map, the Phase 1 Priority Projects area overlaps three distinct sub-areas in the Uptown Neighborhood, the Uptown Commercial District, 14th & Clark, and 16th & Junction. District-specific projects are labeled on the maps and correspond with the detailed implementation matrix in the Implementation section of this plan. However, it is important to understand the distinct character of each sub-area, and the role each district will play in the broader redevelopment of Uptown.

The maps corresponding to each district draw distinctions between targeted reuse (orange), placing new uses in existing, renovated structures; redevelopment (red), which may involve site clearance and/or new construction; and public/private enhancements (blue), which might include façade improvements; roadway, sidewalk or parking upgrades; green space development; and enhanced signage, lighting and plantings.

Uptown Commercial District

The Uptown Commercial District is the historic retail, and entertainment destination for the Uptown neighborhood. This important corridor links the neighborhood to Downtown Racine and services both the neighborhood, surrounding small businesses, and major employers. Investment in this district will result in major improvements and foster positive change that will stretch beyond the commercial district to impact the Uptown neighborhood as a whole.



Proposed Projects

- Rehabilitate the Uptown Commercial District through adaptive reuse of existing buildings in the District. Focus on short-term business mix recruitment targeting a coffee shop, café/bistro and other restaurants, jazz club, ice cream parlor, and other destination amenities. New businesses in the area will increase District market draw from Uptown residents, employees in the area, and travelers through the District
- Develop a signage and wayfinding program along Washington Avenue to announce entry into the Uptown Commercial District and draw and connect people to businesses, corporate campuses, lakefront, and Downtown
- Promote and target the existing façade improvement grant program for district business
- Utilize existing business development programs and focus Strategic Development Plan implementation to target specific business types for reuse of existing storefronts
- Engage in blight removal efforts along intersections and work with district property owners to determine reuse strategies for key properties
- Provide improved outdoor space and aesthetically clean-up existing outdoor amenities
- Make improvements to the Junction Gateway by incorporating traffic calming techniques and a new public space complete with signage and iconic feature
- Provide pedestrian connections and parking improvements along and behind Washington Avenue to create a physical and visual connection to the rear parking lot

14th & Clark

The 14th & Clark sub-area is a key gateway that provides critical access to and from Uptown for many employees and residents – notably SC Johnson and Twin Disc. Thus the condition of this gateway district directly impacts the perception of Uptown. To this end, redevelopment of the 14th & Clark Gateway area targets redevelopment of sites over the long-term, improved streetscaping and efforts to enhance existing buildings.

