

Chapter 2 summarizes the information gathering and analysis that was completed for the Near South Side planning area. The chapter describes the existing conditions and trends within the area to provide a comprehensive look at the factors that have and will affect the development of the Near South Side such as demographics, economics, land use and transportation. The chapter also provides an overview of all the public involvement activities that were conducted throughout the process.

DEMOGRAPHIC AND ECONOMIC OVERVIEW

Demographic and economic data was analyzed to characterize the planning area’s population. The analysis showed the Near South Side has an increasing population that is relatively young with larger family households. It is also an ethnically diverse population, but predominately Hispanic.

The population also contains a large relatively under-educated workforce that is dependent on manual labor occupations. The information in this section was obtained from the U.S. Census Bureau and the Near South Side Market Study conducted by the Center from Neighborhood Technology. See the Market Analysis for additional demographic and economic data.

POPULATION

The Near South Side’s population has been increasing while the populations of many communities in the City of Milwaukee have declined. The Near South Side had a population of 82,170 in the year 2000. In 2007, the population of the Near South Side was estimated at 83,716 and by the year 2012 the population is projected to be 85,254. This is a 3.8% increase between 2000 and 2012. See Figure 1.

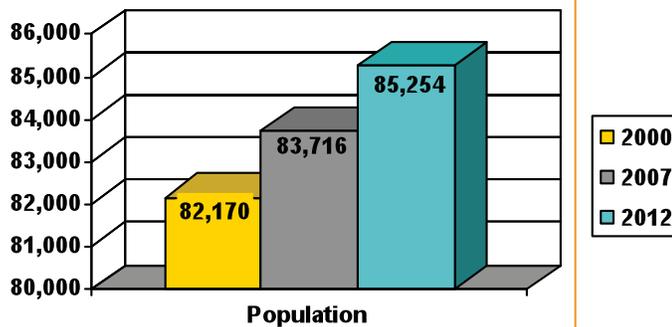


FIGURE 1: NEAR SOUTH SIDE POPULATION (2000 – 2012)

AGE DISTRIBUTION

The Near South Side is a relatively young population with over a third of the population below the age of 20 and over 60% of the population below 40. Projections show the Near South Side will remain a relatively young population through 2012. See Figure 2.

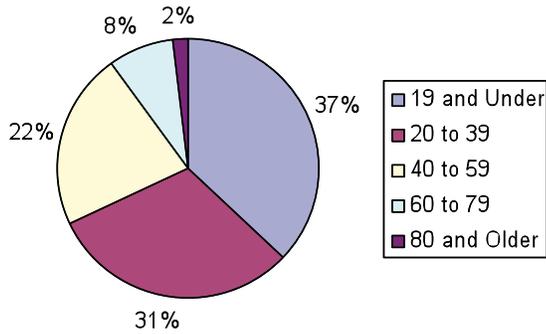


FIGURE 2: NEAR SOUTH SIDE AGE DISTRIBUTION (2007)

HOUSEHOLDS

The Near South Side contained 25,314 households in 2000. The average household size for the Near South Side in 2000 was 3.2, which was higher than the City of Milwaukee's average household size of 2.5. This was most likely due to the large number of family household in Near South Side, which makes up 68% of the households and the larger size of Hispanic families. In 2007, the number of households increased to 26,600 and in 2012 the projected number of households is expected to be 26,998. See Figure 3.

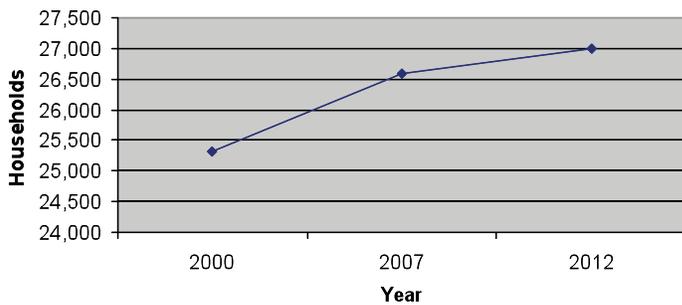


FIGURE 3: NEAR SOUTH SIDE HOUSEHOLDS (2000 - 2012)

HOUSING OCCUPANCY

The Near South Side contained 27,838 housing units in 2000. Of this total, approximately 58% were renter occupied and 33% were owner occupied. Another 9% were vacant. In comparison to the City of Milwaukee as a whole, the Near South side has a lower percentage of owner occupied units. Trends indicate the distribution of renter, owner and vacant units is expected to remain the same through 2012 for the Near South Side. See Table 1.

Tenure	Near South Side	City of Milwaukee
Vacant	9%	7%
Renter	58%	51%
Owner	33%	42%
Total	27,838	249,225

TABLE 1: NEAR SOUTH SIDE HOUSING OCCUPANCY - 2000

INCOME LEVELS

The median income for the Near South Side in 2000 was \$27,489 in 2000. This is lower in comparison to the City of Milwaukee that had a median income of \$32,216 in 2000. As shown in Figure 4, over half (55%) of the households in the Near South Side had incomes at or below \$29,999. Another 32% of the households had incomes between \$30,000 and \$59,999 and the remaining 13% of the households earned \$60,000 or more. Approximately 28% of the population in the Near South Side was in poverty in 2000. This is higher in comparison to the City of Milwaukee as a whole where 21% of the population was in poverty in 2000.

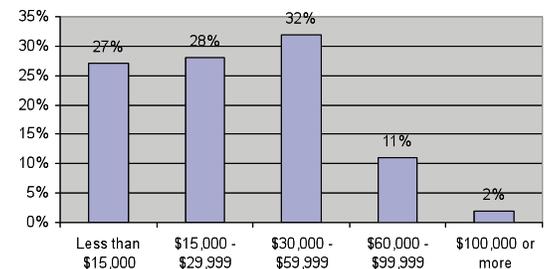


FIGURE 4: NEAR SOUTH SIDE HOUSEHOLD INCOME (2000)

RACE AND ETHNICITY

The Near South Side is a diverse community that is expected to continue diversifying. Hispanics made up the largest percentage of the planning area in 2000, accounting for 55% of the population. In 2007, Hispanics were estimated to make up 56% of the population. By 2012, the Hispanic population is expected to make up an even greater percentage, accounting for 59% of the population. Whites were the second largest group in the Near South Side accounting for 31% of the population in 2000. However, the white population is declining in the planning area. In 2007, whites were estimated to account for 26% of the population and by 2012 they are projected to make up 23% of the population. The black, Asian, and multi-race groups comprised smaller percentages of the population in the Near South Side in 2000 accounting for 14% of the population combined. These groups are steadily increasing and by 2012 they are expected to account for 19% of the population. See Table 2.

Race or Ethnicity	Census	Estimate	Projection
	2000	2007	2012
Black	6%	8%	8%
Asian	4%	5%	5%
White	31%	26%	23%
Hispanic	55%	56%	59%
Multi-Race	4%	5%	6%
Total	82,170	83,716	85,254

TABLE 2: NEAR SOUTH SIDE RACIAL AND ETHNIC MAKEUP

WORKFORCE CHARACTERISTICS

The Near South Side contains a large, but under educated workforce. The area has relatively low levels of educational attainment, with nearly three-quarters of the population aged 25 years and older having a high school degree or less. Compared to the City of Milwaukee and Milwaukee County, the Near South Side has particularly high percentages of people without a high school degree and correspondingly low percentages with post-secondary education. See Figure 5.

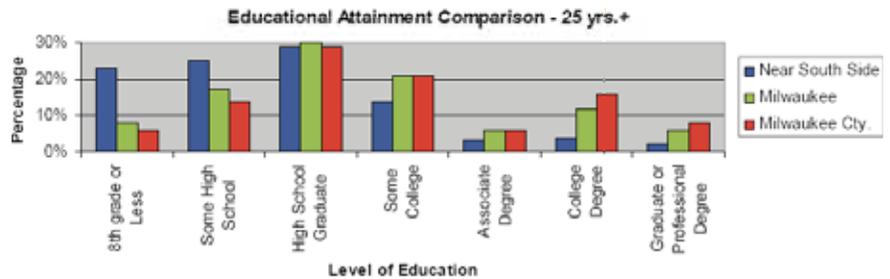


FIGURE 5: NEAR SOUTH SIDE EDUCATIONAL ATTAINMENT (2000)

The Near South Side had 28,965 workers in 2000. Workers were employed in the manufacturing, transportation, and construction industries at a higher rate in comparison to the City of Milwaukee and Milwaukee County. These three industries provided employment for 45% of the workers in the Near South Side. See Table 3.

In comparison to the City of Milwaukee and Milwaukee County smaller percentages of Near South Side workers were employed in the educational, professional, finance, public administration, and information industries, which require higher levels of education. Even though educational levels would not be a barrier to employment in retail, only 6% of the Near South Side workers were employed in this industry compared to 10% of the workforce for both the city and the county.

Industry	Near South Side	City of Milwaukee	Milwaukee County
Manufacturing	27%	19%	18%
Educational, health and social services	18%	23%	24%
Transportation, warehousing, utilities	12%	5%	6%
Entertainment, accommodations, food services	8%	9%	7%
Professional, management, administrative services	8%	9%	10%
Construction	6%	4%	4%
Retail trade	6%	10%	10%
Wholesale trade	4%	3%	6%
Other service (except public)	4%	4%	4%
Finance, insurance, real estate	3%	7%	4%
Public administration	3%	5%	4%
Information	1%	3%	3%
Agriculture, forestry, mining	0%	0%	0%
Armed forces	0%	0%	0%
Total population 16 years and over	28,965	256,773	463,924

TABLE 3: NEAR SOUTH SIDE WORKERS BY INDUSTRY (2000)

In 2000, the Near South Side had an unemployment rate of 13% for the population 16 years and over. This is higher in comparison to the City of Milwaukee and Milwaukee County which had unemployment rates of 9% and 7% respectively. See Figure 6.

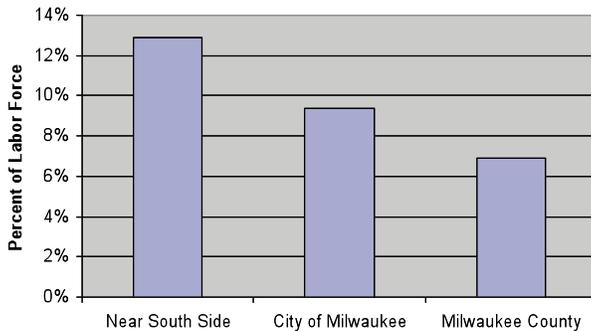


FIGURE 6: NEAR SOUTH SIDE UNEMPLOYMENT RATES (2000)

LAND USE AND DEVELOPMENT PATTERNS

A series of maps and information were created to review the Near South Side’s existing land use and development patterns. In general, the Near South Side is characterized as a fully developed older community with predominately residential land uses. The relatively dense area has very little vacant land and the industrial businesses are mostly located outside the planning area. Retail is distributed along the main roadway corridors.

EXISTING LAND USE

As shown on Map 2, the Near South Side is predominated by residential uses, which account for 48% of the land uses. See Table 4. Of the residential uses in the area, 46% are single family, 44% are duplex and 10% are multi-family units. Institutional uses are the second largest category in the Near South Side accounting for 18% of the land uses. This category includes schools, churches, municipal buildings and other institutional uses such as the Forest Home Cemetery.

Manufacturing, construction and warehousing is the third largest category in the planning area, accounting for 11% of the land uses. The majority is located along the edges of the Near South Side and is concentrated in the northeast portion of the planning area. Many of the former manufacturing and warehousing uses are converting to other uses. The commercial and mixed commercial and residential uses account for 8% and 4% of the land uses respectively. These uses are generally found along the commercial corridors that line the main arterial streets. The public parks and open space uses are generally located near the edges of the planning area and account for 8% of the land

uses. Very little vacant land is available in the Near South Side, which accounts for only 2% of the land uses.

Type	Acres	Percent
Residential	1,297	48%
Mixed Commercial and Residential	101	4%
Commercial	225	8%
Manufacturing, Construction and Warehousing	307	11%
Institutional	482	18%
Public Parks and Open Space	225	8%
Vacant	60	2%
Total Acres	2,697	100%

TABLE 4: LAND USE ACRES AND PERCENTAGES

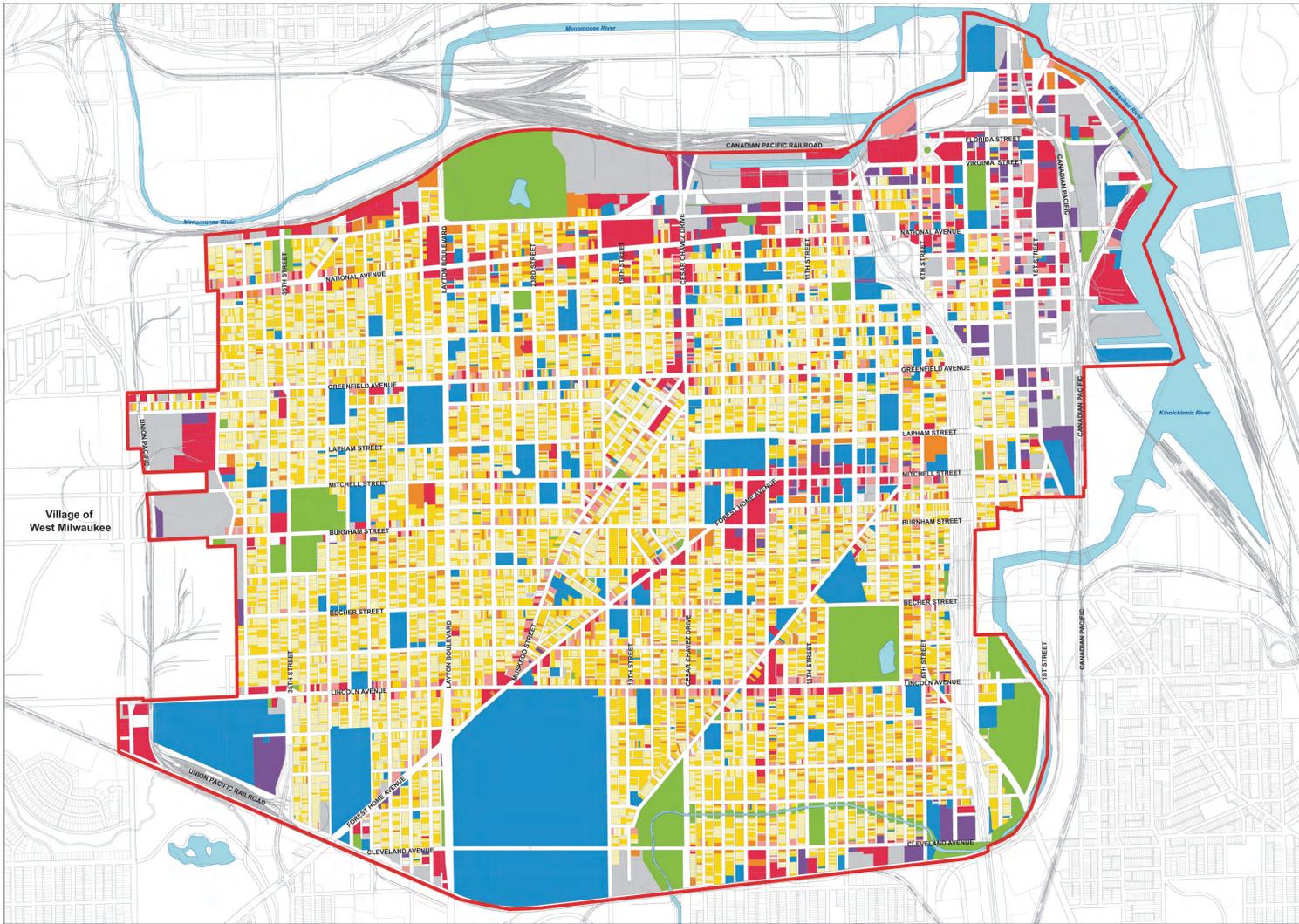
ZONING

As shown on Map 3, the zoning for the Near South Side largely reflects the land use map with large residential areas bisected by commercial corridors. The majority of the residential zoning in the planning area is classified as two-family, which permits one and two-family dwellings. No single-family zoning districts are present in the planning area. Commercial zoning is concentrated along the commercial corridors of Lincoln, Forest Home, Greenfield, National, and Muskego avenues, Cesar Chavez Drive and Mitchell Street. The commercial zoning permits single-use commercial structures as well as mixed commercial and residential uses. The northern and eastern edges of the planning area contain the largest amount of industrial zoning and include a mixture of light, mixed and heavy industrial classifications. The mixed industrial classification allows the greatest flexibility by allowing a diverse mixture of uses including residential, commercial, recreation and manufacturing. This classification is permitting the reuse of many of the former industrial buildings and properties in the Fifth Ward and Walker’s Point areas to become mixed commercial and residential uses.

