

CHAPTER 2: EXISTING CONDITIONS, INFORMATION GATHERING AND ANALYSIS

Review of Prior Studies Summary

As part of the coordinated planning effort of this project, the City summarized and reviewed over two dozen planning studies related to the Northwest Side area. (See Appendix A: Analysis of Existing Documents.)

The purpose of this detailed review was to compare and consolidate Plan recommendations throughout the study area so that the current planning process builds on previous analyses and conclusions, and provides a coordinated framework for neighborhood investment decisions.

Existing Land Use and Character

The Northwest Side is an area containing a wide-variety of uses and development characteristics. It includes large amounts of affordable housing, as well as some of the newest housing stock in the City. Residential land is approximately 22%, 3,725 acres, of the study area. Almost 12% of the study area, approximately 1,982 acres, is commercial land use with just under 1% of this being mixed-use commercial and residential. About 14% of the study area is quasi-public open space or public parks including Kohl Park, the parkway, Havenwoods State Park, and Noyes Park. Approximately 9% of the study area is manufacturing and 7.5% is institutional.

About 7%, 1,188 acres, of the study area consists of vacant lots and more than 26% consists of either streets or related transportation. A detailed land use map of existing conditions can be found on page 2:3.

Existing Conditions and Maps

The following maps, prepared by the Department of City Development (August 2007), provide additional information about neighborhood conditions, existing services and programs, and potential opportunities.

Map 2: Existing Land Use

Single-family residential uses were classified as any residential structure utilized by one family. Duplex Residential is classified as any structure with dwelling units for two families.

Multi-family residential includes structures with three or more residential dwellings. Commercial land uses are those whose primary purpose is to provide office space or space for the retail sale of goods and/or services. Mixed uses are classified as those uses with both residential and commercial uses in the same structure. Transportation and utility uses are those lands utilized for moving residents and products. Parking includes any land dedicated for the parking of motor vehicles. Open space and park uses include all City and/or County owned facilities used for both passive and active recreation as well as any community gardens or natural features areas left undeveloped. Institutional uses include all owned or maintained educational, religious, municipal, county, state, or federal buildings and facilities.

Map 3a and 3b: Current Zoning and Zoning Overlays

Zoning analysis allows for a comparison between the existing uses of an area and the potential new uses that could occur based on the uses permitted by right for each zoning district.

Map 4: Development Opportunities

Illustration of City and the Redevelopment Authority of the City of Milwaukee (RACM) owned properties, properties that have been tax delinquent for more than two years, non-owner-occupied residential properties, “do not acquire” properties, historic buildings/properties and vacant lots.

Map 5: Rehab and Neighborhood Intervention Opportunities

Illustration of owner-occupied single-family and duplex units and occupied commercial and industrial properties.

Map 6: Program Areas

Illustration of Neighborhood Strategic Plan boundaries, Target Investment Neighborhood (TIN) boundaries, Tax Increment District (TID) boundaries, Business Improvement District (BID) boundaries and special program areas.

Map 7: Other Regulatory Districts

Illustration of renewal district boundaries, national historic district boundaries, local historic district boundaries, local historic sites and national historic sites.

Map 8: Service Districts

Illustration of police district boundaries, sanitation district boundaries, fire stations and schools.

Map 9: Streets

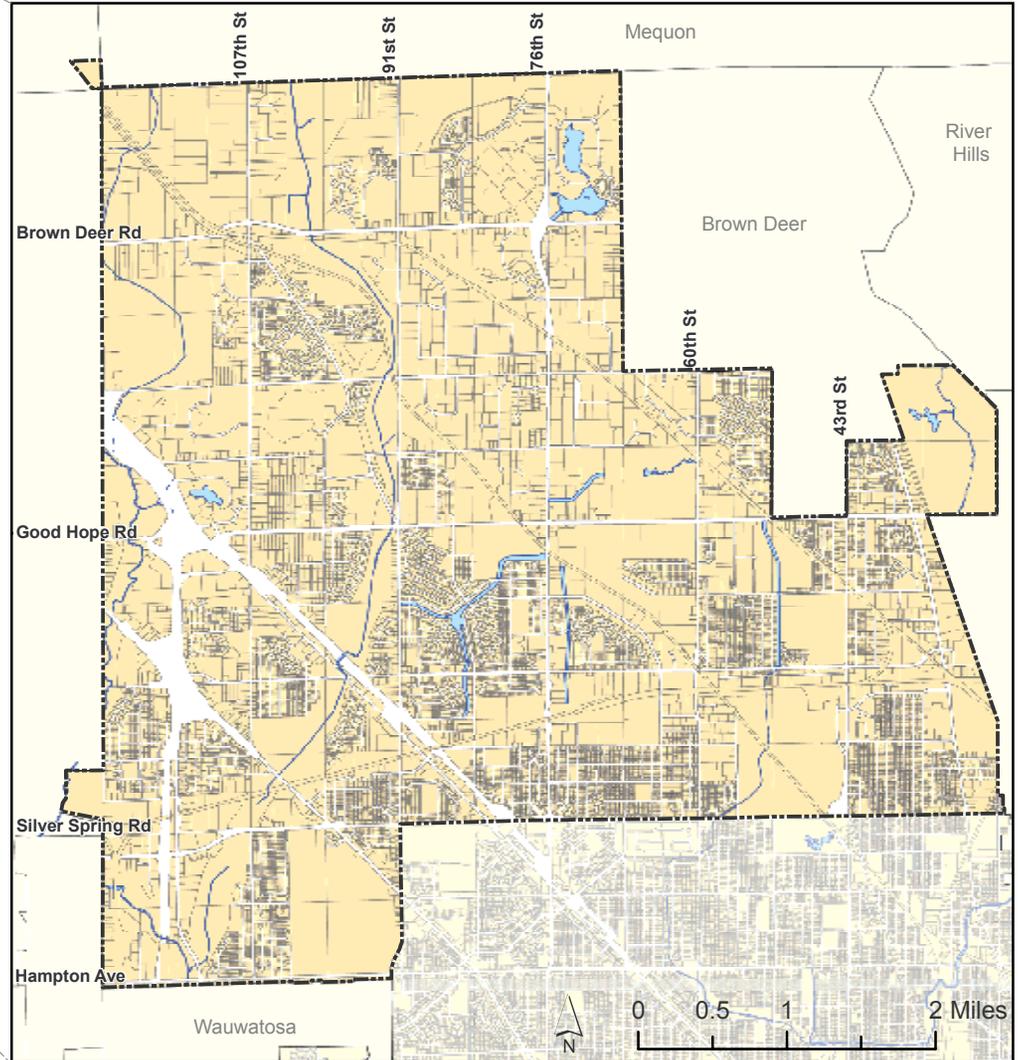
Illustration of street classifications, including freeways, principle arterials, minor arterials, collectors, and local streets.

Map 10: Transit

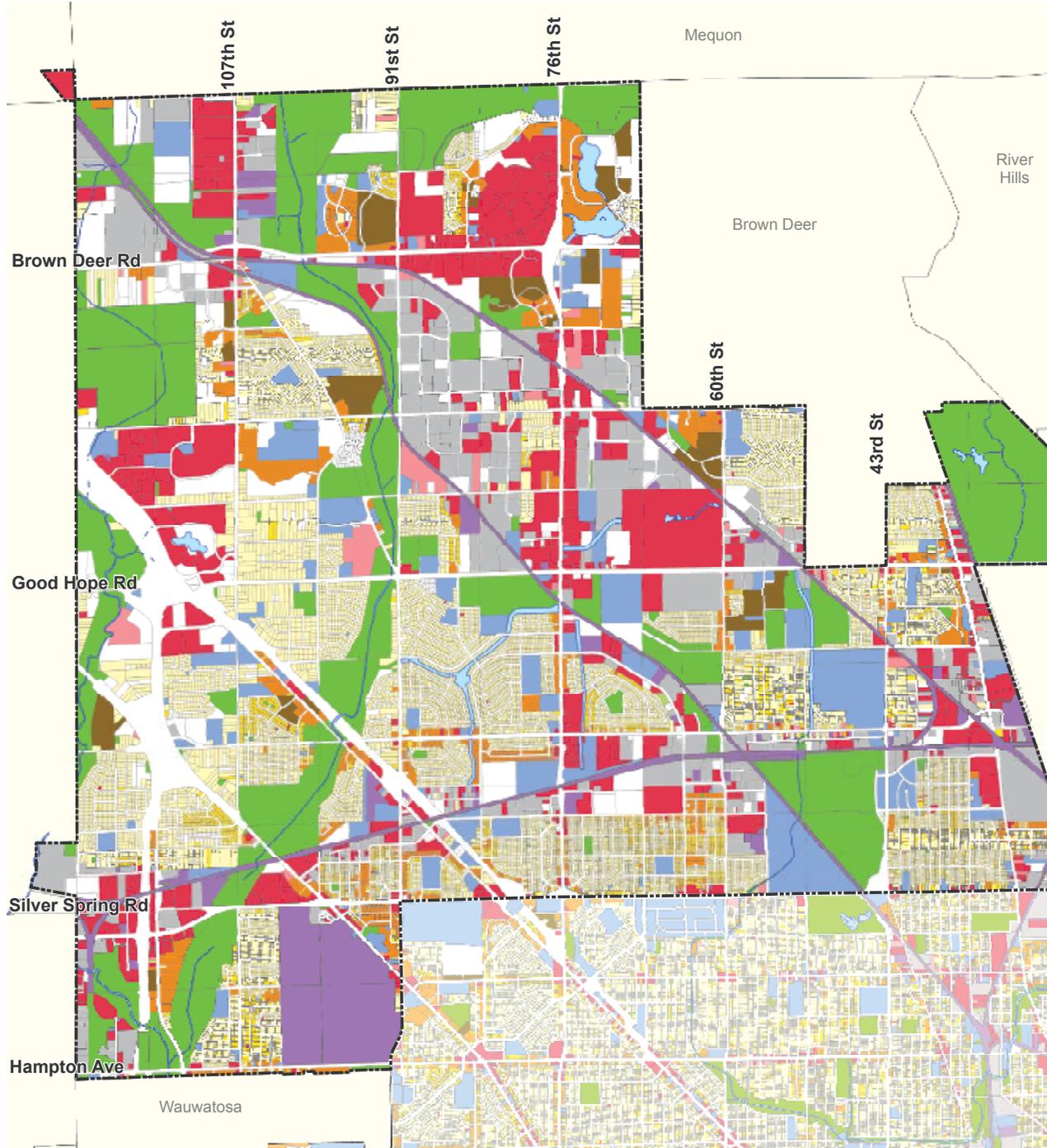
Illustration of Milwaukee County Transit Service (MCTS) bus routes, as of September 2007.

Map 1: Northwest Side Planning Area Context

 Northwest Side Comprehensive Plan Boundary



Data source: Department of City Development 2007



Map 2: Northwest Side Land Use

Northwest Side Comprehensive Plan Boundary

Residential

- Single Family
- Duplex
- Multi-Family
- Condominium

Commercial

- Commercial
- Mixed Commercial and Residential

Manufacturing, Construction, and Warehousing

-

Transportation, Communications, and Utilities

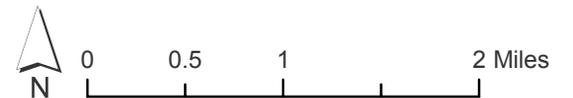
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Public and Quasi-Public

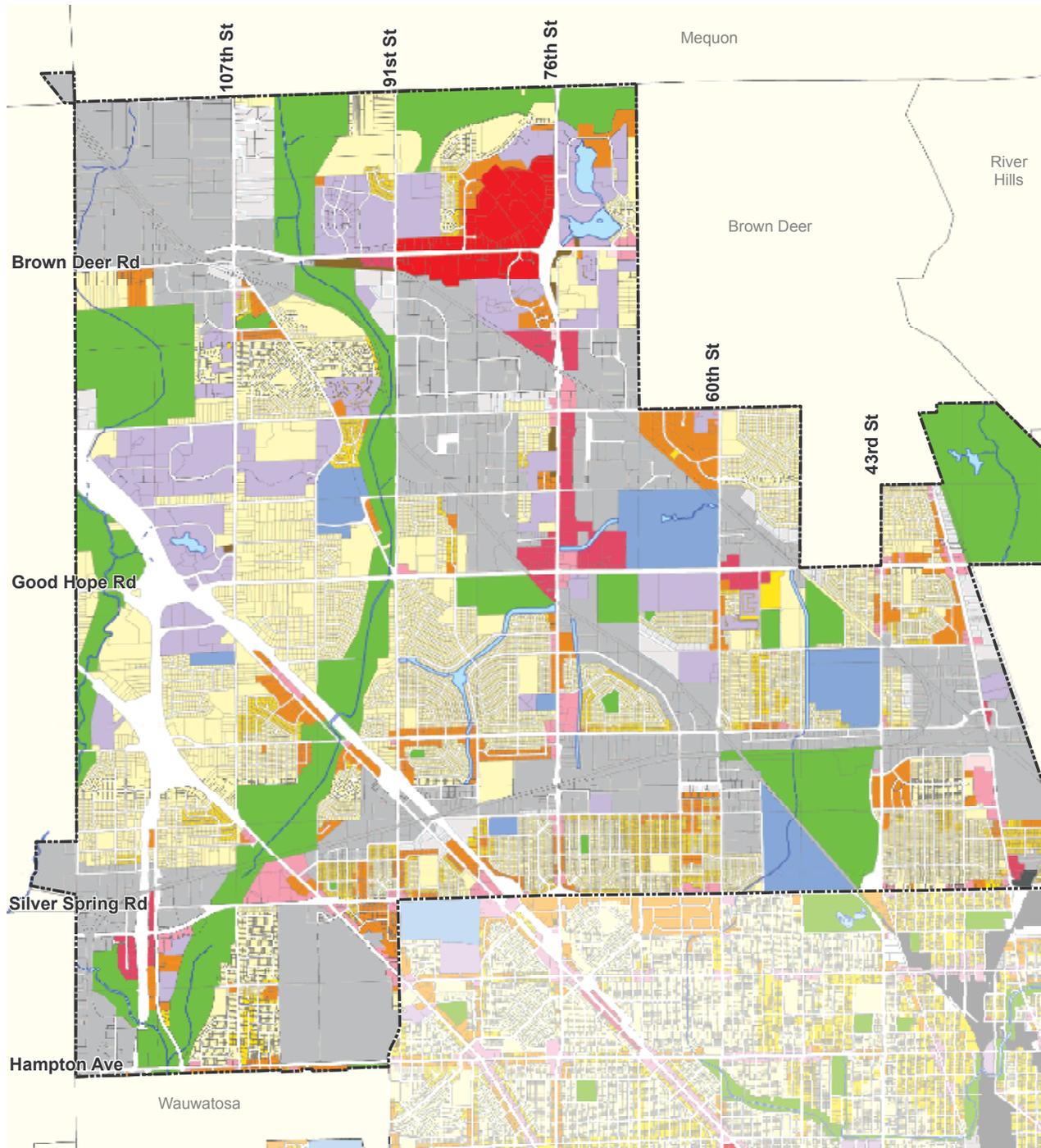
- Public Parks and Quasi-Public Open space
- Public Schools and Buildings, Churches, Cemeteries, and Quasi-Public Buildings

