

# Chapter 2

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## INFORMATION GATHERING & ANALYSIS

Chapter 2 is a summary of the information gathering and analysis completed for the West Side Plan area. This chapter provides a comprehensive look at the factors that have and will affect the development of the West Side, including economics, land use, zoning, and transportation. Conclusions are supported by maps prepared by the Department of City Development. This information describes the foundation that supports current development and helps identify the area's challenges and opportunities.

Demographic information is also included, which provides an overview of the area's population, households, housing, and employment characteristics. The demographic data analysis reveals changes and trends in the plan area and helps to determine future needs.

### REVIEW OF PRIOR STUDIES SUMMARY

As part of the planning efforts for the West Side Plan, the City of Milwaukee and the consulting team reviewed and summarized prior plans and studies of the area. Current and previous plan recommendations were taken into consideration

throughout the development of the West Side Plan. Below is a comprehensive list of those reports.

- Center Street Marketplace - Business Improvement District 39 Plan
- North Avenue Uptown Crossing - Business Improvement District 16 Plan
- Burleigh Street - Business Improvement District 27 Plan
- Burleigh Main Street – Visioning and Strategic Planning Report
- Milwaukee Connector Study
- City of Milwaukee Foreclosure Initiative
- Wauwatosa Comprehensive Plan
- The Local Initiatives Support Corporation (LISC) Plan for Washington Park Partners
- Wisconsin Department of Transportation – Interstate 94 Zoo Interchange Study

An assessment of these plans helped to establish key issues, goals, and opportunities that provided the basis for the West Side Plan recommendations. This allowed for the plan to incorporate the ideas and goals of the various stakeholders and provided a bridge between existing and future plans.

## EXISTING CONDITIONS

### Land Use

The land use in the West Side was divided into six categories: Residential; Commercial; Manufacturing, Construction, and Warehousing; Transportation, Communications, and Utilities; Public / Quasi-Public Uses; and Vacant Land. The West Side is predominantly a residential area, with 93.1% of the land in the area currently used for housing. Below is a breakdown of the land use categories in the West Side by percentage of land area:

Land Use	Percentage (%)
Residential	93.1%
Commercial	2.2%
Mixed Use	1.0%
Manufacturing	0.2%
Other (institutional, transportation, parks, & open space)	2.7%
Vacant	0.8%

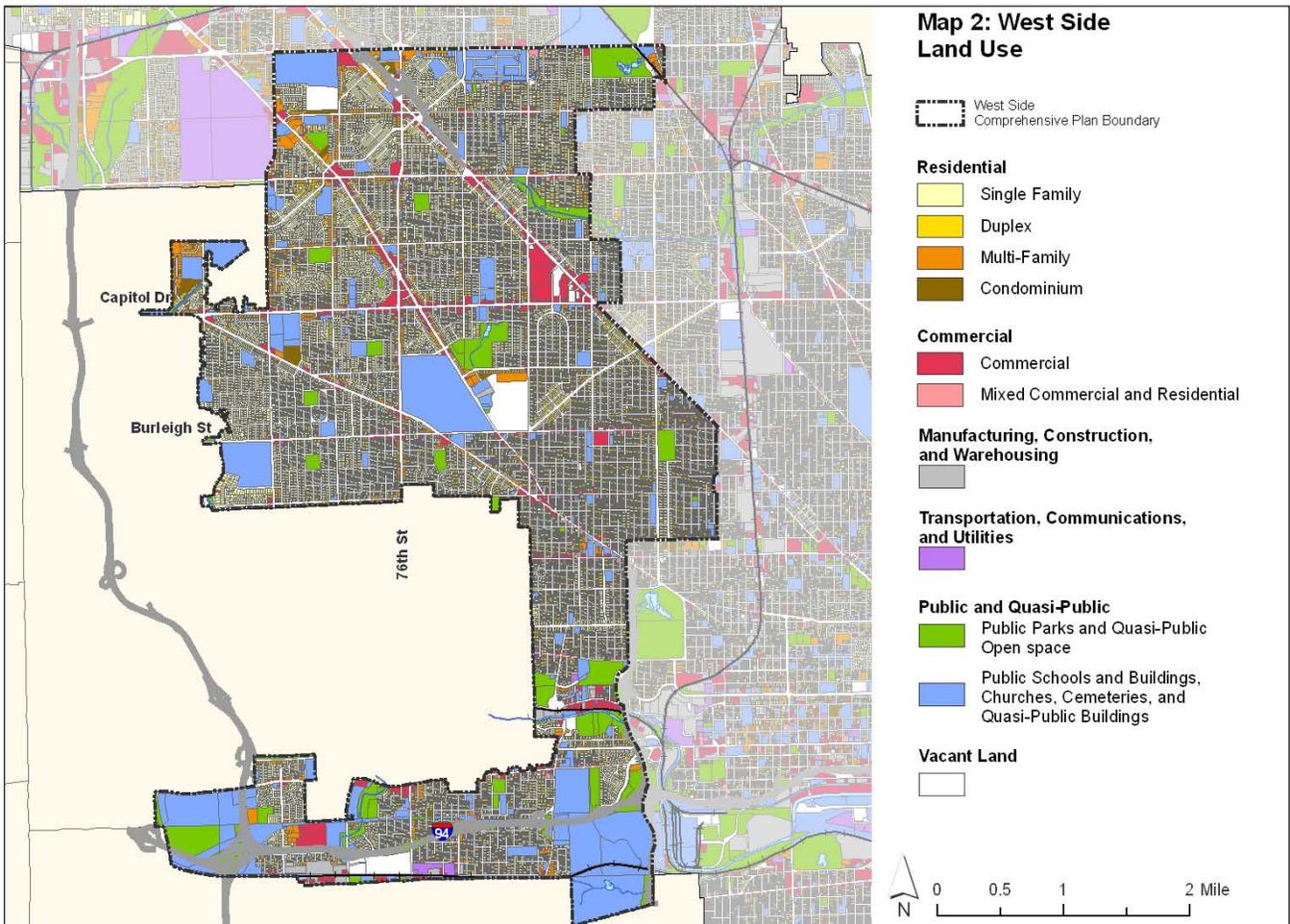
Map 2 reveals several key trends:

Residential areas are primarily single family homes, though there are concentrations of duplexes in the older neighborhoods on the eastern side of the plan area.

The northwestern neighborhoods in the plan area are generally more homogenous than the southeastern neighborhoods in terms of age of construction, architectural style, lot size, density, street width and block size. Incomes also tend to be higher in these northwestern, subdivision-style neighborhoods.

There are a few small concentrations of multifamily housing in the northwestern portion of the West Side mainly along major arterials; for example West Appleton Avenue.

There is very little condo development in the West Side, and what does exist is located in



the newer neighborhoods in the northwestern portion of the plan area.

Some sections of the commercial corridors along West Capitol Drive, Fond du Lac Avenue, and West Appleton Avenue are strong, but many sections are struggling and in need of revitalization. To remain competitive, there is a need to make these commercial corridors more pedestrian-friendly, customer-friendly and to reduce the harshness of excessive amounts of pavement by “greening” them with street trees.

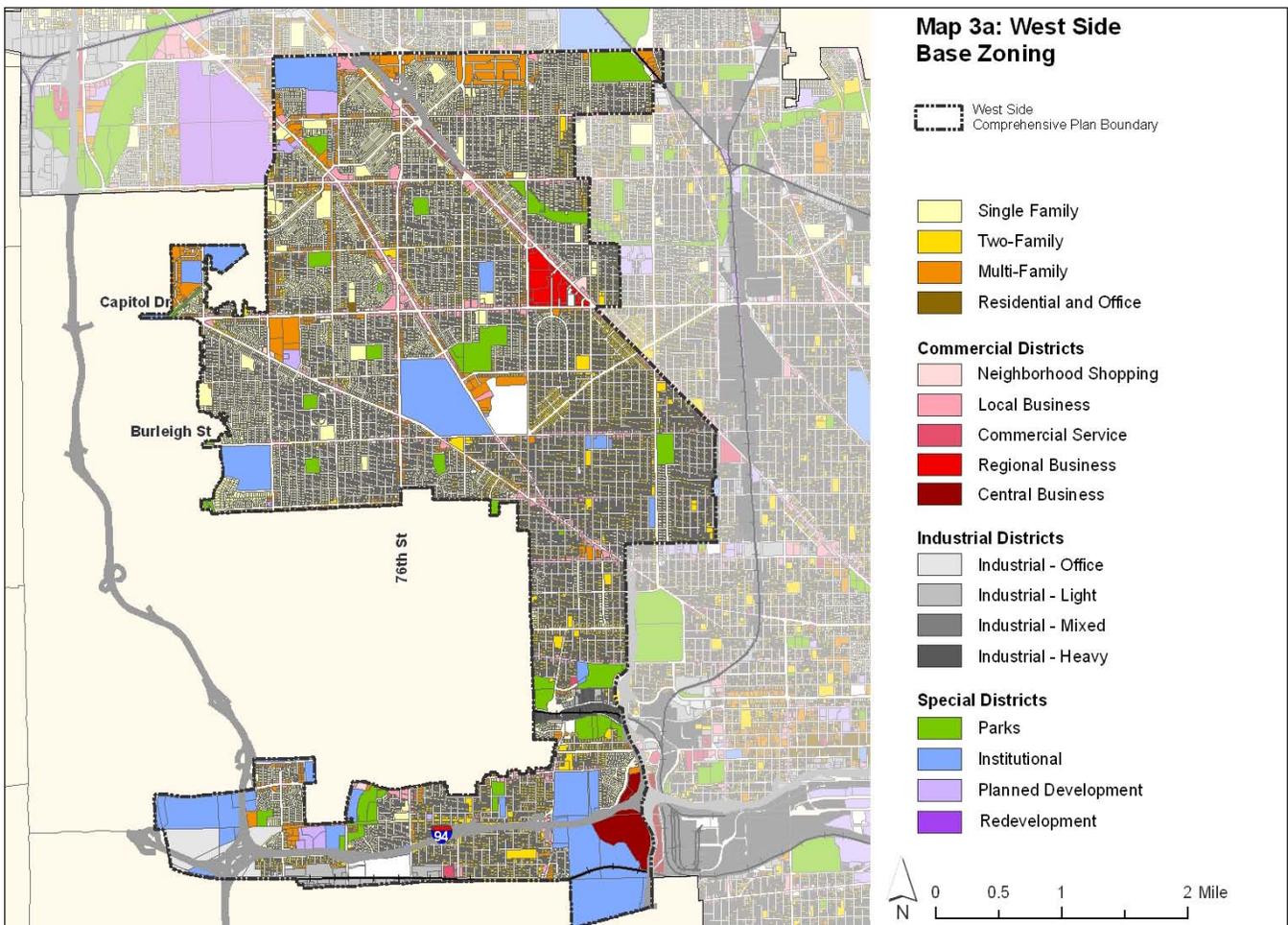
Parks are fairly well distributed throughout the area. The majority are Milwaukee County parks, although there are some City parks as well. Both County and City parks budgets have been reduced in recent years, resulting in cutbacks in maintenance, hours and programming.

There are direct connections between the Interstate Highway 94 corridor and many of the

major institutions of the West Side, including Miller Park, the Milwaukee County Zoo, and State Fair Park. Recent discussed changes to lanes and entrance ramps, if implemented, will have an environmental impact on freeway-adjacent neighborhoods.

### Zoning

The base zoning supports and is consistent with the majority of existing land use in the area (shown in Map 3a). Residential zoning districts generally shift from single family in the north and west to two-family in the south and east, and there is a concentration of multifamily zoning districts to the north along West Silver Spring Drive. Commercial districts are concentrated along main commercial corridors including West Capitol Drive, West Fond du Lac Avenue, West Appleton Avenue, and West Lisbon Avenue.



There are two industrial areas in the West Side area along rail corridors. One is south of West State Street between North 60th Street and Highway 41 and the other is south of Interstate 94 between Interstate 894 and South 70th Street.

Special districts include Miller Park, the Milwaukee Zoological Gardens, three major cemeteries and several Planned Development areas.

A comprehensive analysis and comparison of individual areas can help identify discrepancies between permitted development, existing land use and current development practices.

**Zoning Overlays**

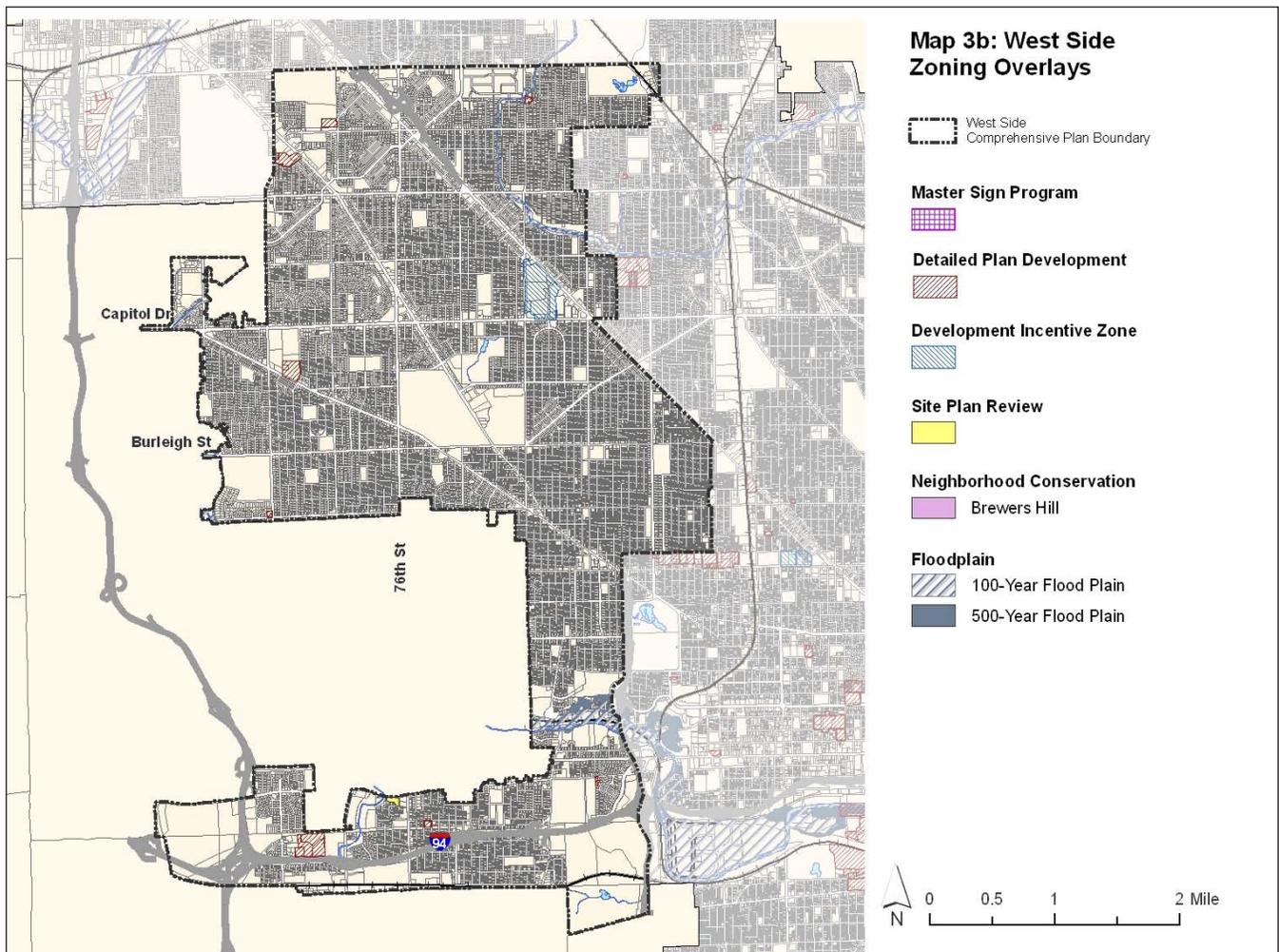
Zoning overlays provide the opportunity to address the needs of specific areas by tailoring zoning regulations to promote conservation and

other design guidelines that will shape future development.