ROADWAY JURISDICTIONS AND STREET HIERARCHY

Map 4 shows the roadway jurisdictions and classifications for the Near South Side planning area. The local street network that makes up the area’s urban grid is largely intact with the exception of the eastern and northern edges where larger industrial parcels are located. Interstate 94/43 is located on the eastern side of the planning area and provides interchange access at Becher Street, Lapham Street and National Avenue. State Trunk Highways (STH) that bisect the area include WIS 32, 38, 59, 57 and 441. Many of the STH’s are also principal arterial streets that carry high volumes of traffic. The through traffic on these streets that is trying to move quickly often conflicts with pedestrians and slower moving traffic utilizing

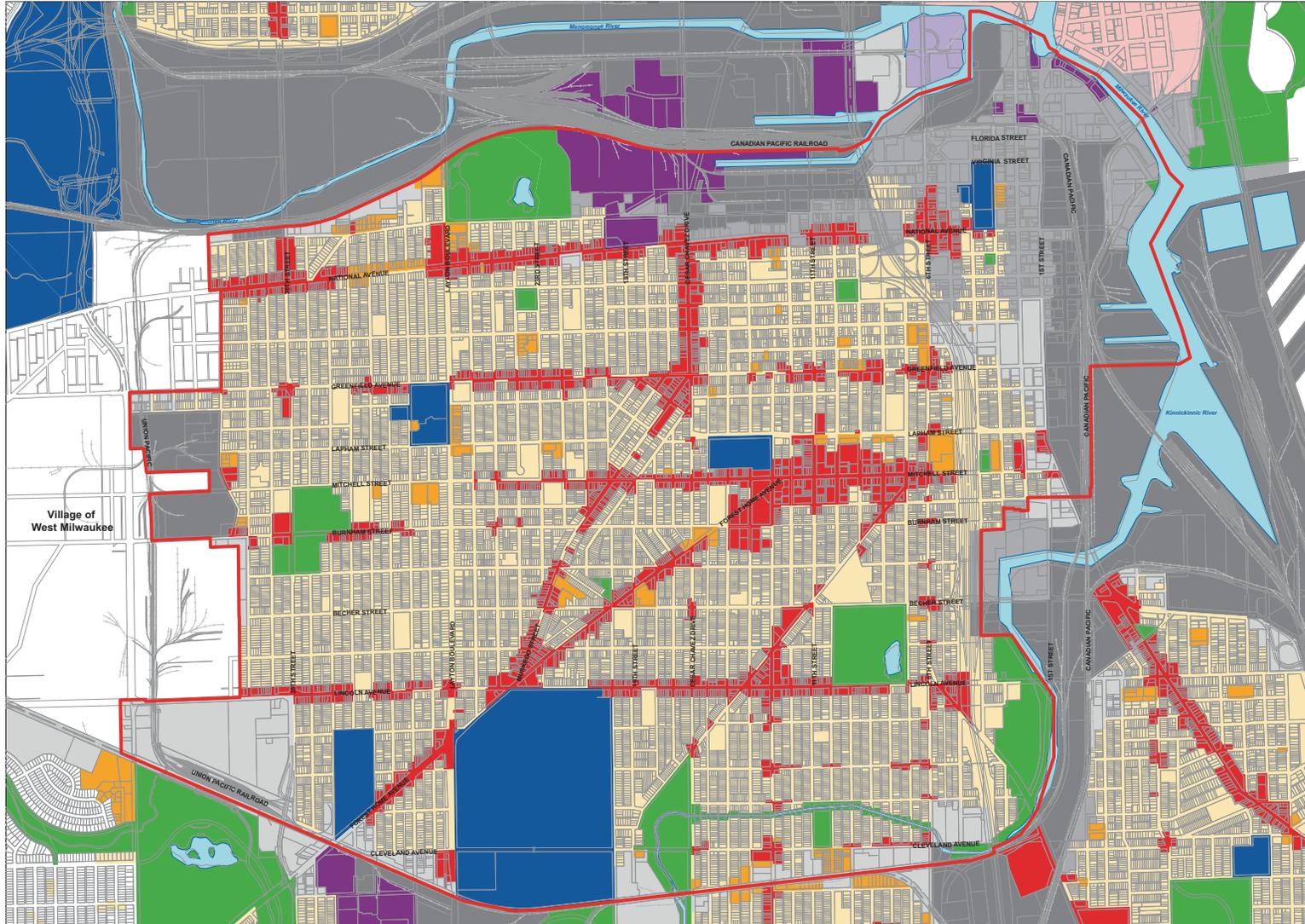
MAP 2 – EXISTING LAND USE



- Legend**
- Plan Boundary
 - Land Use**
 - Residential: Single Family
 - Residential: Duplex
 - Residential: Multi-Family
 - Mixed Commercial and Residential
 - Commercial
 - Manufacturing, Construction & Warehousing
 - Transportation, Communication, and Utilities
 - Institutional
 - Public Parks and Open Space
 - Vacant



MAP 3 - ZONING

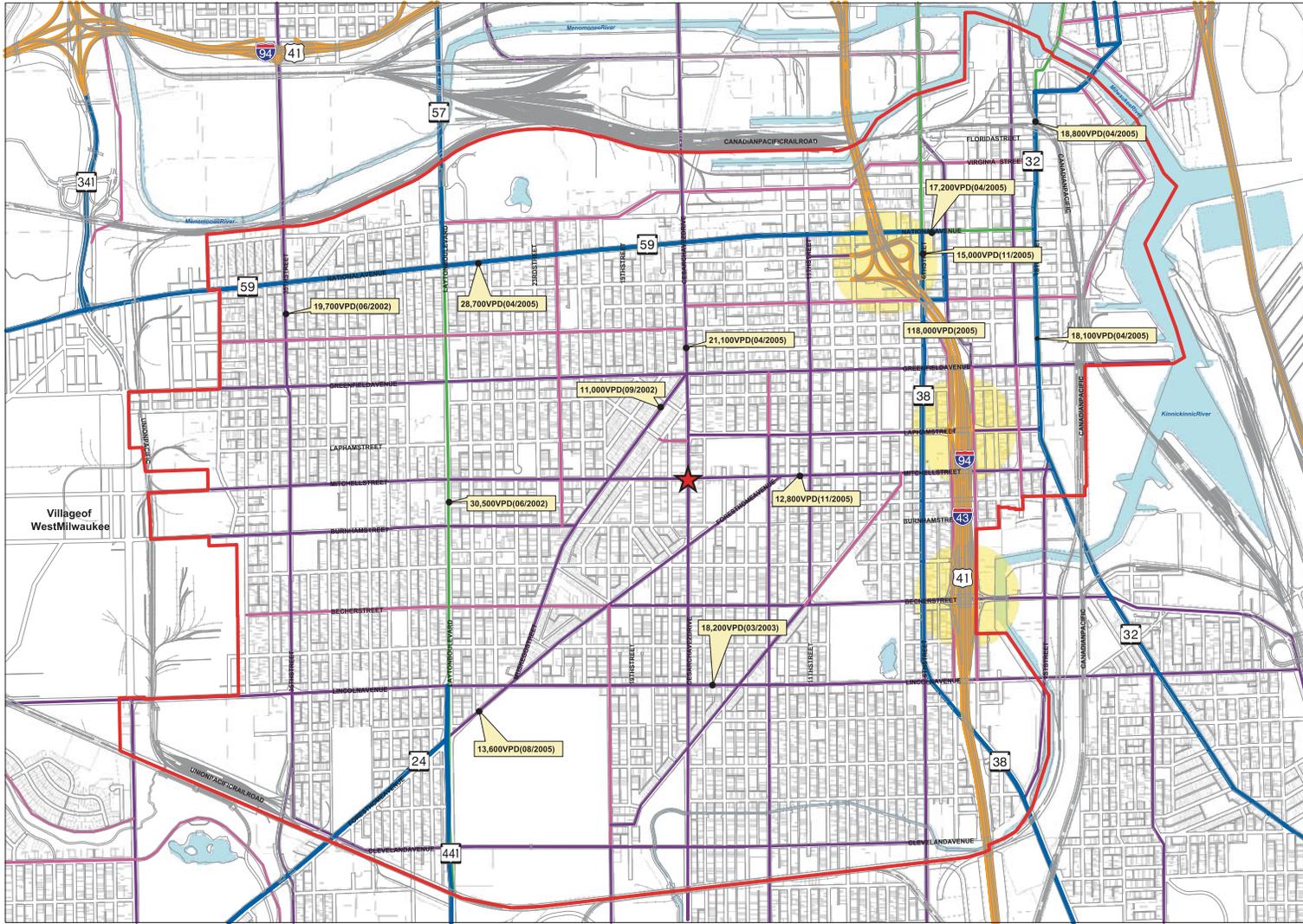


Legend

- Plan Boundary
- Zoning Classifications**
- RESIDENTIAL TWO FAMILY
- RESIDENTIAL MULTI-FAMILY
- MIXED ACTIVITY (DOWNTOWN)
- BUSINESS
- CIVIC / INSTITUTIONAL
- REDEVELOPMENT DISTRICT
- PLANNED DEVELOPMENT
- PARK
- INDUSTRIAL LIGHT
- INDUSTRIAL MIXED
- INDUSTRIAL HEAVY

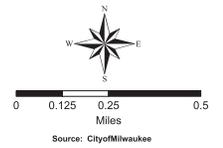


MAP 4 – ROADWAY JURISDICTION



- Legend**
- PlanBoundary
 - RoadJurisdiction
 - InterstateHighway
 - StateTrunkHighway
 - RoadClassification
 - PrincipalArterial
 - MinorArterial
 - Collector
 - InterchangeLocations

- ★ Distance from Historic West Mitchell Street and Cesar Chavez Drive to:**
- General Mitchell Airport - 5.8 Miles
 - Intermodal Station - 2.4 Miles
 - Lake Express Ferry Station - 2.7 Miles



area businesses. National Avenue and Layton Boulevard carry some of the highest traffic volumes in the planning area.

Due to the dense urban nature of the Near South Side, infrastructure takes up a large portion of the land. Roadways, alleys and railroad right of ways account for approximately 33% of the area's land mass which is approximately 6.3 square miles.

TRANSIT ROUTES

Map 5 shows the public transit routes serving the planning area. Currently, bus routes are present along all major roadways. However, Milwaukee County has been making transit route and service cutbacks that could impact future service to the Near South Side and other parts of the City. As discussed in the Market Analysis for the Near South Side, existing transit routes do not adequately serve outlying areas where most of the available jobs for the workforce in the Near South Side are located.

SERVICE AREAS, PROGRAM AREAS AND SPECIAL DISTRICTS

Map 6 shows the Aldermanic Districts serving the Near South Side. The west side of the planning area is largely within the 8th Aldermanic District with smaller portions to the south in the 11th and 13th Districts. As of 2008, Robert Donovan, Joe Dudzik, and Terry Witkowski were serving as the Alderman for the 8th, 11th and 13th districts respectively. The eastern half of the planning area is largely within the 12th Aldermanic District, which as of 2008 was served by James Witkowiak. A small portion of the 14th Aldermanic District, which was served by Tony Zielinski in 2008, is located in the southeast corner of the planning area.

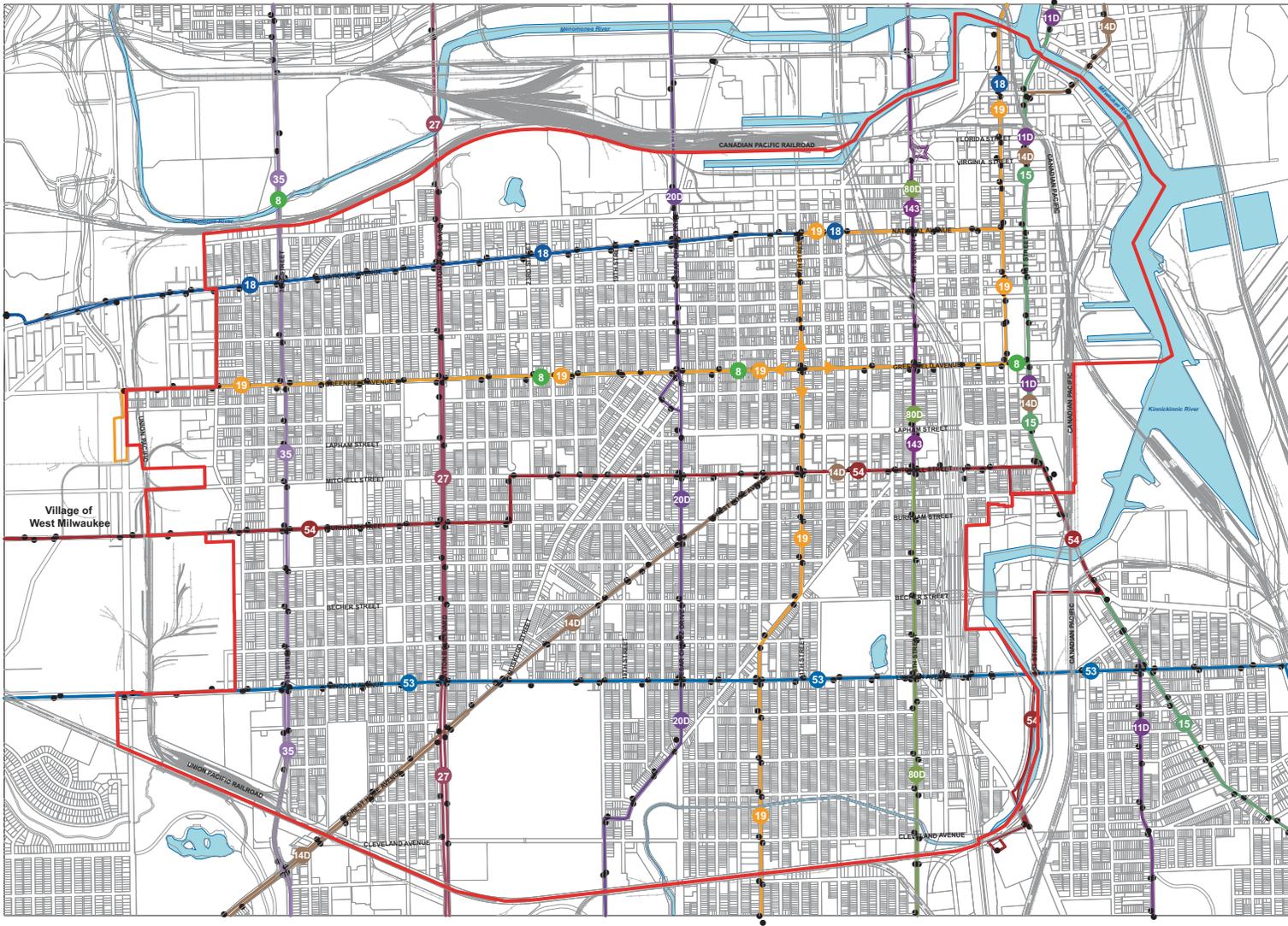
Map 7 shows the Near South Side service districts. It includes the location of Milwaukee Public Schools, fire stations, libraries and police districts. It is worth noting only one library serves the entire Near South Side population.

Map 8 shows the program areas. This map includes the Renewal Community boundaries and Target Investment Neighborhood (TIN) areas. A large portion of the Near South Side is contained within the Renewal Community boundary. Between 2001 and 2009 businesses in this area qualify for special federal tax incentives that encourage business development and employment. Two TINs, Clock Tower Acres and Silver City/National Park, are currently active within the Near South Side. The TIN program is a neighborhood revitalization tool that focuses resources in a relatively small area. The City of Milwaukee and its community partners utilize resources to increase home-ownership, improve property values and improve the physical appearance of an area.

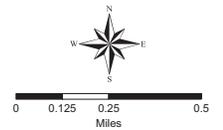
Map 9 shows the five Tax Increment Districts (TID) in the Near South Side. TID 20 was created in 1993 to promote industrial development at the Florida Yards Industrial Park. TID 27, known as the Clarke Square redevelopment, was created in 1995 to remove blighted properties and develop the Pick 'N Save grocery store. TID 54 was created for the Stadium Business Park in 2004 and TID 68 was created in 2007 to partially fund the Riverwalk for the First Place on the River condominium project. The TID will also partially fund a boat launch with public access and street improvements for S. 1st Street from the Milwaukee River to the railway underpass as well as portions of S. 1st Place, E. Seeboth Street, and E. Pittsburgh Avenue. TID 71 was implemented in 2008 to promote business development along the Historic Mitchell Street corridor.

Map 9 also shows the Business Improvement Districts (BID) and Mainstreet districts in the Near South Side. Currently, two BIDs are operating in the planning area along Mitchell Street and Cesar Chavez Drive. Lincoln Village and Silver City are Milwaukee Mainstreet districts. In addition, Map 9 shows the locations of the Urban Redevelopment Areas within the Near South Side.

