



CITY OF MILWAUKEE Comprehensive Plan



Near West Side Comprehensive Plan

DRAFT

January 2004



**CITY OF MILWAUKEE
NEAR WEST SIDE
COMPREHENSIVE PLAN**

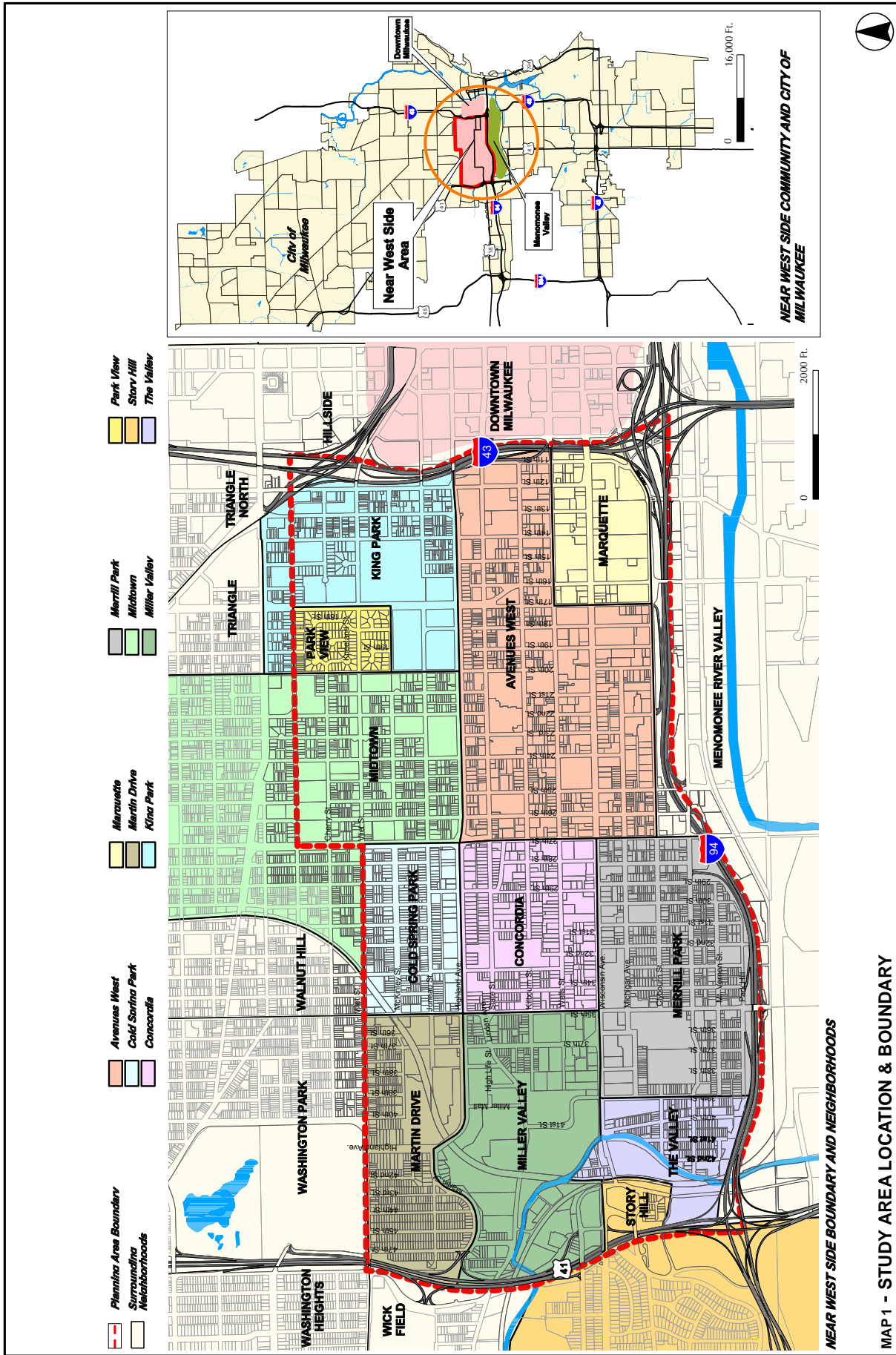
**Draft Plan 1 - Part 2
January 2004**

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1. INTRODUCTION	
Planning Context	3
Plan Goals.....	4
Existing Conditions/Issues and Opportunities.....	4
2. PLANNING PROCESS AND INFORMATION GATHERING	
Contract Structure.....	14
Market Analysis.....	27
National Project Review.....	32
Public Participation.....	38
3. LAND USE POLICY	
Residential Policies.....	47
Commercial Policies.....	50
Open Space.....	53
Civic and Institutional.....	54
Transportation and Infrastructure.....	55
4. DISTRICTS AND CORRIDORS	
Districts.....	57
District Recommendations Matrix.....	59
Corridors.....	63
Corridor Recommendations Matrix.....	66
5. CATALYTIC PROJECTS AND PROGRAMS	
Project Descriptions.....	70

Chapter 1: INTRODUCTION



The Near West Side Comprehensive Plan has been a comprehensive planning effort built upon the momentum created by recent revitalization activities and strong assets of the community including its close proximity to downtown, easy access to freeways and major bus routes, historic and architectural charm, and most importantly dedicated and active neighborhood associations. The plan establishes priorities for strengthening these community housing, business, retail, transportation, recreational and cultural assets. The plan promotes investment and provides guidance for public and private development initiatives.

PLANNING CONTEXT

City Comprehensive Plan Structure

The preparation of the Near West Side Comprehensive Plan has been done under the authority of Wisconsin's Comprehensive Planning Law, Wis. Stats. §66.1001, more commonly referred to as "Smart Growth" Legislation. The 1999 Wisconsin Act 9, and subsequently 1999 Assembly Bill AB 872 and 2001 Wisconsin Act 16, revised planning legislation for all communities in the State. The Smart Growth legislation provides a framework for developing comprehensive plans, and requires that any program or action of a community that affects land use must be consistent with the community's comprehensive plan. Therefore, upon adoption, all land use decisions must be consistent with the goals, objectives and policies outlined in the Milwaukee Near West Side Comprehensive Plan.

The City of Milwaukee's comprehensive planning process has been structured to recognize the different levels of interest-the need to plan for the entire City as well as its smaller geographic areas. Consequently, the City's Comprehensive Plan consists of 2 components: a citywide policy plan and multiple sub-area plans. The Near West Side Comprehensive Plan is one of these sub-area plans.

The overall organization of this plan is intended to create a document that is clear, concise, and user-friendly. The Introduction and the Planning Process & Information Gathering chapters provide a succinct review and analysis of neighborhood characteristics, including the existing demographic and physical conditions and a summary of the public participation process results. The Land Use chapter identifies the types of uses and related design guidelines planned for the Near West Side as a whole. The District and Corridors chapter specifies geographically where those land uses should be located and provides additional design standards specific to those locations. The Catalytic Projects chapter identifies a number of specific sites within the area and makes recommendations for the development of those sites. By structuring recommendations, first for the whole neighborhood, then for specific districts, and finally for particular sites, policy recommendations can be easily referenced based on the specifics of a reinvestment proposal.

Purpose

The purpose of the Near West Side Comprehensive Plan is to create a place where people can live, work and play in a safe, clean, inviting community. The plan establishes priorities for strengthening and building upon the neighborhood assets. The plan promotes investment and provides guidance for public and private development. By creating new business opportunities, enhancing existing recreation and cultural alternatives, creating pedestrian-friendly areas, and creating a lifestyle option that can result in minimizing the development of outlying areas, the improvements to the area will provide benefits for the neighborhood, city, and region as a whole.

PLAN GOALS

Goals were developed as a guide for the planning process to serve as the underlying philosophy of the Comprehensive Plan.

Residential Goals

- Strengthen and improve the existing neighborhood fabric.
- Increase owner-occupancy throughout the Near West Side.

Commercial Goals

- Create retail destinations that utilize existing commercial land and infrastructure.
- Enhance the marketability of commercial nodes to promote economic stability and growth.

Institutions and Public Spaces Goals

- Increase sense of security throughout the Near West Side.
- Enhance public destinations and gathering places for residents and visitors.

Transportation Goals

- Recreate historic neighborhood traffic patterns to maximize route alternatives.
- Improve the viability of transportation alternatives.

EXISTING CONDITIONS / ISSUES & OPPORTUNITIES

Community Boundaries

For the purpose of this plan, the Near West Side is located west of I-43, north of I-94, east of U.S. 41, south of Vliet Street, west of N. 27th Street, and south of Galena Street east of N. 27th Street. This area includes all or portions of 12 City designated neighborhoods. Within the City, the Near West Side is directly west of Downtown Milwaukee, the location of City Hall, major financial institutions, the Milwaukee Art Museum, the Bradley Center, and other cultural and entertainment destinations. The Menomonee Valley is located directly south of the Near West Side, a river valley home to a major industrial center of the City that is currently undergoing a public/private redevelopment initiative. To the southwest is Miller Park, home of the Milwaukee Brewers baseball team. The Near West Side is centrally located in the Metropolitan Milwaukee region and access is relatively efficient between the neighborhood and outlying areas due to proximity of the freeway system and major bus routes (**See Map 1, page 2**).

History

According to various reports, the Milwaukee area was originally settled by indigenous settlements along the Menomonee and Milwaukee Rivers. In the late 18th and early 19th centuries scattered European settlements were located in the Milwaukee area. As Milwaukee became a village, in 1837, and then a city, in 1846, the area west of downtown began to see increasing levels of settlement. Development of the area continued including the establishment of Miller Brewery in 1855, Marquette University in 1881, and Harley-Davidson in 1903.

Development of the area peaked in the early to mid 20th century, with Wisconsin Avenue and 27th Street being the main corridors of activity. The 1950's and 60's saw the creation of the limited access highways, creating limited points of access between the neighborhood and areas to the east, south and west. Residential needs of the expanding hospital and health care service employees in the area sparked the development of many one bedroom and efficiency apartment buildings and the gradual decrease in number of single family homes. In the late 20th century, the increasing

availability of new single family homes in outlying areas, ease of access promised by the freeway system, and the closing of numerous hospitals, resulted in decreased demand for housing and decline in neighborhood maintenance.

Demographics

Population and Density: The number of persons living in the Near West Side area decreased by 17% between 1990 and 2000. In contrast, the City of Milwaukee's overall population declined by only 5% over the past decade.

A number of factors contributed to the decline in population in the Near West Side. One of the main contributors has been the national trend toward smaller family sizes, which is reflected in the declining number of persons per household. The Near West Side has also been impacted by the general migration out of the City into suburban areas. A specific factor contributing the population loss of the Near West Side has been the fact that the population in some of the more stable neighborhoods, such as Martin Drive and the Valley, is aging and the housing stock has not "turned over" to younger families with children.

In the 2000 U.S. Census, the Near West Side had a total population of 30,728. While there has been progressive loss of population in the Near West Side over the past three decades, the area, with a current density of 11,945 persons per square mile, remains one of the more densely populated districts in the Milwaukee metropolitan area. In comparison, the City of Milwaukee average density is 6,251 persons per square mile while typical suburban densities range from 2,000 to 4,000 persons per square mile.

Age Distribution: The age distribution patterns in the Near West Side are diverse, reflecting the varying characteristics of the different neighborhoods. The overall median age for census tracts in the Near West Side is 23.2 years compared to 30.6 years for the City of Milwaukee. The median age in the census tracts around Marquette University is relatively young, ranging from 19.8 to 25.3 years. The median age in some of the more stable older neighborhoods, such as Martin Drive and the Valley in the western part of the Near West Side ranges from 27.0 to 33.0 years. Some of the census tracts in the central portion of the Near West Side between North 27th Street and North 35th Street have median ages ranging from 33.0 to 38.0 due to some of the apartments and group housing serving elderly residents.

Racial and Ethnic Characteristics: The Near West Side closely approximates the City's overall racial and ethnic distribution. Sixty-five percent of the residents are members of minority racial groups or are Latino or Hispanic, compared with fifty-five percent of all City residents. Many stakeholders view the racial and ethnic diversity of the Near West Side as one of its strong assets.

While there is a diverse population among Near West Side area residents, members of the different racial and ethnic groups tend to be concentrated within the area. The white population is concentrated in the western neighborhoods of the Valley, portions of Story Hill, and Martin Drive and in the census tracts around Marquette University, with smaller concentrations in certain blocks in the Concordia, Cold Springs Park, and Merrill Park neighborhoods. The northern portion of the Near West Side has the highest concentrations of African Americans. There are relatively high percentages of Hispanic population in the Merrill Park and Miller Valley Area. The area north of Vliet Street and west of North 27th Street has a relatively high concentration of Asian population, particularly among households. This area is technically outside the planning area, but the concentration of an Asian population in the area may influence the business mix on Vliet Street.

Households: The 2000 U.S. Census indicates that there are 12,232 households on the Near West Side. The average household size is 2.18 persons per household, compared to a citywide average of 2.50 persons. 49.6% of the total households (6,067) consist of only one person. Approximately 47.9% (5,858) are households with female heads.

Group Quarters: Approximately 13.3% of the population (4,096 persons) in the Near West Side live in group quarters. The largest concentration of group living quarters are resident halls (3,306 students) and other student housing associated with Marquette University.

The remainder of residents living in group housing settings are in treatment centers, shelters, and other institutional settings. The relatively large number of non-student group living quarters in the Near West Side is a significant issue.

Housing Units: The Near West Side has approximately 14,071 housing units. Approximately 9.2% (1,306 units) of these are single-family structures and 16.2% (2,274 units) are duplex structures. The neighborhoods with the highest concentrations of single-family and duplex homes are Martin Drive, the Valley, Story Hill, Merrill Park, and Parkview. There are smaller concentrations of single-family homes on certain blocks in Concordia, Cold Spring Park, and Midtown.

Approximately 65% of the housing units in the Near West Side are rental units in multifamily apartment buildings or complexes. Most of the large apartment buildings and complexes are located in Concordia, Avenues West, Midtown, the Marquette area, and King Park. Many of the apartment buildings date from the period between the 1950's to the 1980's when a large number of employees at the medical centers resided in the area.

