

M I L W A U K E E

# *comprehensive* Plan

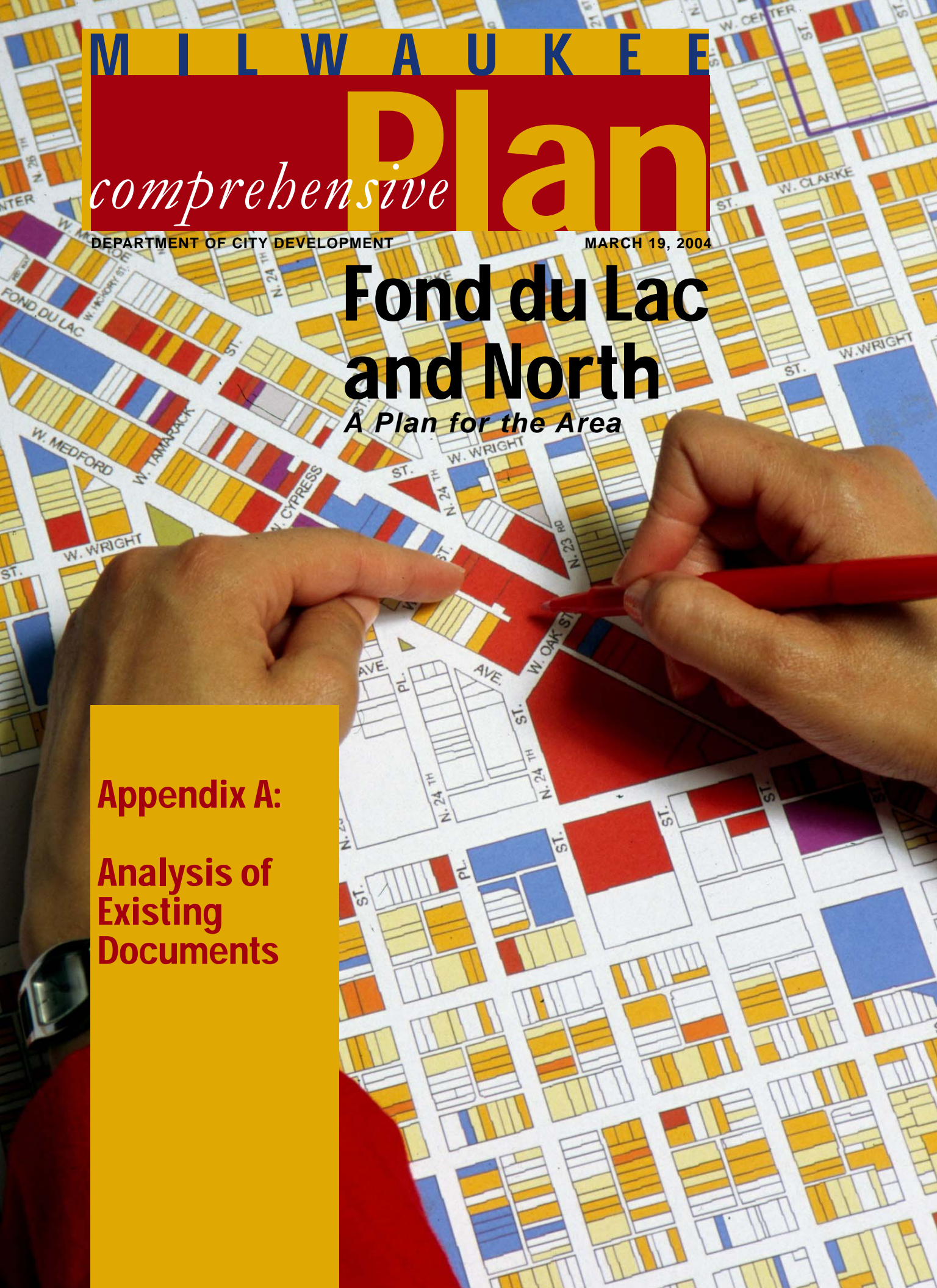
DEPARTMENT OF CITY DEVELOPMENT

MARCH 19, 2004

## Fond du Lac and North

*A Plan for the Area*

**Appendix A:  
Analysis of Existing Documents**



# Fond du Lac and North Neighborhood Comprehensive Plan

## Appendix A: Analysis of Existing Documents

March 19, 2004

PLANNING AND DESIGN INSTITUTE

Submitted with:

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# FOND DU LAC AND NORTH NEIGHBORHOOD COMPREHENSIVE PLAN

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## Table of Contents

Purpose	3
Study Map	4
West Fond du Lac Avenue Corridor Study and Strategic Plan DRAFT	5
Appendix A: Focus Groups	9
Appendix B: Reconnaissance and Records Search	11
Appendix C: Historic Preservation Evaluation	13
Appendix D: Demographic and Market Overview	15
Appendix E: Market Overview and Redevelopment Potentials	18
Appendix F: Traffic Circulation Analysis	20
Appendix G: Transit Service Analysis	22
Appendix H: Land Acquisition Estimates	24
Appendix I: Potential Funding Sources and Techniques	25
A Strategic Plan for Community Development in Metcalfe Park 2000-2003	27
Amani Community Analysis	29
Amani Neighborhood Strategic Plan	31
Midtown Neighborhood Assoc: Neighborhood Improvement Plan 2000-2003	33
United Community Area 4: NSP 2000-2003	37
NSP Area 11: Washington Park and Walnut Hill NSP	40
30 <sup>th</sup> Street Industrial Corridor: Market Analysis & Master Plan	44
30 <sup>th</sup> Street Industrial Corridor: Draft Implementation Plan	46
Fond du Lac and North Ave. Corridor – Surviving Street Reconstruction	48
Milwaukee Downtown Plan – Executive Summary	51
Milwaukee Downtown Plan – Catalytic Projects	53
1999 Annual Report, Milwaukee Tax Incremental Finance Districts	55
North Avenue, Walnut Street, Vliet Street	56



# FOND DU LAC AND NORTH NEIGHBORHOOD COMPREHENSIVE PLAN

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## Purpose

This document summarizes the recent planning efforts within the Fond du Lac and North Neighborhood Comprehensive Plan study area. Summaries describe key elements for each plan including:

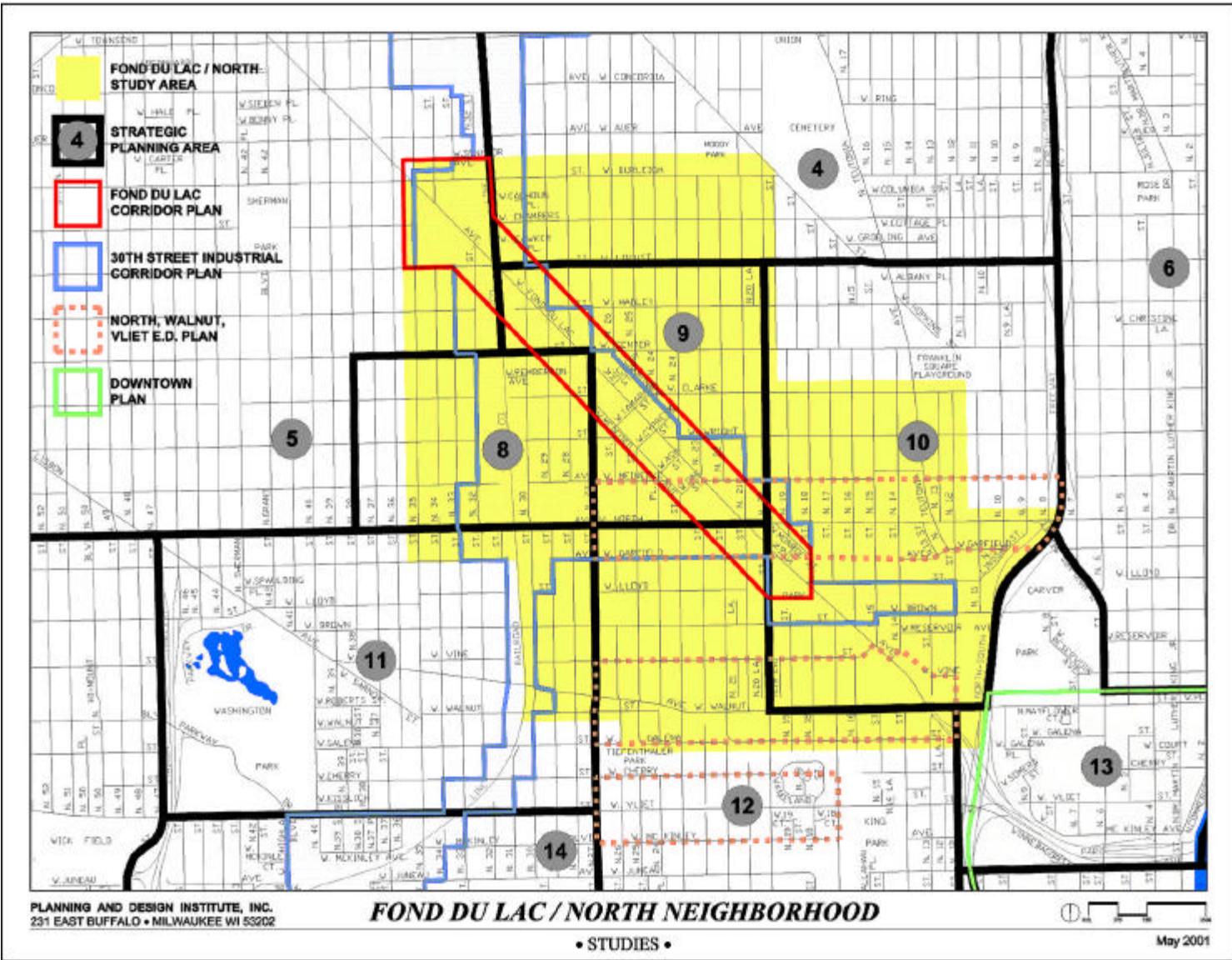
1. Relationship to other studies
2. Goals and objectives
3. Description of data used in analysis
4. Relationship to national trends and models
5. Key physical features of the study area
6. Public participation process and results utilized in the process
7. Critical recommendations
8. Implementation strategy

Findings from these studies helped define issues for the entire Fond du Lac and North planning area.

Specific recommendations from these plans were reviewed and considered for inclusion in the Fond du Lac and North Neighborhood Comprehensive Plan. This aided in providing a coordinated framework for neighborhood investment decisions by both public agencies and private sector developers.

