

RACINE REVITALIZATION PARTNERSHIP

The Partnership to Build A Better Racine



The Continuum of Care
For the City and County of Racine, U.A.



RACINE HOUSING &
NEIGHBORHOOD
PARTNERSHIP



THIS COMMUNITY IS

Stronger Together

*Introduction by Partnership
President Gai Lorenzen, JD.*



RACINE DOMINICANS WOMAN OF THE YEAR, 2014

Among the many initiatives undertaken by the Racine Community in the past, the Racine Revitalization Partnership (The Partnership) is positioned to be our most comprehensive, engaging, robust and resilient community and economic development initiative. The collaborative approach to form the organization has been a great process so far, and I believe The Partnership represents the most significant opportunity for real and lasting neighborhood revitalization in Racine to date. The seven nonprofits noted to the left have spent considerable time researching successful efforts elsewhere, and I am confident that, for years to come, by working together we will achieve results that will positively impact all people that call Racine home.

Summary

A new (and the only) Community Development Corporation serving Racine neighborhoods.



The Partnership is pleased to present this brief synopsis to potential stakeholders. The Partnership is a new tax-exempt organization founded by seven local nonprofit partners with assistance from the City and County of Racine, Wisconsin. Modeled after successful community and economic development efforts in similar communities that have leveraged hundreds of millions of dollars, we are seeking participation from for profit businesses and other community stakeholders to help develop a financially viable organization to engage in comprehensive (economic, social, and environmental) neighborhood revitalization efforts in Racine.

The Partnership's first targeted area for neighborhood revitalization efforts will be the **Uptown Neighborhood**. We are excited to utilize the Uptown Neighborhood Strategic Plan to help guide our initial work. With ongoing support we will implement the plan and secure identified results.



The Partnership will be the catalyst to coordinate and concentrate diverse stakeholders to get things done and build a better Uptown - **for everyone**.

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

*-Uptown Strategic
Neighborhood Plan
Available at:
www.cityofracine.org*

COMPREHENSIVE COMMUNITY DEVELOPMENT

BUILD, REHABILITATE, IMPROVE, TEACH, RENOVATE, ENGAGE, TRAIN, COUNSEL, MANAGE, CREATE.

THE TIME IS NOW.

The Partnership is a new collaborative nonprofit Community Development Corporation. Our mission is to build a better Racine through the social, physical, and economic revitalization of our neighborhoods.

In addition to being a Community Development Corporation, The Partnership will also meet the Department of Housing and Urban Development's (HUD) definition of a Community Housing and Development Organization (CHDO). Currently Racine does not have an organization meeting this definition, and due to regulatory mandates this will result in the City not being able to utilize a significant proportion of HUD funding. More importantly, there are a substantial number of other grant and tax credit opportunities the community forgoes because Racine does not have an organization with the sole purpose of engaging in comprehensive neighborhood revitalization.

The City of Racine, recognizing these forgone opportunities, began convening potential partners to form a CDC nearly two years ago.

Those discussions led to The Partnership's collective impact model to coordinate and leverage participating partners' resources more effectively. The organizations of the Partnership include the Continuum of Care for the City and County of Racine, U.A. (CoC), Great Lakes Community Conservation Corps (GLCCC), Homeless Assistance Leadership Organization, Inc. (HALO), Housing Resources Incorporated (HRI), Racine County Economic Development Corporation (RCEDC), Racine Housing and Neighborhood Partnership, Inc. (RHNP), and Racine Neighborhood Watch, Inc. (RNW).

Each nonprofit organization will appoint two board members, one of which must be a "low-income community representative". This requirement ensures the organization has input from the community it intends to serve.

In addition to one representative from both the City and County, up to five additional Board of Director seats will be made available to businesses and organizations that will make a meaningful contribution to The Partnership.

Our Goals

Security: Safe, clean, and attractive neighborhoods

Diversity: An economically and ethnically diverse community

Housing: High-quality housing and increased home ownership opportunities

Business: Attractive and appropriate retail, commercial, industrial development that can provide family-supporting jobs for neighborhood residents.