Map 3b includes several notable districts:

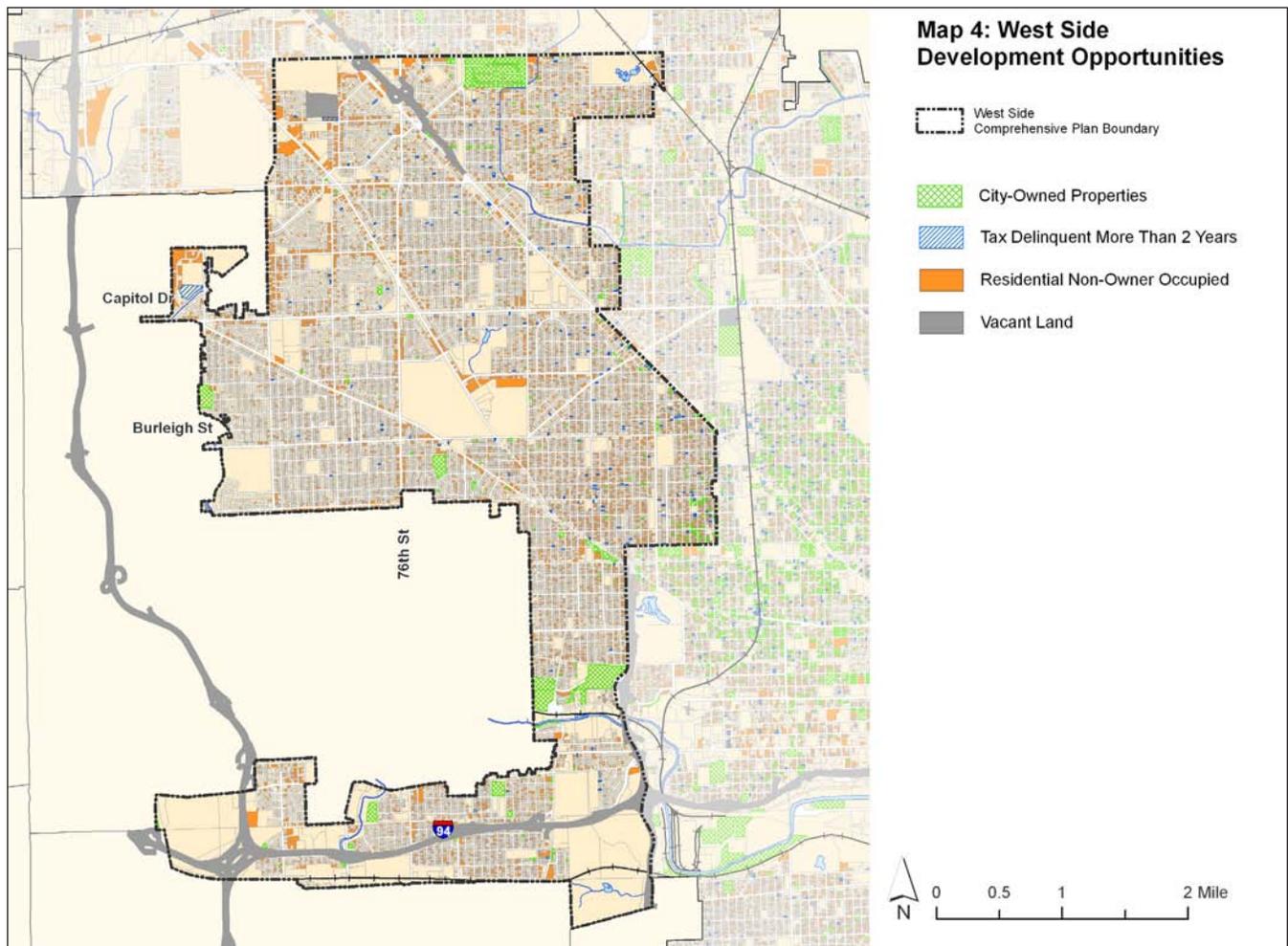
- Midtown is a development incentive zone, which supports a greater level of urban design and architectural review.
- The Westlawn Master Plan could create the need for a detailed planned development.
- Detailed planned developments could provide support for the implementation of design guidelines for several Business Improvement Districts (BIDs) in the plan area.

Currently there are no neighborhood conservation districts in the West Side, though it could provide a useful tool in some neighborhoods; for example Sherman Park.



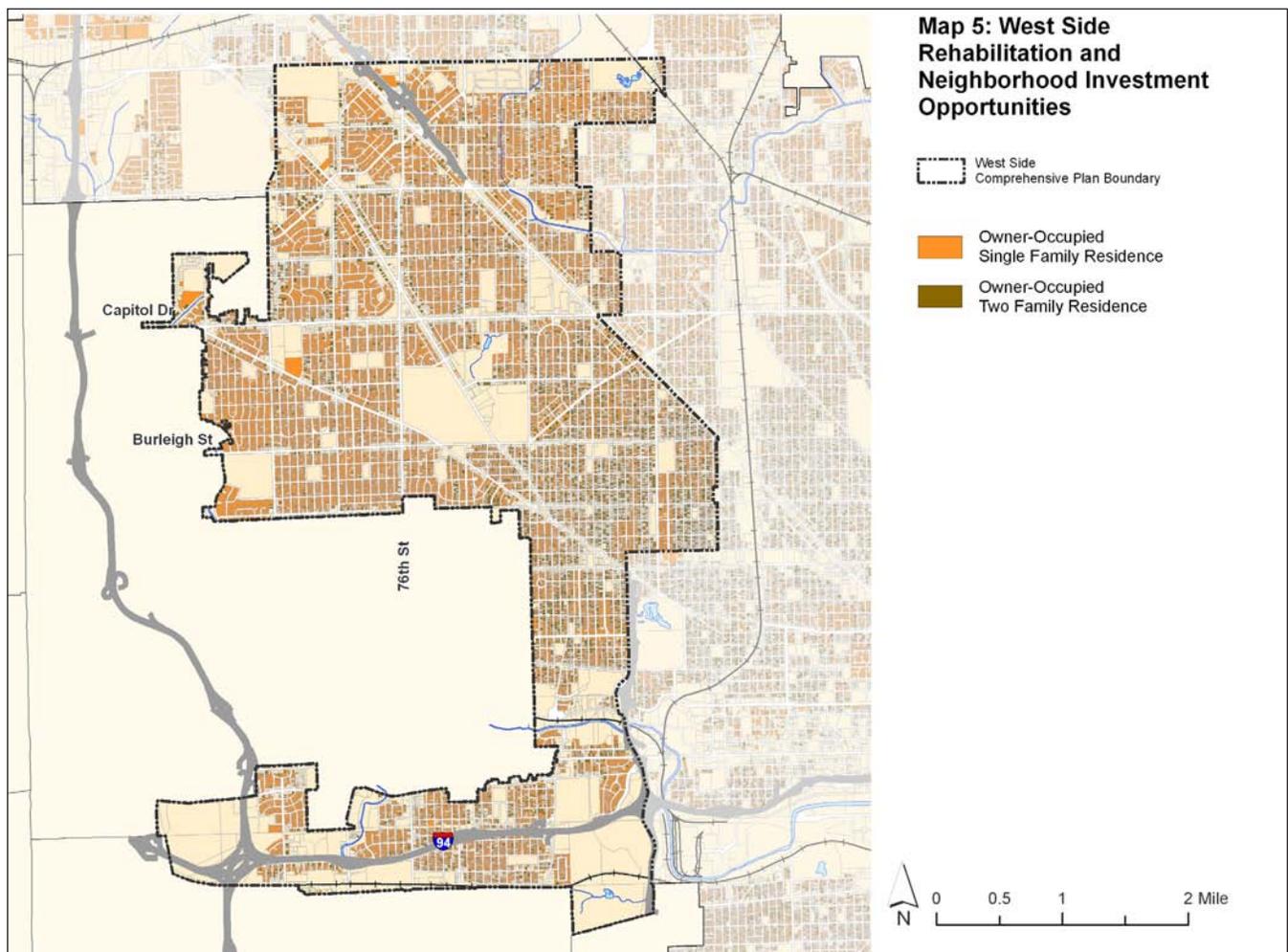
### **Development Opportunities**

Map 4 shows properties with the potential to generate development pressures in the West Side including vacant land, non-owner occupied residential properties, properties that have been tax delinquent for more than two years and city owned properties. Vacant properties include one large lot on North 84th Street (former Kohl's store) in the northwest corner of the plan area.



### **Rehabilitation And Neighborhood Investment Opportunities**

The West Side has a high rate of owner-occupied housing. Map 5 illustrates owner-occupied single and two-family residences. Neighborhoods with a strong owner presence often have the motivation to improve schools, parks, and shopping districts, which enhance the area's quality of life.

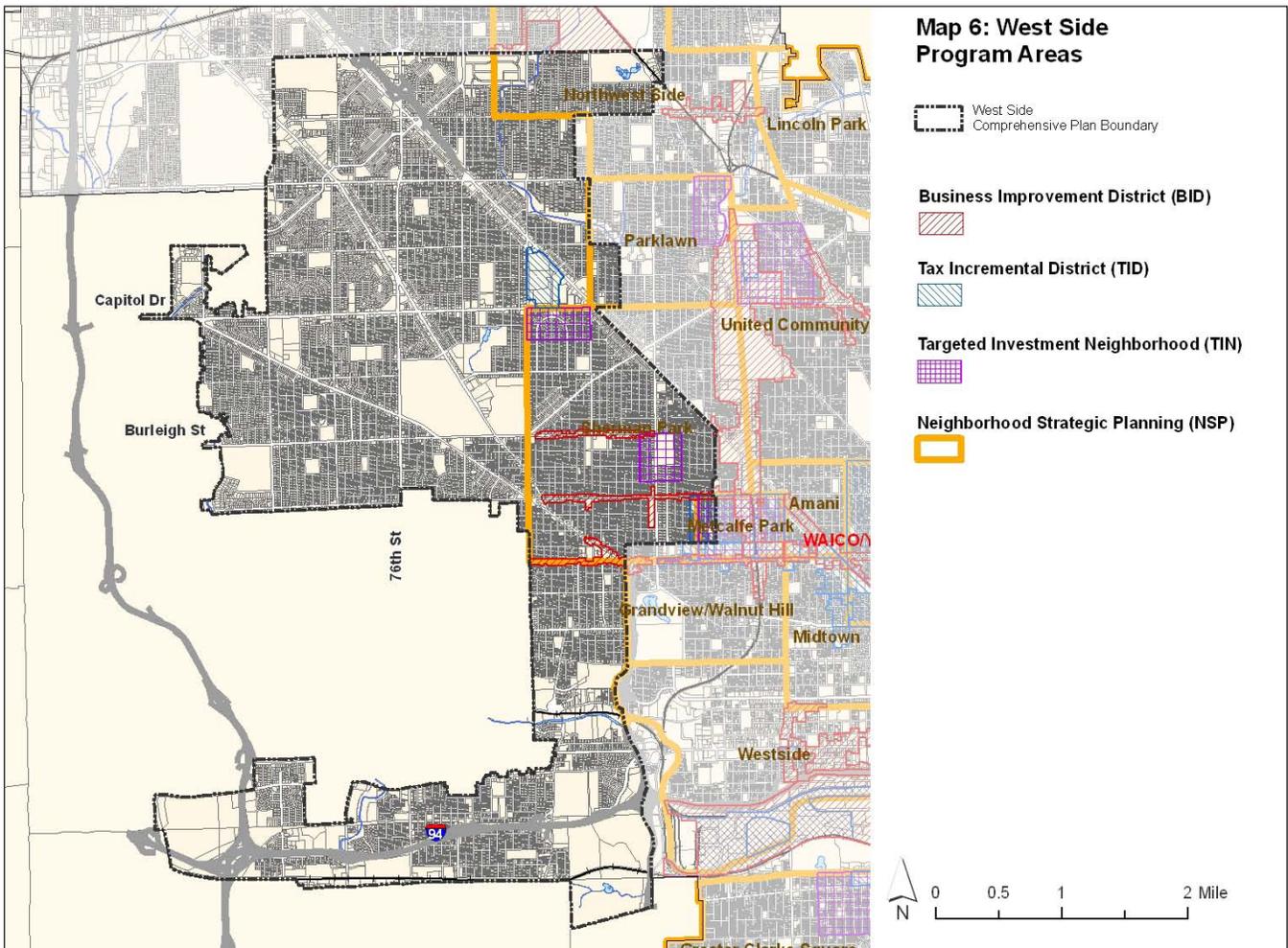


**Program Areas – Including BIDs, TIDs And TINs**

Map 6 illustrates Neighborhood Strategic Planning (NSP) boundaries and program areas including Business Improvement Districts (BID), Tax Incremental Districts (TID) and Targeted Investment Neighborhoods (TIN). These program areas seek to promote neighborhood investment, mixed use and commercial redevelopment opportunities.

