

Chapter 6

SMART GROWTH PRINCIPLES & IMPLEMENTATION STRATEGIES

The **Smart Growth Principles** in this chapter are intended to promote traditional neighborhood development through community-oriented design standards, such as a high level of home ownership; walkable pedestrian-friendly neighborhoods and commercial corridors; a high overall level of amenities; local services and shopping within walking distance of homes; green space and infrastructure, i.e., a network of well-planned interconnected parks, streets and pathways; and architecture, streetscape and landscape design that support a strong sense of community.

The **Implementation Strategies**, grouped by development type or land use category, are intended to provide approaches and tools for achieving the goals described in the various sections of the plan: well-integrated pedestrian-oriented districts and corridors; preservation of special districts with unique design features; preservation of desirable, marketable neighborhood characteristics; conservation of irreplaceable environmental resources and opportunities; and sustainable development strategies that apply broadly to urban development and redevelopment.

I. SMART GROWTH PRINCIPLES & STRATEGIES - OVERALL DEVELOPMENT

Overall Development Principles:

- A. **Build on community assets and opportunities** as a way to help businesses and institutions create jobs and help residents and property owners re-invest in the neighborhoods and commercial districts where they live, work, shop and socialize.
- B. **Create family-supporting jobs** by reinvesting in key sectors of the local economy, and building wealth not just for the few but expanding opportunity and creating upward momentum for all of Milwaukee's citizens.
- C. **Promote "Livable Cities" standards** for all neighborhoods and commercial corridors: reasonably compact and/or walkable; well-planned well-integrated parks and land use; multi-modal and transit-oriented arterials; street-friendly buildings wherever possible; a range of housing options for different incomes and lifestyles; and a healthy complement of

unique or special places that add value to districts and preserve local history and culture.

Overall Development Strategies:

1. **Target public resources** to preserve, enhance or transform neighborhoods, districts and corridors based on the stakeholders' vision as defined by a participatory public process.
 - Use public resources to build on existing assets and expand upon opportunities created by recent investments.
 - Identify and enhance landmarks and other places of special significance to the community through community-based initiatives.
 - Establish special districts such as Business Improvement Districts and Neighborhood Conservation Districts as a way of maintaining and reinforcing an area's urban, architectural and landscape character.
 - Reinforce the character and purpose of special districts with unique or "signature" design features. For example, a cultural and entertainment district might have public art and customized or themed benches or shelters, designer walls, parks or streetscape, seasonal indoor/outdoor cafés, etc.



2. **Develop public-private community partnerships to coordinate and maximize investment.**
 - Develop comprehensive plans with community partners that provide a clear and coherent framework for investment.
 - Enlist the community from all walks of life, ages, incomes, etc. in planning and visioning for the future of neighborhoods, commercial districts, industrial centers, parks and transit.
3. **Develop catalytic projects to spur large-scale investment,** leverage resources, maximize assets, and enhance the identity of important districts and corridors throughout the city.
4. **Taxable uses are generally preferred over non-taxable uses in projects requiring public support or subsidy.** Exceptions or exemptions include instances where there is a compelling reason or a strong case can be made that the non-taxable use supports the quality of life of the surrounding community, enhances its value in an indirect way, or may lead to investment that spurs economic development. For example, parkland is a non-taxable use that enhances property values and quality of life in the surrounding community.
5. **The Redevelopment Authority of the City of Milwaukee (RACM) should assemble land for public purposes with broad public support,** such as redevelopment projects, elimination of blight, remediation of environmentally contaminated lands, and long-term reinvestment in the city.
 - Preservation and neighborhood conservation goals should be incorporated in decisions regarding land assembly, so that the redevelopment projects represent context sensitive design solutions and not "urban removal" or "scrape-off" approaches to redevelopment.

6. **Historic buildings, sites and districts** are irreplaceable assets that should be treated as such, and should be used to enhance existing districts and redevelopment projects.

- Exercise architectural “best practices” in adaptation of historic buildings for reuse.
- Follow U.S. Department of Interior guidelines for restoration or repair of buildings in National Register and Local Landmark Districts.
- Conduct regular property condition reports or surveys for historic properties. Prevent the kind of deferred maintenance that leads to demolition by neglect.
- Historic buildings (sites and districts) should be designated and protected so their eventual redevelopment potential can be realized.
- Whenever possible, channel new development to vacant and underutilized land (e.g. surface parking lots) before allowing tear-downs of historic and noteworthy buildings.



- Permit selective demolition of structures that act as a blighting influence on the neighborhood or can no longer be restored to a safe condition for use or occupancy.

7. **Minimize parking for all new development and redevelopment projects**, i.e. build no more than is necessary.

- Encourage shared parking and treat parking as a component of the overall use or mix of uses.
- Over-landscape rather than under-landscape parking lots.
- Reduce or eliminate parking requirements where good transit options are available. As a city-wide initiative, couple parking area reductions with transit improvements over time.

8. **Promote green infrastructure** (network of parks, trails, wildlife habitat, environmental corridors, greenways, urban gardens, tree canopy, etc.) as a critical part of sustaining a healthy urban environment for all citizens. Continue what already exists of this network and build new developments to support and conserve it where feasible.

9. **To create safer neighborhoods, employ Crime Prevention through Environmental Design (CPTED) strategies in all new development and redevelopment projects.**

- Make the most of surveillance opportunities in building design. Maintain good visibility and sightlines between buildings and their surroundings. The standard or target



should be that all streets, yards, parking lots and parks are visible from adjacent buildings.