Education: Great schools and improved educational opportunities that can lead to family-supporting job opportunities.

Our Values

Economic Democracy & Justice: 1) Action plans & projects will benefit the neighborhood as a whole. 2) In prioritizing action plans or projects, financial benefits will be balanced with social, humanistic, and economic justice benefits for neighborhood residents. 3) Resident self-reliance shall be promoted through increased access to financial literacy programs, job training, banking, and economic opportunities. 4) All residents should have access to an affordable, safe, and decent housing.

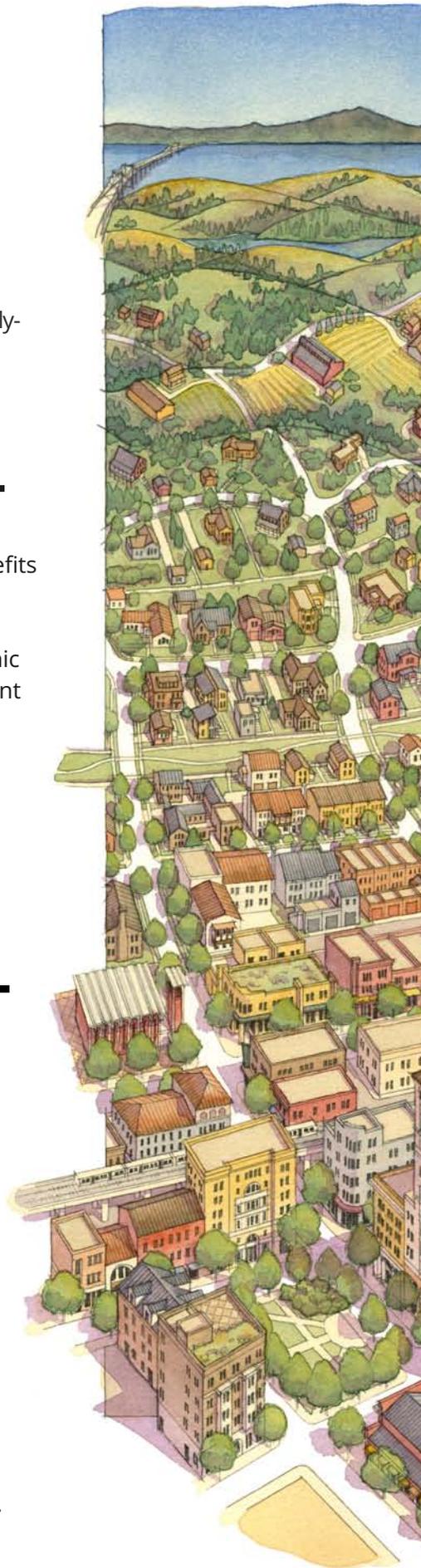
Neighborhood Empowerment: 1) Neighborhood self-reliance. 2) Residents' personal growth and leadership. 3) Ownership (home-ownership and business) by residents. 4) Citizen-led initiatives.

Our Core Strategies

Resident Participation: Involve neighborhood residents in the revitalization process and use their involvement in the process to help them achieve personal growth.

Collaboration: 1) Create partnerships between private businesses, nonprofit institutions, and government. 2) Partner to ensure the most efficient use of limited resources.

Economic Inclusion: 1) Create an investment-friendly environment to foster economic development in the neighborhood. 2) Utilize investments in housing and other projects to leverage job training, employment opportunities, and contracting opportunities for our residents. 3) Work with financial institutions to ensure our residents and businesses have equal access to federally-insured banking institutions that will provide households with the opportunity to conduct basic financial transactions, save for emergency and long-term security needs, build a solid credit history, and have access to credit on fair and affordable terms.



WHAT IS A COMMUNITY DEVELOPMENT CORPORATION?

