3.0 NEIGHBORHOOD LAND USE POLICIES AND STRATEGIES

3.1 OVERALL LAND USE POLICIES AND STRATEGIES

Overall goal: The Neighborhood Land Use Strategy is intended to reinforce and re-assert traditional patterns of development characteristic of older Milwaukee neighborhoods. These patterns relate the public and private realms, the layout of streets and blocks, the physical character of sites and buildings, and those tangible and “intangible” elements that create a sense of place. Where neighborhood character has been eroded, new development or redevelopment should return these areas to an improved state of health and well being, and in so doing, restore a sense of belonging and a sense of place.

This chapter was prepared by the Department of City Development.

A. Use Policies

- Traditional neighborhood use patterns should be preserved and adapted to changes in households, markets, lifestyles, etc.
- For reuse or redevelopment proposals affecting one or more parcels, the original use of a property is generally preferred to a change in use.
- Non-conforming uses and/or structures may remain if the use remains economically viable, if the structure is maintained in good condition, and if it is not detrimental to surrounding properties. The review process should include public input asserting that non-conforming uses and/or structures continue to make a positive contribution to the neighborhood.

B. Form Policies

- For new construction or redevelopment projects that are essentially infill or building replacement, do not make radical departures from the existing land use pattern (building types, densities, and typical building characteristics such as massing, height, envelope
and placement). For larger scale redevelopment projects (several blocks or more), a pattern of streets, blocks and buildings that is compatible with the surrounding blocks. Transitions should be provided to reduce conflicts between the existing neighborhood and new construction.

- Preserve the overall neighborhood character as compact, interconnected and walkable. New development or redevelopment should adhere to traditional neighborhood building patterns and densities.
- Make walking safe, attractive, and convenient.
  1. Maintain and extend the street and block system. Avoid eliminating the street grid for the creation of superblocks.
  2. Maintain alleys where they exist. Use as access to rear and side parking.
  3. Maintain a continuous “up to the sidewalk” pedestrian-friendly street frontage in areas where there is heavy pedestrian traffic (commercial districts, for example).
  4. Locate buildings so they sharply define street edges and pedestrian walkways, as well as fit the surrounding context.
  5. Place buildings such that they create a walkable proximity of residences to workplaces, services and shopping.
  6. Maintain and extend pedestrian connections (sidewalks for example) so that pedestrians are not required to use streets and driveways to arrive at entrances to buildings.
  7. Blank walls next to the street or sidewalk are strongly discouraged.
- Place buildings and site elements in a way that creates a strong visual/physical relationship between the public and private realm, and supports good urban design.
- Minimize conflict between uses by creating buffers or transitions. A gradual change in use can be achieved by transitions in intensity of use, building typology or design (scale, massing, height and area). An abrupt change in use can be mitigated by placement of a landscape buffer.
- Minimize the intrusion of automobiles into that part of the public realm reserved for pedestrians and open space activities, i.e. sidewalks, parks and other pedestrian walkways.
- Strongly encourage contextual design, i.e. design that is sympathetic to, and compatible with its surroundings. In older post-WWII neighborhoods in particular, design new and rehabbed structures to fit traditional neighborhood patterns of building.
  1. New construction should follow the architectural “pattern language” of the existing neighborhood with regard to massing, scale, height,
materials, detailing and articulation, roof pitch, windows, etc.

2 For rehab or additions, maintain the historic character of buildings wherever possible. For larger redevelopment project areas, maintain historic sites and districts wherever possible.

C. Redevelopment Strategies

- Target resources as needed to preserve neighborhoods.
  1 Build on existing assets and expand upon recent investments.
  2 Identify and enhance places of special significance to the community through community-based initiatives such as “Milwaukee Makes Place.”
  3 Establish Neighborhood Conservation Districts as a way of helping special districts establish and maintain their own urban, architectural and landscape character.
  4 Reinforce the character and purpose of special districts with unique or “signature” design features. For example, a cultural and entertainment district might have street art, custom benches or shelters, designer walls, parks or streetscape, seasonal indoor/outdoor cafes, etc.
- Develop catalytic projects to spur large-scale investment, leverage resources, maximize assets, and enhance the identity of important districts and corridors throughout the city.
- In land use decisions requiring public support, new taxable uses are preferred over new non-taxable uses, unless a strong case can be made that the non-taxable use supports the surrounding tax base or spurs economic development.
- Assemble land for public purposes such as neighborhood improvement, redevelopment, open space and public amenities, and long-term reinvestment. It is a longstanding policy of the City to offer vacant lots for sale to adjacent owners, except when there is a greater priority for the land, such as creating infill development that adds to the tax base, or land assembly for a project that will benefit quality of life in the surrounding neighborhood.
- Consider historic buildings, sites and districts as valuable irreplaceable assets to be used as key pieces of larger redevelopment efforts.
  1 Exercise architectural “best practices” in adapting historic buildings for modern reuse.
  2 For rehab or additions, maintain the historic character of the existing building whenever possible.
  3 Follow U.S. Department of Interior guidelines for restoration or repair of buildings in National Register and Local Landmark Districts.
  4 Perform regular property
condition reports or surveys for historic properties. Prevent the kind of deferred maintenance that leads to eventual demolition by neglect.

5 Historic buildings (sites and districts) should be designated and protected so their eventual redevelopment potential can be realized.

- Permit selective demolition of structures that act as a blighting influence on the neighborhood, or can no longer be restored to contribute to the surrounding area.
- For all new development and redevelopment projects, minimize parking as a component of the overall use or mix of uses.
- To create safer neighborhoods, employ Crime Prevention through Environmental Design (CPTED) strategies in all new development and redevelopment projects.

1 Maintain good visibility and sightlines between buildings and their surroundings. The standard or target should be that all parts of the building site are visible from the building.

2 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.

3 Avoid security measures that send a message that the area is unsafe and should be avoided; e.g. steel grates and roll-down shutters, fences topped with barbed or concertina wire, threatening signs, etc.

4 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, un Kempet vacant lots, illegally parked or abandoned cars, etc.

3.2 RESIDENTIAL LAND USE POLICIES AND STRATEGIES

The following residential policies address: (1) land use compatibility; (2) design for the redevelopment, rehabilitation and preservation of existing housing stock; and (3) the development of new residences to increase owner-occupancy throughout the neighborhood.

Overall goal: Increase quality and diversity of housing types that build upon the character and scale of the neighborhood. Design of new structures (or rehab of existing structures) should reinforce and build upon the traditional
development patterns and existing assets of this neighborhood.

