

Phase I and Phase II Summary Reports

Prepared for

The City of Kenosha Commission on the Arts for the
Strategic Assessment and Development of the
Kenosha Creative Economy Strategic Plan

Prepared by

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Phase I Summary Report

Executive Summary

The purpose of Phase I was to conduct an analysis of Kenosha's Creative Sector through a review of existing KenoshaRising documents, comparable cities' planning documents, the steering committee's SWOC Analysis and our comprehensive Creative Assets Map. This summary report includes a description of our methodology and a list of plans and reports reviewed in this stage. We have also included brief details regarding our approach to the review of comparable city planning documents. The results from the SWOC Analysis are summarized in this report and an analysis and description of the Creative Asset Map is included as well. Information contained in the Phase I Summary Report will inform our final strategy and recommendations.

Methods

Our Phase I methodology included a review and analysis of current studies on Kenosha's Creative Sector and cultural or creative economy plans from cities who either share some common features with Kenosha or who have engaged in a similar creative economy planning process. During this phase, we also engaged the Kenosha Creative Economy Strategic Plan Steering Committee (Steering Committee) in an in-person SWOC Analysis and Asset Mapping exercise, and conducted in-person and phone interviews with key community stakeholders and leaders.

Reports Reviewed

- KenoshaRising Final Report
- KenoshaRising Qualitative Data Analysis
- KenoshaRising Transcript Visioning Exercise
- KenoshaRising Quantitative Data
- Creative Watershed: Duluth Arts + Culture Plan (Duluth, MN)
- Toledo Strategic Plan for Arts & Culture (Toledo, OH)
- Northeast Ohio's Arts and Culture Plan (Northeast Ohio)
- Creative Downtown Appleton Inc. (Appleton, WI)
- Creative Economy Development Initiative (Wisconsin)
- The City Liveable: Modest Proposals for Reviving Downtown (Davenport, IA)
- The Good Life Project (Eau Claire, WI)
- City of Sheboygan Comprehensive Plan (Sheboygan, WI)

Analysis of Current Studies on Kenosha's Creative Sector

The KenoshaRising initiative and reports mentioned above provide a baseline for the state of the local arts economy and this project which grew out of the top opportunity identified to increase Kenosha's arts economy: **“integrate the arts into community economic development.”** This project seeks to examine whether similar opinions are represented in the larger creative economy population as the artist community. For instance, in the KenoshaRising Final Report, the top four reasons given in response to question number three, “Why Kenosha?” were:

1. Personal networks
2. Affordable cost of living
3. Existing arts community
4. Available amenities (ex. Universities and tech college, the lake, proximity to Chicago and Milwaukee)

The KenoshaRising Visioning Exercise largely built upon the top three responses to the survey question around what community needs are not being met in Kenosha's community:

1. Little coordination between similar arts-related groups and projects
2. Lack of community awareness of artists and events
3. Lack of financial support for the arts

Similar common themes emerged from the Community Visioning Exercise and the SWOC exercise conducted with the Steering Committee (denoted on the SWOC). This alignment indicates opportunity for collaboration between artists and the larger creative economy.

Analysis of Comparable Cities’ Cultural Plans

Comparable cities were identified using the following criteria: population size, major industries, proximity to body of water or major waterway (rivers, etc.), relative proximity to major metropolitan areas, and existing planning materials. Cities identified through this process were: Appleton, WI, Eau Claire, WI, Sheboygan, WI, Davenport, IA, Dubuque, IA, Duluth, MN and Toledo, OH. In addition to reviewing plans for these cities, we also reviewed the Creative Economy Initiative from Arts Wisconsin to get a better understanding of how communities across Wisconsin view work in this area.

Our team reviewed plans from the cities listed above and looked for broad areas of similarity including specific goals, definitions and/or mentions of the creative economy, community-identified strengths, areas of focus, areas for collaboration and partners involved in the process. We have included a general overview of our findings below and have included some similar themes and focus areas identified across multiple plans.

This initial overview will continue to inform our work as we move forward. As more defined areas for research emerge we will be able to focus our efforts on specific outcomes of these planning processes as well as new creative economy or arts and culture programs in the cities reviewed in Phase I. We will review specific programs and plans throughout and will include a summary of our findings along with our recommendations in the final delivery for the project. We will review programs such as Eau Claire’s summer music festival, Eaux Claires, as well as other major community events discovered in our process.

City/Organization	Name of Plan	Stated Goals	Definition of Creative Economy
Appleton, WI	<i>Creative Downtown, Downtown Appleton, Inc.</i>	Make Downtown Appleton a vibrant and accessible destination for business learning, living and leisure	No definition/Not mentioned in plan
Eau Claire, WI	<i>The Good Life Project</i>	Describe and link all various features that contribute to quality of life in Eau Claire and build awareness. This awareness will help build support for public and private actions that provide access to recreation, a healthful environment, art, recreation and places to meet. Look for ways to link recommendations to existing city planning.	The creative economy approach links the arts and the creative process to a much wider range of economic activities including technological innovation and local and regional marketing... Creative economy approaches also typically emphasize intra-regional cooperation rather than on local or inter-jurisdictional competition. Making places livable and attractive will be an important task for urban planners and economic developers. To ensure livability, policy makers also need to support arts, culture, and heritage, in both rural and urban areas. [Emphasis, theirs]
Sheboygan, WI	<i>City of Sheboygan Comprehensive</i>	Overall strategic plan focuses on economic development and does not address the “creative economy.” Addresses the “arts and	No definition/Not mentioned in plan