BIDs in the West Side include Center Street Marketplace, North Avenue Uptown Crossing, and Burleigh Main Street District. The Vliet Street Business Association is another organization in the West Side that operates in a manner similar to a BID. There is also the potential for a new business association in Midtown, which could also lead to a business improvement district if property owners consider the benefits to be useful or necessary.

The Community Block Grant office is currently finalizing a five-year consolidated plan that will represent all Neighborhood Strategic Plan areas, including Sherman Park on the West Side.



**Other Regulatory Districts**

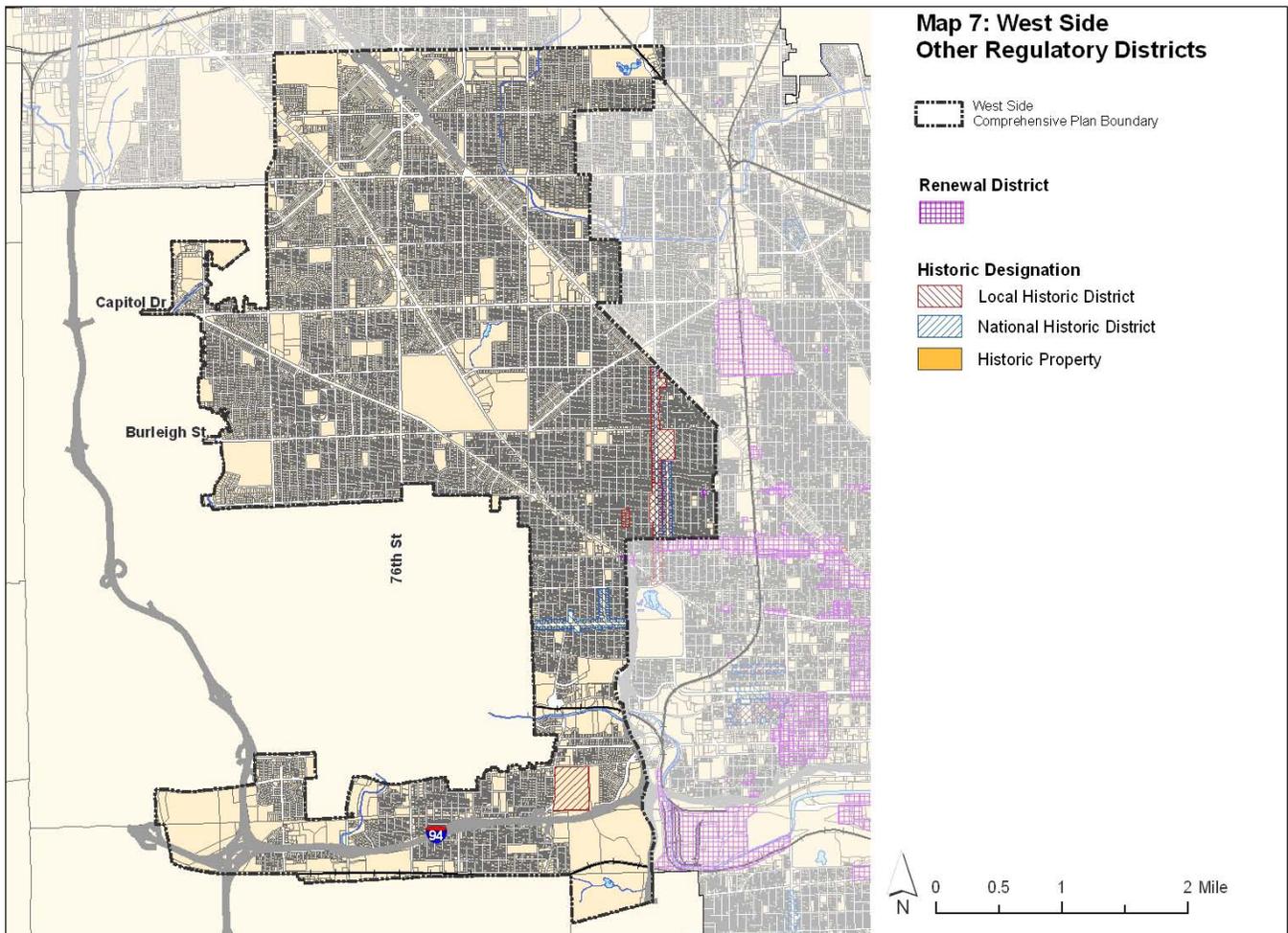
Other regulatory districts (Map 7) in the West Side include Historic Properties and Historic Districts. Currently, there are four properties and five districts in the West Side with national and/or local historic designations and there are many others with potential for future designation that warrant consideration.

Historic Properties in the West Side include:

- Otto F. Fiebing House, 1302 N. Hawley Road. Nationally designated 9/12/85.
- Calvary Cemetery, 5503 W. Blue Mound Road. Locally designated 12/8/87.
- Copeland Service Station, 4924 W. Roosevelt Drive. Locally designated 11/28/95.
- Bungalow Fire House, 407 N. Hawley Road. Locally designated 6/8/01.

Historic Districts in the West Side include:

- North Grant Boulevard between W. Locust Street and W. Meinecke Avenue. Locally designated 10/23/85. Nationally designated 3/23/95
- West Washington and North Hi-Mount Boulevards bounded by W. Lloyd Street, N. 60th Street and N. 47th Street. Nationally designated 5/18/94.
- North Sherman Boulevard between W. Keefe Street and W. Lloyd Street. Locally designated 1/24/95. Nationally designated 4/6/04.
- North 47th Street Bungalows between W. Clarke Street and W. Wright Street. Locally designated 1/25/01.
- National Soldiers Home Historic District on the grounds of the Clement J. Zablocki VA Medical Center. Nationally designated 6/3/05.



Districts that merit further review for potential historic designation include:

- Bungalow historic districts west of Sherman Boulevard
- Bungalow historic districts north of Burleigh Street
- Duplex historic districts north of Burleigh Street
- Roosevelt Drive and adjacent streets
- Enderis Park neighborhood
- Washington Heights neighborhood
- Mount Mary College campus
- Ranch house district around Mount Mary College campus

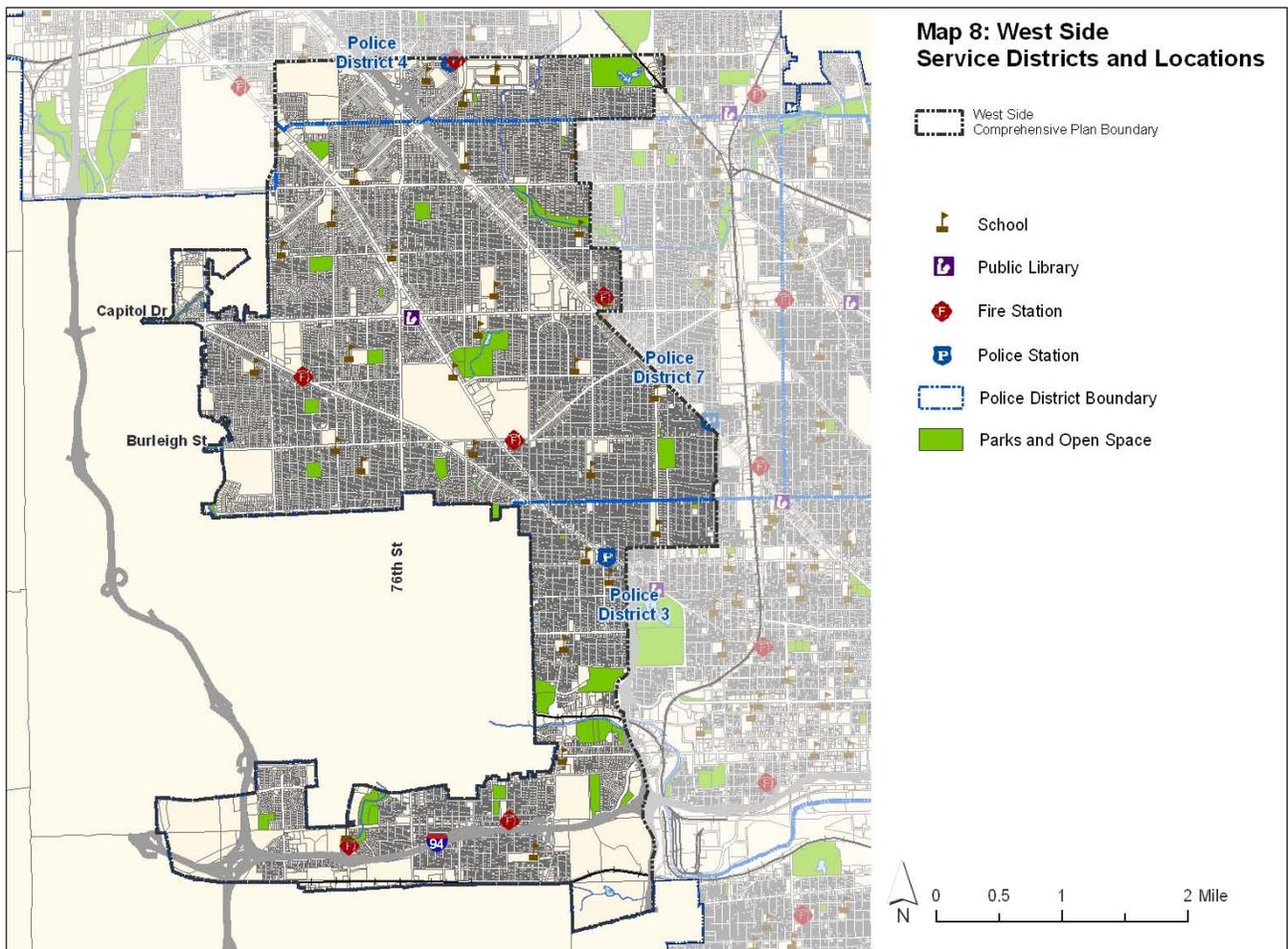
There are no Renewal Districts in the plan area, though they do exist in other areas of the city where redevelopment projects warrant or where the City

and the Redevelopment Authority are seeking a transformation of land use.

**Service Districts And Locations**

Map 8 shows community facilities and resources within the West Side as well as the area’s open spaces, which are fairly evenly distributed throughout the plan area.

Both Milwaukee Public Schools (MPS) and the Milwaukee Public Library are decreasing their number of facilities and services and increasing the size of their service areas in an effort to reduce costs. As a result, there are several schools and one branch library (Capitol) in the West Side that are threatened. Access to these services impacts quality of life.



### Street Classifications

Map 9 illustrates the classification of streets throughout the West Side, including freeways, arterial roads, collector and local streets. It shows four major arterials important to the area: Interstate 94, North Capitol Drive, West Fond du Lac Avenue, and West Appleton Avenue.

The map also includes the Department of Public Works (DPW) street paving schedule. This information should assist in the coordination of streetscape improvements.

Many arterials in the West Side are heavily auto-dominated and present the need for traffic calming, pedestrian features, and streetscaping.

There are also several arterials that intersect the West Side of Milwaukee and Wauwatosa, its nearest close-in suburb, and present a need for close coordination of design and development to

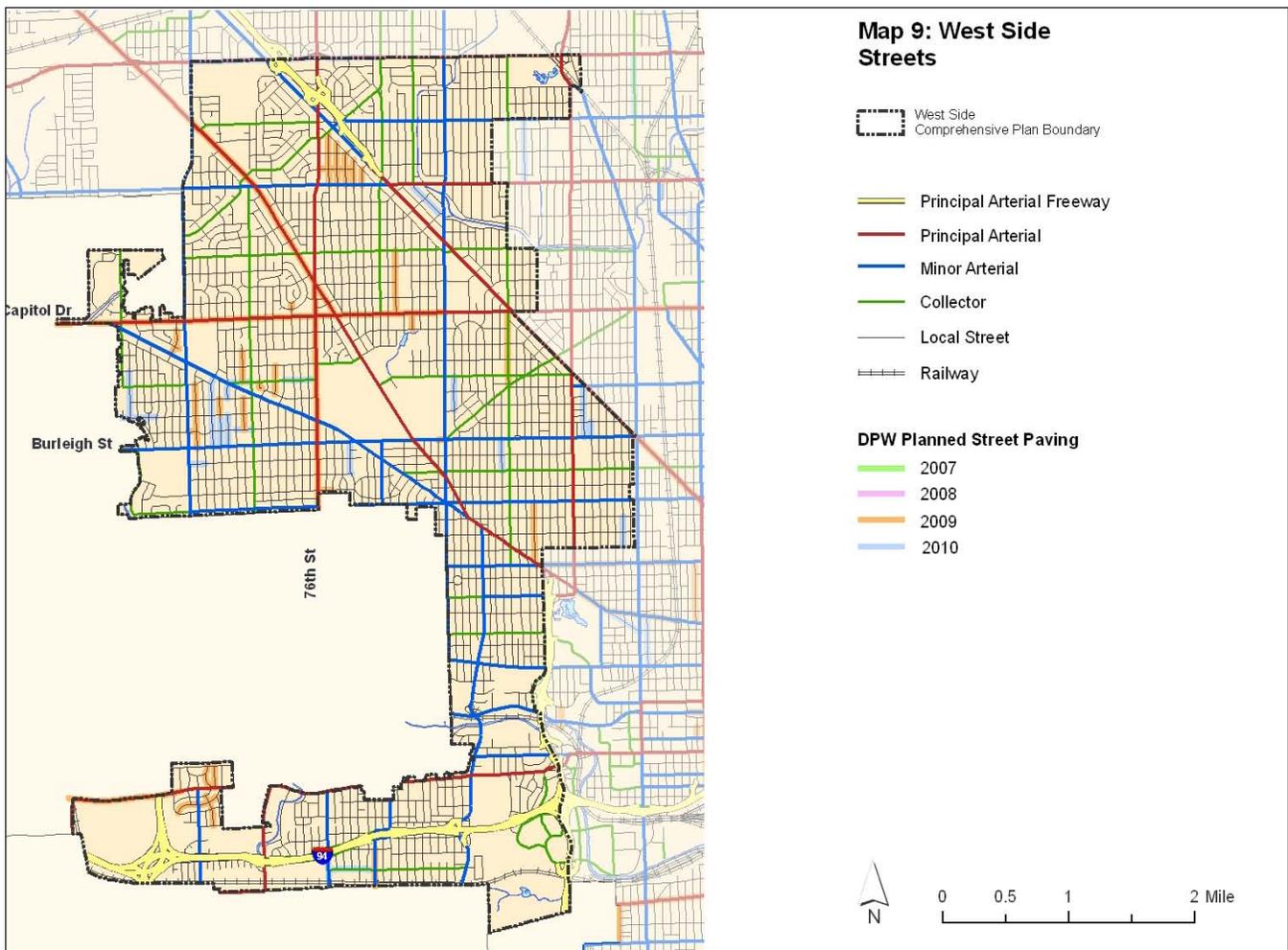
mutually further the goals of both municipalities, e.g. W. North Avenue, W. Vliet Street, and W. Bluemound Road.