- Encourage a direct physical and visual sense of ownership and responsibility for public, private and semi-private spaces.
- Discourage common areas that end up as a “no man’s land,” i.e. where there is no obvious connection to an “owner” or responsible party.
- For large park-like areas, campuses or building complexes, secure the perimeter so that entries and exits can be monitored.
- Avoid security measures (particularly on commercial corridors) that send a message that the area is unsafe and should be avoided, such as visible steel grates and roll-down shutters, fences topped with barbed or concertina wire, threatening signs, etc.

10. To create safer neighborhoods, promote community policing.

- Police assigned to neighborhoods work with community partners to develop analysis of area crime problems and strategies to address them (Neighborhood Policing Plan).
- Create dedicated patrols to eradicate a variety of criminal activity affecting quality of life.

- Develop resident partnerships in restoring health, stability and order to the district.
- Develop long-lasting relationships between neighborhood residents and community police.
- Create “clean” neighborhoods after the “broken glass” theory that neighborhoods that appear to tolerate less disorder, criminal activity and anti-social behavior will in fact, experience less disorder, criminal activity, and anti-social behavior. To the extent possible, eliminate physical signs of disorder, such as board-ups, broken windows, graffiti, litter, unkempt vacant lots, illegally parked or abandoned cars, etc.

11. Support and promote Safe Streets initiatives

(enforcement strategies with prevention and intervention projects). Use citizen patrols to increase neighborhood awareness of potential problems and decrease opportunity for crime to occur.

- Support programs and ongoing police efforts to reduce number of firearms in Milwaukee.
- Use existing data resources, such as COMPASS (Community Mapping and Analysis for Safety Strategies) which provides crime, housing, education, and economic development data to Milwaukee citizens and identifies crime



patterns and trends by location and category

- Support programs for teens and young adults, particularly summer jobs and recreation programs.
- Create an active block watch program (one that meets regularly, covers every block in the neighborhood and involves both renters and homeowners) that works as a cooperative effort to increase safety, strengthen neighbor-to-neighbor contact and prevents crime.
- Help local schools, churches, libraries and youth centers to provide a safe place for after-school activities (age-appropriate, supervised, recreational and educational activities).

II. SMART GROWTH PRINCIPLES & STRATEGIES - RESIDENTIAL DISTRICTS

The following residential principles and strategies address: land use compatibility; redevelopment, rehabilitation and preservation of existing housing stock; development of ownership, investment (real estate interest); and marketing/promotion that creates resident loyalty to the neighborhood.

Residential Principles

- A. **Create housing options that accommodate a diversity of households and incomes.** West Side neighborhoods already do offer a wide range of housing types to fit different incomes, household types and stages of life. There may be some need for senior housing that is not currently being met, but most needs are being met within various communities in the plan area.
- B. **Reinforce and reinstate traditional patterns of development** characteristic of older West Side Milwaukee neighborhoods, specifically with regard to: layout of streets and blocks; traditional design elements of sites, buildings and districts; and all the elements that create a sense of place.

- C. **Restore neighborhood character where it has been eroded.** New infill development or redevelopment should return these buildings/areas to economic health and social well-being, and in so doing, restore their architecture, historic character, streetscape, and sense of place.
- D. **Seek to retain and increase owner occupancy where feasible.** Property owners are vested in neighborhoods and have a fundamental long term interest in protecting its current and future assets. Homeowners, landlords and tenants should build associations that allow them to work together to improve neighborhoods and strengthen personal investment in neighborhoods.

Residential Strategies:

1. **Preserve traditional neighborhood use patterns** and adapt and update to fit changes in households, markets, lifestyles, etc. Design infill development and new construction to blend in with the existing context.
2. **Strongly discourage non-residential uses in residential areas** or the introduction of development that is incompatible in either form (building type) or use (activity type) with the existing residential context.
 - Discourage commercial encroachment into residential neighborhoods.
 - Discourage placement of social services and/or outreach facilities in residential neighborhoods.
 - Discourage the location of manufacturing facilities in residential neighborhoods.
 - Discourage the location of outdoor storage in residential neighborhoods.
 - Discourage changes in use that are intrusive or present a nuisance to existing property owners, such as excessive noise, security measures, additional parking or loading areas, traffic, or change to what is essentially a non-residential use.

3. **Support the creation of National Register Districts** in order to make property owners eligible for state and federal historic tax credits that make it easier for them to afford repairs, maintenance and reinvestment in historic properties.
4. **Use Neighborhood Conservation Districts** where appropriate, to preserve and enhance neighborhood character while rehabbing older structures, and adding new or infill development. Add financial incentives if possible.

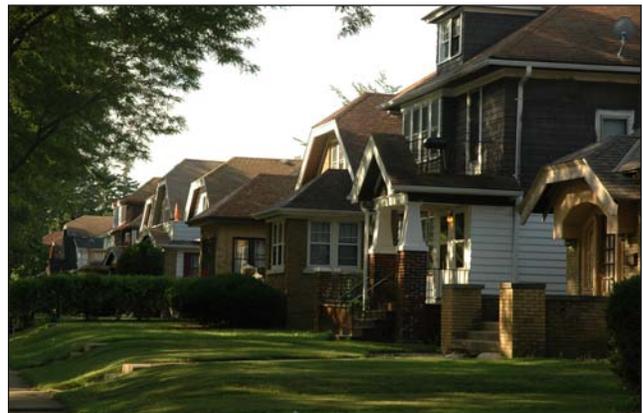


5. **Use Neighborhood Improvement Districts as a way to finance public improvements** (such as lighting, distinctive signage, park equipment, landscaping and streetscaping) that will improve quality of life, upgrade property values, and provide amenities over and beyond what can be provided by local municipal government (particularly in this current climate of fiscal restraint and limited budgets for capital improvements).
6. **For developers--in neighborhoods where property values are lower than the city average, cluster new development to have the greatest positive impact** on surrounding property values. Concentrations of higher property values will have a greater impact than the same values widely dispersed throughout the neighborhood.
7. **Public housing and subsidized housing should be evenly distributed throughout the Milwaukee metro area.** Avoid

overconcentration of public and subsidized housing in one part of the metro area, the City of Milwaukee, or in any one Milwaukee neighborhood.