Recommendations from recent planning efforts that were included in the Fond du Lac and North Neighborhood Comprehensive Plan are those that fit the following criteria:

1. Minimize the demolition of quality neighborhood housing stock.
2. Avoid private sector investment recommendations inconsistent with market study findings.
3. Maximize private sector investment recommendations consistent with market study findings.
4. Increase home ownership throughout the neighborhood study area.
5. Identify areas for catalytic projects that will spur additional investment in the neighborhood.



# FOND DU LAC AND NORTH NEIGHBORHOOD COMPREHENSIVE PLAN

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**Document:** West Fond du Lac Avenue Corridor Study and Strategic Plan DRAFT

**Date:** November 1995

**Produced By:** Edwards & Associates

**Type:** Plan Analysis, Recommendations and Concept Diagrams

**Document Length:** 62 pages plus diagrams and illustrations

**Synopsis:** Study that outlines how Fond du Lac Avenue, between 19<sup>th</sup> and 35<sup>th</sup> Streets should be redeveloped as a “conceptual roadway system design to be a catalyst for revitalizing the community.” The report includes development alternatives to improve transit service, retail and commercial activity, employment opportunities, housing conditions, environmental quality and recreation and open space facilities.

## **Key Elements:**

### 1) *Relationship to other studies:*

Several Appendixes exist

### 2) *Goals and objectives:*

#### **Overall Goal**

To conceptually describe an improved transportation facility (roadway), which not only improves mobility, but also identifies opportunities for improved economic development and investment opportunities in the area, and enhances the quality of life in adjoining neighborhoods.

#### **Plan Objectives**

- Develop a conceptual design of a roadway system that will accommodate year 2015 traffic volumes and will improve the quality of service to the adjacent neighborhoods.
- Develop and analyze alternatives that make transit more attractive for commuting into, out of, and through the adjacent neighborhoods.
- Identify how roadway and transit improvements will act as a catalyst for residential, commercial, and industrial redevelopment.
- Identify opportunities for employment generating land uses that would enhance livable wage opportunities for neighborhood residents.
- Identify opportunities for development and/or rehabilitation of desirable, low, moderate and middle income housing.
- Identify opportunities for developing a high level of commercial services in the neighborhood.
- Identify opportunities to provide additional recreation and/or park facilities in the neighborhood.

### 3) *Description of data:*

- Structure analysis
- Land use
- Current zoning

- Percent of buildings deficient – opportunity for new development
- Urban design criteria
- Areas susceptible to change (critical to our study)
- Planning determinants – defined as buildings and uses which, because of their size, function or prominence, exert a major influence over their surroundings.

4) *Relationship to national trends and models:*

- Commercial district redevelopment
- Neighborhood redevelopment (housing and mixed-use)
- Transit and transportation issues, including parking
- Industrial redevelopment

5) *Key physical features:*

- Fond du Lac corridor and key intersections
- Much of existing development is older construction
- Nearby industrial corridor

6) *Public participation process and results:*

- Four focus groups
- 151 key person interview – 17 residents and 34 businesses
- Sounding board

Top issues raised through public participation included:

**economic development/jobs** – recreating a neighborhood shopping strip with both anchor businesses and small, community-based businesses, also improve the appearance of the commercial area

**housing** – increased home ownership, a crackdown on absentee landlords and improved housing **security** – more foot patrols suggested, drug houses and drug trafficking cited as foundation of problems

**more green/recreation space** – no place for youth, families or senior citizens to gather.

7) *Critical recommendations:*

**Overall Revitalization Concept**

1. land use – mixed use development districts
  - high intensity nodes at key intersections oriented to pedestrians
  - housing about commercial
  - medium intensity districts – between the high intensity nodes, consisting of a mix of office and commercial uses, civic and institutional, housing and public spaces
  - adjacent residential neighborhoods – improved and upgraded offering affordable housing, promote home ownership and improve public infrastructure



## FOND DU LAC AND NORTH NEIGHBORHOOD COMPREHENSIVE PLAN

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- industrial corridor – maintain and protect the blocks between 30<sup>th</sup> and 35<sup>th</sup> Streets
- 2. building and site development
  - maintain existing scale and character of historic buildings
  - rehabilitate and upgrade existing buildings
  - new development should be compatible with surrounding structures and uses

### **Priority Improvement and Development Sites**

1. Eastern “gateway” area – 19<sup>th</sup> to 21<sup>st</sup> Streets
2. Farmer’s Market area improvements
3. Residential area – redevelopment of vacant and marginal commercial properties for townhouses or apartments (near Tamarack Street), enhance area churches
4. Center Street Area – Hickory and 28<sup>th</sup> Streets, enhance the library, repair and reuse historic Kilbourn State Bank building, new mixed-use development on vacant parcel and redevelop other underutilized building and properties
5. Locust Street Area – 30<sup>th</sup> Street to railroad, reuse or redevelopment of older existing buildings and better screening of contractor’s yard
6. western “gateway” area – Fond du Lac and 35<sup>th</sup> Street, redevelopment of vacant food store property and provide “gateway” feature

### **Urban Design**

1. streetscape improvements
2. “gateway” features – distinctive landscaping, signage, lighting and sculpture
3. pedestrian facilities – sidewalk improvements
4. “node” features – additional design and pedestrian features
5. railroad overpass – Soo Line appearance upgraded
6. historic buildings – repair or enhance the key buildings and use as focal points
7. transit facilities – shelters and facilities should be safe, convenient and attractive

### **Pedestrian Facilities**

1. sidewalks should be continuous on both sides of the street
2. buildings should be located at or near the sidewalk
3. ground floor of buildings along sidewalks within the “nodes” should be oriented to pedestrians
4. pedestrian conveniences should be placed within or near the “nodes”
5. sidewalk improvements throughout the corridor

### **Open Space**

1. plazas and squares, and other open space features, should be included if safety concerns can be alleviated
2. open spaces must not be isolated

### **Street Rights-of-Way**

1. speed of traffic should be slow
2. frequent and convenient street crossings
3. spacing and timing of traffic signals should “slow down” through traffic

4. street trees should be planted
5. where sufficient ROW is available, a landscaped median should be provided

### **Public Transit**

1. include transit stops at the high intensity nodes

### 8) *Implementation Strategy*

Cooperation between City of Milwaukee, Milwaukee County, WisDOT and other governmental agencies in achieving the following:

- City and WISDOT should proceed with Phase II of the transportation project – preliminary and final design plans for roadway reconstruction and related improvements within the ROW
- Enhance the corridor with streetscaping and landscaping elements
- Develop social amenities
- Market and promote the corridor for new development
- Assemble sites for new development
- Prepare for displacement and relocation
- Provide incentives to encourage private investment and development
- Consider the use of Tax Increment Financing
- Explore the feasibility of special corridor area economic development legislation
- Update official plans, policies and ordinances
- Assess and mitigate environmental problems and constraints

# FOND DU LAC AND NORTH NEIGHBORHOOD COMPREHENSIVE PLAN

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**Document:** West Fond du Lac Avenue Corridor Study and Strategic Plan  
**Appendix A: Focus Group Report**

**Date:** November 1995

**Produced By:** Edwards & Associates

**Type:** Summary report

**Document Length:** ? not numbered

**Synopsis:** Summary of Focus group findings, including representative quotes from area businesses and residents.

**Key Elements:**

1) *Relationship to other studies:*

West Fond du Lac Avenue Corridor Study and Strategic Plan

2) *Goals and objectives:*

**Public Participation Goal**

To gather public input on the redevelopment of the Fond du Lac Avenue corridor.

3) *Description of data:*

Responses to a series of questions aimed at identifying:

- Community assets
- Areas in need of improvement
- Top priorities for community redevelopment
- What would constitute an "ideal" neighborhood
- Their views on what should be done with Fond du Lac Avenue.

4) *Relationship to national trends and models:*

- Commercial district redevelopment
- Neighborhood safety and security
- Neighborhood redevelopment (housing and mixed-use)
- Transit and transportation issues, including parking
- Industrial redevelopment

5) *Key physical features:*

Comments suggest the corridor is an area in distress, but not without hope.

Problems mentioned:

- Drugs
- Gangs

## FOND DU LAC AND NORTH NEIGHBORHOOD COMPREHENSIVE PLAN

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- Board-up houses
- Vacant lots
- Unemployment
- A weak business base
- Inadequately trained work force
- Inadequate positive outlets for youthful energies
- Strained police/community relations

6) *Public participation process and results:*

This document is the process. Top issues raised through public participation include:

**economic development/jobs** – recreating a neighborhood shopping strip with both anchor businesses and small, community-based businesses, also improve the appearance of the commercial area

**housing** – increased home ownership, a crackdown on absentee landlords and improved housing **security** – more foot patrols suggested, drug houses and drug trafficking cited as foundation of problems

**more green/recreation space** – no place for youth, families or senior citizens to gather

**Columbia Savings & Loan** – they need to decide what to do with their business, either expand in current location or locate elsewhere

**35<sup>th</sup> Street Area Industries** – if any part of the property is to be taken, business owners say they will have to relocate

**Railroad Bridge** – impediment to transportation because it's too low

**Past Transportation Projects** – negative feelings exist about how corridor planning was handled 30 years ago, business owners are reluctant to improve their property only to find out the City plans to raze their property.

7) *Critical recommendations:*

N/A

8) *Implementation*

N/A

# FOND DU LAC AND NORTH NEIGHBORHOOD COMPREHENSIVE PLAN

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## Document: Fond du Lac Avenue Corridor Study: City of Milwaukee, Wisconsin Appendix B: Reconnaissance and Records Search

**Date:** 1995

**Produced By:** Edwards and Associates, Inc.

**Type:** Appendix

**Document Length:** unnumbered

**Synopsis:** The objective of this appendix is to evaluate and identify the potential for recognized environmental conditions that may exist along the project corridor. The study is preliminary in nature and consists of a “windshield survey” of the study area and pedestrian evaluation of specific segments of the project route. The study consisted of the following tasks:

- Site Reconnaissance conducted by WCC staff.
- Records Review consisting of the following: registered underground storage tanks (UST), and resource conservation recovery act (RCRA) generators and violators, leaking USTs, landfill sites, and Comprehensive Environmental Response Compensation and Liability Information Systems (CERCLIS) sites, RCRA treatment, storage and disposal facilities and state and federal superfund sites.
- Review of historical maps and aerial photographs

### Key Elements:

1) *Relationship to other studies:*

This report is an appendix to the Fond du Lac Avenue Corridor Study: City of Milwaukee, Wisconsin.