### Traffic Calming

The City of Milwaukee Neighborhood Traffic Management Program now has a standard procedure to allow residents to request to have traffic calming measures designed to slow and control the speed of “through traffic” installed in their neighborhood. In the past, residents had to decide on their own who to contact and how to make the case for traffic calming.

### Transit Routes

An extensive network of bus routes serves all areas of the West Side. There has also been an ongoing discussion for many years regarding the need to provide express transit from the West



Side to downtown and from the West Side to the far western suburbs where new job growth is concentrated.

Milwaukee County Transit Service Routes



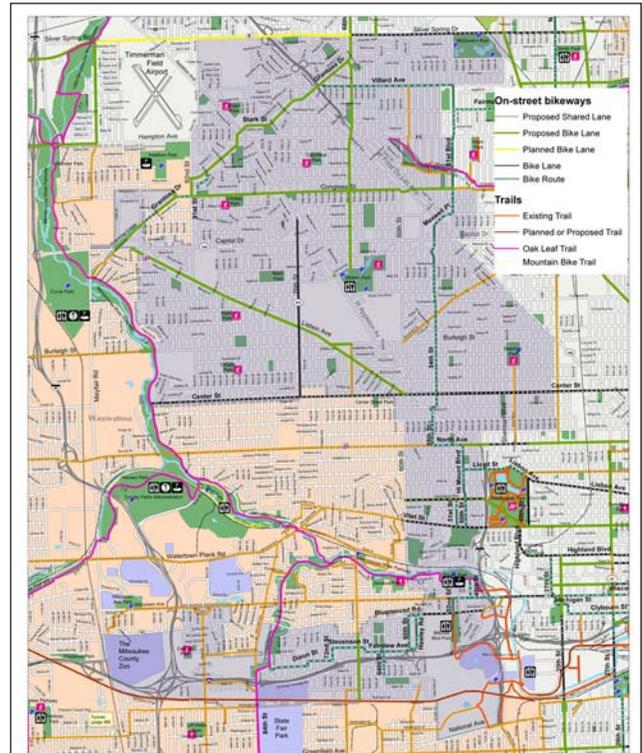
*“Mass transit and the planning of land uses around transit needs to be considered for the long term viability of Milwaukee and these neighborhoods -- specifically, access to trains and light rail.”*

Resident Comment  
West Side Plan Community Survey

**Bicycle Facilities**

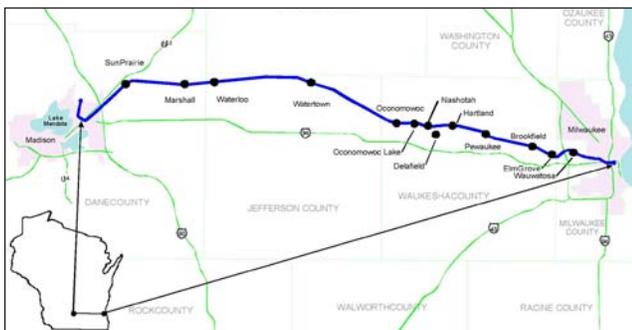
The City recently striped 50 miles of bike lanes and intends to add an additional 100 miles, including many in the West Side Area.

West Side Bicycle Map - Existing and Proposed Facilities



The route of the proposed high speed commuter rail line that could eventually link Milwaukee to Minneapolis, Madison and Chicago, goes through the southwest corner of the West Side, though it would as currently proposed, not make stops in the area.

Proposed High Speed Rail Corridor (source: WisDOT)



Recent phone survey information shows 49% of Milwaukee residents ride bicycles. The American Community Survey results show a 270% increase in people bicycling to work in the last 5 years alone in Milwaukee, and commutes only account for 1 in 5 of all trips. At the same time the crash rate for cyclists has decreased 400%. All this happened after the City began aggressively striping bicycle

lanes 5 years ago. Prior to that the survey data showed little or no growth.

Bicycle lanes on arterial streets generally appeal to a limited number of more experienced cyclists and surveys show a latent demand for bicycle facilities attractive to more novice cyclists and children.



The updated City of Milwaukee bike plan will propose “bicycle boulevards” which are networks of traffic calmed local streets (not arterials) that are optimized for bicycling by slowing traffic and reducing cut-through traffic while maintaining motor vehicle access for residents. Bicycle Boulevards are

now common in other cities across the country and provide a bikeway network with quiet streets with few slower moving motor vehicles, that is ideal for less experienced cyclists. The new city bike plan will also propose raised bike lanes and cycletracks on arterial streets.

**Bicycle Facilities: Hank Aaron State Trail**

The West Side includes a portion of the Hank Aaron State Trail, a scenic recreational trail for bicycles and pedestrians that winds through the Menomonee River Valley hugging the Menomonee



Hank Aaron State Trail map (source: [www.hankaaronstatetrail.org](http://www.hankaaronstatetrail.org))



River for much of the way, also connecting Doyme Park and Miller Park with downtown Milwaukee and the lakefront.

The Hank Aaron trail also has the potential to connect with the Oak Leaf Recreational Trail on both ends (the Oak Leaf Trail also runs adjacent to the Milwaukee River). If and when the Hank Aaron State Trail is connected with the Oak Leaf Trail to the west, it will create the longest extended public trail system east of the Mississippi River. This is a public green space that has value for the whole region, not just the West Side.

## DEMOGRAPHICS

Demographic data analysis can reveal population changes and trends and help determine future needs for the area.

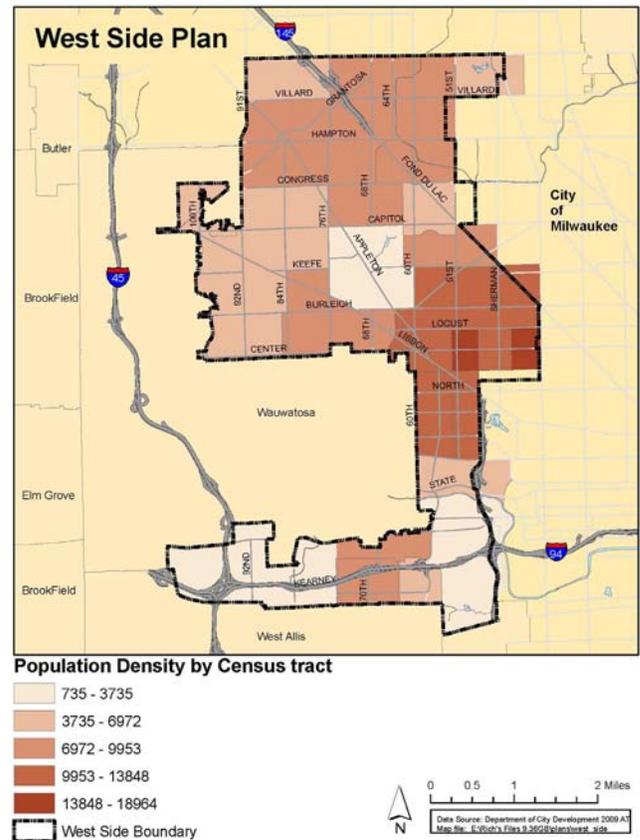
### Population

The population of the West Side was approximately 123,985 in 2000, which represented 20.8% of the City of Milwaukee total. The area's population declined by 2.1% between 1990 and 2000, which was a slower rate of decline than the City of Milwaukee's rate of 4.9% during the same period, and is projected to decline 1.4% between 2000 and 2014. Population density in the West Side is highest in the older neighborhoods on the eastern side of the plan area including St. Joseph's and Uptown.

### Households

Household size information can be helpful in determining the demand for particular housing types and channeling them into redevelopment opportunities. The West Side contained 49,511 households in 2000, with an average household size of 2.47 people per household. This average size mirrors the City's average of 2.50 people per household.

West Side Plan: Population Density by Census Tract



### Home Values

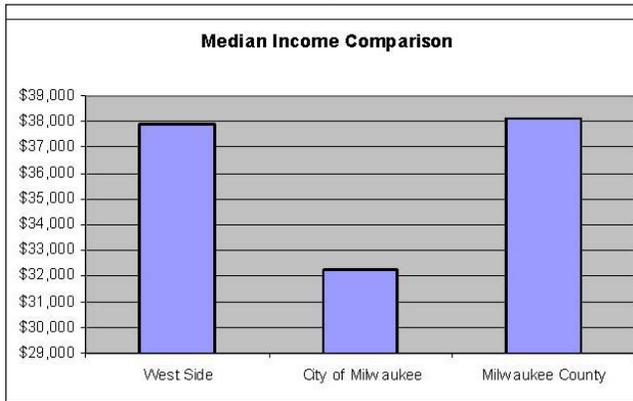
The average assessed residential value in the West Side was \$145,794 in 2000, which is somewhat lower than the City of Milwaukee's \$155,053 average.

In general, housing values have been holding steady in the City of Milwaukee from 2007 to 2008 and are not expected to change much in the next few years. The West Side includes almost all of aldermanic district 10, large portions of districts 2 and 5 and small portions of districts 7, 9, and 15. Below is the percentage change in average home value for each of these aldermanic districts between 2007 and 2008:

- District 2: +0.6%
- District 5: +0.4%
- District 7: +4.9%
- District 9: +2.5%
- District 10: -0.7%
- District 15: +11.9%



*West Side Plan: Home Ownership*



**Housing Occupancy**

Census 2000 data shows a total of 28,757 occupied housing units in the West Side, which represents approximately 12.4% of the 232,188 total occupied housing units in the City of Milwaukee. Approximately 58% of occupied units in the West Side are owner occupied while 42% are occupied by renters. The West Side has a significantly higher rate of owner occupied

housing compared with the City of Milwaukee's rate of 45.3%. In general, the percentage of owner-occupied housing in the West Side is higher in the neighborhoods on the western half of the area.

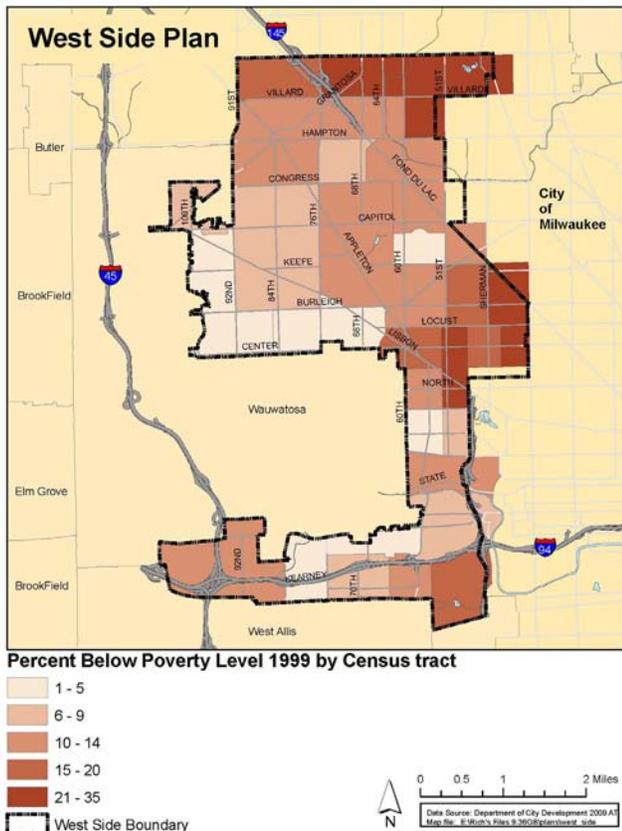
**Income Levels**

The median household income for the West Side in 2000 was \$37,064, which was higher than the City of Milwaukee median of \$32,216.

Approximately 14% of the population of the West Side was in poverty in 2000, which was significantly lower than the City of Milwaukee's 21% poverty rate.

In general, the northern and eastern portions of the plan area have lower incomes and higher poverty rates than the southern and western portions. Higher poverty levels may indicate a more pronounced need for affordable housing, jobs and other social services in those neighborhoods.