A. Use Policies

Building Types and Mix

- Throughout the neighborhood, create housing options that accommodate a diversity of households and incomes (single family, duplex, and multi-family).
- Blend additional rental units into single-family owner-occupied areas in the form of smaller scale granny flats, attic and over-the-garage apartments for which an owner occupant is responsible.
- On commercial corridors, encourage live/work units and mixed-use buildings that place apartments and condominiums above commercial storefronts.
- On commercial corridors and in mixed-use areas, vary building types to include single-family homes (attached or zero lot line), granny flats, row houses, townhouses, duplexes, multi-family condominiums or apartments.
- Create a gradual transition in scale from single-family houses and duplexes in residential areas to multi-unit buildings in mixed-use or commercial areas.
- Encourage building types that support a sense of individual ownership and responsibility (e.g., townhouses that have individual street frontage, balconies and separate courtyard entrances define individual space in a way that common corridor apartments do not).
- Discourage and gradually eliminate incompatible land uses located within residential neighborhoods. Where a neighborhood association or non-profit has the financial resources, prioritize replacing such uses with residential use to strengthen the surrounding neighborhood.
- Discourage uses that serve or house transient populations in close proximity to residential areas, particularly areas that are predominantly single-family and duplex, or any area where children are
likely to play unsupervised.

• Mixed uses or special uses can be incorporated within predominantly residential areas, provided they are not detrimental to surrounding property values and provided they contribute to rather than disrupt the traditional pattern of development. For example:

  1. A loft, studio or work-live unit may be combined with all but the most restrictive uses (e.g., single family and duplex uses).

  2. A home office may accompany any residential use, provided there is no impact on building or site (e.g., parking or paved area, signage, noise or lighting) that disturbs the neighbors or varies noticeably from ordinary residential use.

  3. A bed and breakfast establishment may be located in a residential area, provided there is no negative impact on surrounding properties (parking, signage, noise, lighting, etc.).

  4. Where there are existing nonconforming structures and/or uses, maintain or replace them contextually.

  5. Existing commercial uses (small corner groceries, for example) within residential neighborhoods may remain as long as they are economically viable, physically well-maintained, and not detrimental to the neighborhood, e.g., noisy, dirty, or unsightly.

  6. Residential above retail on commercial corridors and residential between intensively developed retail nodes are traditional patterns of development that should be maintained.

**Density and Scale**

• New construction should maintain traditional residential density and scale.

• Two-story (or two-story plus attic) single-family and duplex detached units create the predominant residential pattern for traditional Milwaukee neighborhoods, with multi-family units clustered around commercial corridors. New construction should continue and reinforce this established pattern.

• Throughout the neighborhood, maintain a broad range of dwelling unit densities to allow for a mix of single-family homes, starter homes, townhouses, condominiums and apartments.

• Support a decrease in the number of studios, one-bedroom apartments, and rooming houses in areas with existing high concentrations.

**Location and Adjacency**

• Locate residential land uses to ensure compatibility with adjacent non-residential land uses. Discourage locating single-family structures adjacent to commercial/industrial uses generating excessive noise, traffic, lighting, or other incompatible characteristics.

• Encourage locating medium and high-
density residential categories near commercial areas, “clean” industrial areas, public open spaces, and transit routes.

- Encourage a range of housing types and opportunities in proximity to employment centers to achieve a balance between housing and job opportunities and to ease commuter travel.
- Encourage residential town homes and row houses along commercial corridors in areas where retail and commercial activity as the primary use are no longer supported by the surrounding residential market. Place residential units between intensively developed commercial nodes.

B. Form Policies

Streets and Blocks

- Streets and blocks for new residential subdivisions should follow the established pattern for older Milwaukee neighborhoods—typically 260 feet in width and 600 feet in depth with a 20-foot alley in-between.
- Within predominantly residential neighborhoods, design street cross-sections for a typical 60-foot right-of-way, after the traditional pattern of curb-to-curb pavement widths no greater than 36 feet, on-street parallel parking, and off-street parking to the rear of residential structures with access from the alley.
- Infill development at any scale (subdivision to individual lot) should blend in and reinforce the existing pattern of streets and blocks and subdivision of lots.
- Special street cross-sections such as boulevards, may be used to enhance market appeal for new subdivisions.
- Landscaped greens, squares or “islands” are encouraged as a way to provide additional community commons or open space. These spaces may be managed and maintained by the city, the resident homeowner association or a mutually agreeable combination of both. Depending on ownership and management, they may be public, private or semi-private.
Parcels

• For new subdivision of lots in existing neighborhoods, new or replatted lot sizes should remain close to original platted lot sizes for the neighborhood. In older neighborhoods, lots are typically 30 to 40-foot widths and 120-foot depths. Larger lots for larger single-family homes or duplexes may be allowed as long as they do not exceed the typical lot size for the block by more than 50%. For example, a larger-than-average house on a block of 40-foot lots could be built on a 60-foot lot, provided the house has comparable architectural features and similar side yard setbacks to other houses on the block.

• In older neighborhoods where there is a series of small lots (typically 30-foot lots), allow zero lot line housing with minimal setbacks and yards.

• For infill or new construction, the typical ratio of building size to lot size creates a pattern that should be continued. The placement of buildings on lots and the open space in between buildings also creates a block face pattern (modulation) that should be continued.

• Within a residential district, building characteristics should be similar (for example, building height, building area, architectural style and space between buildings). These characteristics should not vary more than 50%.

• Keep build-to lines or setbacks for new construction consistent with the existing conditions of the block and/or area.

• Allow rear yard setbacks for primary residential structures of 20 feet from alleys to facilitate and encourage parking in the rear yard off the alley.

• Where alleys exist, access to a rear garage or parking area by means of the alley shall be the primary standard. In terms of infill development, if no alley exists, the least obtrusive curb cut onto the front or side street shall be executed.

• Driveways should be limited to one per property at a nine-foot curb cut width and expanding on-site to no more than a two car garage width or a 22-foot maximum width. The angle and length of driveways will vary with garage placement.

• Driveways should intersect the public right-of-way at right angles.

Building and Site Elements

• For all residential building types, include architectural elements such as front porches, patios, terraces, gardens, street-facing windows, balconies, etc. that create a street-friendly exterior and a sense of individual identity and ownership.

• Site elements should be street-friendly as well. Fences should be compatible with building materials (wood or masonry) and not excessively high (over three feet for front and side yards and five feet for rear yards).

• For all residential rehabilitation and new development, blend with existing context. Make architectural elements (new or replacement) compatible with the character of the area. Include details
typical of façade articulation, such as front porch columns, brackets and balusters, fascia and trim, window types, and characteristic features of architectural styles common to the neighborhood.