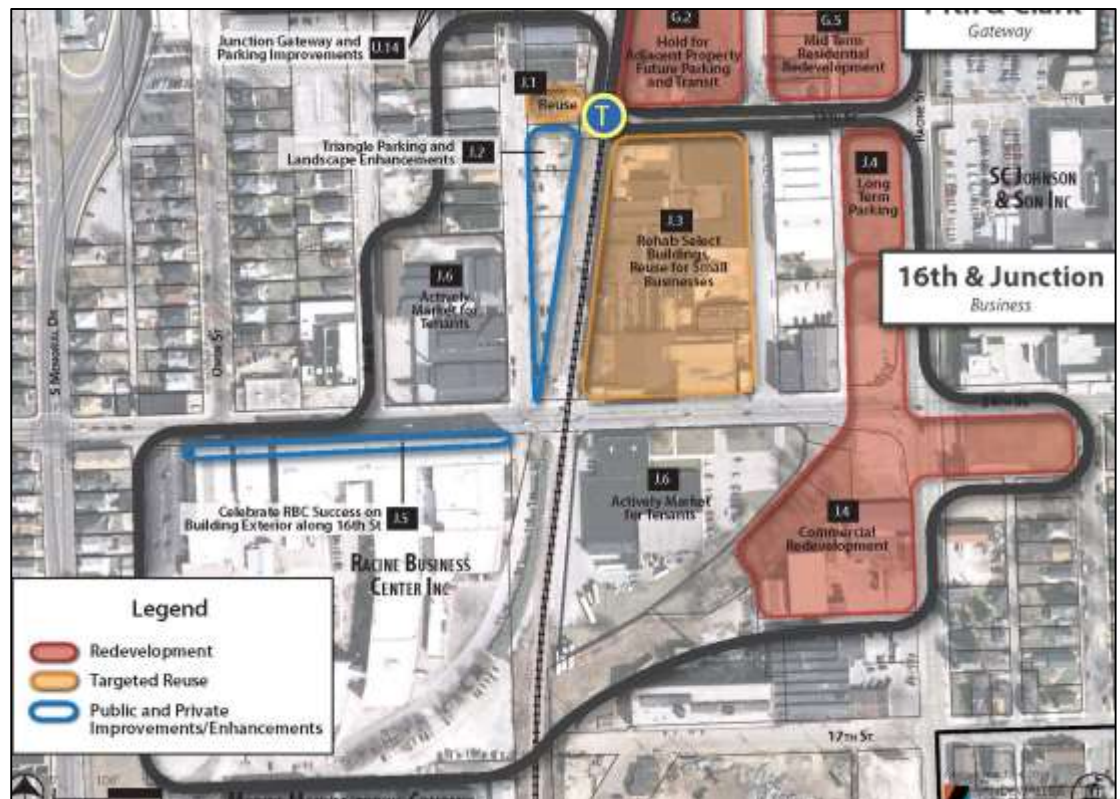
Proposed Projects

- Incorporate corporate entrance features such as banners along building frontage to celebrate corporate presence
- Make improvements to existing corporate parking lots to enhance aesthetics of the Uptown entrance along 14th Street by working with the property owner to remove fence and explore other improvements
- Work with property owners and stakeholders to develop short and long term reuse strategies for buildings including potential housing options and interim façade improvements



16th & Junction

The 16th Street & Junction sub-area holds the most manufacturing infrastructure and industrial uses of the three districts. The spirit of entrepreneurship captured in the area's manufacturing heritage can have new life in the form of business development initiatives and incubator space like that currently offered to artist and artisans in the Racine Business Center (RBC).



Proposed Projects

- Led by building owners, celebrate RBC successes through implementation of a building exterior marketing program
- Coordinate to market the existing buildings for a creative/entrepreneurial hub building off RBC success
- Coordinate with property owners to increase greenspace and organize parking along Junction
- Rehab and reuse Ajax building after conducting baseline analysis and developing a specific reuse strategy for the site

Southside Area

The southern segment of the Uptown area, while not pictured on the priority projects map, is a target for several long-term, and ongoing initiatives to redevelop the area with a focus on industrial and business growth. These specific efforts are described in the Implementation Matrix and include:

- Determine feasibility to assemble properties as they become available to consolidate larger site
- Identify connections and promote Uptown Commercial District connection to the Southside area

Economic Development Concept

The Economic Development Concept map provides a high-level overview of the nexus of interrelated sub-districts, existing anchor employers and institutions, and thematic drivers for future development. Taking this long view highlights underexplored opportunities to merge the independent cultural, culinary and business development initiatives already occurring within Uptown and build neighborhood unity around a centralized vision for future economic growth. The hubs of this concept include:

Uptown Commercial District with expanded retail, dining and residential density

Entrepreneurial Hub, Incubator and Small Business Development district capitalizing on presence of Washington Park High School, Racine County Workforce Development, Racine Business Center, and available commercial space at Ajax and other neighborhood buildings

Triple Bottom Line Urban Business Zone balancing the “Three P’s” – People, Planet, and Profit. Encompassing most of the southern part of the Study Area – the industrial core of Uptown – this Zone could utilize specific initiatives advancing sustainable development, encouraging employment of Uptown residents, public/private marketing, collaboration and business development incentives.