COMMUNITY DEVELOPMENT CORPORATIONS (CDCs) ARE NOT FOR PROFIT, COMMUNITY-BASED ORGANIZATIONS FOCUSED ON REVITALIZING THE AREAS IN WHICH THEY ARE LOCATED: TYPICALLY LOW-INCOME UNDER-SERVED NEIGHBORHOODS THAT HAVE EXPERIENCED SIGNIFICANT DISINVESTMENT.

CDCs succeed because they embrace mainstream American values. Since these values transcend ideology, CDCs have been able to generate broad participation from entire communities.

CDCs usually serve a specific geographic area and focus on serving the people who live there.

Activities conducted by CDCs include economic development, education, community organizing, and real estate development.

CDC values include:

Self Help: CDCs are organizations that stakeholders (residents, community based organizations, and businesses) create to take responsibility for improving their neighborhood and enforcing neighborly behavior.

Community Building: CDCs bring people together. They reinforce the social fabric of the neighborhood and bolster community institutions from churches to Little Leagues. Their mission--to rebuild communities physically, economically, and socially - transcends housing or any other single issue.

Local Control: CDCs bring decisions down to the neighborhood level where it is closest to the people served. CDCs' goal is to end the isolation of poor neighborhoods by attracting investment and building relationships between neighborhood leaders and the corporate and public sectors.

Partnership: CDCs are practical and collaborative, not confrontational. They recognize that no single organization can revive a neighborhood alone. They seek to build consensus and take advantage of the common ground among neighbors, local governments and the private sector: lenders, investors, property owners, developers, businesses, and foundations.

Benefits of CDCs: CDCs get results. The Philadelphia Association of Community Development Corporations conducted a study that found that Philadelphia based CDCs have contributed more than **\$3.3 billion** to Philadelphia's economy and **\$5.1 Billion** to the State's economy through housing and commercial development and a range of community services. They also increase household wealth, build the local tax base, revitalize neighborhoods and created over **37,000 jobs**.

CDCs help create local economic growth.