2) *Goals and objectives:*

The objective of this appendix is to evaluate and identify the potential for recognized environmental conditions that may exist along the project corridor.

3) *Description of data:*

- Site Reconnaissance conducted by WCC staff.
- Records Review consisting of the following: registered underground storage tanks (UST), and resource conservation recovery act (RCRA) generators and violators, leaking USTs, landfill sites, and Comprehensive Environmental Response Compensation and Liability Information Systems (CERCLIS) sites, RCRA treatment, storage and disposal facilities and state and federal superfund sites.
- Review of historical maps and aerial photographs

4) *Relationship to national trends and models:*

## FOND DU LAC AND NORTH NEIGHBORHOOD COMPREHENSIVE PLAN

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N/A

5) *Key physical features:*

N/A

6) *Public participation process and results:*

N/A

7) *Critical recommendations:*

- More detailed investigation should be conducted on all parcels which may be aquired and/or altered in proceeding with the revitalization program. Numerous sites are identified in the report within the project corridor where apotential exists for environmental conditions.

8) *Implementation strategy:*

N/A

# FOND DU LAC AND NORTH NEIGHBORHOOD COMPREHENSIVE PLAN

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## Document: Fond du Lac Avenue Corridor Study: City of Milwaukee, Wisconsin Appendix C: Historic Preservation Evaluation

**Date:** 1995

**Produced By:** Edwards and Associates, Inc.

**Type:** Appendix

**Document Length:** 55 pages

**Synopsis:** This is a preliminary analysis that was to be utilized in route selection associated with the reconstruction of Fond du Lac from 19<sup>th</sup> to 35<sup>th</sup>. It is essentially a review to determine if any potential or known National Register of Historic Places or locally designated properties are located within the reconstruction corridor. The Area of Potential Effect (APE) is defined as a 1/8 mile corridor from 19<sup>th</sup> to 35<sup>th</sup> and one additional block on either end of Fond du Lac extending to 18<sup>th</sup> and 36<sup>th</sup>. All structures constructed before 1950 were visited, and buildings noted in a 1979 Milwaukee Historic Preservation Commission survey were revisited. Approximately 164 properties were reviewed and three potential historic districts at significant intersections and potential NRHP individual buildings along Fond du Lac within the APE are identified.

### Key Elements:

1) *Relationship to other studies:*

This report is an appendix to the Fond du Lac Avenue Corridor Study: City of Milwaukee, Wisconsin.

2) *Goals and objectives:*

This appendix is a preliminary review to determine if any potential or known National Register of Historic Places or locally designated properties are located within the reconstruction corridor in preparation for full compliance with Section 106 of the NHPA and completion of WISHPO inventory forms for each property.

3) *Description of data:*

Description and location of potential historic districts and properties within the Fond du Lac APE  
Photo Log and Photo-Documentation of Structures with Potential Historic Significance  
1979 Milwaukee Historic Preservation Commission Survey Forms

4) *Relationship to national trends and models:*

N/A

5) *Key physical features:*

## FOND DU LAC AND NORTH NEIGHBORHOOD COMPREHENSIVE PLAN

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- Potential Historic District Number 1: encompasses the area of Fond du Lac from Oak Street south to the intersection with North Avenue and 21<sup>st</sup> and along North Avenue to the intersection with 20<sup>th</sup>.
- Potential Historic District Number 2: encompasses the intersections of Fond du Lac with 27<sup>th</sup> and extending south to Hickory Street and north to 29<sup>th</sup>.
- Potential Historic District Number 3: includes the intersection of Fond du Lac with 35<sup>th</sup> and Burleigh. Also included are building located on the north side of Fond du Lac between 35<sup>th</sup> and 36<sup>th</sup>.
- Several individual buildings that appear to be potential NRHP properties within the APE.

6) *Public participation process and results:*

N/A

7) *Critical recommendations:*

- A Phase I Survey compliant with Section 106 of the NHPA of all pre-1950 structures and buildings within the APE and development and completion of associated historical contexts.
- Site survey work including completed WiSHPO inventory forms and black and white photography of each property.
- Assessment of the effect of the project on individual properties (approximately 440).
- Possible MOA to reduce, avoid, or mitigate the adverse effects of reconstruction.

8) *Implementation strategy:*

N/A



## FOND DU LAC AND NORTH NEIGHBORHOOD COMPREHENSIVE PLAN

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**Document:** Fond Du Lac Avenue Corridor Study:  
Appendix D "Demographic and Market Overview"

**Date:** June, 2001

**Produced By:** TPAP

**Type:** Demographic and Market Overview Fond Du Lac Avenue Corridor Study.  
Appendix D.

**Document Length:** 18 pages including tables for each characteristic.

### **Synopsis:**

The Fond Du Lac Study Area provides an overview of demographic and socioeconomic characteristics between 1980 and 1999.

This study focuses on Population, Household, Income, Employment, and Crime Analysis. The study also contains a statistical table for each objective.

### **Key Elements:**

#### 1) *Relationship to other studies:*

Data derived from U.S. Bureau of the Census, City of Milwaukee, Urban Decision System Inc, and Department's Crime Analysis Section of the Office of Management.

#### 2) *Goals and objectives:*

Demographic and Market Overview Fond Du Lac Avenue Corridor Study.

##### Population:

- The population base in this area has declined from 1980 to 1999.
- Population is projected to continue to fall.

##### Households:

- Households declined between 1980 and 1990 and forecasted to continue to fall at a greater pace.
- The majority of families are headed by a single parent

##### Age Distribution:

- The population in the Study Area is young.

##### Racial/Ethnic Composition:

- The majority of the population is African-American.

##### Income:

- The average household income within the Study Area is very low compared to income in City of Milwaukee.

##### Education Profile:

- According to the 1990 Census , a large amount of residents have no high school diploma and a small percent of residents have completed college.

### Employment Trends:

- Unemployment is very high.
- Most residents employed in the service industry and manufacturing trade.

### Housing Trends:

- A great percent of renter occupied housing and two family dwelling.
- The Study Area is over doubled the City vacancy rate.

### Crime:

- Criminal activity in District 3 is higher.
- Total number of crimes is declined.
- Crimes against persons nearly doubled compare with the City percentage in 1994.
- In 1990 and 1994, crimes against persons were three times greater in the Study Area.

### Initiate programs:

- Neighborhood Advisory Councils
- Drug Abuse Resistance Education (DARE)
- Gang Resistance Education and Training (GREAT)
- Police Athletic League (PAL)
- Mobile Block Watch
- Gun Safety Program
- Landlord/Tenant Training
- Milwaukee Youth Opportunities Collaborative (MYOC)
- Summer Stars
- "Safe Night" and the Neighborhood Lighting Program

### Goals:

- Reduce crime
- Develop block watches and tenant questionnaires
- Increase interaction with youth
- Increase the City's response to neighborhood safety issues and concerns.

### Implementation:

- Safe Haven program in several schools
- Safe school routes, training bus drivers
- Conducting gang awareness
- Educational and recreational programs and activities
- Weed and Seed Program

### 3) *Description of data:*

U.S. Bureau of the Census.  
City of Milwaukee  
Urban Decision Systems, Inc (UDS)  
National statistical service.  
Milwaukee Police Department

### 4) *Relationship to national trends and models:*

N/A

5) *Key physical features:*

Redevelopment activities and the transportation alternatives.

6) *Public participation process and results:*

N/A

7) *Critical recommendations:*

N/A

8) *Implementation strategy:*

N/A

## FOND DU LAC AND NORTH NEIGHBORHOOD COMPREHENSIVE PLAN

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**Document:** Fond du Lac Avenue Corridor Study: City of Milwaukee, Wisconsin  
**Appendix E: Market Overview and Redevelopment Potentials**

**Date:** July 1995

**Produced By:** Trkla, Pettigrew, Allen & Payne, Inc.

**Type:** Market Overview

**Document Length:** 22 pages

**Synopsis:** A market overview that discusses 1) an overview of real estate markets in the Milwaukee Metropolitan area, 2) an overview of existing residential, retail and industrial uses, and 3) recommendations for future development/redevelopment opportunities along Fond du Lac Avenue.

### **Key Elements:**

1) *Relationship to other studies:*

Uses census data provided by the City of Milwaukee.

2) *Goals and objectives:*

To be used as a resource to identify future development opportunities in the Fond du Lac Corridor Study Area

3) *Description of data:*

- Housing characteristics
- Retail sales and expenditures
- Vacancy and occupancy rates- Milwaukee Region
- Market Conditions

4) *Relationship to national trends and models:*

N/A

5) *Key physical features:*

- Fond du Lac Avenue between 19<sup>th</sup> and 35<sup>th</sup> Streets
- Intersection of Fond du lac Avenue, North Avenue and 20<sup>th</sup> Street was a key retail node for the neighborhood.
- 30<sup>th</sup> Street Industrial Corridor is a primary source of employment for area.

6) *Public participation process and results:*

Key person interviews, no public meetings

7) *Critical recommendations:*

Key recommendations include:

1. Improve image of industrial area
2. Stabilize and rehabilitate housing stock to draw investment to the area
3. Monitor acceptance and success of projects in the southern portion of the study area
4. Creation of "affordable homes to accommodate families in non-crowded living conditions
5. Retail nodes at key intersections along 20<sup>th</sup>, 27<sup>th</sup> and 35<sup>th</sup> Streets.
6. Incubator retail and industrial facilities for local start-up businesses.
7. Business/service center to support local businesses
8. Transit-oriented development
9. Creation of public space

8) *Implementation strategy:*

For each recommendation, potential uses or methods are identified.

# FOND DU LAC AND NORTH NEIGHBORHOOD COMPREHENSIVE PLAN

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## Document: Fond du Lac Avenue Corridor Study: City of Milwaukee, Wisconsin Appendix F: Traffic Circulation Analysis

**Date:** 1995

**Produced By:** Edwards and Associates, Inc. / Strgar-Roscoe-Fausch, Inc.

**Type:** Appendix

**Document Length:** 46 pages

**Synopsis:** This technical memorandum provides a general understanding of traffic operations within the Fond du Lac corridor from 19<sup>th</sup> to 35<sup>th</sup> Streets. Findings are provided to assist in the development of alternatives. It is based on an on-site review of the corridor, a review of accident reports, traffic count data, signal timing data, and discussions with City staff.

