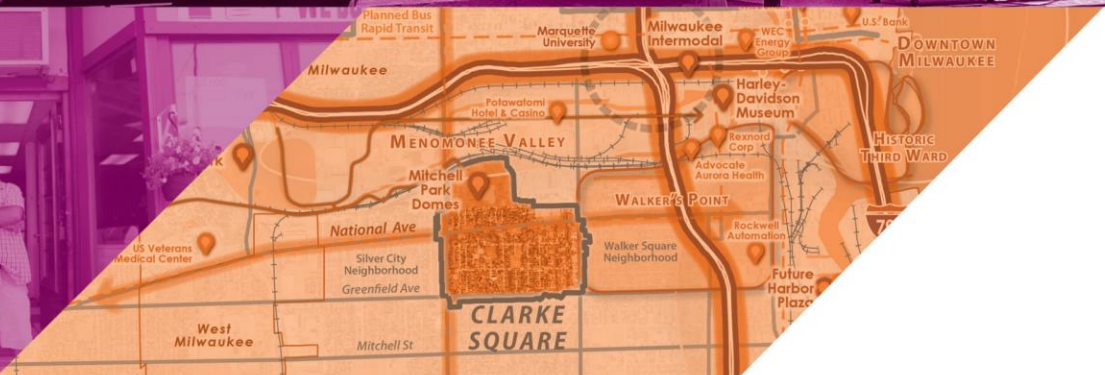


# COMMERCIAL MARKET ANALYSIS FOR THE Clarke Square Neighborhood

August 31, 2019



# Table of Contents

• Acknowledgements	3
• Executive Summary	5
• Introduction and Project Objectives	11
• Assets and Opportunities	13
• Stakeholder Input	38
• Demographic Analysis	41
• Commercial Market Analysis & Findings	47
• Retail Gap Analysis	58
• Guiding Principles and Creative Strategies	69



# Acknowledgements

# Acknowledgements

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# Executive Summary

# Executive Summary

**Introduction and Project Objectives:** The recommendations contained in this report will be used to promote neighborhood-building initiatives and to support current residents in lifting up the neighborhoods from within. Other high-level objectives for this market analysis include uncovering market and demographic trends affecting the community with a focus on commercial/retail development; considering place-based development opportunities and identifying priority areas and sites.; building upon existing assets and recent project momentum; identifying under-served markets and niches in the community; and promoting equitable and inclusive development and businesses that reflect the neighborhood as part of LISC Brew City Match program.

**Study Area Context, Assets and Opportunities:** Clarke Square is surrounded by opportunity. Given its close-to-everything location within a thriving region, there is real potential for investment and resources in this area that can benefit neighborhood residents. Just minutes from the Marquette Interchange, the area has convenient access via the interstate system to major regional employment centers and offers quick access to Milwaukee Mitchell International Airport. Clarke Square is close to numerous economic assets that immediately surround the neighborhood – including regional destinations and key employers.

Major corridors such as Cesar Chavez Drive, Layton Boulevard, National Avenue, and Greenfield Avenue characterize and define the Study Area and also connect it physically and economically to surrounding neighborhoods. It is also connected to the city and regional bicycle network via the Hank Aaron State Trail. People visit this neighborhood for unique destinations on Chavez Drive, but many also pass through on their ways to destinations outside of the neighborhood. In concert with strong regional assets, Clarke Square's near south side location and established local assets could be capitalized on to build the commercial market within it. The Clarke Square neighborhood is also home to numerous other assets that make it special – local schools and faith-based communities, distinctive commercial corridors, community and nonprofit organizations, community leaders, and a diversity of housing types.

# Executive Summary

**Demographic Analysis:** The neighborhood is today home to about 8,000 people and 2,400 households, about 2.5 times higher than the City of Milwaukee average and about 4 times the Milwaukee County average. The median age and average family size in Clarke Square are much lower and higher, respectively, than the City and County, and multigenerational households and those with children are also far more prevalent than in these comparison areas.

Clarke Square is also one of Milwaukee's most diverse neighborhoods. Latino and white residents are most prevalent, with substantial black and Asian populations as well. Residents of Hispanic origin (of any race) are a large majority, and the neighborhood's bilingual culture and proportion of Latino-owned and oriented businesses reflecting this residential base. The neighborhood reflects a range of incomes, as the area struggles with entrenched poverty but also contains many households of working and middle class means.

**Stakeholder Input:** In-person stakeholder meetings were conducted on June 2019. Consisting of one group discussion and several one-on-one interviews, these meetings focused on the overall economic climate, opportunities to strengthen the retail climate, and ways to attract desirable forms of development. Main themes that emerged included a desire for more low-cost youth activities, hangouts, and jobs, capitalizing on population density and aggregate resident spending power, beautifying key corridors and destinations (National Avenue, Clarke Square Park) to promote public safety and attract development, building on concentrations of non-profit and faith-based organizations and a burgeoning arts scene, maximizing neighborhood benefit from new Cristo Rey High School and planned Mitchell Park Domes Campus improvements, and further capitalizing on the area's reputation as Milwaukee's top Latino-owned business district to attract additional businesses that complement existing offerings.

# Executive Summary

**Commercial Market Analysis:** Commercial uses of any type constitute about 15% of Clarke Square and are concentrated along the key corridors of National Avenue, Chavez Drive, and to a lesser degree Greenfield Avenue, each of which carries significant traffic to and from downtown (16<sup>th</sup>/Chavez) and east-west from the lakefront and Walker's Point (National and Greenfield). The Chavez Drive BID in the blocks immediately south of National offer destination appeal for authentic Hispanic restaurants, groceries and other retail goods. Other current retail and commercial offerings are primarily neighborhood-serving, with the most common including a variety of restaurants; service providers; religious organizations; convenience stores; cell phones; financial, payday loan and insurance providers; clothing/accessory stores; and beauty salon/supply stores. Outside of the BID, long-term vacant commercially-zoned lots and buildings in the neighborhood are relatively scarce, representing less than 1% of all commercial property by acreage and building square footage in all of Clarke Square. However, some structures (such as the industrial buildings in the 2100 block of National) may be significantly underutilized.

**Retail Gap Analysis:** Specific retail segments that may have some potential for new locations within the Study Area, depending on the size of the store, include auto parts, home and garden, clothing and shoes, and jewelry. Specialty goods and services, such as pet grooming and beauty parlors, also offer potential based on local and national trends, as do additional Latino-focused and Spanish-language service providers. Current economic conditions may create challenges in attracting chain retailers to the Study Area, but these are not necessarily desired by residents and are generally available in nearby shopping districts such as Miller Park Way. Building upon the neighborhood's strong arts and cultural identity, community organizations and entrenched destination businesses that have succeeded by catering to residents and being accessible to visitors offer the best near-term avenue for commercial market growth.

# Executive Summary

**Guiding Principles, Strategies and Next Steps:** This report acknowledges a need for creative solutions beyond traditional market study findings, which often rely on national chains and benchmarks. Expanding on the grassroots, entrepreneurial approaches that CSNI, LISC and the Chavez Drive BID are leading is likely to be the best approach to grow the market in the short term and foster equitable development and businesses that serve and reflect the neighborhood.

In addition to traditional economic development approaches, the following place-based strategies should be employed to help the retail market flourish. The recommendations **highlighted in red** may be considered the highest priorities for follow-up activities:

## ***National Avenue***

- Activate the immediate area around the new Cristo Rey High School through implementation of a Safe Routes to School program with strong access points and connections to nearby residential and retail nodes, recruiting family-friendly businesses, and focusing on expanded after-school activity offerings.
- Develop a distinct “sense of place” through gateway and streetscape features, particularly at the 16th Street/Cesar Chavez Drive intersection.
- Advance a niche of “makerspace” and other DIY businesses and build upon neighborhood’s existing food and beverage in the underutilized area near 22<sup>nd</sup> & National.
- Heighten the sense of arrival to Clarke Square at the Layton/National “gateway” and highlight assets of the immediate area, while seeking opportunities to increase density/and transit-oriented development (TOD), capitalizing on proximity to Mitchell Park and downtown views while retaining local character.



# Executive Summary

## Guiding Principles and Strategies, continued:

### ***Chavez Drive***

- Consider implementation of a “public market” concept around Latino food, goods, clothing, gifts, and other distinctive offerings.
- Recruit businesses that complement and build on the existing business mix of culturally relevant offerings and locations offering convenient access to daily needs.

### ***“Heart of the Neighborhood”***

- Build on community development strengths to implement physical and programmatic improvements to Clarke Square Park to increase “eyes on the park” and the general sense of safety for users.
- Utilize the Journey House café/COP House as a means to spur new neighborhood-scale business development where high drive-by traffic is not needed but could serve the area.

### ***Greenfield Avenue***

- Support walkable and resident-oriented businesses along Greenfield, as the prevalence of smaller retail and corner lot commercial spaces may be attractive to newer boutique and food uses (Hispanic bakeries, coffee shops, services, etc.)
- Market larger opportunities for residential/mixed use development with potential for expanded spaces for community development non-profits and social service providers.

# Introduction and Project Objectives

# Market Study Objectives



*S. Cesar E. Chavez Drive near W. Scott St*

The recommendations contained in this report will be used to promote neighborhood-building initiatives and to support current residents in lifting up the neighborhoods from within, which is an overriding goal of the Clarke Square Neighborhood Initiative, Cesar Chavez Drive Business Improvement District, LISC-Milwaukee, and their community partners. Other high-level objectives for this market analysis include the following:

- **Uncover market and demographic trends affecting the community, with a focus on commercial/retail.** The purpose of this market study is not to identify or pursue investors from outside the Study Area who would seek to change the overall character of the Study Area or displace current residents.
- **Consider place-based development opportunities and identify priority areas and sites.** Identifying infill & redevelopment opportunities and catalytic projects will help spur larger-scale investments.
- **Build upon existing assets and project momentum.** Clarke Square should benefit from strong economic growth and investments in and near the neighborhood (including Walker's Point, Menomonee Valley, West Milwaukee/Miller Park Way, etc.)
- **Identify under-served markets and niches in the community.** Support small business growth and strengthen and diversify commercial uses.
- **Promote equitable and inclusive development and businesses that reflect the neighborhood as part of LISC Brew City Match program.** Seek commercial options that appeal to the Study Area's significant concentrations of Hispanic residents, families with children, intergenerational households, and older residents wishing to "age in place."

# Assets and Opportunities

# Local Assets and Opportunities

## Opportunity Analysis

Clarke Square is surrounded by growth and is rich with opportunity. Investment has flowed into near south side neighborhoods in recent years. Following the reinvestment in the Third Ward in the 1990s, interest and investment in downtown and near-downtown neighborhoods has shifted the market in the surrounding neighborhoods. In particular, Walker's Point has changed significantly in recent years, with over \$270,000,000 in renovation and new construction investments and more than 1,500 new residential units added in the past 20 years. What's more, investment attention has now turned to the Harbor District. This once overlooked working harbor and surrounding area is now transforming into a destination that can be enjoyed by all. The area where Greenfield Avenue meets the Milwaukee Harbor is now home to the brand-new Harbor View Park and the future Komatsu campus. All of this activity is a five-minute drive from Clarke Square. Given its **close-to-everything location within a thriving region**, there is real potential for investment and resources in this area that can benefit neighborhood residents.

Just minutes from the Marquette Interchange, the area has convenient access via the interstate system to **major regional employment centers** such as Downtown Milwaukee, Menomonee River Valley, Milwaukee Regional Medical Center/Milwaukee County Research Park, and Harbor District. Clarke Square is also well connected to other neighborhoods within its trade area and offers quick access to Milwaukee Mitchell International Airport. Clarke Square is close to numerous **economic assets** that immediately surround the neighborhood – including regional destinations (Miller Park, Mitchell Park Domes, and the Harley-Davidson Museum ) and key employers (Komatsu Mining Corp, Rockwell Automation, Potawatomi Hotel & Casino, and Aurora St. Luke's Medical Center).

Major corridors such as **Cesar Chavez Drive, Layton Boulevard, National Avenue, and Greenfield Avenue** characterize and define the Study Area and also connect it physically and economically to surrounding neighborhoods. It is also connected to the city and regional bicycle network via the Hank Aaron State Trail. People visit this neighborhood for unique destinations such as Oscar's Pub & Grill, Mitchell Park Domes, El Rey, and other unique shops restaurants on Chavez Drive, but many also pass through on their way to destinations outside of the neighborhood. In concert with strong regional assets, Clarke Square's **near south side location and established local assets** could be capitalized on to build the commercial market within it.



# Local Assets and Opportunities

## Opportunity Analysis

The Clarke Square neighborhood is also home to numerous assets that make it special – local schools and faith-based communities, distinctive commercial corridors, community and nonprofit organizations, community leaders, and a diversity of housing types.

Clarke Square benefits from a strong legacy of community development **community-serving and community-growing organizations** that have been established in order to grow the market and improve quality of life for residents. These organizations form the Heart of the Neighborhood and are centered on Longfellow School and Journey House. Additionally, recent investments and catalytic projects are generating steam in the area, with more projects in the pipeline. Both tangible and intangible assets will be critical to driving future market shifts and transforming the area for the benefit of current residents.

As shown on the following graphic, Clarke Square benefits from a central location within the City of Milwaukee and region and offers strong cultural amenities around which to build its commercial offerings.

- **Longstanding, predominately Latino population**
- **Large proportion of households with children – over 47%**
- **Cesar Chavez Drive a hub for Latino dining, goods, and services.**
- **Strength of historic neighborhood fabric**
- **Major regional destinations – Mitchell Park Domes, Miller Park, Potawatomi Hotel & Casino, Harley-Davidson Museum**
- **Convenient to interstate system and well-connected by major transportation corridors – Layton Boulevard, National Avenue, Greenfield Avenue, and Mitchell Street \Connected to regional bike network via Hank Aaron State Trail**
- **Quick access to Mitchell Airport**

# Opportunity Analysis

## OPPORTUNITY ANALYSIS

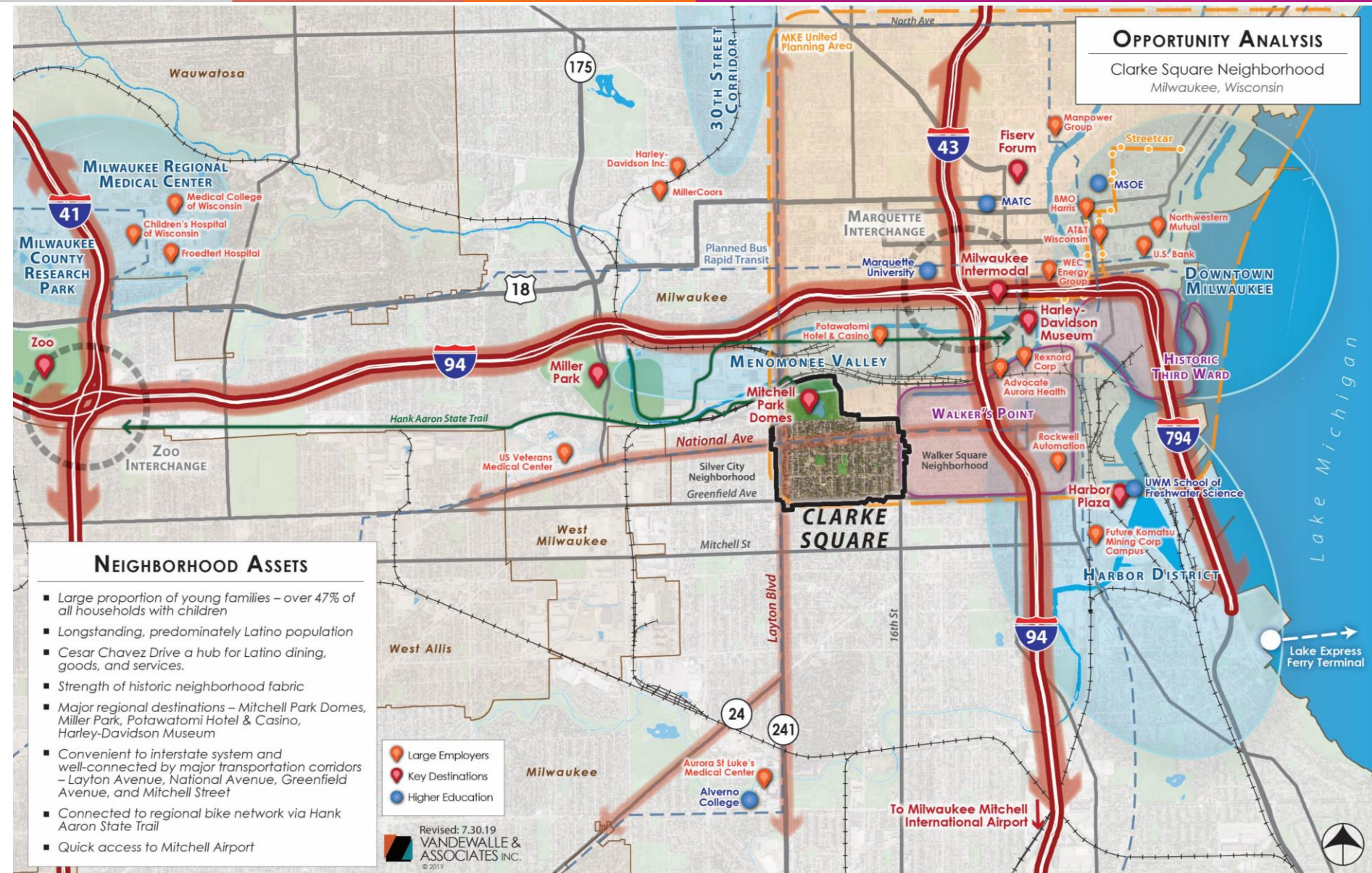
Clarke Square Neighborhood  
Milwaukee, Wisconsin

### NEIGHBORHOOD ASSETS

- Large proportion of young families – over 47% of all households with children
- Longstanding, predominately Latino population
- Cesar Chavez Drive a hub for Latino dining, goods, and services.
- Strength of historic neighborhood fabric
- Major regional destinations – Mitchell Park Domes, Miller Park, Potawatomi Hotel & Casino, Harley-Davidson Museum
- Convenient to interstate system and well-connected by major transportation corridors – Layton Avenue, National Avenue, Greenfield Avenue, and Mitchell Street
- Connected to regional bike network via Hank Aaron State Trail
- Quick access to Mitchell Airport