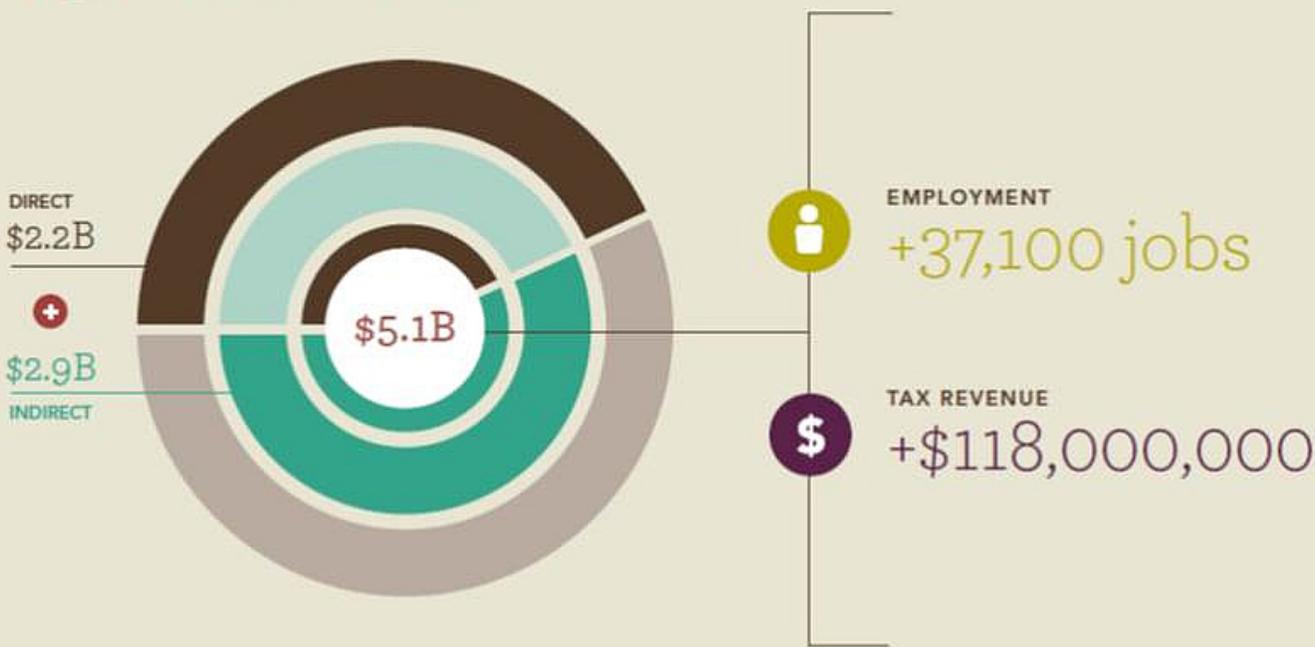
PENNSYLVANIA

COLLECTIVE STRENGTH

The \$5.1 Billion Impact of Philadelphia Community Development Corporations

TOTAL STATE ECONOMIC IMPACT OVER THE PAST 20 YEARS

\$5.1 Billion



Direct expenditures of \$2.2 billion triggered indirect spending of \$2.9 billion.

DIRECT EXPENDITURES



\$2.2 Billion

For new and rehabilitated homes, revitalized commercial corridors, community facilities, and more.



INDIRECT EXPENDITURES



\$2.9 Billion



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Emulating Success.

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The Partnership is modeled after a highly successful CDC in South Bend, Indiana called the Northeast Neighborhood Revitalization Organization (NNRO), which consists of neighborhood representatives, organizational representatives, and funding partners. Each funding partner commits \$100,000 annually to the NNRO. The NNRO uses this unrestricted funding to pay for staff, leverage private investments, and gain access to governmental financing programs like New Market Tax Credits, HOME, Community Development Block Grant, Department of Transportation funding, Environmental Protection Agency grants, State of Indiana funding, and federal budget appropriations.

While being known for being the home of Notre Dame, South Bend has had years of industrial and housing stock decline. It has consistently ranked the highest in terms of unemployment, abandoned and vacant property in Indiana for decades. At the height of recession, the area became known as “ground-zero” for home mortgage foreclosures with five of the city’s census tracts ranked in the top twenty nationally for vacancy and other indicators of housing market instability. Despite these challenges, the NNRO’s accomplishments during this period of economic disruption resulted in national recognition by receiving the Gold Award for revitalization efforts from the National League of Cities.

NNRO Success

\$300 + Million in Leveraged Investment
+ 800 Construction Jobs
+ 2,386 Permanent Jobs
+ 150 New or Rehabilitated Homes
+ Millions in Tax Revenue =
Gold Award from National League of Cities

A VISION FOR UPTOWN RACINE

A triple bottom line employment center
and global headquarters district

global
corporate
historic



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

diverse
vibrant
neighborhood



A regional urban entrepreneurial
and creative hub

eclectic
entrepreneurial
arts/creative nexus
food



'16

VISION

'20



Once funding partners are identified The Partnership will hold a strategic planning process to guide our work more specifically for the initial five year period. However, with community support we are confident we can accomplish the following objectives in the next five years:

Build and/or rehabilitate 25 properties for home-ownership.

Work with landlords or directly manage the improvement of at least 100 rental units.

Ensure the Highway 20 / Washington Avenue (Uptown) reconstruction project meets community objectives in terms of design and maximizes community objectives.