MAP 5 – TRANSIT ROUTES AND STOPS

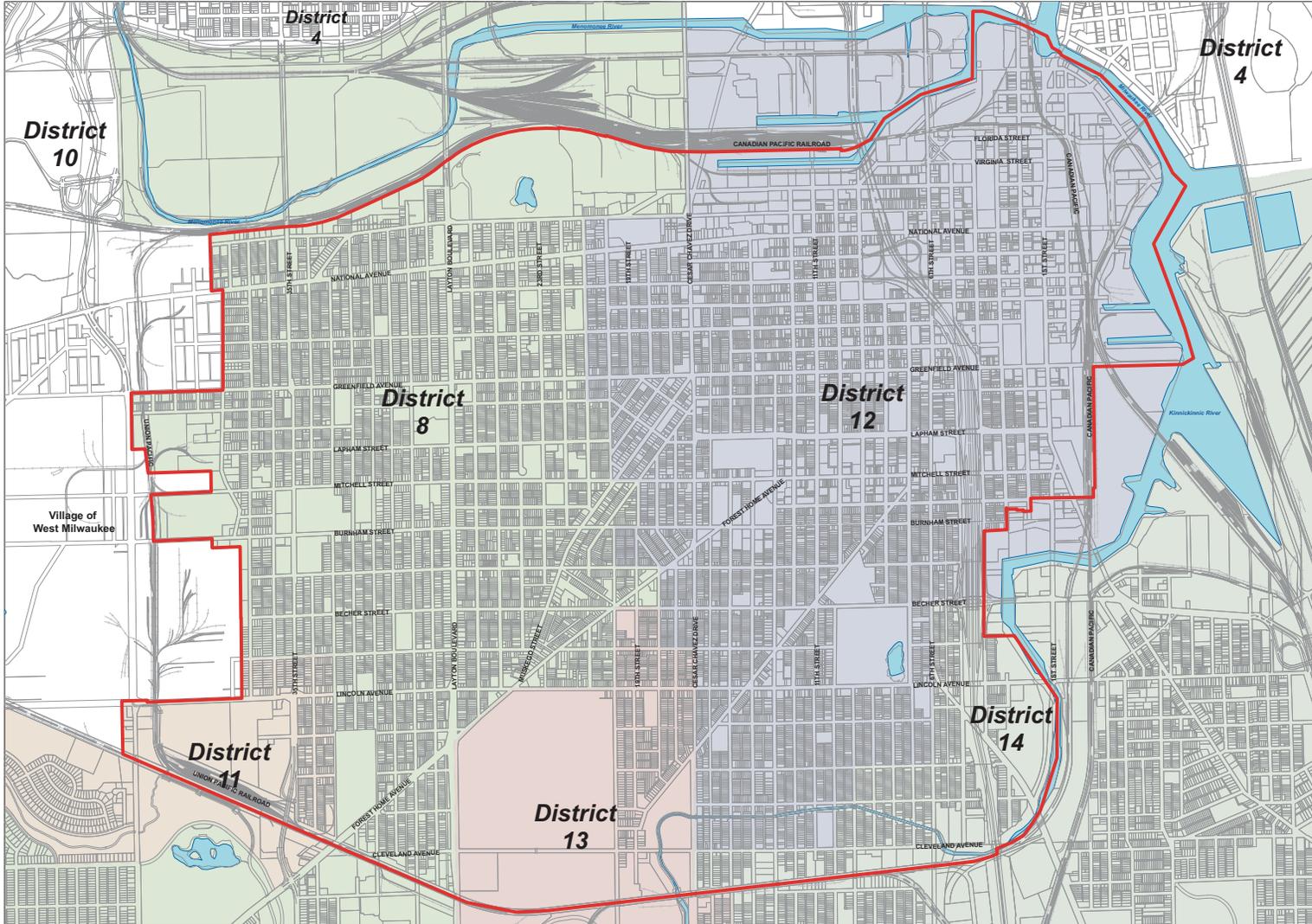


- Legend**
- Plan Boundary
 - Bus Stop - June 2007



Source: Milwaukee County Transit System and City of Milwaukee

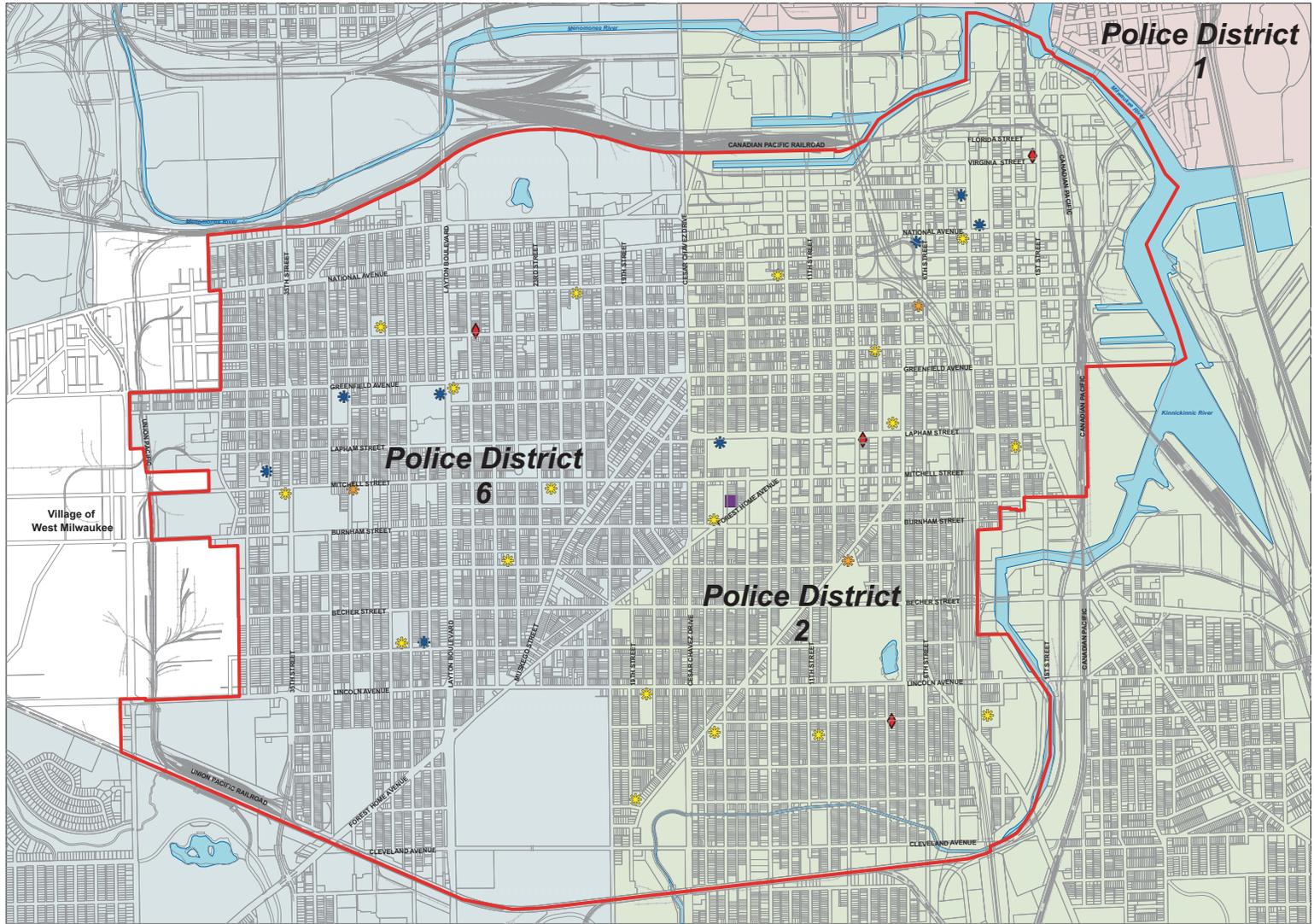
MAP 6 – ALDERMANIC DISTRICTS



- Legend**
- Plan Boundary
 - Aldermanic Districts**
 - 8 - Robert G. Donovan
 - 11 - Joe Dudzik
 - 12 - James N. Witkowiak
 - 13 - Terry L. Witkowski
 - 14 - Tony Zielinski



MAP 7 – SERVICE DISTRICTS

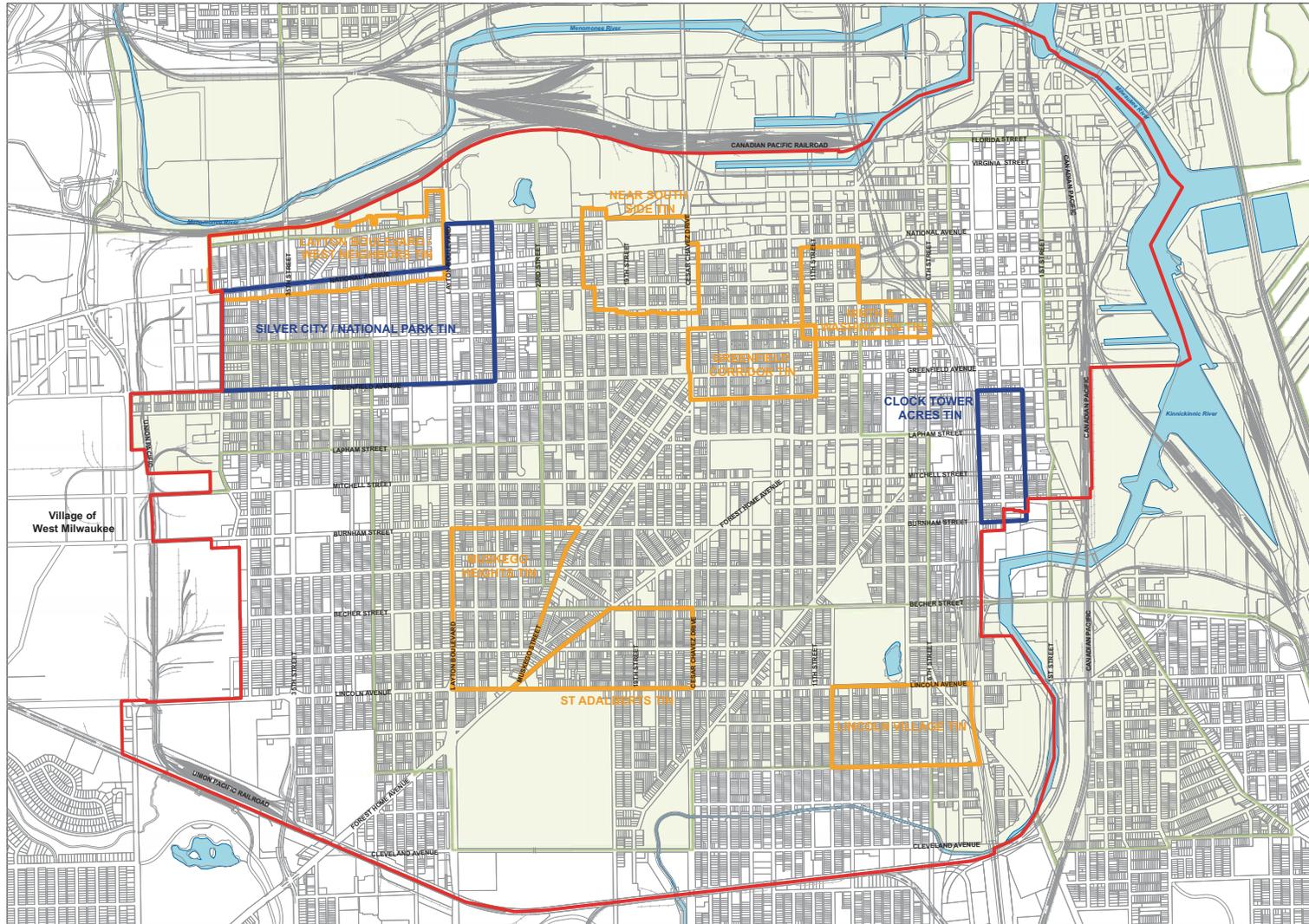


Legend

- Plan Boundary
- ◆ Fire Stations
- Libraries
- Milwaukee Public Schools**
- ✻ ELEMENTARY
- ✻ MIDDLE
- ✻ HIGH
- Police Districts**
- 1
- 2
- 6



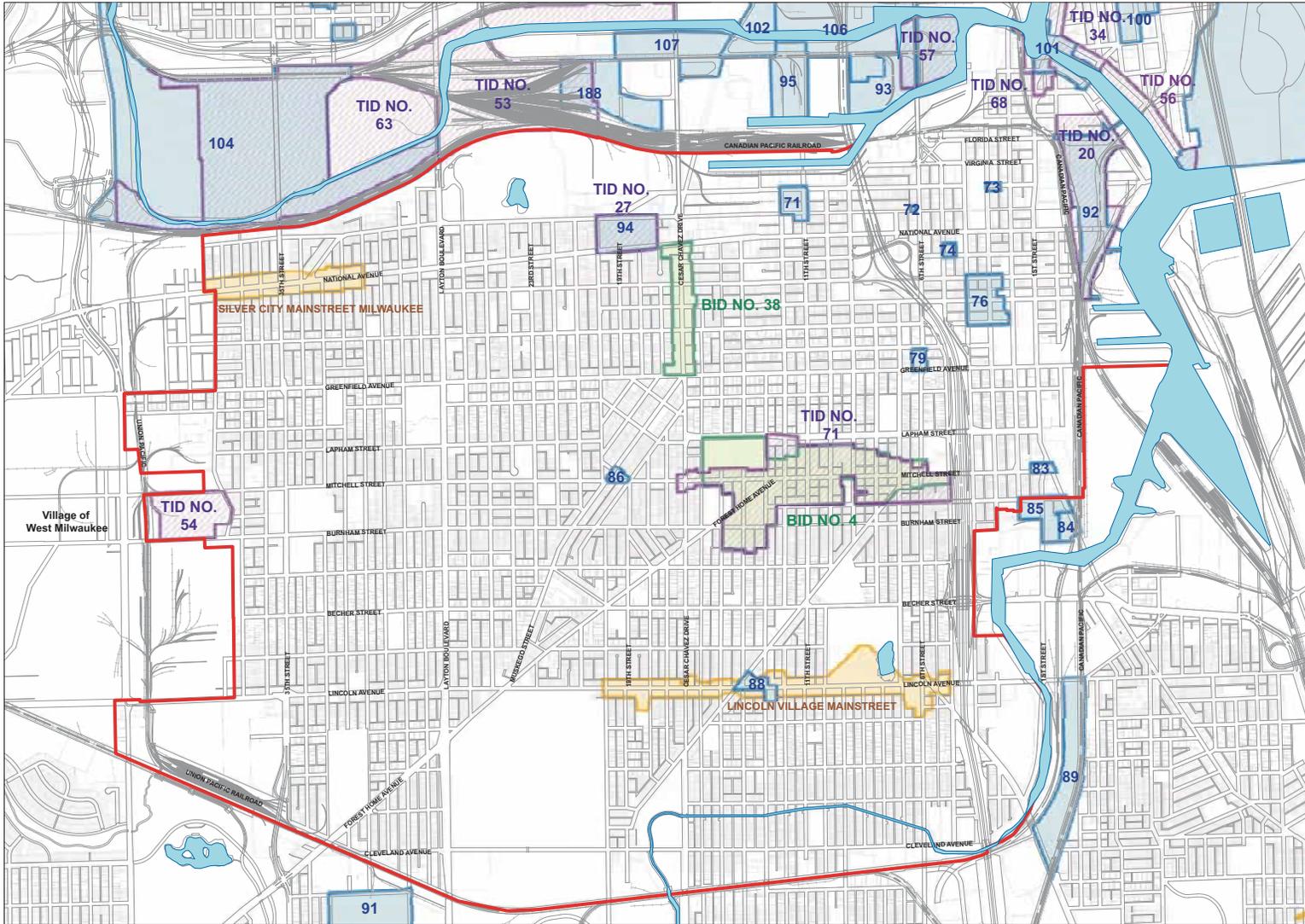
MAP 8 – PROGRAM AREAS



- Legend**
- Plan Boundary
 - Renewal Community Boundaries
 - Target Investment Neighborhood Areas**
 - Active
 - Non-Active



MAP 9 – REGULATORY DISTRICTS



Legend

- Project Boundary
- TID Locations
- BID Locations
- Urban Redevelopment Areas
- Mainstreet Program Areas

Urban Redevelopment Areas:

- 71 : 11 / Pierce
- 72 : Pierce / 6
- 73 : 3 / Pierce
- 74 : 5 / Walker
- 76 : 4 / Scott
- 79 : 7 Greenfield / 6
- 83 : 1 / Mitchell
- 84 : Kinnickinnic / Maple
- 85 : Maple / 1
- 86 : Muskego / Mitchell
- 88 : 13 / Lincoln
- 89 : 13 / E. Lincoln
- 91 : 32 / Montana
- 92 : Water / National
- 93 : Menomonee Valley E
- 94 : Clarke Square Mega-Mart Redevelopment
- 95 : Menomonee Valley H
- 100 : Lower 3rd Ward
- 101 : Erie / Water
- 102 : Menomonee Valley C
- 104 : Milwaukee Road Shops Redevelopment
- 106 : Menomonee Valley J
- 107 : Menomonee Valley F
- 188 : Menomonee Valley G



Source: City of Milwaukee

PUBLIC PARKS AND OPEN SPACES

Map 10 shows the public parks, playgrounds and trails located within the Near South Side. The planning area contains just over 200 acres of parkland. Almost half of those acres are contained in Mitchell and Kosciusko parks. Other large parks in the area include Baran/Lincoln Field, Pulaski, Burnham and Rogers parks. Public schools in the area also provide some open space for residents and children in the area.