THREE P’S – PEOPLE, PLANET, AND PROFIT

PLANET

- Reduce carbon footprint through proximate dining, retail and shopping options for residents and Uptown area employees
- Protect health of working and living environment for residents and Uptown workers
- Improve and protect water quality through brownfield remediation;
- Increase walkability of residential and industrial neighborhoods within the bottom line zone
- Efficiently capitalize on existing brownfield and underutilized land

PEOPLE

- Retain and attract companies dedicated to community investment and vitality
- Champion local workforce training and engagement

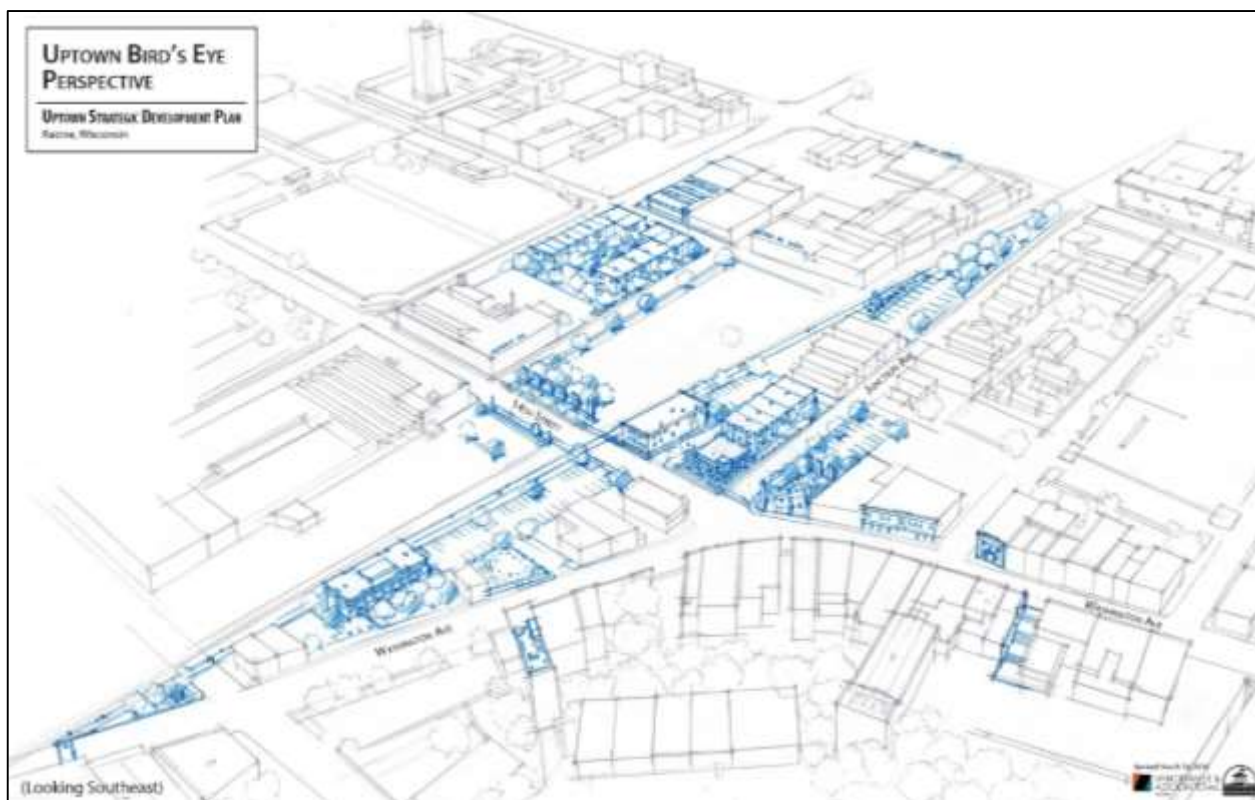
PROFIT

- Provide incentives for companies engaged in/investing in sustainable manufacturing processes or green facilities within the Triple Bottom Line Zone.

Implementation

The following map and corresponding tables are intended to be used together to provide a detailed assessment and prioritization framework for four distinct sub-areas within the Uptown Neighborhood, as well as the entire Study Area. Each project defines a specific building(s) and parcel(s), project approach (whether full redevelopment, targeted reuse or public/private improvements to existing uses) and next step actions, as well as an estimated timeframe, level of effort required, lead and partner entities that could coordinate redevelopment efforts. Consistent with the City's goals to identify and implement shovel-ready, high impact projects on an accelerated schedule, this framework is intended to provide a specific action item list from which Uptown leaders and stakeholders can advance, with recognition of the need to maximize resources including staff, funding and redevelopment resources.