- Continue efforts to reduce the density and isolation in all public housing, particularly those developments built in the 1960s and 1970s that created “islands of poverty.”
- Continue to apply community building (New Urbanism and “HOPE VI”) principles to the redesign of public housing projects to make them more humane, desirable, and family-friendly places to live.
- Continue to add scattered site subsidized housing throughout the metro area, without over concentrating subsidized housing in any one area. Design should conform to or be compatible with existing neighborhood character.
- Develop mixed income and market rate housing (in addition to existing public housing units) at public housing developments and at new areas throughout the metro area.

8. **Use a Target Investment Neighborhood (TIN) strategy** in a preventive way to reverse signs of neighborhood decline at the earliest recognition of those signs. (TINs may include grants for home rehab, assistance for home loans, aggressive enforcement of building code violations, nuisance properties, tax delinquencies,



additional policing, etc.).

- Work with homeowners to repair, rehab and improve properties.
- Work to turn stable long term tenants into homeowners.
- Target absentee landlords who depreciate properties and disinvest, resulting in devaluation of surrounding properties. In these cases, address issues at the earliest opportunity or as soon as the nuisance can be documented and addressed.
- When code enforcement actions accumulate for a given property, work with the property owner to resolve. If necessary, use spot acquisition to prevent damage to surrounding property values.
- Accelerate the timetable for acquiring tax delinquent properties in an area with a high percentage of tax delinquencies.
- Coordinate information and actions of various city departments in a better effort to correlate the whole cycle of negative occurrences that may be affecting a neighborhood or subarea of a neighborhood.

9. **Couple new construction with rehab,** renovation and preservation of surrounding properties to maximize benefit to the neighborhood.

10. **Use collaboration as an economic development tool.** Collaboration between citizens, businesses, government and non-profits to achieve common goals, can be a means of improving quality of life, preserving assets, and increasing the desirability and marketability of neighborhoods.
- Amenities, public art and functional or artistic elements that benefit local residents (e.g. kiosks, bike racks, benches) present a positive image to potential home buyers by representing a community that is working together to achieve common goals. This level of public engagement also helps retain existing residents and businesses.



III. SMART GROWTH PRINCIPLES & STRATEGIES - COMMERCIAL CORRIDORS

The following commercial principles and strategies address: redevelopment and revitalization of existing commercial corridors, land use compatibility, and marketing/promotion to increase local market share for these commercial corridors while serving the needs of neighborhood residents.

Commercial Principles

A. **Create revitalized neighborhood shopping streets and commercial districts** by using a Business Improvement District or Main Street type approach to redevelopment, preservation/design, organization, economic restructuring, marketing and promotion.



B. **Redevelop and market commercial corridors in a balanced way** that increases destination retail and regional market share while also promoting local businesses and serving the needs of neighborhood residents (e.g. hardware stores, grocery stores, specialty stores, dry cleaners, banks, etc.).

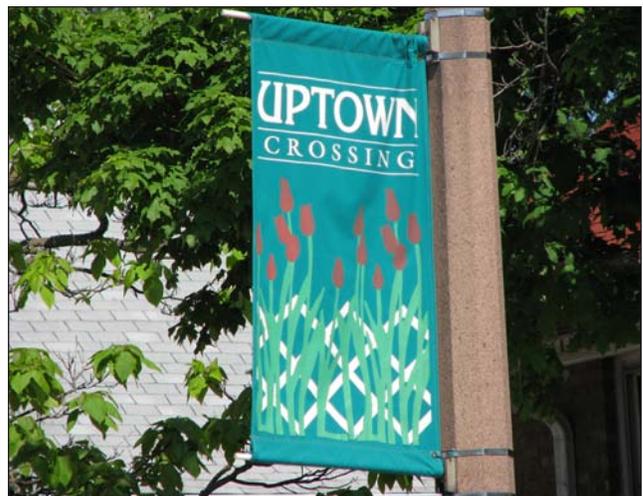
C. **Design new structures (or rehab existing structures) to reinforce and build** upon the assets of historic districts. Incorporate modern architecture that respects and is compatible with successful traditional development patterns and historic buildings.

D. **Make automobile-oriented corridors green and pedestrian-friendly.** Use traffic calming to reduce traffic noise and pedestrian conflicts.