- Rehab, repair and maintenance of older homes should also meet the same contextual design requirements.
- Keep building heights for new construction close to (within 50% plus or minus) what is typical for the area, unless the building is part of a transition from a predominantly single-family area to a multi-family or a more intensely developed non-residential area.
- Multi-family buildings in predominantly single-family and duplex neighborhoods should be designed as townhouses, rowhouses or “brownstones” and not as common corridor housing blocks.
- Residential uses along commercial corridors should be multi-story, densely developed rowhouses, townhouses or “brownstones,” with minimal front yards (gated garden courtyards) and limited curb cuts along the commercial corridor (combined rear access is preferable).
- On-site recreational and open space for children should be provided in proportion to the number of units in a building (particularly multi-family buildings), and the number of units in a residential area, to ensure that all children receive adequate outdoor play opportunity.
- Avoid common yards for multi-family buildings where there is little or no sense of responsibility or “ownership.” Define outdoor space so that it “belongs” to an adjacent housing unit or unit cluster, and provide direct connections to the space. Support individualization or personalization of yards and play areas.
- A garage, whether attached or detached, shall not be the front most building, or portion of a building, on a residential property. Garages should be set back from the front building façade a minimum of five feet.
- Exterior entrances and walkways should
be well lit at night.

C. Redevelopment Strategies

Targeted Investment

- Cluster new development to have the greatest positive impact on surrounding property values. Concentrations of higher values have a greater impact than the same higher values widely dispersed throughout the neighborhood.
- Couple new construction with rehab, renovation and preservation of surrounding properties to maximize benefit to the neighborhood.
- Support the creation of National Register Housing Districts in order to make property owners eligible for state and federal historic tax credits.
- Couple new housing investment with infrastructure improvements that double as amenities (green space) and traffic calming measures. For example, a 68-foot traffic island centering an intersection may serve as a commons for residents and a traffic calming device. Use these capital improvements as a way of adding value and increasing the impact of housing reinvestment on the neighborhood.
- Put amenities in place (landscaping for example) for new housing developments to add value to those developments and spur additional investment in housing and rehab in the surrounding area.
- Increase owner occupancy throughout the neighborhood for all building types.
- As older housing stock is replaced, restored, or rehabilitated, create new housing stock and new building types that will increase owner occupancy.
- Define areas with the greatest potential for housing redevelopment and create incentives for developers to invest in those areas.
- Use a Target Investment Neighborhood strategy to reverse signs of neighborhood decline at the earliest recognition of those signs (building code violations, tax delinquencies, etc.).
  1. Remove problem or “nuisance properties” at the earliest opportunity or as soon as the nuisance can be documented and addressed.
  2. When code enforcement actions accumulate for a given property, use spot acquisition to prevent damage to surrounding property values.
  3. Accelerate the timetable for acquiring tax delinquent properties in an area with a high percentage of tax delinquencies.
  4. Coordinate information and actions of various city departments in a better effort to correlate the whole range of negative occurrences that may be affecting a neighborhood or subarea within a neighborhood.

Protection of Property Values (Tax Base)

- Infill development and new construction should blend in with the existing context.
- Demolition of residential units for the purpose of building large single tenant
buildings or parking lots is strongly discouraged.

- Create a neighborhood-based organization that can offer technical assistance and tools (possibly on a check-out basis) to homeowners who want to improve their properties.

- Public housing and subsidized housing should be evenly distributed throughout the Milwaukee metro area. Avoid over concentration of public and subsidized housing in one part of the metro area, the City of Milwaukee, or in any single neighborhood.

1. Continue efforts to reduce the density and isolation of all public housing developments.

2. Continue to apply 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.

3. Place subsidized family housing on scattered sites. Continue to add scattered site subsidized housing throughout the metro area, without over concentrating subsidized housing in any one area. Design should conform to existing neighborhood character.

4. Develop mixed income housing (in addition to existing public housing units) at public housing developments and at new areas throughout the metro area.

5. As a rule of thumb, public housing and subsidized housing units combined should not exceed 5% of the total housing units in the neighborhood. When the combined number reaches 5%, that neighborhood has assumed its “fair share” of the metro obligation to provide public and subsidized housing and no more units should be placed in that neighborhood.

- Avoid concentrating residential special uses, such as Community-Based Residential Facilities (CBRF), within any given neighborhood. These uses should be dispersed throughout the metro area.

- Demolition of buildings in sound condition for the purpose of building surface parking lots is discouraged.

3.3 COMMERCIAL LAND USE POLICIES AND STRATEGIES

The following commercial policies address: (1) land use compatibility; (2) design for the redevelopment and revitalization of existing commercial corridors; and (3) the development of new ways to increase market share for those commercial corridors while serving the needs of
neighborhood residents.

Overall goal: Create revitalized neighborhood shopping streets and commercial corridors using the “Main Street” 4-Point approach to redevelopment – organization, promotion, economic restructuring, and design.

A. Use

Building Types and Mix

- On a pedestrian-oriented commercial corridor, commercial uses are preferred. After that, the primary goal is to create a retail-oriented mix of uses that will activate the street, morning to evening. Uses that detract from the retail focus of the commercial corridor are discouraged.
- Encourage street level, pedestrian-oriented retail uses on commercial corridors, with other compatible uses on the upper stories above retail. Allow compatible uses (for ex. office, service, entertainment) at street level provided there is no negative impact on retail activity.
- Encourage the use of buildings in commercial districts for activities that bring shoppers, employees and customers to the street most days of the week.
- Encourage townhouses and condominiums between retail uses on segments of commercial corridors that will not support retail.
- Incorporate large single tenant uses (over 20,000 square feet) in commercial corridors when the use supports smaller uses by acting as an anchor for the corridor. These uses should add to the commercial/retail mix in a positive way, providing a greater range of products or better price structure than already exists, similar to the way a large department store anchors a mall of boutiques and smaller specialty stores.
- Shopping centers (multiple stores oriented to a shared parking lot), may collectively act as the same kind of “anchor” or draw (as described above) provided by large single tenant uses. Create a pedestrian-friendly corridor-to-center transition.
- Large single tenant uses (“medium boxes” 20,000-60,000 square feet) may
be incorporated in a commercial corridor if the principal façade (characterized by a pedestrian-friendly street-active façade with 60-80% storefront windows, sheltered entry and sidewalk-to-street connection) is located on the commercial corridor and the landscaped/screened parking area or structure is placed to the rear or side.

- A complex of buildings, or an indoor or outdoor mall may be incorporated in a commercial corridor if done as part of a “town square” type development, i.e. developed as an extension of the existing pattern or “grid” of streets, blocks and sidewalks, landscaped to support pedestrian activity, with street-facing businesses.

- Expansion of commercial into surrounding residential neighborhoods (commercial encroachment) is discouraged.