The recommendations are organized to start with projects that have potential for the positive change in the short-term as well as offer a high return on investment for the Uptown Neighborhood.



UPTOWN PROJECT AREAS AND IMPLEMENTATION FOCUS:

1. Uptown Commercial District: Focus on retail, entertaining, and living
2. 14th & Clark: Revitalization targeted to celebrate the corporate gateway
3. 16th & Junction: Focus on business district advancement and growth
4. Southside: Redevelopment targeted to industrial and business growth
5. Uptown area-wide recommendations

The highest priority projects for immediate action include the following (highlighted in the tables to follow), some of which are already underway at the time of publication:

- Former Tony's Auto Site Redevelopment
- Pedestrian Connections and Parking Improvements along Washington Avenue
- Junction Gateway Improvements
- Junction Mixed Use Development
- Twin Disc Headquarters 14th Street Frontage
- Junction Triangle Parking and Landscape Enhancements
- Ajax Building Rehab and Reuse
- Arts, Music and Food-based Economic Development

Implementation Phasing Plan

The phasing plan labels in the following map correspond to specific projects listed in the implementation framework table on the next page. Areas highlighted in yellow are targeted for immediate, short term redevelopment efforts (2014), mid-term (2015-2016, highlighted in green), and long term (more than two years away, highlighted in dark green). Some parcels are highlighted for preliminary discussions with current property owners at key catalytic sites, which may compel further action at other short term project sites.



Strategic Development Plan - Uptown Area

Implementation Framework

Project Area	Project ID	Type of Project	Project/Initiative	Actions	Timeframe (short, mid, long-term)	Level of Effort/Cost (low, med, high)	Lead	Partners
<div>1</div> <div>Uptown Commercial District</div> <div>Retail, Entertainment, and Living</div>	U.1	PI	12th Street and Washington Ave Intersection Improvements	Make right-of-way and blight removal improvements at the intersection of 12th St at Washington Ave	2016	med	BID	City, Property Owners
	U.2	PI	13th Street and Washington Ave Improvements	Blight removal at 13th Street and Washington Ave for improved entrance to Twin Disc	2016	med	BID	City, Property Owners
	U.3	PI	Washington Ave/Hwy 20 Corridor Improvements	Finalize timeframe for complete DOT rebuild and streetscaping Initial design elements in scrape and pave project Design and advance improvements for wayfinding and signage	2016	high	City	DOT, Implementation Team
	U.4	RE	Former Tony's Auto Site Redevelopment (1323 Washington)	Determine site control strategy (currently listed property, \$149,900) Green-up/clean-up site in short term Determine reuse strategy	2015	med	City	Implementation Team
				Developer recruitment mid-term	2016			
	U.5	TR	Hoernel Building Reuse (1327 Washington Ave)	Investigate plans with property owner and determine a reuse strategy	2015	low	Implementation PMT	Developer, Gateway, RCEDC
				Consider coffee shop/cafe Developer recruitment mid-term	2016			
	U.6	TR	1347 Washington Ave Building Reuse	Discuss plans for property with owner (Scheckles)	2016	med	Implementation PMT	RCEDC
				Reuse potential as ice cream shop; opportunity to employ a youth business start up strategy for this small building	2015-2016			
	U.7	PI	Unify parking between 13th St and 14th St along tracks	Implement parking improvements behind buildings along the tracks from approximately 1327 Washington Ave and 14th St. Develop enhancements in coordinate with property owners	2016-2017	low	BID	City
	U.8	TR	Paulson Building Reuse	Explore reuse strategy in coordination with property owner and interested partners Analyze building potential Consider opportunities food, entrepreneurial center, etc.	2015	med	Implementation PMT	Developer, Gateway, RCEDC
	U.9	PI	Provide improved outdoor space for adjacent buildings	Work with property owner of 1346, 1348 Washington to aesthetically clean-up outdoor area	2015	low	BID	City
				Investigate potential to add value to existing buildings/future users if off-street outdoor improvements implemented Provide an outdoor space and maintain access	2016-2017			
	U.10	TR	Historic Theater Reuse	Determine theater reuse potential - determine what can and what cannot be done considering historic status Research history of building Investigate tax credit potential and discuss realistic options for reuse with the property owner	2017 (long-term)	high	Implementation PMT	Property Owner, Developer