City/Organization	Name of Plan	Stated Goals	Definition of Creative Economy
	<i>Plan</i>	culture” in the same section as education, “Culture and Education.”	
Arts Wisconsin	<i>Creative Economy Development Initiative</i>	The <i>Creative Economy Development Initiative</i> will help Wisconsin identify, strengthen and expand its creative programs, workforce, and businesses on the local level, leading to sustainable job growth, a growing talent pool, and community vibrancy and vitality. Arts Wisconsin has \$40,000 to fund creative economy programs in Wisconsin.	The arts and creativity work for a vibrant, innovative, and successful Wisconsin. Strengthening Wisconsin’s creative industry is a critical strategy for the state and all of its communities to compete in the global economy, educate our children, engage residents, and to develop, attract and retain entrepreneurs and a high skilled work force through healthy, vibrant communities where people want to live, work, learn, and play.
Duluth, MN	<i>Creative Watershed: Duluth Arts + Culture Plan</i>	Provide a framework by which the City of Duluth and its arts and culture communities can work together, strengthening what is already in place and creating platforms for new activities and endeavors. Goals include: Cultivate Our Talents, Activate and Connect Our Neighborhoods and Downtown, Amplify Our Message, Capitalize Our Strengths, and Make It Happen.	Build and capitalize on Duluth’s creative community and historic grassroots “maker” economy by interconnecting and supporting artists with the city’s industrial and business resources, skill base and educational infrastructure.
Toledo, OH	<i>Celebrating Creative Communities: Toledo Strategic Plan for Arts and Culture</i>	Celebrating Creative Communities focuses on ten objectives through which to strengthen the impact of the arts and culture: education, placemaking, community diversity, capacity building, neighborhood development, sustainable funding, collaboration, cultural tourism and downtown revitalization.	Arts and culture build community. They lend voice and shape to diverse cultural expression; they enhance educational attainment, strengthen quality of life, and attract businesses. Creative industries are also a powerful economic sector that makes a substantial contribution to the region’s economy... Advancing the arts and arts education can re-energize the economy and increase the overall prosperity of the community.
Northeast Ohio (Cleveland and Cuyahoga County)	<i>Northeast Ohio’s Arts and Culture Plan</i>	Access, learning, partnership and resources are the cornerstones of Northeast Ohio’s first regional cultural plan. These four goals, together with their objectives and actions, form a strategy for community and cultural success.	The arts provide ways for people of different backgrounds, races, generations and ethnicities to learn about their own and others’ cultures. Greater access positions the arts and cultural sector to help build community within diversity. And, through greater access to arts and culture, those who are often isolated – people with disabilities, older persons and youth at risk – are included in the community’s social and economic life.
Davenport, IA	<i>The City Livable: Modest Proposals for Reviving Downtown</i>	A successful city gets people walking. There must be a reason to walk (balance of uses), a safe walk (reality and perception), a comfortable walk (space and orientation), and an interesting walk (signs of humanity).	This plan is largely about walkability and the specific spaces in Davenport where walkability can be achieved through different activities and efforts. The author does note, however, the role of the arts in revitalization and says “It has been well documented how the presence of artists in a city’s downtown can be a powerful catalyst for economic revitalization and growth”
Dubuque, IA	<i>Arts and</i>	This document is not a plan but an	“Artists, cultural nonprofits, and creative

City/Organization	Name of Plan	Stated Goals	Definition of Creative Economy
	<i>Economic Prosperity IV</i>	assessment of the impact of nonprofit arts and culture organizations on the Dubuque’s economy. The document’s goal is to demonstrate that America’s arts industry is not only resilient in times of economic uncertainty, but is also a key component to our nation’s economic recovery and future prosperity.	businesses produce and distribute cultural goods and services. The arts impact the economy directly through job growth, revenue, and result in a better quality of life in the community. This quality of life component is essential in employee recruitment efforts.”

In addition to the specific goals and definitions of creative economy stated above, some common areas of focus and existing strengths emerged to inform planning in each of these cities.

Across plans, identified strengths include:

- Small town feeling with big city amenities
- Strong public school systems and institutions of higher education
- Strong existing cultural and arts programming

Across plans, areas of focus that emerged include:

- Collaboration between public schools, institutions of higher educations and various other organizations
- Tourism
- Development of waterfronts and waterways—lakes, harbors, rivers, etc.
- Building awareness of the arts as an important part of “quality of life”
- Creating an inventory of cultural and arts assets
- Downtown improvement/development, including aesthetics of downtown. Common language used includes: “character”, “charm”, “look”, “feel”

SWOC Analysis

The SWOC Assessment was conducted with the Steering Committee on November 22, 2016. Below, we have combined the Steering Committee’s SWOC results with pertinent insights from interviews we conducted, and grouped the feedback into relevant themes. Please note than in the Phase II Summary Report, some of these same SWOC results are highlighted. See Appendix I for the full SWOC results.

The themes that emerged during this analysis included the built environment, community, economy, education, events, geography, hospitality, people, perception, politics, public assets, technology and transportation. Several of these themes are somewhat interrelated and their strengths, weaknesses, opportunities, and challenges can be looked at in conversation with another.

* indicates this item also surfaced in the KenoshaRising literature.