There has been virtually no market experience with condominiums within the near West Side. The City Assessor lists only one small condominium project on the Near West Side, located on Michigan Street.

Occupancy Rates: The 2000 U.S. Census indicates that approximately 86.9% of units (12,232) are occupied and 13.1% of units (1,839) are vacant. Citywide 93.2% of units are occupied and 6.8% are vacant.

The highest vacancy rates are in the apartment buildings with a high proportion of studio and one-bedroom units. Property managers and landlords report vacancy rates of 25% or more in some of these structures. The vacancy rates in single-family and duplex units are relatively low.

Reduction in the Number of Housing Units: According to the 2000 U.S. Census data, the number of housing units in the Near West Side declined by 1,621 units between 1990 and 2000.

City building permit records indicate 117 new units were constructed since 1993, however, 946 units were demolished. There have been some conversions/consolidation of multifamily units to provide for larger SF occupancy units accounting for additional declines in the total number of housing units.

Owner versus Rental Occupancy: Of the occupied units in the Near West Side, 86.3% (10,558 units) are renter-occupied and 13.7% (1,674 units) are owner-occupied; this is significantly lower than the citywide owner-occupancy rate at 45.3%.

The City's Master Property Files indicate that approximately 74.7% of single-family homes and 50.0 % of duplexes are owner-occupied. The neighborhoods within the Near West Side with the

highest number of owner-occupied units are Martin Drive, Merrill Park, the Valley, and Parkview.

Subsidized and Assisted Housing: Subsidized or assisted units account for nearly 20% of the area's housing stock. There are 2,412 site-based low-income housing units in the area. Approximately 1,376 units are designed for elderly occupancy, the remainder for family occupancy. The majority of the assisted housing in the Near West Side is federally assisted rental housing (Section 8, 202 and 236) and Section 42 tax credit projects.

There are 321 households in the rent assistance programs (RAP) operated by the City of Milwaukee and Milwaukee County. While participants in this program receive financial assistance for housing, they are responsible for finding their own rental units. RAP households were not concentrated in any one part of the area.

Major Employers and Employment: The Near West Side includes many businesses and institutions with a large number of employees. There are a total of approximately 29,300 persons employed within the three zip code areas that are either totally or partially in the Near West Side.

Of the 981 businesses listed within the three zip codes, four companies have 1,000 or more employees, 37 have between 100 and 999 employees and 38 have between 50 and 99 employees. The majority of businesses are smaller companies employing fewer than 50 persons.

Some of the largest employers in the Near West Side include Aurora Sinai Medical Center, Miller Brewing Company, Harley-Davidson Motor Company, Marquette University, Ameritech, and the Milwaukee Housing Authority.

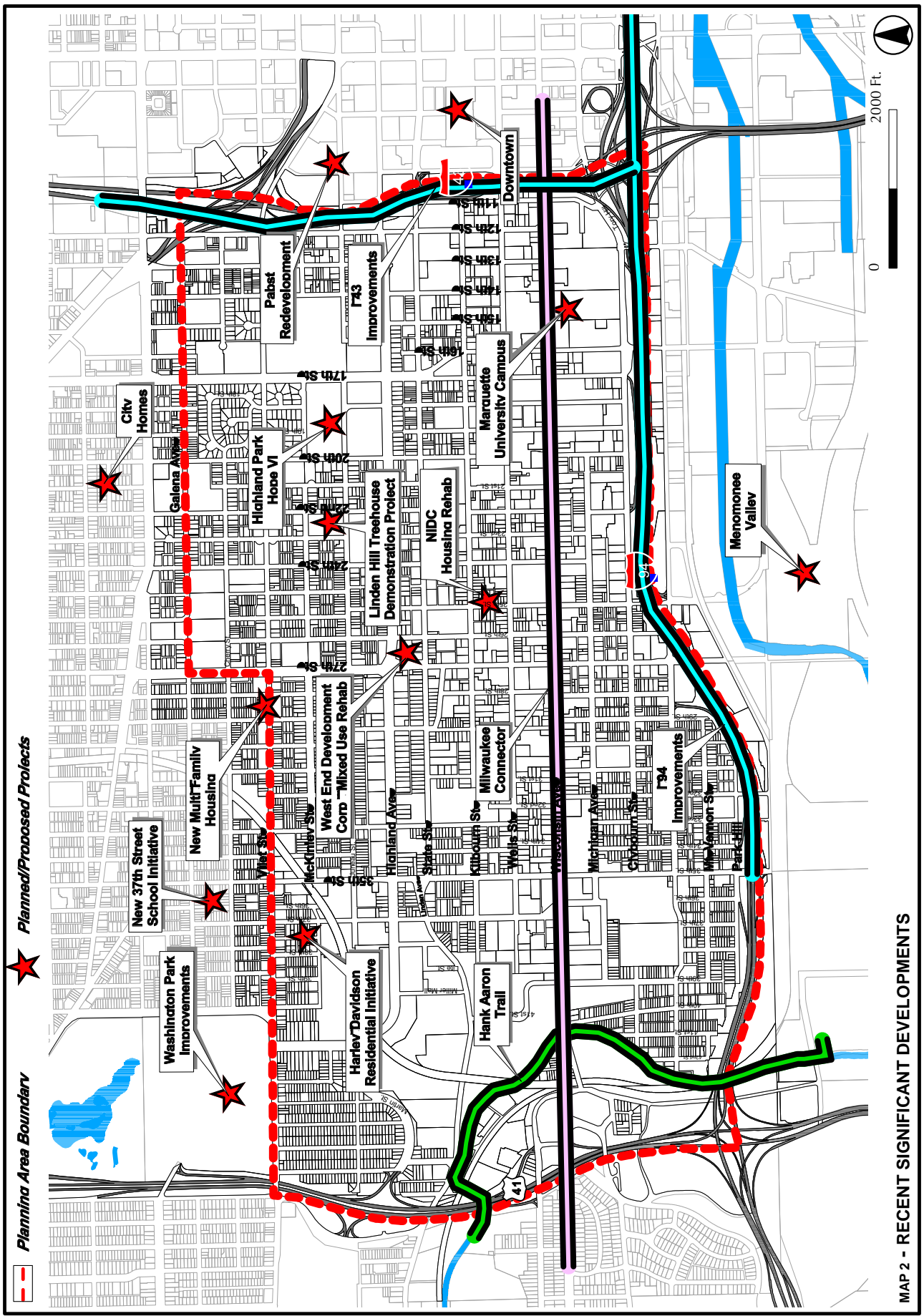
From a market perspective, the large number of employees that make up the daytime population in the area is one of the Near West Side's greatest assets. Although relatively few businesses are oriented toward serving the large employment base in the Near West Side, there is potential for businesses to "capture" a higher percentage of employee spending.

Likewise, the large number of employees in the Near West Side could potentially provide a market for housing, if some of the security concerns can be overcome and if attractive housing products are available.

Recent Significant Developments

Projects in various stages of development illustrate the continued interest in the Near West Side. Marquette University has completed streetscape improvements along Wisconsin Avenue between 11th and 16th Streets. NIDC has completed the rehabilitation of several homes on Kilbourn Street, east of 25th Street. Harley-Davidson, in partnership with the City and various non-profit housing developers, has begun a residential initiative to construct and rehabilitate homes south of Vliet Street, west of 36th Street.

Major infrastructure projects are scheduled to begin or are completing the planning process including improvements to I-94 and I-43, the Milwaukee Connector public transit project, and the Hank Aaron Trail. A major funding announcement was the awarding of a \$19 million Department of Housing and Urban Development HOPE VI grant for the redevelopment of the Highland Park public housing site at Highland Avenue and 17th Street. The project will replace the high-rise buildings and 60's style rowhouses with a 114 unit mid-rise apartment building, 16 townhouses, and 30 single family homes on site with an additional 40 homes spread throughout the immediate area **(See Map 2, page 8).**



MAP 2 - RECENT SIGNIFICANT DEVELOPMENTS

Major Access Points into the Neighborhood

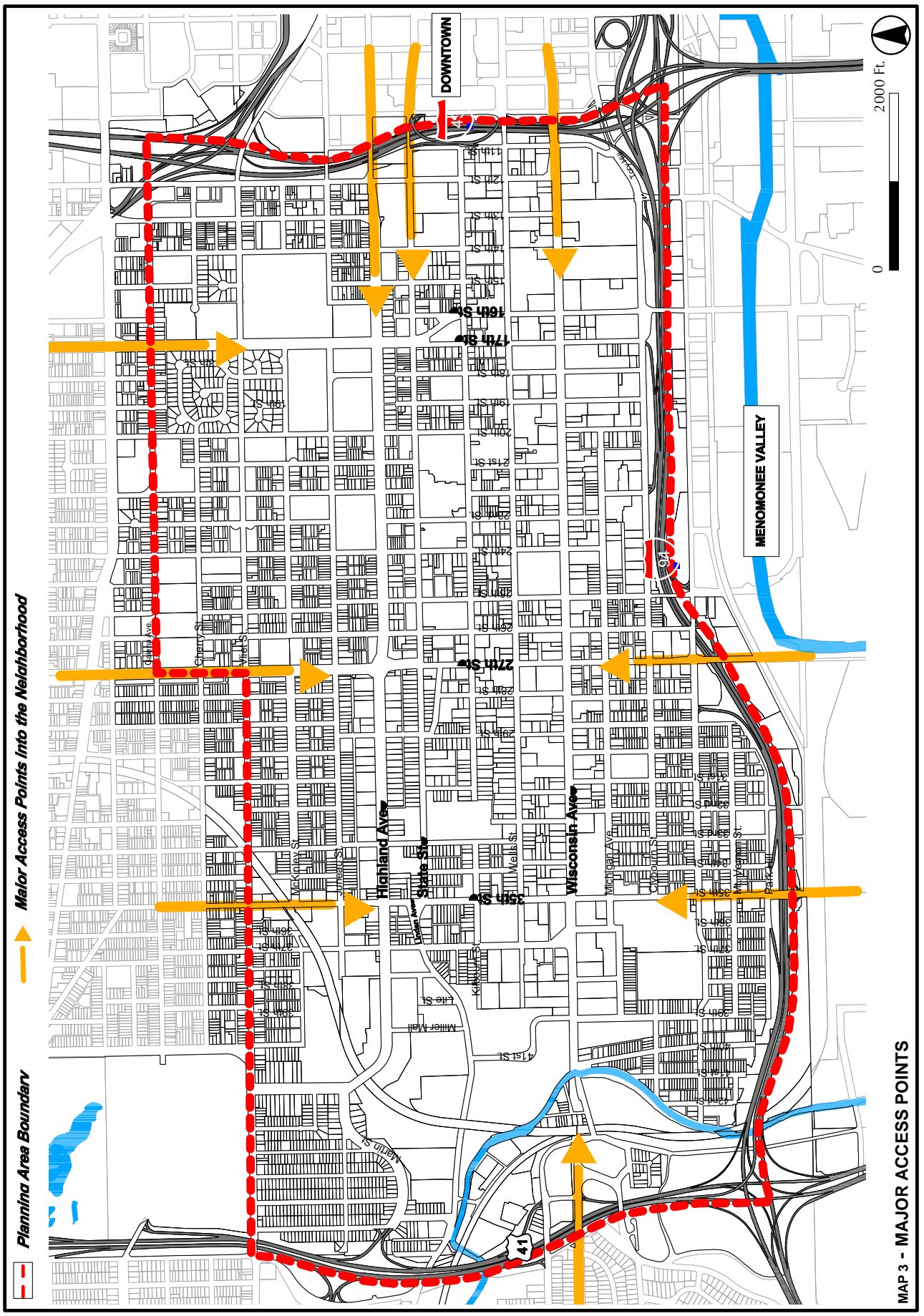
With the construction of the limited access highways of I-43, I-94 and U.S. 41, a majority of access points were closed, increasing the importance of the remaining major access points into the neighborhood. These major access points include Wisconsin Avenue at U.S. 41; the only major access point for the west side of the neighborhood. Westbound Wisconsin Avenue, State Street and Highland Avenue at I-43, are the major points of entry coming from Downtown. 27th and 35th Streets at I-94 are major access points for traffic from I-94 and for areas south of the neighborhood, since 27th and 35th have bridges over Menomonee Valley and I-94. The major entries into the Near West Side from the north are 27th Street and 35th Streets. 17th Street also provides significant access as well (**See Map 3, page 10**).