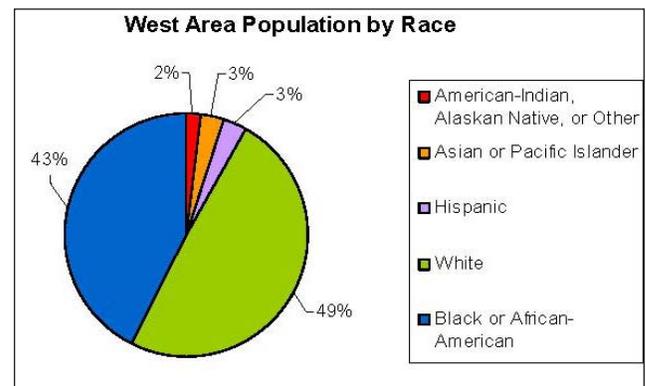
*West Side Plan: Percent Below Poverty Level, by census tract*



**Race and Ethnicity**

When compared with other census data, demographic data can provide important information on the needs of different racial and ethnic groups in the area, such as employment and housing. The West Side is an ethnically diverse area, though predominantly White and Black. The combined minority population in the West Side is approximately 51%, mirroring the City of Milwaukee's racial composition in 2000. Below is a breakdown of the race and ethnicity in the West Side by percentage:

*West Side Plan: Population Distribution, by race*



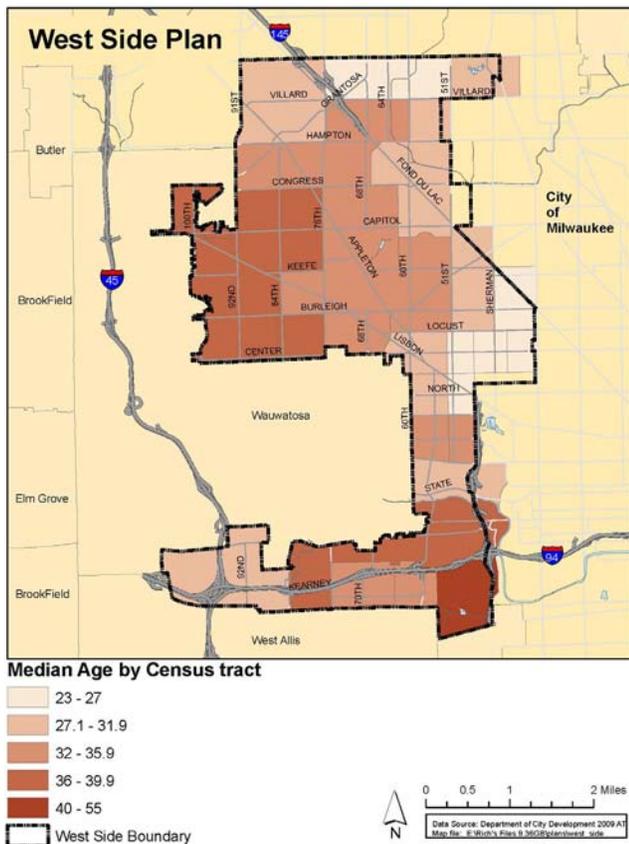
The Black population in the West Side is concentrated in the northern and eastern portions of the plan area, which are areas that also tend to have younger median ages and lower household incomes.

The West Side also has a disproportionately low percentage of Hispanics/Latinos in 2000 compared with the City of Milwaukee overall, which was 12% Hispanic/Latino.

**Age Distribution**

The West Side’s age distribution is roughly the same as the City overall.

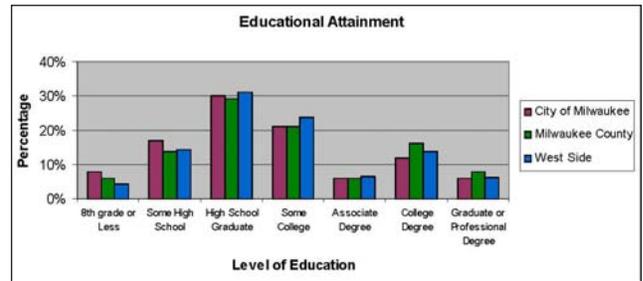
*West Side Plan: Median Age, by census tract*



**Education**

Education rates for the West Side are roughly the same as City of Milwaukee and Milwaukee County.

*West Side Plan: Educational Attainment*

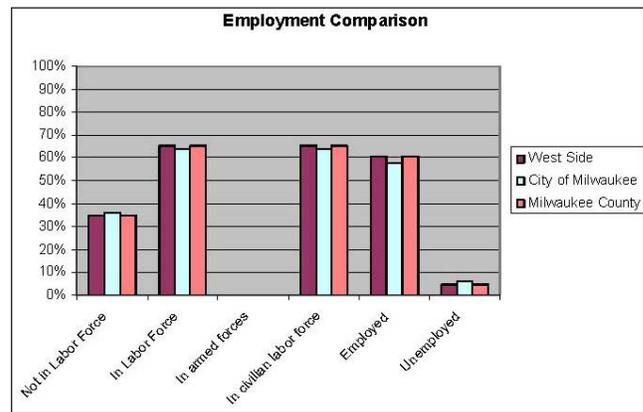


**Workforce Characteristics**

The West Side had 84,637 workers in 2000, representing approximately 19% of the total labor force of the City of Milwaukee. Approximately 63% of the area’s labor force is employed, which is somewhat higher than the City of Milwaukee’s rate of 58%.

In 2000, the West Side had an unemployment rate of 5% for the population 16 years and over, which is slightly lower than the City of Milwaukee’s rate of 6%.

*West Side Plan: Employment Comparison*



## MARKET ANALYSIS - EXECUTIVE SUMMARY

### **Demographic Overview**

Both the West Side and the City of Milwaukee have witnessed a moderate decline in population since 2000. Despite recent population loss, however, the West Side and the larger city are projected to experience positive growth reaching a 2014 population of 122,714 (+0.3%) and 592,648 (+0.5%) respectively. It is estimated that households earning less than \$50,000 will decrease significantly (-6.5%) while the number of households earning more than \$50,000 will increase significantly (8.7%). The West Side population is also projected to grow younger. As middle aged households decrease in number, the number of households aged 25 to 34 and 54 to 75 are both projected to increase. An increase in higher income households within these two age groups may indicate a **growing demand for multi-family rental and for-sale housing within the West Side and the larger city.**

### **Residential Market**

#### Housing Stock

The West Side experienced its most significant period of population growth in the post-WWII era leading into the 1970's, and has a significant amount of housing from this time as a result. The rate of owner occupancy in the West Side is slightly higher than that of the City of Milwaukee and rental housing comprises a significant component of the local housing stock. The majority of housing units in the West Side area are **single family and two-family homes with two to three bedrooms.**



The number of new construction permits issued between 2004 and 2008 indicates that the majority of new housing built in the West Side area has been a **mix of infill, single-family and multi-family housing.**

#### Home Sales

Since 2005, overall home sales and prices in the West Side have declined significantly. The single family home market has declined relatively uniformly across the market area which includes the West Side, Wauwatosa, and West Allis. In the two-family home market, which includes townhomes, rowhomes, and condominiums, sales prices have declined. However, **two-family sales in the West Side have increased significantly as sales have declined in neighboring communities.**

#### Rental Housing

Rental units comprise approximately 42% of the West Side housing stock and are projected to remain a significant component of the local housing market. Lease rates range widely from approximately \$0.70 to \$1.20 per square foot and are generally lower than in neighboring Wauwatosa but even with properties for rent in West Allis.

**Local rental housing is affordable to the majority of West Side households.** It is estimated that in 2014 monthly rent for a typical two-bedroom unit will require a household to earn approximately 80% of the projected market area median income.

#### Housing Demand

The demographic shift projected to occur within the West Side population indicates there may be an opportunity for new multi-family development. This is supported by a consistent increase in the sale of two-family homes over the past five years. Any residential component of opportunity site development within the West Side should **strongly consider the incorporation of a townhome or rowhome product type.**



### **Labor & Employment**

It is estimated that over half of the West Side's 52,000 workers are employed in service industries. Service industries are projected to grow faster than any other industries through the year 2016. **Service related industries and financial activities are projected to add 4,100 and 600 jobs respectively to the local economy between 2000 and 2016.** Growth in these sectors will likely represent the largest source of demand for commercial space in the West Side.

### **Commercial Market**

The West Side has over 605 retail businesses scattered throughout the area. Several arterials with moderate to high traffic counts pass through the West Side and may represent the best opportunities for new retail development. Site availability and proximity to surrounding retail concentrations in Brookfield, Wauwatosa, West Allis and adjacent portions of the City will play significant roles in determining the scale and location of commercial development. Although the West Side retail market is fairly saturated, **the Building Material and Supplies Dealers; General Merchandise; and Food Services & Drinking Places retail categories appear to have a significant unmet retail demand.** The ability to capture this demand will depend on the needs of



individual retailers, the availability of development sites, and the physical characteristics of those sites. For example, the development of new retail in the General Merchandise category within the West Side will likely require the development of a community level retail center on a site of at least 15 acres.

### **Office Market**

An assessment of local and regional labor and employment trends indicates that **financial activities and service related industries such as education and health care may represent a potential source of demand for office space within the West Side.** Office space in the West Side is currently being offered at rates that are slightly below the larger Milwaukee office market average. Given the availability of space at the Honey Creek Corporate Center, new office development in the West Side is not likely in the near term.



### **Industrial Market**

As in many urbanized areas, the demand for industrial space within the West Side has declined in recent years as users of industrial space have downsized or relocated to other areas. It is estimated that West Side employment in the manufacturing sector decreased by over 3,600 (-36%) between 2000 and 2009. Though vacancy rates have increased over the last year and new construction has slowed, the Milwaukee industrial market appears to be stabilizing. **Given site availability and employment projections, new construction of industrial space is not likely to occur in the West Side.**

## SELECTED CASE STUDIES

In order to develop and test the validity of recommendations for the West Side Plan area, the planning team researched innovative, successful projects and programs - at the local and national level - that closely relate to the Plan's goals. Many of the initiatives extend beyond traditional site boundaries, covering broader areas and impacting the entire community. When compared to other planning areas in the City of Milwaukee, the West Side is unique in size and character. These case studies reflect development ambitions that are specific to the area in terms of project type and the methods by which the projects were implemented.

All projects encouraged a collaborative effort among various entities, and sought to create a healthier living environment in redevelopment project areas. Many of the projects focus specifically on reintegrating suburban, auto-centric corridors back into the urban community. Each of the projects and programs can be used as a basis for evaluating future development in related areas of the West Side Area.

Case studies reviewed for the West Side Area Plan include:

- Commercial Corridors
  - Mountain Corridor – Ontario, California
  - 76th Street – Greenfield, Wisconsin
  - Harford Road Corridor - Baltimore, Maryland
  - East Palm Canyon Drive - Cathedral City, California
- Commercial Nodes
  - Triangle Square – Austin, Texas
  - La Grande Orange – Phoenix, Arizona
- Suburban Retrofit
  - Upper Dardenne Prairie – Dardenne Prairie, Missouri
  - Mashpee Commons – Mashpee, Massachusetts
- Neighborhoods and Community Building
  - Neighborhood Enhancement Program (NEP) and Home Maintenance Guide – Bellevue, Washington
  - Stevens Square Farmers Market – Minneapolis, Minnesota
  - Together We Save (Focus on Energy Pilot Program) – Milwaukee, Wisconsin

## **Commercial Corridors Case Study**

### **Mountain Corridor Specific Plan – Ontario, California**

**Project Name:** Mountain Corridor Specific Plan

**Location:** Ontario, CA

**Client:** City of Ontario, CA

**Designer:** Calthorpe and Associates

#### **Context of the Project Site**

Located in the suburban Los Angeles metro area, Ontario, California has a population of approximately 170,000. This project provides the blueprint for the redevelopment the Mountain Avenue Corridor, an aging commercial strip dominated by high speed traffic and underutilized surface parking lots.

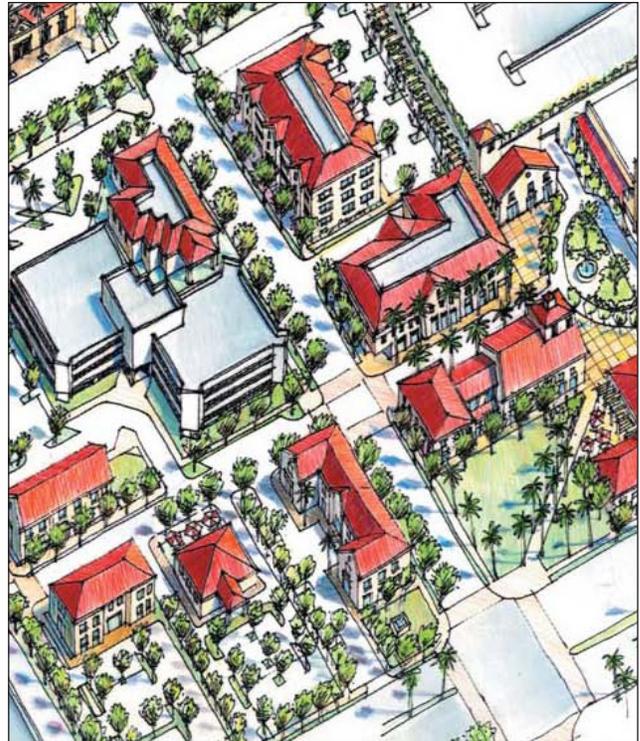
#### **Impetus for the Project**

The dual goals of this project are to revitalize the declining commercial strip while also creating an active, pedestrian oriented neighborhood center for the surrounding residential areas.

#### **Outcome of Project Actions**

Two factors drove this project, one was an anticipated slow rate of absorption for any single land use; and the second was the inability to rely on one major tenant as a development anchor. Instead, the designers utilized a strategy of fine-grained urban design within a framework of public infrastructure improvements, along with a campaign to attract new development.

Streetscape improvements are intended to both emphasize the corridor as a gateway into Ontario, while also creating an attractive setting for a variety of potential uses including specialty retail shops, professional offices, a regional ice rink, and housing. Viable existing uses are included in the plan and will receive assistance and incentives for pedestrian-oriented enhancements.



#### **Potential for Milwaukee**

The aging, automobile dependent commercial strip is a common occurrence in the West Side, including Capitol Dr, Appleton Ave, Fond du Lac Ave, Hampton Ave, and Lisbon Ave. The Mountain Corridor plan provides an example of the recreation of one such strip into a mixed use, pedestrian friendly environment without sacrificing existing commercial viability.

Source: <http://www.calthorpe.com/Project%20Sheets/Mountain%20Corridor.pdf>

## **Commercial Corridors Case Study**

### **76th Street – Greenfield, Wisconsin**

**Project Name:** 76th Street Landscaping Project

**Location:** Greenfield, Wisconsin

**Date Project Completed:** Summer 2005

#### **Context of the Project Site**

Upon its recent decline, 76th Street became the focus for three different governmental entities. The City of Greenfield, Village of Greendale, and Milwaukee County (76th Street is a County Trunk Highway) gathered together to discuss strategies for improving the character and economic development of the corridor. The County agreed to repair the roadway and any traffic lights, while Greenfield and Greendale were responsible for other improvements. The paving began in 2004, and completed in the summer of 2005.



#### **Impetus for the Project**

The project involved three goals.

1. Improve the character and identity of 76th Street;

2. Increase the economic value of the corridor;
3. Create a safe environment for both vehicles and pedestrians.

#### **Action Taken**

After the County completed road and traffic light improvements, the City of Greenfield needed 1.3 million to install new lighting and landscape the median. Approximately 30 percent of the total was specially assessed, and 70 percent was provided through the tax levy. A private firm assisted Greenfield with the design components, although several plantings had to be altered due to the site limitations resulting from the raised beds.