Theme	S/W/O/C	Description
Built Environment	Strength	Good bones – downtown buildings, etc.*
		Building Infrastructure
	Weakness	Entrances into town
		Lack of density
		Lack of nodes

Theme	S/W/O/C	Description
	Opportunity	Chrysler property
		Depressed areas
		Downtown Kenosha
		Existing Buildings + Vacant Spaces*
	Challenge	Expand venues for bigger gatherings, e.g. national tours/arts, conventions
		Talk about existing buildings and vacant spaces- how to use/renovate them
		Use existing resources
		Downtown is separate from rest of community
Community	Strength	East-West divide
		Existing construction and development patterns
		Physical appearance of corridors, access route to downtown
		Community spirit and pride
	Opportunity	Community support – financial and showing up
		Strong community leadership
		Welcoming community to newcomers
	Challenge	Community outreach
Lacking major philanthropic leader		
Creative Economy	Weakness	Go-local trend
		Sense of place
	Opportunity	Difficulty to explain connection between creative economy and economy
Economy	Strength	Lack of implementation and follow-through on other creative economy plans
		Strengthen collaboration between sectors, work together to grow resources (identify these resources)
		Cost advantage*
	Weakness	For entrepreneurs, barriers to entry and costs are low
		Low cost of living and low costs for businesses
	Opportunity	Wages not competitive; growth in low-wage jobs
Education	Strength	Strengthen collaboration between sectors, work together to grow resources (identify these resources)
		Macro-economic challenges
		Not knowing what jobs will be in 10 years
	Opportunity	Despite being the third largest school district in Wisconsin, KUSD feels connected and small
		Education system as a whole, including KUSD and higher education.*
		Public schools’ emphasis on arts (broad definition of arts, including graphic design and engineering)
		Retention of graduating students and talent
	Challenge	Build relationship between KUSD and higher education
Educate the community about the value of existing programs and traditions (KUSD)		
Expose students to creative careers – KUSD		
Events	Opportunity	Higher education students
		Decreasing enrollment in public schools
	Challenge	Isolation of higher education from center of community – not accessible – no college town feel, not bikeable/walkable
		Tension between education and job training
Events	Opportunity	Traditions and values – Harbor Market, school district, music festivals, etc
		Coordination of Events + Activities*
		Niche marketing – set Kenosha apart from Chicago and Milwaukee
	Challenge	Seasonal arts activities
		Precedent of free events

Theme	S/W/O/C	Description
		Competition from Milwaukee and Chicago events
Geography	Strength	Location*
		Natural resources, including the lakefront and the parks*
		Small town feel
		Summer tourism and recreation, including a strong relationship with tourists coming from northern Illinois and
	Challenge	Smog, air and water pollution Winter
Hospitality	Weakness	Lack of culinary and food culture Lack of hotel space, especially downtown
	Opportunity	Culinary arts
People	Strength	Bringing new thinking – diversity of thought
		Enthusiasm and energy*
		Human capital – there is a reservoir of creativity
		Resourceful, innovative, do-it-yourself types
		Skills and work ethic
		Entrepreneurial spirit of both individuals and organizations
	Weakness	Creatives not connecting across sectors*
		Inertia in creative economy outside of the core group of leaders
		Hard to attract millennials
		Leadership of the creative economy not representing the entire community
		Scarcity of talent and a skills-gap
	Challenge	Struggle with inclusivity and diversity
		Workforce
Age demographic – declining young people		
Perception	Weakness	Diversity
		Lack of consensus in community – is this a place for millennials?
		Awareness – marketing efforts and communication, etc. Changing sense of place Internal and external perception
	Opportunity	Awareness about recreation and harbor
		Coordinate, market and brand
	Challenge	Conformity is rewarded/risk aversion
		Fear of change Old mentality – “Kenowhere”
Politics	Weakness	Legislation and advocacy – creative economy getting pushed down* Question of where does creative economy fall relative to other concerns
		Challenge
	Public Assets	Strength
Community media engagement		
Public library system		
Opportunity		Harbor Market – year-round Public art; engaging youth in making it
Technology	Opportunity	Media, changing technology around communication (public access TV, free WiFi)
	Challenge	Lack of investment in technological infrastructure
Transportation	Strength	Street car
	Weakness	Transportation and transit
	Opportunity	City bikes and connect biking infrastructure

Art Studios + Galleries

- Visual Art Studios
- Visual Art Galleries
- Music Studios

Performing Arts

- Venues
- Organizations / Companies
- Schools
- Businesses

Parks

- Parks

Education + Libraries

- Schools
- Community Centers
- Libraries

Museums + Historical Sites

- Museums
- Historical Sites

Eating + Drinking

- Eating and Drinking

Media and Publishing

- Media and Publishing

Community Partners + Businesses

- Nonprofit / Government Organizations
- Businesses

Many of the creative assets in Kenosha are concentrated downtown and clinging to the lakefront. These results are in alignment with the results we saw in the SWOC assessment, particularly those comments citing development patterns, city layout, and existing infrastructure as weaknesses and challenges, the lakefront as a strength. The map illustrates an arc of activity, encompassing I-41 south of Hwy 142, going east on Hwy 50 into downtown Kenosha, and looping north up around Carthage College and UW-Parkside.

Art Studios + Galleries and Educational Resources + Libraries. The Art Studios and Galleries are primarily concentrated in Kenosha’s core, however there is more geographic diversity and east-west spread in this set of assets than we see in other asset types. The educational resources and libraries illustrate some of the most balanced geographic diversity of all the assets we mapped. While there is a not a strong east-west spread, the north-south spread and relative equi-distance between these types of assets is notable.