Major Streets within the Neighborhood

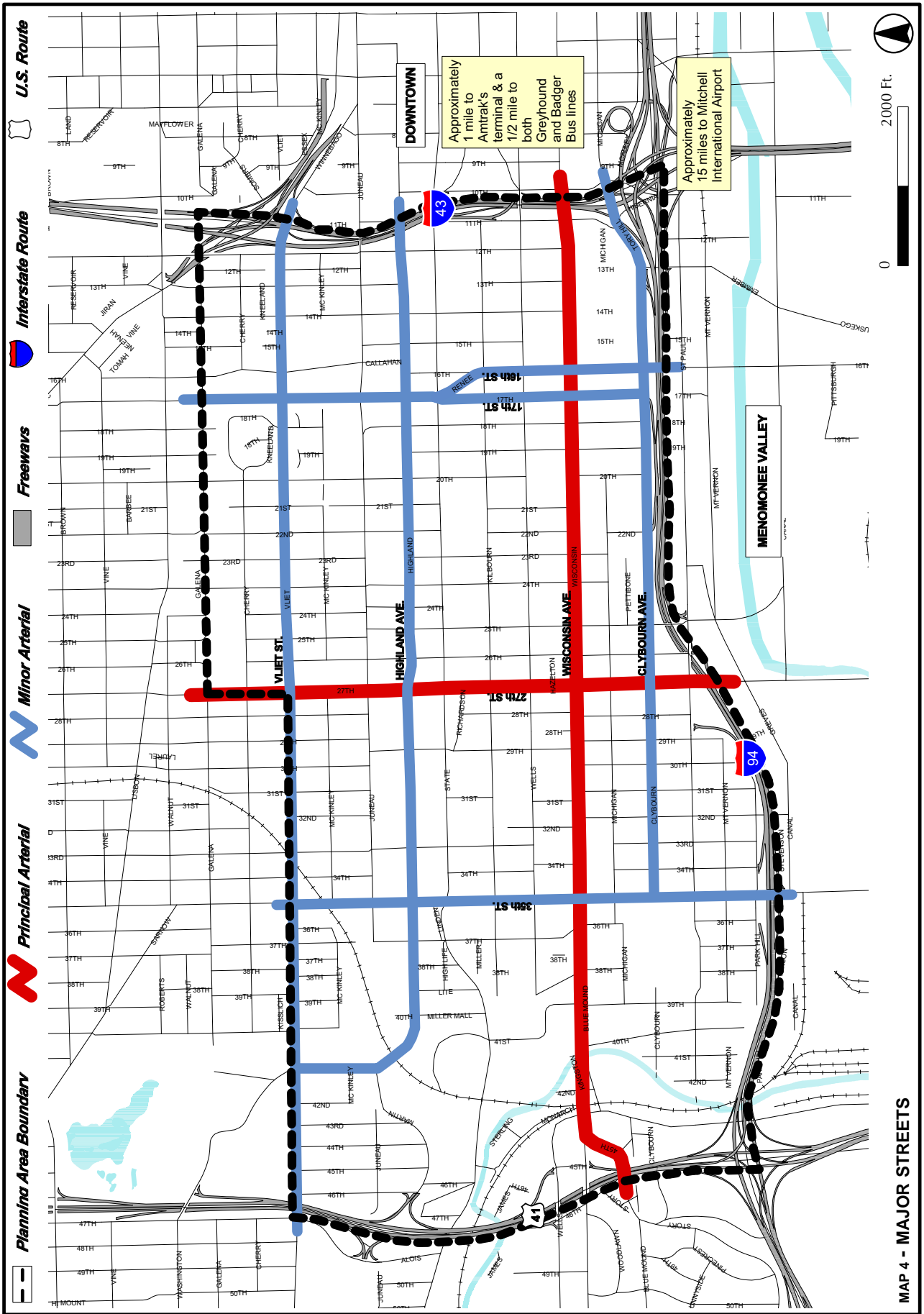
In addition to the three major highways, several arterials run through the neighborhood. Wisconsin Avenue is a principal east-west arterial, while 27th and 35th Streets are the principal north-south arterials. Vliet Street, Highland Avenue, and Clybourn Avenue are minor east-west arterials, while 16th and 17th are additional north-south routes acting as minor arterials to other areas of the City (**See Map 4, page 11**).

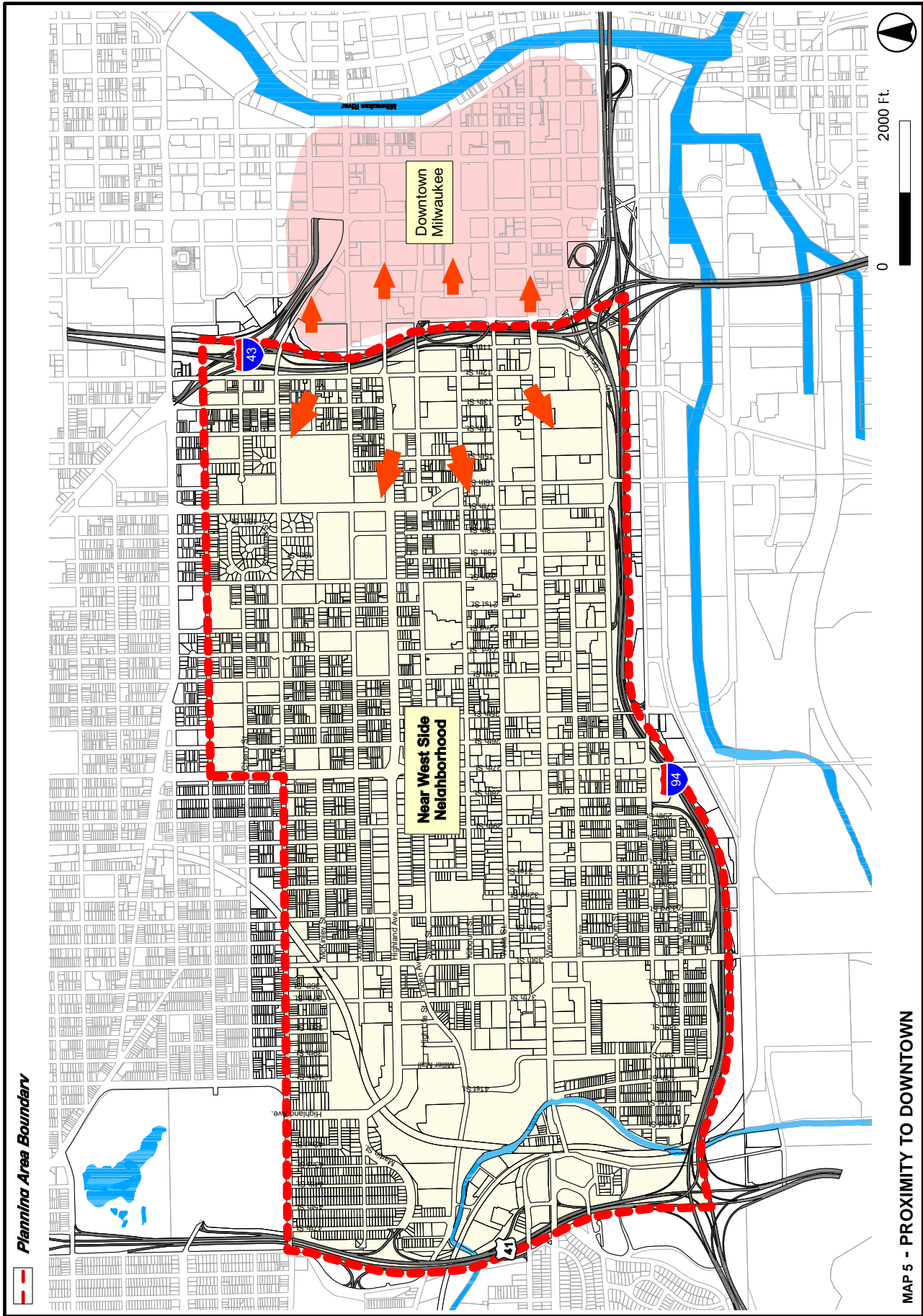
Proximity to Downtown

The Near West Side is adjacent to the west boundary of Downtown Milwaukee, I-43. The close proximity to Downtown has always influenced the development within the neighborhood. Elaborate mansions and other high quality single-family homes were constructed for influential business owners, families, and landowners who wanted to live close to the business center. The major employers have benefited from the close proximity to Downtown's resources. As Downtown experiences a revival in the development of businesses, entertainment and cultural destinations, the Near West Side can capitalize on its proximity by offering people the opportunity to live minutes away from the jobs and amenities of Downtown while not having to pay for homes higher than the median value (**See Map 5, page 12**).



MAP 3 - MAJOR ACCESS POINTS





Chapter 2: PLANNING PROCESS AND INFORMATION GATHERING

PLANNING PROCESS AND INFORMATION GATHERING

The development of the Near West Side Comprehensive Plan has included the gathering of information regarding the existing conditions of the neighborhood in order to provide a comprehensive look at all factors that will affect investment and growth of the area. Public participation has been extensive throughout the process to determine public opinion on issues facing the future of the Near West Side.

CONTRACT STRUCTURE

The contract between the City and the consultants was structured to create teams of stakeholders who would provide guidance throughout the process. After the initial phases of information gathering and analysis, community sessions were held. This included conducting stakeholder interviews and focus group meetings, sending household surveys, administering an image preference survey, and holding two community charrettes (half-day workshops). This information was utilized to formulate policy. Once the plan was drafted it was presented to the public for review and comment. A final version was then completed for public hearings and adoption.

Contract Management Team

The Contract Management Team (CMT) was comprised of funding partners with organizational interests in the Near West Side. These included representatives from Marquette University, Marquette University High School, Avenues West Business Association, West End Development Corporation, and the City of Milwaukee Department of City Development. The CMT met to review information gathered, provide direction for public participation, offer guidance on plan development and review the plan through the creation process. The team's first hand knowledge of the area and the issue discussions have helped to guide the development of the Plan.

Study Advisory Committee

The Study Advisory Committee (SAC) was comprised of a wider range of stakeholders including land owners, business owners and operators, and residents within the Near West Side. Committee members were asked to participate in the plan development process as a representative cross-section of interested parties. Prior to holding sessions open to the public, participation sessions were conducted with the SAC so they could provide feedback on not only the issues, but also the process and content of the upcoming public sessions. The SAC ensured that those with a vested interest in the development of the plan had an opportunity to comment on all aspects of the planning process.

MAPPING

The majority of information gathered regarding the existing conditions of the Near West Side had a geographic component. As a result, a vast majority of the information is presented in a mapped format. The following discusses the information and analysis based on the corresponding map created.

Existing Land Use

A data search combined with a field survey was conducted of all existing uses within the Near West Side as **illustrated on Map 6 (page 16)**. Single Family Residential uses were classified as any residential structure utilized by one family. These uses were concentrated in the Martin Drive, Valley, Merrill Park, and Park View neighborhoods. While single family residential units were found in all areas of the Near West Side, in other neighborhoods, they were either a very small concentration of residences or mixed in with duplex and multi-family structures. Due to the extensive dispersal of single-family residences among higher density residential and non-residential land uses, there are very few blocks with a cohesive residential fabric.

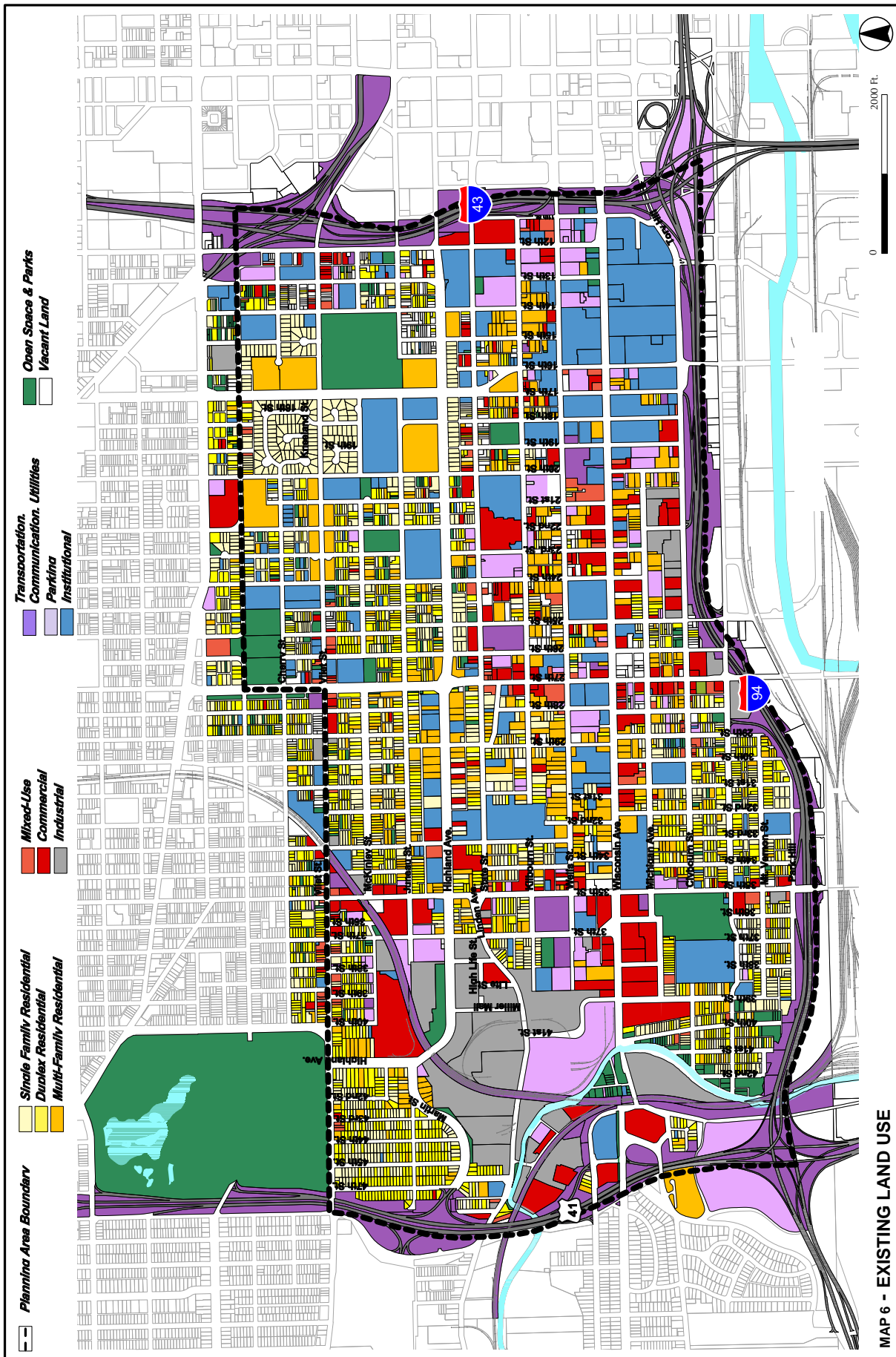
PLANNING PROCESS AND INFORMATION GATHERING

Duplex Residential is classified as any structure with dwelling units for two families. In the Near West Side, these units were found to be concentrated in the Midtown neighborhood but also in all neighborhoods of the area. These structures include the many large, greater than 2,000 sq. ft., single-family homes converted into duplexes such as the units found in Cold Springs Park, which have been well maintained or recently restored.

Multi-family residential includes structures with 3 or more residential dwellings. Found throughout the Near West Side, these multifamily structures are concentrated in the Concordia and Avenues West neighborhoods and include apartment buildings originally built to meet the demands of the then growing health care industry. As further detailed in the Market Analysis, the numerous amounts of efficiency and one-bedroom apartments have created an over supply in the current market. The lower than median rents in the area have attracted an increasing number of low-income residents with high levels of social service and infrastructure needs.