Vacant Land

-



Data source: Department of City Development 2007



Map 3a: Northwest Side Base Zoning

Northwest Side Comprehensive Plan Boundary

Residential Districts

- Single Family
- Two-Family
- Multi-Family
- Residential and Office

Commercial Districts

- Neighborhood Shopping
- Local Business
- Commercial Service
- Regional Business
- Central Business

Industrial Districts

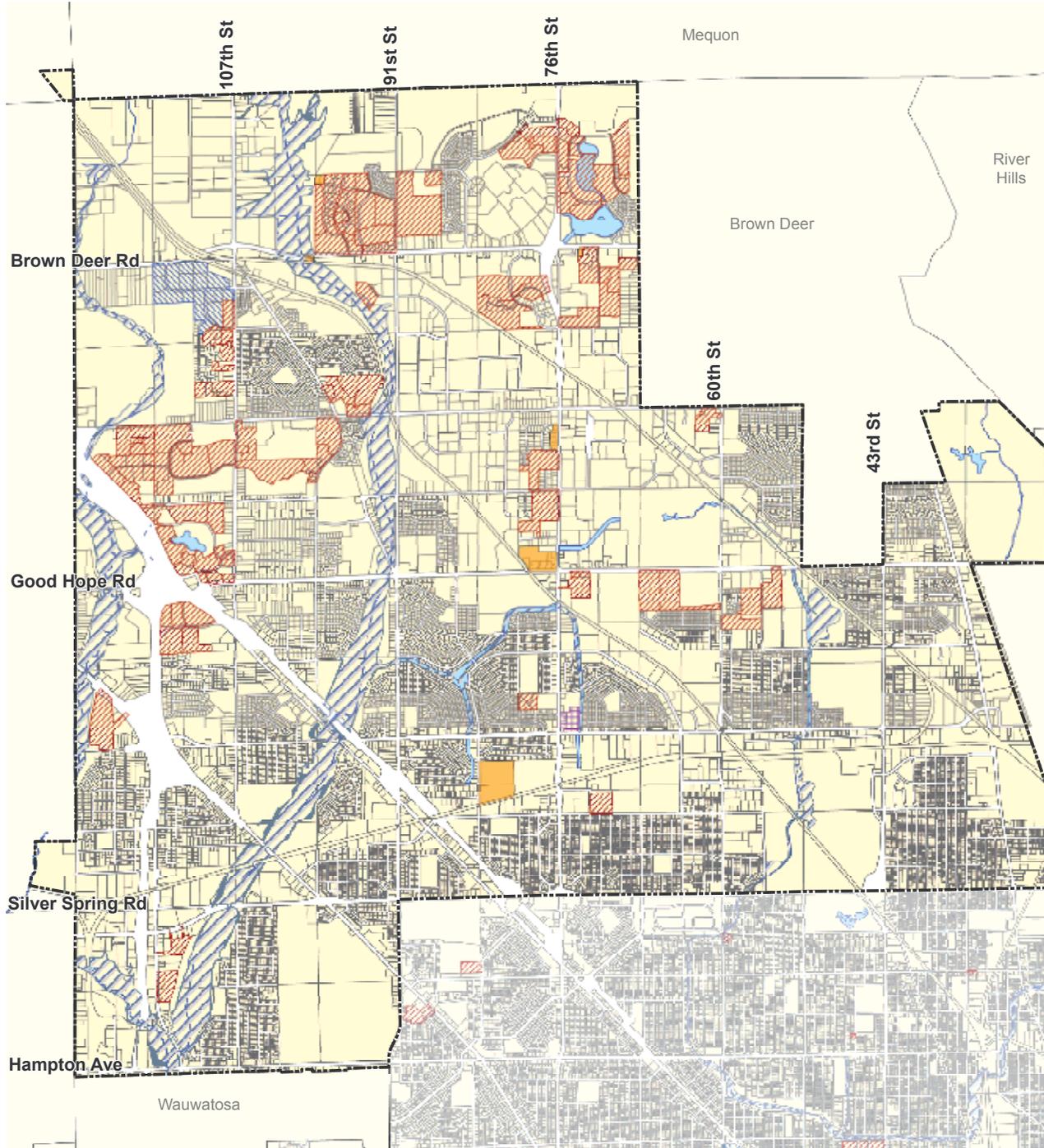
- Industrial - Office
- Industrial - Light
- Industrial - Mixed
- Industrial - Heavy

Special Districts

- Parks
- Institutional
- Planned Development
- Redevelopment



Data source: Department of City Development 2007



Map 3b: Northwest Side Zoning Overlays

 Northwest Side Comprehensive Plan Boundary

Master Sign Program



Detailed Plan Development



Development Incentive Zone



Site Plan Review



Floodplain



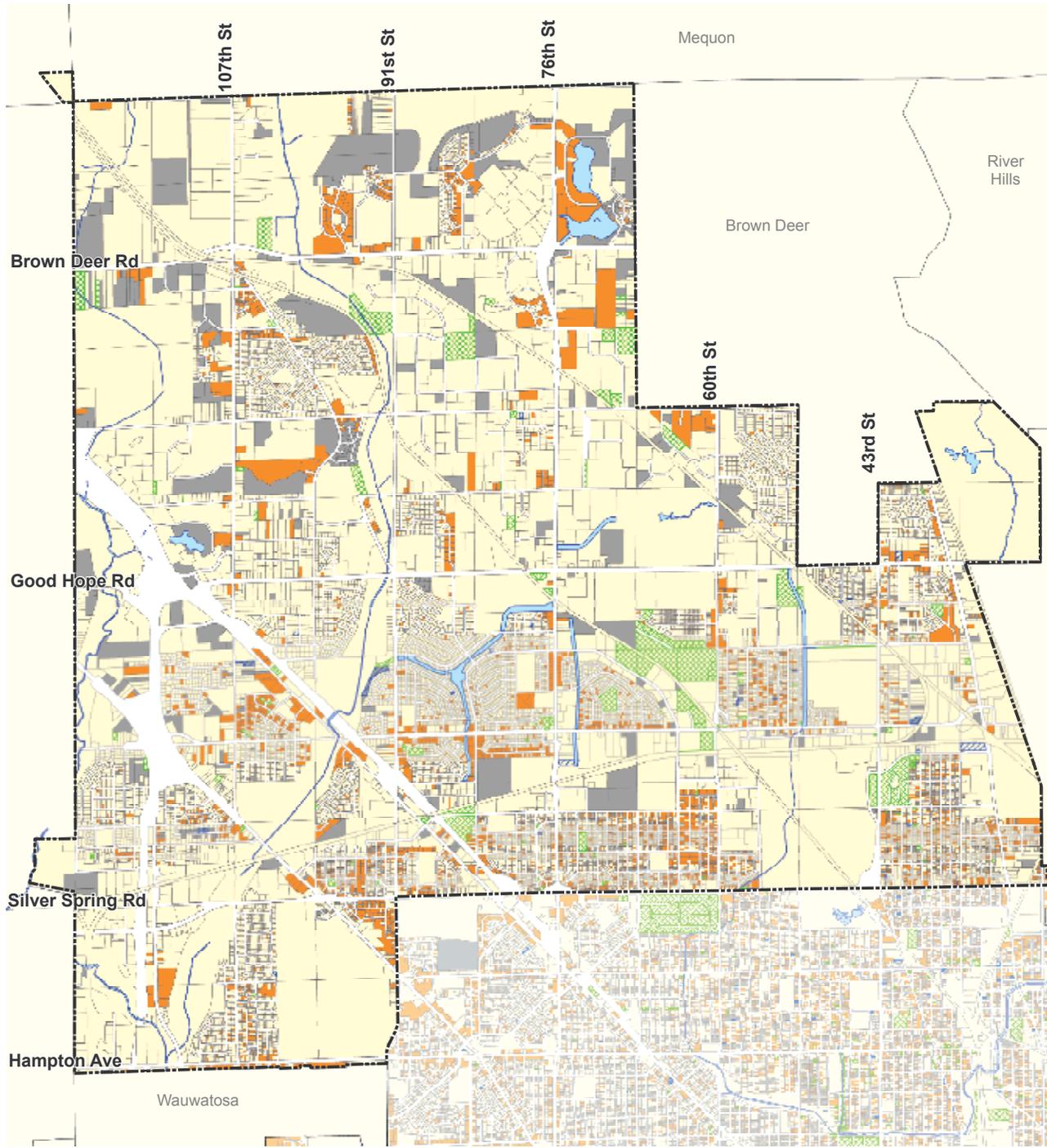
100-Year Flood Plain



500-Year Flood Plain

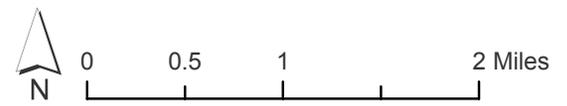


Data source: Department of City Development 2007

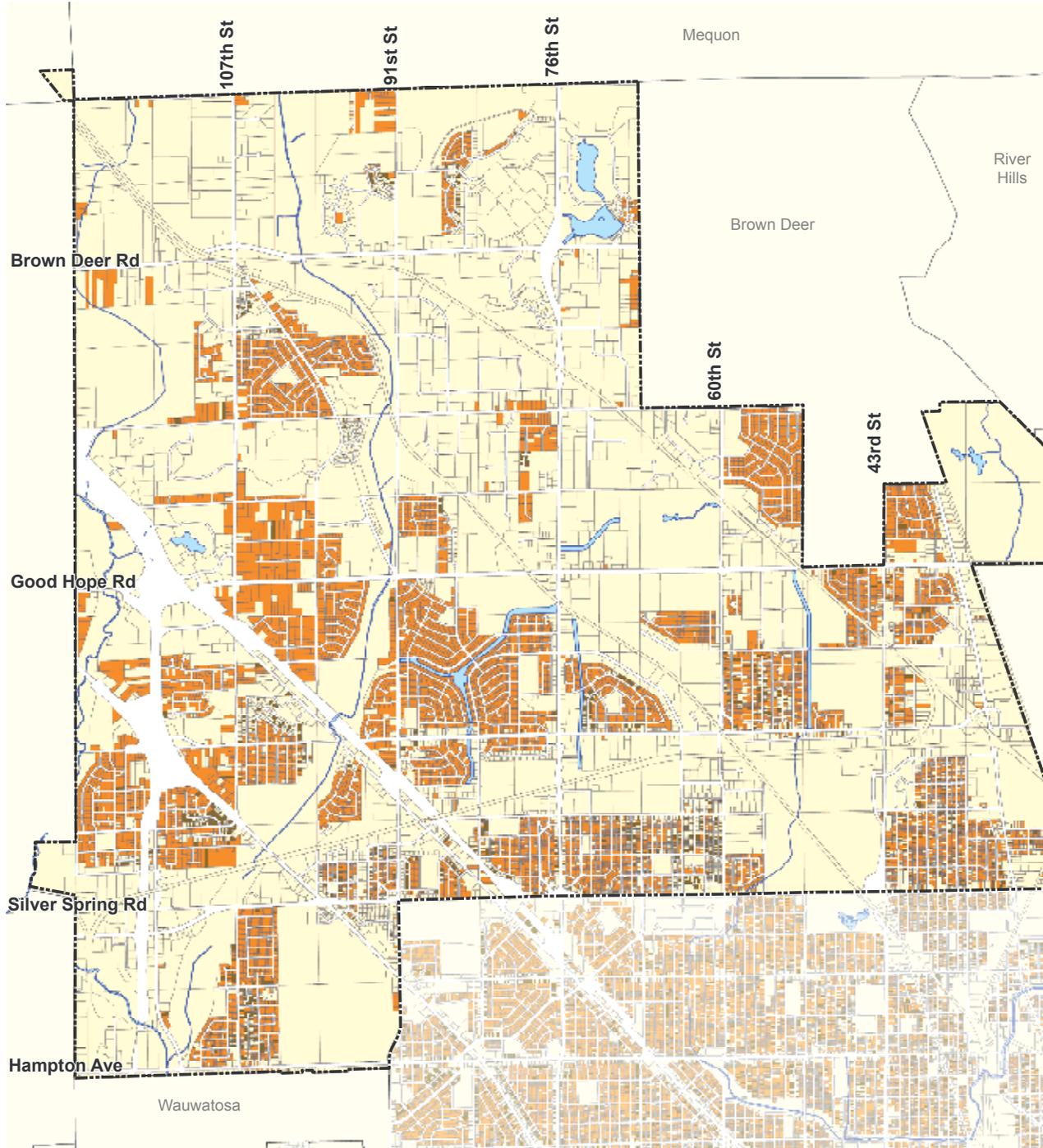


Map 4: Northwest Side Development Opportunities

-  Northwest Side Comprehensive Plan Boundary
-  City-Owned Properties
-  Tax Delinquent More Than 2 Years
-  Residential Non-Owner Occupied
-  Vacant Land

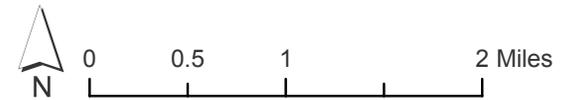


Data source: Department of City Development 2007

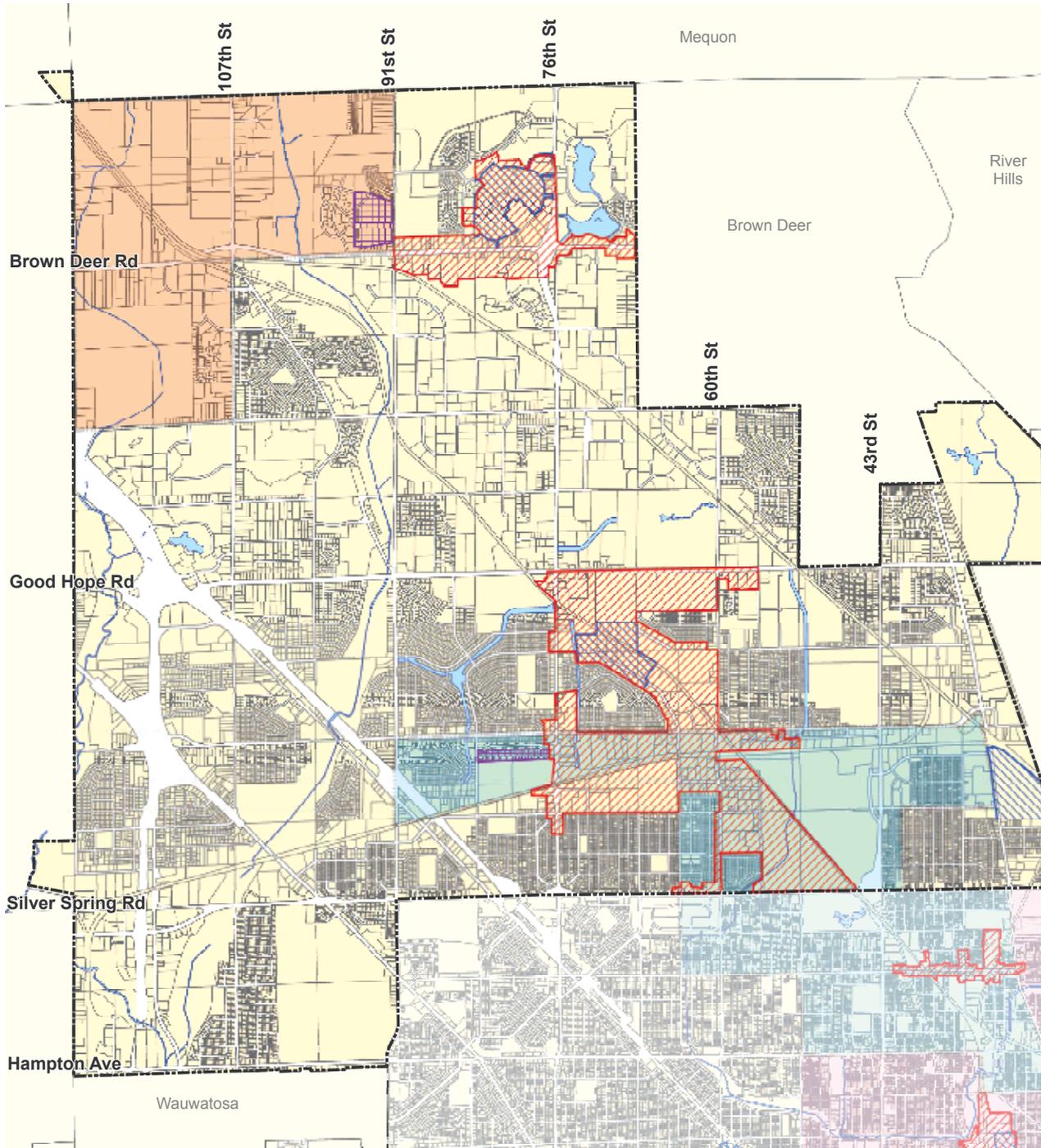


Map 5: Northwest Side Rehabilitation and Neighborhood Investment Opportunities

-  Northwest Side Comprehensive Plan Boundary
-  Owner-Occupied Single Family Residence
-  Owner-Occupied Two Family Residence