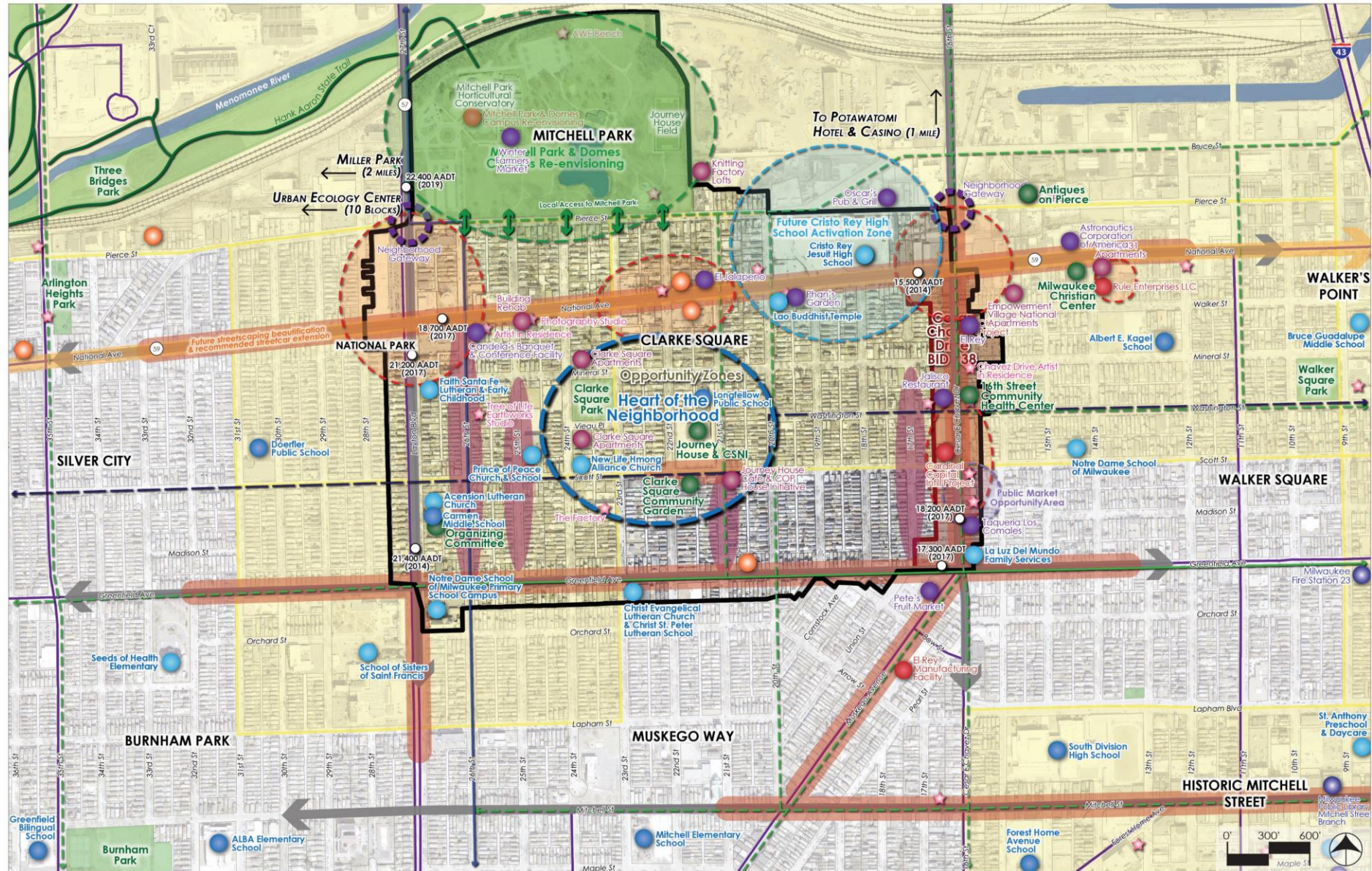
- Large Employers
- Key Destinations
- Higher Education

Revised: 7.30.19  
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# Local Assets and Opportunities





# Local Assets and Opportunities

## Identified Districts – Opportunity Zones

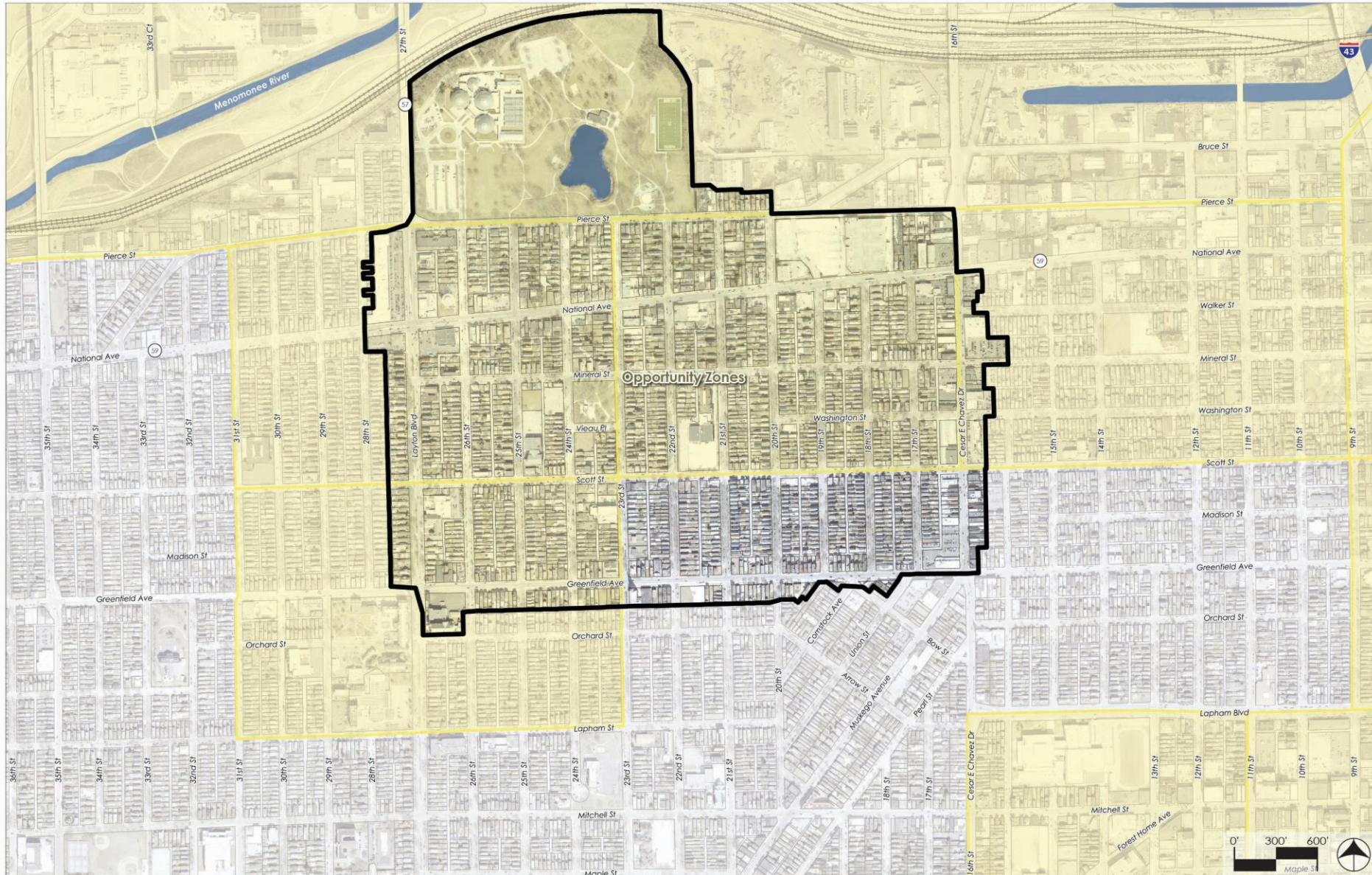
There are four federally-designated Opportunity Zones within Clarke Square, which encompass most of the neighborhood – essentially everything north of Scott Street and west of 23<sup>rd</sup> Street. These are shown in yellow on the map on the following page. Opportunity Zones provide tax-favorable treatment for private sector investment in businesses and development within economically distressed areas. This economic development tool was designed to provide a return to investors, but more importantly, to support local economies in a way that is inclusive and benefits the people who live and work there.

Investment in Opportunity Zones within the neighborhood could initiate significant catalyst projects, which can kickstart further investment. Community stakeholders and partners must work together to capitalize on this tool to attract investment to the neighborhood as well as ensure that such investment creates the benefits the community is seeking.





# Identified Districts – Opportunity Zones





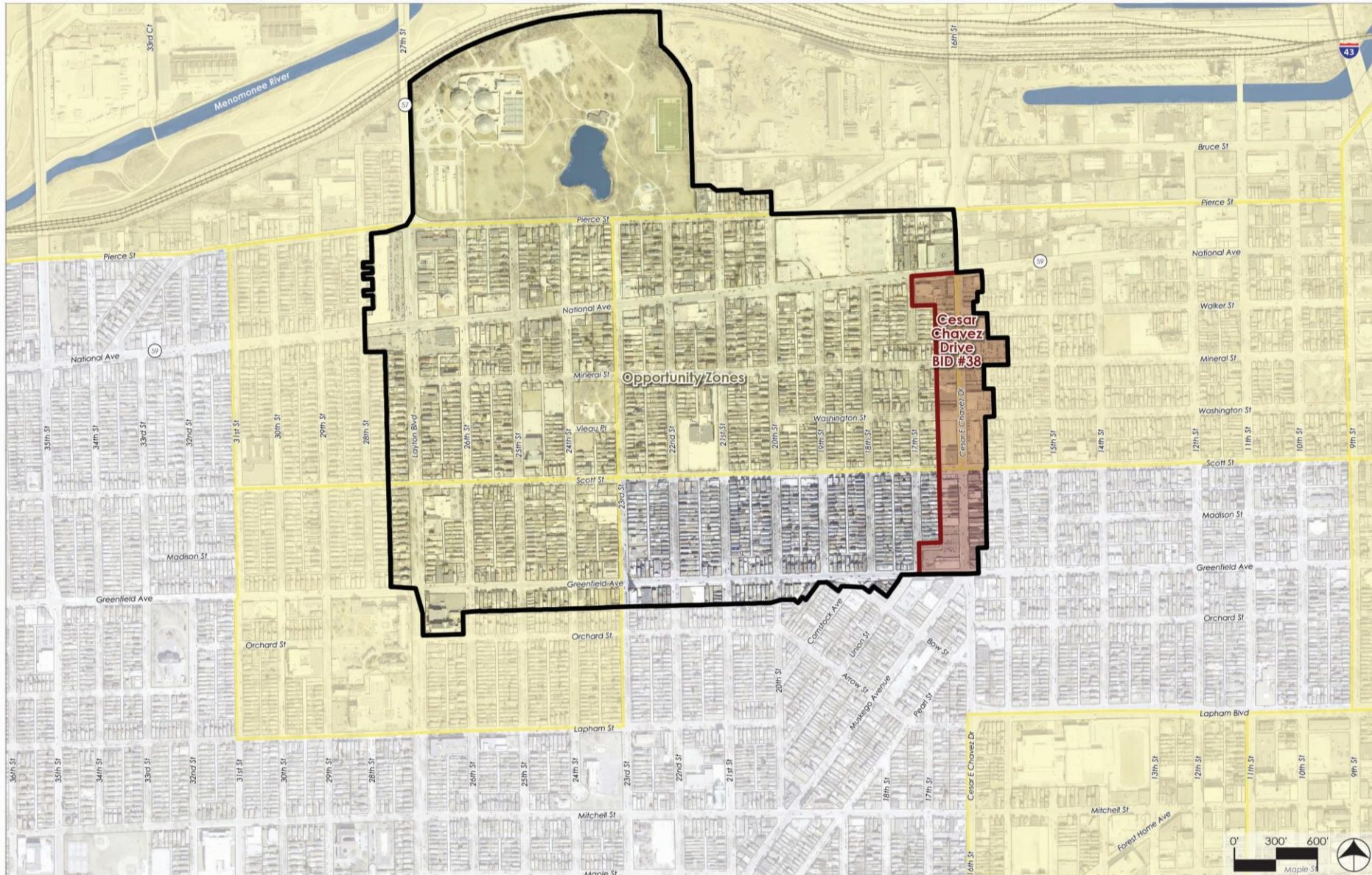
# Local Assets and Opportunities

## Identified Districts - Business Improvement District

The Cesar E. Chavez Drive Business Improvement District (BID) 38 operates within the neighborhood, with the goals of uniting the community through culture, art, and commerce and improving the physical and economic landscape for local businesses. BID 38 is home to a vibrant mix of local businesses, many oriented to the Latino population. The BID's many initiatives focus on promoting art and artists within the corridor and encouraging local entrepreneurship. Reinstated in 2017 after a brief hiatus, the BID relies on a volunteer board to accomplish its mission.

*Tax Increment Finance Districts:* Currently, there are no Tax Increment Finance Districts (TIDs) located in the neighborhood. TIDs are an economic development tool that can fund infrastructure improvements and provide financial assistance for projects within their boundaries that would not otherwise be feasible. When a transformative project is anticipated within the neighborhood, the City could explore setting up a TID to capture the tax increment generated, which could be used to provide gap financing for additional development projects in the area or for public investments such as infrastructure, streetscaping, or additional planning efforts.

# Identified Districts – Business Improvement District



# Local Assets and Opportunities

## Community Framework – Parks, Schools, and Faith-Based Organizations

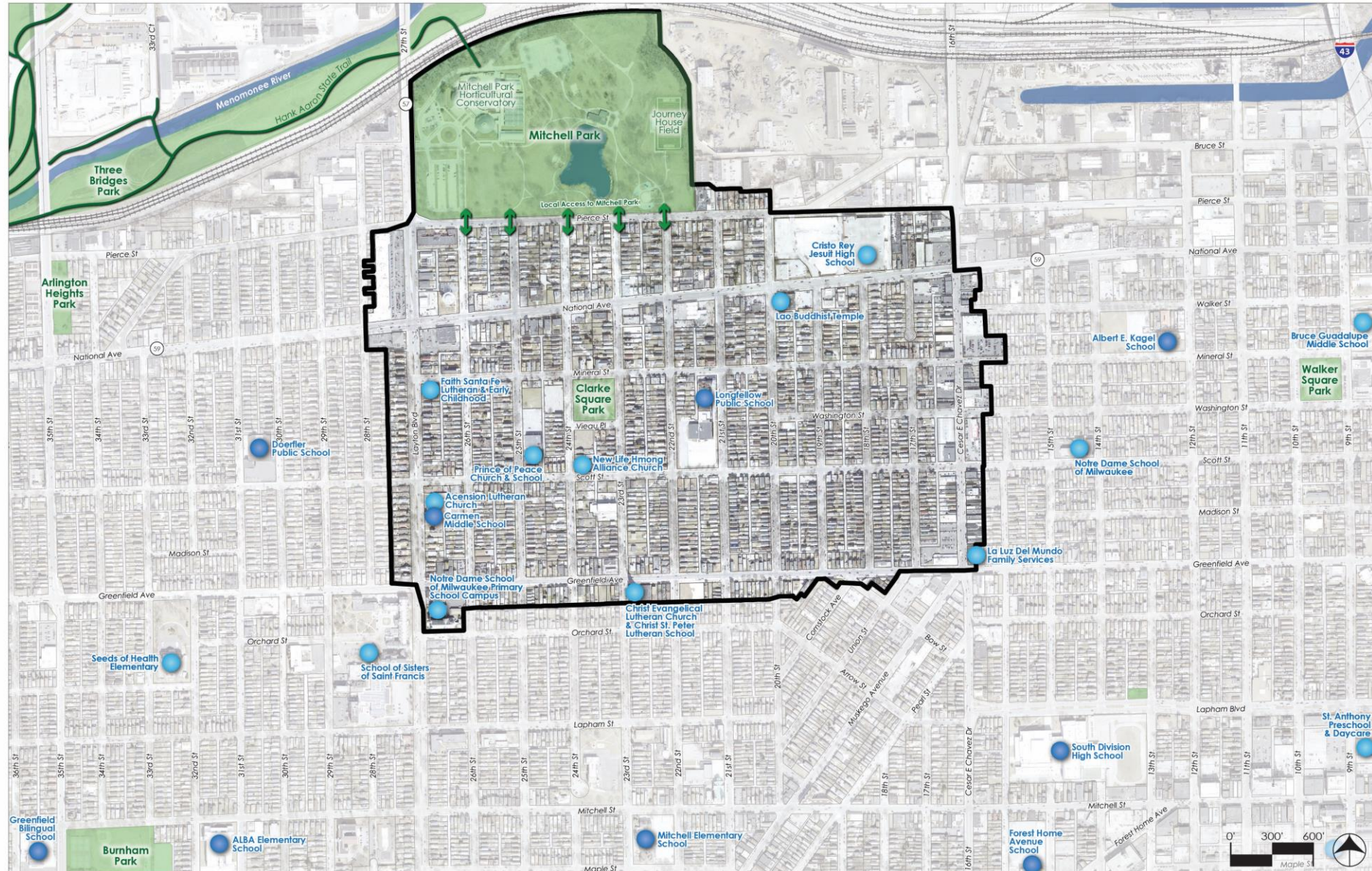
Mitchell Park is one of the largest parks on the near southside and attracts residents from across the region, mostly to the Mitchell Park Domes. The park is used by local residents, and the Journey House Packers Stadium is a notable destination. However, many neighborhood residents do not see Mitchell Park as their local park; Clarke Square Park is more integrated into the neighborhood fabric. There are opportunities to expand residents' use of Mitchell Park by making more visible connections from the neighborhood, across Pierce Street and by coordinating more events and activities that cater to local residents. Three Bridges Park, northwest of Clarke Square, is a newer park with scenic walking and bike paths. On foot and by bike, it is accessible via the Hank Aaron State Trail in Mitchell Park.

There is a mix of public, private, and parochial schools in the neighborhood and surrounding area. Schools provide K-12 education but also workforce training, and continuing education opportunities. To varying degrees, these schools serve as community hubs and can be springboards for local community reinvestment. In particular, focusing on community health and career pathways within neighborhoods immediately surrounding local schools can have a transformative impact on the area as a whole. Longfellow School - with its community partnerships with Journey House and others – is a natural place to start, but this strategy could be explored for other schools in the neighborhood as well. The future Cristo Rey Jesuit High School, which places a strong emphasis on job training, would be an excellent opportunity for this initiative.

There are also numerous faith-based organizations within and surrounding the study area, including Lutheran churches, Catholic churches, a Lao temple, and others. These institutions are potential partners in growing neighborhood capacity, and they help to create community and support strong social ties. Leveraging these existing partnerships and relationships could have a significant effect on the area surrounding the schools.



# Community Framework – Parks, Schools, and Faith-Based Organizations



# Local Assets and Opportunities

## Community Framework – Neighborhoods, Public Facilities, and Bike Facilities

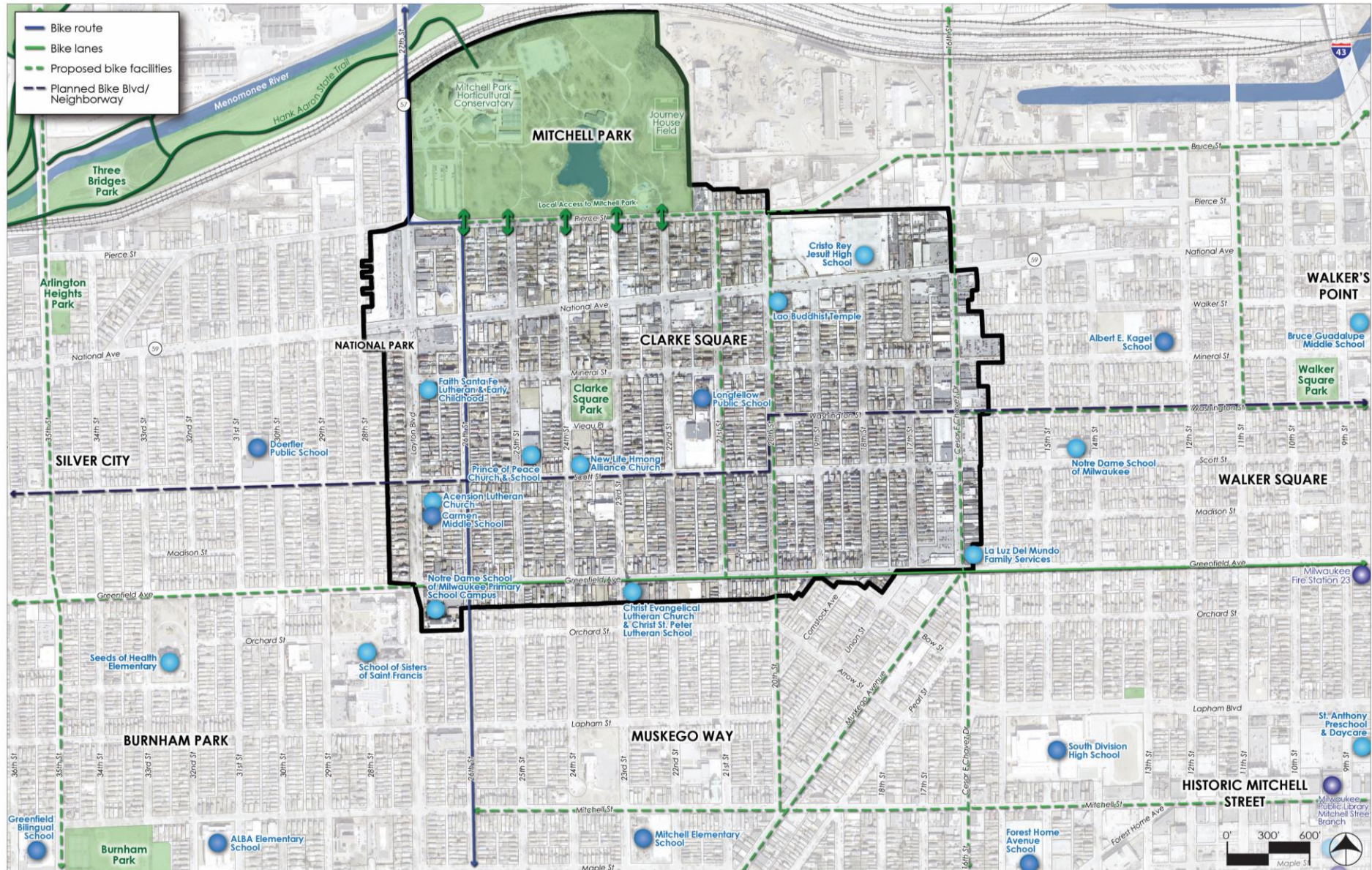
Clarke Square is moderately bikeable. Bike lanes are located on Greenfield Avenue and lower-traffic residential street are bikeable, though no other streets have designated bike lanes. 26<sup>th</sup> Street is a designated bicycle route. Bike facilities are recommended on Pierce Street and 21<sup>st</sup> Street, and bike lanes are recommended on 20<sup>th</sup> Street and Cesar Chavez Drive, per the 2010 Milwaukee Bicycle Master Plan. A future bicycle boulevard is in the planning stages, beginning at the Kinnickinnic River Trail to the east, extending through Clarke Square generally along Washington and Scott Streets, and eventually extending to 37<sup>th</sup> Street with access to the Hank Aaron State Trail. Bicycle boulevards, also known as neighborways or calm streets, reduce excessive vehicle speeds with treatments like signs, pavement markings, speed humps and traffic circles to make a street safer and more attractive for bicyclists. The nearby Hank Aaron State Trail is accessed through Mitchell Park, which provides a continuous east-to-west connection from the lakefront to Waukesha County. To access the lakefront from Clarke Square via the Hank Aaron State Trail, users must backtrack west somewhat before continuing east to the lake.