- Commercial day care facilities are encouraged to locate in existing mixed-use buildings that have adjacent outdoor play areas.

- Automobile-oriented uses, such as gas stations and drive-thru establishments, while allowed by zoning, should be placed near (within half a block or several blocks) but not on pedestrian-oriented commercial corridors.

- Parking that serves one or more uses on the commercial corridor is preferred, e.g. shared parking.

- Parking structures are preferred over large surface parking lots (250+ spaces) as a means of making more efficient use of land, and maintaining the intensity of the commercial/retail corridor (not breaking up a continuous street frontage with parking area or “dead space”).

- Mixed-use parking structures are preferred over single use parking structures and surface parking lots.

**Density and Scale**

- Residential and mixed uses along commercial corridors should be multi-story and densely developed, with minimal curb cuts along the commercial corridor.

- Intensify commercial and mixed-use at major transit stops. Develop two-
story retail and mixed-use if possible. Add uses that spill over into the public right-of-way (coffeehouses with sidewalk cafes, for example). Integrate sheltered waiting areas into corner design of buildings.

**Location and Adjacency**

- Uses that create a healthy, balanced, retail mix should be placed at commercial nodes or well-trafficked intersections. Otherwise, place at street level in the most accessible location along the commercial corridor.
- Locate residential townhouses or row houses along commercial corridors in areas where retail and commercial activity as the primary uses are no longer supported by the surrounding residential densities.
- Locate commercial uses within densely developed, predominantly multi-family, residential neighborhoods on a street corner or at basement or street level within a neighborhood block.

- Commercial day care facilities are encouraged to locate in existing commercial buildings only if there is land adjacent to them for the purpose of outdoor play areas.
- Permit only those commercial uses that are compatible in scale and intensity with residential neighborhoods, that provide a service to adjacent residents, and do not involve traffic, noise, hours of operation, lighting or building mass that is objectionable to residents.

**B. Form**

**Streets and Blocks**

- For commercial corridors with a typical 80-foot right-of-way, design street cross-sections after the traditional pattern of 12-foot sidewalks, curb-to-curb pavement widths no greater than 56 feet, on-street parallel parking, and off-street parking to the rear of commercial structures with access from the alley. Sidewalks should have tree box-outs with grates (or some other structured planting) and pedestrian
lights, alternately placed at 20-25 feet on center.

- For neighborhood shopping streets with a typical 66-foot right-of-way, design street cross-sections after the traditional Milwaukee neighborhood pattern of 10-foot sidewalks, curb-to-curb pavement widths no greater than 46 feet, on-street parallel parking, and off-street parking to the rear of commercial structures with access from the alley. Sidewalks should have tree box-outs with grates (or some other structured planting) and pedestrian lights, alternately placed at 15-20 feet on center.

- Design commercial districts and corridors with on-street parallel parking, two-way traffic, and a maximum speed limit of 25 miles per hour. Keep curb cuts to a minimum (preferably none, and no more than two per block face) and shared whenever possible.

- Corner commercial uses within residential blocks are permitted as long as they are economically viable and physically well maintained, and as long as their use does not become automobile-oriented or otherwise detrimental to the neighborhood.

- Maintain the traditional street grid pattern of the area, and use alleys for off-street deliveries.

- Locate off-street parking between or behind buildings.

**Parcels**

- In general, buildings in a commercial district, corridor or neighborhood shopping street should be built in a continuous row and should be built to property lines. Where there are large gaps between buildings, use wingwalls (or wrought iron fencing) and landscaping to continue the build-to line from one property to the next.

- Maintain the existing “street wall” (continuous row of facades) of commercial buildings. New and redeveloped buildings should maintain the same build-to line as adjacent buildings. On blocks where buildings have been set back behind parking lots, locate new buildings at the historic build-to line for the block. If conditions have changed (street widening for example), locate new buildings at the closest workable approximation to the historic build-to line.

- Incorporate large single tenant uses (between 20,000 and 60,000 sq. ft.) in a commercial corridor only if the principal
façade is located along the commercial corridor, and the landscaped/screened parking areas or structure is located to the rear of the building. The use must also have a pedestrian-friendly principal façade, with storefront windows, sheltered entry and a sidewalk/street connection.

- Buildings should be built-out to the public right-of-way so that, collectively, the buildings on a block work together to define the “public realm” – the pedestrian area, parks and green space, public amenities and the street itself.

- For large commercial, office or mixed-use centers, encourage shared road access rather than linear “commercial strip” patterns with multiple individual driveways.

Building and Site Elements

- Two to four-story mixed-use buildings (retail at street level, with other residential, commercial or service uses on the upper stories) create the established commercial pattern for traditional Milwaukee neighborhood shopping streets. On some commercial streets, larger multi-family residential buildings are sandwiched between more intensively developed retail segments. New construction should continue and reinforce these established commercial/residential mixed-use patterns.

- Traditional commercial street front facades have large welcoming storefront windows (typically 60 to 80% of the street level façade), recessed entries, canopies, pedestrian-oriented signage, and articulated elements such as bays, bulkheads, etc. These facades should be maintained for the adaptive reuse, rebuilding, or redevelopment of commercial buildings.

1. Prohibit exterior security measures such as steel grates, roll-down shutters, security cameras, etc., that detract from a pedestrian-friendly appearance. Hide or disguise these as interior security measures.

2. Add amenities like sidewalk cafes, planters and benches that encourage pedestrians to spend more time in commercial
districts.

- Preserve historic façades (including display windows) during the adaptive reuse, rebuilding, or redevelopment of commercial buildings.

- For non-retail uses located on commercial corridors, encourage large windows at street level to allow views in and out of the building to provide pedestrians a greater sense of security, and to add visual interest to the corridor. For example, a kitchen, business office, or restaurant on a commercial corridor should have transparent glass windows, just like a retail establishment, that occupy 60-80% of the street level façade.

- Windows should be included along all of a building’s street façades, and should occupy 60-80% of the street level façade. Blank walls along street frontages are prohibited.

- Make new building materials compatible with historic buildings in the area, e.g., brick veneer might be compatible with finished concrete, architectural-finished metal panels, glass or glass block, cut stone, decorative masonry block or other durable materials; include similar architectural details, such as upper & lower cornices, decorative window hoods and sills, recessed street entries, storefront windows, and signage.

- The front façade of the principal building on any lot shall face onto a public street. Provide a clear entrance facing the primary street frontage, with a direct connection to the public sidewalk. Additional corner entrances are encouraged.

- Building signage should play a significant role in façade composition, rather than merely identify the building or street address. Encourage signage that is integral to the design of the principal façade and the main entry. In historic areas, encourage design that follows the pattern of historic signs in the area (for example, a sculpture or painted mural that advertises building products sold at that location).