Data source: Department of City Development 2007



Map 6: Northwest Side Program Areas

Northwest Side Comprehensive Plan Boundary

Business Improvement District (BID)



Tax Incremental District (TID)



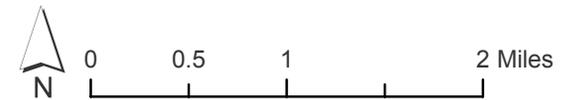
Targeted Investment Neighborhood (TIN)



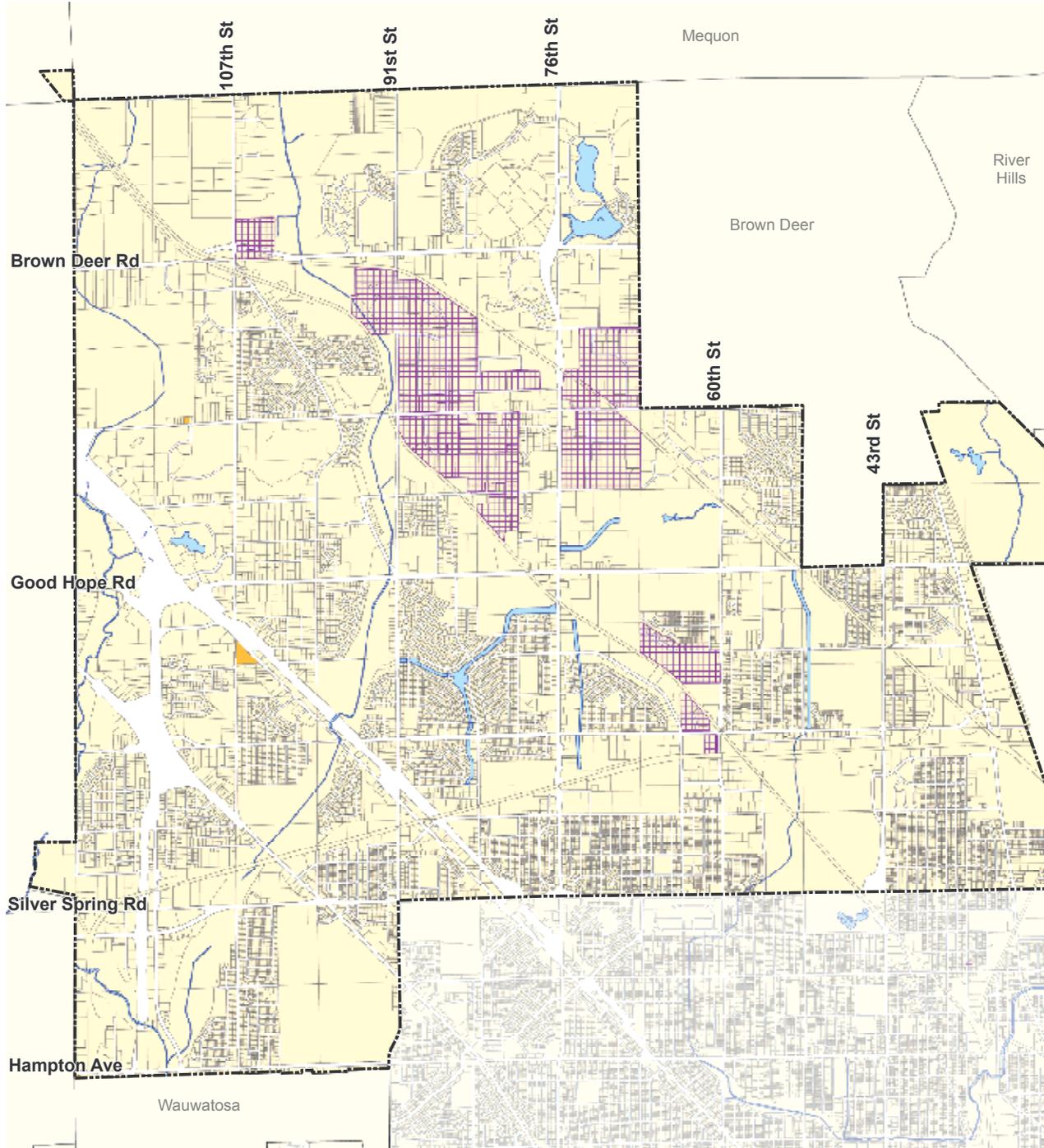
Neighborhood Strategic Planning (NSP)

Historic Grandville Station

Northwest Side



Data source: Department of City Development 2007



Map 7: Northwest Side Other Regulatory Districts

Northwest Side Comprehensive Plan Boundary

Renewal District



Historic Designation



Local Historic District



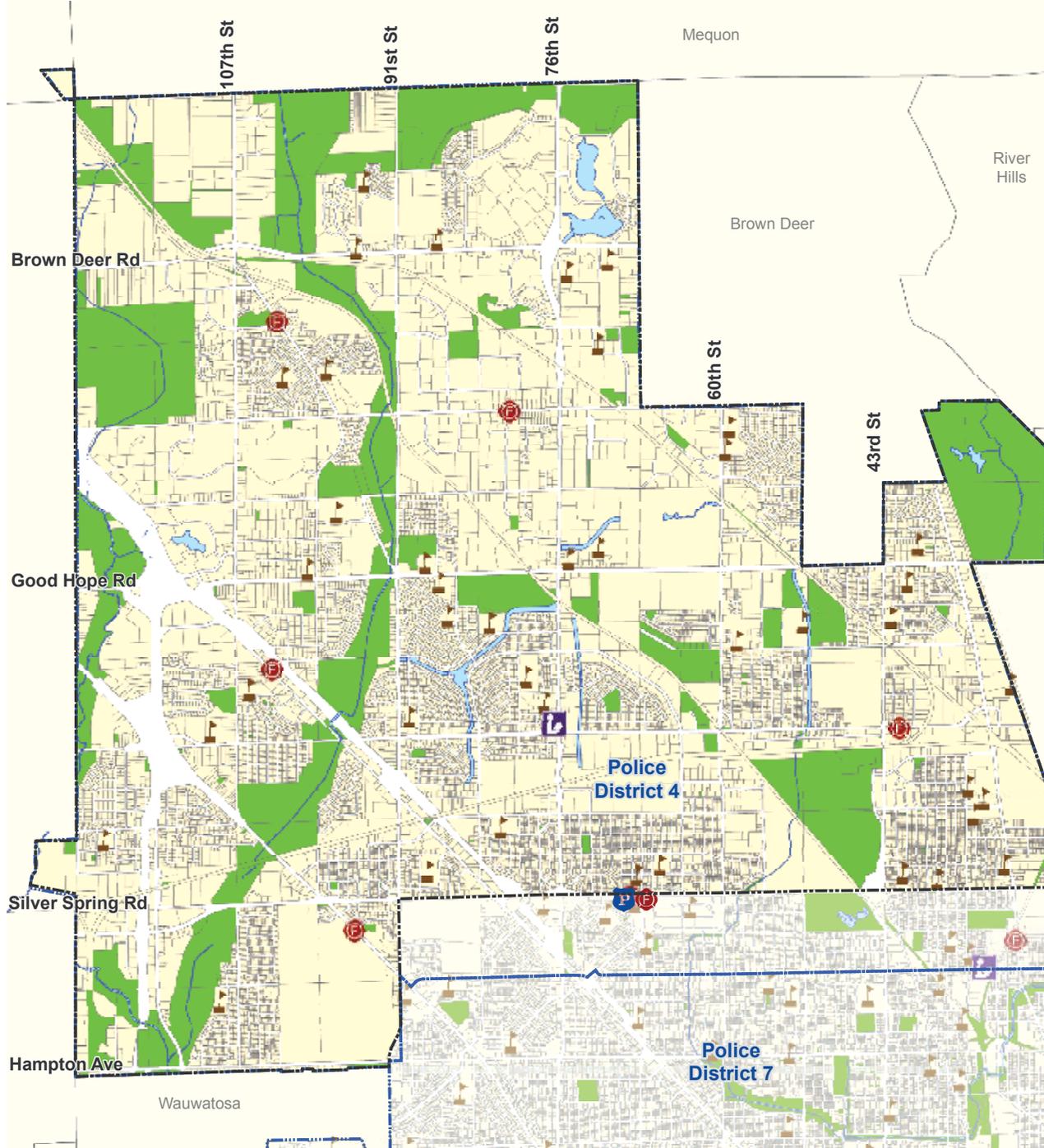
National Historic District



Historic Property

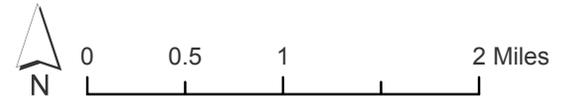


Data source: Department of City Development 2007

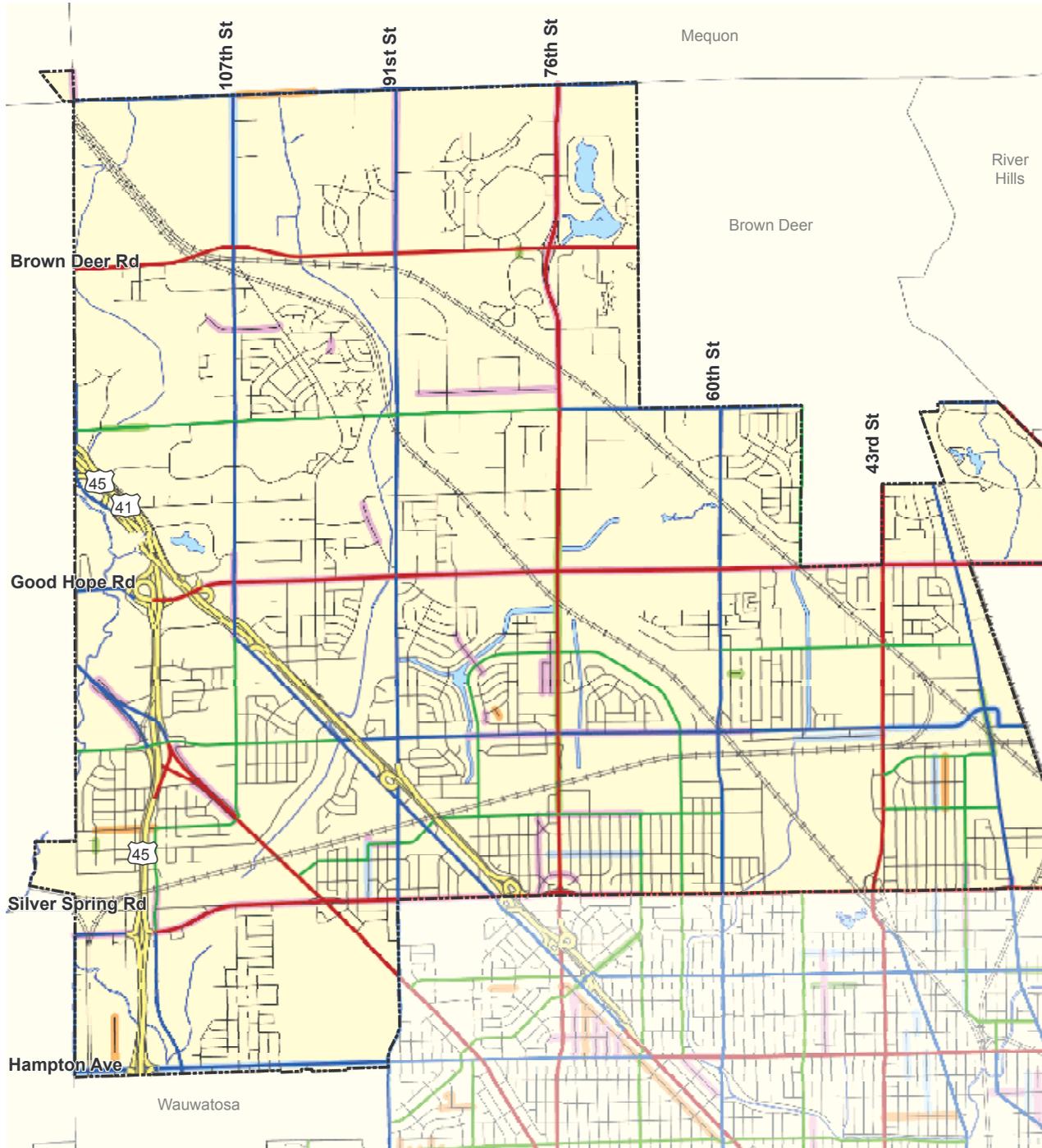


Map 8: Northwest Side Service Districts and Locations

-  Northwest Side Comprehensive Plan Boundary
-  School
-  Public Library
-  Fire Station
-  Police Station
-  Police District Boundary
-  Parks and Open Space