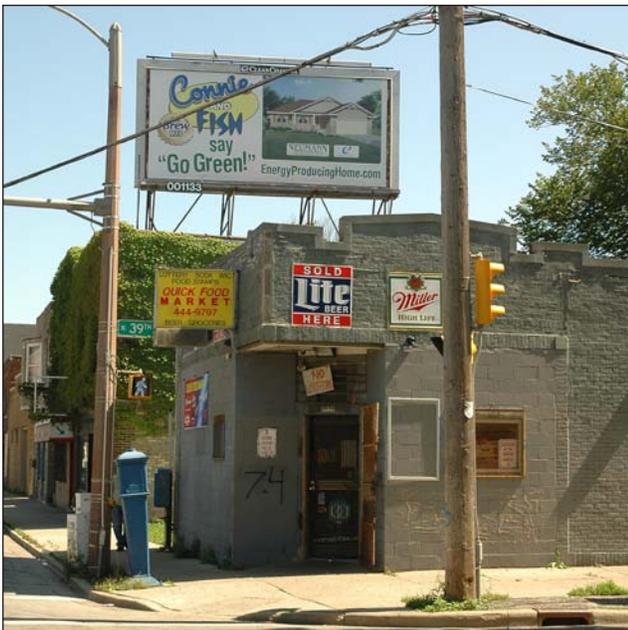
Use streetscape to make areas pedestrian friendly. Make parking areas greener (better landscaped), more attractive (fencing, lighting) and friendlier to pedestrians (clearly marked and walkable connections).

Commercial Strategies

1. **Maintain and enhance existing commercial corridors** and neighborhood shopping streets as continuous street-active street-friendly facades. Provide incentives for business owners such as facade improvement grants, low interest loans, streetscape improvements, etc.
2. **Employ a “Buy Local” strategy** to make neighborhood residents aware of the benefits of local businesses and the need to actively support them, particularly those that serve a niche market, or those located in out-of-the-way places or in smaller shopping districts.
3. **Create Business Improvement District program or Main Street strategies** that will create a balanced mix of uses, promote and improve the image of the commercial district, address district problems such as lack of off-street parking, need for security, etc., recruit new desirable tenants, sponsor events, and determine overall direction of development.



4. **Use preservation combined with adaptive reuse and infill** as the preferred and pragmatic approach to saving vacant or neglected historic buildings on commercial corridors. New infill buildings should be compatible with the historic context of the corridor.
5. **Discourage location of high traffic, automobile-oriented commercial uses** such as gas stations, convenience stores, liquor stores, and drive-thru establishments in pedestrian-oriented business districts (if necessary, phase out auto-oriented uses over time to a use standard of no more than one per block remaining).



6. **Discourage location of marginal businesses in Business Improvement or Main Street Districts**, e.g. payday or title loan, check cashing, convenience and dollar stores, or short-term furniture or appliance rental stores that give an area, block or street a negative image or the appearance of being economically unstable or in decline.
7. **Discourage location of non-commercial uses on commercial corridors**, such as institutional (State and County welfare providers) and other religious or social

service uses in commercial storefronts, e.g., day care facilities, storefront churches, and similar uses.

8. **Consider high-density multifamily housing within commercial districts** only if the architecture is in keeping with the scale and character of those districts.
9. **Encourage streetscape elements that improve and add value to the area.**
 - Public art, gateway features, kiosks, benches, pedestrian lighting, planters, pavers and paving patterns, way-finding devices, and other landscape elements are amenities that improve and add value to commercial districts and corridors.
 - Streetscape elements can be unified or themed by district to reinforce the district's marketing strategy and to create a distinctive "brand."
 - Personalized architectural elements that are custom-designed by property owners, such as sign murals, seating areas, custom fencing, or other similar elements, can reinforce district identity and appeal to both the local market and a much broader regional segment of the market.
10. **Discourage gaps in commercial blocks** that detract from the intensity and appeal to shoppers gained by concentration and continuity of storefronts.
 - Seek to infill retail gaps caused by overly large or poorly placed surface parking lots, by vacant lots or portions of lots, and by the presence of empty or underutilized lots.
 - Promote redevelopment of vacant or underutilized properties.
 - Discourage residential demolition for building of commercial surface parking lots.



11. **Allow demolition of buildings that are blighted, deteriorated or damaged beyond repair.** Occasional removal of blighted properties may be necessary to protect existing investment in the surrounding area. If demolition is granted, seek to immediately or as soon as feasible, replace the lost property with a context-compatible infill property.
12. **Where older commercial buildings are still embedded within neighborhoods** (for example, small neighborhood corner stores, taverns near factories, etc.), continue to allow or maintain only if the use and structure are still well-maintained and viable, and only if current activities do not cause a disturbance or nuisance to surrounding residents.
13. **Continue traditional architectural patterns** where the market will still support them, e.g., upper story residential over street level retail, and adapt buildings to the needs of commercial districts where the market will not.

- Office uses that have located in former storefronts (at street level) should continue to have visible or transparent storefront windows that have displays and are inviting and engaging to passersby.
- For adaptive re-use of older buildings with unusually large floor plates, consider a mall type pattern of breaking the interior into smaller pieces with a central atrium or court. Typically these buildings have a principal street entrance and rear connection to parking.
- Encourage the visual and physical extension of the main floor of shops and restaurants to the street or an adjacent plaza in order to welcome and engage passersby, activate and enliven the street (for example: outdoor cafes, sidewalk sales, etc.)

14. **Employ a “Park Once” concept**, where customers may park once (using either a public parking, shared parking, merchant-stamped parking, or no time limit parking strategy) and then walk to multiple stores or destinations within a commercial or mixed use district.
 - Restrict or limit parking to the minimum number of spaces necessary to accommodate customers/visitors to the commercial corridor, individual business or shopping center.
 - Promote shared parking as a way to minimize the number of surface lots.
 - Place off-street parking to the rear or side of commercial corridor buildings, not in front of the building creating a separation between the pedestrian and the storefront façade or front facade whichever the case may be.