#### **Outcome of Project Actions**

Both the City of Greenfield and the Village of Greendale now have a corridor that is more attractive and provides greater safety for its users.



#### **Potential for Milwaukee**

Several corridors in the West Side have been identified by residents as places where streetscape improvements should be implemented, including many of the Commercial Corridors and Neighborhood Arterials (see Corridors Map, page 4-29). In order to successfully do so, residents will have to carefully examine how to fund such improvements and how to provide maintenance after the project is completed.

Source: City of Greenfield

## **Commercial Corridors Case Study**

### **Harford Road Corridor – Baltimore, Maryland**

**Project Name:** Harford Road Corridor

**Location:** Baltimore, Maryland

**Client:** Harford Road Partnership

**Designer:** Duany Plater-Zyberk and Company

### **Context of the Project Site**

The project site is a one mile long, one block wide corridor in Baltimore, Maryland.

### **Impetus for the Project**

The Harford Road Partnership was interested in re-establishing the corridor as a 'Main Street' through their neighborhood through the provision of commercial and office uses, new residential uses, and improved public space. The partnership was able to attract a grocery store to a former bus barn that had been slated for demolition.



### **Outcome of Project Actions**

The Corridor Master Plan identified four distinct sectors. The first is a commercial area focused on the new grocery store and a public green surrounded by restaurants. The second sector is an intersection that had been targeted for automobile dependent sprawl development. The third was primarily devoted to neighborhood retail, while the fourth sector was primarily residential.

The project also examined Harford Road itself. Traffic patterns, traffic calming, auto/pedestrian interaction, and parking were analyzed in a public charrette.

### **Potential for Milwaukee**

The aging, automobile dependent commercial strip that provides the setting for this project is prevalent along many of the commercial corridors and neighborhood arterials in the West Side (see Corridors Map, page 4-29). The Harford Road Corridor project breathes new life into an aging street through the creative reuse of an existing obsolete building, by enhancing existing amenities that provide character to the streetscape, and by investing careful attention to the physical layout of the street itself to determine how changes to that layout affect the character of the neighborhood.

Source: <http://www.dpz.com/pdf/9707%20Harford%20Rd.pdf>

### **Commercial Corridors Case Study**

#### **East Palm Canyon Drive – Cathedral City, California**

**Project Name:** East Palm Canyon Drive

**Location:** Cathedral City, California

**Client:** City of Cathedral City, CA

**Designer:** Freedman, Tung, and Bottomley Urban Design

#### **Context of the Project Site**

This project, which opened in 1998, is the first retrofit of a commercial strip corridor into a 'multiway' boulevard in the United States. The site is a stretch of Highway 111 through Cathedral City, California. Prior to redevelopment, Highway 111 was a four to six lane high speed, high traffic arterial which was unfriendly to pedestrians and provided a barrier to neighborhoods.

#### **Impetus for the Project**

In the early 1990's city leaders recognized a need to refresh the city's image. With the assistance of its consultant team, the city was able to convince the State of California to relinquish control of Highway 111 through the city. This allowed the city to redevelop four blocks of the highway as a pedestrian friendly mixed use town center, and reconfigure the design of the road along its length.

#### **Outcome of Project Actions**

The reconfigured boulevard now contains 2 lanes of 35 mile per hour traffic in each direction separated by a landscaped median. Additional medians separate the central lanes from a parking aisle with angled parking on the south, and a dedicated bus lane to the north. The corridor was previously hampered by traffic entering from numerous driveways, so curb cuts

are no longer allowed and buildings must open on to sidewalks along the street frontage.

Project designer Michael Freedman believes that the "boulevard configuration and streetscape improvements of projects like Cathedral City are essential strategies to restructuring aging commercial strips into a multi-nucleated pattern that enhances livability, mobility, and reinvestment opportunity." Since completion of the boulevard, the city center has experienced \$40 million in private investment.



#### **Potential for Milwaukee**

This project is another example of the transformation of a major traffic thoroughfare from a neighborhood barrier into a pedestrian friendly place with the potential to draw adjacent neighborhoods together. Freedman's concept of a "multi-nucleated pattern", or a system of high density nodes along a corridor separated by lower density areas, provides another redevelopment option for Milwaukee's West Side Area - such as Capitol Dr, Appleton Ave, Fond du Lac Ave, and/or Lisbon Ave. Such a pattern creates a series of recognizable places as opposed to one long anonymous corridor. Mechanisms for creating such a pattern might include down zoning the areas to a lower density between nodes, or implementing a transfer of development rights program to move density entitlements from the intermediate areas to the denser nodes.

Sources: [http://www.ftscities.com/cathedral\\_city\\_Palm\\_Canyon\\_Drive\\_Streetscape](http://www.ftscities.com/cathedral_city_Palm_Canyon_Drive_Streetscape); and 'Retrofitting Suburbia: Urban Design Solutions for Redesigning Suburbs' by Ellen Dunham-Jones and June Williamson (p. 84-86)

## **Commercial Nodes Case Study**

### **Triangle Square – Austin, Texas**

**Project Name:** Triangle Square

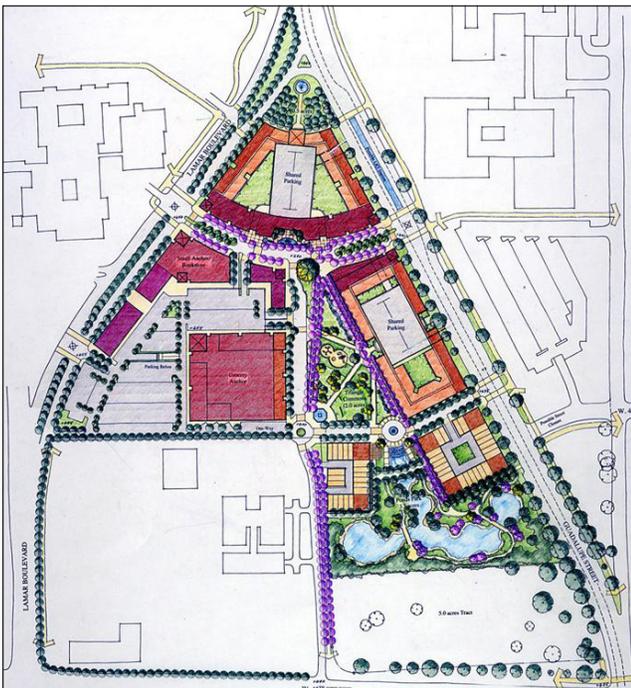
**Location:** Austin, TX

**Client:** State of Texas General Land Office

**Designer:** Calthorpe and Associates

### **Context of the Project Site**

This is a 75 acre triangular site, located 2 miles north of the Texas state capitol and the University of Texas, formed by the confluence of three “smart growth corridors.” Prior to redevelopment, the site was underutilized as a stormwater detention area due to a lack of agreement between developers and community members on the formation of an acceptable plan. In 1997 Calthorpe and Associates began a public involvement and master planning process which led to the successful redevelopment of the Triangle Square site.



### **Impetus for the Project**

The redevelopment was designed to act as a bridge between the previously isolated neighborhoods surrounding the site, while

bringing value to an underused yet important location.

### **Outcome of Project Actions**

The redevelopment project includes the creation of a traditional ‘Main Street’ with two anchor stores and many smaller shops, with parking located behind buildings and in parking structures. A variety of entertainment options including outdoor dining, outdoor concerts, and a small movie theatre provide activity throughout the day. The project includes a variety of outdoor spaces including a civic plaza, a formal park, and a nature park. Housing is located above the ‘Main Street’ shops, in ‘stoop-entry’ homes along the park, and in flexible live-work spaces.



The project attempts to link the surrounding neighborhoods, not only by providing a set of common public gathering places, but also by providing pedestrian and bicycle paths from Triangle Square into the surrounding neighborhoods. Furthermore, the adjacent arterial streets are redesigned to become more pedestrian friendly.

### **Potential for Milwaukee**

The arterials that surround the site had been seen as barriers between neighborhoods, with the space in between them left over and overlooked. This project capitalizes on that left over triangular space to create a vibrant mixed use node which now anchors and brings together a group of previously isolated neighborhoods. A number of similar sites, with similarly perceived constraints exist within the West Side Area, including Capitol/Fond du Lac/51st and Capitol/Appleton/76th.

Source: <http://www.calthorpe.com/Project%20Sheets/Triangle%20Square.pdf>

## **Commercial Nodes Case Study**

### **La Grande Orange – Phoenix, Arizona**

**Project Name:** La Grande Orange

**Location:** Phoenix, Arizona

**Developer:** Bob Lynn and Craig and Kris DeMarco

### **Context of the Project Site**

This project involves the redevelopment of a series of small, nearly abandoned commercial strip buildings at 40th and Campbell Streets in the Arcadia neighborhood in Phoenix, Arizona.

### **Impetus for the Project**

In the book *Retrofitting Suburbia: Urban Design Solutions for Redesigning Suburbs*, authors Ellen Dunham-Jones and June Williamson discuss the lack of ‘third places’ in traditional suburban areas, such as commercial strip malls. ‘Third places’ are described as private spaces that offer “informal public interaction and tend to have minimal restrictions on access.” The authors cite the work of sociologist Ray Oldenburg, who feels that ‘third places’ are “essential to the growth of social capital and sense of inhabitants belonging to a good place.” This series of projects creates a number of ‘third places’ in a neighborhood that previously lacked such amenities.

### **Outcome of Project Actions**

Redevelopment began in 2001 with the renovation of a former post office into the Postino Winecafé. Next the La Grande Orange Grocery opened in a commercial strip that shared parking with the wine bar. By 2004, La Grande Orange had expanded to include a pizzeria. A bakery, designer furniture shop, and a cocktail bar/restaurant had opened by 2007. Plans are in place for the construction of a taqueria designed by noted architect Will Bruder to be located up the street. While the suburban style parking from the commercial strips remains, outdoor patios, landscaping, and bright colors create an inviting setting for patrons spend their time. The end result is that a series of generic strip malls have been fundamentally re-imagined as a neighborhood center providing a number of ‘third places.’

### **Potential for Milwaukee**

Aging commercial strips such as this one occur throughout the West Side area, including along Capitol/76th and the Fond du Lac Ave, Appleton Ave, and Lisbon Ave corridors. This project shows that even previously anonymous strips have the potential to become inviting neighborhood centers. As each component of the La Grande Orange project was redeveloped, social capital was added to the neighborhood that acted as a magnet for further redevelopment.

*Source: ‘Retrofitting Suburbia: Urban Design Solutions for Redesigning Suburbs’ by Ellen Dunham-Jones and June Williamson (p. 70)*



### **Suburban Retrofit Case Study**

#### **Upper Dardenne Prairie – Dardenne Prairie, Missouri**

**Project Name:** Upper Dardenne Prairie

**Location:** Dardenne Prairie, Missouri

**Client:** City of Dardenne Prairie, MO

**Designer:** Duany Plater-Zyberk and Company

#### **Context of the Project Site**

Dardenne Prairie is located 35 miles west of St. Louis, in a former rural area that is now one of the fastest growing areas in Missouri.

#### **Impetus for the Project**

After recognizing the development of piecemeal sprawl in adjacent communities, the city implemented a master planning process. The goal of the project was to create a mixed use 'uptown' area that was intended to provide a civic core through the creation of compact mixed use development.

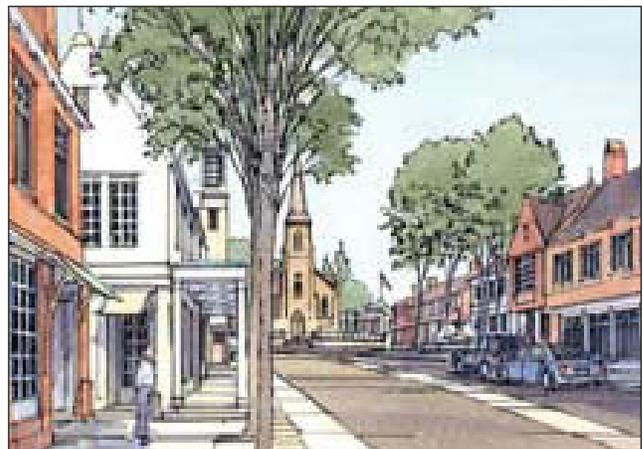
#### **Outcome of Project Actions**

The master plan established four sectors, each with a unique function and a distinct character. Each sector was anticipated to include a mix of commercial, residential, and civic uses. Sector one was the Town Center, sector two was a live/



work area, sector three focused on a technology employment campus, and the fourth sector was a mixed use commercial center utilizing a retrofitted existing shopping center. These sectors were linked with pedestrian friendly thoroughfares and a system of pedestrian/bicycle paths, to create a unified center.

The plan also preserves local landmarks such as a historic church, views of which were enhanced with modifications to the street network, and an existing ball field, which was lined with mixed use buildings along the street edge.



#### **Potential for Milwaukee**

The West Side area has several nodes that could be conceptualized in a manner that is similar to the sectors in this plan, each with their own character and function. Existing streets connecting those nodes have the potential to be re-imagined in a more pedestrian friendly manner that more effectively links these nodes together. This plan's use of existing landmarks to anchor neighborhoods and as major contributors to local character are also a potential blueprint for redevelopment on the West Side.

Source: <http://www.dpz.com/pdf/0636-Project%20Description.pdf>

## **Suburban Retrofit Case Study**

### **Mashpee Commons – Mashpee, Massachusetts**

**Project Name:** Mashpee Commons

**Location:** Mashpee, Massachusetts

**Client:** Cornish Associates Limited Partnership

**Designer:** Duany Plater-Zyberk and Company; Imai Keller Moore Architects

### **Context of the Project Site**

Located at the intersection of Routes 28 and 151 on Cape Cod in Massachusetts, Mashpee Commons is the first retrofit of a strip shopping center into a mixed use neighborhood center. From its earliest days, Mashpee was a crossroads located in between places, and it never developed the town center typical of many New England towns.