Data source: Department of City Development 2007



Map 9: Northwest Side Streets

Northwest Side Comprehensive Plan Boundary

Principal Arterial Freeway

Principal Arterial

Minor Arterial

Collector

Local Street

Railway

DPW Planned Street Paving

2007

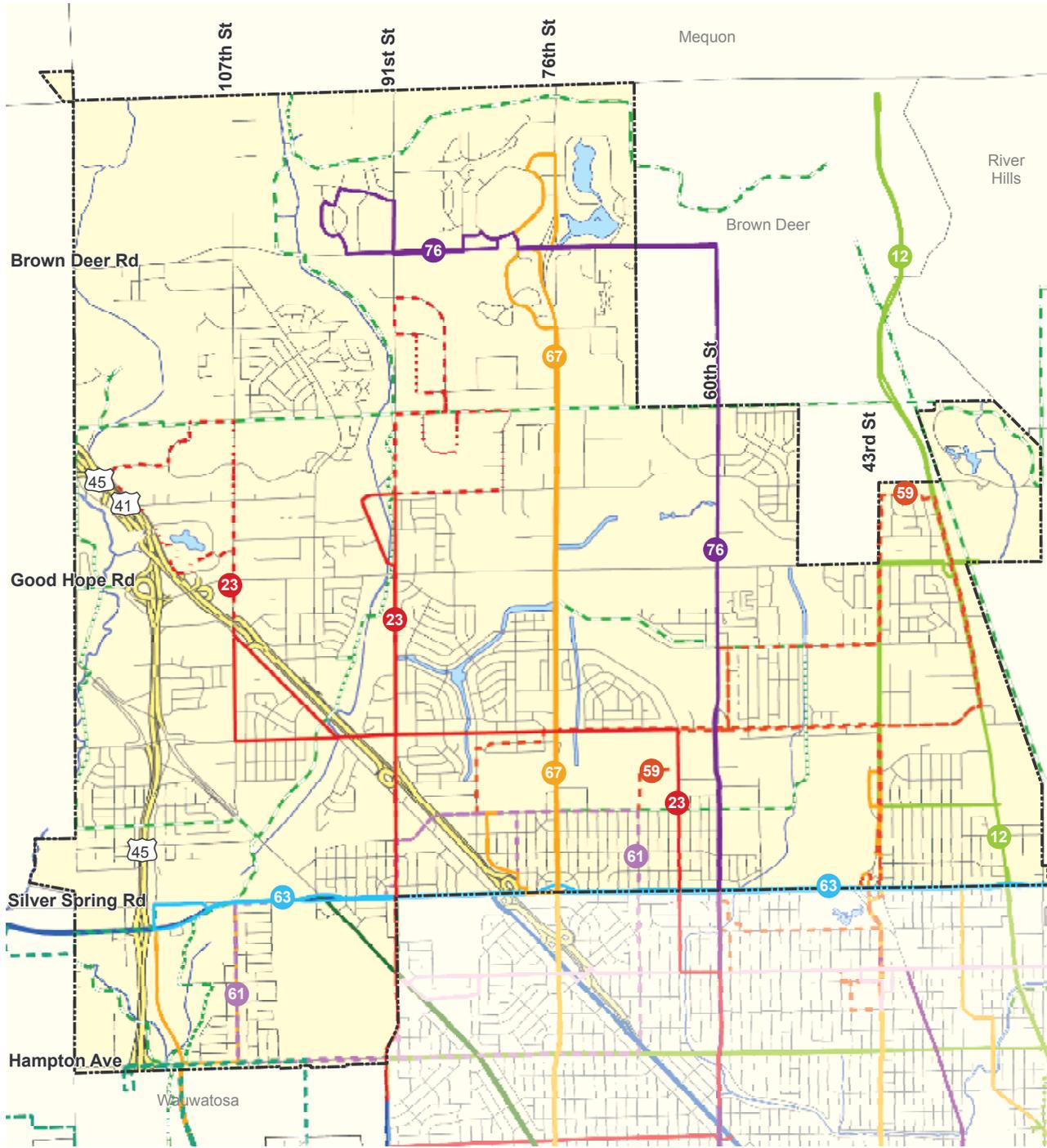
2008

2009

2010

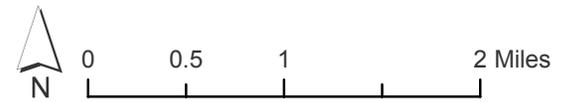


Data source: Department of Public Works 2007



Map 10: Northwest Side Transit Routes

- Northwest Side Comprehensive Plan Boundary
- Principal Arterial Freeway
- Streets
- Oak Leaf Trail
- Milwaukee County Transit Route 23
- MCTS Limited Service Route



Data source: Milwaukee County Transit System 2007

DEMOGRAPHICS

Population

The total population in the Northwest Side increased by 2.6% between 1990 and 2000 (from 75,305 to 77,307). In contrast, the City of Milwaukee's overall population declined by 5% during the same decade. The Village of Brown Deer and the City of Glendale also lost population between 1990 and 2000 by 0.5% and 5.4%, respectively. See Chart 2.1.

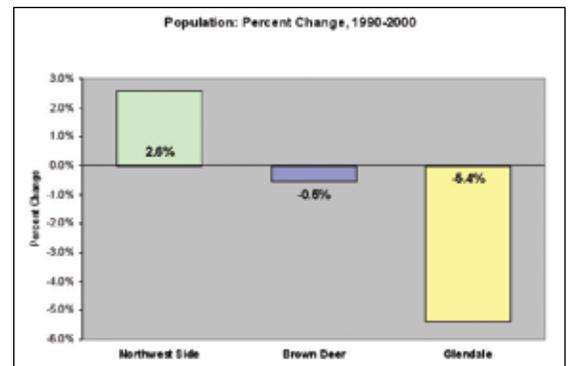
Several factors have contributed to the growth in the Northwest Side's population. The availability of buildable land, access to interstate highways and major arterial roads, and a wide-range of housing choices have encouraged steady levels of new development. Newly-constructed single-family residential subdivisions also serve as an attraction to the Northwest Side.

In 2000, the population of the Northwest Side represented approximately one-eighth (12.94%) of the City's total population. The median age in the Northwest Side matches the City's 30.6, which is lower than the County median age of 33.7. Brown Deer has a median age of 42.2, while Glendale's median age is 45.6.

Racial diversity in the Northwest Side is slightly greater than that of the City of Milwaukee. The percentage of all minorities combined increased from 24.2% in 1990 to 55.2% in 2000. The City of Milwaukee combined minority population in 2000 was 50%. Approximately 47% of Northwest Side residents are African American, 45% are Caucasian, 3.4% are Hispanic or Latino, 3.5% are Asian, and 0.5% are American Indian and Alaska Native.

The Northwest Side experienced a significant increase in Black or African Americans (single-race as defined by the 2000 Census) between 1990 and 2000, from 21.5% to 47.4%. This trend did not occur in Brown Deer and Glendale, both communities experienced minimal increases in minority population between 1990 and 2000. Brown Deer's overall minority population increased from 6.4% to 12.5% of the total population, while Glendale's minority population increased from 5.2% to 8.1%.

Chart 2.1 Population Change



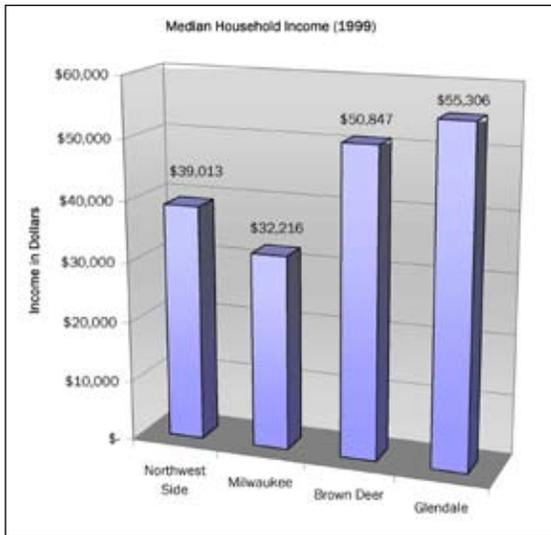
Source: United States Census Bureau, 1990 and 2000.

Households

In 2000, the City's average household size was 2.50, compared with 2.68 in the Northwest Side. Brown Deer had an average of 2.27, while Glendale was at 2.20. Among the households in the Northwest Side, 20.3% are single-parent households, compared with 16.2% in the City of Milwaukee and 9.2% nationwide.

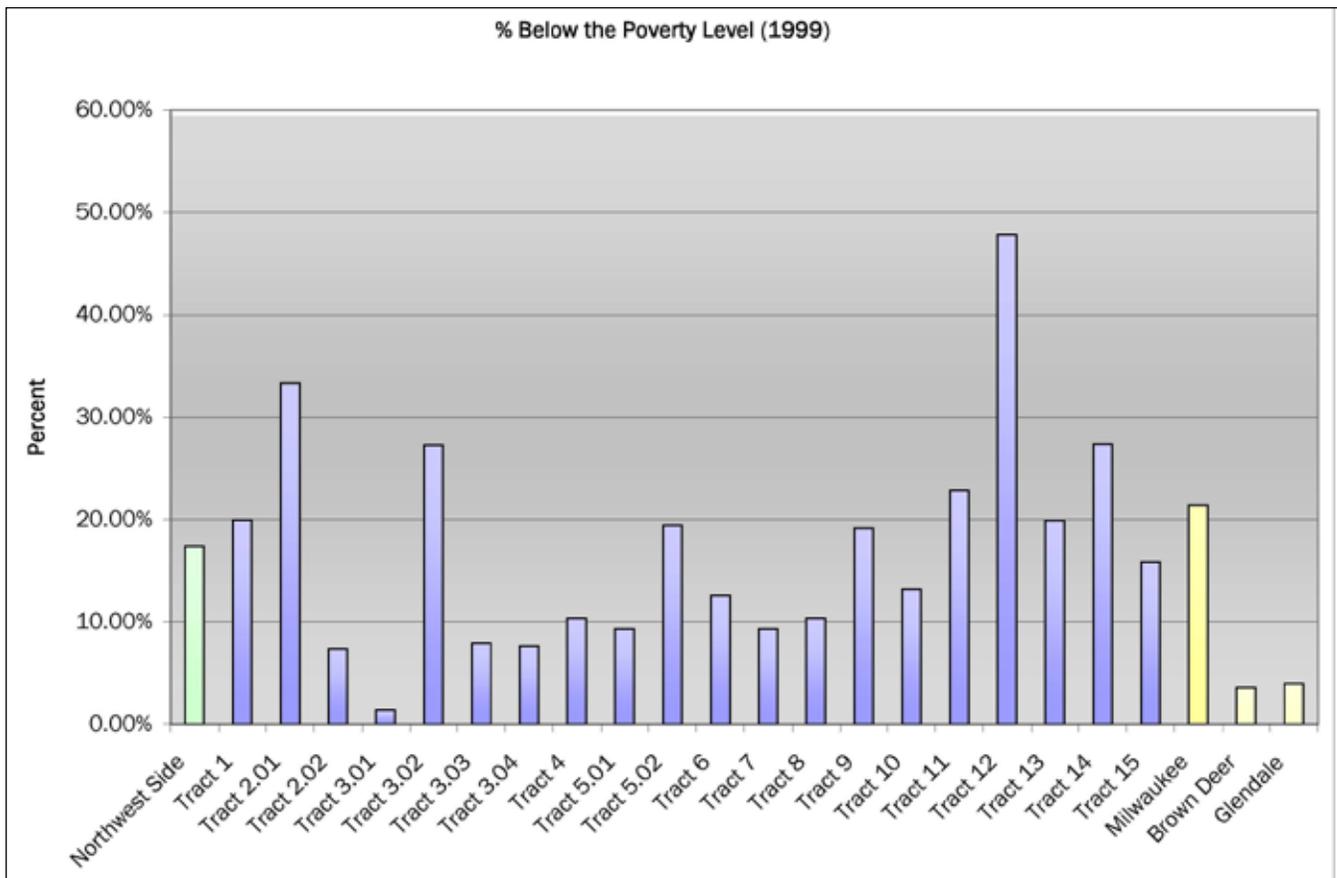
The median household income in the Northwest Side was \$39,013 in 1999, which was higher than the City's \$32,216. However, income data for 1989 (adjusted to 1999 dollars) suggests that median household income for the Northwest side has fallen an average of 10.7% between 1989 and 1999. In contrast, the median household income in neighboring areas grew during this same 10-year period, and ranged from a 2% increase (City of Milwaukee) to a 10% increase (Ozaukee County). In 1999, the Village of Brown Deer had a median household income of \$50,847, while the City of Glendale had a higher median of \$55,306. See Chart 2.2.

Chart 2.2 Median Household Income



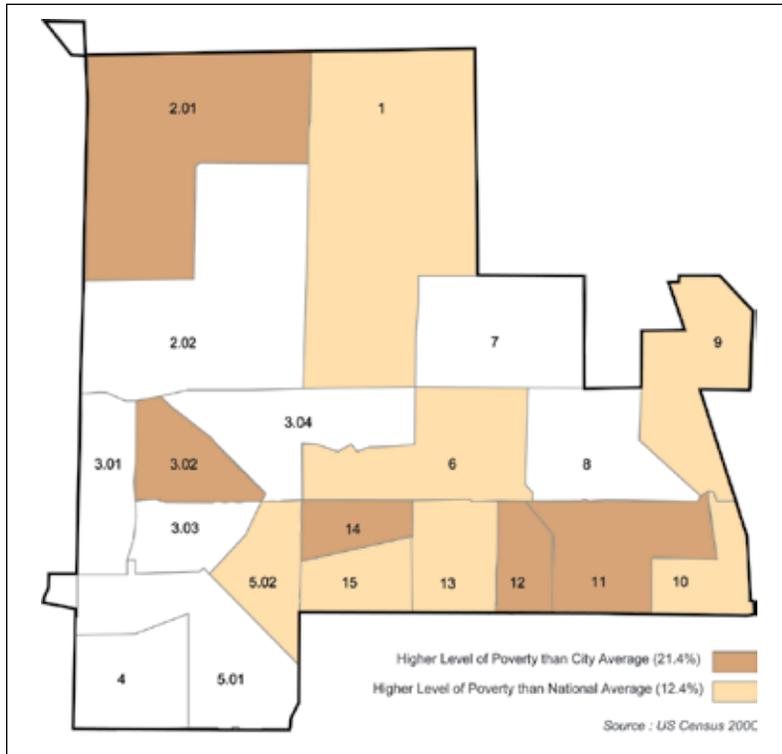
Source: United States Census Bureau, 2000.

Chart 2.3 Percent Below the Poverty Level



Source: United States Census Bureau, 2000.

Map 11: Poverty Level in the Northwest Side



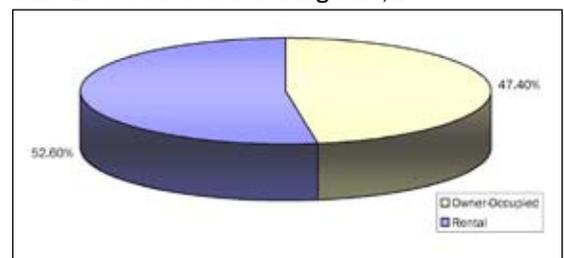
The approximate poverty level of the entire Northwest Side in 1999 was 17.4%. Of the Northwest Side’s twenty census tracts, twelve maintained higher poverty levels than the United States poverty level of 12.4% in 1999. Five census tracts maintained higher poverty levels than the City’s 21.4%. Nearby Brown Deer and Glendale had poverty levels of only 3.6% and 4.0%, respectively. See Chart 2.3 and Map 11.

Housing

The number of housing units in the Northwest Side increased from 29,420 in 1990 to 31,015 in 2000, or 12.4% of the City’s total housing stock. In contrast, the City of Milwaukee decreased in its number of housing units from 254,204 in 1990 to 249,215 in 2000. Slightly more than one-half of total housing units in the Northwest Side (51%) are multi-family dwellings. Moderate to large multi-family “complexes” of 10 to 50 units represent 41% of total multi-family housing. These percentages are consistent with the makeup of housing units in 1990.