Figure 2. Art Studios + Galleries

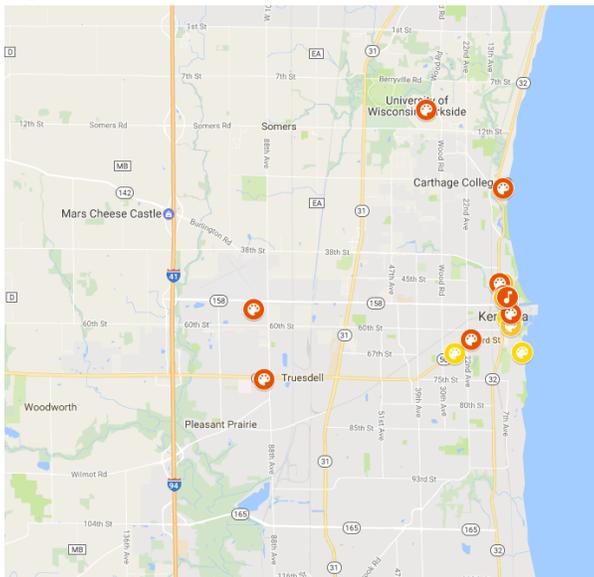
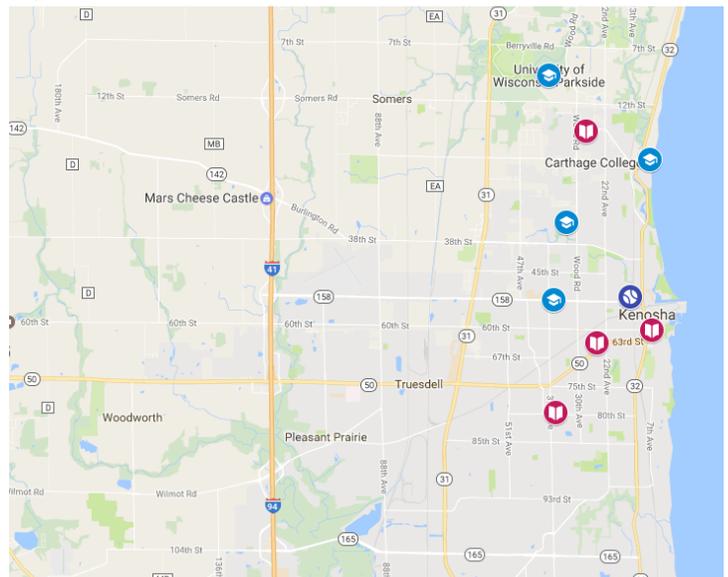


Figure 3. Educational Resources + Libraries



Performing Arts and Parks. The performing arts assets cling predominantly to the lakefront. Several assets in the park assets category were noted as seasonal venues for performing arts, and seem to mimic a similar pattern to that of the performing arts assets - along the lakefront and near UW-Parkside.

Figure 3. Performing Arts

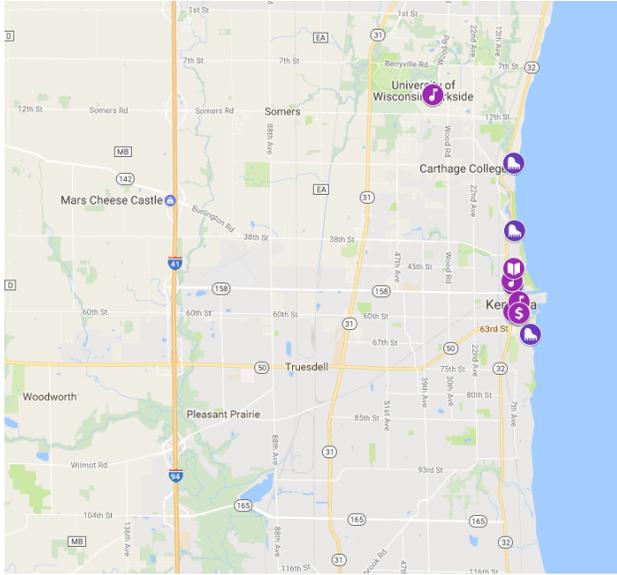
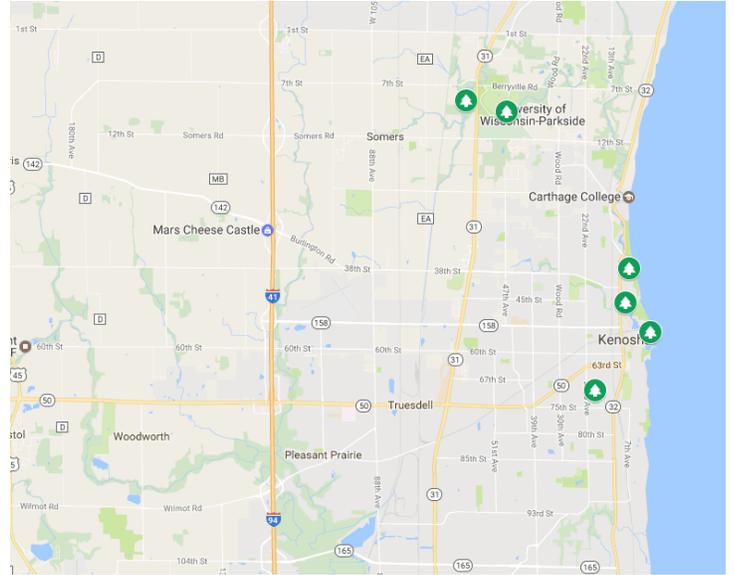


Figure 4. Parks



Museums + Historical Sites and Eating + Drinking. Museums are limited primarily to the downtown core, and historical sites appear to cling to the lakefront. Similarly, it appears that eating and drinking assets are very densely centered around the downtown area.