### **Impetus for the Project**

A strip shopping center was built at the crossroads in 1968. By the 1980's this small commercial strip was insufficient to serve the rapidly expanding population. The firm of Duany Plater-Zyberk and Company was invited in 1988 to begin a master planning process for the 140 acre site, which also included detailed architectural design guidelines with the goal of redeveloping the strip mall into a true mixed use town center. As the project progressed, adjacent residential areas were included in the program.

### **Outcome of Project Actions**

The resulting town center grew incrementally over the past two decades, and is now largely built out. The site features a variety of retailers,



ranging from small local merchants to national chains. Liner buildings were inserted along street edges to hide existing parking lots while providing inexpensive leasing options.

Mashpee Commons also includes a range of housing choices, including both market rate and affordable units. Affordable housing is located throughout the site, in an architectural style that blends with the market rate units. Apartments are located above stores, and a number of live/work and loft spaces are available. Civic infrastructure such as churches, a children's museum, and a library were also prime design considerations. All of the buildings are designed in a 'cape cod' style with simple volumes and vertically oriented door and window openings.

### **Potential for Milwaukee**

Mashpee Commons illustrates the value in providing a range of housing and retail options. By providing spaces ranging from live/work units to liner buildings to large commercial spaces, the town is able to offer a variety of retail experiences and opportunities for local establishments. The liner building concept is another valuable prototype for Milwaukee. Used on larger sites with extensive parking facing the street, these buildings can revitalize the street edge and hide unsightly surface lots. Midtown Center is a successful example, while the Hampton/Appleton/84th/Grantosa node could be a future focus.

Source: <http://www.dpz.com/pdf/8633-Project%20Description.pdf>

## **Neighborhood and Community Building Case Study**

### **Neighborhood Enhancement Program – Bellevue, Washington**

**Project Name:** Neighborhood Enhancement Program (NEP) and Home Maintenance Guide

**Location:** Bellevue, Washington

**Partners:** City of Bellevue

### **Context of Project Site**

The Neighborhood Enhancement Program is a citywide program with additional programs and information available for CDBG areas. The Neighborhood Enhancement Program allows residents to select high priority projects for city-funded construction in their neighborhoods. Typical enhancements include park improvements, new trail connections, replacement sidewalk blocks and additional street lights.

Further, the City of Bellevue provides a Home Maintenance Guide to the entire community as a means of supporting and enhancing properties.

### **Project Implementation Details**

The following bullets describe some of the particular details surrounding the implementation of Bellevue's comprehensive home and neighborhood maintenance programs:

- Part of the city's Capital Investment Program (CIP) budget is set aside for NEP projects.
- NEP funds are divided among the NEP areas according to number of households in each area.
- Every three years, each NEP area has an opportunity to request projects.
- City staff reviews requested projects for compliance with NEP screening criteria.
- Project descriptions and cost estimates are presented to residents, and they vote for their top two or three projects.

- In the NEP Voting process, votes are tallied according to a point system for first, second or third choices.
- Projects are funded based on the points received and funds available for the area.
- The city implements the funded projects. NEP Project Implementation
- City funds are allocated for project maintenance.



### **Outcome of Project Actions**

Neighborhoods get funding for small capital projects such as sidewalks, crosswalk enhancements, school playground and sports court enhancements, landscaping in medians, roadway improvements, flashing crosswalks, and traffic calming projects through the Neighborhood Enhancement Program. Funding is also available for small aesthetic projects in neighborhoods such as entry-way signage, mailbox structures, and public right-of-way landscaping – available through the Neighborhood Match Program.

### **Potential for Milwaukee**

The City of Milwaukee already has a vast network of resources available to targeted neighborhoods. This program offers some additional alternatives for utilizing CDBG funds, as well as other applicable grants. Local neighborhood organizations and community based organizations could apply for these funds and match the funding with either cash or volunteer time. The development of a Home Improvement Guide would also be a reliable tool, as home maintenance is a high priority for neighborhoods throughout the West Side and the City as a whole.

Source: <http://www.ci.bellevue.wa.us/nep.htm>

**Neighborhood and Community Building Case Study**

**Stevens Square Farmers Market – Minneapolis, Minnesota**

**Project Name:** Stevens Square Farmers Market

**Location:** Minneapolis, MN

**Partners:** Plymouth Congregational Church; Stevens Square Community Organization

**Context of Project Site**

The farmers market takes place in the church parking lot and a related community garden program is located a short distance away.

**Impetus for Project**

Community organizers came up with an idea to connect the church with the farmers market. Organizers approached the Plymouth Congregational Church and asked about hosting a small farmers market in their parking lot, which was in a prime location due to a busy four-way intersection and nearby bus stops. The market was the first to be awarded a Local Produce Market permit, the result of a new City of Minneapolis policy championed by the Institute for Agriculture and Trade Policy to reduce barriers to starting small farmers markets. According to representatives, “The congregation at Plymouth was very excited about the prospect of having a farmers market in the parking lot.”

The spring of 2008 marked the beginning of the Stevens Square Farmers Market. Two or three farmers sell their own locally grown fruits and vegetables every week. One farmer accepts Farmers Market Nutrition Program vouchers, allowing customers who participate in the federal Women, Infants and Children (WIC) nutrition program to purchase healthy food. Sales are robust and the number of shoppers has been steady. The market takes place on Wednesdays from 3-7 p.m., when many parishioners also visit the church.

What makes this market unique is the connection with the church. At the end of the market, the vendors fill a few boxes with their unsold produce and take this produce to the church to be distributed through the food pantry at the church.

**Outcome of Project Actions**

“Being exposed to locally grown food is good and helps people learn new things about food—and probably about the neighborhood,” says one organizer. “Even if they’re just passing by on foot, bike, car or bus, they see the market and notice that it really brings life to this little corner of the world.” Other agree that taking advantage of an under-utilized space for a small farmers market benefits the church and the community. “Now that we are well into the season and the farmers market is in full swing, people are really enjoying the chance to purchase fresh produce. We hope that the market will continue next year.”



**Potential for Milwaukee**

Local churches are strong anchors for the West Side and may be interested in collaborating with the City, neighborhood associations and businesses, and local farmers to establish a local food source, as well as a significant community gathering space. Potential locations include Midtown Center or the Hampton/Appleton/84th/Grantosa node. The Vliet Street Green Market is an existing example of a farmers market near the West Side.

Source: [http://www.iatp.org/faith/pdf/Hosting\\_a\\_Farmers\\_Market.pdf](http://www.iatp.org/faith/pdf/Hosting_a_Farmers_Market.pdf)

## Neighborhood and Community Building Case Study

### Together We Save - Focus on Energy Pilot Program – Milwaukee, Wisconsin

**Project Name:** Together we save

**Location:** Two Milwaukee Neighborhoods

**Partners:** Focus on Energy, WE Energies, City of Milwaukee

### Context of Project Site

Together We Save is a community-based pilot project designed to encourage energy efficiency investments by homeowners in two Milwaukee neighborhoods.

Together We Save - North Milwaukee Neighborhood Boundary



### Impetus for Project

Together We Save provides residents in target neighborhoods a great opportunity to make their homes more comfortable, safe and energy efficient, at a significantly reduced cost. The program goal is to help 100 homes achieve significant energy savings affordably in 2009.

Participating homeowners will receive personal service and objective advice to help them

identify energy-saving opportunities and learn ways to reduce their monthly energy bills.

Plus, the program offers financial rewards to help cover up to 90 percent of the costs of energy efficient improvements, which may include: additional insulation, air sealing and installation of new, efficient heating and cooling equipment. Financing is also available for those homeowners who qualify.

In addition to financial assistance, homeowners will receive support from an energy advocate who will guide them through the process, select and schedule service contractors, and educate them on ways to save energy and money at home



### Outcome of Project Actions

Together We Save helps homeowners save energy and money by making energy efficient home improvements that are good for homeowners and the environment. It's a great opportunity to work together and save together with the rest of your community.

### Potential for Milwaukee

With support of the partnering agencies, the program could be expanded to include additional Milwaukee neighborhoods.

The northern "pilot neighborhood" currently covers the northeastern corner of the Capitol West neighborhood. An additional pilot project is also being offered to several south side Milwaukee neighborhoods.

Source: [http://www.focusonenergy.com/General/Milwaukee\\_Neighborhood/](http://www.focusonenergy.com/General/Milwaukee_Neighborhood/)

## **PUBLIC PARTICIPATION SUMMARY**

During the development of the West Side Area Plan, public input was solicited from people who live or work throughout the Plan's many neighborhoods and districts. Opportunities for participation included: a community survey, image preference survey and discussion, stakeholder interviews, focus groups, a series of public meetings and workshops, small group meetings, and an open house. The West Side planning team consistently received valuable input from participants in the study process.

### ***West Side Plan Image Preference Survey***

#### **What is an Image Preference Survey (IPS) and How Does it Work?**

The IPS is a marketing tool applied to planning to determine what aspects of a "product" people prefer—in this case the product is the built environment and the various West Side communities where people "work, live, invest, and spend time."

What issues should it address? Short term, it addresses the character of land uses such as residential, commercial, industrial, civic, institutional, parks. Long term, it asks the question, "What do you want this neighborhood to be like in 20 years, 100 years? What kind of places are we building over time?"

It should also take into account specific development issues particular to the West Side. For example, what do people on the West Side think would improve their neighborhood shopping districts, schools, streets and parks?

#### **Survey Administration**

Over the course of several months, the Image Preference Survey was administered at ten different locations throughout the plan area. At each event, participants were asked to first rate the images shown, then later in the session, to discuss why they responded a certain way and note what aspects in particular, caused them to react one way or another. Participants were encouraged to:

- State preferences about any and all aspects of the built and natural environment
- Talk about what they might envision for the future
- Discuss opportunities, problems, challenges
- Indicate what works or doesn't work for neighborhood parks, commercial districts, residential streets, etc.

The Image Preference Survey was also administered on-line through the DCD web site to increase the number of respondents. Over 300 people took the survey in person or on-line.

The survey was structured to target responses to different land use categories:

- Residential (single-family and multi-family)
- Commercial/mixed use
- Industrial
- Civic/institutional
- Parks and open space
- Parking (surface lots and garages, signs)
- Street amenities
- Stormwater run-off
- Transit/transportation (freeways to bike lanes)

Images were chosen to reflect current conditions or planning topics of interest for the West Side.

The following survey results represent input gathered during in-person image preference surveys and discussions - hosted by City staff, as well as online IPS results.

#### ***Residential***

The majority of respondents (89.7%) were West Side residents who want to preserve the West Side's traditional neighborhoods, which vary in architectural period and style from post-WWII ranches and Cape Cods, to Tudors and 1920's craftsman-style bungalows.



<b>Highest Rated</b>	
Average Score	3.7
Median Score	4.0



<b>Lowest Rated</b>	
Average Score	-0.6
Median Score	-1.0

Single family detached homes in traditional neighborhoods were the preferred housing type for most survey takers.

Large multi-story (block-style, internally focused) multi-family housing was least desired by survey takers. It is also the form of housing most associated by residents with absentee landlords and problem or nuisance properties.

**Residential/Multi-Family**

Duplexes and rowhouses were the forms of multi-family housing residents most preferred. Respondents liked front porches with individual entrances and front yards or courtyards.

There was interest in reviving the traditional pattern of apartments over shops in neighborhood shopping districts, similar to what existed when those districts were originally built.



<b>Mid-Range</b>	
Average Score	1.7
Median Score	2.0



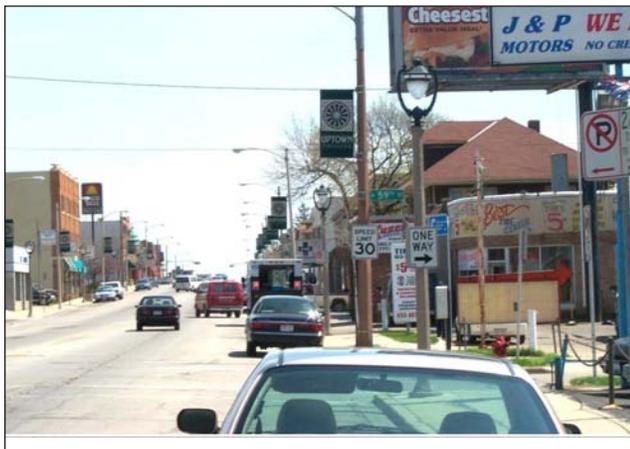
<b>Mid-Range</b>	
Average Score	1.6
Median Score	2.0

**Commercial**

Survey takers preferred pedestrian-oriented districts to more auto-oriented commercial corridors (“commercial strips” with “strip malls”).



<b>Highest Rated</b>	
Average Score	2.9
Median Score	4.0



<b>Lowest Rated</b>	
Average Score	-2.2
Median Score	-3.0

Respondents noted that intense highly clustered shopping districts with “destination retail” provide the most enjoyable experience and are most likely to engender repeat customers (loyalty) from the surrounding neighborhoods.

Of the auto-oriented options available, respondents preferred newer updated shopping centers to older dated models, many that now show signs of aging and disrepair.



<b>Mid-Range</b>	
Average Score	2.6
Median Score	3.0



<b>Mid-Range</b>	
Average Score	2.0
Median Score	2.0

It is also worth noting that respondents prefer to have a variety of shopping options that range from “big box” discount stores to local “mom and pop” stores that provide personal service and knowledge of customers. Westsiders would not want to give up either end of the spectrum.

Also of interest, West Side residents surveyed want to expand upon their current retail options, both within their neighborhood shopping districts and on auto-oriented commercial corridors (“commercial strips”) as well.

**Industrial**

Modern industrial facilities in well-landscaped campus settings received the best scores. Older facilities placed in neighborhood settings were less well regarded. Public art was considered to be a desirable way to establish corporate identity and engage the public. However, respondents preferred public art in a pedestrian-friendly context, either a plaza or inviting landscaped setting.



<b>Highest Rated</b>	
Average Score	2.5
Median Score	3.0



<b>Lowest Rated</b>	
Average Score	0.9
Median Score	1.0

The mural below (lowest-rated) shows public art that can only be viewed from a distance and is displayed in an uninviting setting, thus receiving an average score that reflects a mixed reaction -- good public art (manufacturing history incorporated as art) but poor placement and negative setting.

**Institutional**

A traditional campus with warm brick buildings and attractive landscaping was the highest rated image in this category. Lowest rated image was an aerial of an elementary school showing acres of paved surfaces with very little landscaping. The building is also harsh and lacking in features.