Surrounding residential neighborhoods include Walker Square, Historic Mitchell Street, Muskego Way, Burnham Park, and Silver City. Recent revitalization and investment in Walker's Point will likely have an influence on immediately adjacent neighborhoods, which may in turn impact Clarke Square.

Milwaukee Fire Station 26 at 26<sup>th</sup> and Scott Streets serves the Clarke Square neighborhood. Just outside of the neighborhood, the Mitchell Street Public Library and Milwaukee Fire Station 23 are additional important community facilities serving neighborhood residents. The Community Oriented Policing (COP) House initiative planned for The Journey House Café will seek to improve access to and familiarity with the Milwaukee Police Department within Clarke Square by providing a location where police officers are regularly available to meet with community members.



# Community Framework – Neighborhoods, Public Facilities, and Bike Facilities



# Local Assets and Opportunities

## Community Framework – Commercial Corridors, Street Connections, and Bus Routes

Existing commercial development is concentrated along Cesar Chavez Drive and National Avenue. Greenfield Avenue has a mix of residential and commercial uses, and there are some small pockets of commercial on Scott Street. These areas offer the most robust opportunities for commercial growth in the neighborhood. Outside of the neighborhood, Mitchell Street is an active commercial corridor that may serve as a bellwether for commercial activity within Clarke Square. Muskego Way between Greenfield Avenue and Mitchell Street features a mix of residential and commercial uses. Additionally, the existing mix of industrial, commercial, and residential uses on Pierce Street will also shape the commercial market in Clarke Square.

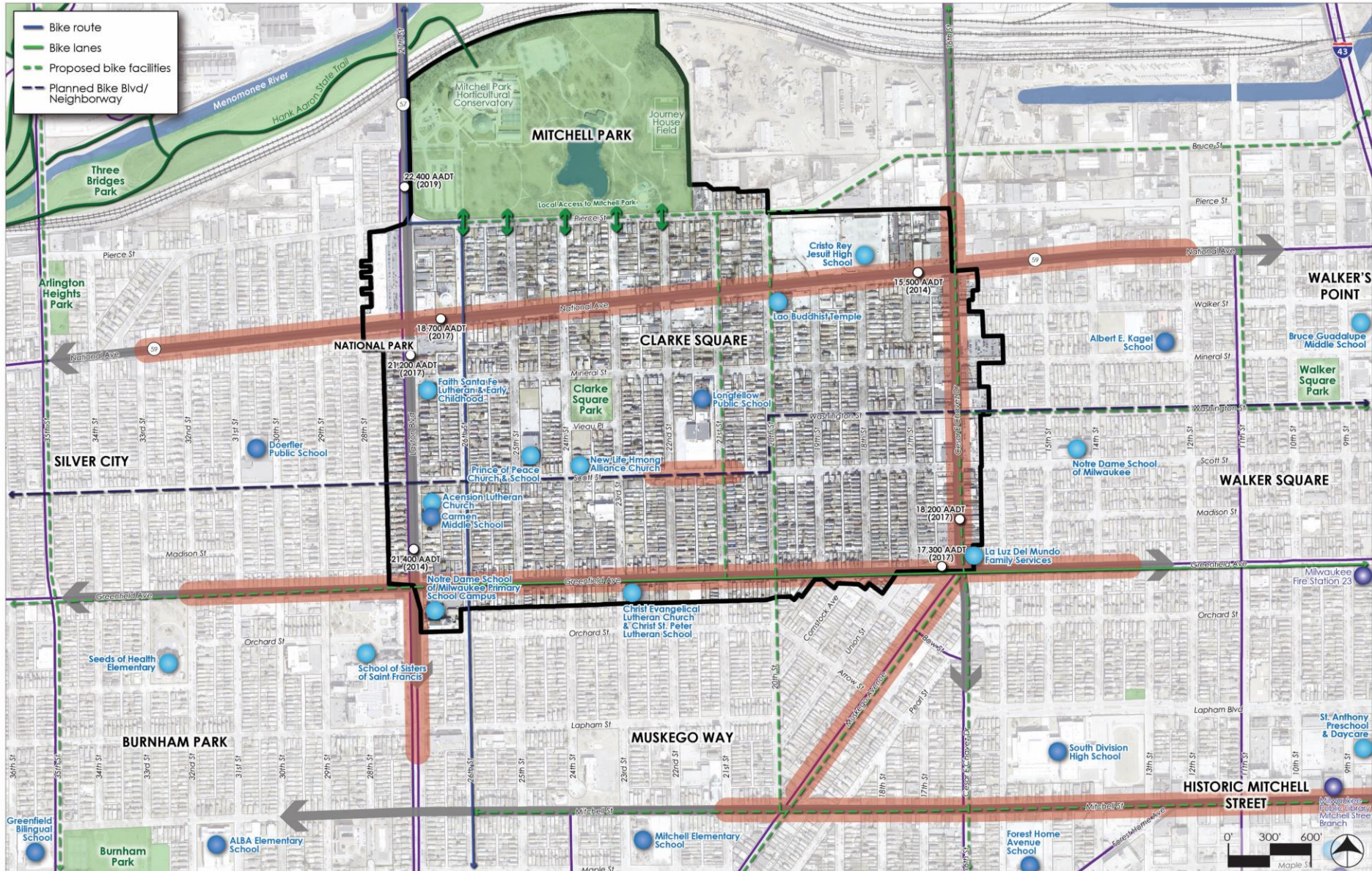
Key street connections that link Clarke Square to the rest of the city include Layton Boulevard, National Avenue, Greenfield Avenue, and Cesar Chavez Drive. Layton Boulevard (27<sup>th</sup> Street viaduct) and Cesar Chavez Drive (16<sup>th</sup> Street viaduct) are of particular importance, since they are the only roads in and out of the neighborhood from and to the north.

Traffic counts in Clarke Square are important factors in understanding the types of businesses that could be successful here. The intersection of National and Layton, for example, has annual average daily traffic (AADT) counts of 18,700 that are higher than most arterials in the City and comparable to traffic counts on Bluemound Road near the Zoo interchange. High traffic counts are also found on Layton Boulevard just north of Pierce Street, with 22,400 AADT, and at the intersection of Greenfield and Layton, with 21,400 AADT. On Cesar Chavez Drive just north of Greenfield AADT is 18,200. Due to high traffic counts, both on east-west corridors and north-south corridors, there is great potential for business visibility and potential to capture customers.

Bus routes, shown as solid purple lines on the map on the following page, provide connections to Milwaukee County employment areas – including Downtown, 30th Street Corridor, Menomonee Valley, and Milwaukee Regional Medical Center.



# Community Framework – Commercial Corridors, Street Connections, Bus Routes





# Local Assets and Opportunities

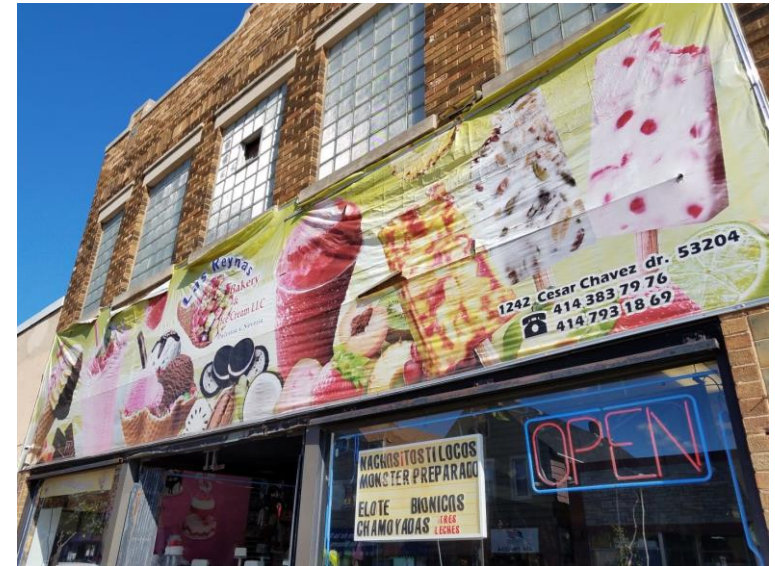
## Community Framework – Assets, Destinations, and Neighborhood Leadership

The neighborhood has many additional assets, including the 16th Street Community Health Center, Journey House, Clarke Square Neighborhood Initiative, and Clarke Square Community Garden.

The shaded corridors shown over residential areas indicate active block clubs or other pockets of community leadership. These residents and clubs help stitch together community fabric, deter crime, organize community events, and improve quality of life within the neighborhood.

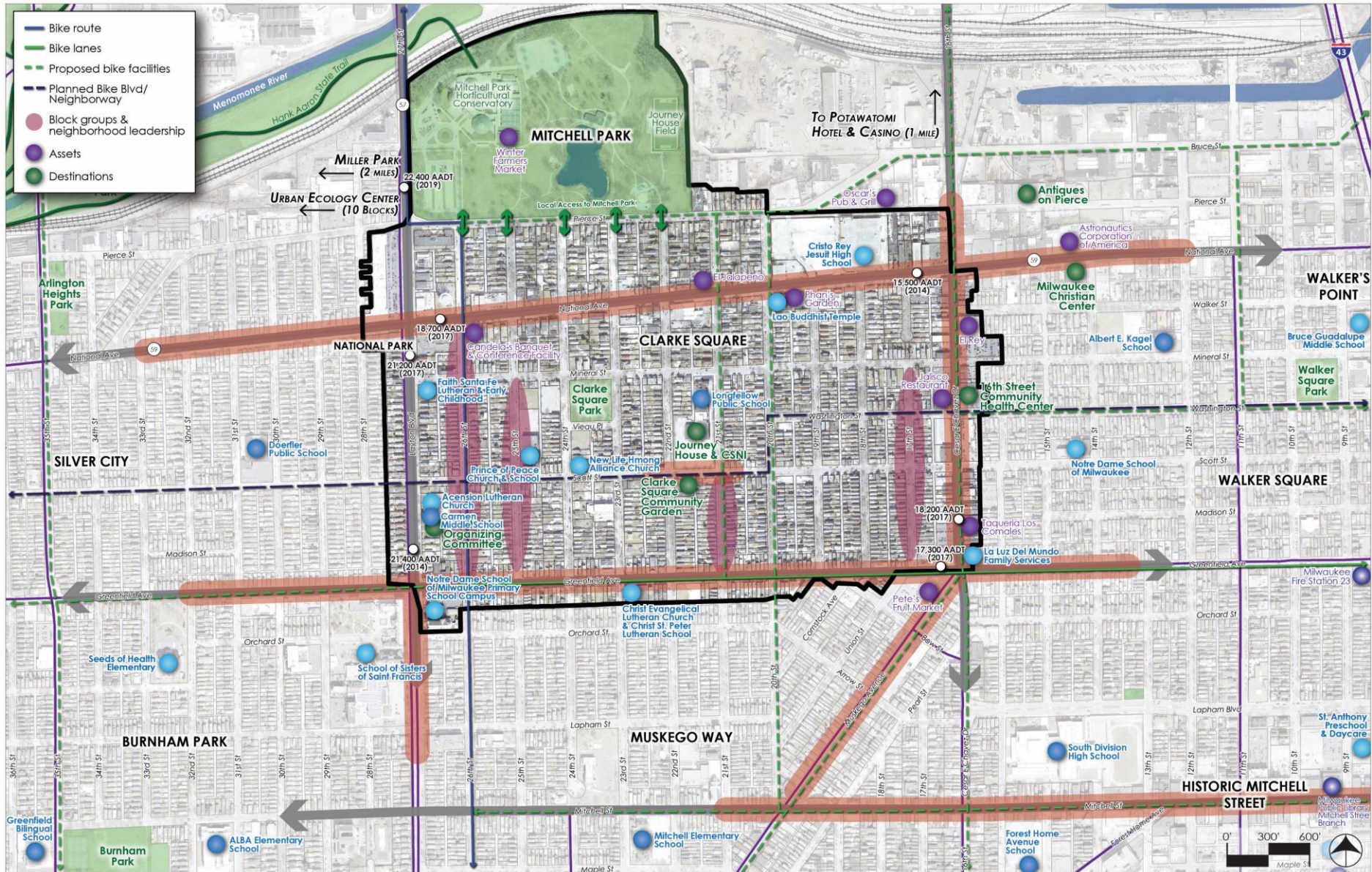
Local destinations include restaurants (Taqueria Los Comales, Oscar's Pub & Grill, Phan's Garden, and more) and distinctive grocers (El Rey and Pete's Fruit Market).

These assets all form the foundation of the neighborhood and provide a basis on which to build.





# Community Framework – Assets, Destinations, and Neighborhood Leadership





# Local Assets and Opportunities

## Building Momentum — Recent Investments and Catalytic Projects

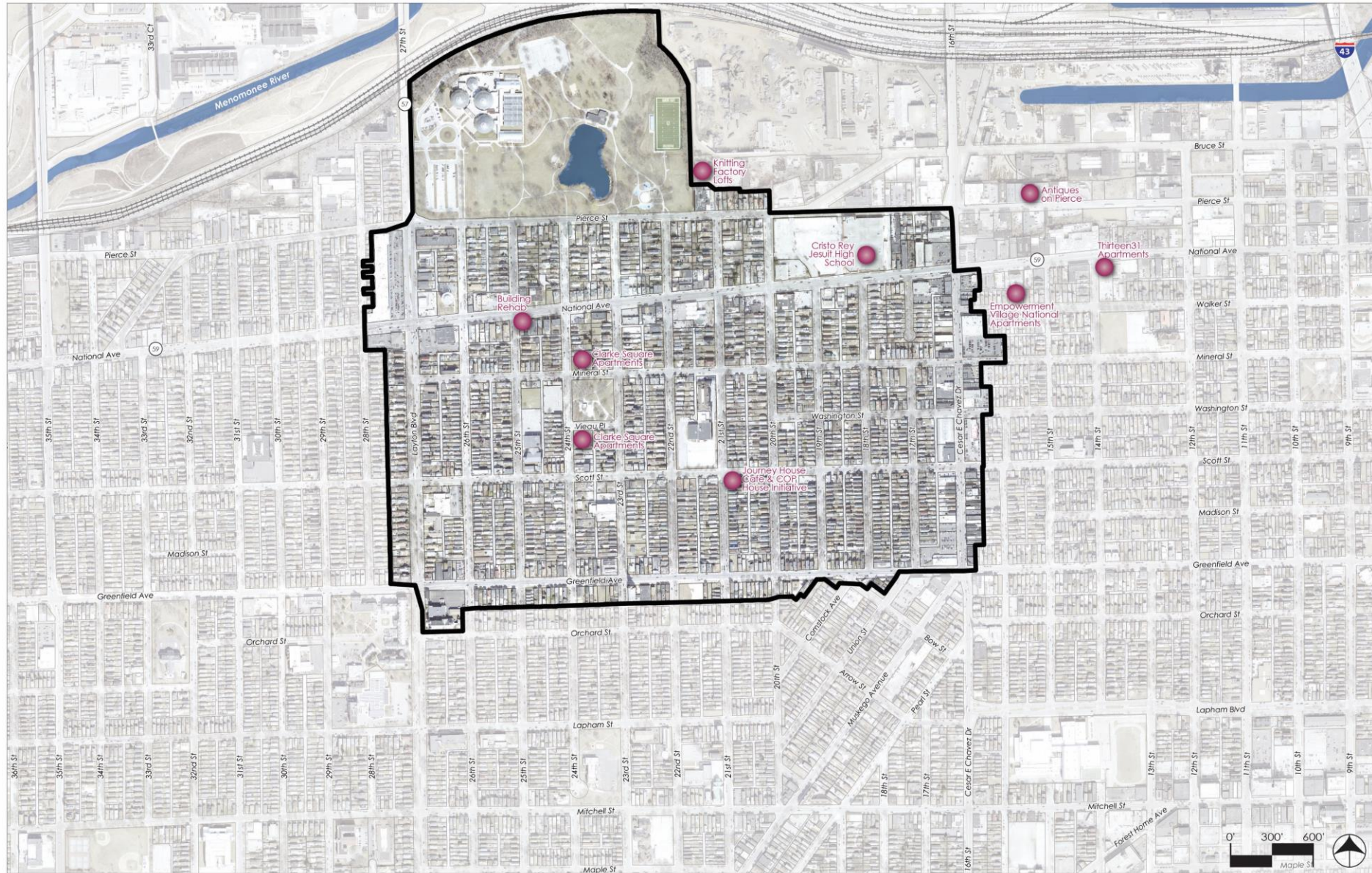
Clarke Square has been a focus for investment in recent years, driven by both public and private sectors. **The Factory** (1223 S. 23<sup>rd</sup> Street), building rehab at **2433 W. National Avenue**, and the **Knitting Factory Lofts** (2100 W. Pierce Street) are a few examples of investment and energy being directed into the neighborhood. Just outside the neighborhood, **Empowerment Village** and **Thirteen31** apartments provide additional housing options. More recently, the **Clarke Square Apartments**, two buildings immediately north and south of Clarke Square Park, will provide 40 units of affordable housing as well as units reserved for young adults aging out of the foster care system.

**Cristo Rey Jesuit High School** will move to 1818 W. National Ave (formerly Pick 'N Save) as early as fall 2020. Cristo Rey is part of a national network of 32 work-study high schools founded in the Catholic Jesuit tradition. All 85 members of the first graduating class earned at least two acceptances to four-year colleges and were the first generation in their families to pursue higher education. The relocation of Cristo Rey to Clarke Square is expected to have a significant effect on the neighborhood and surrounding community. These opportunities are discussed later in this report.

**Journey House is opening a new café** at 2033 W. Scott Street, where they will serve coffee in the Puerto Rican tradition; offer Colectivo coffee and food; and provide space for community events, meetings, and live music. There will be young adult job training through Journey House's Campus Housing program, and It is also expected to be a COP House Initiative site – where police officers are regularly available to meet with community members. The café is anticipated to open in late 2019.