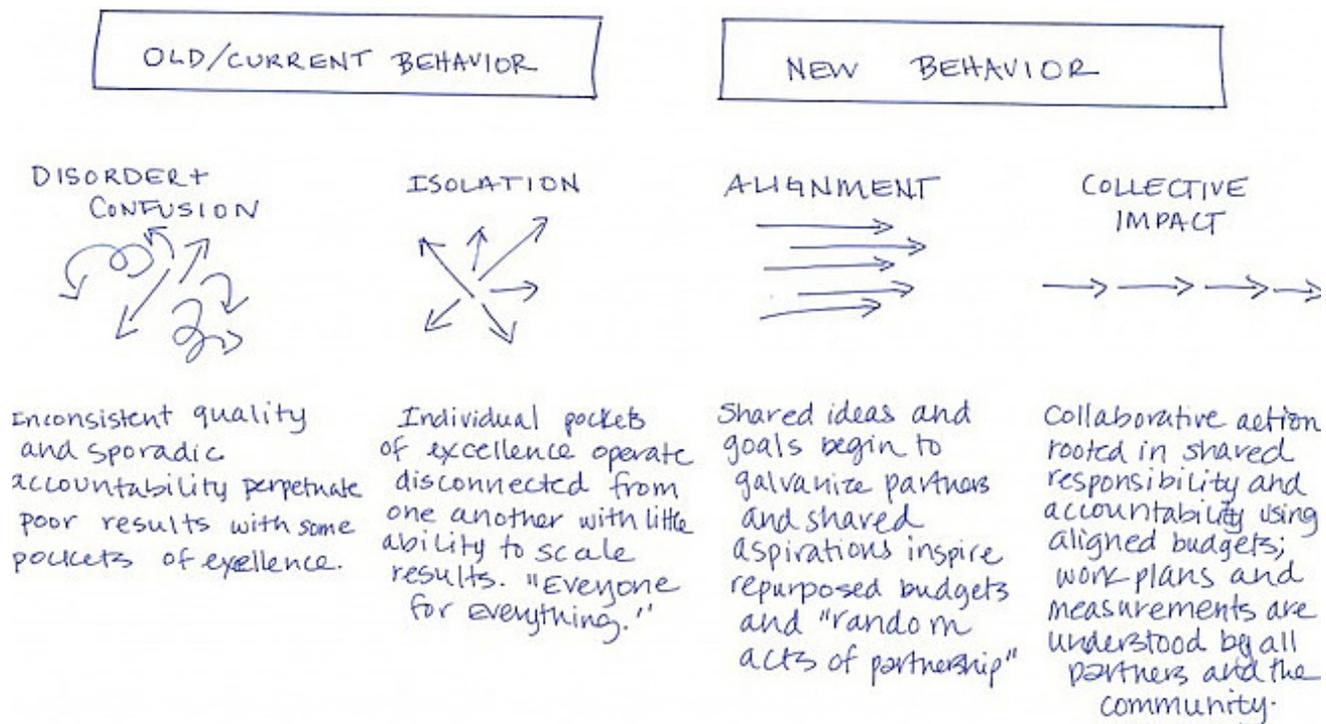
Complete at least 3 mixed used redevelopment projects on Highway 20 / Washington Avenue.

Work with at least 10 business/property owners to help them facilitate the rehabilitation of their properties.

Coordinate all beautification and streetscape enhancement efforts noted in the Uptown plan, and make at least 50 enhancements.

Assemble properties to allow for at least three commercial and/or industrial development sites.

Leverage \$25 million in development efforts.



NONPROFIT PARTNER PROFILES

The **City of Racine's** staff liaison to The Partnership is **Laura Detert**, Manager of Housing and Community Development. She formerly worked for the State of Wisconsin, Department of Administration, Division of Housing where she provided oversight for HOME funds, ensuring compliance with their use to create affordable housing opportunities for low and moderate income households. Laura has a Master's Degree in Urban and Regional Planning from the University of Wisconsin at Madison and an extensive volunteer history with nonprofit organizations.

The **Continuum of Care for the City and County of Racine, U.A.** started off in 1996 as a group of organizations called the Homeless Assistance Coalition (HAC). HAC was a county-wide collaborative effort to identify the needs of those experiencing homelessness, identify solutions and implement those solutions. Over the years, homeless prevention and housing stability needs were added to the group's goals and objectives. In 2013 the group changed its name to the Continuum of Care for the City and County of Racine, and is a coalition of non profit agencies, government, and other stakeholders working to prevent and end homelessness in Racine County. Agencies within the CoC provide a wide range of services.