- Billboards (off-premise signs) that cover large portions of the building façade or roof are strongly discouraged.

- Encourage single large tenants to locate in multi-story buildings rather than occupy a single-story that spans large portions of the street front. To activate the street, mixed-use, multi-tenant, multi-story buildings are preferable to single-use, single-tenant, single-story buildings.

- Landscaping should be an integral part of parking lot or structure design, not an add-on. Landscaping should be used to soften, screen or buffer surface parking lots from surrounding uses. Landscaping should be interior to the lot (landscape islands) and on the perimeter (tree-shrub-groundcover combination designed in concert with fencing or wall). Landscaping should also be used to screen structured parking (where other ground floor activities are not present), and service areas where visible from the street.

- Design landscaping to enhance pedestrian pathways, plazas, outdoor
cafes, as well as places of business along a commercial corridor. Encourage formal outdoor seating areas. Large grassy areas or “lawns” should not be included in a commercial corridor.

- Automobile-oriented uses such as gas stations and drive-thru operations should be limited along the primary street frontage (no more than one per block).
- Encourage mixed-use parking structures over single use parking structures and surface parking lots. Parking structures should have street-level retail use, storefront windows, level decks, veneer (e.g., brick or finished concrete, architectural-finished metal panels, glass or glass block, cut stone, decorative masonry block), compatible with the surrounding buildings.
- Prohibit single use parking structures that front on commercial corridors. Surface parking lots are acceptable only if placed to the side of commercial buildings, at mid-block and not facing street intersections. On major commercial arterials, street-facing lots should not exceed 85 feet of commercial street frontage (one double-loaded corridor plus landscaping and walkways).
- When parking is placed along a street frontage, use a landscaped buffer combined with a decorative fence or masonry wall that continues the street build-to line and screens the parking lot. If located near a transit stop, seating should be a part of the landscaped buffer.
- Landscaping on commercial corridors should be formal (i.e., predominantly hardscape with structured planting areas) and designed to enhance pedestrian pathways, plazas, outdoor cafes, and other high-traffic establishments within the corridor.
- Create both drivable and walkable connections between abutting or adjacent parking lots to minimize unnecessary in-and-out traffic onto roadways.

C. Redevelopment Strategies

Targeted Investment

- Maintain and enhance existing commercial corridors and neighborhood shopping streets as continuous street-active, street-friendly facades.
- Employ a “Park Once” concept, where customers may park once and walk to multiple stores or destinations within a commercial or mixed-use district.
- Apply Main Street strategies to the mix of uses, the image of the commercial district, the quality of the pedestrian environment and urban landscape, and the direction that redevelopment should take.
- Preservation, adaptive reuse, and infill of context-compatible buildings (in that order) are the preferred approaches to vacant buildings and lots on commercial corridors.

Protection of Property Values (Tax Base)

- Avoid concentrating high traffic, automobile-oriented commercial uses such as gas stations, convenience stores
and drive-thru establishments (general standard of no more than one per block).

• Licensed premises should not be concentrated.

• Avoid concentrating uses that give an area, block or street a “bad read” or negative image (e.g., the appearance of being unsafe or unstable).

• Introduce high-density multi-family housing to commercial districts as a way of adding a stable market for commercial goods and services, and a stable population of “regular customers” that brings morning-to-evening activity to the street.

• Encourage streetscape elements that improve and add value to the area: public art, way-finding devices, kiosks, benches, pedestrian lighting, planters, paving patterns and added infrastructure elements. Streetscape elements should be unified by district, but may be individualized by property owners who want to create a particular marketable image.

• Discourage the creation of new gaps in commercial blocks (e.g., surface parking, vacant lots) and promote more substantial investment in vacant or underutilized properties. The demolition of residential uses to build commercial surface parking lots is discouraged.

• Demolition of buildings that are blighted, deteriorated or damaged beyond repair is acceptable, and may be necessary to protect existing investment in the surrounding area.

• Restrict parking to the minimum number of spaces necessary to accommodate customers/visitors to the commercial corridor.

• To avoid creating a separation between the pedestrian and the storefront façade (or front façade, whichever the case may be), parking should be placed to the rear or side of commercial corridor buildings rather than in front of the building.

3.4 INDUSTRIAL LAND USE POLICIES AND STRATEGIES

The following policies for industrial use are intended to create a desirable, marketable workplace environment for employers, employees (both residents and non-residents of the neighborhood), industrial customers and visitors to the industrial corridor. These policies are also intended to increase a sense of security within the industrial corridor.

Overall goal: Create jobs that create regional wealth. Create an urban industrial campus that is competitive with other industrial districts in the metro area, provides a Walk-to-Work environment as well as a mix of uses that support its predominant manufacturing focus. Create an industrial corridor with marketable features and a welcoming “campus” identity (see the Catalytic Projects for strategies recommended for the 30th Street Industrial Corridor).

A. Use

Building Types and Mix

• Land zoned industrial is at a premium within the City of Milwaukee. Therefore, within the industrially-zoned corridor, job-
intensive industrial use is preferred.

- Other related or supporting uses (for example, an industrial training center, a day care center, a business incubator) should be allowed within the industrial corridor. Some service uses may also be considered supporting or compatible.

- Where irregular parcels or undersized buildings will not accommodate industrial use in an industrial district, it is acceptable to use those parcels and buildings for other uses compatible with the district. For example, a small building that is no longer functional for manufacturing use could be converted to mixed use or residential. A small (5-10,000 SF) or irregularly shaped parcel could be designated for a use other than industrial.

- Mixed-use, commercial or service areas may be incorporated within a predominantly industrial area to serve visitors and employees. A traditional pattern of older industrial areas is to have taverns or restaurants in close proximity to manufacturing plants.

- Non-manufacturing special uses that are noisy, dirty, or unsightly should not be allowed to locate within the industrial corridor. These uses detract from the urban campus environment that the district is trying to achieve and, moreover, undermine the district’s marketing strategies. Occasionally, a special use may be sufficiently screened and buffered to mitigate its negative impact(s) on the surrounding area; in such a case, an exception may be made (that is, a zoning variance may be granted).

- Storage and transportation uses may be incorporated within an industrial corridor if they are properly screened and buffered, do not interfere with surrounding uses, and do not prevent land assembly from attracting industry.

- Residential use is usually discouraged within industrial districts, as manufacturing operations may have environmental impacts detrimental to the health of nearby residents; furthermore, residents often find manufacturing uses noisy, dirty or unsightly. However, in the case of clean industry where there are no environmental hazards or negative impacts, it is acceptable for residential
and residential mixed-use to be located nearby.