<b>Highest Rated</b>	
Average Score	3.3
Median Score	4.0



<b>Lowest Rated</b>	
Average Score	-0.5
Median Score	0.0

On the topic of schools and education, residents (80%) felt good opportunities for education had the greatest potential for making a significant improvement to the plan area.

**Open Space**

Based on survey responses, West Side residents have great interest in gardening and landscaping. In the open space category, greener and better landscaped images were definitely preferred to hard surfaced, highly paved, or green but less well-cared for images, for example, vacant lots.



<b>Highest Rated</b>	
Average Score	4.1
Median Score	5.0



<b>Lowest Rated</b>	
Average Score	-0.1
Median Score	0.0

Note: Older survey takers prefer recreational facilities in well-supervised parks and landscaped settings. Younger respondents prefer outdoor and structured play areas (soccer fields, baseball diamonds, tennis courts, basketball courts) regardless of landscaping or public park location.

**Parking**

Well-landscaped fenced parking lots received higher scores than parking lots that lacked fencing and landscaping. Lowest scores were received by images of excessive pavement from sidewalk to building without any attempt at landscape design. Poorly executed attempts also received low scores, e.g., parking located directly adjacent to buildings, parking located in setback/entry areas.



<b>Highest Rated</b>	
Average Score	2.8
Median Score	3.0



<b>Lowest Rated</b>	
Average Score	-1.3
Median Score	-1.0

## Signs

Survey participants preferred pedestrian-oriented to auto-oriented signs, with high rankings for artistic and architectural signs, and low rankings for oversized signs, pylon signs, billboards, and competing signs that produce the kind of sign clutter typically found on business highways. Sign competition creates a safety problem (driver distraction) as well as an aesthetic problem (visual clutter).



### Highest Rated

Average Score	2.4
Median Score	3.0



### Lowest Rated

Average Score	-2.9
Median Score	-4.0

## Street Amenities

Respondents were generally positive about all street level amenities.



### Highest Rated (tie)

Average Score	3.3
Median Score	4.0



### Highest Rated (tie)

Average Score	3.3
Median Score	4.0

Street plantings and hanging baskets in commercial districts were most desired as a street amenity. Street furniture (benches, bistro tables, bus shelters) was also deemed to be a positive.



<b>Lowest Rated</b>	
Average Score	2.8
Median Score	3.0

**Stormwater**

Respondents gave high marks to creative landscape solutions for stormwater run-off, such as porous pavement, rain gardens, rain barrels, and use of native plants in urban streetscaping, etc. Negative marks were given to images showing dumping of paint or toxic waste into storm drains, neglect of stormwater retention areas, and clear lack of environmental design



<b>Highest Rated</b>	
Average Score	3.1
Median Score	4.0



<b>Lowest Rated</b>	
Average Score	-3.8
Median Score	-5.0

## Transportation

Respondents were supportive of alternatives to automobile travel and gave high marks to images showing public transit and bike lane options.



### Highest Rated

Average Score	3.0
Median Score	4.0



### Lowest Rated

Average Score	-0.1
Median Score	0.0

Low marks were given to multi-lane freeways that offer no automobile alternatives. Low marks were also given to arterials that aren't bike friendly. There is a desire to increase public transit options, as well as the quantity and quality of bike lanes on West Side arterials.

## West Side Community Survey

The West Side Community Survey was posted on the DCD web site for 3-4 months, during which there were 307 responses to the survey. Out of a total population of 231,180 West Side residents, this represents 0.13% of the population in the plan area.

For all summaries below, percentages were calculated based on the number of people who responded to each question, not the total number of respondents for the entire questionnaire (some people skipped questions throughout the survey – blanks were not factored into calculations).

### Demographics

The age of respondents varied from young to old as follows:

- 2.3% of the respondents were between the ages of 18-25
- 22.6% were from 26-35 years old
- 52.9% were between 36 and 55 representing the largest portion of respondents
- 16.5% were between the ages of 56-65
- 5.7% were over 65 years old

The gender split for responses was pretty even. There were 55.6% female responses and 44.4% male.

The respondents to the survey were not as racially diverse as the plan area. 90% were Caucasian and 8% were Black. The remaining 2% was divided 1.6% Hispanic and .4% Asian.

Online opinion surveys such as this one tend to skew toward homeowners and educated professionals with greater-than-average income. The young, poor and undereducated tend to be less represented, all of which should be considered when evaluating survey results.

### **General**

The majority of the respondents (92.5%) were residents of the West Side.

- 39.1% of the respondents were property owners
- 8.5% of respondents own a business
- 8.5% of respondents were area employees

### **Residential**

The majority of survey respondents were also long term residents.

- The largest group of respondents (25.3%) had lived in the West Side for 20+ years. The next highest group (22.1%) had lived there for 6-10 years.
- The majority of respondents are homeowners (92%). Renters accounted for only 8%.

Residents stated a variety of reasons for living in the area:

- Good affordable housing was the highest among respondents (57.5%)
- Appearance and aesthetics of the neighborhood closely followed (57.1%)
- Being close to work was the next highest (39.6%)
- Neighborhood diversity (36.4%)
- Safety and security (36.0%)
- Close to downtown (34.0%)
- Family ties or “born and raised here” (16%)

Of the residents in the area who responded to the survey:

- 60.7% did not have children under the age of 18 at home
- 16.1% had one child under the age of 18 at home
- 17.5% had two children under the age of 18 at home
- 5.6% had 3-4 children at home while none of the respondents had 5 or more.

### **Business Climate/Job Creation**

If you owned or managed a business in the West Side, the following factors were important and/or critical to success:

- Public transportation (35.3%)
- Public/employee safety (61.8%),
- Close to other businesses or services (41.5%)
- Police presence (59%)
- Overall opinion of the area (35.5%)
- Workforce quality (“not applicable” was the most common response, which may be interpreted as: the workforce is adequate; does not come from the area; or generally not a problem that needs to be addressed)

### **Commercial Corridors/Districts**

When asked to rate positive aspects of West Side commercial districts, respondents mentioned:

- Clearly defined crosswalks (37.5%)
- Amount of parking (43.3%)
- Cleanliness of streets/sidewalks (30.5%)
- Appearance of store fronts (36.4%)
- Appearance and visibility of business signs (49.6%)
- Types/quality of businesses (34.6%)
- Appearance of parking lots (40.0%)
- Streetscape (34.6%)
- Enforcement of traffic, parking laws (35.4%)
- Walkability (41.6%), bus stops/shelters (47.7%)
- Police presences/security (31.8%)

When respondents were asked which of the following businesses you use in the area:

- 91% responded gas stations
- 64.6% selected sit-down restaurants
- 60.4% selected fast food restaurants
- 63.8% mentioned grocery stores
- 56% mentioned banks/credit unions

When asked which types of businesses or organizations would you like to see more of in the plan area:

- Sit down restaurants received 64.2% of the responses
- Bakery received 54.1% and was the only other response to receive over 50%.

Respondents who shop in the plan area usually shop in a variety of stores:

- Big box stores (45.5%)
- Boutiques or specialty stores (47.7%)
- Neighborhood retail stores (51%)

A very high number (74.8%) of respondents felt that an increased variety of stores and products would increase their use of businesses within the plan area.

Respondents were asked where public dollars should be spent on economic development or redevelopment efforts in the plan area. They responded:

- North Avenue (42.6%)
- Lisbon Avenue (42.2%)
- Burleigh Street (31.6%)
- Center Street (26.4%)
- Capital Drive (24.6%)
- Fond du Lac Avenue (16.0%)
- Bluemound Road (15.6%)
- Midtown Center area (11.5%)
- I-94 Corridor (9.8%)
- Public funds shouldn't be used for redevelopment (11.1%)

### **Transportation**

When respondents were asked how often they used the following transportation when doing household shopping, they reported that:

- The majority drive (98%)
- Some walk (35.7%)
- Most never or rarely take the bus (80.2%)

When asked how they usually got to work or school, they answered:

- Personal vehicle (82.0%)
- Car or van pool (16.3%)
- Bike (11.4%)
- Bus (9.4%)
- Walk 3.3%
- No respondents used a taxi to get to and from work or school.

When asked will the West Side be overall better off or worse off ten years from now?

- 50.8% responded it would be better
- 49.2% felt it would be worse

### **Open-ended questions**

Results of open-ended questions reflect the following:

- Residents are more satisfied with the residential portions of neighborhoods than the commercial districts that serve the neighborhoods.
- There is a great deal of concern over the effects of budget cuts on streets, street repair, park maintenance, transit and other municipal services.
- There is concern about the public schools and changing status of the public schools.
- People are generally very satisfied with Aldermen in the West Side Plan area, and responsiveness of Aldermen to constituent concerns.

### **Stakeholder Interviews**

City and consultant staff interviewed over 20 stakeholders to gather input on existing conditions and future opportunities for the West side. Information was gathered on perceived strength and weaknesses of the area, potential for improvement, and actions that could lead to a positive future for the area.

The following is a summary of the most common answers from the interviews.

### ***Neighborhood Strengths***

Consistently throughout the interviews, the stakeholders identified the following strengths of the neighborhood: quality housing stock, safe neighborhoods, diversity of population, spirit of activism, ease of access to transportation infrastructure (local roads and freeways), the number of city employees who live in the neighborhood, and the access to Wauwatosa.

### ***Neighborhood Opportunities***

Looking toward the future of the West side, many of the stakeholders identified the need to work toward higher end commercial and retail space. Consistently the stakeholders identified the following concerns: too many day care centers, store front churches and hair salons. Stakeholders also identified the need for more locally owned businesses and the need for the local community to support the businesses.

### ***Focus Groups***

Two focus groups were conducted to gather input on residential and commercial goals for the area. The following is a summary of the input received:



- Residents and commercial operators alike mentioned that residents must support local businesses to bring neighborhood stability.
- There is an unmet opportunity to develop green space on medians and in triangular intersections on the angle streets.
- The large angle street corridors (Lisbon, Appleton, Fond du Lac) are gateways to the area and should be maintained as such to create a better impression of the city.
- Certain corridors have too much commercial or retail space. The community cannot support a commercial district that stretches for many blocks. A consideration should be given to downsize some of the commercial corridors.
- Some areas of the West side have a very strong identity (e.g. Sherman Park, Story Hill) while others lack an identity to organize around (e.g. the Capitol West area).
- The area has diverse land use and housing stock. This diversity should be maintained.
- There is a need for senior housing to support aging-in-place, so people can remain in a community where they have close ties (i.e. the Sherman Park area).

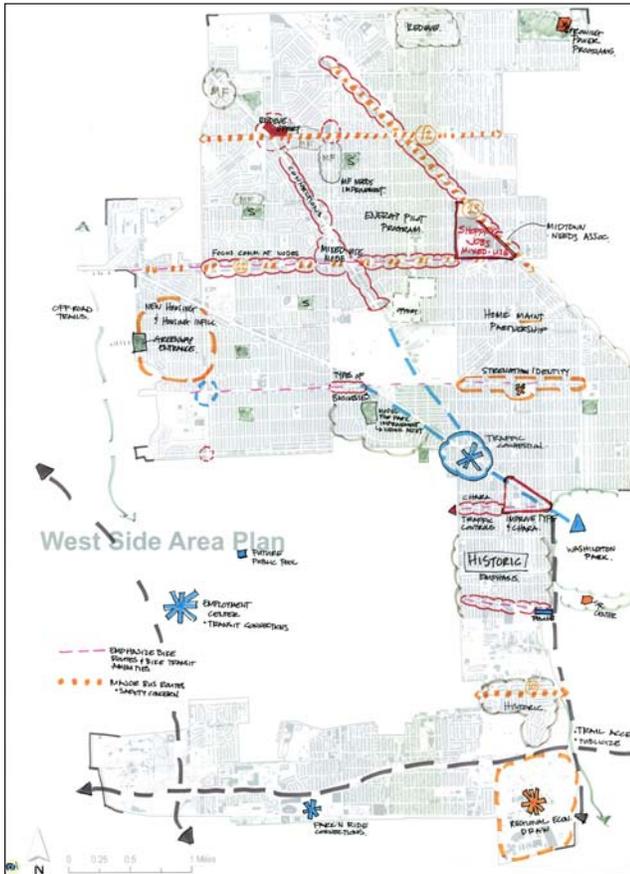
### ***Brainstorming Session***

A kick-off Brainstorming Session was held at Mount Mary College on May 20, 2009, as a way to gather input on what attributes of the West side need to be preserved and which areas attention and resources for improvement. The most common feedback is summarized below:

- Improve park and green space
- Provide alternative transportation (transit, bike, pedestrian)
- Maintain safety of neighborhoods
- Maintain neighborliness of community
- Address concerns regarding local traffic and infrastructure
- Improve resources and local support for local businesses

The most commonly mentioned sites for improvement:

- Kohl's at Appleton and Hampton
- 76th and Capitol



**Visioning Session**

On July 15, 2009, at Pius XI High School, the DCD planning staff and the West Side consulting team conducted a Visioning Session. During the session, the consultant presented the public participation and survey results gathered to date, as well as West Side neighborhoods, districts, and corridors. Catalytic concepts were also presented to attendees for the first time.

Following the more formal presentation, individuals participated in a “Dot for Your Thought” exercise, voting on the positive and negative aspects of each catalytic concept, while providing valuable feedback for revisions.

**Feedback Session**

On September 14, 2009, at the Midtown Concordia Center, the DCD planning staff and the West Side consulting team conducted a feedback session in which the results of the study to date were presented to the participants. It was a classroom style presentation and the audience was given an opportunity to quiz the consultant and bring up topics of interest to residents and businesses in the plan area.

Participants left post-it note comments on the exhibits and asked questions and offered suggestions pertaining to the implementation of the catalytic projects. The comments received echoed the sentiments heard in the stakeholder interviews, focus groups, brainstorming sessions and workshops. The participants had specific suggestions for making the community more pedestrian friendly as part of the catalytic projects.

The participants were supportive of the plan and were interested in seeing the plans come to fruition on the West Side.

**Open House**

On October 22, 2009, at Faith United Church of Christ, the DCD planning staff and the West Side consulting team conducted an Open House. During the session, the Plan consultant summarized the planning process and the resulting recommendations. The Market Analysis consultant also presented their findings for the West Side. Following the formal presentation, participants asked questions and provided verbal and written feedback.