The existing parks provide an excellent amenity for the planning area. However, park space is not well distributed throughout the area and is concentrated to the north and south sides of the plan boundary. The central portion of the area does not contain any significant open space. This could be a problem for residents and children whose only option is to walk to park space. The lack of park space also does not provide relief for a relatively dense urban area.

Existing bike routes in the area include the on-street bike route along Layton Boulevard, a portion of the Oak Leaf Trail and the Hank Aaron State Trail in the Menomonee Valley. Planned bike routes include the Southside trail that travels along the eastern side of the planning area, an extension of the Oak Leaf Trail that travels along the Kinnickinnic River parkway and the Bike Boulevard that travels along the western side of National Avenue. Several on-street bike lanes are also planned in the Near South Side.

HISTORIC RESOURCES

The Near South Side has several historic resources as shown on Map 11. The area has several individual properties on the National Register of Historic Places and the following 6 historic districts:

- Layton Boulevard Historic District
- Burnham Street National Historic District
- Forest Home Cemetery
- Mitchell Street Historic District
- Walker's Point Historic District
- S. 1st and S. 2nd National Historic District

As mentioned in Chapter 1, the Wisconsin Historical Society approved a new historic district that includes 12 properties at the northern end of Walker's Point on W. Florida Street from S. 6th Street to S. 2nd Street and S. 3rd Street from W. Florida Street to W. Pittsburgh Street. The district will also seek federal historic designation.

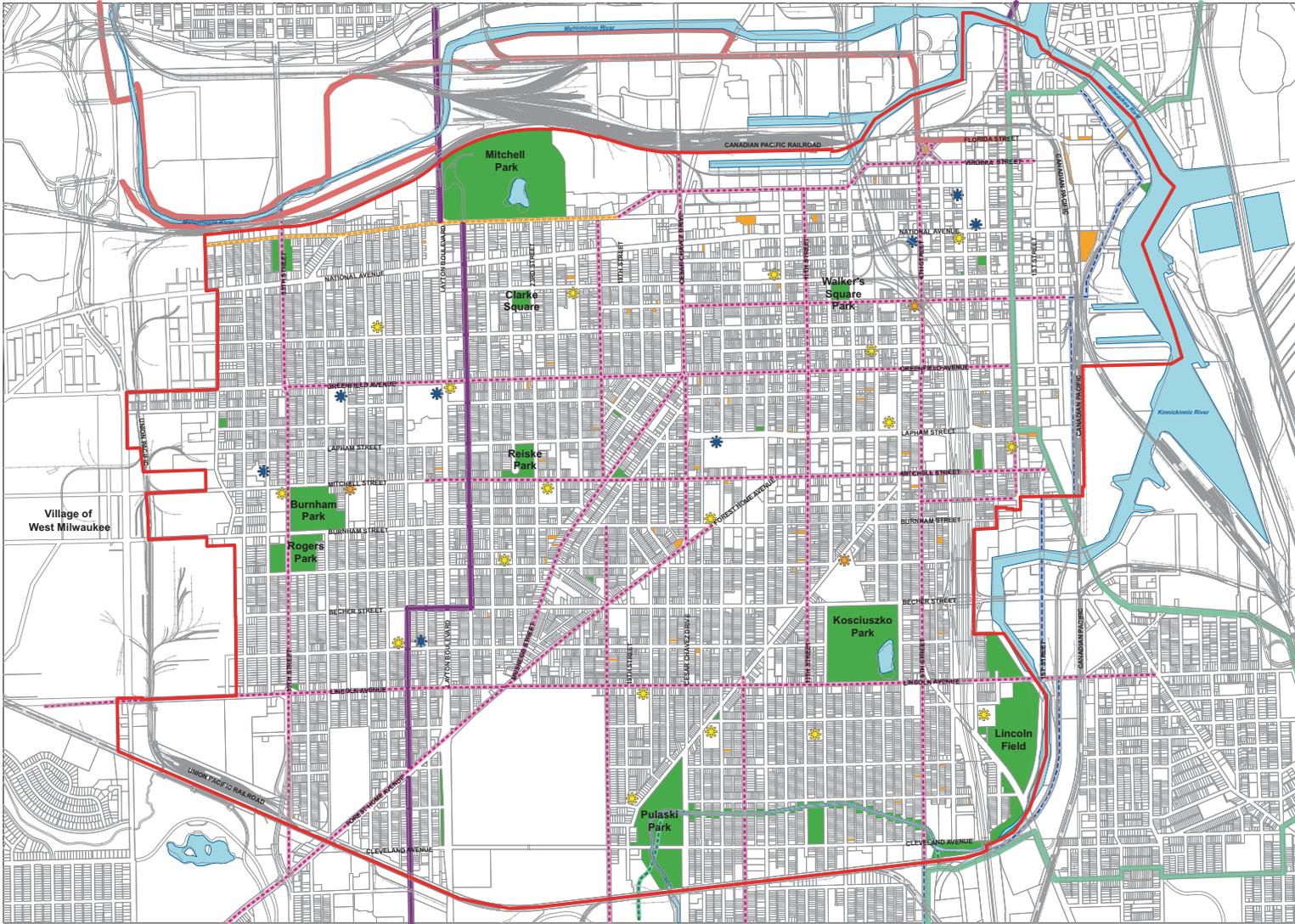


DEVELOPMENT OPPORTUNITIES AND REHABILITATION AREAS

Map 12 shows the parcels within the Near South Side that are subject to change. Susceptible properties include vacant, vacant city-owned, non-owner occupied and tax delinquent parcels. While tax delinquent parcels are distributed throughout the planning area, non-owner occupied properties appear to be concentrated on the eastern side of the planning area. Also, very little vacant land is available throughout the entire planning area. Vacant parcels that do exist are generally small in size. The lack of vacant land makes it difficult to create new development opportunities of any significant scale in this area without demolishing existing buildings. Given the lack of vacant land, parking lots could be another source of land to consider for development. Map 13 shows surface parking lots within the Near South Side. The lots are concentrated in the Walker's Point/Fifth Ward area and along the Historic Mitchell Street corridor.

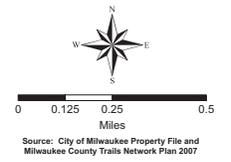
Map 14 shows the owner occupied properties within the Near South Side. In contrast to Map 12, the owner-occupied units are concentrated on the western side of the planning area. These areas may require interventions to preserve and enhance the housing stock and owner occupancy rates in these areas. The fewest owner-occupied parcels appear to be located in the central and northeastern portions of the planning area.

MAP 10 – PUBLIC PARKS, PLAYGROUNDS AND BIKE ROUTES

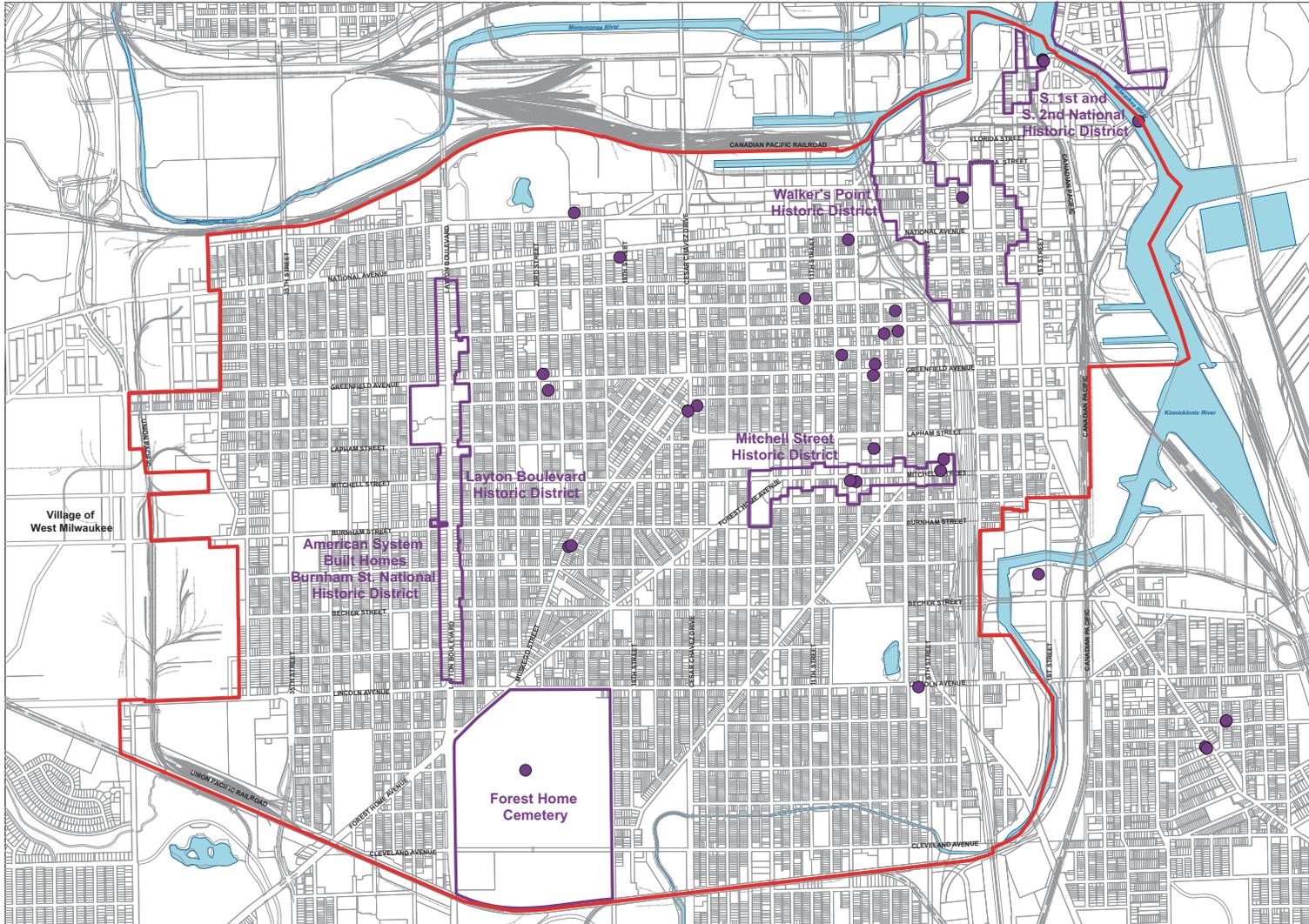


Legend

- Plan Boundary
- Existing Bike Routes**
- On Street Bike Route
- Oak Leaf Trail
- Hank Aaron State Trail
- Proposed Bike Routes**
- - - Southside Trail
- - - Oak Leaf Trail Extension
- - - Bike Boulevard
- - - On Street Bike Route
- Vacant City-Owned Parcels
- Public Parks and Playfields
- Milwaukee Public Schools**
- ✱ ELEMENTARY
- ✱ MIDDLE
- ✱ HIGH



MAP 11 – HISTORIC RESOURCES

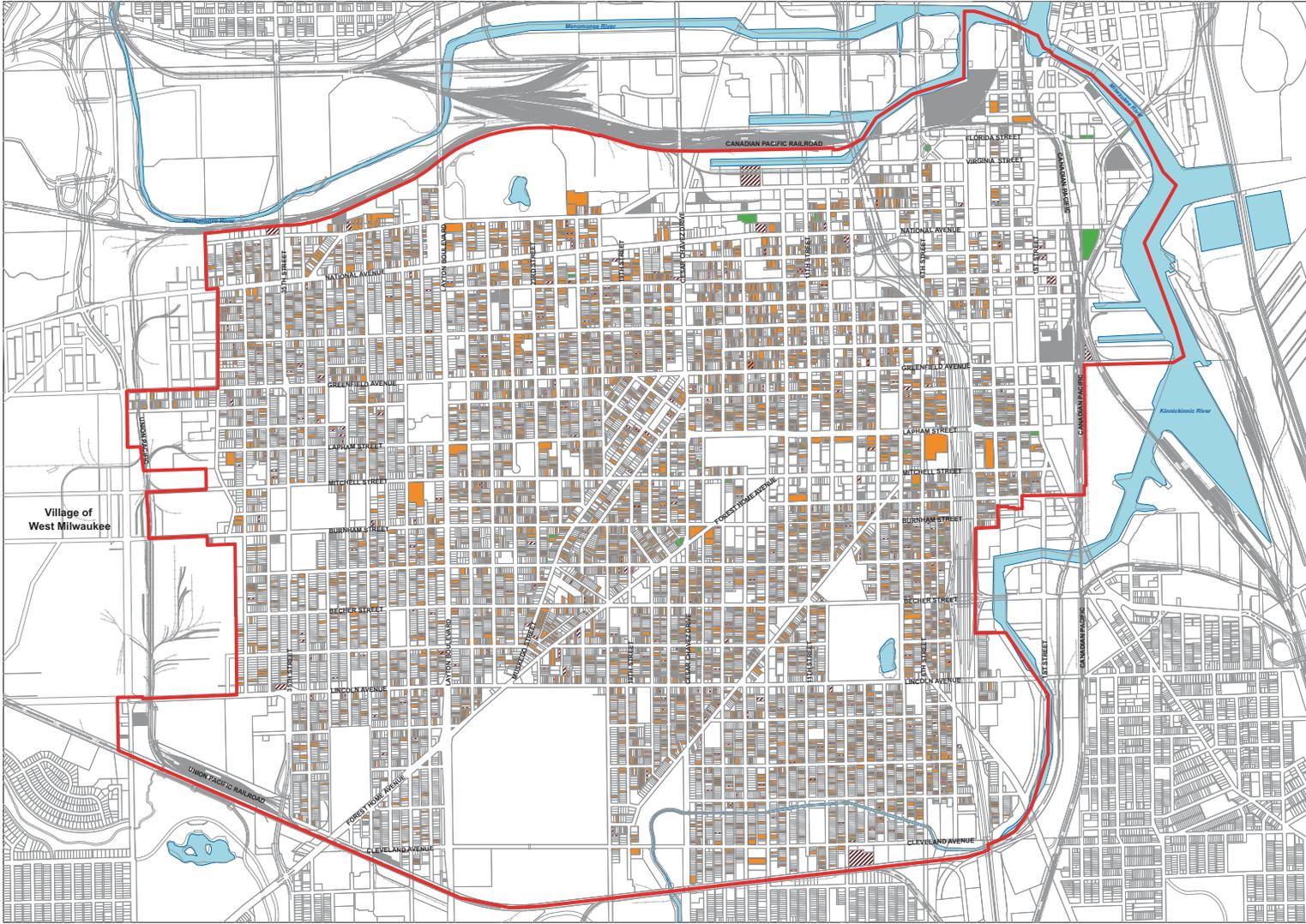


Legend

- Plan Boundary
- Historic Buildings or Locations
- Historic Districts

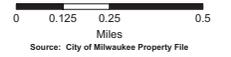


MAP 12 - SUSCEPTIBILITY TO CHANGE AND NON-OWNER OCCUPIED



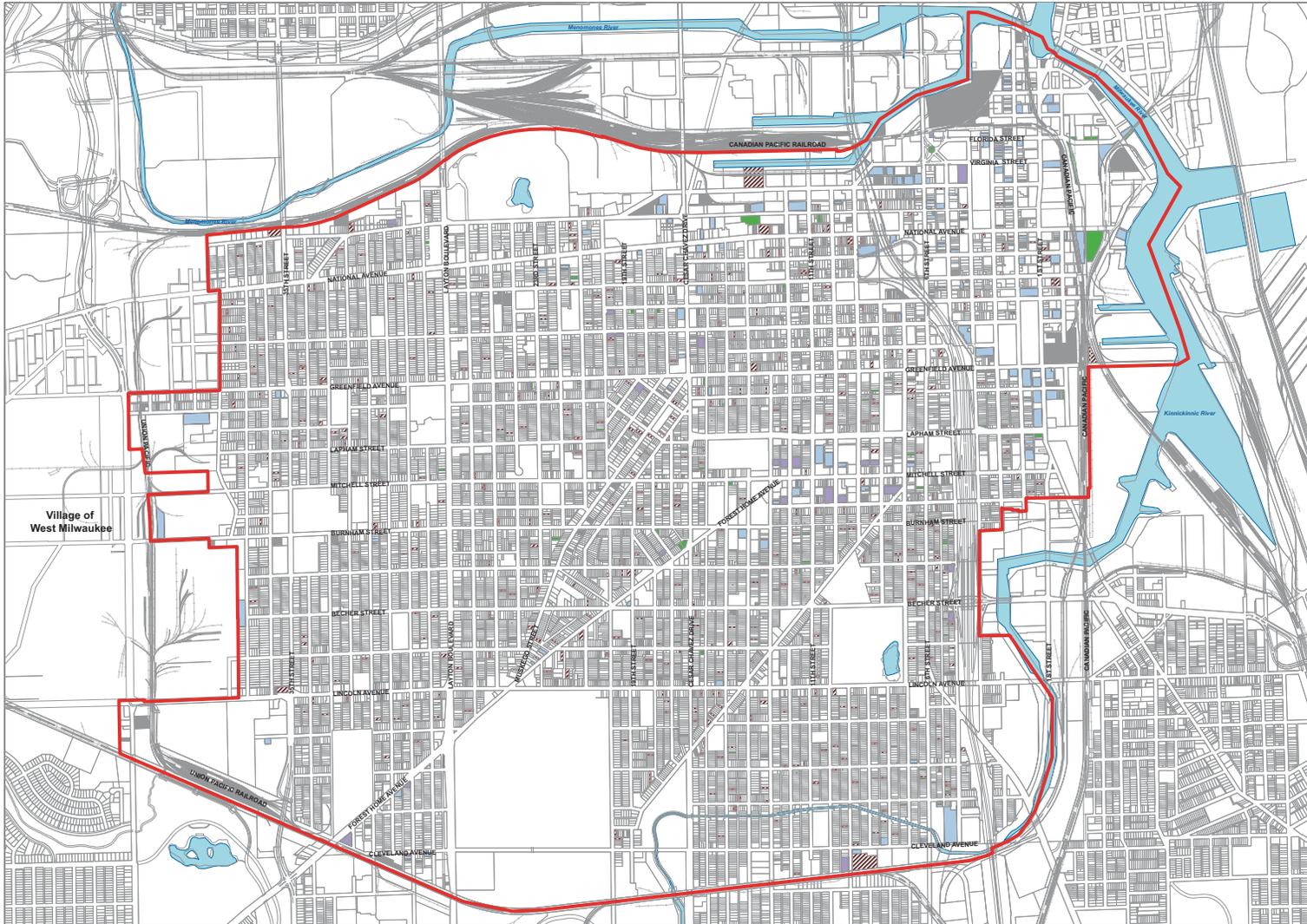
Legend

- Project Boundary
- Vacant
- Vacant City-Owned Parcels
- Non-Owner Occupied Parcels
- Tax Delinquent Properties - 2 years or more