IV. SMART GROWTH PRINCIPLES & STRATEGIES - LARGE FORMAT USES

The following principles and strategies for Large Format uses, i.e., Building Complex, Campus, Industrial Park or Large-scale Facility, are intended to create a desirable marketable workplace environment for employers, employees (both residents and non-residents of the neighborhood), customers and visitors. They are also intended to increase the sense of security within large format building complexes, campus environments, industrial parks and other grouped facilities.

Large Format Principles

- A. **Create jobs that create regional wealth.** Regional income is increased by the number of high multiplier, high “spin off” jobs that tap into emerging markets; or that are part of growing sectors in the global economy; or that generate demands that then spur the local economy to respond by generating parts, products, services, or linked supporting jobs.
- B. **Create welcoming campus or business park environments** that exhibit a desirable marketable workplace environment for employers, employees, customers and visitors, and do not appear to be cut off or divorced from the surroundings in a compound-like way, unless it actually is a military-style compound in which case the appearance is warranted.



Large Format Strategies

1. **For existing campuses within the West Side, continue to develop landscape and site design features** that support an attractive, marketable campus with consistent landscape elements such as identity or gateway features, public art, special lighting, planted beds, paving, benches, fencing, signage, etc. that add value to the environment.
2. **Create walk-to-work neighborhoods** where employees can easily get to work on foot. This usually means continuous public sidewalks or walking paths to enable workers to directly go from home to work, without cutting across lots, fields, or walking in traffic.
3. **Locate large format industrial uses in areas such as the Menomonee Valley Industrial Park, or the 30th Street Industrial Corridor** where intensive land use can occur without conflict with other uses; and where buildings can be configured campus or business park style on parcels (or land assembly) large enough to accommodate a grouping of large scale facilities within a landscaped setting.
4. **Create public-private partnerships to assemble, “bank” or hold land within areas** that have the potential to attract large format uses that will support the city’s job base.
5. **Use existing resources (BIDs, TIFs, or other program funds) to green large scale facilities, business parks or corporate centers**, where effective landscaping can be achieved, such as landscape borders, fencing, screening, foundation planting, etc.
6. **Identify buildings or sites that qualify as “blight” in residential or commercial areas.**
 - Gradually rehab, replace, or remove buildings and site elements that detract from the positive things that the area has to offer.

- Remove “eyesores” or anything that creates a negative image that deters visitors to the area and undermines marketing efforts.
- Use aggressive code enforcement to gain compliance from absentee owners on either abandoned or derelict properties.
- Use available federal and state brownfield funds to remediate and market environmentally contaminated sites.

7. **Increase security, both real and perceived, within building complexes or business parks and in the surrounding neighborhoods.**

- Especially for older facilities, remove, clean up or replace unsightly elements—rusted fences, barbed wire, broken glass, etc. Signs of disrepair give the wrong impression, and may inadvertently encourage negative activity. These should be addressed in as comprehensive a way possible in an effort to “clean up” the image of districts and corridors.
- Consider district-sponsored private security forces to police large scale facilities during hours when there are limited or few active operations, and as a consequence, relatively few “eyes on the street.”

V. SMART GROWTH PRINCIPLES & STRATEGIES - GREEN SPACE/OPEN SPACE

The following principles and strategies for green and open spaces are intended to enhance destinations and neighborhood gathering places for residents (plazas and shopping streets, parks and playfields), as well as create amenities for customers and visitors to commercial districts.

Green Space/Open Space Principles

- A. **Provide accessible neighborhood open space for all residents.**
- B. **Use open space as an amenity and economic development tool.**
- C. **Support neighborhood collaboration “success stories” where local groups have designed different types of open space** (varying sizes, amenities, approaches to public art and landscape treatment) to meet the recreational needs of different user groups.
- D. **Enhance streets and provide places of respite on busy commercial corridors.**
- E. **Create open space to serve different user groups:** skateboarders, soccer players, naturalists, birders, hikers, bikers, gardeners, etc.
- F. **Increase overall sense of security in public parts of the neighborhood.**



Green Space/Open Space Strategies

1. **Incorporate green space in all new development.** Use parks and open space as a way of adding value and increasing the impact of housing reinvestment in the neighborhood.
 - Nature preserves and environmental corridors require landscape programming and maintenance and add value to urban neighborhoods if they are properly cared for.
 - Avoid wild, unmaintained, or overgrown areas within urban neighborhoods, even for trails or nature preserves, or planned areas for native plantings such as rain gardens.
 - Vacant land should be carefully maintained, and signs that imply lack of ownership or responsibility, should be promptly addressed.
2. **Encourage community collaboration** (City/County/State, local artists and resident property owners) in programming and managing parks and other green space/open space.
 - Work with homeowner associations to enhance public parks.
 - Work with residents, local artists and other groups to add enhanced landscaping to boulevards, neighborhood “gateways” and other places where public art and showcase landscaping will add value to a neighborhood or commercial district.
 - Work with responsible groups to create community gardens on vacant or other underused land.
3. **Consider urban agriculture a form of small scale farming** and allow in parts of neighborhoods or commercial corridors where uses such as greenhouses or garden retail would be allowed.