These and other projects identified with dark pink dots on the map on the following page reflect well over \$50M in investment within the neighborhood. Together, these projects and major investments have endeavored to improve quality of life, provide housing, and provide a space for local makers and artists. These efforts provide a solid foundation for the next wave of projects and investments that can improve the market potential of this area.

# Building Momentum — Recent Investments and Catalytic Projects





# Local Assets and Opportunities

## Building Momentum – Planned Projects and Redevelopment Sites

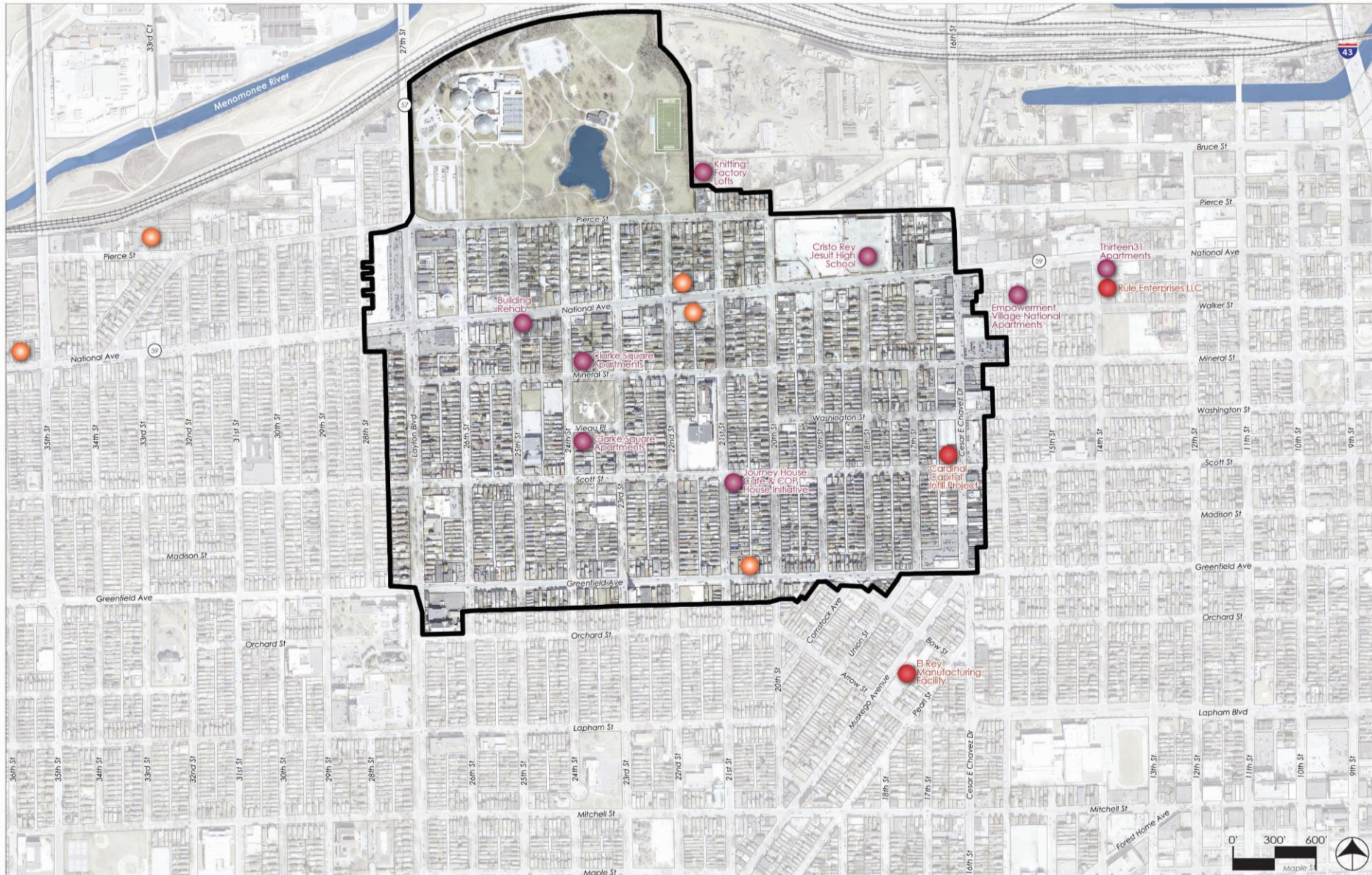
There are numerous redevelopment opportunities in and near the neighborhood, and investment continues. There are several planned projects in the pipeline, including:

- Rule Enterprises LLC seeks to develop a four-story building, with just under 90 units, on City-owned parcels at 1313 and 1329-1331 W. National Ave, a site formerly home to Esperanza Unida. The project will like involve an affordable housing component.
- El Rey Mexican Products, Inc. is expanding its manufacturing building at 1520 Muskego Way. There may be potential for El Rey's suppliers/importers – many of which are from the Chicago market – to co-locate on or near the site.
- Cardinal Capital is working on an infill project on the former Dental Associates site on the 1100 block of Chavez Drive. It will include a 20,000-square-foot building and adjacent parking lot. Future uses and tenants are still to be determined.

The orange dots on the map on the following page depict reinvestment sites identified in the Layton Boulevard West Neighbors - Clarke Square Design Charette process completed in 2014. The process resulted in design and development recommendations for six sites, including three within the Clarke Square neighborhood.

More specifically, 2110, 2130 & 2134 W. National Avenue was recommended as a redevelopment project with ground floor uses that require a larger footprint – such as fitness, food market, live/work, dining, or performance spaces – with upper-story housing, a public plaza, and parking. 2127 W. National Avenue was envisioned as an adaptive reuse project with ground floor maker space, food market, performances spaces, and light manufacturing uses, plus a public plaza and parking. Upper stories would be a continuation of ground floor uses or office. A cluster of parcels on the 2000 block of Greenfield Avenue were recommended to be redeveloped as an indoor/outdoor soccer complex with housing above and townhouses around the perimeter. The potential remains to implement the recommendations for these sites, which were designed to further the goals and objectives embodied in adopted plans for the neighborhood.

# Building Momentum — Planned Projects and Redevelopment Sites



# Local Assets and Opportunities

## Building Momentum – Artists and Makers

The neighborhood is home to numerous artists and makers. Some of these individuals have been in the area for decades, while others are relative newcomers, seeking an affordable space to do their work. At one time, these artists and makers, or others like them, may have lived and worked in Walker's Point, where real estate prices have climbed dramatically in recent years, prompting makers and artists to look for more affordable accommodations further west – to National Avenue and Mitchell Street in particular. The Factory is one example of a place where artists and makers congregate – this former straw-hat factory building now serves as studio space for 30-40 painters, musicians, woodworkers, fiber artists, graphic designers, screen printers and more.

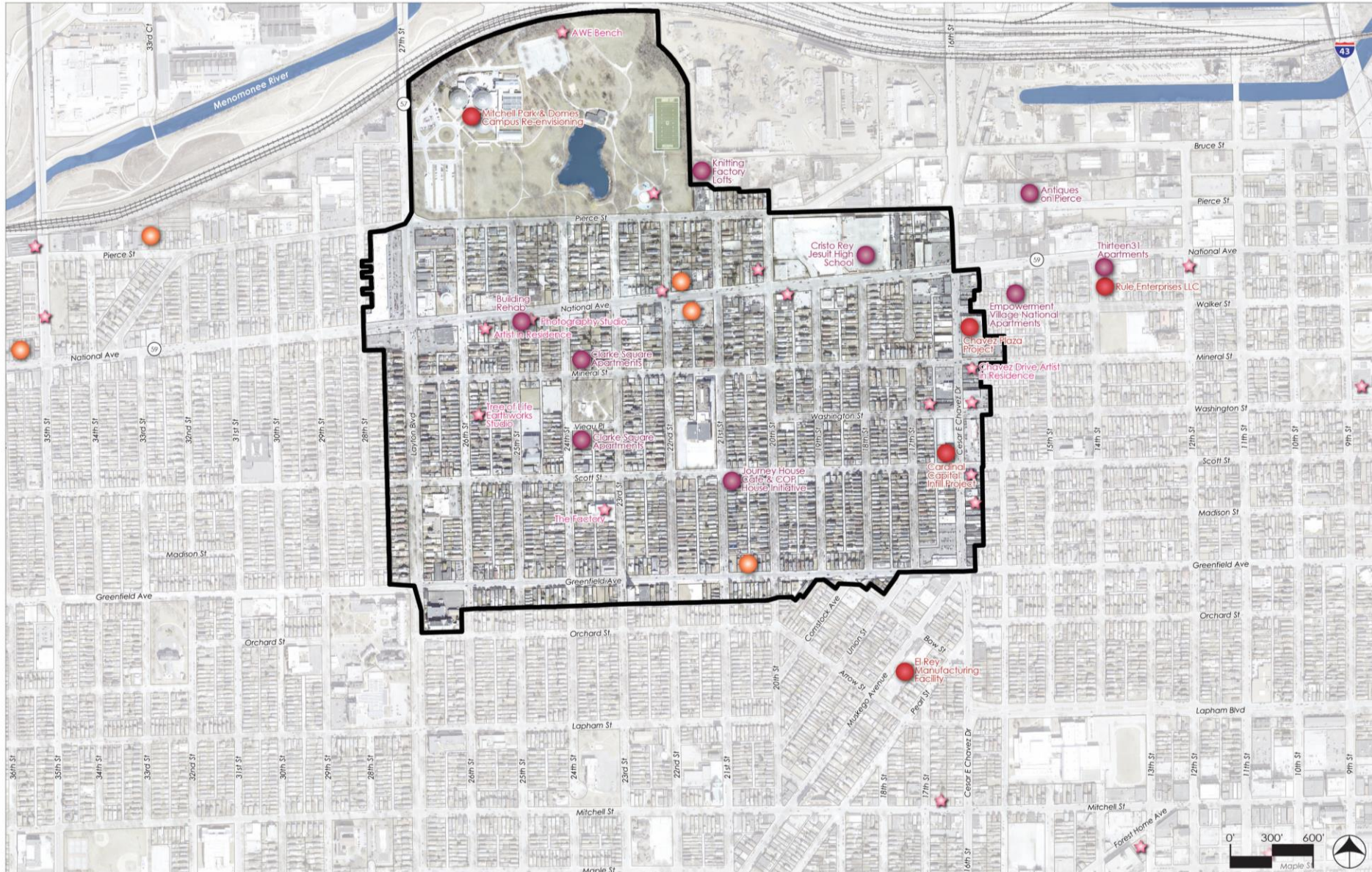
Over a dozen colorful murals adorn the walls of various businesses throughout Clarke Square. These are shown as light pink stars on the map on the following page. Clarke Square Neighborhood Initiative maintains an inventory of murals and other public art projects on their website. The installation of art in Clarke Square was a recommendation of the neighborhood's Quality of Life plan, which addressed neighborhood beautification, economic development, and improving health and wellness.

There is potential to build on the existing community of artists and makers and forge an identity for the neighborhood as a place for creatives. This could help bring people into the neighborhood to see the works being done here and could further spawn economic development efforts.

There is also potential to transform artists and makers who work here into neighborhood residents.



# Building Momentum — Artists and Makers



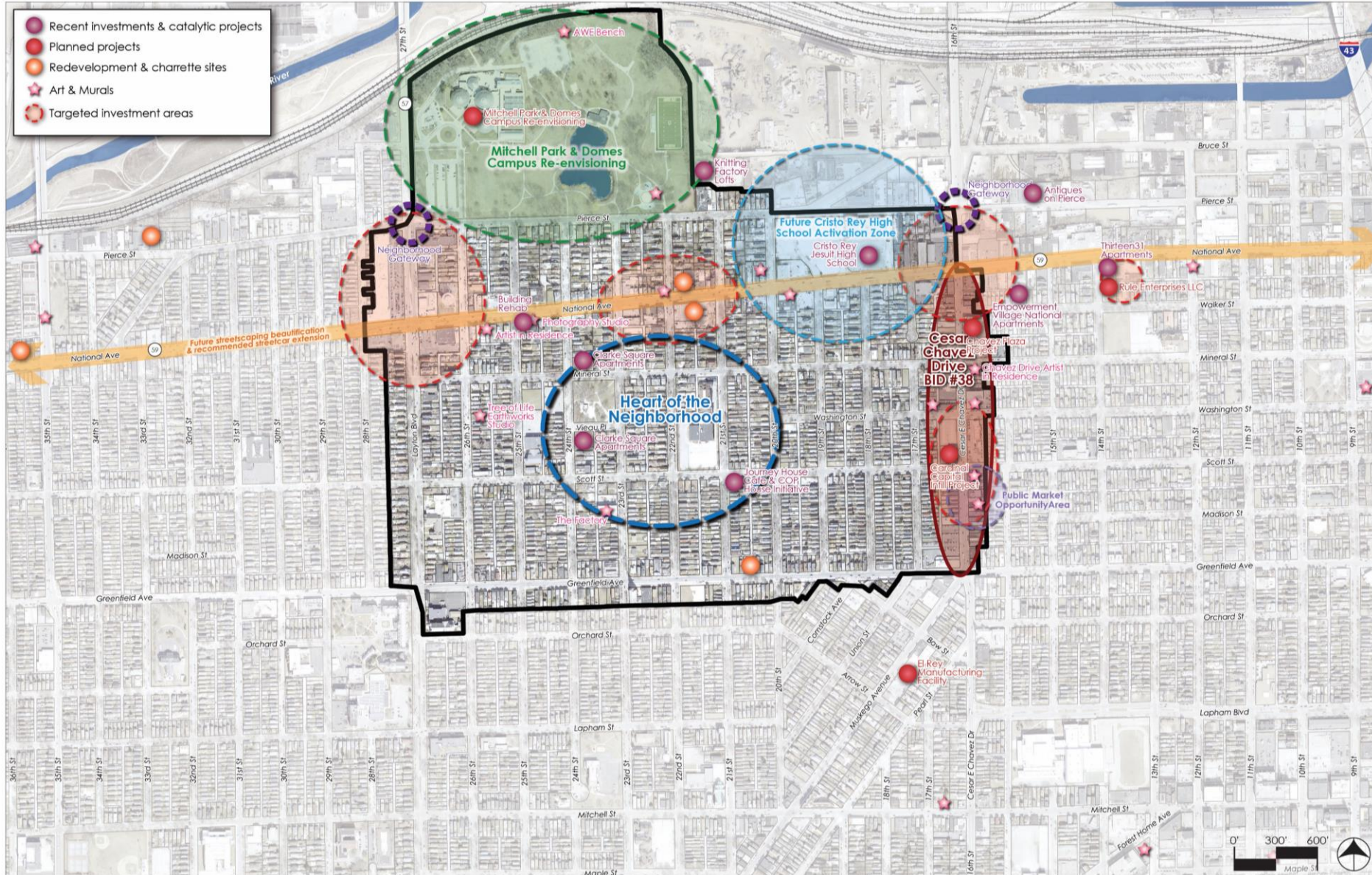
# Local Assets and Opportunities

## Building Momentum – Opportunity Areas

- The following graphic delineates suggested “subareas” that may be of particular interest and emphasis for resource allocation, as well as generalized opportunities that are explained further in the “Guiding Principles and Creative Strategies” section at the end of this report.
- **Heart of the Neighborhood:** In the Clarke Square Quality of Life Plan, the “subarea” that is home to Journey House, Longfellow School, and Clarke Square Park was identified as the “Heart of the Neighborhood.” This area is a foundation for future neighborhood investment through community organizing and neighborhood leadership; programming (e.g. community gardens); Live-learn neighborhood development; Journey House Campus Housing & Clarke Square Apartments; Journey House Café and COP House Initiative; activities in Clarke Square Park; and Scott Street commercial nodes.
- **Layton and National Targeted Investment Area:** Orient high traffic intersection away from strip retail and toward the gateway character and high-visibility uses capitalizing on strong visibility.
- **22<sup>nd</sup> and National Targeted Investment Area:** Explore development of a food-based business cluster, including commercial kitchen and startups, food truck court, storage and distribution uses.
- **Chavez and National Targeted Investment Area:** Strengthen the gateway to the region’s preeminent Latino business cluster and explore new modes of business development (public market, food hall, boutique retailers).
- **Future Cristo Rey Jesuit High School Activation Zone:** Pursue Safe Routes to School program via WisDOT, recruit family-friendly businesses, and after-school sports/activities.
- **Mitchell Park & Domes Campus Re-envisioning:** Ensure neighborhood representation in the implementation phase of recent County Task Force Feasibility Study recommendations with the aim of removing physical and economic barriers (improved bike/ped connections, lower entry fees, etc.) and making the Park more inviting to neighborhood residents.



# Building Momentum — Opportunity Areas



# Stakeholder Input



# Stakeholder Input

## Background

In-person stakeholder meetings were conducted on June 18 and 19, 2019. Consisting of one group discussion and several one-on-one interviews, these meetings focused on the overall economic climate, opportunities to strengthen the retail climate, and ways to attract desirable forms of development. Participants included key area nonprofit and community leaders, property owners, economic development and real estate professionals, commercial and residential lenders, local businesses, and others identified by LISC and CSNI staff. Key themes from these meetings are described on the following pages.



# Stakeholder Input

## Themes

- The neighborhood is relatively young and has many families with kids and intergenerational households. There is a need for more low-cost youth activities, hangouts, and jobs. Examples include arcades, ice cream shops, and pizza restaurants. Avoid undesirable uses such as pawn shops, liquor stores, and payday loan shops.
- The area is densely populated, with more total wealth than some might think.
- There is a need to clean up crime in order to attract new businesses and residents. Need more “eyes on the street” and in Clarke Square Park.
- Cristo Rey High School and Mitchell Park Domes Campus Re-envisioning are seen as major opportunities.
- Build on faith congregations and existing community organizations.
- It is important to maintain and build on Latino culture and heritage. Promote specialty stores, keep bilingual culture, and remain visitor friendly.
- Build on the growing arts scene, including murals, artist-in-residence, and youth/art classes. There is a need for more artists spaces, as some artists are being priced out of Walker’s Point.
- Energy and investment is pushing west from Walker’s Point to Clarke Square.
- Property owners who do rehabs see higher assessed values for their efforts. Lack of building code compliance in the past may add costs to rehab projects.
- Point of entry for new businesses is lower here as compared to Mitchell Street.
- There was interest in a marketplace with local vendors – food, DIY, artesanía, etc.
- National Avenue is changing and now has potential to provide additional commercial offerings that complements Miller Park Way retail. National Avenue is a natural location for a future streetcar extension.

# Demographic Analysis



# Neighborhood Demographics

## Trends and Comparisons

Clarke Square Demographics	2000	2010	2019	2024
Total Population	9,009	8,739	<b>8,087</b>	8,023
Total Households	2,662	2,631	<b>2,426</b>	2,411
Average Household Size	3.33	3.25	<b>3.26</b>	3.26
Total Housing Units	2,977	2,933	<b>2,941</b>	2,951
Owner Occupied Housing Units	22.9%	22.1%	<b>18.1%</b>	18.2%
Renter Occupied Housing Units	66.5%	67.6%	<b>64.4%</b>	63.5%
Vacant Housing Units	10.6%	10.3%	<b>17.5%</b>	18.3%
Median Age		27.4	<b>27.9</b>	28.6
Median Household Income			<b>\$25,812</b>	\$29,165
Median Home Value			<b>\$81,769</b>	\$85,798
Per Capita Income			<b>\$10,757</b>	\$12,515

Demographic Comparison (2019)	Clarke Square	City of Milwaukee	Milw. County
Total Population	<b>8,087</b>	585,612	939,979
Land Area (sq. mi.)	<b>0.53</b>	96	241
Population Density/sq. mi.	<b>15,258</b>	6,088	3,900
Total Households	<b>2,426</b>	226,756	380,717
Average Household Size	<b>3.26</b>	2.50	2.41
Total Housing Units	<b>2,941</b>	259,175	424,514
Owner Occupied Housing Units	<b>18.1%</b>	35.0%	43.0%
Renter Occupied Housing Units	<b>64.4%</b>	52.5%	46.7%
Vacant Housing Units	<b>17.5%</b>	12.5%	10.3%
Median Household Income	<b>\$25,812</b>	\$39,934	\$49,241
Median Home Value	<b>\$81,769</b>	\$131,951	\$174,961
Per Capita Income	<b>\$10,757</b>	\$21,827	\$27,952
Median Age	<b>27.9</b>	31.8	35.5

Source: ESRI Business Analyst

The neighborhood is today home to about 8,000 people and 2,400 households. It is the eighth densest neighborhood in Milwaukee, exceeding the City average (about 6,100 persons per square mile) by about 2.5 times and the Milwaukee County average (about 3,900) roughly four times over. The median age (27.9) and average family size in Clarke Square (3.26) are much lower and higher, respectively, than these comparison areas, and while this has declined slightly since 2000, this is expected to stabilize in the coming years, bucking national trends of sustained decline due to delayed marriages and childbirths, fewer family units with children, and more single person households.