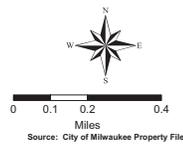


Source: City of Milwaukee Property File

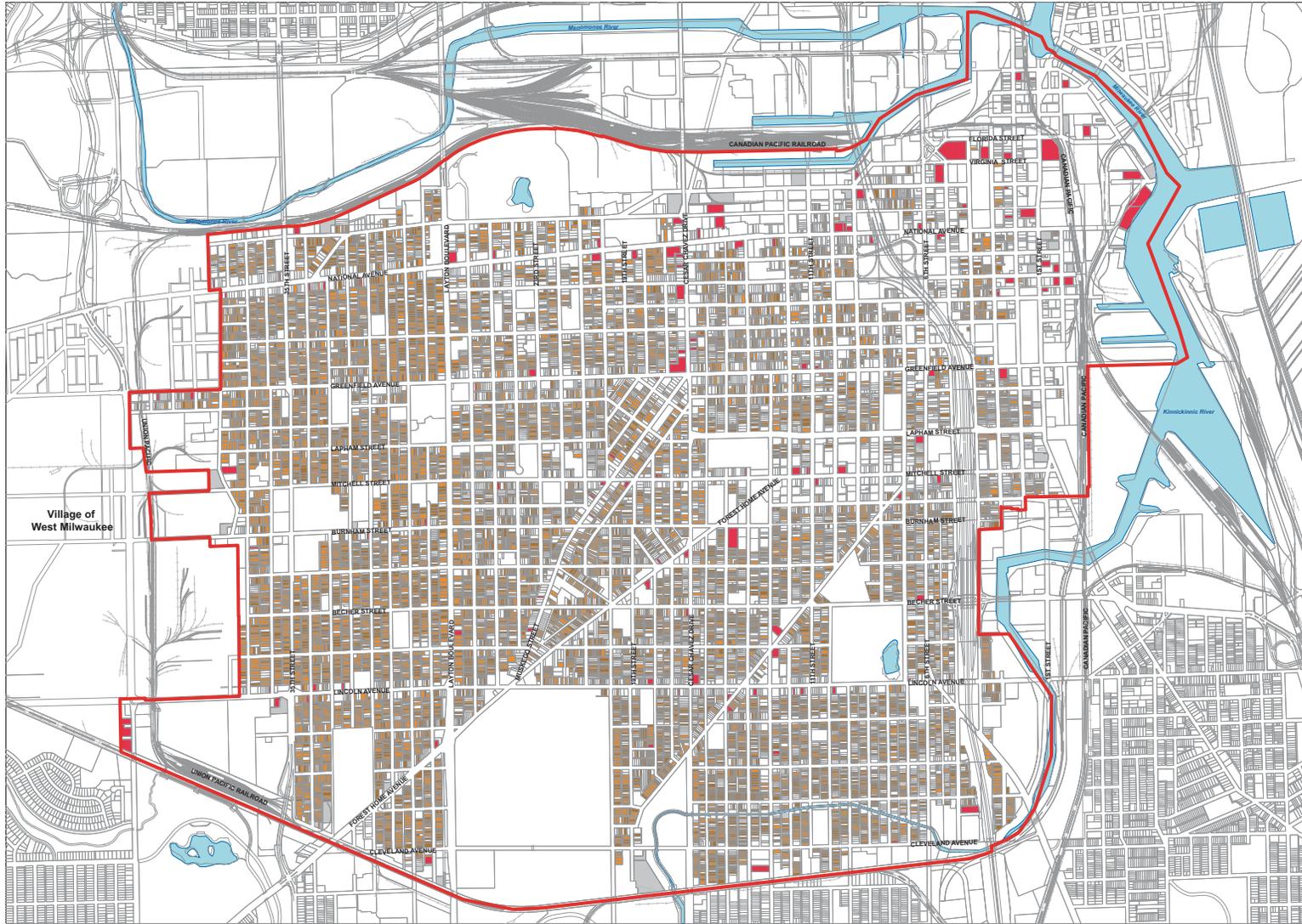
MAP 13 – SUSCEPTIBILITY TO CHANGE AND PARKING LOTS



- Legend**
- Plan Boundary
 - Susceptible Parcels**
 - Parking Lot
 - Public Owned Parking Lots
 - Vacant
 - Vacant City-Owned Parcels
 - Tax Delinquent Properties - 2 years or mor



MAP 14 – REHABILITATION OPPORTUNITIES



Legend

- Plan Boundary
- Owner Occupied Properties**
- Single-Family Residential
- Duplex Residential
- Commercial
- Industrial



MARKET ANALYSIS OVERVIEW

A market analysis was conducted by the Center for Neighborhood Technology to gain a better understanding of the residential, commercial and industrial marketplace in the Near South Side. A summary of the market analysis report is provided below.

INTRODUCTION

The Near South Side has been a successful residential community for more than 100 years. It is a place where several generations of immigrants have passed: working hard and living economically to gain prosperity, sinking roots and integrating into American life. The Near South Side has been and remains today:

- A source of labor for Milwaukee area industries,
- A community that can support a broad variety of retail and service businesses,
- An affordable community, where households can enjoy a lower cost of living than in many other parts of the region,
- One of Milwaukee's leading communities in attracting investment and business growth.

The Near South Side is challenged by shifts in the national economy including:

- Transformations in the industrial sector such as reductions in the number of laborer jobs, higher skill requirements for new jobs, and the relocation of many industrial businesses to outlying suburbs,
- The movement of general merchandise retailing from neighborhood to regional shopping centers and the clustering of neighborhood retail in distinctive districts rather than alignments along the length of arterial streets.
- The redevelopment of central city neighborhoods into homes for professional workers, often accompanied by financial pressures that displace the earlier working class residents.

These changes could undermine the viability of the Near South Side as a community that meets the needs of its residents. But with effective planning and decisive action by the City of Milwaukee and its community leaders, the Near South Side can reposition itself as an economically and ethnically integrated community that will work well for its current and future residents.

RETAIL DEMAND AND SPENDING PATTERNS

In the area that lies within a 1.9 mile radius of the Near South Side's geographic center (the smallest circular area that encompasses the entire planning area) there is a \$364 million annual retail gap. This means Near South Side residents are leaving the area to purchase goods and services that are not available in the Near South Side market area. The retail gap averages \$3,400 annually for every resident within the Near South Side market area.

The majority of the retail gap is for products that people typically buy in department stores, warehouse club stores, or specialty "big box" stores (including portions of their purchases of clothing, household furnishings, building materials, electronics and appliances). These types of stores are usually located in regional shopping centers, as opposed to individual buildings on commercial streets or neighborhood shopping centers. The Near South Side currently does not contain a regional shopping center, and the purchases of community residents often occur at shopping centers along Miller Parkway immediately west of the planning area.

Other portions of the retail gap includes types of stores found in the area's shopping districts, mingled with some types of business for which the Near South Side's local shopping districts reveal strengths and even surpluses. For example:

- The Near South Side has a \$38 million gap in clothing store sales, but it shows a surplus for specialty clothing and accessories (\$5.1 million) probably generated by the clothing stores associated with Latino and Asian culture in several area shopping districts. See Figure 7.

Clothing Store Gap/Surplus

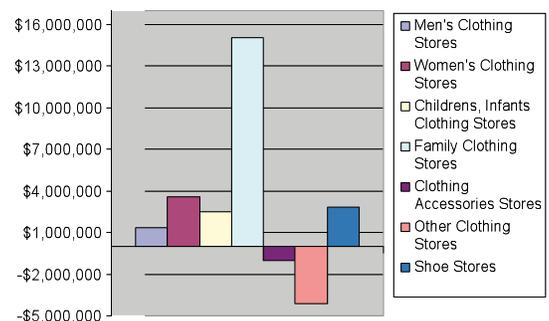


FIGURE 7: RETAIL GAP/SURPLUS FOR CLOTHING STORES

- The Near South Side shows a \$28 million gap in grocery store sales; however, nationally urban neighborhoods with similar income levels often experience a much larger grocery store gap. This suggests relative strength in its culturally associated grocery stores. The Near South Side also shows a small surplus for convenience store sales. See Figure 8.

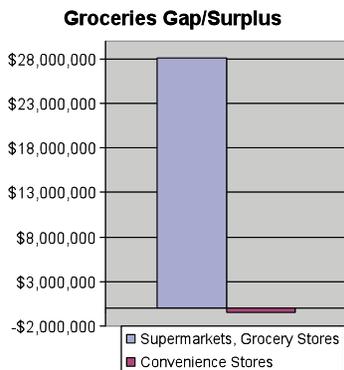


FIGURE 8: RETAIL GAP/SURPLUS FOR GROCERY STORES

- A \$13 million gap is reported for full-service restaurants. As in the case of grocery stores, gaps for this type of restaurant are often larger in economically comparable communities, indicating strength for the culturally associated restaurants of the Near South Side. The area also records a modest surplus (\$1.2 million) for specialty food services, which include culturally associated bakeries. See Figure 9.

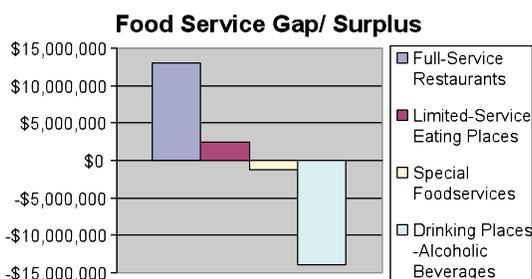


FIGURE 9: RETAIL GAP/SURPLUS FOR FOOD SERVICE ESTABLISHMENTS

- Near South Side shopping districts display interesting surpluses for music and musical instrument stores (\$3.4 million) probably associated with the community's Latino music shops and a surplus for books and news dealers (\$2.8 million), which may reflect the distribution of non-English books and newspapers.

While the neighborhood shopping centers of the Near South Side have room to grow, they are competitive in categories in which neighborhood shopping districts can compete, and they display areas of strength apparently linked with their cultural identity.

TRAVEL AND "HOUSING + TRANSPORTATION" COST

In light of the employment, land use, and retail patterns of the Near South Side, daily travel is a challenge for many community residents. Most Near South Side workers must commute outside of the community, frequently to distant suburbs. And the retail gap shows that residents need to make many shopping trips to other areas. Yet residents manage to meet these challenges with transportation costs lower than the regional average.

Most Near South Side workers spend longer than 20 minutes each way in their daily commutes. They are more likely than workers in the city overall to commute by carpool, bus, or other means that do not involve driving a private car. In at least two cases, stakeholder interviews confirmed private companies in outlying suburbs hire their own buses to bring Near South Side workers to and from their job sites each day – an arrangement that may be good for the environment but may indicate limited options for workers and the seriousness of business needs for Near South Side labor. The limited worker options and business needs are demonstrated by the presence of 17 temporary labor offices in the Near South Side.

Near South Side residents frequently meet their transportation needs without owning a car. According to the most recent census, 27.1% of Near South Side households do not own a car, while only 21.4% of city households and 16.3% of Milwaukee County households do not own a car. Since the average amortized cost of owning, insuring, maintaining and fueling a car is over \$7,000 per year and rising, lower rates of car ownership is an economic advantage for Near South Side households compared to most Milwaukee area residents. Many Near South Side households can realize this advantage because the combination of public transportation, informal car sharing arrangements, and shopping districts and other amenities within walking distance allow them to spend less on car transportation.

For most American households the two largest budget items are housing (32% of income for the average household in the Midwest) and transportation (17% of income in the Midwest). The cost of these combined necessary expenses is 49% for the average Midwestern household, and for lower income communities, the combined percentage cost is frequently much higher. In the Near South Side the housing plus transportation cost is approximately 54% of income or approximately \$14,844 per year for the median household (with reference to Year 2000 household income data), which may be compared to a housing plus transportation cost of 46.5% of income or approximately \$21,451 per year for the median household in the Milwaukee metropolitan area (again referring to Year 2000 income data). The difference of approximately \$6,600 per year in the housing plus transportation cost represents savings that the typical Near South Side household realizes by living in this community.

CRIME RATES

Between 2005 and 2007 rates of personal and property crimes in the Near South Side were nearly identical to rates in the City of Milwaukee overall. These data do not preclude the possibility that crime may be worse than the city level in some hot spots. Stakeholder interviews revealed widely different perceptions of crime in the community, some feeling that crime was a serious problem, others thinking it was no worse than in any urban area. Implications for development that can be drawn from this information are that:

- Efforts should be made to combat a perception of widespread crime that is apparently worse than the reality.
- Planning for specific sensitive areas (such as neighborhood shopping centers) should incorporate design, high-contact policing, and neighborhood/merchant engagement techniques to discourage crime and ensure public safety.

PROPERTY AND BUSINESS DEVELOPMENT PATTERNS

In the years leading up to 2006 (the last year for which complete data was available at the time of this analysis) the Near South Side consistently showed signs of robust investment, business, and property value growth, illustrated by the following points:

- Between 2002 and 2006, sales price per building square foot in the Near South Side increased each year and rose from \$39 per square foot to \$61 per square foot.
- Between 1999 and 2006, the annual number of construction permits issued for Near South Side properties increased in most years, rising from 236 to 424 per year, and averaging 373 per year. (Most of these permits were for building renovations and additions.)
- Between 1999 and 2006, the annual value of all construction investments increased in most years, rising from \$37.8 million to \$124.1 million and averaged \$56.3 million.
- Between 1999 and 2006, the annual number of occupancy permits issued for Near South Side locations (usually for new or expanded businesses to take occupancy after a renovation or construction project) increased in most years and rose from 268 to 410.
- The value of land per square foot in the Near South Side (for residential, commercial, mixed, and industrial use) increased at a gradually accelerating pace between 1995 and 2006. Between 2001 and 2006 the rate of growth in every land use category exceeded that for the City of Milwaukee as a whole. By 2006 the absolute square foot value of land in the Near South Side exceeded the average for the city in most land use categories.
- While rates of growth in land value were extraordinary in the Walkers Point area between 2001 and 2006, growth in all of the Near South Side Business Improvement Districts (BID), Targeted Investment Neighborhoods (TIN), and Main Street market areas were steady and generally exceeded the rate of growth for the city overall.

Certainly the national real estate recession of 2007-2008 is causing a downturn in the types of growth that the Near South Side recorded through 2006. However, given the broad and sustained nature of the property and business investment growth that the Near South Side has demonstrated in the last decade, it is likely that the recession will have less impact on the Near South Side than most areas of the nation and the Milwaukee region.

The impressive property and business development of the Near South Side has been achieved without net change in the developable acreage, since the community is fully built out. Some properties have been developed more intensively; others have changed uses. Properties in purely commercial use have declined in building space (20%) and acreage (10%) while increases in building space (20%) and in acreage (5%) have occurred for mixed commercial and residential properties. Most of the commercial buildings that closed entirely were on arterial streets away from concentrated shopping districts. Other properties that were solely in commercial use have become mixed, especially in the established neighborhood shopping districts, where such properties are concentrated. These changes reflect a national trend for neighborhood retail stores to cluster in places where they can compliment each other in customer attraction and hopefully create a sense of place in which customers will find value.