**Density and Scale**
- Older industrial and mixed-use within the corridor should continue to be multi-story, densely developed, with minimal curb cuts along the commercial corridor.
- Newer manufacturing plants may be single-story and less densely developed if the functional requirements of the manufacturing process demand it. However, they should follow design standards similar to the existing (older) buildings in the industrial district, such as build-to lines close to the street, masonry materials, generous glazing, etc.

**Location and Adjacency**
- Industrial buildings should be part of a unified campus that is a compact, walkable mixed-use complex of buildings.
- Industrial buildings should fit the traditional pattern of walkable neighborhoods by locating close to the street (build-to lines within ten to twenty feet of the public right-of-way) with façades that are human in scale and pedestrian-friendly.
- Buffer industrial buildings, outdoor storage and/or manufacturing from surrounding uses with a combination of architectural security fencing and dense landscape plantings.
- If, due to site limitations, a building must have parking in its front yard setback or placed between the principal façade and the street, the parking area should be limited to one double-loaded corridor plus landscaping and walkways (approximately 85 feet or less). Appropriate screening and a designated pedestrian walkway from sidewalk to building entrance should be provided.

**B. Form Policies**

**Streets and Blocks**
- Maintain the existing street configuration in the area. Avoid closing off streets for the creation of superblocks.
- In cases where, for security reasons, a manufacturing complex has to be gated or closed off to through traffic, use the minimum measures necessary and maintain streets within security barriers in the same manner as public streets.
(in terms of cross-section, streetscape elements, etc.). Avoid a “hostile” or otherwise unwelcoming appearance at gated entries.

- For industrial streets that accommodate truck turning movements (typical 80-foot right-of-way), design street cross-sections after the traditional pattern of 12-foot sidewalks, curb-to-curb pavement widths no greater than 56 feet, on-street parallel parking, screened loading docks and off-street parking to the side or rear of manufacturing plants with access from the street. Sidewalks should have tree box-outs with grates (or other structured planting) and pedestrian lights, alternately placed at 20-25 feet on center.

- For all other streets within the industrial district (typical 66-foot right-of-way), design street cross-sections after the traditional pattern of 10-foot sidewalks, curb-to-curb pavement widths no greater than 46 feet, on-street parallel parking, screened loading docks and off-street parking to the side or rear of manufacturing plants with access from the street. Sidewalks should have tree box-outs with grates (or other structured planting) and pedestrian lights, alternately placed at 15-20 feet on center.

**Parcels**

- In general, all buildings should be built to property lines. Where there are large gaps between buildings, use landscaping to continue the build-to line from one property to the next.

- For single-tenant manufacturing plants, locate the principal façade along the street, and the landscaped/screened parking lot (or structure) to the rear of the plant.

- For complexes of buildings, encourage shared driveways and shared parking rather than a string of multiple individual driveways and multiple parking lots.

**Building and Site Elements**

- Buildings should be designed so that street-friendly uses are placed close to the street (offices, entry, employee lounge, for example) and non street-friendly uses are kept away from the street (employee parking, loading docks, storage, open air manufacturing processes).
• Design industrial buildings to have a pedestrian-friendly and street-oriented principal façade, which incorporates the company logo and entrance address, has large, transparent glass windows, a sheltered entry and a sidewalk-to-street connection.

  1 Blank walls facing streets are not permitted.
  2 All façades visible from public streets shall be modulated with articulated bays, windows and openings, varying color and texture and/or other architectural details that relate to the human scale.
  3 Minimize security measures such as chain link fences topped with barbed wire or concertina wire, etc., that send a negative “high crime” message to employees and visitors to the area.
  4 Add amenities like café tables, planters and landscaping to designated outdoor employee break areas in order to project a friendlier, more welcoming image of the area.
  5 Lighting shall enhance the architecture of the building as well as provide enhanced security and visual appeal.

• The front façade of the principal building on any lot shall face onto a public street.

• Principal façades (street-facing façades) should have the following architectural characteristics:

  1 There should be a clearly marked, sheltered entry facing the primary street frontage, with a direct connection to the public sidewalk and to employee and visitor parking lots. Additional corner entrances are encouraged.
  2 There should also be additional detailing or façade articulation at entrances and corners.
  3 The company logo and signage should be placed on a principal façade.
  4 Public art or product displays at or near the principal entry are encouraged.
  5 A marker that designates a building or event in Milwaukee’s manufacturing history, placed in a prominent place, is also encouraged.
  6 Landscaping should enhance the building and principal entries.
  7 Principal façades should have generous transparent glass windows that provide daylighting for manufacturing operations (where the process permits) as well as views in and out of the building.
  8 Principal façades should have materials that respect the character of older industrial districts, (e.g., masonry or masonry-compatible materials such as finished concrete, architectural-finished metal.
panels, glass or glass block, cut stone, decorative masonry block). Exterior insulation and finish systems should not exceed 30% of the exterior wall area and should not be used on the lower two-thirds of the building.

- Preserve and accentuate historic building façades with nightlighting, landscaping, and appropriate markers.

- Make new building materials compatible with historic buildings in the area. Include similar massing, materials, and architectural details, such as windows, parapet walls, cornices, recessed street entries, and signage.

- Building signage should play a significant role in façade composition, rather than merely identify the building or street address. Encourage signage that adds to the composition of the principal façade and the main entry. In historic areas, encourage design that follows the pattern of historic signs in the area (for example, a sculpture or painted mural that advertises building products manufactured at that location).

- Billboards that cover large portions of the façade or roof are prohibited.

C. Redevelopment Strategies

Targeted Investment

- Provide: areas for intensive industrial use that don’t conflict with other uses; buildings and parcels of sufficient size, which are designed to accommodate industrial use; and infrastructure and services that support manufacturing and other related uses.
- Develop an effective marketing strategy for the City’s industrial corridors and districts that does not place them in direct competition with each other.
- Create a public-private partnership to assemble, “bank” or hold land within areas such as the 30th Street Industrial Corridor.
- Develop landscape and site design features that create a more unified, marketable campus with consistent streetscape elements such as pedestrian lights, paving details, landscaping, benches, fencing, signage, etc.
- Make every effort to green the industrial corridor where effective landscaping can be achieved, such as landscape borders, screening, foundation planting, etc.
- Develop high speed cabling within the City of Milwaukee to improve the capability for computerized manufacturing.

Protection of Property Values (Tax Base)

- Identify buildings and sites that blight the industrial corridor. Gradually rehab, replace, or remove those buildings that detract from the area’s positive qualities, and that create a negative image undermining marketing efforts.
- Use available federal and state brownfield funds to remediate and market environmentally contaminated sites.
- 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 the most comprehensive way possible as part of an effort to “clean up” the image of the district.