### **Key Elements:**

1) *Relationship to other studies:*

This technical memorandum is an appendix to the Fond du Lac Avenue Corridor Study: City of Milwaukee, Wisconsin.

2) *Goals and objectives:*

- Provide a general understanding of traffic operations within the corridor.
- Provide findings which will help in the development of alternatives.

3) *Description of data:*

Functional Classification of Streets  
1976-1989 Daily Traffic Counts  
1991 Peak Hour Intersection Turning Movements/Directional Splits  
2009 Projected Volumes/Growth Rates  
Bus Stop Locations  
1993 Signal Timing study  
Signalized Intersections Level of Service  
1991-1993 Accident Summary  
Vehicle Classification  
HCM Data 27<sup>th</sup>, Center  
Critical Lane Volume Computations 27<sup>th</sup>, Center

4) *Relationship to national trends and models:*

N/A

5) *Key physical features:*

Major Intersections:

- West Center Street/27<sup>th</sup> Street & Fond du Lac Avenue
- Burleigh/35<sup>th</sup> Street & Fond du Lac Avenue

## FOND DU LAC AND NORTH NEIGHBORHOOD COMPREHENSIVE PLAN

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- West North/20<sup>th</sup> Street & Fond du Lac Avenue
- Locust and Fond du Lac Avenue

Other physical features:

- Study area is approximately 1.6 miles long (from 19<sup>th</sup> to 35<sup>th</sup> Street)
- Area contains two other arterial routes: North Avenue; 27<sup>th</sup> Street
- 19 intersections along Fond du Lac in the study area; 14 have severe skew angles or undesirable geometric configurations; between 6 and 9 intersections are too closely spaced for a principle arterial street
- Operates most of the time as a three-lane urban arterial section with parallel parking on both sides (during morning peak, inbound parking is prohibited – operating as a four-lane)
- 50 ft wide : four-10.5 feet driving lanes and one-8 feet parking lane

6) *Public participation process and results:*

N/A

7) *Critical recommendations:*

Summary of Findings for improving capacity and safety in the study corridor

1. Consolidate Access – combine several minor street intersections into major street intersections; reduce private access points as much as possible.
2. Restrict Parking – provide off-street parking
3. Rationalize Remaining Access Points – provide consistent rules for restriction of turning movements, etc. at remaining access points.
4. Major Intersection Configuration Changes – large scale realignments to reduce skews.
5. Frontage Road/Collector Streets – provide collector system to reduce number of intersections on arterial system.
6. Sight distance, channelization, elimination of obstructions, etc.

8) *Implementation strategy:*

N/A

# FOND DU LAC AND NORTH NEIGHBORHOOD COMPREHENSIVE PLAN

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## Document: Fond du Lac Avenue Corridor Study: City of Milwaukee, Wisconsin Appendix G: Transit Service Analysis

**Date:** 1995

**Produced By:** Edwards and Associates, Inc. / John Dobies

**Type:** Appendix

**Document Length:** 19 pages

**Synopsis:** This technical memorandum provides an understanding of the nature and viability of transit operations serving the Fond du Lac Corridor study area from 19<sup>th</sup> to 35<sup>th</sup> Streets. Conclusions and recommendations are included.

### Key Elements:

1) *Relationship to other studies:*

This memorandum is an appendix to the Fond du Lac Avenue Corridor Study: City of Milwaukee, Wisconsin

2) *Goals and objectives:*

- Document the results of Task 105 and related tasks
- Provide an understanding of the nature and viability of transit operations serving the West Fond du Lac Project Area

3) *Description of data:*

- MCTS Printed public documents and interoffice correspondence: routes, revenue and funding, bus service levels, passenger activity by bus stop, and a summary of Metrolink ridership survey results
- Personal and phone interviews with MCTS staff
- Paratransit Program for disabled persons information from Milwaukee County Public Works
- SEWRPC origin/destination information
- MIS information from Metro Transit Associates

4) *Relationship to national trends and models:*

N/A

5) *Key physical features:*

- MCTS operates seven bus routes through the project area, two operate on Fond du Lac Avenue and feed directly into the CBD
- Routes are:
  - 1, Metrolink
  - 21, North Avenue
  - 22, Center Street
  - 23, Fond du Lac



- 27, 27<sup>th</sup> Street
- 35, 35<sup>th</sup> Street
- 60, Burleigh Street
- The Metrolink (1992) operating on Fond du Lac Avenue is an express service, making less frequent stops and provides service to the suburbs

6) *Public participation process and results:*

This memorandum references the Metrolink Shuttle Survey results in assessing quality of service

7) *Critical recommendations:*

Preliminary Conclusions

- Transit service currently provided appears adequate to meet the transportation needs of the residents of the project area. The new service, Metrolink, is particularly an asset to the community.
- Transit service is well used in the area, and several intersections are significant nodes in the MCTS system. The large volumes of transit passengers represent opportunities and potentially, problems for the area. The needs of these transit patrons should be accommodated in the streetscape design.
- Transit service is of an acceptable quality. Service levels are high and time spans are adequate to serve the transit dependent population. Crowding is limited to two of the routes, and only for a short duration.
- The issue of a future major transit investment represents a substantial challenge to the neighborhood.

8) *Implementation strategy:*

N/A

# FOND DU LAC AND NORTH NEIGHBORHOOD COMPREHENSIVE PLAN

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**Document:** Fond du Lac Avenue Corridor Study: City of Milwaukee, Wisconsin  
**Appendix H: Land Acquisition Cost Estimates**

**Date:** No Date

**Produced By:** Edwards and Associates, Inc.

**Type:** Cost Estimates

**Document Length:** 7 pages

**Synopsis:** Preliminary cost estimates of land acquisition explains 1) relationship between assessed value and market value 2) expenses that are part of land acquisition cost 3) loss of tax revenue and 4) two alternative cost estimates for land acquisition

**Key Elements:**

1) *Relationship to other studies:*

Uses assessed values provided by the City of Milwaukee.

2) *Goals and objectives:*

To be used as a resource to estimate costs for land acquisition for redevelopment.

3) *Description of data:*

- Assessed value
- Market value
- Property tax revenue
- Exempt parcels

4) *Relationship to national trends and models:*

N/A

5) *Key physical features:*

- Fond du Lac Avenue between 20<sup>th</sup> and 35<sup>th</sup> Streets

6) *Public participation process and results:*

No public meetings

7) *Critical recommendations:*

N/A

8) *Implementation strategy:*

N/A



# FOND DU LAC AND NORTH NEIGHBORHOOD COMPREHENSIVE PLAN

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## Document: Fond du Lac Avenue Corridor Study: City of Milwaukee, Wisconsin Appendix I: Potential Funding Sources and Techniques

**Date:** 1995

**Produced By:** Edwards and Associates, Inc.

**Type:** Appendix

**Document Length:** 22 pages

**Synopsis:** This appendix provides an overview of the local, state, federal, and other funding sources and techniques which may be available to assist both the public and private sectors in implementation of the Fond du Lac Avenue Revitalization Plan. Resources are grouped into the categories related to the types of improvement projects and action recommended in the Plan.

### **Key Elements:**

1) *Relationship to other studies:*

This overview is an appendix from the Fond du Lac Avenue Corridor Study: City of Milwaukee, Wisconsin

2) *Goals and objectives:*

Provide an overview of the local, state, federal, and other funding sources and techniques which may be available to assist both the public and private sectors in implementation of the Fond du Lac Avenue Revitalization Plan.

3) *Description of data:*

- Information collected from various government offices
- Information from follow-up telephone calls to appropriate agencies

4) *Relationship to national trends and models:*

N/A

5) *Key physical features:*

N/A

6) *Public participation process and results:*

N/A

7) *Critical recommendations:*

Overview of potential City of Milwaukee, State of Wisconsin, Federal, and other funding sources and techniques for each of the following:

- Revitalization and New Development

## FOND DU LAC AND NORTH NEIGHBORHOOD COMPREHENSIVE PLAN

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- Property Acquisition/Land Assembly
- Loans and Financial Incentives for Businesses
- Technical Assistance to Businesses
- Housing
- Job Training

8) *Implementation strategy:*

N/A

# FOND DU LAC AND NORTH NEIGHBORHOOD COMPREHENSIVE PLAN

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**Document:** A Strategic Plan for Community Development in Metcalfe Park 2000-2003

**Date:** 2000

**Produced By:** Metcalfe Park Resident Association

**Type:** Neighborhood Strategic Plan 8

**Document Length:** 31 pages plus appendix

**Synopsis:** This plan relies on the citizen participation strategy used in the 1995-1996 planning process. It redefines goals, objectives, and intended outcomes identified during that process. The SWOT analysis focuses on Neighborhood Beautification, Land Use, Youth and Family Development, Recreation, Crime and Safety, Housing, and Jobs and Business Development. The Plan also contains a market analysis. For each major issue a goal(s), objectives, methods, a time frame, intended outcomes, potential funding sources, and potential partners are outlined.

## **Key Elements:**

### 1) *Relationship to other studies:*

Relies on data and findings from previous NSP.

### 2) *Goals and objectives:*

Neighborhood Beautification-Improve the image of the Metcalfe Park community

1. Facilitate a neighborhood beautification strategy
2. Coordinate municipal government services
3. Coordinate adequate seasonal yard maintenance
4. Coordinate and promote public awareness activities and events
5. Coordinate beautification recognition awards

Youth and Family-Develop a community that honors family as one of the foundations of community

1. Connect residents/families with the services and programs that they need to become self-sufficient
2. Coordinate service provision for families of Metcalfe Park
3. Partner with service providers to insure adequate resources are available and accessed by Metcalfe Park families
4. Keep the community informed about available services, events, and programs

Crime and Safety-Make Metcalfe Park a safe, healthy and vibrant community for all who work, worship, learn, live and conduct business in.