Project Area	Project ID	Type of Project	Project/Initiative	Actions	Timeframe (short, mid, long-term)	Level of Effort/Cost (low, med, high)	Lead	Partners
	U.11	PI	Pedestrian Connections (pass-through) and Parking Improvements	Consider design options, develop cost estimates and funding strategy for pass-through at 1516 Washington Ave Implement public space improvements to connect Washington visually and physically to rear parking lot	2015	low	City	BID
	U.12	TR	1511 Washington (RDA owned) Building Reuse	Determine Reuse strategy in coordination with City/RDA Developer recruitment mid-term	2015	low	City	Implementation Team
	U.13	TR	Bank Building Reuse	Assist property owner in business recruitment for restaurant/bar reuse	2015	low	Implementation Team	Property Owner, Developer
	U.14	PI	Junction Gateway Improvements - corporate and Uptown gateway features - new public space - traffic calming	Plan, design and implement key iconic feature and corporate gateway with public space, signage, gateway features Assemble property, relocate liquor store business Prepare public space plan and implementation strategy	2015	med	Implementation Team	City, Developer, Property Owners
				Improve parking Consider traffic calming modifications such as a roundabout at the Junction of Washington, Junction and 14th St.	2016			
	U.15	RE/TR	The Junction Site - Mixed Use Redevelopment (1339 and 1325 Junction)	Determine site control strategy (properties currently listed \$159,000 and \$195,000) Investigate as a catalyst project, determine reuse strategy Consider food training and food/beverage industry Developer recruitment	2015	med	Implementation Team	Developer, Gateway, RCEDC
	U.16	PI	1418 Washington (RDA owned) Site Reuse	Assess small city-owned building for reuse potential and if reuse not feasible, consider demolition and creation of new urban openspace	2017	low	City	Implementation Team
	U.17	PI	Façade Improvement Grants	Determine priority buildings for façade restoration Employ existing program working with property owners to improve Washington Corridor façades Develop signage improvement strategy - allow/encourage quality, crafted projecting signs for increased visibility on busy corridor	2015-ongoing	low	City	Implementation Team
2 14th & Clark Corporate Gateway	U.18	ECD	District - Business Recruitment, Building Investments	Utilize existing business development programs and target specific business types for reuse of existing storefronts	ongoing	low	City/RCEDC	Implementation Team
	G.1	PI/RE	Twin Disc Headquarters 14th Street Frontage	Work with Twin Disc to coordinate improvements (improve parking, 14th Street building banners, vacant parcel frontage) with right-of-way improvements	2015-2016	med	Property Owner/Twin Disc	City, Implementation Team
	G.2	RE	Clark Street Parcel (along tracks)	Work with Twin Disc to develop a long-term reuse strategy of vacant site Remove fence and maintain vacant parcel for long-term land-banking, pending a cohesive future redevelopment strategy Potential future parking and Racine extension of Metra line	long-term	low to high	Property Owner/Twin Disc	City, RCEDC, Implementation Team
	G.3	PI	Kumosz Building	Determine short-term building enhancements or relocation/business consolidation If relocate, consider for loft residential	2016	med	Implementation Team	RCEDC, City
	G.4	TR	Old Fire Station Reuse	Coordinate with property owner (SCJ) to determine timeline of reuse strategy for the historic fire station building	2017	med	SCJ	Implementation Team
	G.5	RE	Residential Redevelopment Site	Redevelop area for residential use (vacant parcels and existing blighted residential)	long-term	high	Implementation Team	Property Owner, Developer