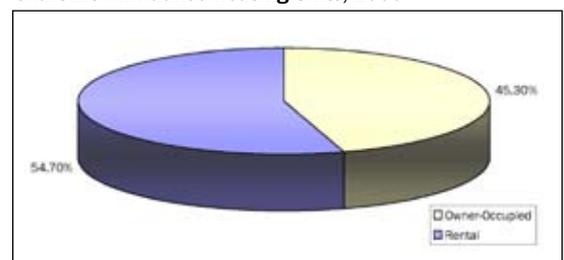
The Northwest Side had a higher percentage of owner-occupied units (47.4%) than the City (45.3%) in 2000. See Charts 2.4 and 2.5. This relationship is consistent with 1990 data showing that the Northwest Side had 48.3% owner-occupancy, whereas the City had 44.8% owner-

Chart 2.4 Northwest Side Housing Units, 2000



Source: United States Census Bureau, 2000.

Chart 2.5 Milwaukee Housing Units, 2000



Source: United States Census Bureau, 2000.

occupancy. In 2000, Brown Deer and Glendale had owner-occupancy rates of 71.2% and 73.1%.

Of total housing units administered under the Rent Assistance Program (RAP) (Section 8 Program) by the City of Milwaukee Housing Authority, 22.9% are located in the Northwest Side. This represents 3.4% of total housing units on the Northwest Side (1,052 units). Considering that the Northwest Side represents a fraction of the total population of the City (12.4%), there appears to be a disproportionate level of rental subsidized housing in the Northwest Side.

Employment

In 2000, the employed labor force from the Northwest Side represented 7.6% of the total labor force of the City of Milwaukee. Slightly over 30% of the workforce from the Northwest Side is employed in sectors that are commonly supported by facilities located in industrial land banks (industrial parks). These sectors include manufacturing, construction, transportation, warehousing and utilities. The percentage of the employed labor force of the Northwest Side represented by these industries is slightly higher than both the County and City.

A slightly higher percentage (4.8%) of the total workforce in the Northwest Side is represented by females, who are employed in the healthcare and social assistance, manufacturing, retail trade and educational services sectors. The male workforce employed in aforementioned industrial sectors is twice that of the female workforce.

The 2000 unemployment rate for the Northwest Side was at 8.2%, which was lower than the City's unemployment rate of 9.4%.

MARKET ANALYSIS SUMMARY

Prepared by S.B. Friedman & Company (2006)

Residential Market Facts and Findings

- In 2005, the Northwest Side of Milwaukee population was 76,474 people, accounting for more than 13% of the estimated 583,768 people residing in the City. This part of the city is relatively stable in terms of population change and diverse in terms of age.
- During the next five years, the Northwest Side is forecast to experience a net increase of more than 660 new householders aged 55 to 64 years, which primarily consists of empty nester householders. This parallels the nationwide trend of the aging baby boomer generation and the rise of empty nester households as a prominent market segment. In addition, the Northwest Side is likely to see a slight increase in the number of 35- to 54- year-old householders and 55- to 64-year-old householders earning more than \$150,000 per year. The existing base of 35- to 54-year-old householders and the projected growth in relatively affluent 35- to 64-year-old householders is conducive to the development of more upscale residential units. However, more than 60% of the existing base of households currently earns less than \$50,000, indicating the need for affordable or moderately priced housing as well.
- Approximately 320 single-family homes were built in the Northwest Side from 2000 to 2005. This accounts for more than 40% of the total single-family development in the City and indicates an annual absorption rate of 54 units per year. Most of the new single-family homes developed during the past six years are located within four major subdivisions, all of which are located in the western portion of the Northwest Side, west of 91st Street. Most homes in these new subdivisions are either one-story ranch style homes or two-story homes with sizes ranging from 1,800 to 3,000 square feet. Typical home prices range from \$280,000 to \$350,000.
- Even though the boom in the for-sale residential market is subsiding nationally, the historical trends of residential development in the Northwest Side are likely to continue until available land for subdivisions is exhausted. Overall, there is a limited supply of available vacant land in the



A single-family home in the Thurston Woods neighborhood.



A new single-family subdivision on the Northwest Side.

City, particularly for single-family development, making the available land in the Northwest Side attractive for residential development.

- In the future, as long as there is available land for subdivision development, the average annual absorption of single-family development is likely to reflect the historical absorption rate, between 2001 and 2006, of 50 to 55 units per year. Once the available vacant land area is absorbed, the pattern of single-family development is likely to shift from new greenfield subdivisions towards infill and redevelopment of existing structures, resulting in an overall decline in the absorption rates.
- During the past five years, absorption for multi-family development averaged 35 units per year. Most of the multi-family development in the Northwest Side has been limited to senior rental projects and duplex units. Two new tax credit senior projects were developed during the past six years, and one other tax credit senior project is currently under construction.
- There is some potential for future development of both for-sale and rental multi-family residential units. Although there is currently limited demand for for-sale multi-family development, a well designed, mixed-use development that integrates various housing types at moderate prices is likely to be successful in attracting the projected increase in the empty nester households in the area. One potential area where for-sale multi-family development may be feasible is near the Granville Station redevelopment site. With the rise of mortgage interest rates, the decline in the for-sale residential market, and an improving economy, market rate rental multi-family development is also likely to become more viable in the future. There will continue to be strong demand for affordable senior facilities in the region due to the aging population, combined with the projected increase in householders aged 55 to 64 who earn less than \$50,000. It is likely that two to four tax credit senior rental projects of 70 to 100 units each will be developed in the Northwest Side during the next decade.



The Meeting House is a senior multi-family development.

Retail Market Facts and Findings

- The retail supply analysis shows a highly competitive retail environment in this part of the City, with significant

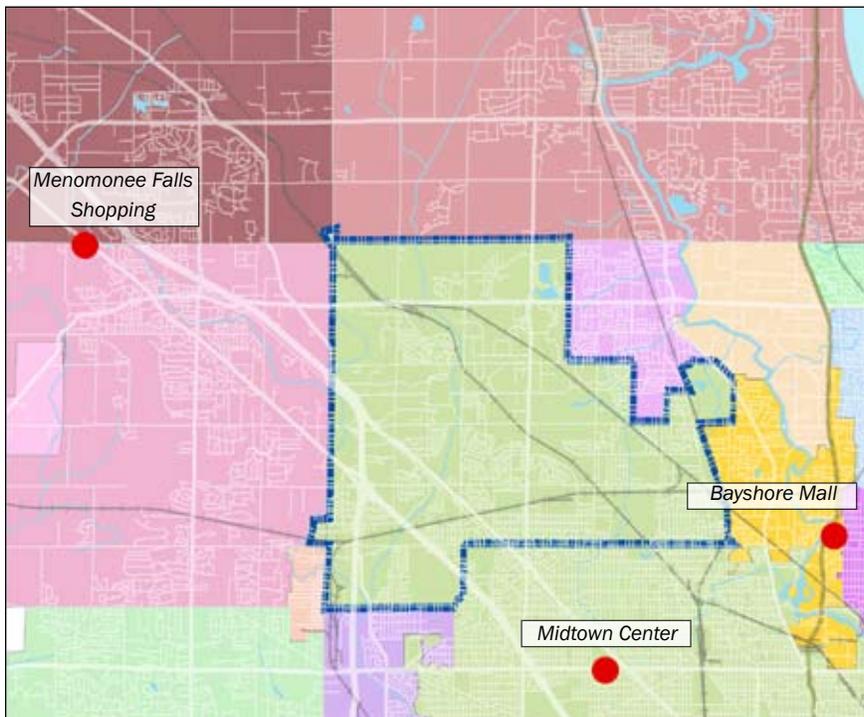
market representation in most of the shopping center tenant classifications, such as general merchandise, hardware, and discount apparel and accessories stores. Currently, there is approximately 2.8 million square feet of retail space within the Northwest Side. The majority of the retail is located within the following three nodes/corridors:

Brown Deer Road and 76th Street node: This cluster accounts for more than 40% of the Northwest Side’s retail space. It includes Granville Station, a 320,000 square foot commercial center which opened in 2004 following the partial redevelopment of the former Northridge Mall, which closed in 1999. This node also includes several freestanding “big box” stores and some older, obsolete shopping centers generally located along Brown Deer Road.

76th Street corridor: This corridor is comprised of smaller neighborhood centers, many of which are currently underutilized and are likely to be redeveloped. There is an emerging retail cluster along this corridor at the intersection of 76th Street and Good Hope Road.



Outlot developments at Granville Station.



Source: Northwest Side Market Study, SB Friedman

Silver Spring Drive corridor. The retail located along Silver Spring Road is smaller in scale and more spread out. It is primarily composed of neighborhood oriented convenience uses that tend to serve the nearby residents.

- There are four key competitive retail nodes/centers near the Northwest Side that are regional retail destinations and draw customers from a larger area - 1) Retail cluster in Menomonee Falls at County Line Road and Appleton Avenue, 2) Midtown Center in Milwaukee at 60th St. and Capitol Dr., 3) Marketplace and Brown Deer Center in the Village of Brown Deer, and 4) Bayshore Mall in Glendale. These retail centers draw customers out of the Northwest Side and are likely to provide the greatest competition to the retail in the Northwest Side due to their proximity, ease of access, and tenant mix.



Hummer dealership located at the Metro Center Auto Mall.

- The Metro Center Auto Mall, located at 107th & US 45, is an emerging automobile cluster in the Northwest Side. The 10-acre site is being developed as an automobile sales center. Multiple dealers, including Toyota, Hummer, Chevrolet, and Carmax, have already located on the site, and Nissan and Smart Car dealerships are planned for the future. This regional automobile sales center has resulted in the shift of automobile sales from the 76th Street corridor to this new node.
- The recent redevelopment of the former Northridge Mall site into Granville Station has improved the competitive position of the Northwest Side by generating new interest and activity in the area. So far, the development has been successful in attracting two major anchors and several smaller retailers, with additional deals pending. The recent development of single-family homes in the western portion of the Northwest Side is also an advantage for existing and future retail in this area because these new residents translate into potential sales in the Northwest Side.
- Challenges facing the retail on the Northwest Side include a high level of competition, the scattered physical distribution of retail, and relatively low rents and occupancy levels. Rents for most types of centers in the Northwest Side are lower than the Milwaukee Metropolitan average, whereas vacancy rates are generally higher than the Milwaukee Metropolitan

average. Accessibility may also be a disadvantage for the retail market in this part of the City, as most retail is auto-oriented but located away from highways and interstates.

- A presence-absence analysis of the existing inventory of retail establishments in the Northwest Side indicates market niches or gaps in the supply. The analysis, confirmed through interviews with retail brokers, indicates that café/coffee shops, fast casual, and casual restaurants are needed in the area. These retail uses could potentially be supported in the short term. Café/coffee shops and restaurants are also likely to attract employees from the existing industrial and office clusters in the Northwest Side. The absence of a home decoration and furnishing store, such as Bed Bath and Beyond or Linens N' Things, are also absent from the area. A 40,000 square foot home furnishings center could potentially serve as an anchor to an existing or new community center in the Northwest Side.
- Other types of retail such as a bookstore, sporting goods store, additional apparel/ shoes/ accessories stores, and a fitness center/gym are either missing or are underrepresented in the Northwest Side. However, retail brokers in the area indicated that current demographic and income characteristics in the Northwest Side are not conducive to attracting these retailers. The likelihood that these uses are supportable in the Northwest Side in the future is dependent on several factors including the availability of suitable sites (including traffic counts, access, and visibility) to accommodate the requirements of these retailers, the pace of future residential growth, and corresponding income growth.

Office Market Facts and Findings

- The economic recession since 2001 has resulted in a weak office market in the Milwaukee Metropolitan Area. Although the office market began to show some recovery by the second quarter of 2005, vacancy rates for Class A and B space remain approximately 50% higher than the historical baseline of 10%.
- Higher-than-average vacancy rates suggest an oversupply of office space in the regional Milwaukee market. In such a competitive environment, the typical lease-up time for new speculative multi-tenant office

buildings is likely to be longer and have greater financial risk, thereby encouraging built-to-suit development opportunities rather than multi-tenant speculative office developments.

- Growth in regional office employment is generally considered the primary driver of office space development and absorption. Regional office employment peaked in 2000 and has recovered since 2003, but continues to grow at a slower pace of 1.1% per year. Projections indicate that regional office employment will continue to grow, and that the pace of growth will increase to an average annual compounded growth rate of approximately 1.4% during the next 15 years.



An aerial image of the Park Place office cluster, located east of US 41/45.

- The major cluster of corporate office uses within the Northwest Side of Milwaukee is at Park Place. The key advantages of Park Place include its highway access and visibility, as well as the availability of land for future development. Park Place includes several key amenities necessary to attract firms and employees such as the Hilton Garden Inn, a KinderCare day care center, a small neighborhood retail center, and a sit-down restaurant. A new hotel is also planned for development.
- The Park Place office cluster currently occupies approximately 300 acres of land. While the office park has limited potential for further expansion due to the lack of adjacent vacant land, there are approximately 45 to 50 acres of vacant land within the park that is developable for future office space. Additionally, a 55-acre site in the northeast corner of the park appears to be only 50% utilized. Therefore, in total, there are likely to be approximately 75 gross acres at Park Place that have potential for future office development.
- Future corporate office market development in the Northwest Side of Milwaukee is likely to be limited to the 75 acres of gross land area in Park Place, as there appears to be no other available land parcels in the Northwest Side adjacent to primary transportation routes that could be assembled to support another major office park development. However, smaller scale professional office space may be developed as part of future retail center development, or as standalone professional office buildings at key arterial corridors such as Brown Deer Road and 76th Street.

- The total estimated 1.7 million square feet of office space at Park Place (Class A, B, and C) was developed over a period of approximately 23 years from the early 1980s, indicating an average development pace of approximately 75,000 square feet a year. If all 75 available acres are developed in the future, 650,000 square feet of additional office space would be added to Park Place. This would take an estimated eight to 10 years to develop at the historical development pace.

Industrial Market Facts and Findings

- Between 1995 and 2000 approximately 33.4 million square feet of industrial space and over 2,550 acres of industrial land was absorbed in the Milwaukee Metropolitan area. Overall during this time, the City had a capture rate of regional industrial absorption that ranged from 7% to 15% while most of the remaining growth (85% to 93%) in new industrial development occurred in the suburban counties. This trend is primarily due to the relative shortage of clean developable land in a business park atmosphere, and with good highway and interstate access, in the City compared to the suburban areas.
- The future annual absorption of industrial land in the City is projected to range from 32 to 63 acres based on projection of the regional absorption rate of industrial land and the City's historical capture rates (7% to 15%) of regional industrial growth.
- The average annual absorption of land in the City over the past three decades has been 41 acres. Annual absorption rates appear to have declined in recent times relative to the 1970s and 1980s. While the economic recession following 9/11 is a major contributing factor to the decline in absorption between 2000 and 2005, the slowdown in absorption since the nineties is explained at least in part by the limited supply of suitable industrial land in the City. As more suitable industrial land is added to the City's stock of industrial land and the economy emerges from the recent downturn, the absorption rates in the City may shift towards the higher end of the projection.
- Analysis of historical absorption data shows that nearly three-quarters of the total building area and over 80% of the land area developed for industrial uses within the City of Milwaukee during the past 15 years has



Direct Supply is a growing campus on Industrial Road

taken place on the Northwest Side, underscoring the importance of the Northwest Side industrial submarket. The strong historical capture rates of the Northwest Side are primarily due to the greater availability of clean development-ready sites in this area relative to the rest of the city.