The COC is represented by **Gai Lorenzen** who is currently the Managing Attorney of the Racine office of Legal Action of Wisconsin, Inc. Ms. Lorenzen is on the board of a number nonprofit organizations, and serves as the President of the Racine Revitalization Partnership, Inc. (RRP), and the President of the Racine Housing and Neighborhood Partnership, Inc. (RHNP). She is a former Racine Dominican Woman of the Year and Racine YWCA Woman of Distinction. She is very active in many areas of community advocacy, and is a frequent presenter on housing issues at national events.

The **County of Racine** is represented by County Treasurer **Jane Nikolai**. She earned her Bachelor Degree in Accounting from Carthage College and her Masters Degree in School Business Administration from the University Of Wisconsin – Whitewater. She is a CPA and member of the Wisconsin Institute of Certified Public Accountants. Jane also serves as a board member for several local organizations and volunteers at community events.

The **Great Lakes Community Conservation Corps** (Great Lakes CCC) was conceived by an assembly of 25 CCC alumni at the 75th anniversary event of the Civilian Conservation Corps in 2008 to address regional social and physical challenges in southeastern Wisconsin. Their mission is to leverage resources among Great Lakes communities to train and educate disadvantaged populations for credentials that close the skills gap, improve water quality, build habitat, grow the legacy of the original Civilian Conservation Corps of the 1930s and make the region more competitive in the global economy. Recently, they have been awarded a highly competitive US Environmental Protection Agency Brownfields job training grant for Racine County.

GLCCC is represented by its President **Chris Litzau**, who is a graduate of the internationally recognized Real Estate Valuation and Investment Analysis program at the University of Wisconsin-Madison. He has worked in the for-profit and nonprofit sectors where he completed a variety of residential and commercial redevelopment projects that required the use of diverse creative financing strategies, including low income housing tax credits, historic tax credits, and federal Low Income Housing Preservation funds. He is a tireless advocate for preparing young adults from under-resourced communities with national, portable credentials and skills necessary to achieve careers in emerging technologies. He has a strong interest in transitioning job training participants into the environmental remediation sector to expedite the redevelopment of brownfields.

The **Homeless Assistance Leadership Organization** (HALO) is the only homeless program in Wisconsin offering Intensive Case Management paired with a comprehensive network of support services designed to promote self-sufficiency and accept new client's 24-hours daily, 365 days a year. The mission of the Homeless Assistance Leadership Organization (HALO) is to provide a pathway to self-sufficiency for those experiencing homelessness in Racine County, and their vision is that all homeless individuals and families in Racine County will be provided emergency food, clothing, shelter, transitional, and permanent housing, and supportive services through a collaborative structure that effectively coordinates services, shares information, increases funding, and eliminates duplication and gaps in services.

HALO is represented by their Executive Director **Kevin Cookman**. He is also the Founder of the international charity A Full Life (UK Trust and Inc.). Kevin has a BS in Electrical Engineering from Purdue University and an MBA from the Krannert School of Management. Kevin has been the Founder or part of a startup team for new business ventures in China, UK, Italy and Germany. He has setup NGOs that include Social Enterprise efforts in Central Asia and the Middle East.

Housing Resources, Inc. (HRI) helps people achieve and maintain successful homeownership. A HUD certified housing counseling organization, and an affiliate of NeighborWorks America, HRI focuses on transitioning renters to homeownership while also providing homeowner and housing preservation services. HRI was founded in Milwaukee in 1991 and extended services to Racine in 2000. In addition to providing financial education and housing counseling services, HRI facilitates downpayment assistance to eligible households when it is available. The services of HRI reach hundreds of Racine area households annually.

HRI is represented by their Racine Program Manager, **MaryBeth Aldrich**. Aldrich joined the HRI staff in January 2015 when she returned to Racine after a ten year absence. She is passionate about Racine's neighborhoods and has a proven track record of neighborhood stabilization through resident empowerment, education and housing development. Aldrich's career has included serving as the Resource Development and Compliance Manager of Community Action of Rock & Walworth Counties; Executive Director of NHS Beloit; Program Director of Racine Housing & Neighborhood Partnership where she successfully led the West Sixth Street Housing Revitalization effort; and Executive Director of Racine Neighborhood Watch/Weed & Seed.