Commercial land uses are those whose primary purpose is the retail sale of goods and/or services or office space. Mixed Uses are classified as those uses with both residential and commercial uses in the same structure. Commercial and mixed uses are found mainly along the primary corridors of the area including Wisconsin Avenue, 27th, 35th, Vliet, Wells and State Streets. Over the years as the number of consumers decreased, commercial uses spread out along these corridors resulting in an excessive amount of vacant storefronts showing very little investment in maintenance and improvements. Industrial land uses include any use for the manufacture, production, or assembly of any product for sale or distribution to consumers. Industrial uses are concentrated in Miller Valley and in the southern portion of Avenues West.

Transportation and utility uses are those lands utilized for serving residents and moving 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 building or facility.



Zoning

Generalized zoning districts for the area are **illustrated on Map 7 (page 18)**. 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. As recommendations were made regarding future land use designations, a review of existing zoning designations and possible recommendations for changes were determined.

Development Opportunities

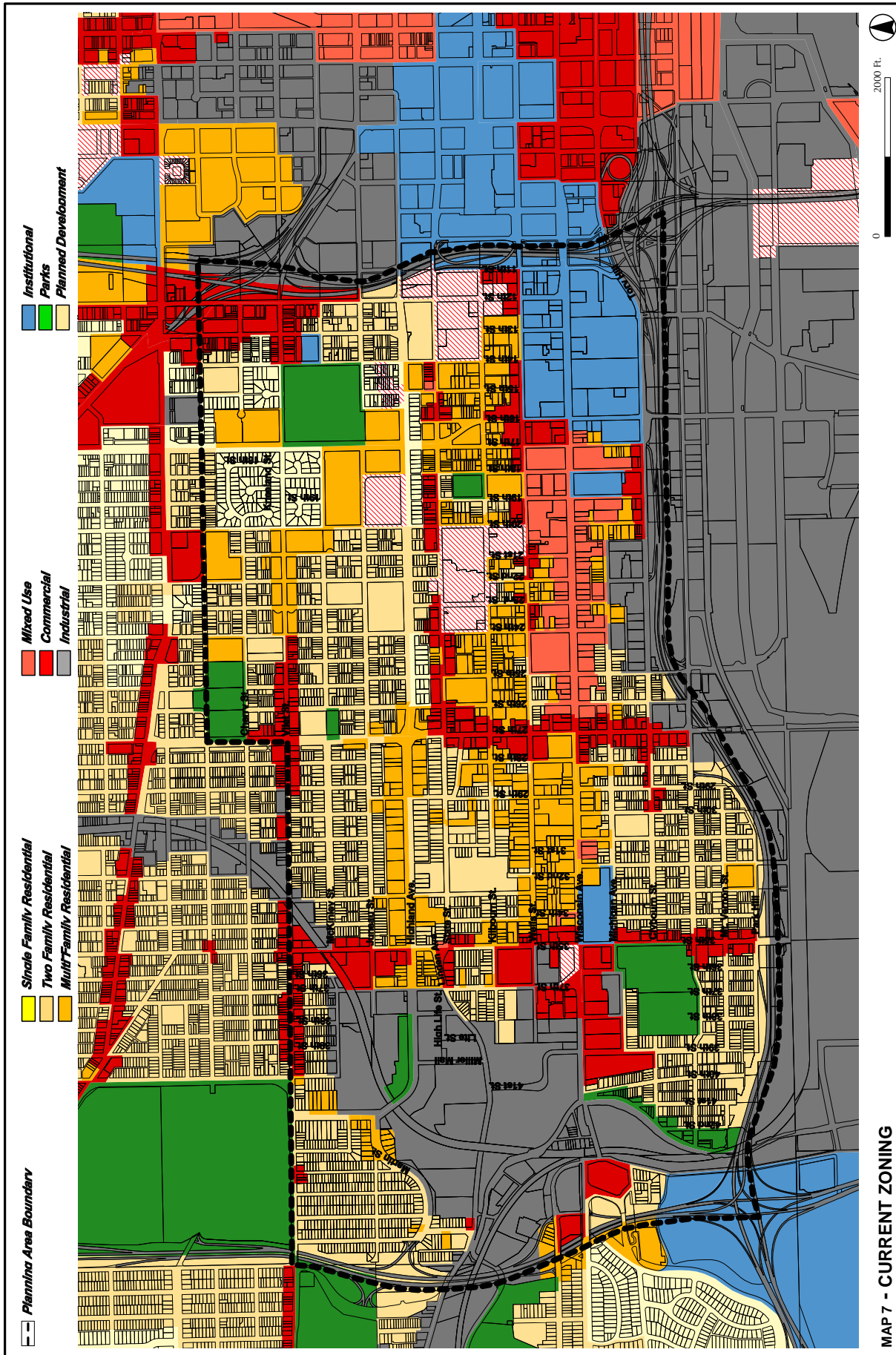
Vacant land and buildings, property that is tax delinquent two or more years and property already owned by the City or the Redevelopment Authority for the City are **illustrated on Map 8 (page 19)**. As part of a later susceptibility for change analysis, the map was used to identify those areas with concentrations of properties where new development needs to occur, is most likely to occur, is most accessible, and offers the greatest opportunity for impact.

Rehabilitation Opportunities

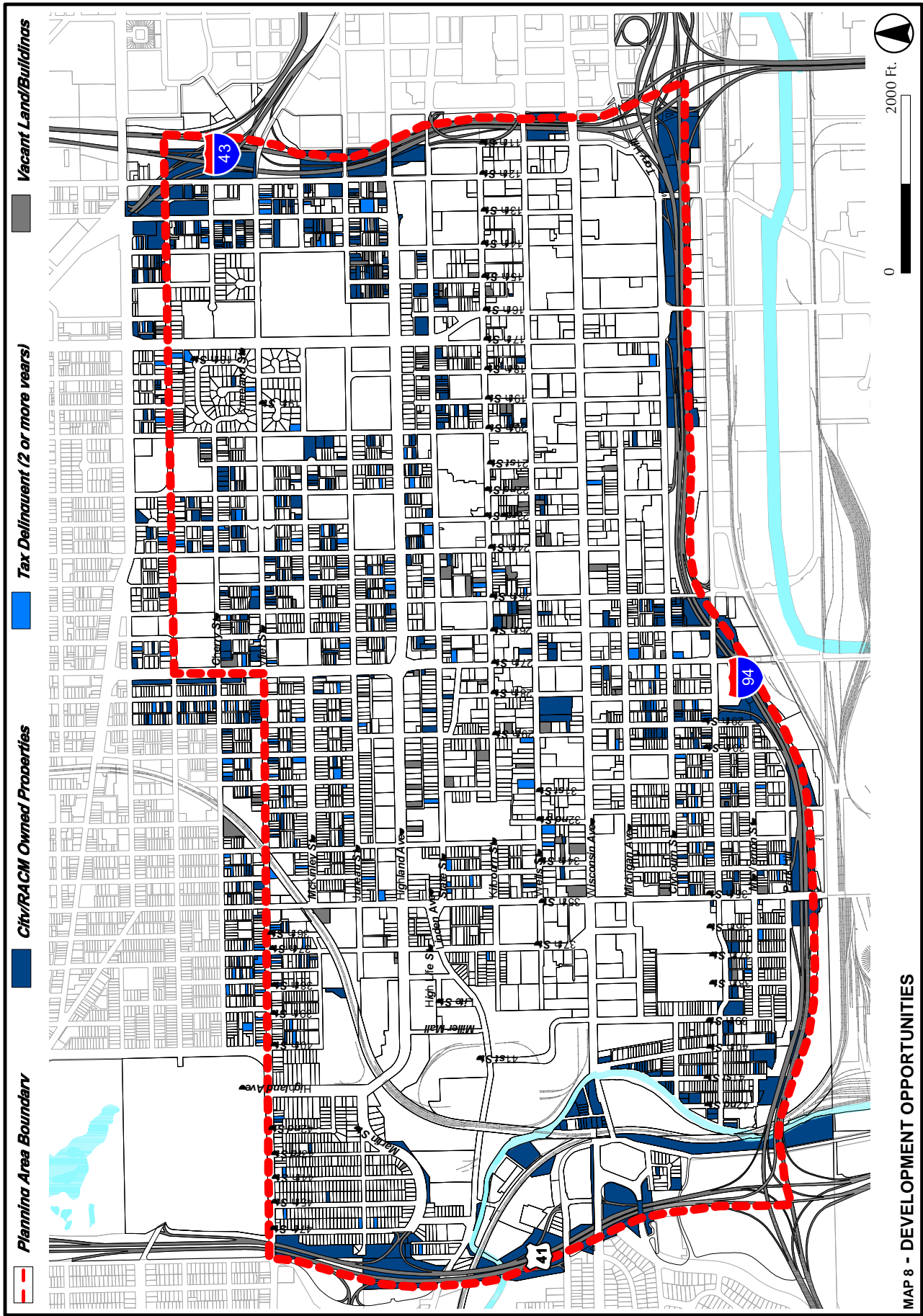
Properties which are owner-occupied residential or are occupied commercial and/or industrial sites are **illustrated on Map 9 (page 20)**. As part of a later analysis, the map was utilized with field surveys to determine which locations would benefit most from rehabilitation programs.

Program Areas

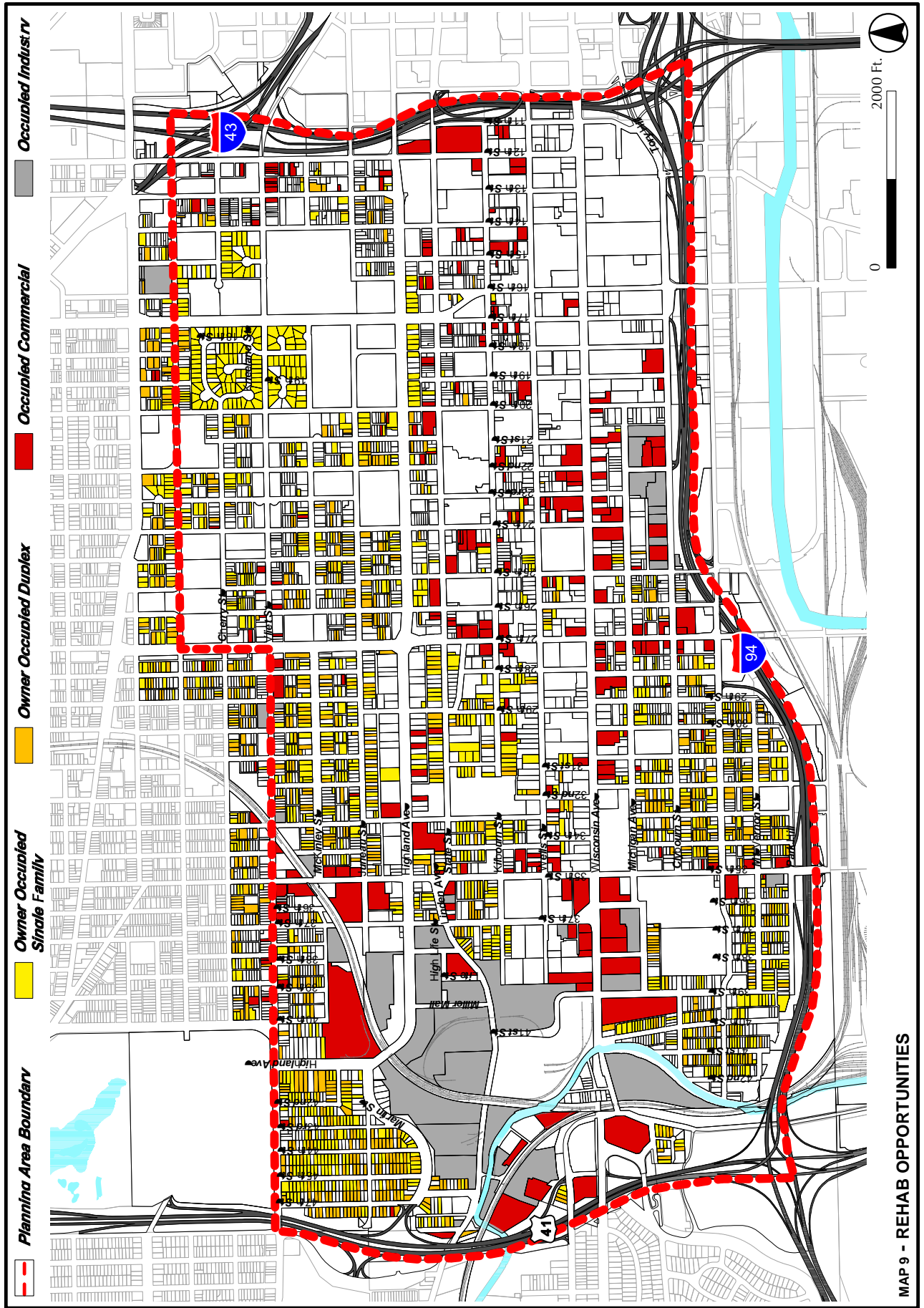
Targeted areas for a particular type of service and/or resource are **illustrated on Map 10 (page 21)**. Business Improvement Districts, Tax Increment Financing Districts, Targeted Investment Neighborhoods, and Catalytic Project Areas are located along Wisconsin Avenue, 27th Street, Wells Street and Vliet Street, west of 35th Street. Knowing the location of these districts helped to determine where future districts could be utilized to implement the recommendations of the plan as well as highlight programs/resources available for rehabilitation and new investment.