Granville Woods Business Park offers industrial sites through the City's Land Bank Program.

- Most of the land on the Northwest Side zoned for industrial use lies along three major railroad lines. Various industrial parcels within the Northwest Side belong to the City of Milwaukee's Land Bank Program. The vast majority of the industrial uses in the Northwest Side are generally located in the following two areas.

Bradley Woods Business Park Area. The core industrial area of the Northwest Side is located near the Bradley Woods Business Park. This area, which is heavily developed with industrial uses, should be the focus of industrial retention because there are relatively few remaining large parcels that are suitable for industrial development.

Havenwoods Area. The Havenwoods area has greenfield and redevelopment sites available for additional industrial development. Several projects, including a U.S. Department of Labor Job Corps training center, are planned, and additional sites are available.

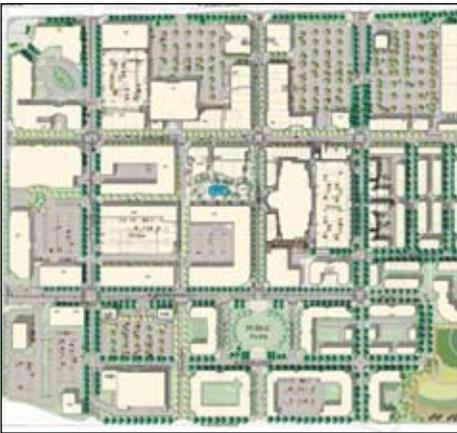
- Currently, there is not much land within the City that competes with the Northwest Side for industrial development. However, in the future, the City has plans to make additional industrial land available in the following areas: 1) Menomonee Valley Industrial Center, 2) Mitchell Airport area, and 3) the Port of Milwaukee.
- The Northwest Side boasts several key advantages in terms of attracting and retaining industrial users. The available sites offer easy access to major highways and roadways while avoiding the congestion associated with a downtown area. Businesses located within the Northwest Side are able to tap into the area's large available labor force. Also, the Northwest Side is one of the few places in the city where relatively large parcels of developable land remain.

- There are a few disadvantages affecting the competitiveness of the Northwest Side's ability to attract industrial users. The area suffers, to some degree, from negative perception, especially with respect to crime rates. The poor aesthetic appearance of some of the commercial corridors, such as 76th Street and Silver Spring Road, may have a negative impact on how potential industrial users view the area. Recent efforts to improve the perception of the area include planned streetscaping improvements for Silver Spring Road and 76th Street and the creation of Business Improvement Districts and other neighborhood beautification programs.
- During the next five years, the City is likely to absorb between 30 to 40 acres of land annually, and the Northwest Side is likely to continue capturing approximately 80% of total industrial development in the City. This translates into 24 to 34 acres of land to be absorbed annually on the Northwest Side in the short run.
- In the long run, as the City creates additional industrial land for redevelopment, absorption will likely increase as well. As land elsewhere, such as the 60 acres planned for the Menomonee Valley Industrial District, becomes available, the absorption of the City as a whole will increase closer to the higher end of the projected 32 to 63 acres annually. At this point, the Northwest Side's overall share of industrial development is likely to decrease by half to around 40% to 45% due to this other major competitive cluster. At this capture rate, the Northwest Side will absorb an average of 20 to 28 acres annually. However, as the land supply in the Northwest Side starts to decline, the total absorption rate and associated capture rates in the Northwest Side are also likely to decline even further.

NATIONAL PROJECTS REVIEW

In order to gauge the development goals of the Northwest Side, the planning team researched nationally-recognized successful projects and programs that closely relate to the plan goals. Many of the initiatives extend beyond traditional site boundaries, covering whole corridors and recreational parkways. When compared to other planning areas in the City of Milwaukee, the Northwest Side is unique in size and character. These national projects reflect development ambitions that are specific to the area in terms of project type and the methods by which the projects were implemented.

All projects encouraged a collaborative effort among various entities, and sought to create a healthier living environment in underutilized areas. Some of the projects focus particularly on green initiatives by incorporating detailed landscaping and sustainable development. Each of the projects and programs can be used as a base for evaluating future development in related areas of the Northwest Side.



Mall Redevelopment: Belmar, Lakewood, Colorado

Developer: Continuum Partners, LLC

Date Project Initiated: 2003

Context of the Project Site

Belmar is a mixed-use development that covers 104 acres (23 city blocks) in the heart of Lakewood, about ten minutes west of Denver. The site previously housed a mall constructed in 1966 that became the largest shopping mall in the region. The mall, like many others in the United States, fell into decline and was demolished to make way for the new development. At buildout, Belmar will have 1,300 homes, a Theatre Cineplex, a Whole Foods Market, 900,000 square feet of Class A office space, 175 stores, 9,000 free parking spaces (surface and garage), and 9 acres of parks, plazas, and green spaces.

Impetus for the Project

Leaders of the project sought to create a true urban core for Lakewood by integrating new construction with the existing City Hall, Lakewood Commons, and the city's performing arts center. Because the former mall was initially a huge success, developers wanted Belmar to put Lakewood in the spotlight once again.

Outcome of Project Actions

The design includes a new street system that uses small blocks to integrate the site with surrounding neighborhoods and to create a true urban town center where one did not exist before. The developers extended the existing Teller Street to create a new main street core with on-street parking. Buildings with massing designed to a specified building envelope create a public plaza network.

Site Area: 106 acres

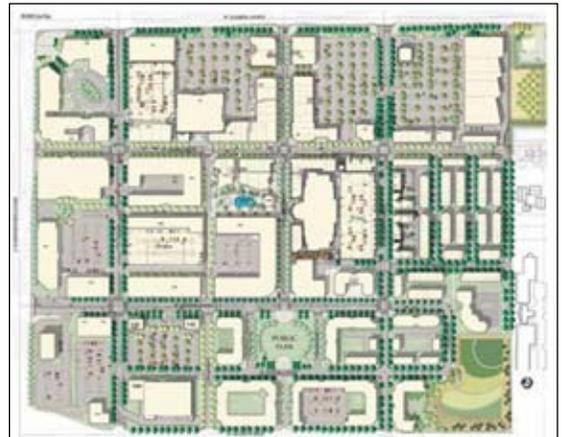
Retail: 960,000 square feet

Total Dwelling Units: 1,300 rental; 200 for sale

Office: 760,000 square feet

Potential for Milwaukee

The redevelopment of Granville Station (formerly Northridge Mall) is a critical development for the Northwest Side. Redevelopment on various parcels has begun, but the area lacks a master plan to guide renovation and new construction. Belmar's planning process and mixed-use layout would provide a strong format for continued development on the Northridge Mall property.



Mall Redevelopment: Twenty Ninth Street, Boulder, Colorado

Developer: Westcor

Date Project Initiated: September 2004



Context of the Project Site

The concept for Twenty Ninth Street evolved out of the need for a new mall in downtown Boulder. The city's former shopping establishment, the Crossroads Mall, fell into disrepair as the area economy depreciated from 2001 to 2005. Upon redevelopment of the site, residents asked for Crossroads to be "de-malled," which has resulted in an open-air shopping, dining, and entertainment destination. Twenty Ninth Street has also maintained an environmental focus by salvaging track lighting, recycling steel and wood doors, and designating various parking spaces for hybrid vehicles.



Impetus for the Project

1. Revitalize the declining mall site.
2. Stabilize Boulder's economy by bringing residents to Twenty Ninth Street to shop.
3. Implement environmental practices through building materials, design, and amenities.



Outcome of Project Actions

The Home Depot has already opened its doors to the public, and the remainder of the 850,000 square foot property will be opened in the fall of 2006.

Site Area: 62 acres

Retail: 850,000 square feet

Parking Spaces: 3,664

Jobs: 1,000

Potential for Milwaukee

Twenty Ninth Street will bring over 1,000 jobs to Boulder and enhance the environmental quality of the area. The mall will also house "The Wonder of Science at Twenty Ninth Street," an initiative to showcase nearby research organizations through permanent, interactive exhibits on science and technology. The former Northridge Mall in the Northwest Side could extract these concepts when considering redevelopment by 1) serving as a hub for new jobs, 2) incorporating environmental standards, and 3) showcasing nearby companies and research facilities to promote local business.

Mall Redevelopment: Malls Into Mainstreets

Author: Congress for the New Urbanism

Date Released: 2005

Context of the Publication

The Congress for the New Urbanism (CNU) published “Malls Into Mainstreets” in an effort to outline how malls can be redeveloped into successful communities. The publication discusses a number of different strategies from six detailed case studies where an underutilized shopping center was turned into a viable, mixed-use neighborhood development. Included in the section on the five most common mall redevelopment models are the following suggestions on how to revitalize existing shopping centers:

1. Mixed-use town center or urban district – features retail space, residential units, public spaces, and often office space and civic / cultural uses. Mixed-use centers are feasible both in suburban and urban landscapes.
2. Single-use development – involves demolishing the mall and replacing it with big-box retail or another single use (e.g. office park, condos, entertainment complex).
3. Adaptive reuse – retains the mall structure and adapts it, typically for a single use (e.g. church, educational institution).
4. Mall plus – uses the idea of retaining the existing mall structure while adding entertainment, offices, a hotel, or residences.
5. Reinvested mall – involves changing the tenant mix and renovating the building, although this option may only temporarily alleviate any problems.

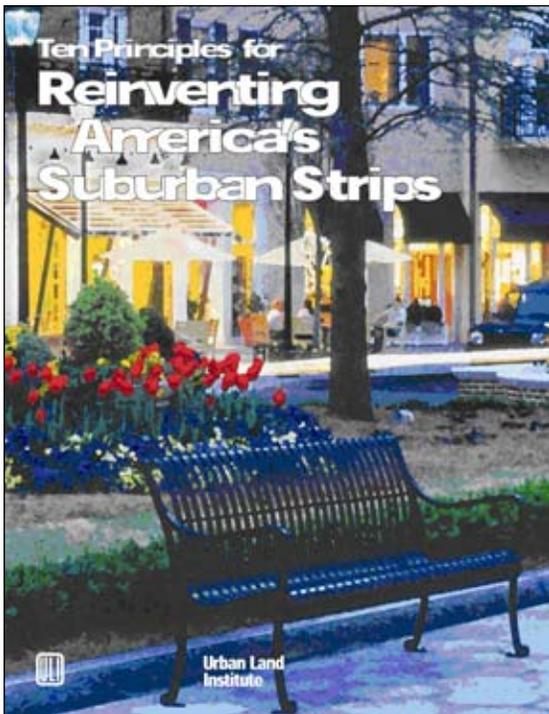
Impetus for the Publication

CNU joined with the U.S. Environmental Protection Agency’s (EPA) Development, Community, and Environment Division to examine the potential of greyfield malls. “Malls Into Mainstreets” is the third in a series of publications that describes how to convert greyfield shopping centers into vibrant mixed-use developments.

Potential for Milwaukee

The Northwest Side faces redevelopment of not only the former Northridge Mall, but also of commercial strips along its main corridors. This publication provides tools and strategies that are applicable to both types of redevelopment.





Commercial Corridors: Ten Principles for Reinventing America's Suburban Strips

Author: Urban Land Institute

Date Released: 2001

Context of the Publication

The Urban Land Institute formulated these ten principles to provide “a strategic guide for communities and developers around the country as they seek solutions to the problems of commercial sprawl, deterioration, obsolescence, and congested highways”:

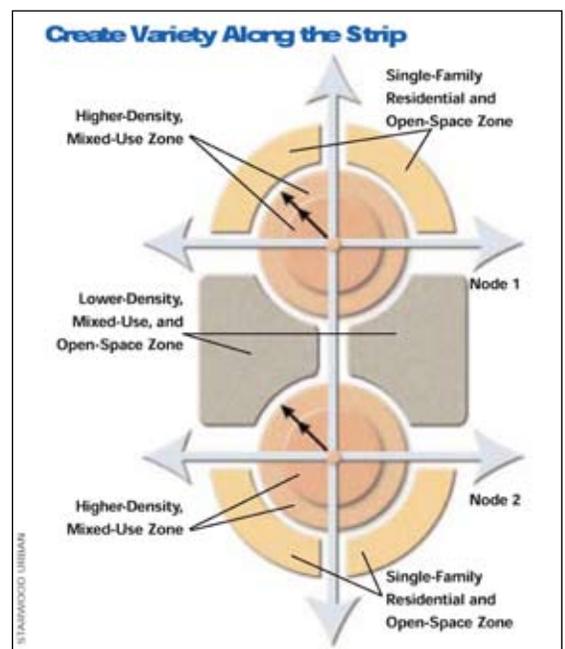
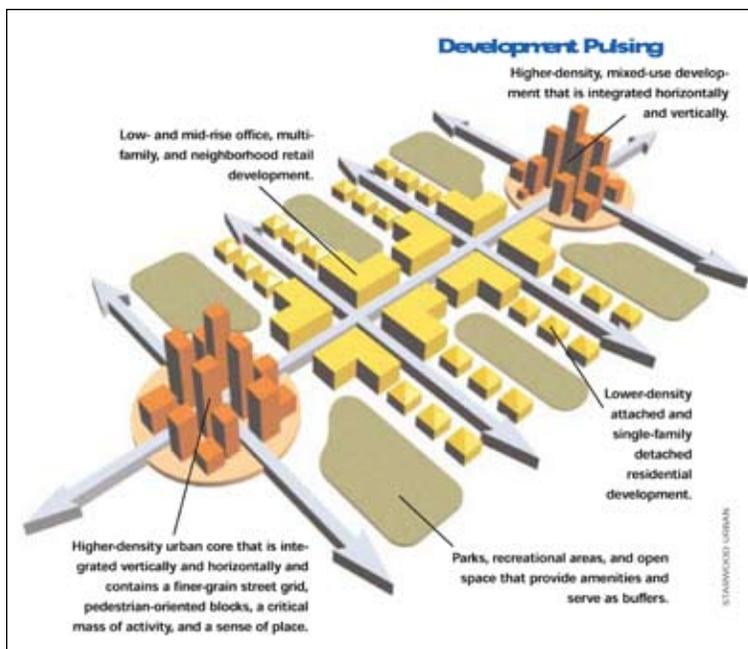
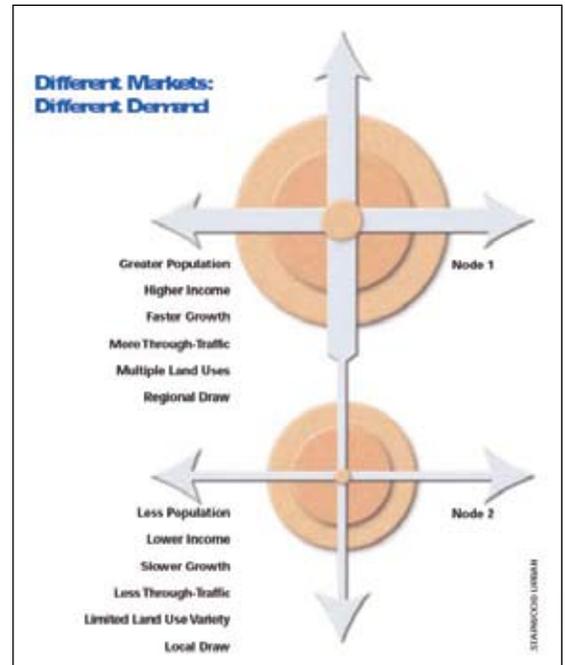
1. Forming public/private partnerships to develop strategies and implement change.
2. Anticipating an evolution in demographics and in the marketplace.
3. Realistically assessing the market for commercial-development “strips.”
4. Developing zoning strategies that improve the quality of strips by limiting the amount of retail-zoned land.
5. Restructuring strips to create high-intensity development interspersed with stretches of low-intensity land use or open space.
6. Crafting traffic patterns and parking to provide convenient access to retail stores and also serve through-traffic.
7. Creating suburban “places” that attract people and encourage them to visit often.
8. Diversifying the development of strips as development pressures increase and land values rise.
9. Enhancing the physical design of strips to attract new and repeat customers.
10. Understanding the importance of implementing and funding plans.