- Consider a district-sponsored private security force to police the district during hours when there are very few active manufacturing operations, and consequently very few “eyes on the street.”

3.5 OPEN SPACE POLICIES AND STRATEGIES

The following policies for open spaces create destinations and gathering places for residents, connect people to the natural environment, sustain natural systems, and create amenities for customers and visitors. These policies are also intended to increase the sense of security in the public areas of the neighborhood.

Overall goal: Provide accessible interconnected neighborhood open space for all residents. Where possible, use open space as an amenity and economic development tool. Seek assistance for the design, development and maintenance of different types of open space (varying sizes and treatment) that are compatible with homes, businesses, institutions and serve the social, cultural, economic, recreational and environmental needs of the community.

A. Use Policies

- Locate open spaces throughout the community so all residents and visitors have access to quality spaces.
- Encourage the development of parks and usable open space within a comfortable walking distance of every residential home. All parts of the neighborhood should be within a half-mile walking distance of usable and well-maintained public open space.
- Use certified safe, environmentally-remediated sites and storm water detention areas (again, provided they are safe for the public) as recreational and/or open space.
- Where possible, enhance public rights-of-way to provide amenities; for example, wide (20-30 foot) boulevard medians provide a visual focal point and play space for neighborhood children.
- Neighborhood parks should provide a range of recreational and educational uses (both active and passive), and should serve diverse groups of people.
- Where appropriate, use neighborhood tradition and history to enhance neighborhood open space (generally, historic place or event markers).

B. Form Policies

- Structure open spaces physically for safety, so they will be perceived as havens for everyone.
- Create distinctive, inviting and well-landscaped entries (gateways) to public parks to provide a seamless transition from public sidewalks to park pathways.
- Create pedestrian and bike paths through park space that connect to the surrounding street and block system.
• Use way-finding devices to mark pathways and hike and bike trails.
• Maintain and improve visibility between parks and surrounding properties.
• Create focal points and community gathering spaces for high-visibility or high-traffic areas, including signage, landscaping, art sculptures, and way-finding elements.
• Use design strategies to minimize conflicts between uses that interfere with the enjoyment of open spaces.
• Create an interconnected network of open space throughout the neighborhood that provides a range of social and recreational opportunities and diverse experiences.
• Integrate open spaces with public transportation and pedestrian facilities.
• Create open spaces of various sizes to support a variety of uses and purposes, and which accommodate diverse user groups.
• Institutional public spaces (such as for school recreational areas) should be green, park-like and visibly accessible to the public. Fencing should be minimal in height.
• Where possible, use open spaces to address large-scale ecological concerns of providing habitat, minimizing stormwater runoff, infiltrating groundwater, etc. Design open spaces to provide opportunities for people to connect with nature.

C. Redevelopment Strategies

Targeted Investment

• Use open space to enhance surrounding property values, and to add value to districts and corridors.
• Locate public plazas or spaces in the most intensely planned/developed districts and corridors to add value and market appeal to those districts.
• Use open space to add balance to densely developed housing or mixed-use complexes.
• Design the site, materials and program of open spaces to reflect elements rooted in community values, history and cultural linkages. The open space system will help define and interpret the community.
• For an industrial campus or large-scale complex, include parks or plazas that serve area residents, visitors, and
• Parks managed by private homeowner associations is an acceptable way of adding value to residential subdivisions or subareas.
• Open spaces, like other public infrastructure, require a long-term financial commitment to design, administration and maintenance. To ensure the long-term success of these spaces, community partnerships (e.g. park professionals, community organizers, merchants associations, public officials) need to seek creative partnerships and use collaborative processes to carry out innovative strategies for acquiring, funding and managing open space.
• Support an interconnected network of plazas, streetscapes and public open spaces that makes a city a more productive and desirable place to live, which is sometimes referred to as “green infrastructure.” Public open spaces can include the following: pocket parks, landscaped spaces between and in front of buildings, publicly accessible community gardens, play areas and tot lots, recreational services, transit malls, public spaces for social interaction, boulevard medians, streetscape enhancements such as benches, planters, street trees, public art, and pedestrian pathways that connect these places to each other.

Protection of Property Values (Tax Base)
• Hold City-owned vacant lots for the minimum amount of time necessary to find an owner and a use that will add to the property tax base in the neighborhood. All City of Milwaukee land sales are subject to standards of neighborhood-compatible design and use.
• Unimproved vacant lots are an interim or temporary use of property, and as such, cannot be considered public open space.

    1 A community garden on vacant City-owned property is considered an interim use of property unless designated a permanent site by the City and sold to a community-based organization for that purpose. Permanent sites may have building(s) and parking.
    2 Curb the unlawful use of vacant city-owned lots.

3.6 CIVIC AND INSTITUTIONAL LAND USE POLICIES AND STRATEGIES

The following policies for institutional and civic uses establish a physical hierarchy that places civic uses at the center of the public realm, and also attempt increase the compatibility between institutions and adjacent land uses.

Overall goal: Civic and institutional buildings should enrich their surroundings.

Create or redevelop civic and institutional uses that are welcoming places for people to gather and that serve as visual/symbolic landmarks for the community they serve. Civic and institutional
uses that serve the larger public should be located in prominent places, and designed to have distinctive architecture, site design, and landscape features that enrich the public realm.

A. Use Policies

- Civic/institutional uses may be part of any land use mix (even part of a shopping mall or complex), provided there are no significant functional conflicts between uses.
- Civic/institutional uses may incorporate other uses, such as an art museum with shops, offices, a restaurant, educational/training space, artist-in-residence or caretaker space.
- Decentralized institutional uses are preferable to large centralized uses that require customers (users of the service) to drive and park.
- Decentralize civic and institutional uses within walking distance of the majority of users (e.g., neighborhood schools, branch libraries, branch banks, neighborhood postal service, etc.).
- If possible, combine civic and park uses. Create a well-landscaped park-like setting that set off civic and institutional uses from their surroundings. This park or park-like setting both creates an amenity and underscores the significance of the civic/institutional use.
- If possible, create school/library/park connections that make it easier for children to walk from one to another.
- Parking is an essential part of civic/institutional uses, but should generally not exceed what is necessary to accommodate visitors and employees.
- Locate institutional and tax-exempt uses first on sites that are already zoned for similar purposes, before seeking a zoning change to convert other sites to institutional use.
- Tax-exempt uses should be located on the upper floors of buildings along commercial corridors. Tax-exempt tenants are generally discouraged on the first floor along commercial corridors where retail is preferred.
- Locate health care and community service providers on the edge of residential/commercial/mixed use districts and corridors.
- Locate institutional uses with high traffic generation at the edges of commercial/retail use corridors rather than in residential areas.
- Discourage higher concentrations of social service providers in the neighborhood relative to the number and intensity of such providers in the county/region.
• Support expanded primary care capacity delivered by target area facilities (such as community health centers).