Figure 6. Museums + Historical Sites

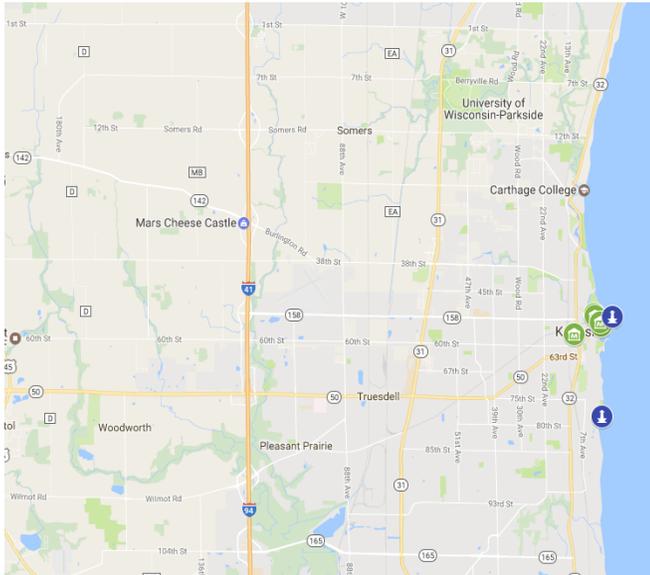
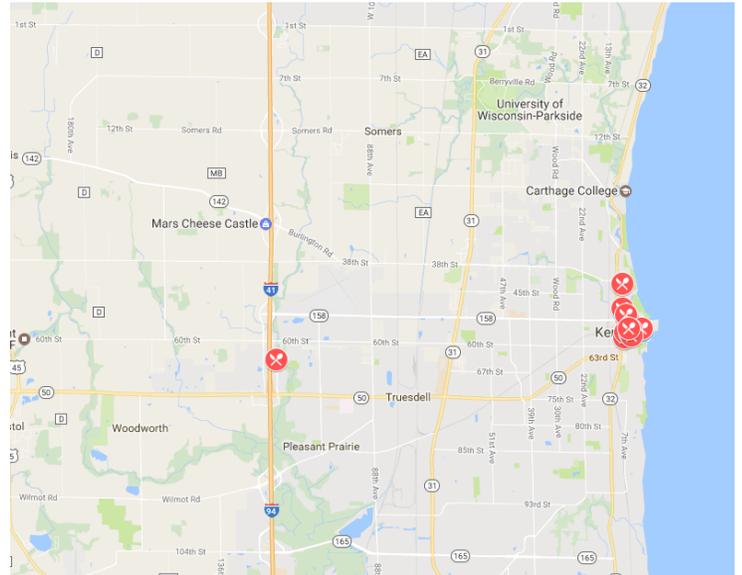


Figure 7. Eating + Drinking



Media + Publishing and Community Partners + Businesses. While each of these two asset categories contains businesses that are near downtown, these two asset categories also exhibit quite a bit of geographic diversity, particularly the community partners and businesses. One reason for this may be that these businesses do not require audiences or patronage, as they are manufacturing, production, or corporate offices, and can therefore disperse across town. The community partners and businesses include several large companies, and may illustrate where some Kenosha residents travel in town for the workday.

Figure 8. Media + Publishing

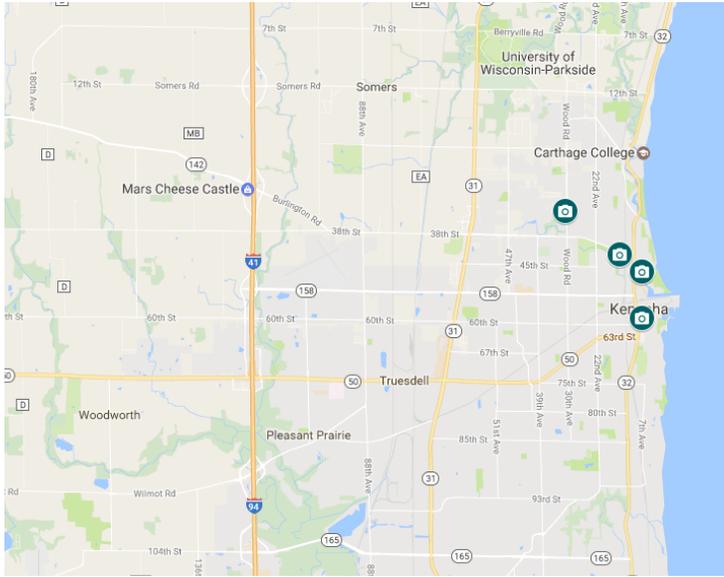
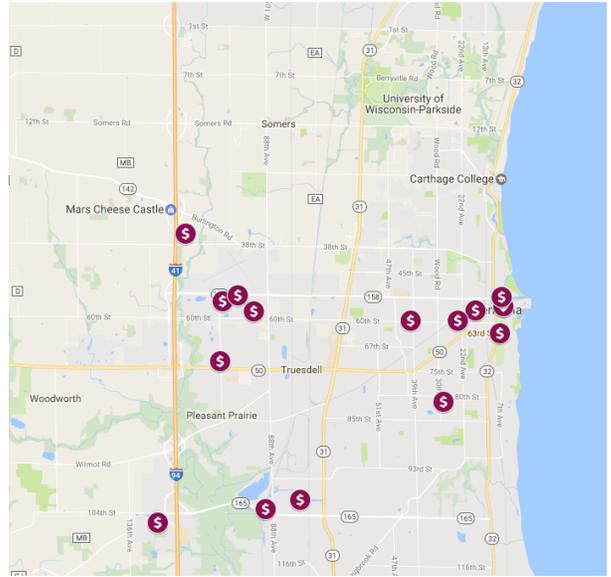