Impetus for the Publication

Staff at ULI worked with commercial developers, public planners, architects, economic consultants, transportation specialists, and property advisers on assessing three suburban strips in Maryland and Virginia. The strips were selected as representative of different types of suburban commercial environments.

Potential for Milwaukee

ULI believes that the principles gathered from the three commercial strips can be applied to strips nationwide. The Northwest Side has several commercial strips in need of improvement, and these principles will serve as guidelines for any redevelopment or improvement plans.





Commercial Corridors: 76th Street, Greenfield, Wisconsin

Partners: City of Greenfield, Village of Greendale, Milwaukee County

Date Project Completed: Summer 2005

Context of the Project Site

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

Impetus for the Project

The project involved three goals:

1. Improve the character and identity of 76th Street;
2. Increase the economic value of the corridor;
3. Create a safe environment for both vehicles and pedestrians.



Action Taken

After the County completed road and traffic light improvements, the City of Greenfield needed 1.3 million to install new lighting and landscape the median. Approximately 10-15% of the total was specially assessed, and 85-90% was provided through the tax levy. A private firm assisted Greenfield with the design components, although several plantings had to be altered due to visibility limitations resulting from the raised beds.



Outcome of Project Actions

Both the City of Greenfield and the Village of Greendale have established an attractive corridor that provides greater safety for its users. The project has also contributed to a stable, high-occupancy rate. Area businesses have expressed appreciation of the visible municipal commitment to the corridor.

Potential for Milwaukee

Several corridors in the Northwest Side have been identified by residents as places where streetscaping improvements should be implemented. In order to successfully do so, residents will have to carefully examine how to fund such improvements and how to provide maintenance after the project is completed.

Existing Parkways: Great Rivers Greenway District, St. Louis, Missouri

Location: St. Louis, MO

Date District Established: November 2000

Context of the Project Site

Since the passage of the Clean Water, Safe Parks and Community Initiative by St. Louis in 2000, the Great Rivers Greenway District has worked in partnership with private, public, and nonprofit agencies to implement several projects across the district. The district consists of three rivers: the Mississippi, the Meramec, and the Cuivre, which form a three-quarter ring around Great Rivers Greenway. Linking these rivers with the Missouri River through a series of interconnected greenways, parks, and trails provides access to The River Ring throughout the St. Louis region.

Impetus for the Project

Great Rivers Greenway works for a “clean, green, connected” St. Louis region. To do so, the District is implementing the River Ring, an interconnected system of greenways, parks and trails. The River Ring will eventually encompass 600 miles of more than 45 greenways.

Outcome of Project Actions

When complete, The River Ring will link three counties, two states, and cover an area of 1,216 square miles (1/57th of Missouri). Current projects involve work on 17 greenways, which are all part of the River Ring. Great Rivers Greenway is funded by a 1/10th of 1 cent sales tax in St. Louis City, St. Louis County, and St. Charles County, which generates \$10 million annually. All access points were constructed with financial help from partnering organizations and municipalities.

Potential for Milwaukee

“Initiatives in metropolitan areas across the nation, including Boston, Denver, Minneapolis and Portland, demonstrate that the benefits of an interconnected system of greenways, parks and trails go far beyond recreational use: economic growth is stimulated; property values increase; tax bases stabilize; new businesses develop; citizens and neighborhoods connect; open space is preserved; and healthier lifestyles are encouraged.” Providing access to the Oak Leaf Trail in the Northwest Side could boost the local economy and contribute to the neighborhood identity.



PUBLIC PARTICIPATION SUMMARY

Public participation strategies were conducted in the Northwest Side to gather input from a broad segment of the population who both live and invest in the neighborhood. Participation techniques included: interviews, household survey, image preference survey, focus group workshops, public information meetings, and a public hearing. These techniques produced high-quality feedback that has shaped subsequent sections of the Plan.



A resident shares her input at a community event, hosted by the John C. Cudahy YMCA.

Key Person Interviews

The consultant team interviewed over 20 stakeholders to gather input on current and future development in the Northwest Side. Information was gathered on existing conditions, neighborhood strengths, opportunities, and potential actions that could improve the neighborhood. Interviews were confidential.

The following is a summary of the most common answers and actions for moving forward. A detailed list of comments can be found in the appendix. Interviewees included business owners and leaders, lenders, community agency representatives, local officials, civic leaders and real estate brokers.

Neighborhood Strengths:

A variety of strengths were commonly identified in the interviews including: variety of housing choices, suburban choices for housing within the City of Milwaukee, large amount of green space, active church programs for area youth, access to major highways, and strong neighborhood organizations.

Neighborhood Opportunities:

Many respondents identified the redevelopment of Granville Station, land availability for new housing, and transportation access as major opportunities to attract new development to the area. Land availability was also mentioned as an opportunity for redeveloping the major commercial corridors by using vacant land for infill development or combining parcels together. Timmerman Field is considered an asset and an opportunity for retaining and attracting businesses to the area. Respondents were also interested in bringing higher education and medical facilities to the neighborhood.

Potential Actions:

Numerous actions were identified and discussed from general land use policies to specific projects. Housing actions include increasing home ownership, and strengthening neighborhood groups and organizations. Priority commercial actions include: the creation of a detailed redevelopment plan for Granville Station and the development of key intersection nodes with an emphasis on businesses that serve the area industrial parks and residents. Many of these actions could be implemented with public-private partnerships.

Community-Wide Household Survey Results

A community-wide household survey was distributed to residents, business owners, elected officials, and neighborhood organizations in the Northwest Side to gather information and opinions about planning-related issues. The opinions were used to determine catalytic projects, land use decisions and development priorities. The following is a summary of the major findings, a full set of survey results can be found in the Appendix.

The Northwest Side Community Survey received responses from all four quadrants, as shown in Figure 4.

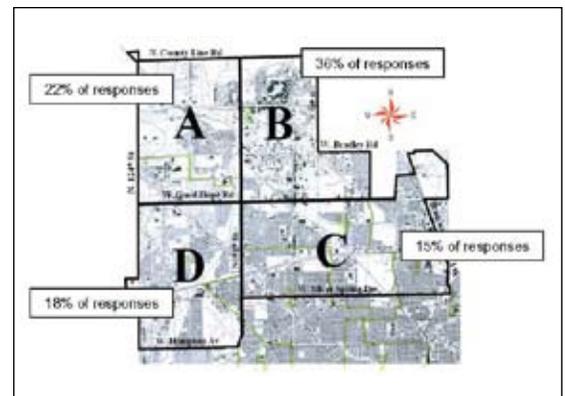


Figure 4: Northwest Side Community Survey responses

Background Information

- The majority of respondents (85%) were residents of the Northwest Side.
- 5% of respondents owned businesses on the Northwest Side.
- 23% of respondents were employed on the Northwest Side.
- The length of time residents had lived in their neighborhood appeared to be evenly distributed, from new (0 to 2 years) to long-term (20 or more years).

Household Information

- 42% of respondents from Quadrant C reported living in their neighborhood 20 or more years; 70% of respondents from Quadrant D have lived in their neighborhood more than 5 years.
- 52% of respondents were home owners and 33% were renters.
- The majority of respondents did not have children in their household.

Priorities and Opinions

- Respondents most frequently cited affordable housing (34%), safety and security (28%), and neighborhood appearance (25%) as reasons for why they live in their neighborhood.
- Overall, 72% of respondents felt safe/somewhat safe in their neighborhood during the day. The number of respondents who felt safe/somewhat safe in their neighborhood dropped to 54% at night.
- In regards to commercial corridors, respondents ranked the amount of parking on the Northwest Side as the most adequate and identified safety/police presence as needing the most significant improvement.
- Respondents indicated they use Northwest Side businesses most often that meet basic needs, including grocery stores, gas stations, and pharmacies.
- Of those Northwest Side businesses they would like to see in the future, respondents identified entertainment/specialty stores most frequently, such as a large department store, sit-down restaurant, bakery, and clothing store.
- The majority of respondents indicated that improved variety and quality of stores/products would increase their use of businesses on the Northwest Side, while convenient parking options were least likely to increase business usage.
- Respondents felt the Northwest Side could improve the most through increased home ownership (64%), property maintenance/code enforcement (55%), and block watch efforts (49%). The most frequent concern for respondents was increased density (49%).

Image Preference Survey Results

Part of the public participation process included an Image Preference Survey, which gathered input on a variety of physical and environmental issues. These issues included building types, landscaping, open spaces, signage, and parking. Members of various civic, neighborhood and business groups scored the images based on whether the elements presented were desirable or undesirable for the neighborhood. After they finished ranking the images, City representatives discussed the images with the group to help clarify what was preferable or not preferable about each of the images. The following provides a summary of the issues and concerns surrounding each discussion topic.

Residential Character



Residential Character Discussion: Single family and duplex housing

Discussions about single family and duplex housing focused on a few major issues. Attendees responded positively to those houses that appeared to be newly constructed or fit within the context of the existing housing stock. Landscaping and general upkeep were key components to this perception. Many of the negative reactions to the multi-family options were attributed to the lack of pride and ownership shown by absentee landlords. While some respondents did not want to see the increased density brought by multi-family housing, it was generally accepted provided the property was landscaped, cared for, and the buildings were not massive, “cookie-cutter” designs.



Residential Character Discussion: Sidewalks, fences, and garages

The discussions regarding sidewalks, fences, and garages were very mixed. Sidewalks were considered beneficial in terms of safety, especially along main thoroughfares, near schools, and for children. The counterpoint was that respondents enjoyed the suburban quality of their properties/neighborhoods and felt sidewalks would be an intrusion. The general compromise was to include sidewalks along busy roads but not within the neighborhoods. For some, sidewalks were also okay without the curb and gutter. Fences followed a similar train of thought, with some respondents preferring the quietness and privacy of a fenced front yard and others disliking the alienation and negative perception it gives. Regardless, fences should be made of a nicer material (than chain link) and well-maintained. Attached garages were appealing in terms of safety and convenience. However, attendees were generally not in favor of large garages facing the street (as opposed to perpendicular to the street).



Residential Character Discussion: Multi-family housing

Multi-family discussions generally identified the desire for smaller scale, well-maintained units with responsible landlords. The smaller scale relates better to existing stock and is more acceptable to those who want to maintain the suburban quality (lower density) of the Northwest Side. In terms of large-scale multi-family buildings, respondents indicated they were okay along main thoroughfares but they must be maintained. Mixed-use buildings, with small grocery stores or restaurants below and multi-family above, were also acceptable. Based on the negative perception and condition of the existing units, some individuals did not want any additional multi-family buildings.

Commercial Character



Commercial Character Discussion: Building transparency

Regarding building transparency, respondents were typically in favor of windows/awnings if there was adequate lighting. However, there was concern that windows would be vandalized/broken, based on past experiences. In this sense, blank walls were easier to maintain but also invited graffiti. Overall, respondents preferred images with newer construction and landscaping.



Commercial Character Discussion: Gas stations

Discussions about gas stations focused on the respondents' preference for landscaping and designs that are sensitive to the neighborhood's context. Attendees felt gas stations were most appropriate on commercial corridors, but there were enough gas stations on the Northwest Side.



Commercial Character Discussion: Gas stations

Strips malls received mixed comments during discussion. Many of the existing strip malls are out-dated and have high vacancy rates. Respondents felt there needed to be more shopping options in them, better design (more modern), and possibly a new format for them to be appropriate. They did react positively to convenient parking, but preferred landscaping to break up the asphalt.



Commercial Character Discussion: Corner commercial

The respondents' discussion about corner commercial buildings identified four main preferences. Attendees would like to see buildings with low height restrictions (one story, maybe two), character/architectural design elements, convenient parking (lots), and landscaping.



Commercial Character Discussion: Parking lots and outlots

Attendees identified landscaping and green buffers as important to them; however, there must be a balance between aesthetics/screening and safety. Landscaping should be well-maintained and trimmed, in order to not prohibit visibility. Liner buildings were positively perceived as being environmentally friendly and similar to developments in Brown Deer.

Commercial Signage



Commercial Signage Discussion

Discussions regarding signage focused on issues of legibility. Lower level signs were ranked positively, but respondents felt they were more appropriate for pedestrians and residential neighborhoods. Many did not believe they were tall enough or big enough for drivers to see them. Large signs were better for main thoroughfares and drivers in general. Signage with landscaping and some architectural detail was preferred.

Public Space



Public Space Discussion: Unprogrammed Open Space

The first public space discussion identified the respondents requirements for unprogrammed public open space. Natural spaces were preferred over inactive, wasted open spaces, which were perceived as dangerous. Fencing was okay, as long as it was subtle and decorative. Overall, respondents felt open spaces add value to the neighborhood.



Public Space Discussion: Public Right-of-Way

Through the discussion, the respondents indicated that many of the public right-of-way images were not appropriate for the Northwest Side. They prefer to offer as much off-street parking as possible, although on-street parking is okay in residential neighborhoods or slower thoroughfares. Landscaping is positive, if it is maintained and doesn't impede safety. Respondents were more receptive to public space in front of stores if they were set back from the street.



Public Space Discussion: Transit shelters

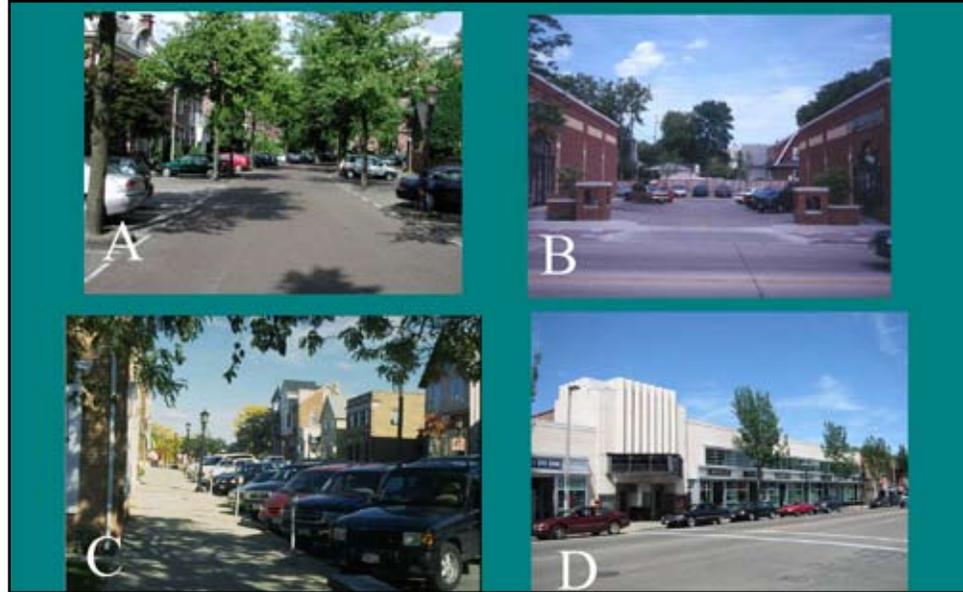
Attendees indicated that the standard bus shelter was practical (protection from elements), but prone to graffiti. Likewise, a single sign without a shelter was considered dangerous (unless it is at a park and ride, which are beneficial). Respondents preferred bus shelters that are integrated into the building design because they are more attractive and developer-subsidized. In general, bus shelters were a high priority for the Northwest Side.