4. **Use parks, trails and open space to enhance surrounding property values**, and add value to districts and corridors.
 - As redevelopment occurs, protect valuable or irreplaceable natural resources and seize opportunities to extend existing park and trail systems such as the Henry Aaron State Trail.
 - Create focal points and community gathering spaces within neighborhood parks, along urban trails, and as an integral part of other destinations popular with local residents (space permitting).
 - Locate public plazas or “art spaces” in the most intensely planned/developed districts and corridors to add value and market appeal to those districts.
 - Use open space (can be community gardens or urban agriculture if managed and maintained) to add balance to densely developed housing or mixed use complexes.
 - For an industrial campus or large-scale complexes such as Miller Park or State Fair Park, include green spaces or plazas that serve area residents, visitors, and workers.
 - Private homeowner association owned and managed parks are acceptable ways of adding value to residential subdivisions.

5. **Return city owned vacant lots to active neighborhood-supporting uses.** Hold lots for the minimum time necessary to find a responsible owner and use that will add value to the neighborhood. All City of Milwaukee land sales are subject to standards of neighborhood-compatible design and use.
6. **Return vacant lots to productive uses** as soon as possible. Unimproved vacant lots, while they may be an interim or temporary use of property, may be a safety hazard for neighborhood children. As such they should be kept free of junk and litter, closely monitored and if possible, assigned to a responsible party such as a neighborhood association or block watch, church or faith-based organization, or civic-minded non-profit organization.

VI. SMART GROWTH PRINCIPLES AND STRATEGIES - CIVIC AND INSTITUTIONAL

Religious, Civic and Public Institutions all exist in some way to serve the “public good.” These facilities/uses range from health care, religious worship, educational, library to athletic training. The principles and strategies for Civic and Institutional uses place civic uses at the center of public life, anticipate a better than average response and regard for the public realm, and also attempt to increase the compatibility between institutions and their adjacent surroundings.

Civic And Institutional Principles

- A. **Civic and institutional uses should enrich the public realm** with a high standard of architecture, landscape architecture, sustainable or green building design, and social or urban design (plazas, seating, shaded areas for the public to sit, landscape features, etc.).
- B. **Civic and institutional uses should to the extent possible, be perceived as welcoming places for people to gather.** For security reasons, parts of a public building may not be open to the public, but the more public and

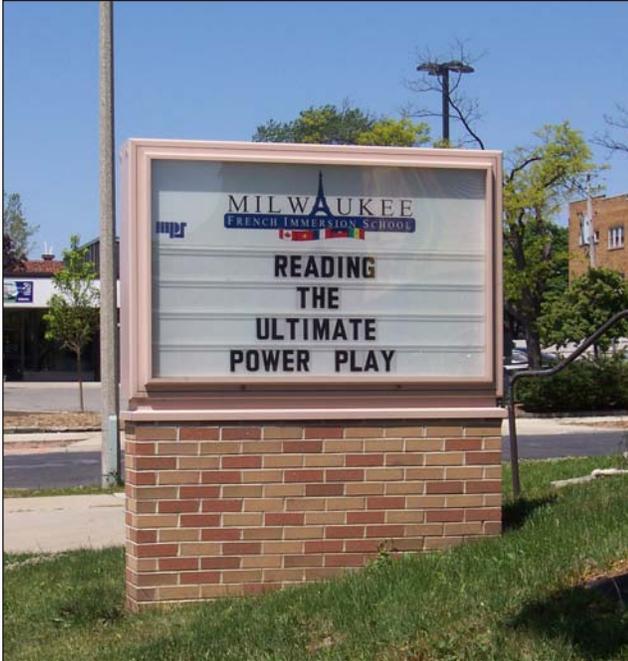
visible parts should be open places for people to sit or gather.

- C. **Civic and institutional uses should incorporate public art**, and if possible, make prominent elements of building design and site design serve as public symbols or icons for the community.
- D. **Important public buildings should be placed in highly visible, prominent places** and should have distinctive architecture, landscape features and public art to enrich the public realm.

Civic And Institutional Strategies

1. **Place major civic buildings at prominent locations**
 - Use the center of a town square or visual terminus of a view corridor as a natural hub of activity. Also use commercial nodes, central places within a district, or the intersections of well-trafficked streets.
 - Give major civic buildings distinctive iconic architecture (grand theaters, for example), site design, landscape features and gathering spots that will enrich the public realm.
2. **Decentralize civic uses such as schools, libraries, and community centers** so that they are within walking/biking distance or accessible by transit to neighborhood residents.





3. **Develop civic and institutional uses that are welcoming places** for people to gather, provide plazas, courtyards and other landscape elements that support community life.
4. **Create a well-landscaped park-like setting or square** that sets off civic and institutional uses from their surroundings. This setting creates a public amenity and underscores the value and significance of the civic/institutional use.
5. **Surface parking lots and parking garages that accompany large civic/institutional uses should be hidden or screened**, buried mid-block or placed below-grade or behind “liner uses” that are compatible with the surrounding area. A parking garage should not be the most visible feature, nor should it provide the principal entry to a civic building.
6. **Blend large scale civic and institutional uses into surrounding neighborhoods and commercial districts** by incorporating liner uses such as ticket booth, gallery space, a gift shop or coffee shop, restaurant, educational/training space, or a community meeting room. Place supporting uses close to the street or

visible from the main entry.

7. **Actively seek to reduce the negative impacts of large institutions or large-scale facilities** on surrounding neighborhoods, e.g., excessive traffic, large parking lots, barrier walls and fences, or environmental impacts such as noise and stormwater run-off.
8. **Use cooperative forums for community outreach or neighborhood problem-solving**, such as the Sherman Park Association of Religious Communities or similar groups, where civic-minded institutions want to be open and accessible to neighborhood residents.