1. Decrease incidences of theft, arson, robbery, and rape by 10%
2. Increase resident participation in crime reduction strategies and programs
3. Coordinate positive press and public awareness programs

Housing-Coordinate quality home ownership and rental properties and opportunities in Metcalfe Park

## FOND DU LAC AND NORTH NEIGHBORHOOD COMPREHENSIVE PLAN

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1. Coordinate the development of new housing and the improvement of existing housing
2. Increase homeownership rates
3. Coordinate public information campaign

Economic Development-Increase resident/stakeholder access to goods and services

1. Collaborate with community development specialists to coordinate economic development activities in Metcalfe Park

Economic Development-Increase employment

1. Increase neighborhood based training opportunities
2. Connect residents with employment placement information and assistance

3) *Description of data:*

UWM Center for Urban Initiatives and Research: Neighborhood Assets Mix Inventory

City of Milwaukee MProp File 1998/Nonprofit Center of Milwaukee 1999: Information by parcel

UWM Employment and Training Institute 1998: Income and employment data

U.S. Census Bureau/Nonprofit Center of Milwaukee: Market analysis

4) *Relationship to national trends and models:*

N/A

5) *Key physical features:*

Metplex Development – to include a Boys and Girls Club and a Milwaukee Public School

Center Street Library

Parks and playgrounds

Jewel/Osco Development at 35<sup>th</sup> and North

Masterlock

Light industrial development at 27<sup>th</sup> and North

30<sup>th</sup> Street Industrial Corridor runs through the neighborhood

6) *Public participation process and results:*

Plan process included one public meeting, participation results from previous NSP planning process were utilized.

7) *Critical recommendations:*

These recommendations are described in the objectives above.

8) *Implementation strategy:*

For each objective, at least one specific method of achieving it is described. Potential funding sources and partners are also listed.

## FOND DU LAC AND NORTH NEIGHBORHOOD COMPREHENSIVE PLAN

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**Document:** Amani Community Analysis

**Date:** November 1997

**Produced By:** UWM-SARUP (Carolyn Esswein)

**Type:** Neighborhood Analysis

**Document Length:** 21 pages

**Synopsis:** A neighborhood inventory to be used as part of a larger revitalization initiative by the City of Milwaukee and the Inner City Redevelopment Corporation. It discusses 1) the contents of a traditional neighborhood, 2) neighborhood characteristics including: housing, population, land use, traffic, major non-residential uses, property ownership, income & employment, and 3) makes recommendations for “linked” redevelopment.

**Key Elements:**

1) *Relationship to other studies:*

Uses census data provided by the City of Milwaukee.

2) *Goals and objectives:*

To be used as a resource and first phase of a redevelopment initiative of the Amani neighborhood.

3) *Description of data:*

- Housing characteristics
- Land use
- Property ownership
- Demographics
- Traffic counts
- Income & poverty
- Employment
- Education

4) *Relationship to national trends and models:*

N/A

5) *Key physical features:*

- Intersection of Fond du Lac Avenue and Center Street is a key commercial node for the neighborhood
- Neighborhood commercial opportunities along 27<sup>th</sup> Street
- Intersection of Fond du Lac Avenue and North Avenue is a key commercial node for the neighborhood
- Western boundary is the 30<sup>th</sup> Street Industrial Corridor
- Major institutional identity and 24<sup>th</sup> and Locust



6) *Public participation process and results:*

No public meetings funded, neighborhood input received from the Inner City Redevelopment Corporation.

7) *Critical recommendations:*

Specific areas of redevelopment should be linked to create overall value throughout the neighborhood. Key recommendations include:

1. Promote Fond du Lac Avenue and North Avenue redevelopment – commercial, mixed-use development and community identity
2. Expand Fond du Lac Avenue and Center Street redevelopment initiatives – build on civic identity of the library
3. Enhance Center Street corridor – commercial/mixed use
4. Promote N. 27<sup>th</sup> Street corridor infill – residential
5. Residential redevelopment and infill throughout the neighborhood
6. Enhance the neighborhood identity – existing civic and institutional amenities
7. Promote industrial corridor reuse and redevelopment

8) *Implementation strategy:*

“Next step” recommendation to the client—development of a detailed Design Redevelopment Plan including public input, catalytic projects and implementation strategies which will lead to real projects.

## FOND DU LAC AND NORTH NEIGHBORHOOD COMPREHENSIVE PLAN

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**Document:** Amani Neighborhood Strategic Plan

**Date:** 1999

**Produced By:** Project Respect, Inc., Inner City Redevelopment Corp. and OIC-GM

**Type:** Neighborhood Strategic Plan

**Document Length:** not numbered

**Synopsis:** Outline of neighborhood characteristics and an environmental assessment – what are the opportunities and challenges of the neighborhood.

**Key Elements:**

1) *Relationship to other studies:*

Amani Community Analysis

2) *Goals and objectives:*

The mission of the Amani neighborhood is to achieve, through resident and merchant involvement and building on assets, and equal opportunity for social and economic services.

Objectives:

- Create linkages between the stakeholder
- Create avenues for economic change
- Develop short and long range solutions for systemic problems
- A timeline for services implemented and monitored as strategic items

3) *Description of data:*

- Age distribution of youth
- Youth/parent comparison
- School attainment
- Unemployment rates
- Age distribution
- % with income
- distribution of income
- percent below income \$10,000
- demographics
- economic development
- senior citizen activities

4) *Relationship to national trends and models:*

- Neighborhood revitalization
- Social interaction and programs

5) *Key physical features:*

- Intersection of Fond du Lac Avenue and Center Street is a key commercial node for the neighborhood
- Neighborhood commercial opportunities along 27<sup>th</sup> Street
- Intersection of Fond du Lac Avenue and North Avenue is a key commercial node for the neighborhood
- Western boundary is the 30<sup>th</sup> Street Industrial Corridor
- Major institutional identity and 24<sup>th</sup> and Locust

6) *Public participation process and results:*

- Focus groups
- Caucus groups
- Monthly meetings
- Committee meetings and one-on-one visits to residents and businesses

7) *Critical recommendations:*

- increase and make educational achievement possible
- reduce unemployment by increasing employment opportunities
- provide youth activities that will in still values
- create senior citizen activities
- develop affordable housing
- reduce crime by encouraging resident participation in crime prevention programs
- foster civic pride and involvement with neighborhood activities

8) *Critical recommendations:*

N/A

# FOND DU LAC AND NORTH NEIGHBORHOOD COMPREHENSIVE PLAN

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**Document:** Midtown Neighborhood Association: Neighborhood Improvement Plan 2000-2003

*Beyond 2000*

**Date:** 2000

**Produced By:** Midtown Neighborhood Association

**Type:** Neighborhood Strategic Plan 12

**Document Length:** 51 pages plus appendix

**Synopsis:** This Plan was formed through means of an extensive community and stakeholder participation strategy, assistance from a community planner from America's Outdoors and the National Park Service, KABaillargeon Co., and leadership from MTNA. The SWOT analysis focuses on the following issues: Clean and Green, Youth and Family, Crime and Safety, Housing, Business Development, and Economic Development. For each major issue a goal(s), objectives, methods, a time frame, outcomes, potential funding sources, and potential partners are outlined.

**Key Elements:**

1) *Relationship to other studies:*

The SWOT analysis is taken directly from the 1996 NSP, without the inclusion of government services and empowerment and communication (elements are included within the other categories).

2) *Goals and objectives:*

Green and Clean – Enhance existing physical environment

- Develop resident-driven community friendly land use plan
- Adopt annual green and clean plan
- Develop streetscape plan
- Develop Public Service Action Plan
- Establish Cluster Clubs

Youth and Family – Support youth and families in the Midtown Community

- Provide resource and referral to families in need
- Establish youth entrepreneurship and employment opportunities
- Create opportunities for families to engage in positive activities and safe places

Crime and Safety – Create a safe community for residents, businesses, and visitors

- Decrease crime
- Coordinate Youth Leadership Council
- Facilitate youth employment opportunities
- Work collaboratively with area schools

Crime and Safety – Empower stakeholders to proactively address crime and safety concerns

- Connect area stakeholders with resources

Crime and Safety – Counteract negative perceptions of the neighborhood

- Market strengths and positives of the neighborhood

Housing – Improve the quality and quantity of the housing stock

- Support existing homeowners who need to maintain and improve their properties
- Build new infill housing
- Strengthen the neighborhood through increased home ownership

Business Development – Increase capacity of local businesses

- Connect residents with employment opportunities
- Connect residents with training opportunities

Business Development – Create employment opportunities for Midtown residents

- Connect residents with employment opportunities
- Connect residents with training opportunities

Economic Development – Promote an awareness of the assets and development opportunities

- Develop a comprehensive marketing strategy and identify marketing tools

Economic Development – Create an atmosphere of pride and progress

- Improve building facades
- Improve identification of the area
- Remove blighted properties

Economic Development – Strengthen neighborhood economic stability

- Increase goods and services available locally
- Position the MTNA for an active role in real estate development activities
- Increase staff members understanding of property ownership
- Develop mutual respect and working relationships with elected officials and department heads
- Increase MTNA's financial capacity to undertake future development activities
- Active involvement of MTNA in development activities

Economic Development – Facilitate resident driven planning

- Provide a forum for public comment on proposed developments
- Provide stakeholders with current demographic and retail spending data
- Provide a forum for planning

### 3) *Description of data:*

Data Analysis, Non Profit Center of Milwaukee, 1999

UWM Center for Urban Initiatives and Research: Neighborhood Assets Mix Inventory

*North Avenue, Walnut Street, Vliet Street, An Analysis of Development Potential in Three Commercial Corridors*, Randy Roth, 1997

4) *Relationship to national trends and models:*

N/A

5) *Key physical features:*

12 public and private schools

Approximately 60 businesses including a large supermarket

19 churches of various denominations

Neighborhood adjacent to Johnson Park

Neighborhood contains 3 large greenspaces (2 county parks/1 community-maintained)

City Homes

Adjacent to Downtown on the east

6) *Public participation process and results:*

12 planning meeting with various stakeholder groups

Presentations at community meetings

Forums and meetings of the local business association

Three distinct surveys (sent home with students, available during planning sessions, door-to-door)

Ratification meeting

Summary results from the strategic planning survey include:

*Most important area in developing the community (top three responses):*

42% Better housing

39% More shopping opportunities

29% Youth activities

*Regarding crime and safety what would you like to increase? (top three responses)*

74% Other (Employment)

72% Other (Education)

68% More block clubs

*Adequacy of housing stock:*

62% Inadequate

26% Adequate

12% Don't know

*Unavailable shopping opportunities:*

Higher quality grocery stores, entertainment, clothing/shoe stores, video rental

*Where should housing/shopping development be concentrated?*

Housing: Near City Homes

Commercial: Sentry lot, Walnut/Lisbon, Vliet, North

*Services used (top three responses):*

68% Other (No services used)

## FOND DU LAC AND NORTH NEIGHBORHOOD COMPREHENSIVE PLAN

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28% Other (Gas Company)  
21% W-2 Agency

74% of respondents indicated that they were satisfied with services they accessed

78% indicated that they were aware of Block Clubs, but only 9% were actively involved in one

17% indicated that they had an interest in community gardening and additional green space

### Other citizen input:

Residents would like to see more retail outlets in the neighborhood

Vacant lots: like to see clean, safe 'tot-lots' and lighted off-street parking

More transportation options

Unhappy with night parking permit rules

More neighborhood schools with a staff and curriculum that reflect the ethnic and multi-culture nature of the neighborhood

Increase in owner-occupied housing

### 7) *Critical recommendations:*

These recommendations are described in the objectives above.