Project Area	Project ID	Type of Project	Project/Initiative	Actions	Timeframe (short, mid, long-term)	Level of Effort/Cost (low, med, high)	Lead	Partners
3 16th & Junction Business District	J.1	TR	1445 Junction Building Reuse	Investigate building owner plans for the 1897 cream city brick building (WHAM LLC owner) and determine reuse strategy	2016	med	Implementation Team	Property Owner, Developer
	J.2	PI	Triangle Parking and Landscape Enhancements	Coordinate with property owners to create unified improvement project, increase green space and organize parking	2015	low	City	Property Owners, BID
	J.3	TR	Ajax Buildings Rehab and Reuse	Conduct baseline analysis of existing buildings (RFP) arch/engineer team Determine site control options in coordination with specific reuse strategy	2015	high	Implementation Team	Property Owner, Developer
				Site currently listed at \$189,000 for 1520 and 1536 Clark St.) Developer recruitment - tenant marketing	2015-2016			
	J.4	RE	Racine Street & 16th Street Redevelopment	Promote and proactively engage in redevelopment of this highly visible intersection for quality commercial development to improve the south gateway to the Uptown/Corporate area (1620 Racine St listed for \$185,000)	2016	med	City	RCEDC
	J.5	PI	Racine Business Center	Led by building owners, celebrate RBC success through implementation of a building exterior marketing program (such as banners)	long-term	low	Property Owner	City
	J.6	ECD	Market/Reuse Existing Buildings for Manufacturing and Creative Space	Coordinate to market the existing buildings for a creative/entrepreneurial hub building off the success at RBC. Current properties listed include 1530 Junction Ave \$425,000; 1325 16th St \$845,000	2015-2017	med	RCEDC	BID, City
4 Southside Industrial and Business	S.1	ECD	Business Recruitment for Urban Employment Sites	Pursue infill of Southside Industrial Park - target efforts on the development ready Jacobsen Textron area focused on triple bottom line oriented companies, consider partners/suppliers to existing businesses already in the area	ongoing	high	RCEDC	City
	S.2	ECD	Property Assembly	Determine feasibility to assemble properties as they become available in the South Industrial Park to consolidate larger sites to meet market demand. Sites west of the tracks between de Koven Ave and 21st St have been identified as potential sites for redevelopment	ongoing	high	City	RCEDC
	S.3	PI	Uptown Gateways/Connections	Identify connections and promote Uptown Commercial District connection to the Southside of the study-area through signage for pedestrian, bicycle, and auto connections. Racine Street/Hwy 32 the main north-south connector in the area	long-term	low	City	Implementation Team

Project Area	Project ID	Type of Project	Project/Initiative	Actions	Timeframe (short, mid, long-term)	Level of Effort/Cost (low, med, high)	Lead	Partners
5 Study Area-Wide Recommendations	A.1	ECD	Property Owner and Business Coordination	Ensure property and business owners are aware of the Strategic Development Plan and pending/potential projects	2015	low	Implementation Team	City, BID
	A.2	ECD	Food and Beverage Economy	Advance food and beverage production, training concepts focused on sites in Uptown. Concepts include: food and beverage processing, wholesaling, retail, production kitchen, training restaurant for employment and entrepreneurship	2015	med	Implementation Team	RCEDC, GTC
	A.3	ECD	Entrepreneurial Hub, Business Skills and Development	Advance opportunities for entrepreneurial hub development, developing business skills, and business development Build off of the existing Uptown culture of trades, arts advancing training and defining new locations for local entrepreneurial growth	2015	high	Implementation Team	RCEDC, GTC
	A.4	ECD	Arts and Music Advancement	Target opportunities to celebrate arts and culture within Uptown	2015	high	Implementation Team	BID
				Consider opportunities to expand youth music connected to Schmitt Music	2016			
	A.5	ECD	Sustainability Strategy Triple Bottom Line Zone - Urban Business Zone	Economic positioning, develop specific concepts/program related to Uptown sustainability strategies and incentives Maintain and celebrate existing businesses/employers, corporate partners and recruit businesses to Uptown related to sustainable business district Create a diverse, live-work neighborhood Set goals to reduce carbon footprint of employers/employees/residents by creating full-service neighborhood - walkable, destinations Capitalize on existing infrastructure and maximizing use of existing land/buildings Develop strategies to benefit health and quality of life	2016	med	Implementation Team	Corporate Partners, RCEDC