RETAIL OPPORTUNITY CLUSTER ANALYSIS

To identify the places in the Near South Side that have the strongest opportunity to develop as neighborhood shopping districts, a “Retail Opportunity Cluster Analysis” was completed. The analysis considered characteristics such as traffic counts, aggregate buying power, business counts, sales levels, and land available for development in the areas surrounding 115 intersections in the planning area. The intersections with the most opportunity were located in the existing BID areas (Cesar Chavez and Historic Mitchell) and Main Street market areas (Lincoln Village and Silver City) as well as the intersection of 5th Street and National Avenue. See Exhibit 2.

A second Retail Cluster Opportunity Analysis was conducted to identify Near South Side sites with sufficient available land and highway access to qualify as potential regional shopping center sites. Several possible locations in the Walkers Point and Fifth Ward areas were identified using these criteria. Sites that held the most opportunity for larger scale development were concentrated along 1st Avenue, just north of National to Lapham Boulevard. In addition to the availability of vacant land and parking, the 1st Avenue corridor is easily accessible from I-94, which is necessary for such development to draw customers from outside the planning area.

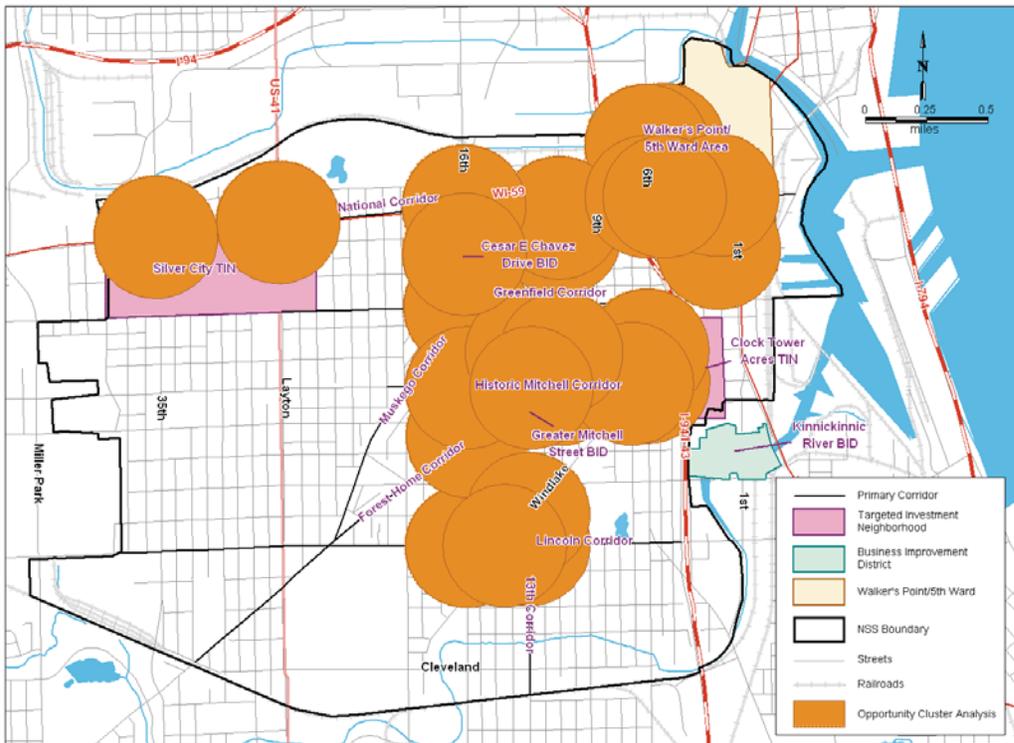


EXHIBIT 2: NEIGHBORHOOD RETAIL OPPORTUNITY CLUSTER - TOP 26 SITES

The market information points to three basic findings that are important to the economic development of the Near South Side. Addressing these findings will give the City and its community partners an opportunity to position the Near South Side for beneficial economic growth. Developers and other investors who also work to address these issues also have the potential to achieve strong, long-term rates of return.

1. Near South Side workers would benefit from a comprehensive program that integrates worker training, transportation, and placement, including shifts from temporary to permanent employment to meet the current demands of industrial employment.

This finding could be implemented by a not-for-profit organization such as Suburban Job Link, recently renamed Harborquest, of Chicago (SJL/H). Over more than 30 years, SJL/H has developed a holistic and integrated approach to employment training, temporary and permanent placement, transportation, and ongoing worker support. SJL/H provides or coordinates training along a broad continuum of need from basic literacy and English language instruction to associate degree programs. SJL/H places workers in temporary and permanent jobs, as an alternative to private companies that perform these functions. Unlike private contractors that typically penalize employers for hiring temporary workers on a permanent basis, SJL/H encourages and supports this transition. SJL/H also coordinates bus route and van pool transportation to worksites in cooperation with public transit agencies; SJL/H can provide such coordination effectively because the workers it places provide a base ridership for bus or van service.

Along with the programs of SJL/H, an initiative for industrial employment should consider how a number of cities have increased the utilization of employment training programs by placing a technical college satellite campus in a neighborhood shopping district of a community that particularly needs its services, such as the Near South Side.

To carry out a comprehensive worker program Near South Side community leaders should form a standing coalition that strives to enhance existing community-based programs for worker development and act as the community's advocate in integrating the application of regional worker training, placement, and transportation services to the Near South

Side. The coalition would need to determine whether it could achieve its objectives entirely through advocacy and the coordination of existing programs, or if it needed to form a new organization to implement an effective initiative for industrial workers.

2. Develop five neighborhood commercial districts to their full potential and plan a regional shopping center to meet the market needs and opportunities of the Near South Side.

Per the information summarized above, the Cesar Chavez and Historic Mitchell BID's, the Lincoln Avenue and Silver City Main Street Districts, and the intersection of 5th Street and National Avenue should be the primary neighborhood shopping districts of the Near South Side. While each of these districts has unique features, we recommend that all of these districts should be developed with some common principles, which are demonstrated by the 26th Street commercial district of the Little Village community of Chicago. Little Village is a predominantly Mexican-American community of more than 90,000 residents; its 26th Street business district includes about 900 businesses and generates more than \$1 billion per year in sales. Near South Side business districts are advised to follow these practices that have made 26th Street & Little Village highly successful:

- By serving the daily shopping needs of the local population, authentically preserve and present a cultural identity that will affirm residents' sense of place and help to attract thousands of visitors. Proclaim the district's identity in its plaza, gateway, and façade architecture, and in public art, and festivals.
- If necessary secure city, regional, state, or federal funds to pay for streetscape or public area improvements that are beyond the means of local merchant contributions.
- In early stages of development aggressively identify and rehabilitate or replace substandard buildings, if necessary through public receivership or purchase. (In later development stages market forces will enforce these standards.)
- Ensure a retail mix that meets the convenience needs of the surrounding neighborhood, if necessary through aggressive recruitment and public incentives.
- Build shared parking to conserve space and encourage walking through the district.
- Ensure public transit service to and through the district.
- Make multi-story, mixed use buildings the standard for district construction, in order to contribute to necessary intensity of use.

To pursue the market and site opportunities for a regional shopping center identified in this analysis, the City is advised to study, plan for, and (if research so indicates) foster the development of a regional shopping center in the northeast portion of the NSS.

3. *Preserve and develop dense market rate and affordable housing in residential areas surrounding neighborhood retail & service districts.*

The development of such housing is a necessary element in the effort to establish viable neighborhood retail districts. It is also necessary to meet growing housing needs in the NSS and to shield current residents from displacement through gentrification. In addition to the use of low-income housing tax credits and other mechanisms to establish affordable units, new owners and renters should be counseled by Neighborhood Housing Services of Milwaukee so that they can better manage the financing and maintenance of their homes. It should also be noted that the location of all these homes, within walking distance of a healthy neighborhood retail district, will help to lower the owners' combined housing and transportation costs and so make all the homes more affordable.

To further protect residents from gentrification, community leaders and the City are encouraged to establish a Community Land Trust (CLT) in the NSS. A CLT owns property and makes it available on a very long term lease (typically 99 years) to residents who will effectively own the property subject to certain restrictions. These restrictions include a cap on the level of appreciation that may be realized when ownership is transferred, a measure that effectively reserves a property as an affordable home permanently. The NSS can look to CLT operations in more than twenty cities, including a highly successful program in Madison, Wisconsin, as guides.

PUBLIC OUTREACH ACTIVITIES

Many public outreach activities were conducted throughout the planning process to gain valuable insights from residents, businesses, public and elected officials, faith-based community leaders and others. Common themes that emerged throughout the process include:

The following area assets were commonly mentioned:

- The availability of dining and entertainment venues.
- The presence of strong community-based organizations & programs.
- The area's cultural richness & diversity.
- The presence of historic architecture and resources.
- The availability of reasonably priced housing.

The following challenges were often identified:

- Lack of parking and traffic congestion.
- Lack of parks and green space.
- Crime and safety concerns, both real and perceived.
- Deteriorating public transportation.
- Lack of family sustaining jobs in close proximity to the Near South Side.
- Homes that are in disrepair.
- Rising housing costs and maintaining affordable housing.
- Increasing home ownership.
- Making sure new development is compatible with the area's existing character.
- Increasing the education levels of residents.
- Providing jobs and activities for youth.

The following opportunities were often discussed:

- Improve connections to the job and recreational amenities in the Menomonee Valley.
- Brand and market a "Latin Quarter."
- Create gateway markers at key intersections to distinguish the area.
- Enhance the existing commercial corridors.
- Expand public transportation options.
- Create new and diverse housing opportunities that meet the needs of Hispanic and other ethnic group families.
- Utilize tax increment financing for public amenities.
- Promote small and large scale mixed-use developments.

A summary of the public involvement activities is provided below.

ELECTRONIC COMMUNICATIONS

The Department of City Development (DCD) utilized electronic communications throughout the planning process to keep stakeholders informed. Information about the plan and plan documents were placed on the City's dedicated Website for the Near South Side Area Plan to provide easy viewing for the public. DCD also used eNotify to keep stakeholders informed via email.



BUS TOUR

The Near South Side project team conducted a bus tour of the planning area with members of the Contract Management Team and the Plan Advisory Group on June 14th, 2007. The day included a morning tour that generally covered the west side of the planning area and the afternoon tour generally covered the east side. Overall, 36 people participated in the morning and afternoon bus tours. Some of the key discussions that took place included:

- The Silver City Main Street District is undergoing revitalization particularly near the intersection of 27th Street and W. National Avenue. The area around S. 35th Street and W. National Avenue is also revitalizing, but at a slower rate. Many businesses in this area cater to the Hmong community.
- S. 35th Street contains two important neighborhood anchors, the Aldi grocery store at S. 35th Street and W. Greenfield Avenue and the El Rey grocery store at S. 35th Street and W. Burnham Avenue. These businesses create high volumes of traffic and bring in dollars to the local economy from residents within the area and from patrons outside the area. The businesses benefit from access to the regional Interstate system.

- The bus tour included a stop along Miller Parkway in West Milwaukee due to its proximity to the Near South Side neighborhood and the scale of the development. The former industrial area has been converted into a regional shopping district that is utilized by Near South Side residents. Retail stores include a Pick 'N Save grocery store, Menard's home improvement store and a multi-tenant commercial center.
- In 2004, the City of Milwaukee created TIF district 54 to create the Stadium Business Park. A development firm has since built multiple industrial buildings on the site that are doing well.
- Places like the Boys & Girls Club (and other community recreation and teen centers) are important to this area because it gives school-aged children somewhere productive to go and "stay out of trouble." It also provides needed recreational space and activities.
- The Cesar Chavez Business Improvement District has experienced recent developments that have been positive for the BID area including the new El Rey Supermarket, the Badger Mutual Insurance corporate headquarters and a new Walgreen's. Some challenges that continue to hinder the area include crime, lack of streetscape features, fast moving traffic, lack of parking and lack of pedestrian amenities.
- The Bruce Street corridor contains several historic industrial buildings. It also contains a community warehouse at S. 9th Street and Bruce Street that provides affordable building materials to the area that allows non-profits such as churches and social service agencies to make improvement to their properties.
- Historic Tax Credits are being used to rehabilitate buildings that have State and National Historic designations in the Walker's Point area. This area contains a mix of buildings with various architectural styles. National Avenue includes larger buildings that were originally department stores that served as neighborhood anchors. The side streets contain smaller two and three story buildings that once housed smaller "ma and pa" businesses.



- South Division High School contains the Mitchell State Bank, which is a unique public/private partnership that helps educate children and their parents about banking, not cashing. This is important for a neighborhood with many new immigrants who do not understand the banking system. They educate children in the schools to use banking who in turn educate their parents.
- Historic Mitchell Street has many historic anchors along the corridor including the Modjeska Theater, Schuster Department store and Goldman's. There are many thriving businesses along Mitchell Street and it is a destination for formal wear.
- The Lincoln Village is a Milwaukee Main Street and Wisconsin Main Street community. It is home to 117 different businesses. The original northern European architecture remains on most of the building facades in the neighborhood.
- The area has lost a lot of good paying jobs through the loss of manufacturing/industrial jobs over the years. The Rockwell Automation location started out as a manufacturing facility and is now home to more research and office positions. It is extremely important to the economic health and vitality of the neighborhood.
- The residential area of Historic Walker's Point is very stable and property values have been steadily increasing over the recent years. Crime is very low and there is a mix of long time owners as well as new home buyers in the area.
- The United Community Center provides educational, cultural arts, recreation, community development and health and human services programs for Hispanics and Near South Side residents of all ages. The center has grown to a full service organization serving more than 18,000 people per year.
- The establishment of a Latin Quarter is extremely important to the Near South Side. The area's restaurants and religious institutions are strong assets for the neighborhood and the area has had some substantial investments in recent years.
- The Fifth Ward area has seen many new developments in the recent years including the First Place on the River Condominiums, the Waterfront Condominiums, Water Street Lofts Condominiums, Castings Place Apartments, The Social restaurant and Alterra café.

STAKEHOLDER INTERVIEWS

At the beginning of the planning process a series of confidential stakeholder interviews were completed to gain in depth information about the planning area. The consultant team met with 21 individuals over the course of four days (August 13, 15, and 16, and September 9, 2007) that included local business leaders, elected officials, City of Milwaukee staff, residents and real estate professionals. Some of the comments that were provided included:

- The Near South Side is a dense area that is made up of hard working families that are very connected to their faiths.
- The area's racial and ethnic diversity is an asset, but can also create some challenges.
- The area is home to many new immigrants, some are legal and some are illegal.
- More active park space is needed and the existing parks should be improved.
- Crime hurts the area's quality of life. Safety should be improved through better surveillance, more police officers, and better street lighting.
- Promote economic development along existing commercial corridors and utilize the Main Street program in more areas.
- There are limited job producing industries in the area. Temporary agencies are busing workers to job sites. Need to find additional ways to connect people to jobs in adjacent neighborhoods and other communities.
- Implement fixed-route public transportation such as light rail, commuter rail and streetcar.
- Improve pedestrian safety with wider sidewalks and traffic calming.
- Improve the aesthetics and cleanliness of the area and beautify the streets.
- The Fifth Ward is becoming a unique mixed-use district with its own sense of identity.
- Parking in residential areas is difficult.
- Large portions of the housing stock are in disrepair and need attention.
- Provide quality affordable housing for renters and owners.
- Preserve historic areas.

FOCUS GROUP MEETINGS

A series of small group meetings were conducted to obtain more in-depth information on specific issues with targeted groups. On October 6, 2007, two meetings with residents were conducted. One meeting was with short-term residents who lived in the Near South Side for an average of 1.5 years and the other meeting was with long term residents who lived in the planning area an average of 18 years. On October 9, 2007, a similar meeting with faith-based leaders was conducted. The facilitators asked the participants the same questions and quantified their responses. Focus group participants were asked to rank issues from 1 to 10, with 1 being the worst score and 10 being the best score. Table 5 shows the results for these three meetings.

Issue	Short-Term Residents	Long-Term Residents	Faith Based Leaders	Average
Job Opportunities for Youth	5	4	3	4
Facilities/Activities for Youth	5	5	3	4
Small, Specialty Retail	5	5	5	5
Job Opportunities for Adults	6	6	3	5
High Schools	5	5	5	5
Housing Pricing	6	6	4	5
Big Box Retail	6	5	5	5
Housing Stock	6	6	5	6
CBO/Programs	7	6	6	6
Night Life/Entertainment	6	8	5	6
Elementary Schools	6	7	7	7
Dining	9	8	7	8

TABLE 5: FOCUS GROUP RANKINGS – SHORT- AND LONG-TERM RESIDENTS AND FAITH-BASED LEADERS

Job opportunities for youth and youth activities were the lowest scoring issues. Participants felt there are not enough activities and open spaces for youth and few places for youth employment are available. Dining and entertainment were some of the higher scoring items because of the abundance of these uses in the area. These groups also discussed many other topics including:

- The high volumes of traffic in the area are a safety issue.
- Safety at schools needs to improve. Gang members tend to hang out by school entrances and intimidate children.
- Some participants felt the area does not have many job opportunities. The majority of jobs available are temporary jobs that do not include benefits.