### 8) *Implementation strategy:*

For each objective, at least one specific method of achieving it is described. Potential funding sources and partners are also listed.

# FOND DU LAC AND NORTH NEIGHBORHOOD COMPREHENSIVE PLAN

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**Document:** United Community Area 4: Neighborhood Strategic Plan 2001-2005

**Date:** 1999

**Produced By:** Community Enterprise of Greater Milwaukee

**Type:** Neighborhood Strategic Plan

**Document Length:** 75 pages

**Synopsis:** This plan is for NSP Area 4: bounded roughly by W. Locust Street to the south, W. Hampton Street to the north, Interstate 43 to the east and 35<sup>th</sup> Street to the west. Stakeholders serving on issues committees were asked to critically review what the neighborhood has to offer and what resources are lacking. A simplifies Strengths, Weaknesses, Opportunities and Threats (SWOT). The plan used the SWOT to develop potential strategies for improvement in the quality of live for United Community Stakeholders. The plan is segmented into seven neighborhood issues: Crime and Safety, Economic Development, Health, Youth, Elderly, Environment, and Housing. Each section includes goals, discussion of issues, implementation, Action Strategy, Monitoring and Evaluation strategies, and relevant data sets.

## **Key Elements:**

### 1) *Relationship to other studies:*

Relies on data and findings from previous NSP.

### 2) *Goals and objectives:*

Increase Employment of area residents by 2%

- 2 new business developments
- 2 business expansions
- 4 loans to businesses
- establish TIN of BID
- Increase economic development awareness
- Large Impact Development (LIND)
- Establish CDC

Affordable, well maintained housing for the neighborhood

- Rehabilitate 30 homes
- New construction
- Home buying counseling
- Create owner incentives to home ownership
- Increase owner occupancy

Reduce crime in the area by 2%

- Increase block clubs and establish neighborhood patrols
- Increase police presence
- Establish safe places
- Monitor ex-offender population



## FOND DU LAC AND NORTH NEIGHBORHOOD COMPREHENSIVE PLAN

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- Increase stakeholder awareness of crime prevention

Provide Opportunities for positive growth and development of United Community Youth

- Increase number of youth recreation/safe places across the planning area
- Provide pregnancy prevention/abstinence programs
- Provide mentoring and tutoring programs
- Provide youth with athletic leagues
- Develop family resource centers across the planning area

Provide opportunities for the longevity and healthful maintenance of the frail elderly in United Community

- Increase access to in-home healthcare
- Increase information to elderly homeowners related to home up keep and maintenance
- Development of eldercare or elder match programs between elderly and community volunteers.

To have clean welcoming streets, alleys, vacant properties and lots

- Allow stakeholder ownership
- Keep stakeholders abreast of City codes
- Acknowledge stakeholders for their effort

### 3) *Description of data:*

Applied Geographic Solutions (based on 1990 U.S. Census and other data)

Demographic projections.

National Decision Systems: employment data

Nonprofit center of Greater Milwaukee: employment data, retail activity, housing characteristics, crime statistics

### 4) *Relationship to national trends and models:*

N/A

### 5) *Key physical features:*

No physical features described in detail

### 6) *Public participation process and results:*

Neighborhood conditions survey

Random telephone survey of 50 residents

In person surveys at various locations within the planning area

Issues committees were formed for each of the above mentioned critical issues

Public meetings

7) *Critical recommendations:*

These recommendations are described in the objectives above.

8) *Implementation strategy:*

For each objective, at least one method for achieving it is described as well as a time frame and potential funding sources and implementers.

# FOND DU LAC AND NORTH NEIGHBORHOOD COMPREHENSIVE PLAN

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**Document:** NSP Area 11: Washington Park and Walnut Hill Neighborhood Strategic Plan

**Date:** 1999

**Produced By:** Lisbon Avenue Neighborhood Development (LAND) prepared the plan with assistance from Mosely Associates 2000, Non-Profit Center of Milwaukee, and UWM, School of Architecture and Urban Planning.

**Type:** Neighborhood Strategic Plan

**Document Length:** 32 pages + Appendix

**Synopsis:** This plan is for NSP Area 11: Washington Park and Walnut Hill bordered by 27<sup>th</sup> Street to the east, 47<sup>th</sup> Street to the west, North Ave. to the north and Vliet Street to the south. Previous NSP objectives were evaluated and new objectives were determined. Attention was paid to strategic issues facing the community including: unemployment, lack of viable businesses, crime and safety, youth services and education, housing and neighborhood beautification.

## **Key Elements:**

### 1) *Relationship to other studies:*

Relies on data and findings from previous NSP.

### 2) *Goals and objectives:*

#### **General Goals:**

- Increasing resident involvement
- Providing stakeholders with the information they need to make informed, educated decisions about their neighborhoods
- Focusing on realistic short and long term development goals

#### **Neighborhood Safety Goals:**

##### **#1 Reduce Crime in the Neighborhood**

- Identify and eliminate 50 crime spots per year.
- Deter 50 children per year from becoming involved in gang related activity.
- Increase communication, collaboration and cooperation between neighborhood residents, the Milwaukee Police Department, community organizations, churches, businesses and other stakeholders interested in neighborhood safety.

#### **Housing and Physical Environment Goals:**

##### **#1 Increase home ownership in NSP Area 11**

- Ensure at least 50% of the housing sales in the neighborhood are owner occupants.
- Identify a targeted area for housing rehabilitation and construction. The targeted area should be adjacent to an area of intensified economic activity.

## FOND DU LAC AND NORTH NEIGHBORHOOD COMPREHENSIVE PLAN

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- Rehab at least 7 homes in the target area per year. Construct at least 3 homes in the target area per year.

### #2 Beautify the vacant lots within NSP Area 11

- Landscape 5% of the lots that are not eligible for housing construction of “adjacent owner purchase”
- Sell 20% of the lots that area eligible for “adjacent owner purchase” to homeowners.

### #3 Increase resident responsibility for the beautification of the neighborhood.

- Educate 30 residents per year on their rights and responsibilities to the neighborhood
- Initiate a campaign to increase resident beautification efforts.

### **Youth Education and Services Goals:**

#### #1 Increase the educational attainment of youth in NSP Area 11

- Provide tutoring and mentoring services to 200 neighborhood youth.
- Enhance the social, cultural and life skills training of neighborhood youth.
- Improve the capability of young adults to survive in a global economy.
- Create in collaboration with business, educational institutions, community service clubs, financial institutions and interested entrepreneurs and your entrepreneurship initiative which teaches business startup and management skills.
- Provide 100 youth with on-the-job training and internship opportunities in skilled trades and other areas of growth.

### **Economic and Business Development Goals:**

#### #1 Increase the economic opportunities of residents by increasing access to education, training and employment.

- Provide education and training services to 100 residents in need of job preparation.
- Provide 100 residents with job placement services, providing access to family-sustaining wage jobs.
- Partner with government, community based organizations, W-2 agencies, schools and financial institutions to develop strategies that encourage more employment opportunities within the City of Milwaukee.

#### #2 Increase resident opportunities for self-employment.

- Provide technical assistance to 30 entrepreneurs.

#### #3 Develop a strategy to open the three commercial strips (Lisbon Ave, North Ave, and Vleit St.) to large and small businesses.

- Identify property on three commercial strips that can be developed for business activity.
- Acquire property on three commercial strips for potential rehabilitation.
- Partner with financial institutions
- Identify businesses to be relocated in redevelopment property.

#### #4 Market the three commercial strips for development in a manner that attracts small and large businesses.

## FOND DU LAC AND NORTH NEIGHBORHOOD COMPREHENSIVE PLAN

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- Develop a market analysis that utilized strategies for marketing the area.

#5 Concentrate the above economic and business development strategies in a single target impact area.

- Designate a Target Impact Area on one of the three commercial strips
- Concentrate 50% of the economic development initiatives and resources into that Target Impact Area.

### **Community Education Goals:**

#1 Increase the educational attainment level of adult and child residents of NSP Area 11

- Assist 100 residents in attaining their GED's or High School Equivalency.

#2 Provide area residents with training that encourages family growth and well-being

- Provide 100 residents with parenting, life skills and health classes.

#3 Encourage resident responsibility for the community they live in.

- Train 100 residents to take control of their area through community leadership.

### 3) *Description of data:*

UWM School of Architecture and Urban Planning: Land Use Plan and Commercial Revitalization Plan

U.S. Census Bureau/Nonprofit Center of Milwaukee, Dun and Bradstreet, National Decision systems: Neighborhood Analysis

Applied Geographic Solutions, the nonprofit Center of Milwaukee , 1990 census and UWM Employment and Training Center: Demographic and Economic profile Claritas and Bamberg-Hadley: Trade Area Retail Sales (built from American Business Information files)

Non-Profit Center of Milwaukee and Claritas and Bamberg-Hadley: Primary Trade Area Consumer Expenditures

Claritas and Bamberg-Hadley: Retail Potential Versus Sales

### 4) *Relationship to national trends and models:*

N/A

### 5) *Key physical features:*

Three commercial districts

Other key physical features not described in detail

### 6) *Public participation process and results:*

Resident stakeholders could participate minimally through input in surveys, or extensively in planning meetings.

Two planning meetings were held, 200 surveys were collected, one ratification meeting was scheduled for mid-February.

The methods that LAND used to generate public involvement included:

## FOND DU LAC AND NORTH NEIGHBORHOOD COMPREHENSIVE PLAN

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- Working within the current citizen participation network – LAND had access to a group of committed residents through its community organizing activities, including block clubs and neighborhood issue committees.
- Using available neighborhood partners – LAND staff partnered with community churches, businesses and schools to involve residents in the planning process.
- Making the process understandable to residents – Residents were courted into participating in a number of ways including one on one conversations, informative mailings and newsletters.

7) *Critical recommendations:*

These recommendations are described in the objectives above.