Figure 9. Community Partners + Businesses



Appendix I: Full SWOC Results

1. Strengths

Education

- Public schools' emphasis on arts (broad definition of arts, including graphic design and engineering)
- Education system as a whole, including KUSD and higher education.*
- Despite being the third largest school district in Wisconsin, KUSD feels connected and small

Geographic Location

- Location*
- Natural resources, including the lakefront and the parks*
- Small town feel
- Summer tourism and recreation, including a strong relationship with tourists coming from northern Illinois and

People

- Enthusiasm and energy*
- Human capital – there is a reservoir of creativity
- Resourceful, innovative, do-it-yourself types
- Bringing new thinking – diversity of thought
- Entrepreneurial spirit of both individuals and organizations
- Welcoming community to newcomers
- Skills and work ethic

Community

- Community spirit and pride
- Community support – financial and showing up
- Strong community leadership
- Traditions and values – Harbor Market, school district, music festivals, etc

Public Assets

- Arts institutions, including museums*
- Public library system
- Community media engagement
- Street car

Low-Cost

- Cost advantage*
- Low cost of living and low costs for businesses
- For entrepreneurs, barriers to entry and costs are low

Building Infrastructure

- Good bones – downtown buildings, etc.*

Civic Leadership

- Buy-in by local government – Kenosha Commission on the Arts, City of Kenosha's park plans, etc.

Cross-Sector Collaboration

- Arts and artists infused throughout different sectors
- Inter-agency cooperation

2. Weaknesses

Representation

- Struggle with inclusivity and diversity
- Leadership of the creative economy not representing the entire community

Perception

- Awareness – marketing efforts and communication, etc.
- Changing sense of place
- Internal and external perception

Hospitality Industry

- Lack of culinary and food culture
- Lack of hotel space, especially downtown

Talent Retention and Attraction

- Hard to attract millennials
- Retention of graduating students and talent
- Scarcity of talent and a skills-gap
- Wages not competitive; growth in low-wage jobs

Layout and Infrastructure

- Entrances into town
- Transportation and transit
- Lack of density
- Lack of nodes

Creative Economy

- Creatives not connecting across sectors*
- Legislation and advocacy – creative economy getting pushed down*
- Difficulty to explain connection between creative economy and economy
- Lack of implementation and follow-through on other plans
- Question of where does creative economy fall relative to other concerns
- Inertia outside of the core group of leaders

3. Opportunities

Education (Connect higher Ed, KUSD, Downtown, YPs)

- Educate the community about the value of existing programs and traditions (KUSD)
- Build relationship between KUSD and higher education
- Higher education students

- Expose students to creative careers – KUSD

Strengthen Collaboration Across Sectors*

- Strengthen collaboration between sectors, work together to grow resources (identify these resources)

Branding*

- Niche marketing – set Kenosha apart from Chicago and Milwaukee
- Go-local trend
- Culinary arts
- Sense of place
- Community outreach
- Media, changing technology around communication (public access TV, free WiFi)

Existing Buildings + Vacant Spaces*

- Chrysler property
- Downtown Kenosha
- Depressed areas
- Use existing resources
- Talk about existing buildings and vacant spaces- how to use/renovate them

Transportation

- Corridor to Milwaukee
- Commuting
- Timing of trains and bus schedules
- Expand bus lines to business park
- City bikes and connect biking infrastructure
- Leisure and tourism transportation

Coordination of Events + Activities*

- Coordinate, market and brand
- Harbor Market – year-round
- Seasonal arts activities
- Expand venues for bigger gatherings, e.g. national tours/arts, conventions
- Awareness about recreation and harbor
- Public art; engaging youth in making it

Business and Entrepreneurial Climate

- Competition; money to be made

Build on Previous Work Done

- Collected data – analyze it and put it to use
- Growth & momentum

Neighborhoods

4. Challenges

Perception

- Old mentality – “Kenowhere”
- Fear of change
- Conformity is rewarded/risk aversion

Geographic Location

- Winter
- Smog, air and water pollution

Political Climate (State, national, local)

- National, state, and local politics
- Slow speed of legislation

Economy (Manufacturing)

- Macro-economic challenges
- Not knowing what jobs will be in 10 years
- Tension between education and job training
- Lack of investment in technological infrastructure

Demographics

- Age demographic – declining young people
- Diversity
- Decreasing enrollment in public schools
- Lack of consensus in community – is this a place for millennials?