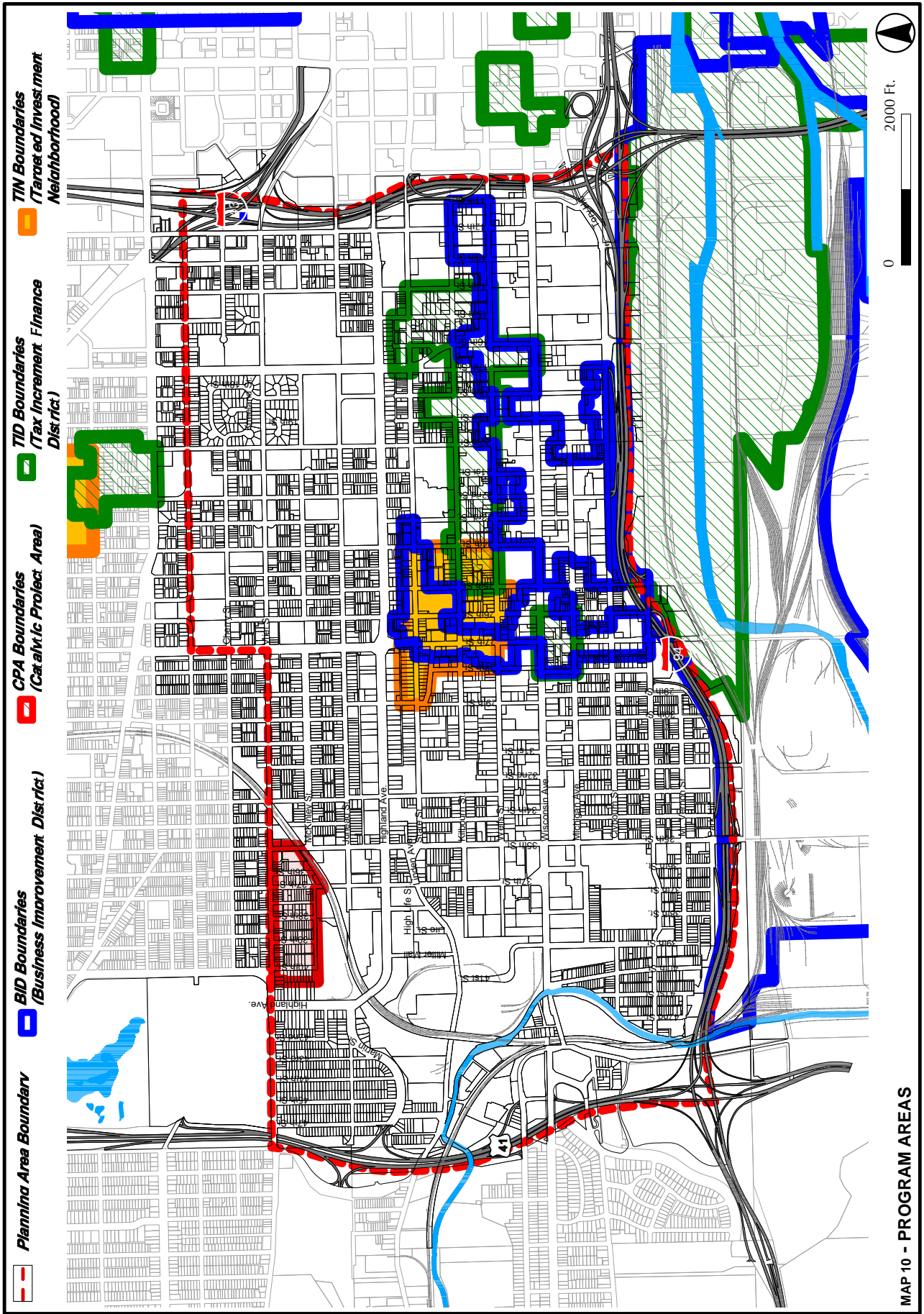


MAP 7 - CURRENT ZONING



MAP 8 - DEVELOPMENT OPPORTUNITIES





Other Regulatory Districts

Historic designation of parcels at the national and local levels are **illustrated on Map 11 (page 23)**. Given the high concentration of historic designation in the Concordia and Cold Springs Park neighborhoods, the possibility exists to extend the district designations north and south, to create larger historic areas that could help with the rehabilitation efforts of existing historic structures. However, a detailed historic analysis of any proposed expansion area would be necessary to ensure that National Register requirements for expansion would be met.

Service Districts

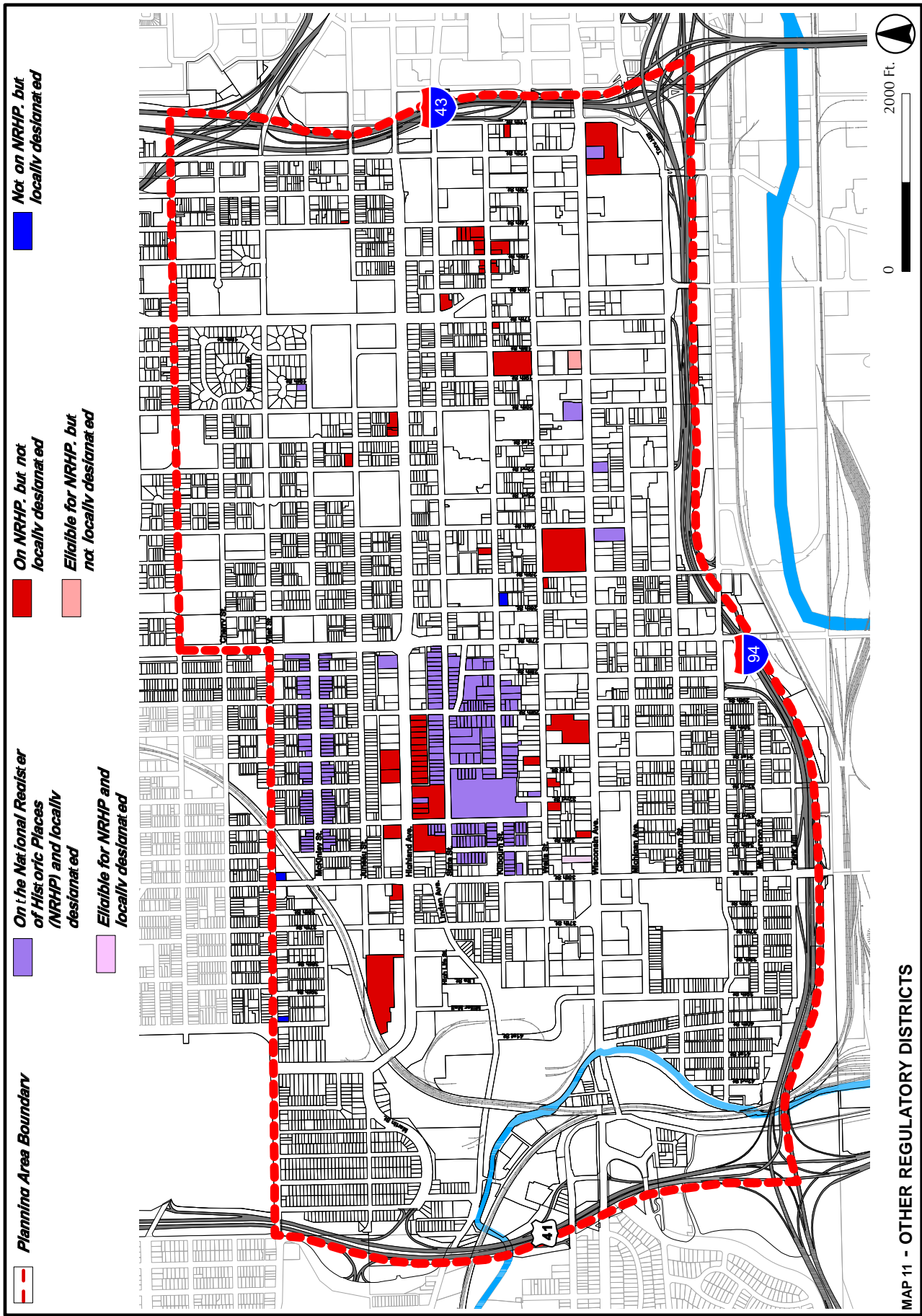
Police and sanitation districts, as well as schools and fire stations are **illustrated on Map 12 (page 24)**. By graphically showing the districts responsible for providing service, it was determined if services needed to be improved through consolidation and/or collaboration.

Streets

Functional classifications of roads are **illustrated on Map 13 (page 25)** to provide a general idea of the traffic pattern within the area. Traffic counts for arterial roads helped to indicate potential problem intersections and the amount of road travel. As the market analysis and future land use designations were conducted, the street map also helped determine which type of uses would be compatible with the existing character of the streets.

Transit Routes

The existing bus routes run by the Milwaukee County Transit System are **illustrated on Map 14 (page 26)**. Daily total on and off counts illustrate the level of ridership at key transfer intersections. The area is well served by existing bus routes along the major roads- any person trying to find an MCTS route will have to walk no more than 3 blocks.



Planning Area Boundary

On the National Register of Historic Places (NRHP) and locally designated

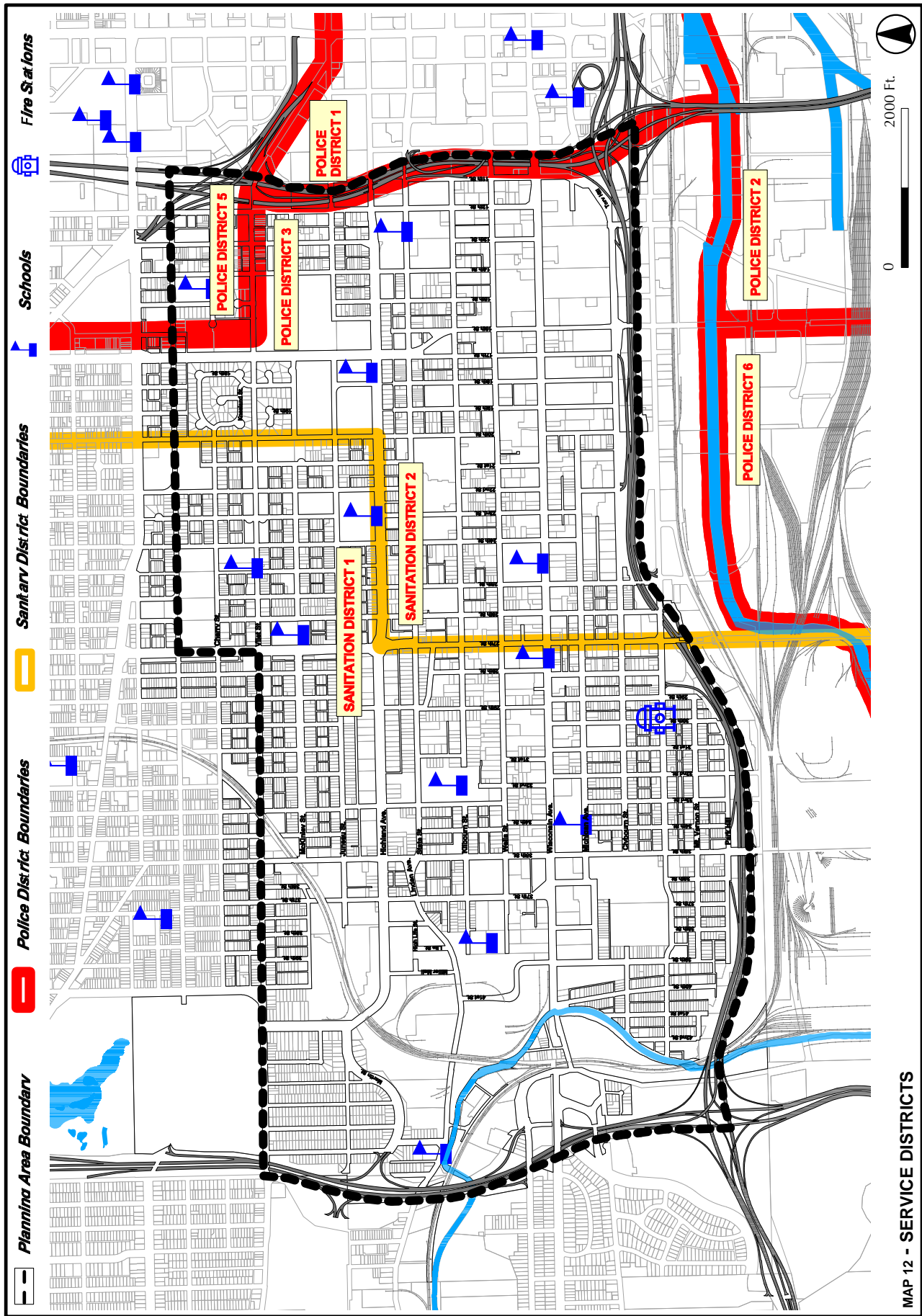
Eligible for NRHP and locally designated

On NRHP, but not locally designated

Eligible for NRHP, but not locally designated

Not on NRHP, but locally designated

MAP 11 - OTHER REGULATORY DISTRICTS



MAP 12 - SERVICE DISTRICTS

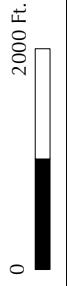
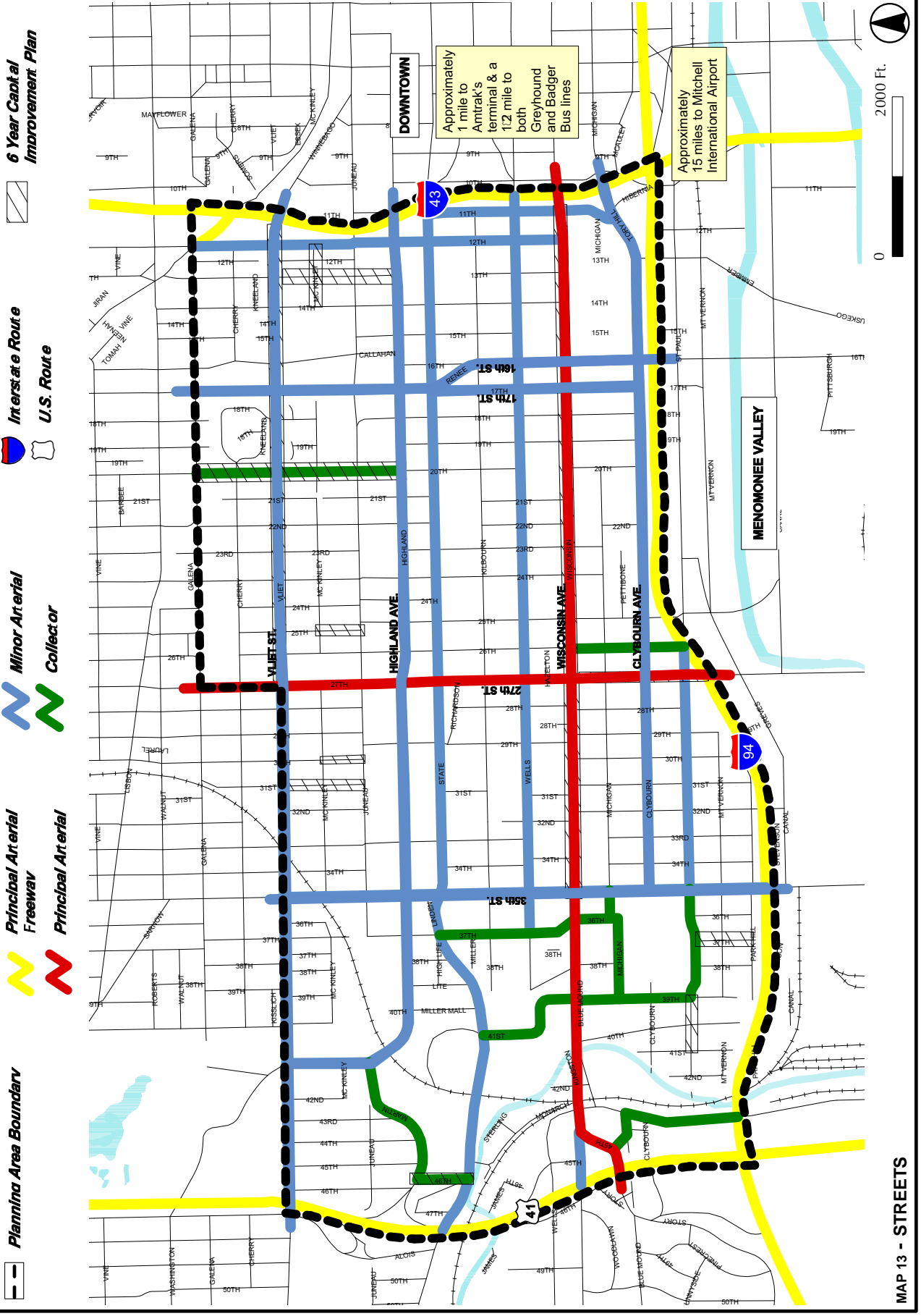
6 Year Capital Improvement Plan