PI = Public and Private Improvements/Enhancements
 TR = Targeted Reuse
 RE = Redevelopment
 ECD = Economic and Community Development

Funding Strategies

The Uptown Area Strategic Development Plan contains many strategies and initiatives to revitalize the Uptown Neighborhood. Many of the recommended implementation projects will require a funding strategy in order to realize their full intent. There are several federal, state and local funding sources well-aligned with these initiatives. The following is a list of potential grant or funding sources arranged by topic area addressed. Further research, collaboration with key stakeholders and refinement of project ideas will be necessary in order to pursue these opportunities.

Community Development & Placemaking

- **ArtPlace America** – ArtPlace offers many grant programs to non-profit organizations, local governing bodies, and individuals with a focus on creative placemaking, arts education, and strengthening the social, physical, and economic fabric of communities.
- **National Endowment of the Arts (NEA)** – The NEA’s Our Town grant provides funding to local governments to develop projects that will enhance the livability of communities, promote equitable civic development, and work to integrate art and design into everyday life.
- **Community Development Investment (CDI)** – This program offered by the Wisconsin Economic Development Corporation (WEDC) provides grants of up to \$500,000 for shovel ready, high-impact, community-driven development efforts, and up to \$50,000 for planning, market analysis, and/or branding efforts.
- **Health & Human Services Discretionary Grants** - Discretionary funding is available for research projects; health or social services, treatment and rehabilitation programs, education and information programs, and programs to detect health problems; research and health professions training programs and education projects; and other items including construction projects, grants for the planning and development of health programs and health resources, evaluations, and health infrastructure awards
- **EDA Public Works and Economic Adjustment Assistance (PWEDA)** – Funding for communities in distressed regions to support the implementation of regional economic development. Public Works funding is available for projects like water and sewer system improvements, industrial parks, shipping and logistics facilities, brownfield development, telecommunications infrastructure and development facilities. Economic Adjustment Assistance awards fund projects that implement regional economic development strategies designed to create jobs, leverage private capital, encourage economic development, and strengthen America’s ability to compete in the global marketplace.

Housing

- **Department of Housing and Urban Development (HUD)** – HUD is one of the leading sources of support for housing redevelopment. The agency administers or participates in several competitive grants and programs including Choice Neighborhoods Planning and Implementation grants, Promise Zones, and the Neighborhood Revitalization Initiative. They also provide formula funds to entitlement communities like Racine through the HOME program, Section 108 and others.
- **Promise Zone** – At the time of publication, an application is pending via HUD for the formation of a federal Promise Zone encompassing much of central Racine, including Uptown. Benefits include AmeriCorps VISTA assistance for capacity building to work with federal agencies, coordinate key stakeholders, and create programs that address the community’s needs; a dedicated federal liaison; preferences for certain competitive federal programs and technical assistance; and tax benefits for businesses investing in or hiring residents of the Promise Zone. This package of assistance could greatly assist local leaders in accelerating efforts to revitalize Uptown and central Racine.

Transportation

- **USDOT TIGER Grant** – Transportation Investment Generating Economic Recovery grants provide discretionary and planning grants to build, repair, or enhance road, rail, transit, and port infrastructure. These projects focus on improving safety, economic competitiveness, state of good repair, livability and environmental sustainability.
- **Wisconsin Department of Transportation** – WisDOT supports all forms of transportation in the state and maintains Wisconsin's network of state highways. They also work with local governments to provide funding for transit improvements through a suite of programs including the Surface Transportation Program, Congestion Mitigation & Air Quality Improvement Program, Transportation Alternatives Program, and the Transportation Economic Assistance Program.
- **PeopleForBikes Community Grant Program** – PeopleForBikes provides funding to communities to support critical bike infrastructure development. From bike paths to end-of-trip facilities such as bike racks and storage, this organization seeks to enhance the livability of communities through bike-friendly investment.