Philanthropy and Funding Diversity*

- Lacking major philanthropic leader
- Precedent of free events

Neighborhoods and Development Patterns

- Existing construction and development patterns
- East-West divide
- Isolation of higher education from center of community – not accessible – no college town feel, not bikeable/walkable
- Physical appearance of corridors, access route to downtown
- Downtown is separate from rest of community

Competition

- Competition from Milwaukee and Chicago events
- Workforce

Appendix II: Asset Map Details

Art Studios + Galleries

-  Visual Art Studios
-  Visual Art Galleries
-  Music Studios

Performing Arts

-  Venues
-  Organizations / Companies
-  Schools
-  Businesses

Parks

-  Parks

Education + Libraries

-  Schools
-  Community Centers
-  Libraries

Museums + Historical Sites

-  Museums
-  Historical Sites

Eating + Drinking

-  Eating and Drinking

Media and Publishing

-  Media and Publishing

Community Partners + Businesses

-  Nonprofit / Government Organizations
-  Businesses

Art Studios + Galleries

Visual Art Studios

- Mudhaus Studio
- Kenosha Art Association
- Anderson Arts Center
- Alpaca Art
- Avenue A Arts
- Kenosha Creative Space, Inc.
- Kathy Laybourn & Jamie Cassar Studios
- H. F. Johnson Center for the Fine Arts at Carthage

Visual Art Galleries

- Mosquitoe Gallery
- Re:Vision Gallery & Artist Studios
- Lemon Street Gallery
- Pollard Gallery & Gifts
- Seebeck Gallery
- Artworks
- DeBerge's Framing & Gallery
- UW Parkside Galleries

Music Studios

- Garin Piano Studio
- Stolfe's Portside Percussion Studio

Performing Arts

Venues

- GiGhive's 616 Music Venue
- Kemper Center
- The Rita at UW Parkside
- Pennoyer Park Band Shell

- Fusion - Kenosha Performing Arts Association
- Wartburg Auditorium at Carthage

Organizations / Companies

- Kenosha Chamber Choir / St Matthews Episcopal Church
- Kenosha Symphony Orchestra
- Parkside Community Orchestra
- Lakeside Players
- Actor's Craft, LLC
- Kenosha Theatre

Schools

- Kenosha Conservatory of Music

Businesses

- Pacetti's Music Unlimited

Parks

Parks

- Hawthorn Hollow Nature
- HarborPark
- Union Park
- Pennoyer Park
- Petrifying Springs Park
- Lincoln Park

Education + Libraries

Schools

- Gateway Technical College Kenosha
- Carthage College
- University of Wisconsin-Parkside
- KUSD Administration Building

Community Centers

- Boys & Girls Club of Kenosha

Libraries

- Southwest Library - Kenosha Public Library
- Kenosha Literacy Council
- Simmons Library - Kenosha Public Library
- Northside Library - Kenosha Public Library

Museums + Historical Sites

Museums

- Southport Light Station Museum
- Dinosaur Discovery Museum
- Kenosha Public Museum
- Kenosha History Center
- Civil War Museum

Historical Sites

- North Pierhead Light
- Southport Beach House

Eating + Drinking

Eating and Drinking

- Harborside
- Common Grounds Coffee Pot
- tg's Restaurant & Pub
- Sazzy B - Kenosha Restaurant
- Kenosha HarborMarket
- PUBLIC Craft Brewing Co
- Captain Mike's
- Mike's Chicken & Donut Bar
- Wine Knot
- Kaiser's Pizza & Pub
- Rustic Road Brewing Company
- R'Noggin Brewing Co
- The Buzz Cafe
- Franks Diner
- Sandy's Popper

Media + Publishing

Media and Publishing

- Kenosha Community Media
- Left of the Lake
- WGTD-FM Kenosha
- Kenosha News

Community Partners + Businesses

Nonprofit / Government Organizations

- Kenosha Community Foundation
- United Way of Kenosha County
- Kenosha Area Business Alliance

Businesses

- Against the Grain Carpentry
- Dooley & Associates
- Partners In Design Architects
- Equity Creative
- Uline Corporate Headquarters
- Jockey International Inc
- Snap-On Tools
- Catalyst Exhibits, Inc.
- LMI Packaging Solutions
- United Hospital System Kenosha Medical Center Campus
- Aurora Hospital
- Kenall Manufacturing
- Riley Construction Co Inc
- Amazon Fulfillment Center
- Johnson Bank

Phase II Summary Report

Executive Summary

The purpose of Phase II was to conduct and review current and future Kenosha area plans and existing research as they pertain to city planning and economic development. The process of developing a Creative Economy Strategic Plan should take into account development priorities and past community input on Kenosha's development. We see many areas of alignment from past work and the stakeholder feedback we have been receiving regarding the creative economy. This summary report will include our methodology for Phase II, analysis of current development priorities and possible areas of opportunity and alignment for the final Kenosha Creative Economy Strategic Plan.

Methods

Our Phase II methodology included a comprehensive review and analysis of existing development plans in the Kenosha Area as well as in-person and phone interviews with key development stakeholders and leaders.