The area's housing units are about two-thirds renter occupied, which has remained relatively stable over time. Vacancy rates have increased while the overall number of units has been flat, suggesting that some older housing units have not been maintained or have grown unaffordable to residents of modest means. Median household incomes and values are well below City and County figures.

# Neighborhood Demographics

## Race, Income and Household Composition

### 2019 Population by Race/Ethnicity

Total	8,087
White Alone	42.9%
Black Alone	12.4%
American Indian Alone	1.7%
Asian Alone	3.3%
Pacific Islander Alone	0.1%
Some Other Race Alone	34.2%
Two or More Races	5.3%
Hispanic Origin	72.4%

### 2019 Households by Income

Household Income Base	2,426
<\$15,000	30.3%
\$15,000 - \$24,999	18.2%
\$25,000 - \$34,999	13.8%
\$35,000 - \$49,999	14.0%
\$50,000 - \$74,999	15.3%
\$75,000 - \$99,999	4.8%
\$100,000 - \$149,999	2.1%
\$150,000 - \$199,999	1.3%
\$200,000+	0.2%
Average Household Income	\$35,634

Source: ESRI Business Analyst

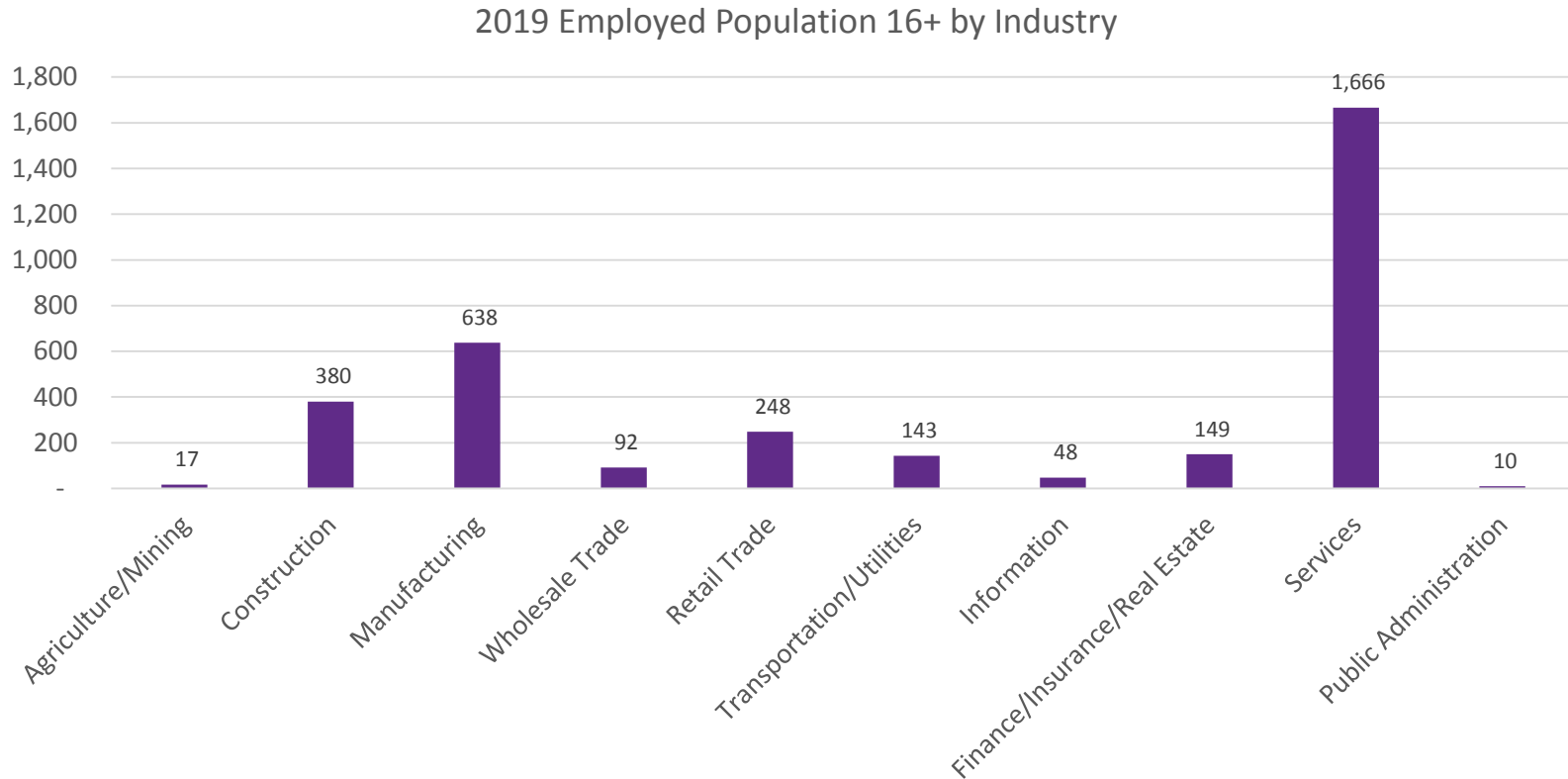
Clarke Square is one of Milwaukee's most diverse neighborhoods. Residents who identify as Latino and white are most prevalent, with substantial black and Asian populations as well. Residents of Hispanic origin (of any race) are a large majority, and the neighborhood's bilingual culture and proportion of Latino-owned and oriented businesses reflect this residential base. Multigenerational households and those with children are also far more prevalent than in the City and County as a whole.

The neighborhood also reflects a range of incomes. The area struggles with entrenched poverty but also comprises many households of working and middle class means. The average household income in the neighborhood is roughly \$35,000. Low (<\$25,000) and very low income (<\$15,000) households constitute nearly half of all households. About 25% of households earn more than \$50,000 per year. Higher income households, especially those of Latino composition, may be attracted to the area due to strong cultural ties and amenities geared toward Milwaukee's Spanish-speaking and immigrant populations.

2010 Households by Type	Clarke Square	City of Milwaukee	Milw. County
Total	2,631	230,171	383,591
Households with 1 Person	26.4%	33.6%	33.7%
Households with 2+ People	73.6%	66.4%	66.3%
Family Households	65.1%	56.6%	57.6%
All Households with Children	47.1%	33.8%	31.2%
Multigenerational Households	8.5%	4.8%	3.6%

# Resident Employment Profile

**3,400 total resident jobs**



*Source: ESRI Business Analyst*

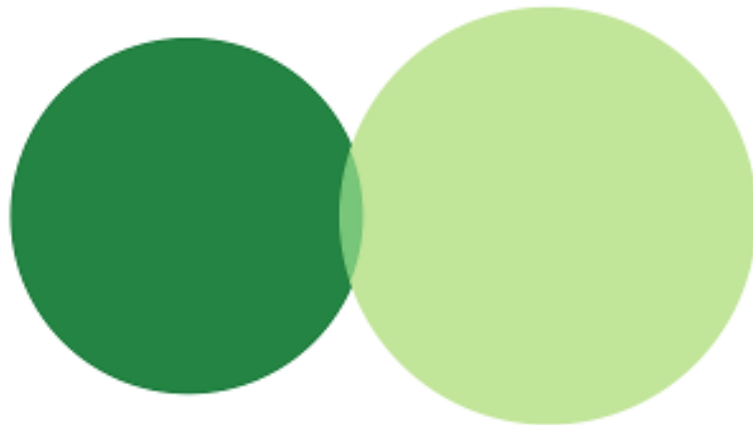
Area residents predominantly hold service-based positions, as well as blue collar jobs in construction and manufacturing. These sectors comprise nearly 80% of Clarke Square residents' jobs. Other notable sectors include transportation, real estate/finance and retail. Jobs held by residents are not necessarily located within the Study Area.



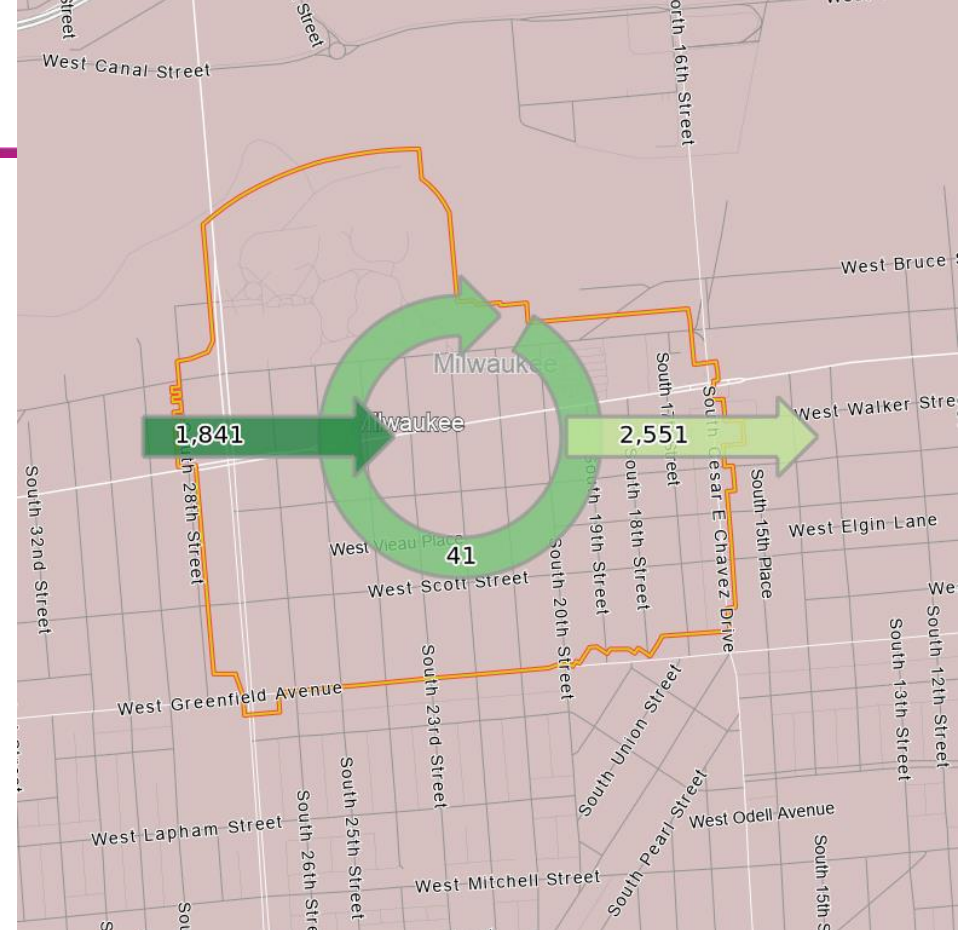
# Commuter Flows

## Inflow/Outflow Job Counts (2015)

The neighborhood is home to about 1,840 jobs, the vast majority of which are filled by commuters. By contrast, most residents travel outside of the neighborhood to get to work.



Dark Green	1,841 - Employed in Selection Area, Live Outside
Light Green	2,551 - Live in Selection Area, Employed Outside
Medium Green	41 - Employed and Live in Selection Area



- Dark Green Arrow: Employed and Live in Selection Area
- Light Green Arrow: Employed in Selection Area, Live Outside
- Medium Green Arrow: Live in Selection Area, Employed Outside

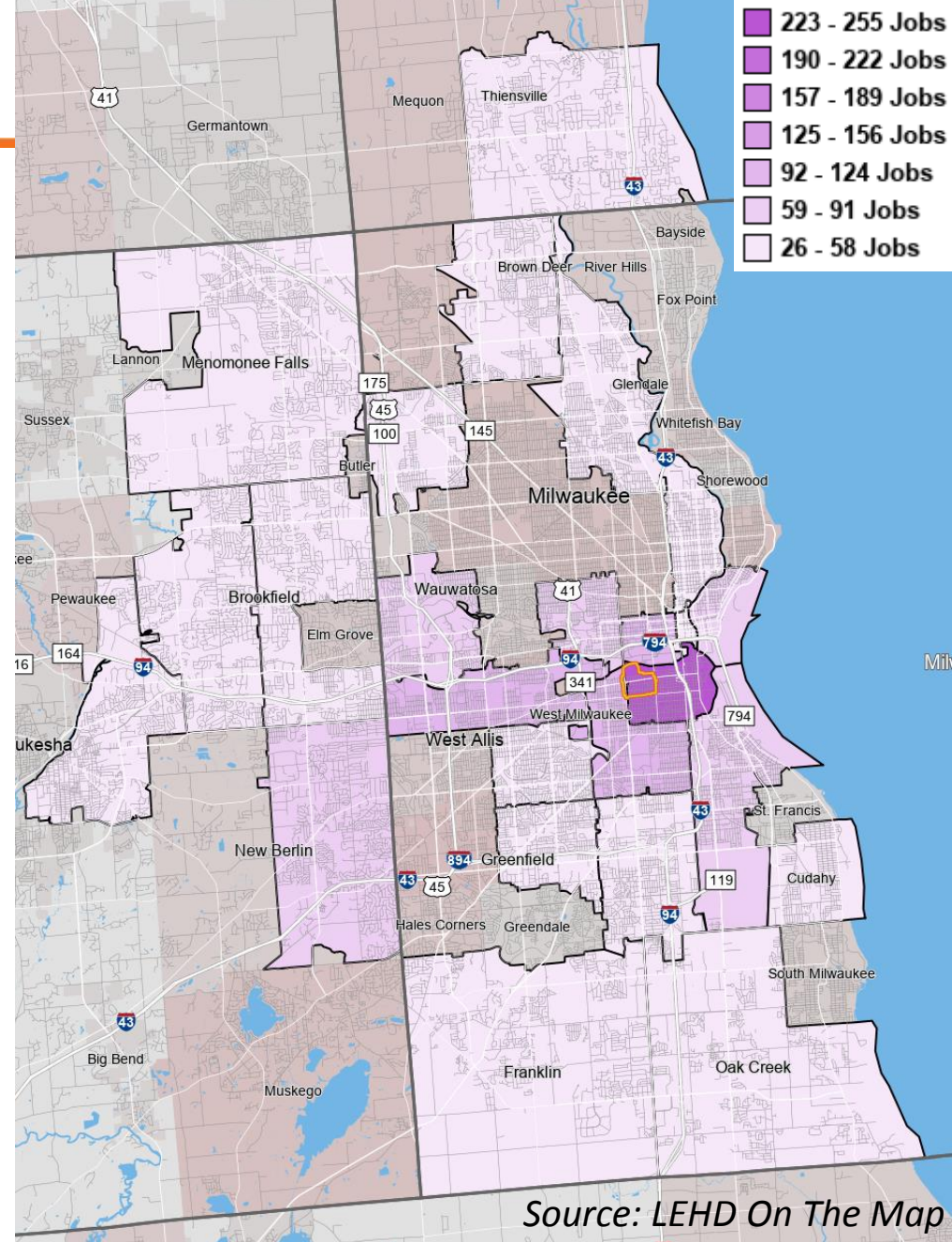
Source: LEHD On The Map

# Resident Work Location

## Top Destinations (2015)

Neighborhood residents predominantly work within the City of Milwaukee and surrounding suburbs. At a finer level of granularity, the map at right displays the top commuting destinations for workers residing in Clarke Square by ZIP code in and near Milwaukee County, with the areas in the south central and western portion of the City (including the Menomonee Valley) and adjacent suburbs nearest the neighborhood having the largest concentrations of workers.

Top Commuter Destinations	Count	Share
All Places (Cities, CDPs, etc.)	2,264	100.0%
Milwaukee	1,080	47.7%
Wauwatosa	124	5.5%
West Allis	90	4.0%
New Berlin	69	3.0%
Waukesha	52	2.3%
Brookfield	50	2.2%
Cudahy	49	2.2%
Greenfield	48	2.1%
Oak Creek	45	2.0%
Menomonee Falls	41	1.8%
All Other Locations	616	27.2%



Source: LEHD On The Map

# Commercial Market Analysis & Findings

# Land Use Analysis

## Existing Land Use, Commercial Land Use and Vacancy

The following two maps present City data on current land uses in Clarke Square. The first shows that the study area is primarily residential (about 41% by land area), significant public spaces (Mitchell Park, Clarke Square Park, Longfellow School/Journey House, etc.) make up about 25% of the neighborhood. Commercial uses of any type constitute about 15% of Clarke Square and are concentrated along the key corridors of National Avenue, Chavez Drive, and to a lesser degree Greenfield Avenue.

Land Use Analysis	Parcels	Acres
Study Area Totals	1443	310.7
Total Commercial Parcels	160	48.3
Vacant Commercial	11	1.7
<b>% Commercial Vacancy</b>	<b>0.8%</b>	<b>0.5%</b>
Est. Total Bldg. Sq. Ft (all land uses)		6,107,830
Est. Comm. Bldg. Sq. Ft.		1,036,105
Est. Total Vacant Comm. Bldg. Sq. Ft.		2,314
<b>% Vacant Comm. Bldg. Sq. Ft.</b>		<b>0.2%</b>

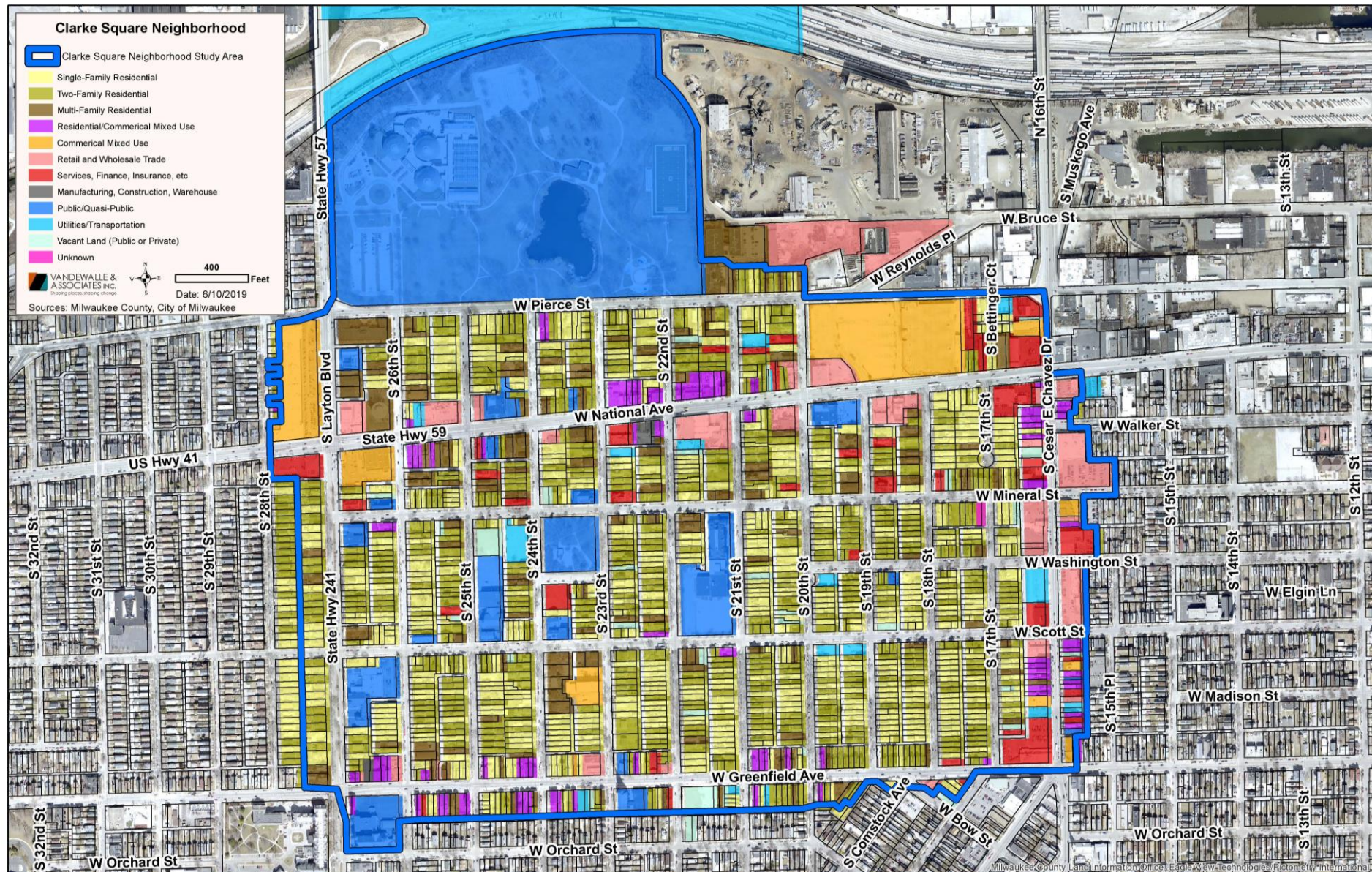
*Source: City of Milwaukee (MPROP)*

The second map depicts vacant lots and buildings in the neighborhood, further detailed in the above table. Purple-shaded lots are zoned for commercial use (local business or planned use development) and represent a very small minority of parcels and buildings within Clarke Square. According to City records, less than 1% of all commercial property by acreage and building square footage is estimated to be vacant, including those with known mixed commercial/residential uses.