Local Food

- **U.S. Department of Agriculture** – Agricultural Marketing Service (AMS) – The USDA's AMS awards competitive grants to support farmer market development and promote activities in local food enterprise through the Local Food Marketing Promotion Program (LFPP) and the Farmers Market Promotion Program (FMPP), and Federal-State Marketing Improvement Program (FSMIP).
- **Buy Local, Buy Wisconsin** – This program, administered by the Wisconsin Department of Agriculture, Trade & Consumer Protection (DATCP), provides funds for operating expenses, real estate and equipment rental or leasing, and other expenses incurred by individuals, groups or businesses involved in Wisconsin agriculture or food processing.
- **Community Economic Development Healthy Food Financing Initiative Projects** – This federal program was first administered in July 2014 and provides grant funds for community based efforts to improve the economic and physical health of people in areas designated as food deserts.

Business Development, Entrepreneurship & Job Training

- **Wisconsin Seed Accelerator** – WEDC's seed accelerator program provides grants to communities and organizations to provide a pre-seed business model program to train, mentor and financially assist local entrepreneurs.
- **Wisconsin Fast Forward** – Administered by the Department of Workforce Development, Wisconsin Fast Forward provides millions in grants for employer-led worker training programs with the goal of tooling the workforce with skills that directly align with employer needs.
- **Economic Development Administration (EDA) Regional Innovation Strategies Program (RISP)** – This new EDA program provides funds to communities to invest in cluster development, science and research parks, and startups. The Cluster Grants for Seed Funds program provides funding for technical assistance to support feasibility, planning and formation of cluster-based seed capital funds offered to innovation-based, high-growth startups.
- **Small Business Association (SBA) Loan Programs** - There are several types of SBA loans (up to \$5 million) and microloans (up to \$50,000) that may fund acquisition of real estate, a business or business equipment and business working capital, including working capital for environmental needs.
- **SBA Historically Underutilized Business (HUB) Zone** – Provides preferential access to federal contracts and funding opportunities for qualifying small businesses, including competitive and sole source contracting, 10% price evaluation preference in full and open contract competitions, as well as subcontracting opportunities.
- **U.S. Department of Labor** – The federal DOL administers program aimed at retraining and redeploying the country's unemployed affected by long term economic changes. For example, H-1B Ready to Work Partnerships are designed to provide long-term unemployed workers with individualized counseling,

training and supportive and specialized services leading to rapid employment in occupations and industries for which employers use H-1B visas to hire foreign workers; and the Community College and Career Training program seeks to increase the number of workers who attain certificates, degrees, and other industry-recognized credentials.

- **First Choice Pre-Apprenticeship Program** – Racine-based 501(c)3 Human Capital Development Corp. prepares under-represented individuals to take the Apprenticeship Qualifying Test and be on track for careers in the construction crafts and manufacturing industries, and ensures that participants are trained in the life skills required to get and hold a job in the building and construction trades.

Next Steps

Drawing from the project prioritization process, the Uptown Project Management Team, with participation and coordination from the City, Uptown BID, RCEDC and local corporate partners, should determine the best approach to move forward to advance the highest priority projects, continue to advance implementation efforts already underway, and target resources to build momentum in this community revitalization, redevelopment, and economic development initiative. Recommended next steps include:

- Target and focus redevelopment and economic development energy in Uptown as public and private grant opportunities, development interests, and partnership opportunities arise.
- Develop a detailed strategy to create, fund, staff, a Core Team to efficiently and effectively target and make measureable progress in the Uptown Neighborhood considering limited public and private resources. Likely to be an extension of the Project Management Team created for this Strategic Development Plan project, the Core Team, should identify and track project benchmarks and priorities to measure successful advancement of the Uptown Strategic Development Plan.
- Capitalize on one of Racine's major assets – the location of key corporate headquarters and employers in the City. A concentrated coordinated effort to support corporations could take the form coordination and direct outreach related to employee recruitment, housing and neighborhood initiatives, job/skills training, K-12 education system, and other quality of life aspects in the City of Racine.
- Explore and advance an urban living initiative for the City of Racine. An important aspect of Racine revitalization is creation of an urban environment that is attractive to the next generation of urban dwellers – in particular the Baby Boomer and Millennial Generations.