Interstate Route
U.S. Route

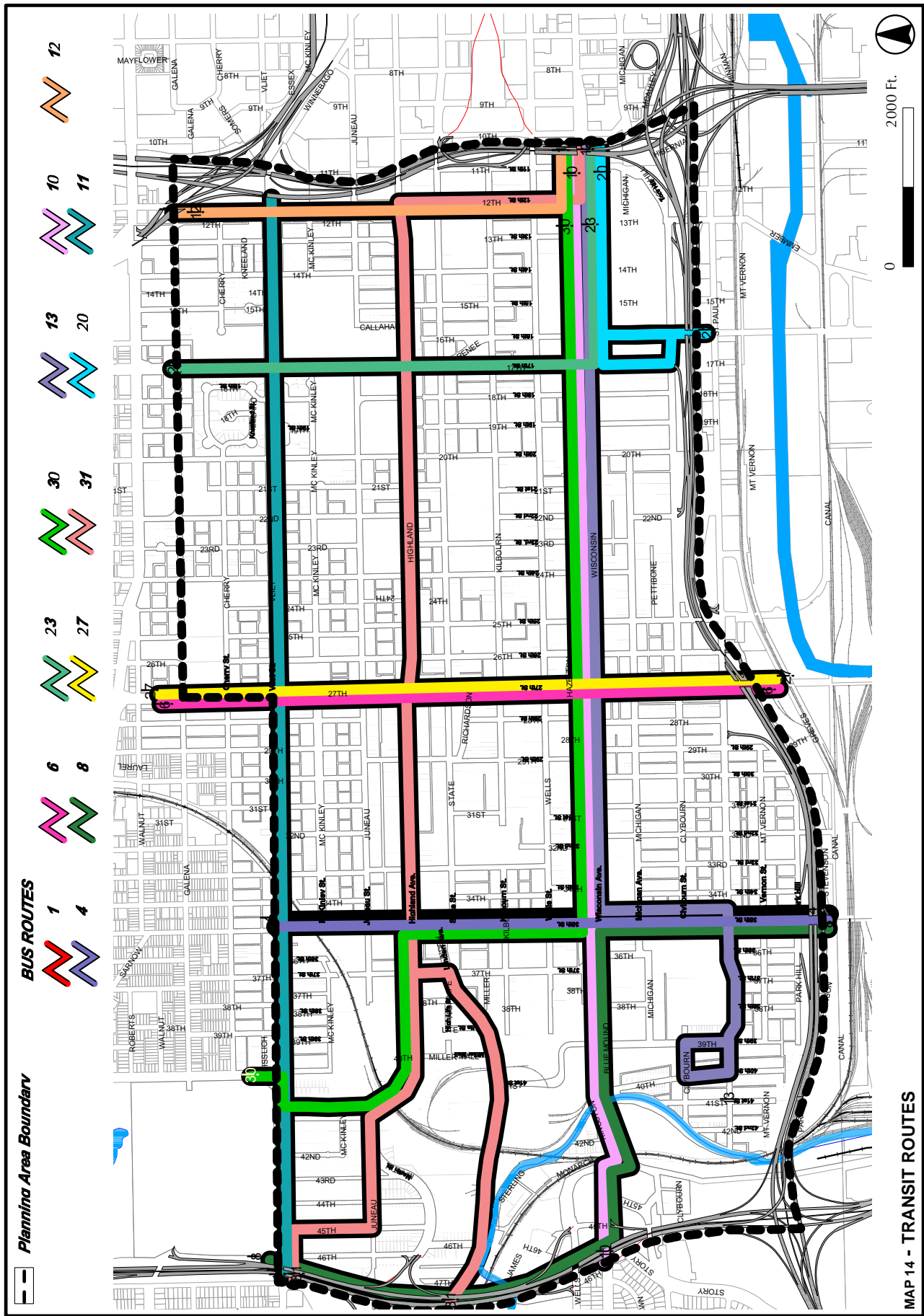
Minor Arterial
Collect or

Principal Arterial
Freeway
Principal Arterial

Planning Area Boundary



MAP 13 - STREETS



--- Planning Area Boundary

BUS ROUTES

- 1
- 4
- 6
- 8
- 10
- 11
- 12
- 13
- 20
- 23
- 27
- 30
- 31

MAP 14 - TRANSIT ROUTES

MARKET ANALYSIS

The Market Analysis considered the existing economic characteristics of the neighborhood and identified the market opportunities and corresponding challenges for housing, commercial, office, and tourism development within the Near West Side.

The analysis was based on interviews with over 50 stakeholders in the planning area, a panel discussion with Milwaukee area developers, a focus group with real estate practitioners and developers who have been active in the Near West Side market, and an analysis of demographic and economic data. The primary data sources utilized were the City of Milwaukee, Department of City Development, Year 2000 U.S. Census, Claritas Inc. and the University of Wisconsin-Milwaukee Employment and Training Institute (UWM-ETI). The following is a general summary of the findings and conclusions of the Near West Side market analysis.

While the market analysis has drawn some conclusions and made recommendations regarding certain land uses and locations within the neighborhood, these recommendations are based on economic data and developer opinions. Later in the planning process, findings from this section were considered to develop recommendations and guidelines.

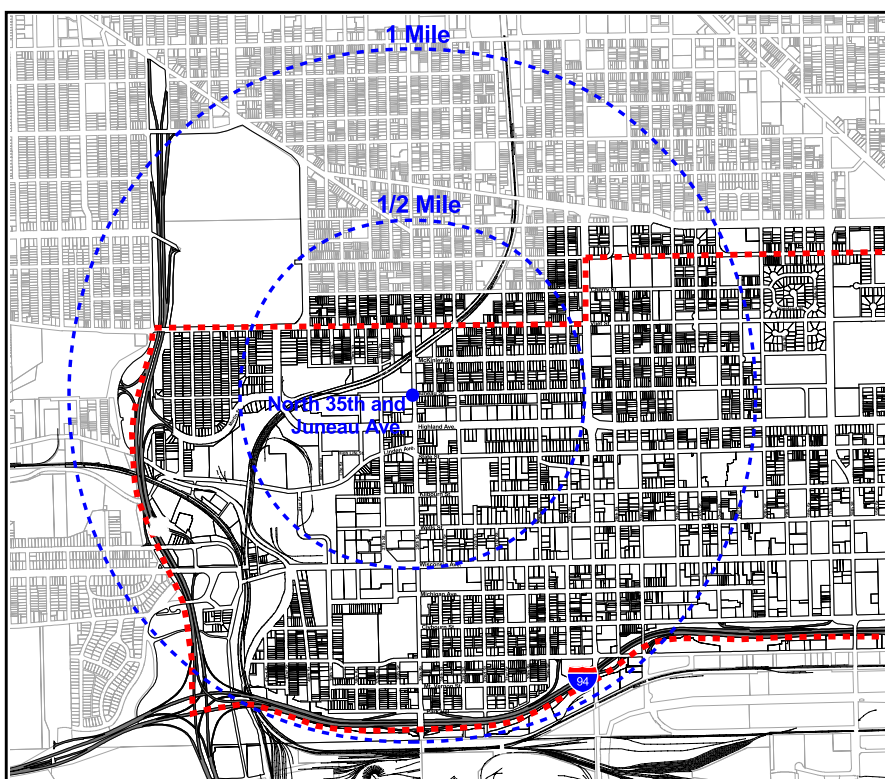
Housing and Residential Development Findings and Conclusions:

1. Interviewees indicated that there is an oversupply of one-bedroom and studio rental apartments in the Near West Side. The areas with the greatest oversupply are Concordia, Midtown and Avenues West.
2. Interviewees indicated the conversion of studio and one-bedroom units to larger units and/or condominiums would be beneficial to the neighborhood. Also beneficial would the demolition of apartment structures that are without significant historic or architectural value and are severely deteriorated, have abandoned units, or are chronic sources of neighborhood crime and drug abuse.
3. U.S. Census data indicated an overall Near West Side residential vacancy rate of 13.1%. Interviewees indicated that vacancy rates in some of the apartment buildings reportedly exceed 25%.
4. City Assessor's data indicated that predominantly single-family neighborhoods in the western and central portion of the Near West Side are stabilizing and are experiencing property appreciation equal to or exceeding City-wide rates. The neighborhoods with the greatest appreciation of single-family and duplex property values are Concordia, Cold Spring Park, and Merrill Park.
5. Merrill Park, the Valley, and Martin Drive are particularly attractive neighborhoods for first-time and lower-income homebuyers because of the affordability of single-family and duplex housing.
6. While Parkview has been a successful "move-up" single-family neighborhood, assessor's data indicated that property values in Parkview are depreciating relative to City-wide values. The area would benefit from comprehensive rehabilitation and maintenance to prevent further deterioration.
7. Interviewees indicated that housing in predominantly single-family home and duplex neighborhoods in the Near West Side should benefit from economic development in the Menomonee Valley.

PLANNING PROCESS AND INFORMATION GATHERING

8. Interviewees indicated that there is potential for condominium-style redevelopment in the neighborhoods closer to Downtown, Aurora Sinai Medical Center, and Marquette University. Areas with potential for this type of residential redevelopment are King Park and State Street between North 14th and 20th Streets.
9. Interviewees indicated that fear of crime and concern about the large number of group homes and other social service agencies creates uncertainty in the marketplace and discourages individual reinvestment in the neighborhoods.
10. Interviewees indicated that insecurity about the future disposition of certain lands (i.e. City on a Hill, Indian Community School, Ameritech) in the Near West Side further fuels instability in the marketplace.
11. The consulting team recommends that City Programs should continue to foster rehabilitation and owner occupancy of single and two family homes.

Commercial Development Area #1: - North 35th Street Corridor Findings and Conclusion



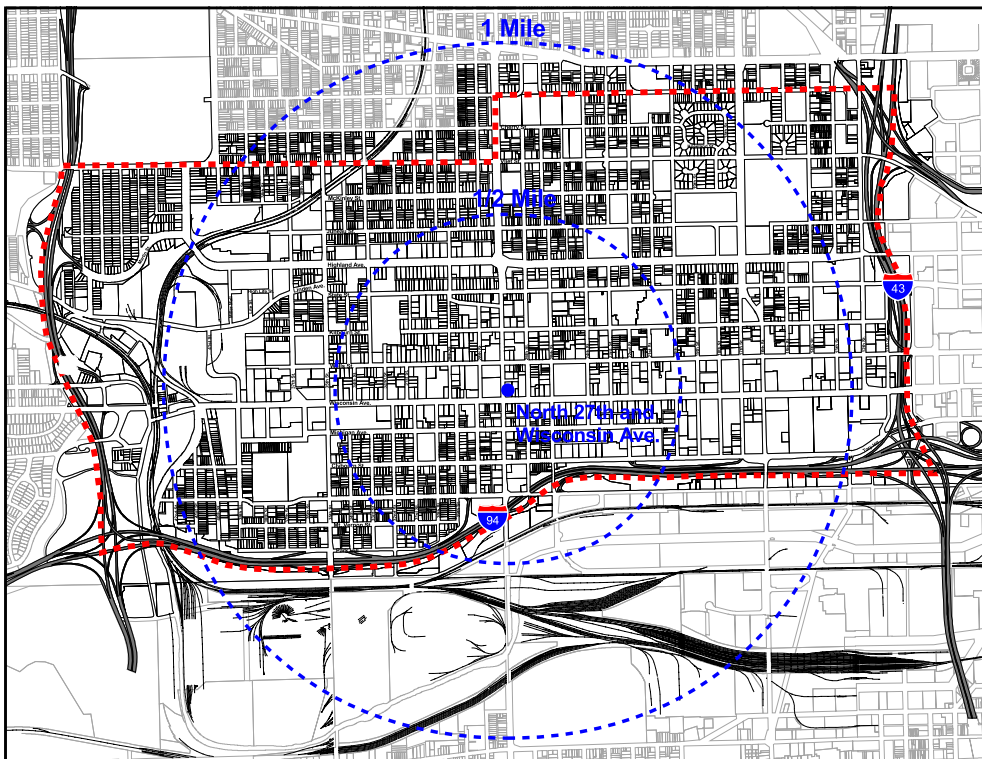
Area # 1

1. The existing retail space is estimated between 200,000 and 300,000 square feet. Both Claritas and University of Wisconsin Milwaukee Employment and Training Institute (UWM-ETI) data indicate that Area 1 could support approximately 330,000 square feet of retail space, including a supermarket with 40,000 to 60,000 square feet. However, the raw figures for supportable area are somewhat misleading in that they assume that a significant portion of sales that could potentially go towards businesses in Area 2 would be directed towards Area 1. The two trade areas have a significant overlap and are not both able to support the full complement of neighborhood businesses that the raw figures suggest.