- The existing retail stores serve the area well, but need more variety is needed to provide every day goods.
- Many participants felt more green space and recreation areas are need.
- Crime and safety need to be addressed with more police presence.
- Some participants felt the Harley museum will help bring a positive image to the area.
- The housing is generally affordable, but prices may be rising too quickly.
- Some participants felt it is tough to raise a family in this area and are moving to other communities outside the city. While others felt it was a good place to raise their children and they hope their children will stay once they are adults.
- The area lacks cleanliness, has too many bars, and too much graffiti.
- When people move up the economic ladder, they often move out of the area.
- Slumlords are a problem.
- People are afraid of police due to their illegal immigration status
- The eastern side of the planning area could benefit from an organization like LBWN.
- The churches must play an important role in improving the area.

On October 10, 2007 a meeting occurred with Focus Group participants targeting Special Issues & Interests, such as: safety, employment, transit and retail. Focus group participants were asked to rank current issues from 1 to 10, with 1 being the worst score and 10 being the best score. Table 6 shows the results for the Special Issues group.

Issues	Average
Job Opportunities	6
Transit	6
Retail	6
Safety	5

TABLE 6: FOCUS GROUP RANKINGS – SPECIAL ISSUES GROUP

In general, focus group participants felt job opportunities in the Milwaukee region are readily available. However, access to jobs from the Near South Side is rather challenging. Participants felt the city has good public transportation, but it is disconnected from job opportunities outside the city. Participants also were concerned the existing public transportation infrastructure is eroding and

the cost of riding the bus is getting too expensive. In regards to retail, many participants felt the “ma and pa” shops are great, but more every day goods and services are needed especially in the central portion of the study area. Participants felt the Miller Parkway retail developments have improved shopping for the area, but more big-box and discount stores are needed. In regards to safety, many participants said they felt safe and that crime is not as bad as what people think. On the other hand, some participants talked about drug houses and gangs in certain areas and felt crime is affecting the area’s quality of life. Most participants felt more activities for children are needed including more after school programs and activities to improve crime.



COMMUNITY WORKSHOPS

A series of three public workshops were conducted to seek input on where new development should be located, to consider development needs by land use type and identify projects and initiatives that have catalytic effects. The workshops engaged groups of participants by interacting with and drawing on maps of the Near South Side. The first workshop was held at the Sacred Heart Center on February 21, 2008 and the second workshop was conducted at Comedy Sportz on February 26, 2008. The final workshop was conducted at the United Community Center on February 27, 2008. Advertisements for the meetings were provided in English and Spanish with over 60 individuals participating in the three workshops.

Each workshop conducted sessions for various land use types. A summary of the comments that were received for each land use category is discussed below.



RESIDENTIAL

During the workshops the attendees were asked where their favorite residential neighborhoods are located. The following five areas were commonly pointed out during the workshops:

- The single family residential neighborhood south of National Avenue and west of 2nd Street in Walker’s Point,
- The single family areas on the east and west sides of Kosciusko Park,
- The homes along Layton Boulevard from approximately Forest Home Avenue to Pierce Street (including the Frank Lloyd Wright designed homes),
- The area around 32nd Street and Becher Street, and
- The new modular single family homes in the Silver City area.



There were also several residential areas people suggested for rehabilitation including:

- 5th Street from Hayes Street to Maple Street,
- The area south of Lincoln Avenue from approximately 5th Street to 16th Street,
- A area surrounding Cesar Chavez Drive,
- A strip of mixed uses along Pierce Street from 27th Street to 32nd Street and
- An area along Pierce Street from 6th Street to 10th Street.

Attendees recommended the following six areas for new residential development:

- Multi-family condominium opportunities along Pierce Street from 27th Street to 28th Street,
- Multi-family and mixed use along Muskego Avenue from Lincoln Avenue to Greenfield Avenue,
- Mixed use along Lincoln Avenue from 10th Street to 18th Street,
- Mixed use along Mitchell Street from 5th Street to 18th Street,
- Mixed use along Cesar Chavez Drive from National Avenue to Greenfield Avenue and
- Mixed use along Pierce Street from 12th to 20th streets.

Three areas in the Walker's Point and Fifth Ward areas were recommended for conversion to medium density mixed-uses:

- The area east of the Soo Line Railroad from Greenfield Avenue to National Avenue was indicated as an area that could accommodate a mixture of uses including residential, park, business campus and an educational facility.
- The area from 2nd Street to Barclay Street and from National Avenue to Washington Street was indicated as an area to be converted to retail and residential mixed use.
- The area near 6th Street and Florida Street should be a mixed use focal point with row houses.

Some general development guidelines relating to residential included, locating multi-family near commercial areas, focusing on rehabilitation of existing housing, providing middle class housing opportunities, preventing illegal building divisions, promoting home ownership, providing family-oriented housing options, requiring a four story maximum outside of the Walker's Point and Fifth Ward areas, providing mixed market rate affordable housing, and providing quality property maintenance and enforcement. Specifically for the Walker's Point and Fifth Ward areas, participants recommended focusing densities near the river area, maintaining current building heights, making sure new development is compatible in scale to existing development and preserving the existing single-family areas.



PUBLIC PARKS AND OPEN SPACES

In general, participants indicated a need for improving the existing parks in the Near South Side such as Mitchell Park and Kosciusko Park. In particular, they suggested improving walking trails and pedestrian lighting, adding ice skating, and other family friendly activities (i.e. horseshoes, shuffleboards and checkers). Also, participants provided locations for potential new parks including:

- A pocket park near the residential area south of Greenfield Avenue and west of 1st Street,
- A small central park near the intersection of Mitchell Street and Muskego Avenue,
- Add plantings and grass to existing concrete playgrounds at schools and
- Create a larger open space area with athletic fields at the area known as the Reed Street Yards.

Many participants felt the existing trail network in the Near South Side should be expanded. Some examples included the area along the Kinnickinnic River, the 1st Street Corridor, the area along the southern canals in the Menomonee Valley near 16th and Bruce Street, and green strips with trails along the Milwaukee and Menomonee Rivers in the Walker's Point and Fifth Ward areas.

INDUSTRIAL

The industrial discussion focused on areas that should be preserved for industry and areas that should be converted from industrial to other uses. In general, most participants felt industry was not appropriate within the Near South Side boundaries due to the presence of residential areas and the lack of land available. Most participants felt the industrial and warehouse areas in Walker's Point and Fifth Ward should continue converting to other uses. However, participants recognized the

need to maintain nearby industrial and job areas to support the vast workforce in the Near South Side. Participants also recognized that transportation access to jobs in other portions of the city and outside the city is critical and needs to be improved.

Participants identified three industrial areas that should be preserved:

- Rockwell Automation’s corporate headquarters near 1st Street and Greenfield Avenue;
- A small industrial area west of 27th Street and south of Cleveland Avenue; and
- The area south of Greenfield Avenue, west of 38th Street and north of Burnham Street.

The following six industrial areas were identified as areas to be converted to other uses:

- The area north of Pierce Street from 27th Street to 38th Street,
- The east side of 1st Street from Greenfield Avenue to Lapham Boulevard,
- The east side of 1st Street from National Avenue to Florida Street,
- The area north of Florida and east of Barclay towards the Milwaukee River,
- The area near Florida Street between 2nd Street and 6th Street, and
- The Reed Street Yards.

There were three locations that had no clear consensus and a mix of recommendations was provided by participants. Specifically, the area on the east side of 1st Street from Greenfield Avenue to Washington Street, the area south of Florida Street and east of the Soo Line Railroad, and the area along the Kinnickinnic River north of Greenfield Avenue near the Port. Some participants felt these areas should be converted to other uses while other participants felt they should be preserved for industrial uses.

Many participants felt the Solvay Coke site and the land to the south along the Kinnickinnic River to Becher Street should be preserved and enhanced for job opportunities and mixed-uses even though it

is outside the planning area. Specifically, participants suggested targeting green industries, research and development firms, educational facilities, and mixed commercial and residential uses. Some participants felt this area could also be appropriate for a high-rise development.

Some general guidelines included preserving the historic architecture, providing and maintaining public access to waterways, preserving quality small businesses and providing transit access to jobs (i.e. fixed rail or bus).



COMMERCIAL

In general, most participants indicated all the primary commercial districts need improvements. Physical improvement that were suggested included: improving the pedestrian realm, adding streetscaping and street trees, fixing facades, improving lighting, improving security, making parking more convenient and providing better parking directional signage. Other improvements suggested by participants included: consolidating business locations, increasing night life options, adding more retail options, providing convenience and everyday use retailers and building parking structures with two to four stories near Cesar Chavez Drive.

Participants identified several locations to focus branding and marketing initiatives to draw in more customers. The areas included: Cesar Chavez Drive, Historic West Mitchell Street, Silver City and the area around National Avenue and 5th Street. For Silver City participants recommended branding the area as an Asian and International dining and entertainment destination. For 5th and National, many attendees felt this area should become known as the Latin Quarter with a mix of uses such as restaurants, theatres, shops, gift stores, and, parking structures that draw from the entire metropolitan region. For Cesar Chavez Drive participants suggested promoting it as a local Hispanic corridor while other felt this was the logical location for the Latin Quarter.

The potential for new developments was suggested on a few sites. Specifically, participants recommended developing the parking lots at the rear of properties along the Mitchell Street corridor, placing a farmers market at the intersection of Mitchell Street and Muskego Avenue and developing the northwest corner of 27th Street and National Avenue. Many people also agreed that Muskego Avenue should be converted from a commercial corridor into a predominately multi-family residential or mixed-used area. The 1st Street corridor was suggested for neighborhood scale and destination retail. This corridor was also determined as the most appropriate location for larger format retail users if they were respectful to the urban character of the area.

TRANSPORTATION

Maintaining and improving transit access in the Near South Side was very important to participants. Workshop attendees identified several current key transit corridors within the Near South Side. They included 1st and 2nd streets, Cesar Chavez Drive, and National, Greenfield and Forest Home avenues. When asked about fixed-route transit such as light rail or streetcar, participants felt Layton Boulevard, National Avenue, 1st Street and Cesar Chavez/Muskego Avenue were the best routes. Many participants also stressed the need to focus transit in the center of the area and consider a multi-modal transit hub in a central area.

Participants felt the local streets need to be maintained better and identified several arterials that could benefit from traffic calming measures and overall improved organization. Specifically, participants felt Bruce, Pierce, 5th and Mitchell streets, Layton Boulevard, and Greenfield Avenue would benefit the most from traffic calming. In addition, participants identified several problem intersections throughout the Near South Side where left hand turn movements are a problem for vehicles and pedestrian crossings are unsafe. Problem intersections were most commonly identified on Lincoln and National avenues and Mitchell, Pierce and 1st streets.

Two new roadway connections were suggested. They included a connection from Canal Street with Pittsburgh and a connection from Plankington Avenue with 2nd Street. Also, participants felt 1st Street should be maintained as a faster moving arterial, but it requires better organization with more clearly marked lanes. On the other hand, participants felt 2nd Street should have slower moving traffic and cater to the pedestrian.

Multiple locations for parking structures were suggested in the Walker's Point and Fifth Ward areas including the northeast corner of Pierce and 5th streets, the northwest corner of Walker and 6th Street, the northwest corner of Oregon and 3rd Street, the northwest corner of Pittsburgh and 3rd Street, and the east side of Barclay Avenue between Oregon and Florida.



PUBLIC OPEN HOUSE

A public information meeting was conducted at the Harley Davidson Museum on March 17, 2009 to present the draft plan to the general public and interested stakeholders. Over 140 people attended the meeting, representing area residents, businesses, community organizations, and elected officials. The meeting was conducted in an open house style format and ran from 3:00 to 7:00 p.m. A presentation that summarized the plan's recommendations was given at approximately 3:30 and 5:30 p.m.

Exhibit boards, copies of the draft plan and a summary of the plan's recommendations were available for public comment and review. Planning staff was available to discuss comments and questions about the plan with the public. All comments were reviewed after the meeting and adjustments to the plan were made where necessary.

COMMUNITY HOUSEHOLD SURVEYS

The household survey included a total of 178 respondents. Of that total 167 filled out the English version, 10 completed the Spanish version and 1 participant completed the Hmong version. All percentages are based on number of respondents who answered each particular question (not all respondents answered all questions). In instances where percentages do not total 100%, respondents could select all choices that applied.

A majority of respondents (70%) were residents of the Near South Side, while approximately 1/3 (31%) do not live in the area. Many participants were building/property owners (68%) or business owners (24%). Approximately, 19% of respondents

were neighborhood organization representatives or members. Of those who selected the type of property they own, 72% own residential, 24% own commercial, and only 4% hold industrial property.

The four neighborhoods mentioned in the survey are fairly evenly represented in the survey – 24% of respondents reside west of 20th & north of Burnham, 20% live east of 20th & north of Burnham, 22% reside west of 20th & south of Burnham, and 24% live east of 20th and south of Burnham. Only 10% live outside of these neighborhoods.

Residents of the Near South Side were asked a series of questions regarding their history, and living/shopping choices and habits.

- The largest percentage (40%) have lived in their neighborhood over 20 years. The smallest percentage (13%) have lived in the neighborhood 3 – 5 years. Overall, a larger percentage of residents (70%) have lived in the area for a relatively extended period of time – 6 years or more. Thirty percent have lived in the area for 5 years or less.
- Sixty-nine percent of resident participants own their homes in the Near South Side. Thirty-one percent rent.
- It appears that residents who live in the Near South Side are more concerned with basic economic issues as opposed to quality of life concerns. While they chose a variety of reasons for living in their neighborhoods, the two most popular were affordable housing (40%), and a reasonable cost of living (32%). The least popular reasons were proximity to job training facilities (1%) and access to social services (6%). Interestingly, only 9% chose safety and security as a main reason for living in the area
- A majority of residents (51%) have no children. The second largest percentage (39%) have one or two children, and only 11% have 3 or more.
- Many respondents (78%) use a car or truck to get to work or school. Even so, a substantial percentage (40%) do use other modes of transportation, including bus, bicycle, car or van pooling, and walking.
- When they go grocery shopping, a majority of residents (87%) most often drive themselves. Thirty-five percent walk or use the bus often or sometimes, and only 2% take a taxi. Of those who walk or use the bus, 30% use the bus, and 75% walk.
- An analysis of general merchandising trips (for clothing, household goods, etc.) reveals similar trends. Ninety percent of residents use a car or truck for these excursions. A similar percentage use the bus (5%), and 11% walk. Five percent use a bicycle to shop. While a majority of residents use cars or trucks for their shopping needs, the responses suggest that alternatives are important.

Fifty-six percent of all respondents work on the Near South Side. The highest percentage of participants (39%) work west of 20th and north of Burnham, while the lowest percentage (8%) work east of 20th and south of Burnham.

The most common primary languages used by survey respondents are English and Spanish. Eighty percent list English as their main language, while 12% consider Spanish their primary language. Two percent of respondents are primarily bilingual, and 6% utilize a variety of other languages (Hmong, Indian, Laotian, Thai, Chinese, Turkish). Twenty-one percent of respondents list English as a secondary language, 32% use Spanish, and 13% use other secondary languages (Croatian, Czech, French, German, Hmong, Italian, Laotian, Thai, Polish, Portuguese, and Serbian). Thirty-four percent do not use a second language.

Respondents generally feel that almost all commercial corridor elements are in need of some improvement, excluding the availability of sidewalks. Sixty-four percent feel there are plenty of sidewalks in the Near South Side. Eighty five percent believe the cleanliness of streets/sidewalks needs some or significant improvement, 85% think storefront appearances need help, 72% believe business signage is not adequate, 75% would like to see streetscape improvements, 53% would like more clearly defined crosswalks, 67% would like to see more accessible parking, 60% feel bike racks could be improved, and 80% think police presence/security needs attention.

The most common business patronized by survey respondents in the Near South Side include grocery stores (84%), gas stations (82%), sit-down restaurants (70%), fast-food restaurants (62%), and pharmacies (55%). The least visited businesses are daycares (5%), special event clothing stores (7%), and sporting goods stores (8%). When considering that 51% of residents have no children, it makes sense that daycares are the least patronized businesses in the area.

While there are a good variety of businesses in the area, thirty-nine percent of respondents would like to see more movie theatres, followed by bookstores (35%), sit-down restaurants (35%), large department stores (31%), and hardware/home improvement stores (28%). Sporting goods stores rated last (only 3% of residents chose this option).