8) *Implementation strategy:*

For each objective, at least one Action Step for achieving it is described.

# FOND DU LAC AND NORTH NEIGHBORHOOD COMPREHENSIVE PLAN

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**Document:** 30<sup>th</sup> Street Industrial Corridor: Market Analysis & Master Plan

**Date:** 1995

**Produced By:** 30<sup>th</sup> Street Industrial Corridor Corporation

**Type:** Market Analysis and Master Plan

**Document Length:** 84 pages

**Synopsis:** A market analysis and master plan that discusses 1) national and regional trends affecting the economy, 2) property values and conditions, 3) target markets that include existing businesses, growth industries and potential target industries for business attraction, 4) market conditions that impact locating in the 30<sup>th</sup> Street Industrial Corridor, and 5) creation of a master plan that incorporates transportation, land use and neighborhoods.

**Key Elements:**

1) *Relationship to other studies:*

Uses census data, assessed property values provided by the City of Milwaukee.

2) *Goals and objectives:*

To develop a vision, master plan and revitalization strategies for the 30<sup>th</sup> Street Industrial Corridor.

Market research

1. Identify industry targets for business attraction
2. Identify market assets and issues that impact business recruitment and retention
3. Provide case studies of comparable and competitive projects

Master plan

1. Identify transportation improvements
2. Define neighborhood settings for redevelopment
3. Identify future land use opportunities

3) *Description of data:*

- Available properties for lease
- Property characteristics
- Marketing assets and issues
- Demographics
- Employment
- Neighborhood development plans

4) *Relationship to national trends and models:*

## FOND DU LAC AND NORTH NEIGHBORHOOD COMPREHENSIVE PLAN

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- National trends, such as the growth of the service sector and arrival of high technology industry impacts the businesses located in the 30<sup>th</sup> Street Industrial Corridor.
- National statistics demonstrate that existing businesses provide the greatest opportunity for job creation.

5) *Key physical features:*

- Soo Transit-CP Rail track from Highland Boulevard to Silver Spring Road from 27<sup>th</sup> Street to 35<sup>th</sup> Street.
- Highland Park Corporate Campus – Miller Brewing to Vliet Street
- Brewery Line Greenbelt – Vliet to Garfield
- Triangle Neighborhood – Garfield to Townsend
- Capitol Industrial Park – Townsend to Capitol
- North Milwaukee Industrial District – Courtland to Silver Spring: Sherman to Green Bay)

6) *Public participation process and results:*

Interviews with neighborhood associations, local businesses

7) *Critical recommendations:*

Key issues include:

- Perceived or actual high crime rates/security costs
- Negative neighborhood appearance affects company image
- Low workforce skill levels and reliability
- Limited space for large development projects
- Aging, environmentally questionable facilities and infrastructure
- Public process too time consuming

Key recommendations focus on these industrial neighborhoods:

- Highland Corporate Campus
- Brewery Line Greenbelt
- Triangle Neighborhood and Triangle Commerce Center
- Capital Industrial Park
- North Milwaukee Industrial District

8) *Implementation strategy:*

Neighborhood plan action steps are provided for each industrial neighborhood listed above.



## FOND DU LAC AND NORTH NEIGHBORHOOD COMPREHENSIVE PLAN

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**Document:** 30<sup>th</sup> Street Industrial Corridor: Draft Implementation Plan

**Date:** 1995

**Produced By:** 30<sup>th</sup> Street Industrial Corridor Corporation

**Type:** Implementation plan

**Document Length:** 40 pages

**Synopsis:** An implementation plan that provides the guidelines for implementing the master plan created for the 30<sup>th</sup> Street Industrial Corridor. The strategy focuses on 1) communicating the vision to constituents and partners, 2) identification of redevelopment goals, 3) creation of committees to implement redevelopment goals, and 4) potential funding strategies.

**Key Elements:**

1) *Relationship to other studies:*

Is the resource to be used to implement 30<sup>th</sup> Street Industrial Corridor Master Plan

2) *Goals and objectives:*

- Crime reduction/increased security
- Reduced project approval time requirements
- Physical image enhancement
- Residential district improvements
- Strategic land assembly to allow for larger development projects
- New business recruitment and development
- Building redevelopment
- Environmental solutions
- Existing business assessment and assistance programs
- Corridor workforce development

3) *Description of data:*

30<sup>th</sup> Street Industrial Corridor Master Plan

4) *Relationship to national trends and models:*

N/A

5) *Key physical features:*

- Soo Transit-CP Rail track from Highland Boulevard to Silver Spring Road from 27<sup>th</sup> Street to 35<sup>th</sup> Street.

6) *Public participation process and results:*

Implementation includes creation of a partnership committee that includes neighborhood groups/community organizations.

### 7) *Critical recommendations:*

#### Key recommendations for implementation:

- Creation or identification of a lead organization in each industrial neighborhood: Highland Corporate Campus, Brewery Line Greenbelt, Triangle Neighborhood and Triangle Commerce Center, Capital Industrial Park and North Milwaukee Industrial District.
- Communicate vision of master plan to 30<sup>th</sup> Street Corridor to constituents and partners
- Creation of program and management committees within the 30<sup>th</sup> Street Industrial Corridor Corporation
  - Partnership Committee
  - Triangle Park Development Committee
  - Property Redevelopment Committee
  - Business Assistance & Financing Committee
  - Workforce Development Committee
  - Fund Raising Committee
  - Executive Committee
- Division of redevelopment goals among the committees
  - Partnership Committee (Goals #1,2, 3 & 4)
  - Triangle Park Committee (Goals # 5 & 6)
  - Property Redevelopment Committee (Goals # 7 & 8)
  - Business Assistance & Financing (Goal # 9)
  - Workforce Development Committee (Goal # 10)
- Develop financial strategies
  - Tax incremental financing district
  - Community Development Authority (CDA) or Redevelopment Authority (RDA) lease revenue bonds
  - B Bonds
  - Business improvement district
  - General obligation financing
  - State funding

### 8) *Implementation strategy:*

Listed in recommendations.

# FOND DU LAC AND NORTH NEIGHBORHOOD COMPREHENSIVE PLAN

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**Document: Fond du Lac and North Ave. Corridor  
Surviving Street Reconstruction: Resource Team Report**

**Date:** February 19-21, 2001

**Produced By:** National Main Street Center and State of Wisconsin –Bureau of Downtown Development

**Type:** Resource Team Report recommendations

**Document Length:** 49 pages

**Synopsis:** A Neighborhood Main Street Center (NMSC) Resource Team, comprised of four commercial district revitalization professionals, visited the Fond du Lac and North Ave. commercial district. The principal objective was to formulate strategies for the corridor stakeholders and the City of Milwaukee to work in partnership on implementing mitigation measures to lessen the negative impacts of the upcoming street reconstruction project. Key recommendations included: organize a Fond du Lac/ North Avenue Corridor Street Reconstruction Task Force; Hire a Task Force “Ombudsman”; Undertake comprehensive marketing and promotional strategies; Protection and interpretation of historic resources; and Undertake more business development activities.

The report includes:

- Marketing, promotional and project management strategies, with a Draft Task Force Action Plan Outline and Draft Task Force Member, Ombudsman Job Descriptions, and a sample Reconstruction Survival Kit.
- Historic Resource Assessment, highlighting several significant buildings
- Business Assistance Summaries. Thirteen businesses were offered tailored business development assistance. The in-store visits and general issues and concerns are summarized.

**Key Elements:**

1) *Relationship to other studies:*

Review of Fond du Lac/North Aves. street reconstruction drawings, *Historic Resource Inventory as part of the Determination of No Adverse Impact Report.*

2) *Goals and objectives:*

The principal objective was to formulate strategies for the corridor stakeholders and the City of Milwaukee to work in partnership on implementing mitigation measures to lessen the negative impacts of the upcoming street reconstruction project.

Goals and Objectives for the Reconstruction Task Force:

Goals

- To facilitate communications and promote partnerships between corridor stakeholders including business, property owners, government agencies and community groups.

## FOND DU LAC AND NORTH NEIGHBORHOOD COMPREHENSIVE PLAN

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- To keep the local neighborhood informed in advance of and during all phases of the project.
- To formulate long-term revitalization strategies, as the Task Force may transition into a full-fledged commercial district revitalization program, by identifying opportunities to capitalize on improvements and momentum resulting as products of the reconstruction project.

### Objectives

- Develop a central information “hub” for the business community, city of Milwaukee, contractors, community groups and other interested parties to collect, exchange and distribute project information.
- Promote existing and future business and design assistance programs and incentives available to property and business owners.
- Communicate and work cooperatively with property and business owners in efforts to trouble shoot logistical challenges to doing business during the reconstruction period and take action to resolve issues and anticipated problems in advance of the project.
- Develop a public relations strategy that will keep the community – especially the surrounding neighborhood informed during all phase of the project and that will constantly remind the public that “Fond du Lac Avenue is Open for Business”
- Encourage and support promotional activities that convey a positive message and encourage continued patronage of Fond du Lac/ North Avenue business district.

### 3) *Description of data:*

N/A

### 4) *Relationship to national trends and models:*

National Main street revitalization models

### 5) *Key physical features:*

N/A

### 6) *Public participation process and results:*

Public participation includes stakeholder interviews including local business owners and two public meeting. The first public meeting was held on the first day to inform neighborhood business and property owners about current status of the project and to collect and understand concerns from attendees about possible project impacts. The second was held on the third and final day was a preliminary report from the Resource Team on strategies and recommendations

## FOND DU LAC AND NORTH NEIGHBORHOOD COMPREHENSIVE PLAN

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regarding how the Fond du Lac/North Avenue corridor neighborhood can best undertake the street reconstruction survival effort.

7) *Critical recommendations:*

Key recommendations included: organize a Fond du Lac/ North Avenue Corridor Street Reconstruction Task Force; Hire a Task Force "Ombudsman"; Undertake comprehensive marketing and promotional strategies; Protection and interpretation of historic resources; and Undertake more business development activities.

8) *Implementation strategy:*

Time is of the essence. The City should take the necessary action steps to form a Task Force and hire an Ombudsman immediately.

# FOND DU LAC AND NORTH NEIGHBORHOOD COMPREHENSIVE PLAN

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**Document:** Milwaukee Downtown Plan – Executive Summary

**Date:** July 1999

**Produced By:** ANA Associates

**Type:** Plan Summary

**Document Length:** 35 pages

**Synopsis:** Overview and summary of the Downtown Plan for redeveloping downtown Milwaukee.

**Key Elements:**

1) *Relationship to other studies:*

Summary of Milwaukee Downtown Plan and relates to the Milwaukee Downtown Plan: Catalytic Projects.