Public Space Discussion: Open space

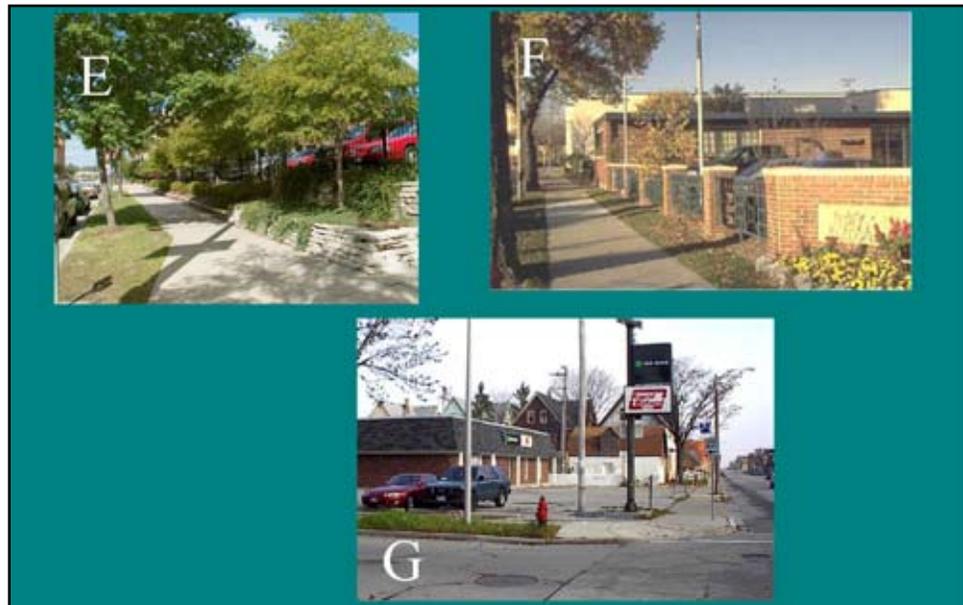
Discussions regarding open space identified the importance of open space to the Northwest Side, although there were differing opinions on whether or not the area had enough to offer. The general conclusion was that respondents would like a little bit of a variety of public spaces available to them.

Parking



Parking Discussion: On-street parking

When on-street parking is necessary, respondents preferred parallel parking over angled. Parallel parking was favored on narrow streets where traffic should be slower. Attendees believed that angle parking maximized space and was easier to pull into, but more dangerous to exit.



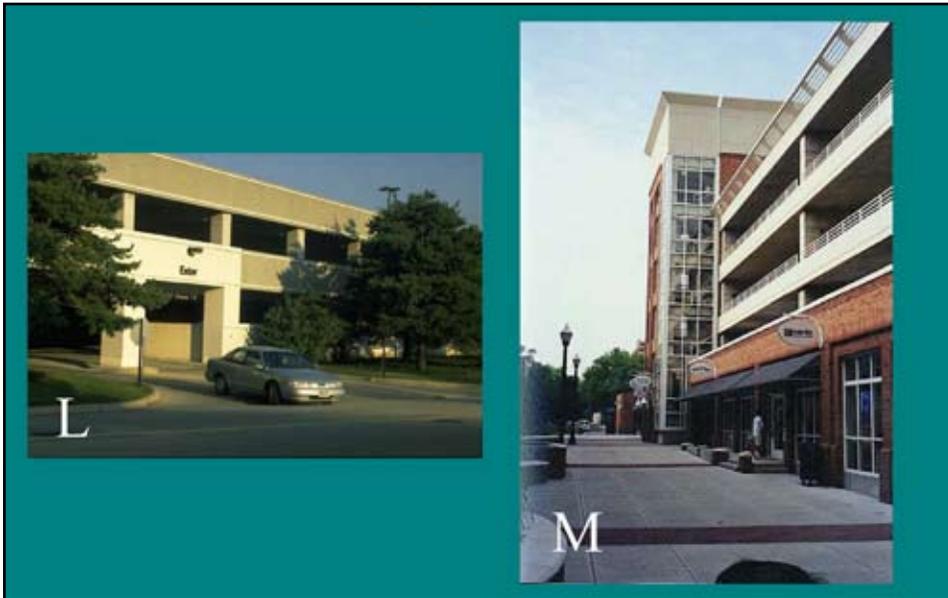
Parking Discussion: Landscaping

The major point of discussion was the use of landscaping/hardscaping without impeding security. Respondents did not want empty lots but indicated that decorative elements must be maintained at an appropriate height for visibility and access.



Parking Discussion: Parking lots

The discussion regarding parking lots highlighted a preference for landscaping, interior walkways, and speed bumps. As with other parking options, visibility was a concern with some landscaping options.



Parking Discussion: Parking garages

Most respondents didn't believe a parking structure was appropriate for the Northwest Side. There were some concerns about safety as well as heights. In the future, respondents were willing to consider structures in higher density areas.

Focus Group Findings

The consultant team conducted three focus group meetings to gather input on how to increase successful development in the neighborhoods. The meetings were held with the goal of determining what landowners, business owners, agencies, lenders, elected officials, police, etc. wanted to see in the neighborhood, and what they thought was needed to achieve a given objective. Three investment groups were targeted for these meetings: 1) residential investors, 2) industrial investors, and 3) commercial investors.

The focus groups were held between November 8th and 14th of 2006. The following is a summary of the common themes that emerged from each of the focus groups.

- Granville Station should be redeveloped as a mixed-use project with a variety of housing choices, commercial businesses, and open spaces. Retail should be focused along Brown Deer and 76th Street.
- The area has a diversity of land uses and characters; this should be preserved to provide choices and allow each area to market its unique attributes. Tax-paying uses are preferred.
- The major transportation corridors are often the first impression for employees and customers. The corridors should be improved with landscaping, better signage, and quality buildings. Guidelines should be established for the commercial corridors that require a pedestrian focus within developments and a stronger connection between buildings and the corridor.
- Residential development provides stability for the area and customers for commercial corridors. There is a strong market for building single-family homes in the neighborhoods; this trend supports the desire for increased home ownership. Home ownership can also be increased by providing incentives for converting rental properties to owner-occupied units. New housing development should be limited to owner-occupied units unless specified in the catalytic projects.
- Timmerman Field is an asset to the area and should be retained. As the Airport Master Plan is reviewed, the recommendation for additional runway capacity should be viewed as an opportunity to attract businesses and bring more value to the area. Development surrounding the airport should also be improved to provide higher-quality services and products. In the event that the County is unable to continue to operate Timmerman



Construction of single-family homes off of County Line Rd.



Small, private airplanes at Timmerman Field.

Field as a functioning airport, redevelopment should allow for single family developments that include quality greenspace and mixed use development along Silver Spring Drive.

- There are limited choices for industrial park employers and employees to conduct lunch meetings or socialize after work. More sit-down restaurants would be an attraction for both employees and area residents.
- Participants want to see a “destination” developed in the neighborhood that will serve both area residents and people driving through the neighborhood. This destination could be a major shopping, educational, or medical facility.
- The perception (and reality) of crime is still a factor in the neighborhood and needs to be addressed with increased neighborhood block watch programs and increased police presence. Area businesses should establish a relationship with the local police, similar to the Havenwoods program. Problem areas or buildings can be targeted for increase patrolling or monitoring.
- Neighborhood parks and trails should be maintained and marketed to area residents, including recreation activities in Kohl Park and Noyes Park.

Workshop Summary

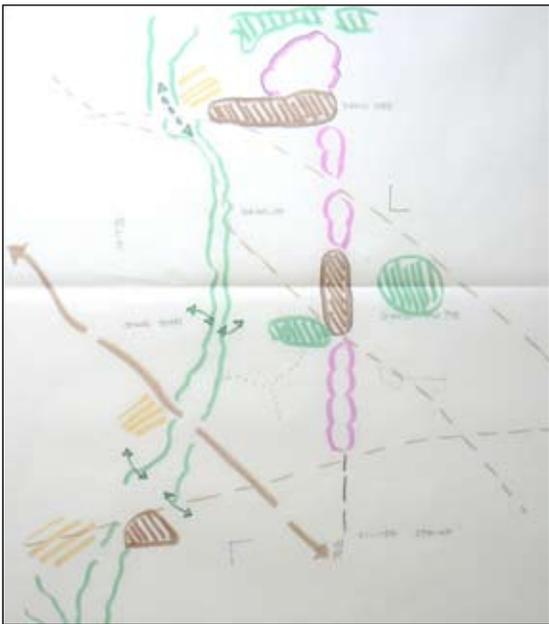
The consultant team conducted three half-day community brainstorming workshops to gather input on what land uses are appropriate and desirable for the neighborhood, and where they should be located. The presentation included findings and comments from the market analysis, interviews, focus groups, and image preference and household surveys. Many of the comments supported the themes from the interviews and focus groups. The following is a summary of site-specific and policy-specific recommendations by land use.

Residential

- The Woodlands neighborhood is a high-impact area and should be redeveloped to increase home ownership, improve the safety and image of the area, and reduce the overall density.
- Millwood Park and 107th/Mill Road should be redeveloped to increase homeownership and improve the safety and image of the area.



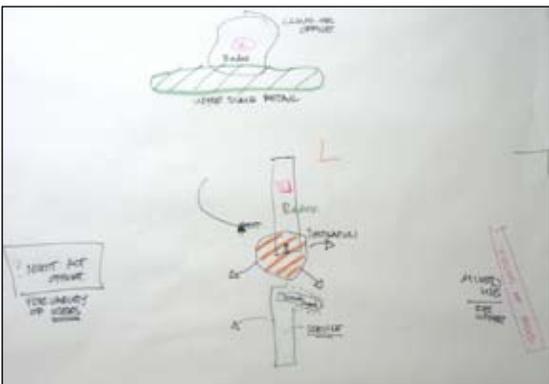
Participants attending one of the half-day workshops.



A sketch of some of the major ideas generated at the half-day workshops. Participants drew their ideas on transparent paper placed over a map of the Northwest Side.



Participants present ideas generated during the half-day workshops to their fellow community members.



Ideas for commercial land uses on the Northwest Side.

- Redevelop Granville Station to support diverse housing choices, including both single-family and townhome units.
- In an effort to increase home ownership in the neighborhood, duplexes should be targeted for conversion to owner-occupied units. This should be encouraged in areas where at least 70% of the units are already owner-occupied.

Commercial

- Teutonia Avenue is a highly traveled route between the north side and downtown. Commercial areas should be redeveloped to serve area businesses and improve the perception of the area.
- The intersection of 76th Street and Good Hope Road needs further redevelopment to build on current investments. Redevelopment should expand north to include Johnsons Park. This area could include sit-down restaurants to serve area industrial parks and residents.
- Timmerman Plaza should be redeveloped to improve the aesthetic of the large parking lot.
- The western part of Brown Deer Road, west of 85th Street, could be redeveloped to include a diversity of businesses and commercial uses. Retail uses should be focused across from Granville Station and could include dining or entertainment uses.
- Establish and require design guidelines for all commercial corridors. Standards should include landscaping, signage, lighting, and building placement that creates a strong edge along the right-of-way.
- Redevelop commercial properties along Silver Spring Drive to provide a variety of choices and products for area residents. Continue the streetscape improvements initiated by the Havenwoods Economic Development Corporation.

Industrial

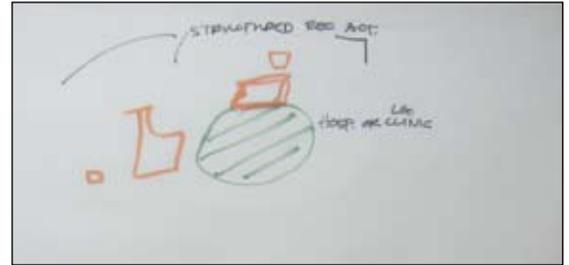
- Increase the amount of sit-down restaurants and nearby retail that will serve industrial park employees and help to create a high-quality environment near the parks. Focus this development at 76th Street and Good Hope Road and along Brown Deer Road.
- Collaborate with the City and the Milwaukee 7 to market industrial development opportunities in the neighborhood.

The area is able to compete with suburban industrial parks because of land prices, access to transportation, and land availability.

- Work with the Job Corps development team to ensure an appropriate transition between the development along 60th Street and the surrounding neighborhood.

Institutional

- Many residents expressed an interest in continuing education opportunities and the desire to have a related facility in the neighborhood. This use could occur as a new facility or the reuse of an existing building. The two sites that could accommodate a large facility are the Granville Station area and 76th Street and Mill Road.
- Several major medical facilities have left the immediate neighborhood for a variety of reasons. A study is needed to determine if a major medical facility is needed in the immediate neighborhood, and if so, what type. The two sites that can accommodate a large facility are the Granville Station area and 76th Street and Mill Road.
- Additional police sub-stations are needed in the neighborhood. They could be located in major mixed-use or commercial developments to provide an on-site presence.



Institutional workshop discussions focused on the need for educational centers and the exploration of health care options.

Parks and Open Space

- Access to the Menomonee Parkway should be emphasized and improved. Small parking lots should be located at major entrance points to allow residents to drive to the parkway and utilize the trails. Locations could include: 91st Street and Bradley Road, 91st Street and Granville Road (near Good Hope Road), and Silver Spring Drive.
- The City should work with Brynwood Country Club to determine the potential for reuse and how this site can be an attribute for the neighborhood.
- Neighborhood organizations should work with Growing Power to develop school programs and volunteer programs that can be incorporated into the community.
- Noyes Park is one of the significant parks in the neighborhood and can serve as an asset for the entire area. The City should work with Milwaukee County to determine if new or different uses would better serve area residents.

Transportation and Transit

- Many of the bus shelters need to be improved to provide a safe and pleasant experience for transit customers. The 76th Street and Brown Deer Road intersection in particular needs a better shelter and more efficient route circulation for the buses.
- Bus service should be provided on all major streets connecting I-43 to STH 41/45, specifically Good Hope Road.
- Pedestrians should be accommodated along major commercial corridors, especially near and around bus shelters. Streets that need a continuous sidewalk include 76th Street, Brown Deer Road, and Good Hope Road.
- Establish and require design guidelines for all commercial corridors. Standards should include landscaping, signage, lighting, and building placement that creates a strong edge along the right-of-way.

Open House Summary

Two Open Houses were held to present the final draft plan and gather input. The presentation included a review of the planning process, and a review of the main land use recommendations and catalytic projects. Residents and business owners were largely supportive of the plan recommendations and looked forward to moving the into implementation phase.