Racine County Economic Development Corporation (RCEDC) was established in 1983 to ensure the economic vitality of Racine County by working with partners to support innovation and creativity that leads to business investment.

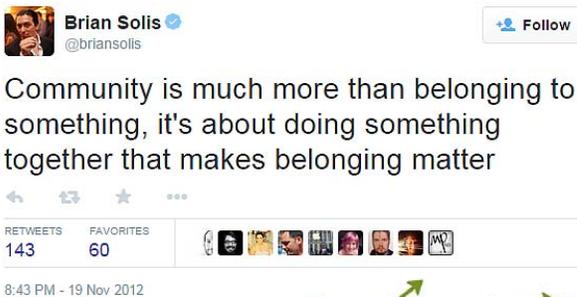
RCEDC provides a wide range of technical assistance to undertake and complete projects. All RCEDC staff activities align with the Racine County Economic Development Plan which focuses on business recruitment, business expansion and retention, business financing and community development (including workforce, brownfield and commercial corridor revitalization).

RCEDC is represented by their Executive Director Jenny Trick. Jenny has a 24 year history with the organization and a diverse range of successful project implementations. Her expertise includes business finance, community development, business development, and business recruitment. Trick holds an undergraduate degree in Economics from the University of Wisconsin - Parkside.

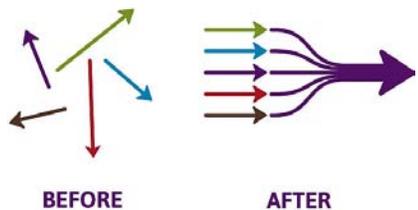
The Racine Housing and Neighborhood Partnership, Inc. is credited with leading one of Racine's most successful revitalization efforts (the West Sixth Street Neighborhood) the RHNP brings a recognized name and experience to the Partnership. RHNP is represented by Board member Joe Heck. Mr. Heck is a planning and community development professional with nearly 40 years' experience in the field. Most recently he was Racine's Assistant Director of City Development where he administered the city's Community Development Block Grant, HOME Investment Partnerships, Neighborhood Stabilization Program, and other federal and state housing and community development grants. Now retired, he volunteers with United Way of Racine County, the Racine Housing and Neighborhood Partnership, and the Racine Mutual Housing Association. He is a graduate of Arizona State University and holds a master's degree in urban planning from the University of Illinois (Urbana).

Racine Neighborhood Watch, Inc. (RNW) was founded in 1981 to organize and empower residents to take responsibility for their neighborhoods. Their mission is to assist residents in creating safe, friendly and attractive neighborhoods throughout the Racine community. Through longstanding partnerships with local and regional law enforcement, local officials and other agencies, they have helped residents in formerly troubled areas reclaim their neighborhoods, as borne out by large decreases in violent crime in central city areas in recent years.

RNW is represented by their Director Charlie French. In addition to his 19 year commitment to the RNW mission of creating safe, friendly and attractive neighborhoods, Charlie has coordinated Group Workcamps for the last 17 years. This faith based initiative brings hundreds of young people and their chaperones from across the country to do minor home repairs in city neighborhoods during an intensive one-week period. Charlie's leadership builds bridges between crime prevention, home ownership, housing rehab and general "quality of life" issues.



WHAT MAKES A GREAT PLACE?



STRONGER TOGETHER

⊕ THE RACINE REVITALIZATION PARTNERSHIP

“MILLIONS OF AMERICAN LIVES HAVE BEEN ENRICHED THROUGH LOCAL COMMUNITY DEVELOPMENT CORPORATIONS. AS THE SAYING GOES, THE BEST TIME TO PLANT A TREE WAS TWENTY YEARS AGO, THE SECOND BEST TIME IS NOW. JOIN US IN GROWING THIS PARTNERSHIP TO BUILD A BETTER RACINE.”
- MAYOR JOHN DICKERT

**BUILDING
A BETTER
RACINE.**