PLANNING PROCESS AND INFORMATION GATHERING

2. Area 1 is too spread-out and does not have a recognizable identity as a unified commercial district. The area would benefit from consolidation of the district between Wisconsin Avenues and Vliet Street. An appropriate mix of residential and street level commercial storefronts would help create a mixed use identity and help unify the area.
3. A large percentage of the customer base for Area 1 arrives by automobile. Growth of the Area is dependent on capturing more commuting customers. Commercial redevelopment must have adequate parking and access in order to attract employee-based and commuter business.
4. A key potential commercial development site in Area 1 is the Ameritech property on the west side of North 35th Street between the south side of Wells Street and Kilbourn. In terms of market potential, this has the most site potential for a full-service grocery store in the Near West Side.

Commercial Development Area #2: Wisconsin Avenue, Wells Street, and North 27th Street Findings and Conclusion



Area # 2

1. The current retail space is estimated to be between 200,000 and 300,000 square feet. Market data indicates that Area 2 could support approximately 300,000 square feet of retail space. However, the raw figures for supportable area are somewhat misleading in that they assume that a significant portion of sales that could potentially go towards businesses in Area 1 would be directed towards Area 2. The two trade areas have a significant overlap and are not both able to support the full compliment of neighborhood businesses that the raw figures suggest.
2. The former hotel site at the southwest corner of Wisconsin Avenue and South 27th Street should function as the "entrance" to Avenues West. In terms of serving an immediate neighborhood, this site would be a suitable site for a full-service supermarket with a minimum of 40,000 square feet. Additional land would need to be acquired to provide convenient parking and access

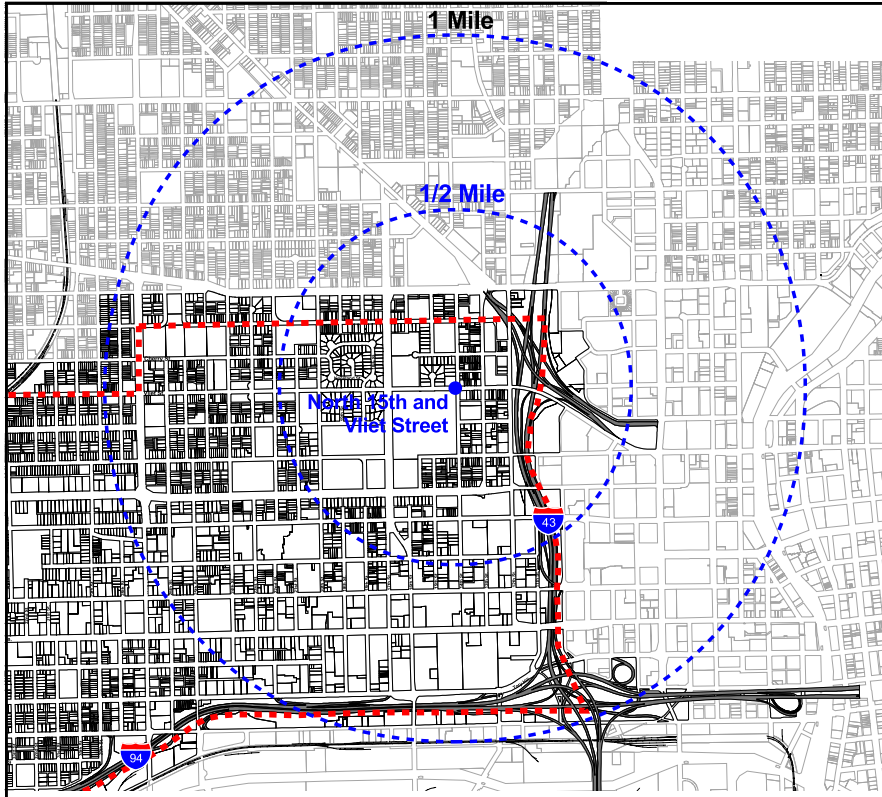
PLANNING PROCESS AND INFORMATION GATHERING

unless unconventional techniques such as rooftop parking and/or two story shopping floors were applied.

Note: The consultant team concluded that a supermarket could not be supported within both the Area 1 and Area 2. The Near West Side could clearly support one full-service store, but not two. Either the North 27th Street and Wisconsin site or North 35th Street and Wisconsin site would be a suitable location for a store, although the North 35th site offers the potential for better access and more parking.

3. The consultant team concluded that the Wells and Wisconsin corridors between North 20th and North 27th Streets could support service stores that serve Downtown, Marquette University and Aurora Sinai Medical Center. Examples include printing and office supply businesses, furniture stores, and computer stores.
4. The Commercial Area #2 is in need of and could support a quality sit-down restaurant. The preferred location would be on Wisconsin Avenue where there would be the highest level of access and visibility.
5. Many interviewees indicated that North 27th Street between Wisconsin Avenue and State Street should evolve into a neighborhood-oriented specialty district. The appearance and quality of merchandise should also be improved. Based on both market data and the physical characteristics of the corridor, the consultant team concluded a specialty district could be supported.
6. A consolidated campus-oriented business district is currently supported around Marquette University. The consultant team concluded there are opportunities for the district to also serve employees working at Aurora Sinai Medical Center and the many ancillary professional offices and health care facilities in the area.

Commercial Development Area #3: Vliet Street Between I-43 and North 14th Street Findings and Conclusion



Area # 3

1. Market data indicates that the trade area potentially served by businesses on Vliet Street between I-43 and North 14th Street could potentially support 100,000 square feet of retail space.
2. There is not adequate market demand in the trade area to support a supermarket at this location.
3. The consultant team concluded that the current use of the buildings for furniture sales is a good interim use for the area and could be expanded/built upon with other higher end furniture/ hardware shops. The appearance and quality of merchandise could also be improved to appeal to the Downtown office and Medical Center markets.
4. Many interviewees indicated that the Vliet Street area could experience "spill-over" benefits from the proposed Pabst Brewery redevelopment as a mixed-use entertainment complex. The location and historic character of the commercial buildings on Vliet Street make them suitable for mixed-use commercial / entertainment / residential redevelopment.

NATIONAL PROJECT REVIEW

As the Near West Side Area Planning team formulated ideas for the creation of projects that would bring additional reinvestment to the area, they looked to success stories from around the country. There are many examples where a single project or combination of projects has been successful in revitalizing communities. All such projects were made possible using a collaborative effort from city, residents and the private entities and formulation of result-oriented strategies that involved:

- Strong public-private commitment and involvement
- Long-term vision for a better future for the communities
- Strategic plans to implement the vision
- Monitoring bodies for plan implementation
- Funding through a variety of sources

The following projects may or may not be directly applicable to the Near West Side but the overall approach were considered and certain specifics found applicable to the area.

Urban Residential Development

Denver Dry Building, Denver, Colorado

This urban redevelopment project involved renovation of a historic building into a mixed-use, mixed-income project made possible by a public-private partnership. The project resulted in economic growth and revitalization of the Downtown area.



The Denver Dry Goods department store was Denver's premier retail store for over half of a century. Originally a three-story building, it was renovated into a six-story building during the first quarter of the twentieth century. Denver Dry is located in the city's Central Business District on the 16th and California Streets.

The building was purchased by the May Company in 1987 and the store was closed in the same year. In response to public outcry regarding its potential demolition, the building was bought by the Denver Urban Renewal Authority (DURA) and was marketed to several different developers. In 1990, Jonathan Rose, President of Affordable Housing Development Corporation (AHDC), decided to develop the building. DURA subdivided the building into separate condominiums, helping potential developers obtain financing by decreasing their overall risk. Retail and office space were located on the ground floors and housing on the upper floors. The building includes 115,000 square feet of retail space, 28,700 square feet of office space, 51 rental apartment units (40 Affordable Housing units and 11 Market-Rate apartments) and 66 for-sale Market-Rate condominiums.

The total cost of the project was approximately \$48 million. The developers obtained a private loan for \$40.7 million (85% of total funding), private sources provided \$25 million, and public agencies provided the additional \$15.5 million loan. Other sources of funding for this project came from tax credit equity (\$4.7 million), cash equity (\$2.3 million), and grants (\$60,000).

All the rental apartment units are fully occupied, and the for-sale market-rate units have been sold. This project has resulted in creation of additional jobs, retail space, and downtown housing. Twenty historic buildings within 16 blocks of this development have been renovated using Denver Dry's

PLANNING PROCESS AND INFORMATION GATHERING

mixed-use, mixed-income model. Each of these projects has provided additional housing and shopping opportunities for the downtown community.

The Burnham Building, Irvington, New York

This redevelopment project involved a vacant industrial building which was renovated into a mixed-use project. The adaptive reuse of this building has resulted in revitalization of a part of the Main Street and has yielded economical and environmental benefit to the residents living and working in Irvington.



The Burnham Building, an old wood frame and masonry structure, was built in 1881 on the corner of Main Street directly across from the railroad station. This historic building was vacant for more than 10 years and was on the verge of being demolished.

From 1998 to 2000 the building was redeveloped into a new public library along with 22 units of affordable rental housing. The adaptive re-use of this vacant building was made possible by a unique public-private collaboration that involved the Village and its residents, County and State governments, a non-profit organization and a local for-profit developer. The extensive citizen participation was able to raise \$1.5 million from private donations. The

Village raised \$700,000 from a tax-exempt bond issue and \$1,250,000 in private contributions for this project.

The redevelopment of the building was combined with transit-oriented development, main street revitalization, historic preservation and "green" material and systems in a mixed-use building. The ground floors have been redeveloped into the new Village Public Library. The upper floors have been developed into affordable and low income housing for a combination of village employees and residents, and families on the County's Section 8 waiting list.



This project has resulted in economic and environmental benefits bringing residents within walking distance from place of work, shop etc. The adaptive re-use of this industrial building has helped to transform and revitalize a section of Main Street adjacent to a train station and is in the heart of a redeveloping Hudson River waterfront area.

PLANNING PROCESS AND INFORMATION GATHERING

Elizabeth HOPE VI, Elizabeth, New Jersey



This project involved revitalizing an old, historically significant, urban neighborhood into a mixed-income community. In addition to redeveloping the area's public housing site, Elizabeth HOPE VI Program included the acquisition and redevelopment of various scattered sites in order to economically restore the blighted neighborhood. The project created new opportunities for families with varying incomes. The HOPE VI funds include funds from local and state housing programs, Urban Enterprise Zone Program, HOME, Low Income Housing Tax Credit Program, Federal Home Loan Bank-Affordable Housing Program. The project required design and planning, community and focus group meetings. The project created family-friendly civic spaces that included parks and pedestrian walkways.

Downtown Plan, Portland, Oregon



In Portland, a downtown plan was established in 1973 when a coalition of businesses and community organizations united in an effort to counter the flight of retail, jobs, and housing from downtown. To promote market-rate housing Portland utilized tax abatement. To promote affordable housing, it utilized federal housing dollars, tax increment financing (TIF), block grants and direct assistance to non-profit housing. The first major tax abatement project was a multihousing development along Willamette River. It was four story apartment building on the river and a first major market-rate rental development.

By 1990s, a local developer built housing on a derelict rail yard in downtown Portland. City of Portland invested \$150 million in infrastructure improvements. Now called the Pearl District, it became the Soho area of Portland with lots of art galleries and young artist residents.

Urban Commercial Development

Old Town Monrovia, Monrovia, CA

This is an example of a revitalization project where a strong cooperation between the city, business community and residents resulted in a development plan for revitalizing the city, beginning with the historic downtown. The project has created a strong feeling of community pride for the residents and has converted a dying downtown into a pedestrian-friendly and event oriented community.

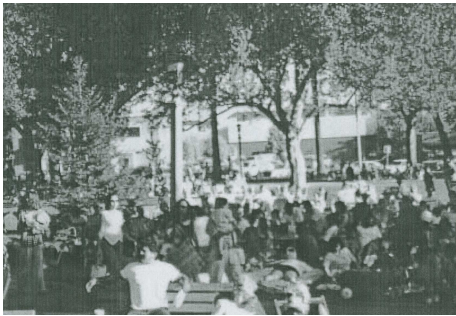


During the early years of Monrovia's history, Myrtle Avenue was the heart of a small residential community that was losing business due to competition with newer shopping centers. More than half of the storefronts were left vacant. During the late 1970's, the City government and the Chamber of Commerce made a commitment to revitalize the city, beginning with the downtown. Two years of meetings with businesses and residents resulted in a decision to reinvest in Myrtle Avenue as a small-scale local shopping area. One million dollars was spent on the street beautification of

PLANNING PROCESS AND INFORMATION GATHERING

Myrtle Avenue that included enhanced lighting, street furniture, attractive signage and ample rear parking. Traffic was reduced to two lanes with widened sidewalks, decorative paving, narrowed intersections and mid-block crossings to reduce speeds and improve pedestrian safety and enjoyment. Commercial loans were made to strengthen local businesses.

Monrovia, with a population of 37,000, has maintained its small town character and charm with a mix of uses. It is predominantly retail with small shops and services, along with a major supermarket, restaurants, cafes and small offices, including medical uses and bank branches. Library Park includes the city's library, play areas and a bandshell. Other civic uses are City Hall, including the fire and police stations, the post office, and a community center. Surrounding uses include high-density residential, large commercial and industrial business locations.



Today, the merchants at Myrtle Avenue have established a loyal following. A strong merchants association has helped locally owned businesses to compete against chain stores and malls. Large crowds are drawn every year to the summer concerts in Monrovia's Library Park that has become a central focal point for socializing and creating a sense of community. There is a long-term collaboration and commitment by the city, businesses and citizens on the Vision 2020, developing a strategy for continued improvement to the area.