B. Form Policies
• Employ good civic/institutional design that meets “best practices” standards.
  1. Architectural and landscape design should create a building that has both a commanding presence and a welcoming community-friendly appearance.
  2. The principal public entries should be well articulated and inviting.
  3. Establish view corridors and link civic uses to neighborhoods and commercial corridors.
• Develop special landscape treatments and related pedestrian-realm enhancements that reinforce the significance of civic/institutional uses to the surrounding and larger community.
• Security modifications to the design should not create an unwelcoming fortress-like or bunker-like appearance.
• Public art should be an integral part of the design for civic/institutional uses.

C. Redevelopment Strategies
• Locate civic/institutional uses at prominent locations, gateways or key intersections where they are easily accessible on foot, by car or bicycle, by bus or other means of mass transit.
• Locate civic and institutional uses at natural hubs of activity, such as commercial nodes, central places within a district, or the intersections of well-trafficked streets.
• Locate high intensity civic/institutional uses within or near commercial corridors and away from predominantly single-family neighborhoods.
• New taxable uses are preferred over new non-taxable uses, unless a strong case can be made that the non-taxable use supports the surrounding tax base or spurs economic development.

3.7 TRANSPORTATION AND INFRASTRUCTURE POLICIES
The following transportation policies are intended to provide safe, pleasant, and efficient access to all land uses by enhancing and, where necessary, recreating historic neighborhood traffic patterns. The policies also maximize route alternatives and establish the value of non-automotive modes of travel for neighborhood residents (e.g., the right to have choices).

Overall goal: Good transportation options are a neighborhood asset and an economic development tool. Create a hierarchy within the public right-of-way that successfully accommodates mass transit, automobiles, bicycles, and pedestrians.

A. Use Policies
• On major and minor arterials, create an effective multi-modal public right of way for pedestrians, bicycles, automobiles, and mass transit.
• Incorporate design features into all arterials that calm traffic and improve
• Create a harmonious relationship between transportation and land use, that is, streets which effectively support the character and intensity of surrounding use.

• Where opportunities exist for hike-and-bike trails connecting the downtown to other neighborhoods, develop these as an adjunct and alternative to automobile-dominated rights-of-way.

• Maintain the traditional street system based on the one-mile grid, clearly differentiated into major and minor arterials supported by collector and access streets.

• Remove cul-de-sacs and street closures when they improve public safety and increase transportation alternatives. Development should maintain the existing street grid, where present, and restore any disrupted street grid where feasible.

• Encourage all development projects proposed within 1,200 feet of an existing or planned major transit corridor to incorporate site design measures that enhance access to the transit system (for example, walkable connections and way-finding signage).

B. Form Policies

• Design public right-of-ways for mass transit, buses, trucks, automobiles, bicycles and pedestrians, and adjust the design to fit the needs, character, and intensity of adjacent land uses.

• Provide good pedestrian connections between local neighborhood workplaces, shopping areas, recreational/open space, civic/institutional sites, and other lands.

• Create walkable neighborhoods that are primarily pedestrian-friendly, and secondly transit, bicycle and automobile oriented.

1. Lot configurations and building locations should support walkable neighborhoods and add to the pedestrian experience.

2. Design for windows on the street (rule of thumb: 60% of street level façade should be vision...
glass in highly trafficked or intensely developed areas).

3 Develop public spaces and landscaping buffers where appropriate.

4 Create an effective separation of pedestrians and automobiles.

5 Create a positive pedestrian experience on residential sidewalks and alleys.

6 Create a positive pedestrian experience on commercial and retail corridors.

7 Create a positive pedestrian experience throughout the industrial campus, and on the main “through streets” of North, Center, Locust and Burleigh.

D. Redevelopment Strategies

- Emphasize the movement of more people, rather than the movement of more vehicles, when making investment decisions.

- Traffic circulation should be multi-option (choice of multiple routes) and multi-modal (transit, automobile, bicycle and pedestrian).

1 Maintain and restore the multi-option and hierarchical street grid system (“discipline” of streets and blocks) as effective traffic management.

2 Street design should fit land use (narrow residential streets with traffic-calming measures; neighborhood shopping streets with streetscape amenities; commercial boulevards with landscaped medians and “hardscape” amenities; industrial avenues with landscaped entrances and identity features.

3 Use a Highway Main Street model for major arterials that also serve as commercial corridors. Create a high-activity, pedestrian-friendly zone with significant traffic calming, two lanes both directions with parking on both sides, limited curb cuts, and shared parking.

4 On all commercial corridors,
maximize shared parking and pedestrian connections to adjacent uses.

5 Gradually improve the infrastructure of all streets with neighborhood input regarding traffic calming and amenities. Use Business Improvement Districts to fund and maintain special amenities.

- Prohibit increasing the traffic capacity of street rights-of-way if expansion would negatively impact the majority of the adjacent land uses. Use scarce infrastructure dollars wisely by prioritizing reinvestment over expansion.
- Maintain and promote two-way automobile travel.
- Encourage shared parking. Create a menu of varied shared public parking options and design standards that will work for different land uses (residential, commercial, industrial, park, civic, etc.).
- Develop a fixed-route transit system with a street-embedded guideway or rail for speed, efficiency and smoothness of travel.
- Transit should include features that reinforce marketing and economic development.
  1 Define routes and transit nodes with special paving features, signage, bus shelters, benches, historic markers, public art, etc.
  2 Incorporate tourist and city-wide travel information as part of the transit shelter design (advertising may also be incorporated, but is secondary to tourist and travel information).

3 Incorporate tourist destinations or other special points of interest as called-out stops along transit routes.

4 Create a marketable logo and look to buses, trams and trolleys that travel historic or tourist-oriented routes.

5 Encourage Intelligent Transportation System Technology to be placed in bus stations along heavily traveled transit routes. This technology includes monitors that identify the next bus’s time of arrival.

- Transit-oriented development should be placed along transit routes. Include a mix of uses in transit-oriented development (intensified development at transit nodes and transfer points).
- Develop an integrated, overlapping system of connections from one mode of travel to another, so that people can easily transfer, for example, from a tram or streetcar to a bus, taxi, automobile, bicycle or foot travel without encountering gaps or obstacles.
- Create better way-finding throughout city neighborhoods. Orient people to routes, urban trails and neighborhood destinations with a coordinated system of public infrastructure, streetscape and signage.