While the neighborhood does show signs of vacancy, these are primarily in residentially zoned areas. Only a handful of long-term vacant, commercially-zoned lots and buildings exist in Clarke Square, though some (such as the industrial buildings in the 2100 block of National) may be significantly underutilized. The largest “vacant” structure, the former Pick n’ Save currently under conversion to the new Cristo Rey High School, is also excluded from this analysis, so the estimates in this report should be considered conservative; actual vacancy figures may vary.



# Existing Land Use





# Vacant Lots and Buildings



Milwaukee County Land Information Office, Eagle View Technologies, Pictometry International



# Existing Business Mix

## Business Inventory by Category

Category	Number of Businesses
Administration & Education	6
Arts & Leisure	2
Automotive Parts & Service	4
Wireless/Cell Phones	8
Clothing and Accessories	8
Construction, Warehousing & Transportation	6
Convenience & Liquor Stores	9
Cosmetics, Beauty Salons & Supplies	6
Electronics	2
Financial & Insurance	9
Furniture	2
Gas Stations	4
General Merchandise	5
Healthcare	6
Hotel	1
Manufacturing & Wholesale	3
Pharmacy & Drug Stores	1
Professional Services	12
Real Estate Leasing	2
Religious Organizations	12
Restaurants & Catering	20
Social Services	6
Supermarket	3
<b>Total Businesses</b>	<b>137</b>

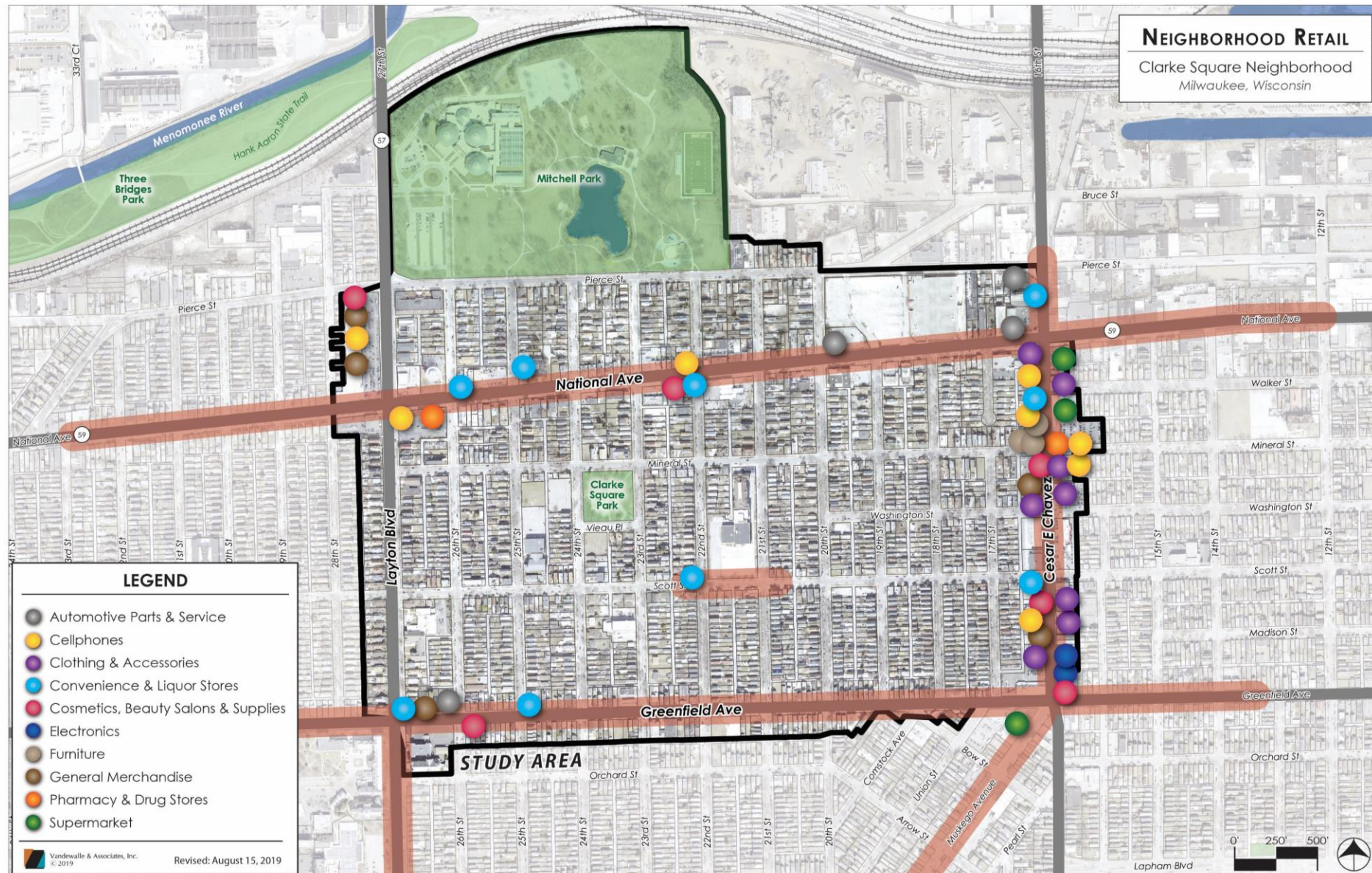
Sources: Reference USA, BID #38, Google Maps

For a relatively small neighborhood, Clarke Square is home to a significant number of businesses across a wide variety of sectors. Clusters with the most locations within the study area include restaurants; service providers; religious organizations; convenience stores; cell phones; financial, payday loan and insurance providers; and clothing and accessories stores.

As explained in the Retail Gap Analysis later in this report, having a larger number of a certain kind of business does not necessarily suggest an oversupply, as customers may travel from outside the Study Area for certain types of businesses (such as the food and beverage cluster on Chavez Drive), nor does a lack of certain businesses suggest that area residents want or need one or more new locations. Rather, this inventory gives a snapshot of what is already present in and near Clarke Square, much of which includes small, independently owned retail that is oriented toward residents, as well as specialty operations that cater primarily to Spanish-language customers.

The map on the following page depicts the locations of selected retail business types throughout the Study Area. Chavez Drive had the strongest cluster of shopping and dining options, followed by the National Avenue corridor; more limited neighborhood-serving businesses (corner stores, etc.) and service are more likely to be located along Greenfield, Layton, and interior residential streets. (Note that services are not shown on the following map).

# Neighborhood-Serving Retail





# Existing Business Mix

## Destination Businesses, Restaurants & Bars

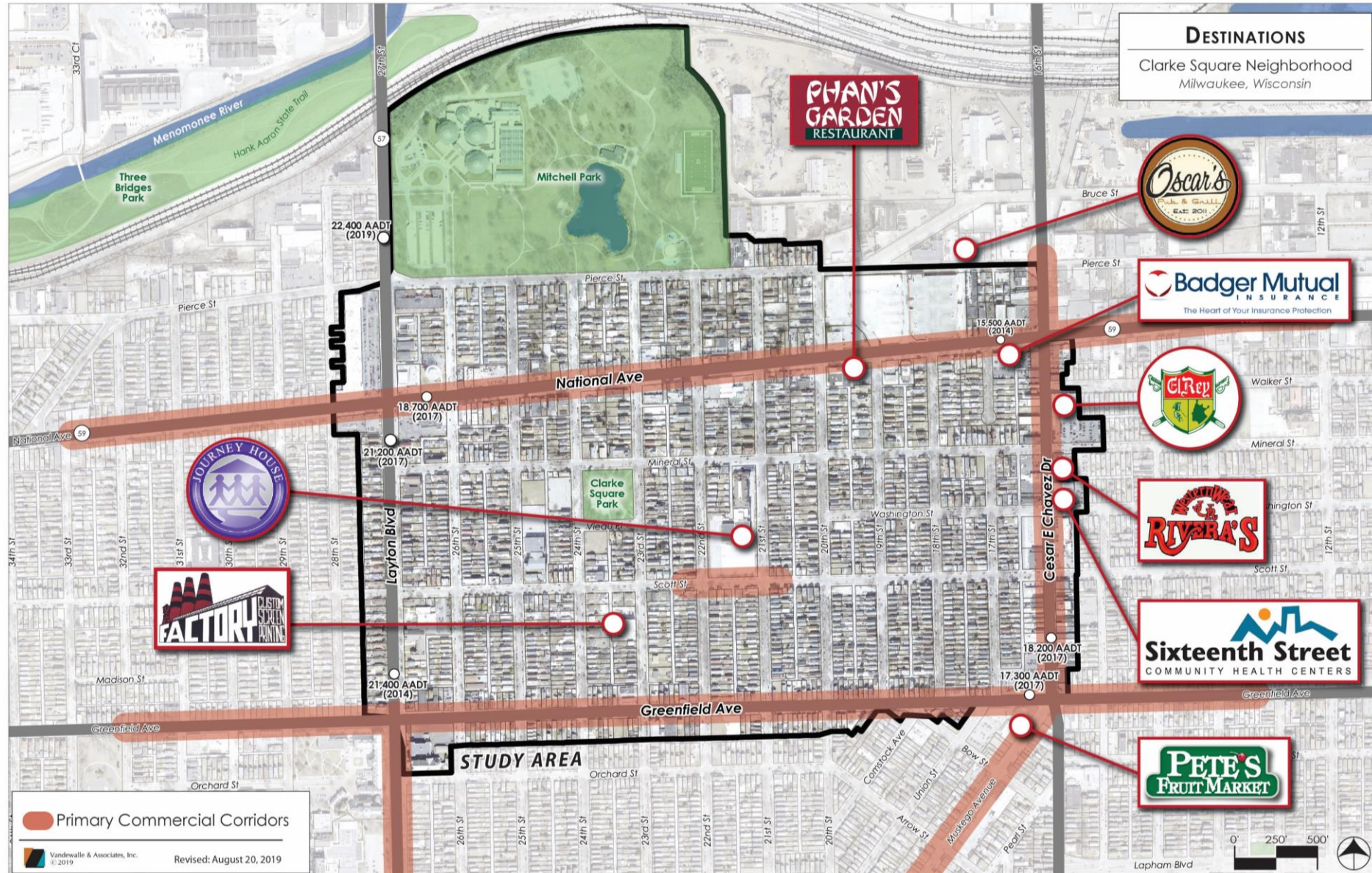
Destination businesses include a mix of longstanding and specialty retailers, restaurants, and grocery stores. Journey House and Longfellow School form a physical and metaphorical “heart of the neighborhood” along with Clarke Park Square. Sixteenth Street Community Health Center is a leader in community-based healthcare and equitable development in the neighborhood. The El Rey grocery store at 916 Chavez Drive has become a focal point for Hispanic specialties since opening in 2007, and Pete’s Fruit Market has expanded on its Union Street site from an open-air market into a full-service grocery store with a wide selection of produce. The Factory on 23<sup>rd</sup> Street offers low-cost office, maker and studio space that adds creative flair to the area. Badger Mutual Insurance has had a presence in the neighborhood for decades, with its corporate headquarters located in a well-preserved Art Deco office building at 1635 West National Avenue.

The neighborhood is also home to what is perhaps the City’s largest concentration of taquerías and bakeries. These Hispanic food and beverage options are primarily clustered within a few blocks along Chavez Drive, with additional locations scattered along Greenfield and National Avenues. In addition, Phan’s Garden on National Avenue is the oldest Vietnamese restaurant in Milwaukee and is adjacent to the Lao Buddhist Temple.



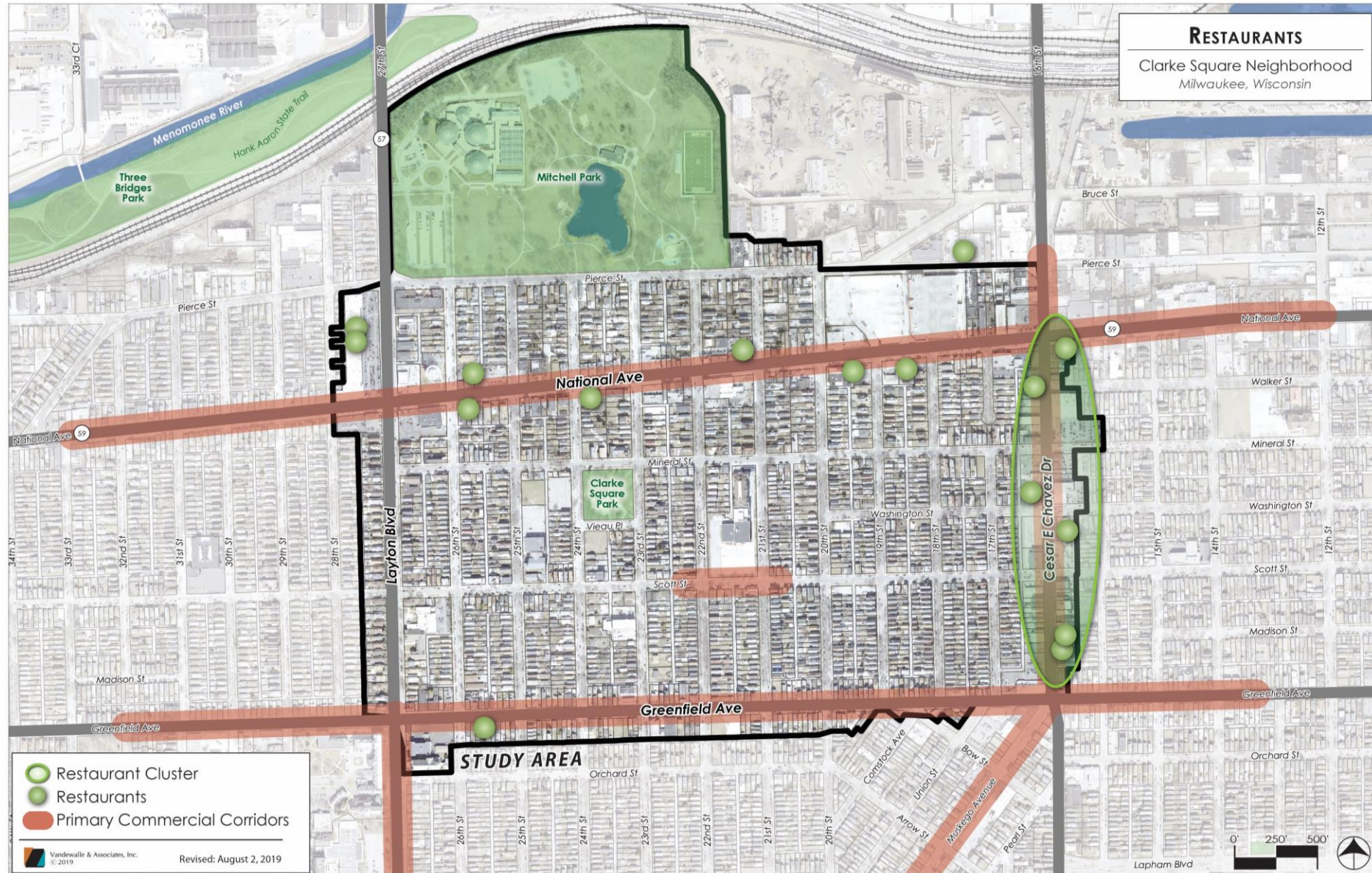


# Destination Businesses





# Restaurants and Bars



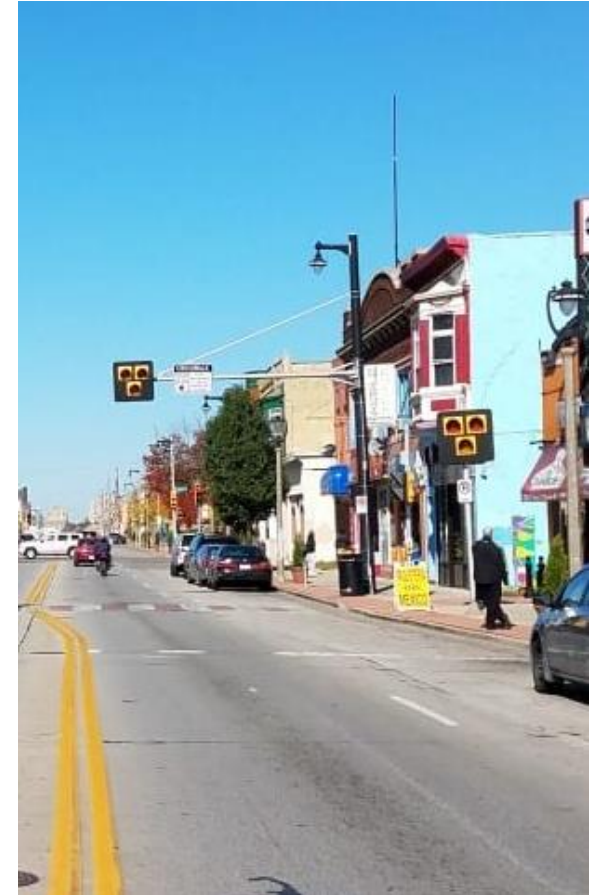


# Commercial Real Estate

## Commercial Properties Recently Sold, for Sale and Lease

Recently sold retail spaces have been affordable relative to median monthly rents in the vicinity (about \$20 psf/yr in Walker's Point and about \$24 psf/yr Citywide), making owner-occupied spaces the most cost-effective options when business resources allow. Lease rates within the study area are difficult to gather based on readily available information, but those within a short distance vary greatly based on use, location, and condition. Industrial property can be rented for less than \$4 psf/yr triple net (tenant pays taxes, maintenance and insurance), while office and flex space varies from \$6-\$9 psf/yr.\*

Larger spaces that have recently sold include a bank user (BMO Harris at Layton & National) and residential redevelopment (the former Dental Associates building and parking lot on Chavez Drive), higher-value uses that have therefore commanded relatively large sale prices. The affordable Clarke Square Apartment redevelopment lots were City-owned and sold at a significant discount. The following map shows the locations and terms of selected recent commercial transactions in and near Clarke Square, as well as images of those currently on the market, which vary by location, age, quality, and use of the structure.