Respondents would use local businesses more often if:

1. Storefront conditions were improved (59%)
2. An increased variety of stores/products was offered (54%)
3. Convenient parking options were available (46%)
4. Stores were cleaner (43%)
5. Quality of products being sold was higher (40%)

Participants feel the following would help improve the Near South Side community:

1. Increased home ownership (75%)
2. Improved quality of existing buildings (68%)
3. Increased property maintenance/increased code enforcement (67%)
4. Increase block watch efforts (57%)
5. Increased employment opportunities (50%)

Participants feel the following would negatively impact the Near South Side:

1. Increased density of population (51%)
2. Decreased transit options/service (46%)
3. Increased industrial uses (25%)
4. Decreased density of population 23%
5. Rezoning industrial land to another use - e.g. commercial (21%)

IMAGE PREFERENCE SURVEY

The Image Preference Survey (IPS) is a planning technique that helps interpret how respondents would like their neighborhood to look and feel in the future. Seventy-five images from the neighborhood and elsewhere depicting various types of residential, industrial and commercial development, public space and parking areas were

projected on a screen. The audience was asked to rate the image between 5 and -5, with a 5 being the most positive and a -5 the most negative based on whether the person liked the image and whether they believed that type of land use shown was desirable for their neighborhood. After the scoring of the individual images, the participants discussed why they preferred certain images to others.

A total of nine IPS sessions were held in the Near Southside from November 2007 to January 2008. Respondents ranged in age from high school students to senior citizens, and belonged to various ethnic groups (mainly Hispanic, Asian, and White). A total of 155 IPS survey forms were completed during the sessions.

The following sections summarize the results from each of the categories (e.g., Residential, Commercial, and Industrial) and highlight some overall themes from all of the images.

RESIDENTIAL IMAGES

The highest rated residential image in the survey was Image 1 shown below. It is a new, multi-family development along the Milwaukee River in Downtown Milwaukee. The second highest-rated image was Image 2, a large single-family home. Although the images represent different housing types, they both show well-maintained properties with attractive green space, both of which are important to residents in the Near Southside.



IMAGE 1.



IMAGE 2.

Different age groups preferred slightly different residential images. Image 3 below was the highest rated residential image for the Under 18 age group. This group generally preferred smaller, single-family homes. Image 4 below was the highest rated image for the over 60 group. It is also represents smaller, single-family homes. The oldest age group (over 60) rated residential images very high compared to other categories. In the senior group, five of the six highest-rated images overall were from the Residential category. With all of the age groups taken together, none of the top six images overall were from the Residential category.



IMAGE 3.



IMAGE 4.

COMMERCIAL IMAGES

The Commercial images that rated highest were ones that showed clean and well-kept storefronts with identifiable entrances, and signage that enhanced the architecture of the building. Convenient parking was also a factor in how an image rated. Images 5 and 6 below, the highest rated Commercial images in the survey, illustrate these principles.



IMAGE 5.



IMAGE 6.

The above images represent newly constructed, larger-scale commercial with ample parking. However, older buildings in a dense urban environment can also be attractive to residents of the Near Southside. Images 7 and 8 below show two rehabbed buildings that rated well. They show storefronts that are well-kept and attractive, with signage that is well-proportioned to the building and to pedestrians.



IMAGE 7.



IMAGE 8.

Commercial images that performed the worst in the survey were ones that turned their back to the street and pedestrians, and/or were obviously not kept up by their owners. Guilty of these principles are Images 9 and 10 below – they were not only two of the lowest rated images in the Commercial category, they ranked very low out of all 75 images.



IMAGE 9.



IMAGE 10.

As a category, Commercial images generally did not rank very well. Even the highest rated Commercial image barely made the top 20 of all 75 images. And, as mentioned, the worst Commercial images were some of the lowest rated images in the entire survey. The low scores could reflect the reality of an area in decline, the physical image of a once thriving commercial area.

INDUSTRIAL IMAGES

The images shown below (Image 11 and 12) were the two highest rated industrial images in the survey. Both are well-maintained urban buildings with pedestrian amenities – one with a sidewalk and attractive streetscaping, the other with a riverwalk.



IMAGE 11.



IMAGE 12.

As a group, the Industrial images did not rank well. The highest rated industrial image (Image 11 above), ranked only 27th out of the 75 images. As with the Commercial category, poorly rated industrial images (e.g., Images 13 and 14 below) were amongst the lowest rated images in the entire survey. Image 14, the lowest rated industrial image in the survey, has some similarities to the highest rated industrial image – they are both older, brick structures located on a traditional street grid. The large discrepancy in ratings is likely do to cosmetic factors such as tidiness, good architectural design, quality of fenestration, and overall attractiveness. Image 13 likely also suffered in the ratings due to similar factors.



IMAGE 13.



IMAGE 14.

SIGNAGE

Participants liked signage that was neat, orderly, without much visual clutter. The two highest rated signs (Images 15 and 16) express these concepts in different ways. The mounted hanging signs in Image 15 are simple, pedestrian-scale signs that relate well to the architectural characteristics of the store fronts. The monument sign in Image 16 is mainly for automobile traffic, but it is still easy to read without much clutter, and is visually appealing. Respondents liked that the signage was contained in one area, with a single source of light.



IMAGE 15.



IMAGE 16.

By comparison, Image 17 which shows a series of large signs, likely performed poorly in the survey because of the visual clutter that occurs from having a series of signs along a street edge. Image 18 suffered in the ratings from its lack of upkeep, even though it is a newly constructed sign.



IMAGE 17.



IMAGE 18.

As with other categories in the survey, respondents rated the images in the Streets and Sidewalks category that appeared well-maintained and included attractive greenery. The picture of the roundabout on the Near Southside (Image 19) includes the newly constructed bridge, a nicely paved street, and a well-manicured median. Similarly, Image 20 shows a sidewalk with attractive greenery on both sides of the pedestrian right-of-way, along with clean pavement and building façade. Also, Image 20 displays a nice transition area between the public and private realms, and offers residents of the units some semi-private, defensible space.



IMAGE 19.



IMAGE 20.

The two most highly preferred parking images (Images 21 and 22) illustrate very different approaches to dealing with parking on the Near Southside. Image 21 shows an expansive parking lot, common to strip malls, big-box retail, and other large-scale development. Image 22, by comparison, shows angled street parking more common in dense, urban environments. Parking images as a whole were not highly rated. However, conversations with area stakeholders suggest that parking is an important issue in the area, and more is needed to better serve residents and businesses.



IMAGE 21.



IMAGE 22.

The three Transportation images shown in the Image Preference Survey were all of rail transit, and they all were very highly rated. Image 23 shown below was rated the highest of the three Transportation images – it ranked 7th overall in the survey. All three Transportation images were in the top third of most well-liked images overall.



IMAGE 23.

SUSTAINABLE TECHNIQUES

In the category of Sustainable Techniques, participants were shown images of areas that had been developed using techniques to mitigate stormwater management, reduce the heat island effect, and support energy efficiency. The parking area of pervious pavement was the second-highest rated image overall, whereas the channelized riverbed on the right was one of the lowest rated images in the survey. Clearly, there was strong support from the participants for redevelopment using sustainable practices.



IMAGE 24.



IMAGE 25.

PARKS AND OPEN SPACES

The images in section followed a similar pattern to Sustainable Techniques, and to the images in the survey overall. Images 26 and 27 both show public spaces that are highly landscaped with vegetation that is very well-maintained. Included in both pictures are benches and other amenities for people to linger and enjoy the natural environment. These two images ranked first and third overall, suggesting that such places are highly desirable on the Near Southside.



IMAGE 26.



IMAGE 27.

THIRD PLACES

“Third places” were introduced at the IPS sessions as places where people can informally gather, socialize, and hang out. Images 28 and 29 were the highest rated images in this category.



IMAGE 28.



IMAGE 29.

NATIONAL DEVELOPMENT MODELS

During the analysis phase, the planning team researched several national development models to demonstrate how other communities are addressing challenges similar to the Near South Side. The following sections summarize the models that are applicable to the Near South Side.

PUBLIC PARKS AND OPEN SPACES

Public parks from Portland Oregon and San Francisco, California were reviewed as development models because they are good examples of how green space can be woven into the fabric of an existing urban area. The examples also demonstrate how valuable these spaces are to creating a sense of community. The examples include both publicly and privately owned and maintained parks that are open to the public.



JAMESON SQUARE, PORTLAND, OR

Jameson Square is a public gathering place that creates a center of activity. It includes a water fountain, public art and WiFi services. It is less than one acre in size.



TANNER SPRINGS PARK, PORTLAND, OR

Tanner Springs Park is small open space that is less than 1-acre and is easily accessible to residents. It includes walking paths, landscaped areas and public art. This park is maintained by a group of volunteers called the Friends of Tanner Springs.



VICTORIA MANALO DRAVES PARK,
SAN FRANCISCO, CA

The park was developed along a narrow block on the site of a former elementary school that relocated across the street. The park includes a ball field and a basketball court as well as an area for picnic tables, a community garden, and children's play equipment. Students from the adjacent school use the park for physical education and recess. The design of the park emphasizes the community's desire to add greenery with ample trees and shrubs.



MISSION CREEK PARK (WEST END),
SAN FRANCISCO, CA

Mission Creek Park is part of a large redevelopment area that was a former rail yards. The park required a bold design because it is directly beneath the concrete piers of Interstate 280. It caters to the need for active recreational space and includes basketball, tennis and volleyball courts and a fenced dog run area. A kayak launch is also planned. Mission Creek Park is managed by a private firm.

AFFORDABLE HOUSING

An affordable housing example was chosen because the relatively low incomes of the residents in the Near South Side will require the addition of new subsidized housing units to accommodate the increasing population in appropriate locations. The project demonstrates how quality affordable housing units can be incorporated into an neighborhood and enhance a commercial corridor.



TOUSSAINT SQUARE, MILWAUKEE, WISCONSIN

Toussaint Square, a \$4.8 million quality mixed use project, is located on the corner of 35th Street and North Avenue in Milwaukee. The project was developed by the North Avenue Community Development Corporation and provided 23 new subsidized two and three bedroom apartments and 15,000 square feet of first floor commercial space. Rents for the apartments range from \$500 to \$650 per month and target families with annual incomes between \$20,400 and \$43,560.

HOUSING PROGRAMS

The Near South Side has an old housing stock that is in need of rehabilitation in many areas. The area also has a higher renter occupied rate and could benefit from programs that add new infill residential homes and promote home ownership. Housing types that are suitable for larger families that often live with extended family would also benefit the Near South Side that have many young, relatively large family sizes.



LINDSEY HEIGHTS, MILWAUKEE, WI

The Lindsey Heights neighborhood revitalization program began in 1997 as a cooperative effort between the City of Milwaukee and the Wisconsin Housing and Economic Development Authority (WHEDA) to encourage market rate home ownership in the north central portion of the city. Participants are sold a vacant city-owned lot for \$1 and are given a \$10,000 forgivable loan. WHEDA provides low fixed rate interest loans to program participants. Buyers must agree to occupy the homes for at least five years and the homes cannot be rented. In addition to the new single-family homes, hundreds of existing units have been rehabilitated.

FLEXIBLE HOUSING

Universal housing is an approach to the design and build of homes that are energy efficient, well-designed, affordable, adaptable, healthy and safe. Most importantly, these homes can physically grow and adapt to meet the changing lifestyle needs of singles, families, seniors and extended families under one roof.

Universal housing is pre-planned for subdividing, so that as needs arise, moveable walls, living units and pre-wired and plumbed sections are ready to accommodate changes with flexibility and efficiency. Being able to subdivide one unit into two or the reverse offers households' important choices regarding added income, the growing or shrinking of household size, and helping the elderly age in place.

NEIGHBORHOODS OF CHOICE – THE HEALTHY NEIGHBORHOOD INITIATIVE, MILWAUKEE, WI

Healthy Neighborhoods is an idea that is organized around a set of values: engaging neighbors, positioning a neighborhood as a good place to live,

making physical improvements that raise the overall standard of how an area looks, and encouraging prospective homeowners to buy in the neighborhood.

This community development approach emphasizes nurturing strengths rather than focusing on an area's weaknesses. In 2006, the Healthy Neighborhood Inc. partnered with the city and local foundations to establish five Healthy Neighborhoods, including Layton Boulevard West Neighbors. Charlotte John-Gomez, past director of LBWN, explained that the strategies learned helped establish a better overall neighborhood impact.



SHARED/LIVABLE STREETS

Shared or livable streets are designed to be slow moving streets that accommodate all users from vehicles to pedestrians. Shared streets use traffic calming measures such as varying pavement types and bump outs to slow vehicular traffic. They generally eliminate curbs so pedestrians can walk freely and are safe for children to play. Parking is generally allowed at intermittent areas to avoid an over concentration of vehicles in the street. A shared/livable street could be appropriate for some residential areas within the Near South Side where there is a large need for more public spaces for children to play and a need to mitigate the numerous vehicles on the street. The shared street concept has been used around the world in Europe, Japan and the United States.



NEAR SOUTH SIDE
AREA PLAN

SAFETY PROGRAMS

The public involvement process highlighted crime and safety a real and perceived problem for some areas in the Near South Side. People often talked about alleys as a source of concern as criminals are able to be out of site. As a result, an example on alley gating and greening is provided as a way to alter the physical environment to improve resident safety.



ALLEY GATING AND GREENING PROGRAM,
BALTIMORE, MD

A group of Baltimore residents on the Luzerne/ Glover block were frustrated with the continuous crime occurring in their alley. Residents began working with the Ashoka's Community Greens citizen organization and other partners over four years to allow residents to gate and green their alleys. In 2007, the city of Baltimore passed an ordinance that transforms blighted alleys by allowing alley gating and greening. The ordinance requires the consent of residents and provides two choices. Residents can gate the alley to limit noise, littering, loitering and vehicles or they can take it a step further and turn their alleys into a green space. The program is run through the Baltimore Department of Public Works who evaluates and processes proposals. To be eligible alleys must be primarily adjacent to residential structures and no longer needed for through vehicular or pedestrian traffic. All improvements are paid for by the residents.

MIXED-USE DISTRICTS

In response to some of the changes occurring in the Fifth Ward and the Walker's Point areas of the planning area, an example of a mixed-used district in Minneapolis were reviewed to see what types of tools and processes were used to make this area successful.



RIVERFRONT DISTRICT – MINNEAPOLIS, MN

The Riverfront District is located along the Mississippi River just north of downtown Minneapolis. The district was historically a flour milling district that became underutilized and blighted by the 1960's. Over the past three decades, a large redevelopment effort that included many public and private partners transformed this area into an active mixed use district. A redevelopment plan was created to set a vision for the area, barriers to private development were removed, infrastructure was put in place and assets such as parks were created to attract investment. Incentives such as assembling properties and financing programs were also used. At the same time the redevelopment efforts emphasized the area's history and connection to the Mississippi River.

Nearly \$299 million of public resources have leverage over \$1.56 billion of private investment. Almost 4,400 new housing units have been completed and over 1,000 more are planned. The area has also preserved 8,300 jobs and gained an additional 1,400 new jobs. Approximately 4.3 million square feet of office, commercial and industrial space has been added to the Riverfront District. The city has also promoted affordable housing units by requiring 20% affordable units for any projects that receive city assistance.

RETAIL CORRIDORS

The Near South Side has several retail corridors that are in various states of redevelopment. Two examples of retail corridors were researched that could be applicable to the Near South Side.



LITTLE VILLAGE, CHICAGO, IL

Little Village is an example of a highly successful Hispanic retail corridor in an urban area that has worked to pool its resources to create an identity and improve the well being of its community. The area contains over 1,000 businesses and attracts visitors and residents from all over Chicago. The Little Village Chamber of Commerce takes the lead on promoting the area's economic development. The Little Village Community Development Corporation also works to improve the lives of residents in this area through a series of economic and social programs and initiatives.



W. NORTH AVENUE, CHICAGO, IL

The W. North Avenue business district is an example of how mainstream national retailers can fit into an urban environment with multi-story buildings, shared parking structures and quality architecture and site design that maintains the urban fabric. Often these types of retailers are only available in suburban areas, making it difficult for city residents to access these goods. This area provides the types of goods and services that people demand in a location that is accessible to pedestrians and transit users. National chains often act as anchor stores that draw people to the area, which allows other local or regional stores to thrive in the area as well.

DISTRICT MARKETING

The market analysis and the public outreach activities identified the need to market the Near South Side's primary commercial corridors to attract customers from the region. The marketing efforts of two examples from other states were reviewed. The key element to initiate and implement district marketing is a single entity that is in charge of activities.



LODO - DENVER, CO

LoDo is the lower downtown area that was historically the birthplace of Denver. Today it is a vibrant mixed use district that contains shopping, restaurants, businesses and residential units. LoDo District, Inc. is a membership organization that supports LoDO with marketing and other initiatives. These use marketing tools such as a twice monthly E-newsletter, a printed newsletter and an online events calendar and listing of businesses.

MEXICANTOWN - DETROIT, MI

Mexicantown is the Hispanic community on the southwest side of Detroit. The Mexicantown Community Development Corporation promotes economic development within this area to eliminate blight, foster entrepreneurship and create job opportunities for residents. The area is made up of a mixture of art, entertainment, food and cultural establishments. Among other tasks, the Development Corporation, actively markets the area to the southeastern region of Michigan. The marketing includes efforts such as festivals, culinary walks, art education programs, social events, school group tours, and lectures.