Plans & Research Analyzed:

- Labor Market Analysis of the Kenosha, WI Region (May 2016), UpJohn Institute
- Kenosha County Out-Commuter Survey (May 2016), Kenosha Area Business Alliance, with support from UpJohn Institute
- Kenosha Area Talent Attraction and Retention Toolkit (May 2016), Kenosha Area Business Alliance
- Chrysler Site Study (April 2015), completed by Urban Land Institute
- Artspace Preliminary Feasibility Study (January 2014)
- Downtown Strategic Development Plan (August 2012), Lakota Group

Key Development Stakeholder Interviews To Date:

- Mayor John Antaramian, City of Kenosha
- Todd Battle, Kenosha Area Business Alliance
- Deanna Goodwin, Downtown Kenosha, Inc. Board Member & Marketing Director of Kenosha Area Convention and Visitor Bureau

Analysis of Current Development Priorities

The plans and research listed above combined professional consultants' expertise, community input, data analysis and stakeholder interviews. Each study had a different strategic focus (i.e. from examining a specific site to the Kenosha area as whole). However, common themes emerged from the objectives of each study:

1. Economic growth
2. Urban revitalization
3. Defining Kenosha's identity

Below is a table that outlines key aspects for each plan, and in what areas they are already aligned. This analysis will help us identify opportunities for the Kenosha Creative Economy Strategic Plan to build upon this work and leverage coordinated priorities and attitudes.

Name of Plan	<i>Chrysler Plan</i>	<i>Downtown Strategic Development Plan</i>	<i>Artspace Preliminary Feasibility Study</i>
Stated Goals	Restore historic vitality; Improve economic conditions of surrounding neighborhoods	Downtown revitalization and implementation strategy	Foster economic renewal in Downtown and strengthen the arts community with permanently affordable live/work space
Mention/Role of Creative Economy	<p>“Residents invented and created things here. This background helps the city define its sense of place and its path forward.”</p> <p>“The Kenosha economy is shifting from a ‘brawn’ 20th-century economy of auto manufacturing to the ‘brain’ economy of design and high-technology manufacturing”</p> <p>“As less emphasis is placed on manufacturing, more emphasis can be placed on creating spaces that encourage a creative, innovative and entrepreneurial focus”</p>	<p>“Today, cities and local communities recognize that preserving important historic buildings and sites is an essential component to developing and maintaining a strong “sense of place” which is key to attracting today’s workers and industries in the new “<i>creative economy</i>.”</p> <p>“A successful arts community can provide several benefits to Downtown, including increased activity and vibrancy, diversification of the business and retail mix, support and attraction of creative people that in turn fosters entrepreneurship, and support and enhancement of tourism.”</p> <p>“In many successful city rebuilding initiatives, the arts community has provided the first steps and the most cost-effective solutions and initiatives to moving a Strategic Development Plan and new brand forward”</p>	<p>“Kenosha is well positioned to “reboot” itself by creating a healthy downtown environment that attracts creative professionals, retains young people from Carthage College and the University of Wisconsin at Parkside and other Kenosha colleges, and enhances the regional economy. Building on the impact of the creative community, in our view, is a dynamic step toward that goal.”</p> <p>“The timing of a development focused on the creative sector and downtown seems particularly ripe for Kenosha at this time. An Artspace project would re-energize the core of the city and help attract other mixed-use development.</p> <p>“...the presence of artists in a neighborhood can be a powerful magnet for urban revitalization.”</p>

Kenosha “Identity” and Branding	“Kenosha is a city that built things for more than 100 years. From bikes to engines to full automobile assembly, building and creating things is part of Kenosha’s past. The city has an opportunity to commemorate this history that is so central to its sense of place.”	“Going forward, Downtown Kenosha is envisioned to be a unique destination within the greater Chicago-Milwaukee metropolitan regions and on-going efforts to brand and market its retail, service, recreational and cultural offerings and attractions, as well as promote the area’s revitalization potential to investors, developers, new businesses and future residents will be especially important.”	In the past 25 years, Kenosha has reinvented itself, turning its most recognizable face – the lakefront – from a manufacturing hub into a cultural, recreational, and residential destination.
Kenosha Strengths/Opportunities	<ul style="list-style-type: none"> • Engaged leadership • Vibrant economy & city growth • Time (Kenosha doesn’t have to rush into site development) • Brownfield Redevelopment Credibility • History (creation as a sense of place) 	<ul style="list-style-type: none"> • Reclaimed lakefront and historic buildings • Location and transport • Parking improvements • Commercial potential • Proximity to universities and Medical Center Campus • Summer festivals 	<ul style="list-style-type: none"> • Historic building stock • Low crime rate & cost of living • Location & transport • Diversity (age and medium) and size of artist community • Local educational institutions strong arts programs
Kenosha Weaknesses/Threats	<ul style="list-style-type: none"> • Aligning changing economy with workforce skills and infrastructure • Housing market and stock • Size of the Chrysler site • 52nd street corridor • Environmental contamination • Vacancy in retail spaces 	<ul style="list-style-type: none"> • Residential land values • Transportation from I-94 and Metra schedule • Physical Conditions of arrival corridors, streetscapes and signage • Parking (perception of lack) • Vacancy in commercial 	<ul style="list-style-type: none"> • Location and transport • Retaining and attracting young people • Economic recovery
Key Recommendations and Focus Areas	Innovation center and entrepreneur incubator, sports/rec wellness center, street and neighborhood revitalization,	Streets and gateways, in-fill of vacant properties, physical space development, mid-rise, mixed-use buildings	Arts Market Survey, universities and higher ed partnerships, physical space development for affordable artist housing

Next Steps

We see many potential areas of opportunity in this analysis, particularly the fact that the “creative economy” was featured in all three of the above development reports. This work will inform many of the questions we ask during our community engagement activities in phases III and IV of the project and our development of final recommendations. This research may also help to identify effective partnerships and collaborations for the implementation of the Creative Economy Strategic Plan.