2) *Goals and objectives:*

**Goal:** Downtown to add value to Milwaukee

**Objectives:**

- Residential Development: to increase the amount and variety of downtown housing
- Destination Entertainment: to expand the number and variety of destination entertainment venues in the downtown
- Balanced Transportation: to provide attractive options for travel within downtown
- Office Prominence: to maintain downtown as the metropolitan area's single largest concentration of office development
- Pedestrian Realm: to make walking attractive, easier, and convenient
- Downtown's Unique Assets: to take maximum advantage of the special features found downtown
- Catalytic Projects: to achieve maximum benefit from major private and public investments

3) *Description of data:*

- Land use
- Neighborhood districts
- Proposed "elements" for each land use
- Parking plan
- Landscape plan
- Street characteristics and sectional types
- Pedestrian walkways and sectional types
- Transit plan

4) *Relationship to national trends and models:*

Downtown redevelopment

5) *Key physical features:*

- Streetscaping illustrations
- Public market redevelopment option
- Pedestrian pathways
- Transit connector
- Riverwalk & lakefront connections
- Two-way street recommendations and illustrations

6) *Public participation process and results:*

Three month Visual preference survey, public workshops and community meetings provided direction for recommendations.

7) *Critical recommendations:*

- Increase housing stock in downtown by 13,000 over 24 years (500 per year).
- Create mixed-use and retail elements.
- Increase office development in downtown combined with the “Park Once” concept.
- Link mixed-use parking structures with transit stops and activity generators through a way-finding system and Park Once concept.
- Green downtown streets.
- Make all streets pedestrian friendly with a network of street types.
- Implement downtown trolley system.
- Catalytic projects:
  1. West and East Wisconsin revitalization
  2. Third Ward public market district
  3. Park East development
  4. Transit connector
  5. Park Once
  6. Riverwalk completion
  7. Lakefront connections
  8. Two-way streets
  9. W. Kilbourn Avenue streetscape improvements
  10. City Hall Square intersection
  11. Pabst Brewery complex
  12. Train Station/Post Office mixed-use project
  13. MacArthur Square

8) *Implementation strategy:*

Three parts:

- adoption and dissemination – influence private sector decisions regarding development
- regulatory review – update City zoning and other land use regulations
- pursuit of the catalytic projects

**Document:** Milwaukee Downtown Plan: Catalytic Projects

**Date:** July 1999

**Produced By:** ANA Associates

**Type:** Downtown Plan Recommendations

**Document Length:** 55 pages

**Synopsis:** Report includes summaries and detailed explanations of the catalytic projects, including "after" images and diagrams. There are 13 catalytic projects, the first 10 are phase one projects – continuing or short-term priorities and three are phase two projects – contingency sites that may become available in the next two years.

**Key Elements:**

1) *Relationship to other studies:*

Milwaukee Downtown Plan and Plan Executive Summary

2) *Goals and objectives:*

Projects that will implement key aspects of the Milwaukee Downtown Plan and spur activity, investment and redevelopment.

3) *Description of data:*

Illustrations and diagrams depicting each site and design recommendation.

4) *Relationship to national trends and models:*

- Downtown redevelopment
- Streetscaping
- Parking and transit
- Street design.

5) *Key physical features:*

- Streetscaping illustrations
- Public market redevelopment option
- Pedestrian pathways
- Transit connector
- Riverwalk & lakefront connections
- Two-way street recommendations and illustrations

6) *Public participation process and results:*

Three month Visual preference survey, public workshops and community meetings provided direction for recommendations.



## 7) *Critical recommendations: CATALYTIC PROJECTS*

### **Phase I – Mixed Use Sites**

1. West and East Wisconsin revitalization
  - Sidewalk and crosswalk enhancements
  - Street trees
  - Pedestrian lighting
  - Street furniture
  - Ground floor enhancement of Grand Avenue
2. Third Ward public market district
  - Public market
3. Park East development
  1. Replacement of the elevated freeway
  2. Mixed-use residential development
  3. Entertainment complex
  4. Public square
  5. Hotel
  6. Parking structure
  7. Transit transfer building
  8. Streetscape enhancements
  9. Mixed-use riverfront buildings

### **Phase I – Access and Public Realm**

1. Transit connector: The Downtown Trolley
2. Park Once
  - Managed system of street signage, parking deck signage and transit system
3. Riverwalk completion
4. Lakefront pedestrian connections
5. Two-way streets – convert as many one-way streets to two-way as possible
6. W. Kilbourn Avenue streetscape improvements
  - Create civic street which connects City Hall to the County Courthouse
7. City Hall Square intersection
  - Intersection paving
  - Landscaping

### **Phase II – Contingency Projects**

1. Pabst Brewery Adaptive Reuse
2. Train Station/Post Office mixed-use project
3. MacArthur Square

## 8) *Implementation strategy:*

Continue efforts which have already begun and initiate the Phase I projects.

## FOND DU LAC AND NORTH NEIGHBORHOOD COMPREHENSIVE PLAN

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**Document:** 1999 Annual Report, Milwaukee Tax Incremental Finance Districts

**Date:** May 2000

**Produced By:** Department of City Development, City of Milwaukee

**Type:** Annual report

**Document Length:** 34 pages

**Synopsis:** An annual report on the status of the City of Milwaukee's tax incremental finance districts that describes 1) project accomplishments in each district, 2) estimated close-out year for each district, and 3) incremental revenue generated from each active district.

### **Key Elements:**

- 1) *Relationship to other studies:*  
Uses property values provided by the City of Milwaukee.
- 2) *Goals and objectives:*  
To be used as a resource for tax incremental finance districts in Milwaukee.
- 3) *Description of data:*
  - Incremental property value
  - Project and future costs
  - Closed-out districts
  - Revenue collected
- 4) *Relationship to national trends and models:*  
  
N/A
- 5) *Key physical features:*
  - TID No.15 – Steeltech located at N. 27<sup>th</sup> Street and North Avenue
  - TID No. 16 – Genesis Park located at North Avenue and Teutonia Avenue
  - TID No. 21- North Avenue Commerce Center is located east of Steeltech on North Avenue and N. 27<sup>th</sup> Street
  - TID No. 28 – City Homes located on N. 21<sup>st</sup> Street and Walnut Street
  - TID No. 18- New Covenant Housing Corp. is located between N. 36<sup>th</sup> Street and N. 40<sup>th</sup> Street
- 6) *Public participation process and results:*  
No public meetings
- 7) *Critical recommendations:*  
N/A
- 8) *Implementation strategy:*  
N/A

# FOND DU LAC AND NORTH NEIGHBORHOOD COMPREHENSIVE PLAN

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**Document:** North Avenue, Walnut Street, Vliet Street

**Date:** June, 2001

**Produced By:** North Central YMCA and Mid-Town Neighborhood Association

**Type:** Redevelopment plan for Commercial Corridors

**Document Length:** Two reports including maps and tables

**Synopsis:**

This plan relies on personal interviews, business surveys, and focus group meetings. The study focuses on Land Use, Building Conditions, Urban Design and Concerns, Traffic Circulation, Parking, Environmental Conditions, Socioeconomic and Demographic Overview, Market Analysis, Potential Retail Opportunities. The study includes Recommendations for improvements, Funding Sources and Techniques

**Key Elements:**

1) *Relationship to other studies:*

The review of this area was relied on the businesses survey, personal interviews and focus group meetings.

2) *Goals and objectives:*

The major goal for this project was to develop a redevelopment plans with the plan's funding and recommendations.

Individual Interviews:

- Majority of individuals characterized public transportation is good but parking is fair.
- Greenspace/landscape and variety of retail uses are poor.
- Commercial corridors offer redevelopment potential.

Businesses survey:

- Twenty-six businesses completed the survey.
- These commercial corridors are primarily supported by the surrounding neighborhoods.
- Majority of the businesses indicated their businesses had either improved or stayed the same.
- 75% of businesses indicated they would not move from the area.
- Improve public safety is the number one issue
- Make business financing available.
- Expand entertainment, recreational and cultural facilities.
- The second most listed item is more family style restaurants, better parking and light industrial businesses.

Focus Groups:

Problems or concerns:

- Public safety is the number one concern.
- Perception of area as unsafe and a poor place of doing business

## FOND DU LAC AND NORTH NEIGHBORHOOD COMPREHENSIVE PLAN

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- Lack of resident purchasing power.
- Lack of parking.
- High unemployment/lack of jobs.
- Poor quality of goods and services.
- Too much vacant land.

### Projects to be undertaken:

- Increase police protection.
- Gang reduction activity.
- Attraction of new retail chains.
- New restaurant, daycare, recreation/education facilities.
- Review of the creation of a business improvement district.
- Social center for seniors and youth.

### Major assets and advantages:

- Near downtown and the freeway system.
- The population density.
- Residential development projects like City Homes and Habitat for Humanity.

### Planning and Design Analysis:

This plan includes summary and maps of:

- Existing land use
- Zoning
- Building Conditions
- Existing projects and proposals
- Traffic circulation
- Parking
- Urban design
- Environmental conditions

### Socioeconomic and Demographic Overview:

- Report provides info regarding the pertinent socioeconomic, demographic and safety characteristics and trends between 1995 and 2000.

### Market Analysis:

- Report summarizes the market potential and opportunities.

### Plan Recommendations:

- Based through the outreach, planning process and input from Mid Town and YMCA staff.
- Enhancing the three corridors as healthy business districts.
- Implementation
- Discussion regarding schedule and funding sources.

### 3) *Description of data:*

U.S. Bureau of the Census.  
Bureau of Labor Statistics.  
Urban Decision Systems.

## FOND DU LAC AND NORTH NEIGHBORHOOD COMPREHENSIVE PLAN

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Mid-Town Neighborhood Strategic Plan.  
YMCA Neighborhood Strategic Plan.  
City of Milwaukee.  
National Research Bureau.  
Fire and Police Commission Annual Report

4) *Relationship to national trends and models:*

Four focus group meetings, two resident-based meeting, two business-based meetings. Individual and businesses surveys.

5) *Key physical features:*

Listed in the report

6) *Public participation process and results:*

Listed in # 4

7) *Critical recommendations:*

These recommendations are described in the report

8) *Implementation strategy:*

Each objective is listed and described in the report.