*\*Sources: Recent sales - City of Milwaukee (MPROP); for sale/lease: 42Floors, LoopNet, CityFeet*

# Commercial Real Estate

## Commercial Properties Recently Sold, for Sale and Lease



# Retail Gap Analysis

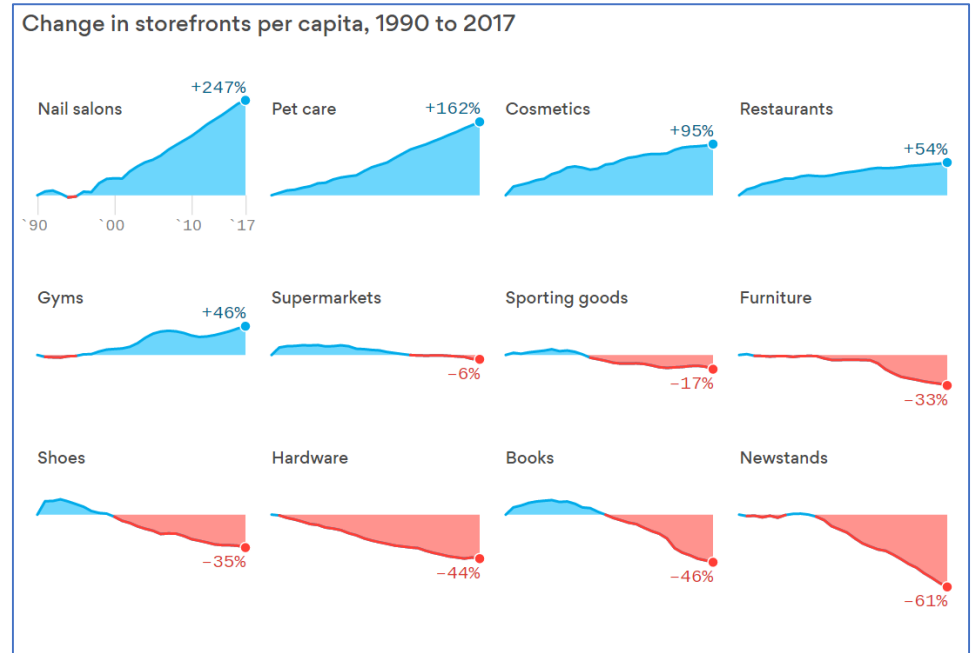


# Changing Retail Marketplace

## “Big Picture”

Neighborhood-level retail and commercial opportunities are the focus of this report, but any new business development must grapple with larger trends that are making the business landscape somewhat tougher for particular businesses segments, particularly the advent of convenient online shopping for even the most basic of daily needs, from clothing to groceries. Due to this shift, many cities are encountering challenges in filling retail vacancies due to excess supply of brick-and-mortar buildings.

For example, neighborhood-level hardware and other soft line goods (apparel, books) are declining in real numbers and in average store size. On the other hand, service providers like nail and waxing salon, pet grooming shops, cosmetics stores, tattoo parlors, and gyms, stand out as growth sectors. According to the U.S. Bureau of Labor Statistics, between 1990 and 2017 the number of nail salons for every 100,000 Americans more than tripled, from fewer than two to nearly seven. Pet grooming storefronts surged by more than double, while cosmetics storefronts almost doubled.



Data: Bureau of Labor Statistics, Federal Reserve Bank of St. Louis; Chart: Axios

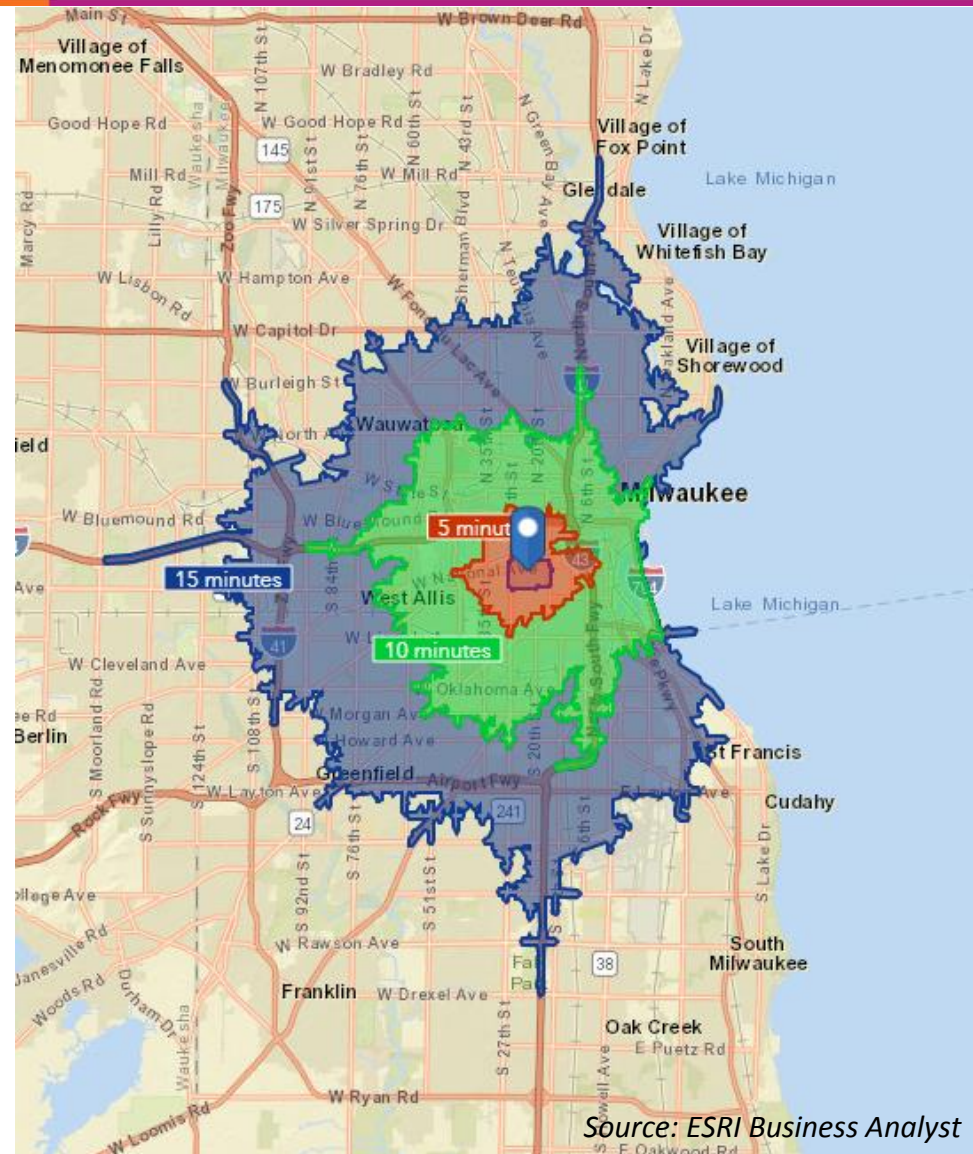
Nonetheless, the potential success of new businesses in Clarke Square is subject to many other localized factors. Nationally and locally, **retail offerings that can't easily be replicated online – including stalwart local services, personal care stores discount retailers, and dollar stores – are increasing.**

# Retail Market Analysis

## Trade Area Delineation

A retail trade area is the area from which the majority of the customers of the total volume of business is generated. Understanding a site's trade area is an important first step to understanding the market opportunities that exist on that site. The size and shape of a trade area is typically based on a number of factors including distance to the site, drive time distance to the site, competing areas, and the relative attractiveness of the complementary commercial establishments around the site.

The following analysis is based on scenarios capturing estimated demand from the neighborhood to metro levels, that is, within 5, 10, and 15-minute drive time bands radiating from the heart of Clarke Square, roughly the northern edge of Journey House and Longfellow School. These area includes most of the City of Milwaukee and portions of other municipalities that area residents may shop when specific retail offerings are not available in their neighborhood.



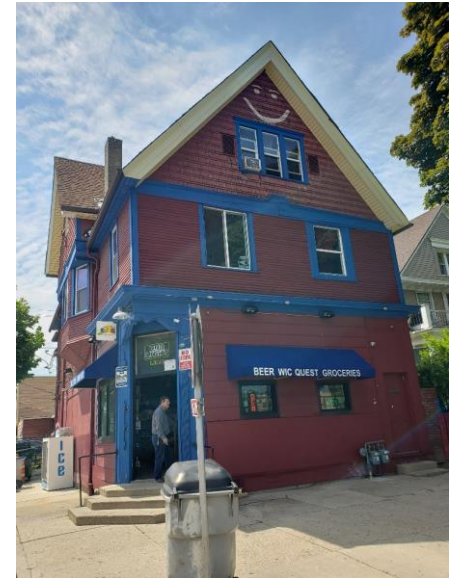


# Retail Market Analysis

Commercial activity – services along with retail – is often categorized based on the character of population that it serves. These categories include:

- **Convenience Centers (0-5-minute drive time)**  
Convenience centers are small commercial agglomerations serving the daily needs of area residents.
- **Neighborhood Centers (5-10 minutes)**  
As the name implies, neighborhood centers typically serve the needs of people living in close proximity. These are smaller (75,000+) square foot centers usually anchored by a grocery store and/or pharmacy with other small retail.
- **Community Centers (10-20 minutes)**  
Community centers are typically anchored by a discount department store and may include other "big box" anchors, along with specialty retail. The total gross leasable area of a community center is usually over 250,000 square feet.
- **Regional Centers (20+ minutes)**  
Regional centers serve the largest number of people and may include millions of aggregate square feet of space. They are almost always anchored by one or more department stores along with specialty retail stores that serve as destinations within the metro area and beyond.

Clarke Square competes with nearby neighborhoods and suburban communities for these various levels of commercial activity, but the existing business mix along key commercial corridors falls primarily in the convenience and neighborhood categories. The heavily residential character and location of the Study Area near downtown and in close proximity to regional retail centers on the City's periphery are reflected in the scale and offerings of neighborhood businesses.



# Retail Market Analysis

## Retail Gap Analysis

Retail sector gap or “leakage” analysis is a tool that compares existing levels of retail sales within a defined trade area to the potential retail sales based on the demographic characteristics and the number of households in the area.

The existing retail sales are essentially the current retail supply, and the potential retail sales are essentially the retail demand. If retail sales (supply) exceed potential sales (demand), it is generally assumed that the market for that sector is saturated and there is not room for additional stores. If retail demand exceeds supply, it indicates that the trade area is experiencing retail “leakage” meaning that customers in the trade area are leaving the trade area to find shopping opportunities elsewhere. If a sector is experiencing leakage, there is unmet consumer demand for stores in this sector and new stores in this sector might be feasible.

The following tables show estimates of retail potential (demand), existing retail sales (supply) and retail surplus/leakage (demand minus supply) for key retail sectors within the three drive time areas. As the following summary tables highlight, each trade area has unmet demand for certain retail sectors. A negative value represents a surplus of retail sales, a market where customers are drawn in from outside the trade area. A positive value indicates that the trade area is “leaking” sales to other area and customers within the trade area are shopping in other communities.

**It is important to note that positive or negative values do not necessarily imply that a particular business type will succeed in Clarke Square.** Retail gaps should be used as baseline against which more detailed business plans may articulate whether there is local or regional demand for a particular business, and whether it fits within or expands upon current offerings.

Supply >  
Demand =  
**Saturation**

Demand >  
Supply =  
**Leakage**



# Retail Gap Analysis

## Drive Time Summary Comparison

ESRI calculates sales potentials based on national averages that are adjusted for trade area demographics. All sales within the primary trade area are estimated to total \$241.6 million, or about 93 percent of the total demand/sales potential (\$260.3 million). This means there is nearly \$19 million in potential sales from unmet demand in the primary Clarke Square trade area (0-5-minute drive time), most of which is in the form of retail trade (NAICS 44-45).

By comparison, the secondary trade area (5-10 minute drive) appears significantly overserved by food and drink options as well as most retail sectors, likely owing to the numerous options in nearby West Milwaukee, though specific niche businesses may offer potential. The regional trade area (10-15 minutes) offers significant potential in retail business sectors when the data is examined at a finer scale.

**This suggests that both at the neighborhood and regional levels, there is unmet demand for new businesses –** Clarke Square residents would be well served by smaller offerings that meet local and cultural tastes, as well as some destination businesses that may succeed by drawing customers from throughout the area.

2017 Industry Summary	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	# of Businesses
<b>0-5 Minute Drive Time</b>				
Total Retail Trade and Food & Drink	\$260,363,010	\$241,619,313	<b>\$18,743,697</b>	206
Total Retail Trade	\$234,460,799	\$190,507,472	<b>\$43,953,327</b>	127
Total Food & Drink	\$25,902,210	\$51,111,841	<b>-\$25,209,631</b>	78
<b>5-10 Minute Drive Time</b>				
Total Retail Trade and Food & Drink	\$1,411,332,983	\$1,892,148,560	<b>-\$480,815,577</b>	1,359
Total Retail Trade	\$1,270,485,904	\$1,509,065,542	<b>-\$238,579,638</b>	786
Total Food & Drink	\$140,847,079	\$383,083,018	<b>-\$242,235,939</b>	574
<b>10-15 Minute Drive Time</b>				
Total Retail Trade and Food & Drink	\$3,882,325,832	\$3,233,499,228	<b>\$648,826,604</b>	2,011
Total Retail Trade	\$3,499,444,030	\$2,759,549,839	<b>\$739,894,191</b>	1,295
Total Food & Drink	\$382,881,802	\$473,949,388	<b>-\$91,067,586</b>	716

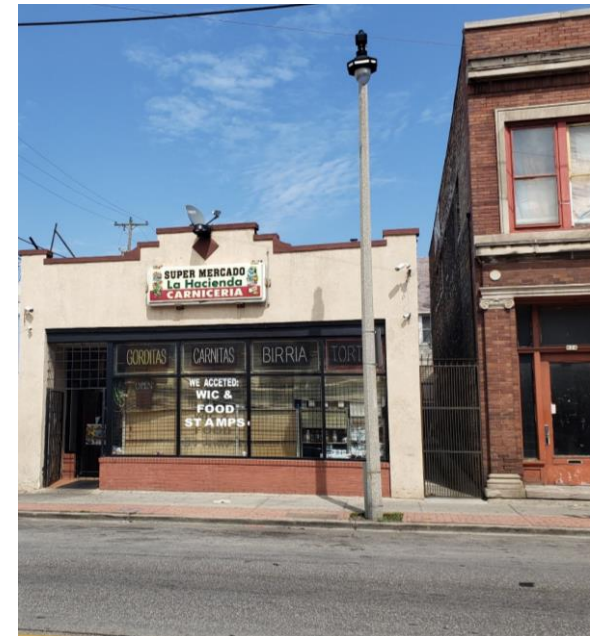
Source: ESRI Business Analyst

# Retail Gap Analysis

## Neighborhood Implications

The following tables detail specific retail sectors and potential new store feasibility for the neighborhood and immediate surroundings (within a 5-minute drive from the heart of the neighborhood in any direction) based on estimates provided by ESRI Business Analyst. These are based in part on known business locations and designations under the North American Industry Classification System (NAICS), as well as reported sales and estimated demand data from businesses within each area of analysis. Key findings specific to Clarke Square include the following:

- Overall, retail demand within the primary market area (0-5 minute drive) appears to be fairly well served - **only about 7% leaks out of the area.**
- The **food and drink sector is a net importer of demand** from outside the neighborhood, as total sales are nearly double the expected amount for the size and spending profile of Clarke Square.
- Median disposable income in the area is about \$22,618, suggesting a majority of residents are **value-oriented and appreciate low-cost, convenient retail options** within their neighborhood that meet day-to-day needs.
- The area's taquería restaurant cluster, along with El Rey Foods supermarket, form a regional draw that may offer expansion potential for complementary businesses and spinoffs (suppliers, importers, etc.) that do not necessarily compete with existing offerings.





# Retail Gap Analysis

## Supportable Retail Square Footage and Estimated New Store Feasibility (0-5 min. drive)

Industry Group	Retail Gap	Median Sales PSF	Supportable Square Feet	Average SF	New Store Feasibility
<b>Auto Parts, Accessories &amp; Tire Stores</b>	<b>\$5,811,218</b>	<b>\$238</b>	<b>24,417</b>	<b>3,250</b>	<b>Yes</b>
Furniture & Home Furnishings Stores	\$132,971	\$417	319	2,600	No
Electronics & Appliance Stores	(\$4,999,978)	\$595	(8,403)	2,000	No
<b>Lawn &amp; Garden Equip &amp; Supply Stores</b>	<b>\$4,320,814</b>	<b>\$506</b>	<b>8,543</b>	<b>2,000</b>	<b>Yes</b>
Health & Personal Care Stores	\$54,116	\$565	96	9,000	No
<b>Clothing Stores</b>	<b>\$4,969,683</b>	<b>\$238</b>	<b>20,881</b>	<b>2,400</b>	<b>Yes</b>
<b>Shoe Stores</b>	<b>\$3,953,524</b>	<b>\$238</b>	<b>16,611</b>	<b>2,900</b>	<b>Yes</b>
<b>Jewelry, Luggage &amp; Leather Goods Stores</b>	<b>\$653,238</b>	<b>\$595</b>	<b>1,098</b>	<b>1,200</b>	<b>Maybe</b>
Sporting Goods/Hobby/Musical Instr Stores	\$362,921	\$298	1,220	1,800	No
Office Supplies, Stationery & Gift Stores	(\$1,265,010)	\$238	(5,315)	1,800	No
<b>Food/Beverage Industries</b>					
Restaurants/Other Eating Places	(\$3,101,581)	\$476	(6,516)	2,500	No
Drinking Places - Alcoholic Beverages	\$94,230	\$476	198	1,500	No
Special Food Services	(\$25,209,631)	\$476	(52,961)	1,500	No
Grocery Stores	(\$33,771,133)	\$500	(67,542)	2,500	No
Specialty Food Stores	(\$28,243,071)	\$400	(70,608)	1,500	No
Beer, Wine & Liquor Stores	(\$5,582,177)	\$400	(13,955)	2,600	No

Source: ESRI Business Analyst; Urban Land Institute

Specific retail (non-service) segments that may have some potential for new locations within the immediate study area, depending on the location and size of the store, include:

- **Auto parts**
- **Home and garden**
- **Clothing and shoes**
- **Jewelry**

**Please note that this type of analysis primarily measures more of what an area does not have rather than what it should have, so the data in this and the tables that follow should be considered a baseline for which additional analyses should be performed to test the market viability of specific business types.** Entrepreneurial resources, such as those available through Brew City Match and the Chavez Drive BID, will help facilitate the businesses development process and help ensure the long-term health of new businesses, particularly those for which direct comparables do not exist in the neighborhood or broader region.

# Retail Gap Analysis

## Supportable Retail Square Footage and Estimated New Store Feasibility (5-10 min. drive)

Industry Group	Retail Gap	Median Sales PSF	Supportable Square Feet	Average SF	New Store Feasibility
<b>Auto Parts, Accessories &amp; Tire Stores</b>	<b>\$12,078,479</b>	<b>\$238</b>	<b>50,750</b>	<b>3,500</b>	<b>Yes</b>
Furniture & Home Furnishings Stores	\$148,270	\$417	356	3,600	No
Electronics & Appliance Stores	(\$6,281,279)	\$595	(10,557)	2,250	No
<b>Lawn &amp; Garden Equip &amp; Supply Stores</b>	<b>\$16,240,857</b>	<b>\$506</b>	<b>32,112</b>	<b>6,800</b>	<b>Yes</b>
Health & Personal Care Stores	(\$22,161,171)	\$565	(39,206)	12,500	No
Clothing Stores	(\$19,711,982)	\$238	(82,823)	3,000	No
<b>Shoe Stores</b>	<b>\$3,824,163</b>	<b>\$238</b>	<b>16,068</b>	<b>2,600</b>	<b>Yes</b>
Jewelry, Luggage & Leather Goods Stores	(\$21,170,152)	\$595	(35,580)	1,200	No
Sporting Goods/Hobby/Musical Instr Stores	(\$2,365,994)	\$298	(7,953)	2,000	No
Office Supplies, Stationery & Gift Stores	(\$3,658,256)	\$238	(15,371)	2,000	No
<b>Food/Beverage Industries</b>					
Restaurants/Other Eating Places	(\$17,732,695)	\$476	(37,254)	3,125	No
Drinking Places - Alcoholic Beverages	(\$13,571,634)	\$476	(28,512)	1,875	No
Special Food Services	(\$242,235,939)	\$476	(508,899)	1,875	No
Grocery Stores	(\$135,267,464)	\$500	(270,535)	3,125	No
Specialty Food Stores	(\$85,829,470)	\$400	(214,574)	1,875	No
Beer, Wine & Liquor Stores	(\$27,276,824)	\$400	(68,192)	3,250	No

Source: ESRI Business Analyst; Urban Land Institute



In the 5-10 minute ring, (most of the City of Milwaukee and parts of inner ring suburbs), there is more limited retail potential. This may be due in part to the availability of “big box” retailers throughout this area (such as those on Miller Park Way) and specialty options available at regional malls and upscale shopping centers. Clarke Square is not necessarily competing with these areas for retail and service providers, and in any case does not appear to have sufficient commercial property available to accommodate a very large user.