VII. SMART GROWTH PRINCIPLES AND STRATEGIES - TRANSPORTATION AND TRANSIT

The following transportation/transit principles and strategies are intended to provide safe, pleasant, and efficient access to all parts of the West Side by enhancing multi-modal transit options (bus, bike, auto, carpool, and rapid transit); by seeking a better design balance between transportation and land use; and by restoring good pedestrian connections wherever possible.

Transportation/Transit Principles

- A. **Ensure good journey to work transit connections to major employers on the West Side**, e.g. Wheaton Franciscan Hospital campus (St. Joe’s), Midtown Center, Mount Mary College, Wisconsin Lutheran College, and others; the near west suburbs, e.g., Wauwatosa, West Allis; and the farther west suburbs, such as Waukesha, Brookfield, etc.



B. Employ context-sensitive design. Strengthen the mutually reinforcing relationship between transportation and land use, i.e., streets that are designed to effectively support the character and intensity of the surrounding land use.



C. Use transit as an economic development tool that provides an enhanced development environment along transit routes and confidence for investors that the route is fixed for long-term cumulative investment; that it is there to stay.

D. Transit should connect people to jobs; and get the majority of transit users to major employment centers in the most efficient way possible. To gain the most ridership, transit routes should travel through compact walkable densely developed neighborhoods and travel along major commercial or mixed use corridors.

Transportation/Transit Strategies

1. **On major and minor arterials, create an effective multi-modal public right of way** for pedestrians, bicycles, automobiles, and mass transit.
 - Maintain and restore the multi-option and hierarchical street grid system (network of streets and blocks) as effective traffic management.
 - Design public rights-of way to jointly and effectively serve the needs of

mass transit, automobiles, bicycles and pedestrians.

- Keep two-way streets two-way to avoid increasing the speed and flow of traffic.

2. **Expand and improve bike lanes.** Provide bike lanes on all major arterials to increase bicycle usage as alternative mode of transportation through the West Side Plan. Address issues for design and accommodation of bike lanes, e.g., width, marking, placement, degree of separation from traffic, and other features.

3. **Employ context sensitive street design** that fits the surrounding land use.

- For quiet residential streets, narrow the public right-of-way and add traffic-calming measures.
- For neighborhood shopping streets, use measures to make walking areas more pedestrian-friendly such as pavers, planters, street trees, street furniture, public art.
- As major arterials pass through commercial districts, take measures to slow or calm traffic to reduce noise and safety hazards to pedestrians, and to create a better retail environment.

4. **Use a Main Street model for major arterials that also serve as commercial corridors.**

- Create a high activity pedestrian friendly zone (that includes residential or mixed-use blocks surrounding a commercial district) with significant traffic calming, two lanes both directions with parking on both sides, limited curb cuts, and shared parking.
- On all commercial corridors, maximize shared parking and pedestrian connections to adjacent uses.
- Gradually improve the rights-of-way of all streets with neighborhood input regarding traffic calming and amenities.
- Use an assessable menu of public works improvements to enrich and customize

public rights-of-way for neighborhoods, special districts and corridors, and parkways.

5. **Place transit-oriented development along transit routes.**

- Support transit-oriented development (intensified mixed use development and enhanced streetscape at transit nodes and transfer points).
- Use Business Improvement Districts to fund transit-oriented streetscape elements.

6. **Develop an integrated, overlapping system of connections from one mode of travel to another**, so that people can easily transfer for example, from streetcar to bus or taxi, automobile park and ride lot, bicycle or foot travel without encountering gaps or obstacles.

7. **Support the efforts of City, County and State government to develop regional transit** that will connect the West Side to other parts of the City of Milwaukee and the larger metro region.

- Create a dedicated funding source that will ensure the proper design, development, maintenance and expansion of regional transit.
- As part of the city's overall transit strategy (intersecting the West Side

Plan area), develop a fixed-route transit system with a street-embedded guideway or rail for speed, efficiency and smoothness of travel.

- Develop high speed commuter rail (intersecting the West Side Plan area), that connects Minneapolis, Madison, Milwaukee and Chicago as a regional jobs growth engine and way to better connect these major employment centers.

8. **Avoid increasing the traffic capacity of street and highway rights-of-way**

where expansion would negatively impact investment in transit, or adversely impact the viability of the adjacent land use. Use scarce infrastructure dollars wisely by prioritizing reinvestment in transit over expansion of roadway.

9. **Create a better I-94 Freeway Corridor**

that connects workers to jobs in the metro area, and can potentially incorporate transit or high-speed rail with connections to shopping, residences and employers; and that supports major institutions already there.



VIII. SMART GROWTH PRINCIPLES AND STRATEGIES - SUSTAINABLE DEVELOPMENT

Principal source: Sustainable Design Guidelines for the Menomonee River Valley <http://design@renewthevalley.org/>

Sustainable Development Principles

- A. **Use sustainable development practices for new construction in all neighborhoods, districts, and corridors in the West Side**, in order to reduce environmental impact and improve ecological and economic sustainability.
- B. **Promote the use and adaptive reuse of lands that recognizes ecological context**, river influence, existing landmarks, neighborhood and cultural context, and existing building stock.
- C. **Design and retrofit buildings for energy efficiency** to generate environmentally responsible building operations and cost savings.
- D. **Reduce impact on natural resources** to achieve cost reductions, increased performance and improve aesthetics of exterior and interior environments (e.g. renewable materials, daylighting).
- E. **Improve construction and demolition waste management practices** to reduce wastes, costs, and environmental impacts of demolition.
- F. **Reclaim and remediate contaminated brownfield sites.**

Sustainable Development Strategies

1. **Promote Green Infrastructure:** Create an interconnected system or network of parks, trails, walking paths, scenic river routes, and other green space/open space. Strategically plan and manage this overall network of parks, greenways, conservation easements, wilderness, and working lands, so that it attains a conservation value that supports native species, maintains

natural ecological processes, sustains air and water resources, and contributes to the health and quality of life of local communities.