# Retail Gap Analysis

## Supportable Retail Square Footage and Estimated New Store Feasibility (10-15 min. drive)

Industry Group	Retail Gap	Median Sales PSF	Supportable Square Feet	Average SF	New Store Feasibility
Auto Parts, Accessories & Tire Stores	\$31,495,306	\$363	86,768	4,700	Yes
Furniture & Home Furnishings Stores	\$18,623,738	\$248	75,096	5,100	Yes
Electronics & Appliance Stores	\$5,748,469	\$713	8,062	3,100	Yes
Lawn & Garden Equip & Supply Stores	\$18,027,344	\$208	86,670	12,500	Yes
Health & Personal Care Stores	(\$22,830,542)	\$463	(49,363)	12,500	No
Clothing Stores	(\$8,075,491)	\$342	(23,590)	4,000	No
Shoe Stores	(\$10,308,677)	\$443	(23,281)	3,250	No
Jewelry, Luggage & Leather Goods Stores	(\$8,417,232)	\$760	(11,083)	1,200	No
Sporting Goods/Hobby/Musical Instr Stores	\$10,650,417	\$317	33,633	2,108	Yes
Office Supplies, Stationery & Gift Stores	(\$2,602,221)	\$216	(12,020)	2,108	No
<b>Food/Beverage Industries</b>					
Restaurants/Other Eating Places	\$5,942,874	\$476	12,485	4,000	Yes
Drinking Places - Alcoholic Beverages	\$902,791	\$476	1,897	2,250	Maybe
Special Food Services	(\$91,067,586)	\$476	(191,318)	2,250	No
Grocery Stores	\$5,488,449	\$500	10,977	45,000	No
Specialty Food Stores	\$7,029,647	\$400	17,574	2,250	Yes
Beer, Wine & Liquor Stores	\$21,289,344	\$400	53,223	3,500	Yes

Source: ESRI Business Analyst; Urban Land Institute



Within 10-15 minutes (edges of Greenfield, St. Francis, Glendale and east to Lake Michigan), there is more potential for additional retail opportunities, including automotive, furniture/home goods, electronics, lawn and garden, sporting goods, and some food and beverage sectors. While businesses with a somewhat regional draw tend to be larger locations, new businesses that may succeed in Clarke Square will still likely need to rely on significant traffic from neighborhood residents. Therefore, accessibility and marketing that encourages local shopping will be key to their long-term success.

# Desired Business Mix

In general, it is strongly desired to pursue a business and service mix that is oriented to local residents, is supported by local residents. In addition to the potentially viable market opportunities in the retail gap data described earlier in this report, consultant insights and stakeholder interviews suggested additional needs and desires for specific business types within the study area. These types of businesses should be encouraged and considered in the Brew City Match program. They include the following, as well as others that may be identified in the course of discussions with neighborhood residents and opportunities with specific ideas and business plans not contemplated in this report:

- **Pharmacy**
- **Healthy, affordable food options**
- **Food truck, commercial kitchen and food business incubator**
- **Community-based home improvement warehouse (e.g. Habitat ReStore)**
- **Spanish-language bookstore/café**



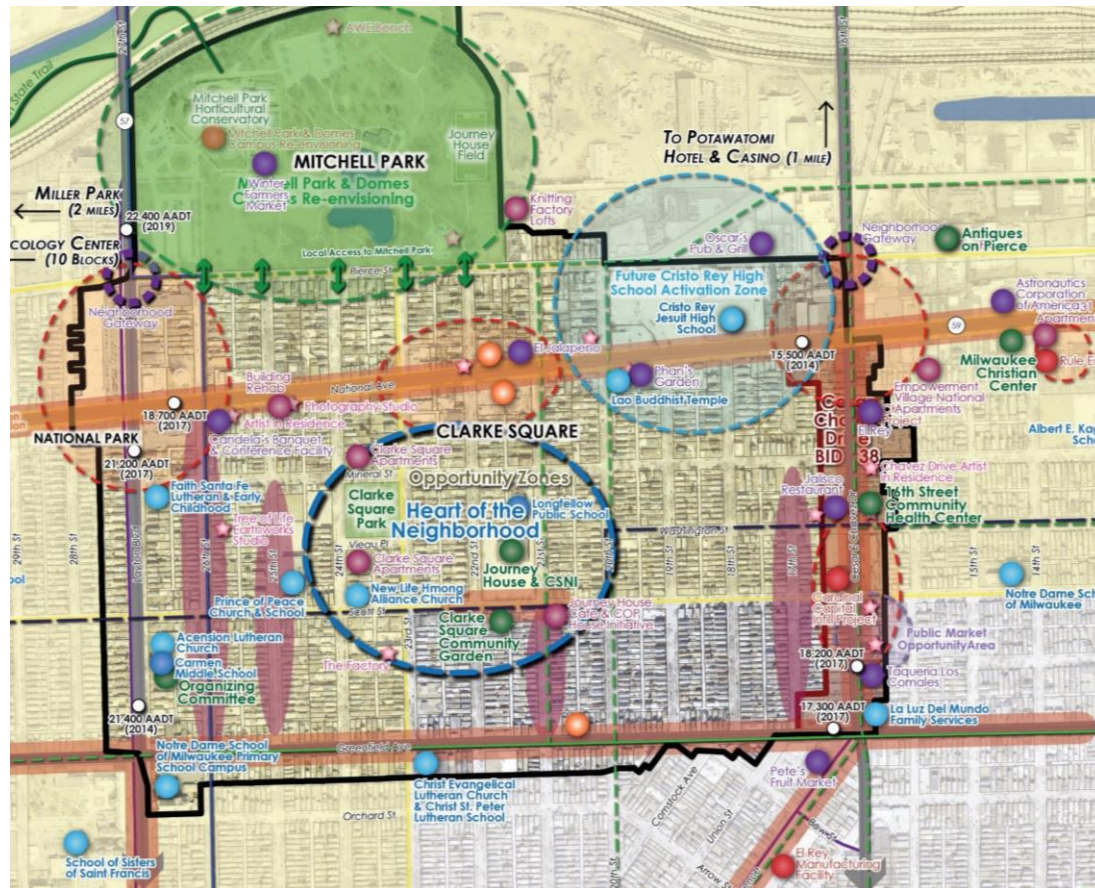


# Guiding Principles and Creative Strategies

# Guiding Principles and Creative Strategies

## Summary

The following pages provide suggestions for incorporating new business types into the Clarke Square neighborhood. These suggestions are based on the qualitative and quantitative analysis process provided herein, and they build off of the neighborhood's place-based assets and opportunities and recent and upcoming catalytic projects.





# Build on Locational Advantages

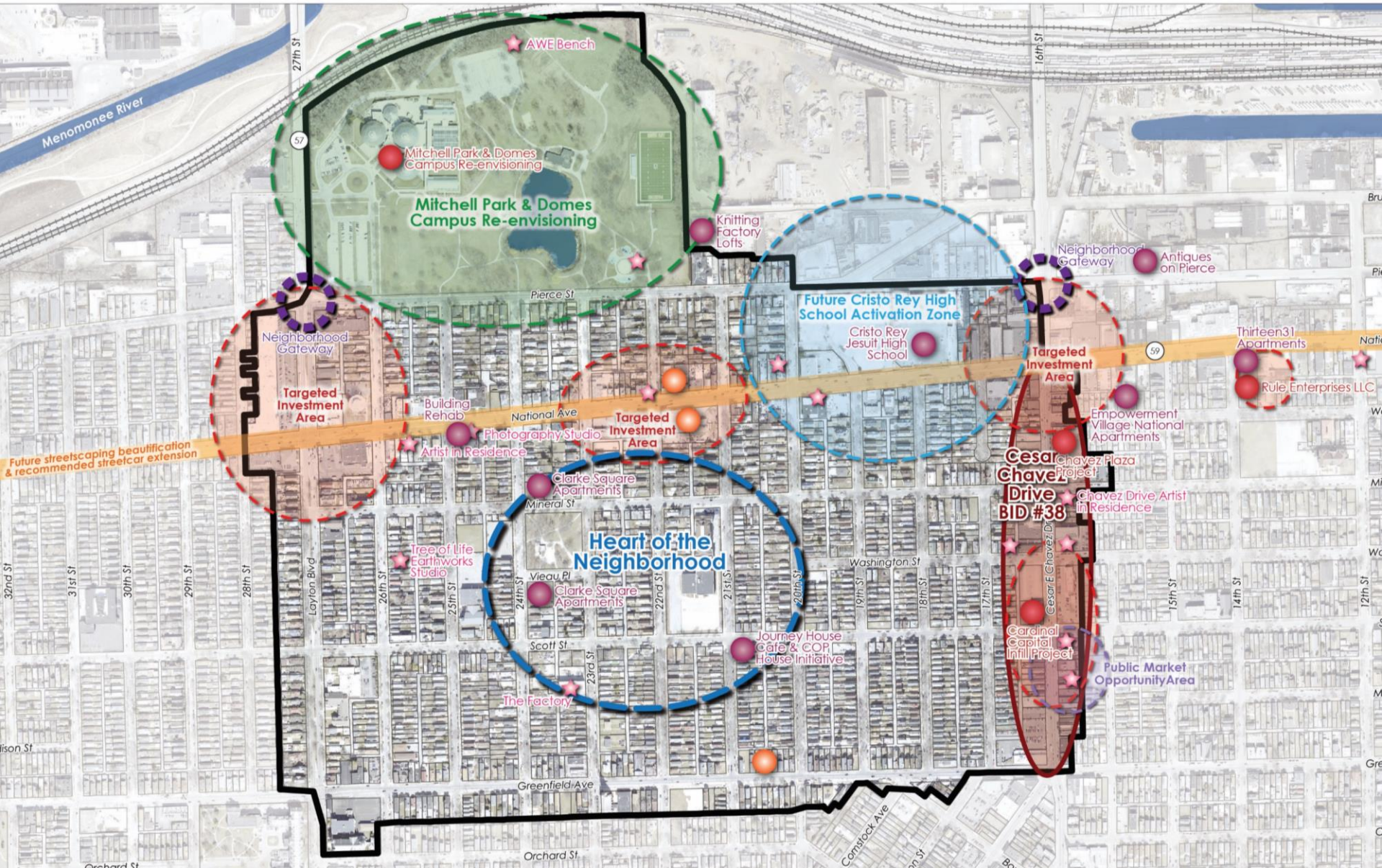
Recent new investments in greater southside have included Clarke Square but also, notably, areas to the east, west, and north. The neighborhood must continue to use its central location and proximity to regional employment, commercial, and shopping destinations to ensure it continues to function as a viable destination for new development of any type. National Avenue/Hwy 59, Greenfield Avenue and Historic Mitchell Street provide east-west connections to near western suburbs and east to the Lake, while the 16<sup>th</sup> Street Viaduct and Layton Boulevard serve as direct connections to points north (downtown, Marquette University).

Mitchell Park and the Domes have long been a regional destination but could also be used to a greater extent as neighborhood park destination by Clarke Square residents. An opportunity exists strengthen the Park's connection to the National Avenue business district, while potential upgrades to the park itself being considered by the County may serve as a catalyst for other new connections and commercial business spinoffs.

Other nearby resident and visitor assets include the Hank Aaron State Trail and Three Bridges Park - regional and local destinations as well as recreational and commuter multi-modal routes – as well as the Menomonee Valley/Potawatomi Hotel and Casino entertainment and employment hub.

These and other Targeted Investment Areas, shown on the following map and detailed further in this section, offer opportunity for new market capture as well as attractive in-town commuter opportunities for neighborhood residents.

# Opportunity Areas





# National Avenue Corridor

Stakeholder input indicates that National Avenue offers perhaps the greatest potential for improvement based on its existing streetscape and higher proportion of underutilized commercial spaces, but also its high traffic counts and visibility. The corridor lacks a strong sense of place and identity, both as a key southside thoroughfare and business corridor and as an entryway to Clarke Square. Potential action steps for this Targeted Investment Area may include:

## Develop a Distinct “Sense of Place”

Overall, the corridor should incorporate distinct gateway and streetscape aspects indicating entry to Clarke Square. Specifically, visual and physical connections could be made between Mitchell Park to National Avenue along one or two connector streets. Traffic calming strategies should be encouraged along the corridor and in particular at key points of Cristo Rey campus area, 22nd & National, and Layton & National. The neighborhood should also advocate from the potential for Hop streetcar extension along National Avenue connecting through to Miller Park Way.

## 16th Street/Cesar Chavez Drive & National - Targeted Investment Area

Gateway and streetscape features should be implemented at this intersection and incorporate new developments as sites become available. As the entry to Cesar Chavez Drive, this can be a gateway to the Latino heritage business district.



# National Avenue Corridor

## Cristo Rey High School – Activation Zone

The imminent influx of students to the new Cristo Rey High School on National Avenue from throughout the Milwaukee area – and their safety in getting to and from campus and places of employment, per the schools' co-op model – will test local infrastructure but also offers opportunities to rethink the school's access points and connections to surrounding residential and commercial nodes. Neighborhood leaders should explore and develop a Safe Routes To School program in the area via the Wisconsin Dept. of Transportation, to facilitate traffic calming, well-marked crossings and stronger neighborhood connections.

Family-friendly businesses should also be evaluated within the immediate vicinity of the school, catering to commuting students and children living in/near Clarke Square. Potential niches may include: Restaurants and cafes with destination appeal that include activities for students and families, games, arcades, trivia, interactive multi-player games. Soccer is popular in the neighborhood, and new twists could be introduced. For example, “Pool Ball” currently offered at Red Lion Pub in Milwaukee, is a large format game using soccer balls as billiard balls and one's foot as a cue.

The neighborhood would also benefit from expanded opportunities for youth activities outside of school, and local nonprofit resources such as year-round indoor and outdoor activities including small field indoor soccer/futsal. This could occur in renovated existing warehouse/former manufacturing buildings and incorporate multiple sports opportunities in one building. Examples of these types of indoor active space include Inbounds in Glendale, locally-owned and used for all ages and many different sports/activities, and Adventure Rock for bouldering and climbing.





# National Avenue Corridor

## 22nd & National: Targeted Investment Area

Existing commercial structures in this vicinity may offer opportunities for adaptive reuse and site redevelopment to advance a niche of “makerspace” and other DIY businesses in this area along the National Avenue Corridor, as well as Latino-owned and focused businesses looking for an alternative to the traditional retail and higher rents generally commanded along Chavez Drive.

An expanded focus on food, already a highlight for the broader neighborhood, could also include a commercial kitchen for startups; a food truck park with built-in infrastructure (lighting, parking, secure storage); and cold storage for food production and distribution use.



## Layton & National: Targeted Investment Area

This critical gateway should be evaluated for ways to heighten the sense of arrival to Clarke Square, and highlight assets of the immediate area. Long-term plans should seek opportunities to increase density/and transit-oriented development (TOD) at/near this prominent intersection, capitalizing on proximity to park, views to downtown while retaining local character.



# Cesar Chavez Drive

As the heart of Milwaukee's Latino community and already functioning as a robust business district for Clarke Square residents, the Cesar Chavez Drive corridor would be well served by businesses that complement and build on the existing business mix of culturally relevant offerings and locations offering convenient access to daily needs.

## Milwaukee's Latino Marketplace

Based on this profile, opportunities for the Chavez Drive BID and corridor include specialty businesses that cater to Latino heritage/culture.

The success of the “public market” concept, both in Milwaukee and in other cities around the country, may be successful in Clarke Square specifically around Latino food, goods, clothing, gifts, and other distinctive offerings, proving a lower-cost option for new business that offers smaller spaces and shared overhead, as well as the benefits of clustering likeminded business types.





# “Heart of the Neighborhood”

Journey House, Longfellow School, and Clarke Square Park form the “Heart of the Neighborhood” from the perspective of their provision of social services, educational opportunities services for all ages, and healthy schools efforts. New investments in the combination COP House/café, planned development of an outdoor classroom, greenhouse and natural space in place of hardscape playground, affordable residential developments around Clarke Square Park, and programming/community space within the park itself offer a strong baseline for community development and enrichment in the Clarke Square neighborhood.

## **Build on Community Development Strengths and Seek Low-Profile Businesses in Residential Areas**

Opportunities in this vicinity, then, are more related to community development – ongoing improvements to the park and community building and enhanced programming of the park to increase “eyes on the park” and the general sense of safety for children, families, and other park users. The new Journey House café will offer a new model for additional commercial spaces within residential areas of the neighborhood and could help spur new neighborhood-scale business development where high drive-by traffic is not needed but could serve the area. These uses might include day cares, ethnic restaurants, and health and wellness businesses such as a gym, yoga, or fitness studio.



# Greenfield Avenue



Greenfield Avenue is primarily residential in nature, but as a primary east-west collector street does have a number of small and medium-sized business spaces primarily geared toward residents (gas stations, auto service, churches, pubs). Recent streetscape improvements such as corner bump-outs have improved the overall image of the corridor and provides an improved sense of safety to residents, pedestrians and cyclists, and may encourage motorized traffic to engage with the corridor less as a “passthrough” and more of a business district in its own right.

## Support Walkable and Resident-Oriented Businesses

Walkable and neighborhood scale businesses should continue to be emphasized along Greenfield. The prevalence of smaller retail and corner lot commercial spaces may be attractive to newer boutique and food uses (Hispanic bakeries, coffee shops, services, etc.), while larger opportunities (such as the Christ St. Peter lot near 22<sup>nd</sup> Street, if not needed for expansion) may be marketed for residential/mixed use development with potential for expanded spaces for community development non-profits and social service providers.





# Next Steps

Each of the areas detailed within this section offer potential for expanded business and community development, but some offer more near-term opportunities for action. As introduced in this section, the highest priority subareas for follow-up activities include the following:

- **Build off new Cristo Rey Jesuit High School** development to capitalize on influx of student traffic, expand business offering catering to children and families, and support safe access to and from school campus
- **Advance the “Heart of the Neighborhood”** with community development efforts and neighborhood-oriented business development
- **Explore future business opportunities consistent with Clarke Square’s established neighborhood identity**, such as a Latino heritage market, food truck park, and arts and DIY nodes of activity

Other short-term action steps may include the following:

- **Conduct an inventory of Clarke Square businesses** that identifies and distinguishes between fully vacant buildings and partially occupied buildings (e.g., vacant storefronts, storefronts currently in residential use, vacant upper-story residential units) in order to understand the neighborhood’s true vacancy/utilization rate.
- **Support traffic calming measures on Pierce Street** to improve safety, improve the appearance of the corridor, and encourage commercial activity.
- **Explore ways to match home-based businesses with available storefronts** in order to encourage local business growth and expansion.

All of these higher-level prospects for neighborhood growth will require additional study and resources to ensure their implementation in ways that are beneficial to existing Clarke Square residents, enhancing their quality of life while minimizing displacement and other unintended effects of development, while remaining an inviting and welcoming destination for visitors from throughout the Milwaukee region and beyond.