2. **Natural Landscape:**

- Consider, preserve, and protect natural environmental corridors, such as the Menomonee River corridor, when planning and implementing redevelopment or new development.
- Landscape with native plant and tree species whenever possible. Use deciduous shade trees, vegetative cover, and exterior structures such as arbors and trellises to provide shade over non-roof impervious areas.



- Whenever possible, utilize green infrastructure to connect and extend green spaces, open spaces, natural areas, wetlands, agricultural land and park spaces. Green infrastructure is an interconnected network of lands and pathways/trails that protects native plants and animals and unique landscapes, improves water quality, manages stormwater, provides paths for wildlife, protects natural ecosystems and fosters a stronger sense of community cohesiveness.

3. **Parking and Transportation:**

- Encourage transportation alternatives for residents, employees, and visitors by providing bicycle racks, covered bus shelters, and pleasant and accessible walkways.

- Incorporate green spaces into parking areas where possible to break up large expanses of concrete.
- Consider using porous paving systems to extend the life of the pavement, allow for stormwater infiltration, reduce maintenance costs, and reduce the urban heat island effect in summer.
- Include on-street and shared parking wherever possible. Consider concrete or porous pavement rather than asphalt to keep parking areas cool.

4. **Site Planning:**

- Ensure scale, design, and use of new buildings are environmentally compatible with adjacent buildings and uses.
- Design parking facilities and open spaces to work together to manage stormwater.
- Redesign older parking lots to absorb water and prevent stormwater run-off.
- Preserve and enhance cultural/archeological resources that may exist on or near development sites.

5. **Site Lighting:**

- Use high efficiency lighting (metal halide or high pressure sodium lamps) and try to maintain an overall “low-lighting profile”.
- When calculating or assessing lighting for public spaces or rights-of-way, take into account indirect sources of lighting such as storefronts in commercial districts, porch lighting in residential

districts, etc. to reduce dependence on direct, high-wattage electrical lighting.

6. **Building Design:**

- Consider the U.S. Green Building Council’s Leadership in Energy and Environmental Design (LEED) environmentally sustainable standards when constructing new buildings.
- Design to accommodate areas for recycling of waste materials.
- Where possible, orient buildings along an east-west axis for maximum daylighting benefits.
- Promote “healthy buildings” that minimize potential environmental hazards. Indoor environmental quality issues should be addressed when redeveloping, renovating, or upgrading existing structures (e.g. material emissions, lead paint abatement, thermal comfort, and air ventilation).

7. **Energy Efficiency:**

- Design for energy performance that improves upon Wisconsin State Building Code. Use thermal mass such as masonry or concrete to moderate interior temperatures. Use passive solar techniques to reduce or moderate energy demands.
- Use Energy Star equipment and appliances when rehabbing an old building, or constructing a new building.
- Use State of Wisconsin and We Energies tax credits for updating appliances such as refrigerators and furnaces.



- Use established methods for insulating, sealing and weatherizing older homes to reduce energy costs year-round.

8. **Alternative Energy:**

- Purchase power generated from renewable sources (e.g. solar, wind, biomass, or low-impact hydro).

9. **Materials and Resources:**

- Utilize local, recycled, sustainable materials when possible (e.g. brick, fly ash concrete, wood, recycled glass). Use Wisconsin Green Building Alliance’s ‘Wisconsin Built Directory’ to locate sources for these materials.
- Selection of building materials and resources should take into account available and renewable natural resources in addition to more cost, durability, performance, and aesthetics.
- Reuse existing building shells and components where feasible.
- For historic buildings, make changes to exterior in accordance with US Department of the Interior Rehabilitation Guidelines.

10. **Construction & Demolition:**

- Reduce, reuse, and recycle construction and demolition waste to protect on-site materials and reduce environmental impacts.

11. **Increase Tree Canopy:**

- Tree cover is directly related to environmental quality. Maintaining a robust enough tree cover to function as green infrastructure reduces the need and expense of building infrastructure to manage air and water resources. A greater tree canopy represents tremendous energy savings for an urban area. Trees improve air quality, reduce stormwater flow and conserve energy.
- Build ecosystem and economic value of trees into public policies and programs.

Increase trees planted on private property, public right of way, open spaces, parking and other paved areas. Milwaukee’s current tree canopy is close to 16%. For the West Side, meet the city-wide target of increasing the tree canopy to 25-40%.

- Increase the interior landscaping requirements for parking lots, to reduce asphalt heat islands, improve stormwater absorption as opposed to run-off, and create a healthier and less harsh urban environment.

12. **Stormwater Management:** Use green roof systems, rain gardens, drought resistant plantings, vegetated swales, rain barrels, and permeable pavement for on-site stormwater management.

13. **Support urban farming** (small scale intensive farming, an updated modern version of “victory gardens”) in residential and mixed use neighborhoods as a way to:

- Build self reliance for those who grow healthy, fresh food for themselves and their families.
- Provide extra family income for those who create food for sale in neighborhood farmers markets.
- Advance community building, as neighbors enjoy the beauty of urban farms and gardens, participate in growing community and food together, and provide gainful work for neighborhood residents, especially the young and the old.