Downtown Plan, Denver, Colorado

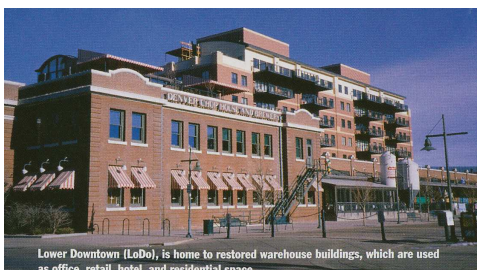
This is an example of downtown growth and development that is a result of a combination of public and private cooperation, past successes and a plan enacted in 1986.

A non-profit business organization that works to keep the downtown healthy was formed in the 1950s and is known today as Downtown Denver Partnership. In 1984, Mayor Frederico Pena appointed a steering committee to oversee the creation of the Downtown Plan. The Plan, issued in 1986, outlined five critical needs for downtown:

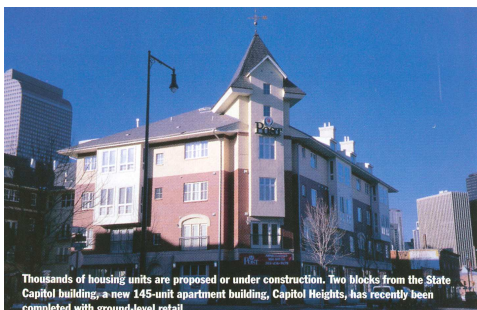
- Maintaining a vital retail center
- Developing people connections among activity centers
- Improving access
- Enhancing distinct districts
- Providing housing

Lower Downtown (LoDo), the birthplace of Denver, is considered the most distinctive area in the city. The Downtown Plan emphasized the importance of enhancing and developing districts such as LoDo. LoDo was rezoned from industrial to mixed use in 1981 and was declared a local historic district in 1988. The Downtown Denver Partnership created a Lower Downtown Business Support Office that encouraged renovations. This was done with the financial support from preservation groups and State of Colorado. More than 20 buildings in LoDo have been renovated since 1991, and there are now around 1,400 housing units in the area. Buildings throughout downtown has been restored or renovated into office and retail space.

PLANNING PROCESS AND INFORMATION GATHERING



The success of Downtown Denver is leading to redevelopment in the surrounding neighborhoods. Their population grew from 58,000 to 65,000 over the last decade with thousands of new housing units planned or under construction. In the Capitol Hill neighborhood, a 145-unit apartment building recently has been completed. The project includes ground floor retail with residential units above.



Downtown Denver and surrounding neighborhoods have experienced a transformation in the last decade. The collective imagination and vision, collaborative public-private partnership, and city-led, consensus-driven Downtown Plan have guided Denver towards growth, development, and recovery from the hard times in the 1980s.

Memphis Peabody Place, Memphis, Tennessee

This is an example of a project where the historic buildings that represented the heritage of the city were renovated into a mixed-use development. The project acted as a catalyst for adjacent renovations and new development.



The project involved restoration of large historic buildings in downtown Memphis. The historic buildings taking up an entire city block in the heart of downtown form the Memphis Peabody Place mixed-use development. The 500,000 square-foot complex consists of residential units, office space, restaurants, retail shops, entertainment facilities, art museum and culinary school. The project involved restoration of a hotel built in 1842 and its conversion into 156 apartment units. The 1891 Richardsonian Romanesque building was renovated into office use on the upper floors with retail on the ground level. A former department store consisting of three buildings consist of 46 residential units, office space, retail shops, and a food court. A former movie house, built in 1914 has been restored into a microbrewery and restaurant. An alley in the middle of the block has been transformed into a shopping lane and an outdoor space for urban events.

This project was carried out through investment incentives, such as tax breaks, that can make historic renovation economically feasible. As a spin of effect, more than \$2 billion in investment activity is underway in downtown Memphis that includes a new 300,000-square-foot entertainment and retail center, a new Triple-A minor league baseball park, and an expansion of the convention/performing arts center.

PLANNING PROCESS AND INFORMATION GATHERING

Bridgecourt, Emeryville, California



A former industrial zone was redeveloped into a residential and retail complex. This complex includes 220 residential units in three-story structures above ground-floor parking and retail. The project financing involved revenue bonds, grants and tax credits. The developers reserved 91

units for below-market-rate rentals and devised a rent-to-own program. The project blends well with the surrounding industrial buildings, some of which are being transformed into artist's live work lofts.

Transportation Programs

Ronstadt Transit Center, Tucson, Arizona



The project involved creating a bus station handling 5,000 passengers a day, in a low-scale urban neighborhood. It was built of recycled brick from demolished buildings on a 2.7-acre site. This bus

station can accommodate up to 18 buses. 600 square feet was enclosed for ticket booths and restrooms. This center has played an active part in neighborhood revitalization.

PUBLIC PARTICIPATION



Residents, employers, landowners, business operators, and all interested parties had an opportunity to participate throughout the planning process. Methods of public participation included personal interviews, written surveys, Internet interaction, and public meetings. The following summarizes the results of the household surveys, community image preference survey, focus groups, and community charrettes. Full reports from each session are included in the appendix.

Community Household Surveys

The household survey was used to gather information from those who live, work or own property in the Near West Side. Questions were constructed to assess the characteristics and habits of residents, the character of commercial areas, and ways to improve the neighborhood. The results of the household survey provided insight on the day-to-day activities of residents and workers and were used in concert with other public opinion information and analyses to create development goals and guidelines for the Near West Side area.

Various methods were used to distribute the household survey including volunteers and multiple community organizations. The West End Development Corporation mailed the survey to over 1100 stakeholders. Household surveys were provided at each session where the image preference survey was administered and was also made available on-line at the Department of City Development website. A total of 191 surveys were tabulated.

The household survey consisted of ten questions. While there were several yes/no questions, most questions asked participants to select their answers from a brief list, or to provide their own. The following discussion highlights the results of the survey and the tabulation of all responses is included in the appendix.

Survey Conclusions: The tabulation of household surveys has revealed the following about the respondents and the Near West Side.

- Over 78% of respondents were residents of the Near West Side.
- Over 82% of resident respondents were owners and over 71% had no children.
- Over 68% of resident respondents used their personal vehicle to get to work.
- Only 7% of resident respondents felt threatened or somewhat threatened during the day in their neighborhood and only 32.3% had this opinion at night.
- Over 57% of respondents indicated that the appearance of storefronts needed significant improvements followed by business signage (41.8%), cleanliness of streets and sidewalks (42.9%), and the presence of police or security (40.8%).
- Respondents indicated that the commercial uses they utilized the most in the area included gas stations (63.9%), and pharmacies (60.7%).

PLANNING PROCESS AND INFORMATION GATHERING

- Respondents indicated that the most needed businesses for the Near West Side included grocery stores (49.7%), sit-down restaurants (46.6%), and hardware stores (45.3%).
- Respondents indicated that improved condition of storefronts (63.4%), higher quality of products being sold (61.3%), and increased variety of stores/products (57.0%), would increase their use of businesses in the Near West Side.
- Over 79% of respondents indicated increased home ownership would improve the Near West Side, followed by increased property maintenance/code enforcement (63.8%) and increased employment opportunities (51.8%).

Image Preference Surveys

Image Preference Surveys (IPS) sessions were held in the Near West Side between December 2002 and February 2003. Persons from the area were invited to two at-large sessions, while the remainder of the sessions were held during the meetings of various organizations in the neighborhood. The West End Development Corporation mailed the survey to all voters in the area that took part in the previous gubernatorial election.

Individual images of a particular land use type or attribute were shown and the audience asked to rate the image between 5 and -5, a 5 being the most positive and a -5 the most negative. The scoring was based on whether the person liked the image and whether they believed the type of land use attribute shown was desirable for their neighborhood. The 67 images were separated into four categories; Residential, Commercial, Public Spaces and Parking.

After the scoring of the individual images and groups of the images, a discussion was held regarding why audience members preferred certain images to others. Participants were asked to explain the particular aspects of an image that they found either desirable or undesirable. The discussion provided a means of determining which aspects of an image were actually causing a high or low score.

A total of 174 IPS survey forms were completed during the sessions. The surveys from all sessions were tabulated to determine the average score for each image. Results helped to create more representative land use and design policies for the Comprehensive Plan. The highest and lowest ranked images within each of the four categories are shown below. The image preference survey results and discussions are included in the appendix.

A) Residential Images Ranking of individual images



Highest Score 3.37



Second Highest Score 2.48



Third Highest Score 2.40

Residential images shown to the public generally identified various housing types including both single family and multi-family structures. The three highest scoring images represent two-story structures that are in keeping with the architectural style of the existing neighborhoods. The highest

PLANNING PROCESS AND INFORMATION GATHERING

scored image represents a duplex with front porch, the second highest, single family homes with front porches, and the third, an accessory dwelling unit, or granny flat, above a garage.



Lowest Score -1.44



Second Lowest Score -1.53



Third Lowest Score -0.80

The three lowest scored images represent housing styles and attributes that the public does not like or believes is not desirable for the Near West Side. Multi-family structures out of scale with the adjacent single family homes ranked the lowest among these images. The second lowest scored image is of contemporary single family structures with chain-link fences. Structures with garages facing the street, houses to the rear, ranch style homes and lack of sidewalks are undesirable residential characteristics as shown in the third lowest scored image.

B) Commercial Images Ranking of individual images



Highest Score 3.66



Second Highest Score 3.50



Third Highest Score 3.00

Commercial images illustrated various types of structures along commercial roadways. The most desirable commercial images include structures which are urban in nature, such as the commercial building that received the highest score. This building has pedestrian scale signage and large window displays. Buildings close to the street, with two or more stories were preferred. The second highest scored image represents a corner commercial building with office on the second floor and the third highest a traditional commercial corridor with signage and lighting. These images represent vibrant, well-maintained pedestrian oriented commercial uses which are similar to some of the more traditional commercial corridors within the Near West Side.



Lowest Score -3.35



Second Lowest Score -2.87

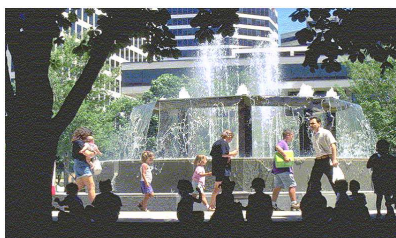


Third Lowest Score -2.79

PLANNING PROCESS AND INFORMATION GATHERING

The lowest scored image shows a blank exterior wall of a grocery store. The massive, unarticulated wall including lack of windows create a very uninviting atmosphere. Similarly, the heavy traffic and massive, auto-oriented signage of the second lowest scored image also creates an atmosphere which is not desirable for the area. The third lowest scored image of a chain restaurant in an older strip mall, reiterates the opinion that commercial uses similar to traditional commercial structures are more desirable than more suburban, auto-oriented commercial buildings and sites. It should also be noted that these commercial images were the lowest scoring images of the entire image preference survey.

C) Public Spaces Images Ranking of individual images



Highest Score 3.66



Second Highest Score 3.65



Third Highest Score 3.58

Images of public spaces shown to the audience identified parks, plazas and open spaces, but also included various sidewalk environments and the public spaces created by building placement. The two highest scored images represent open spaces and plazas where people can gather. The third highest image is of a well landscaped walkway with abutting buildings and outdoor dining. Both the second and third highest scored images demonstrate how intimate and secure public spaces can be created through the proper use of building placement and design.



Lowest Score -2.65



Second Lowest Score -1.57



Third Lowest Score -0.86

The three lowest scored images represent characteristics of public spaces which the public does not believe are desirable for the Near West Side. These images represent spaces which are ignored by the adjacent buildings, allowing no way for the people within the buildings to interact with the public areas. The lowest scored image is a walkway with adjacent building. With no windows, doors or architectural elements on the building and no pedestrian scale lighting in the right-of-way, the public area is devoid of any vibrant activity, except automobile traffic. The second lowest scored image is of a common open space area in a residential development that is only contained grass. The homes lack porches, large windows and doorways which restrict access to the open space area. The third lowest scored image is of an intersection with no activity other than traffic. The lack of buildings and the distance between them are the primary characteristics which give this area a feeling of desolation.

D) Parking Images

Ranking of individual images



Highest Score 2.63



Second Highest Score 2.55



Third Highest Score 2.38

Parking images shown during the IPS consisted of off-street and on-street parking, screening of parking lots and parking structures. The highest rated image, showing on-street perpendicular parking in what appears to be a residential area, reflects a desire for very intensive screening of on-street parking. This image shows a very well landscaped parking area with mature trees. The second highest rated image shows dense screening of off-street parking with ornamental fencing and layered landscaping. The third highest image shows metered, angled on-street parking.



Lowest Score -2.53



Second Lowest Score -1.69



Third Lowest Score -0.43

The lowest scored parking images consist of surface parking lots adjacent to the street with little landscaping and no fencing. The second and third lowest scoring images also indicate that expansive parking lots typical of shopping centers are not desirable for the Near West Side area.

Focus Groups

Three focus group meetings were held between November 18th and November 20th of 2002. The first focus group consisted of apartment owners and managers, the second group consisted of business owners, and the third group consisted of real estate developers. The purpose was to gain the perspective of these stakeholders on the assets, areas in need of improvement, and development potential/directions for the Near West Side. The focus group sessions ran approximately 2 hours each and were held at Marquette University and Marquette University High School.

Several themes emerged as follows:

- The area has shown some improvement, but there are still real and perceived issues of safety that are impeding development. The perception is worse than the reality, however.
- The area's proximity to downtown is an asset that needs to be better exploited.
- Increased home ownership is key to the development of the area. A more stable, middle-income resident population will help attract businesses that serve the needs of those residents.
- Development of businesses in the Menomonee Valley would be a catalyst for revitalizing the Near West Side. Jobs in the Valley could result in more home ownership on the Near West Side as well as attract businesses that would service the needs of Valley employees and new homeowners.
- The presence of Marquette University, Miller Brewing, and Harley-Davidson is an asset that needs to be better utilized to attract people and business to the area.

PLANNING PROCESS AND INFORMATION GATHERING

- Parking in the area is inadequate and needs to be addressed before businesses can be attracted to the area.
- "Curb appeal" (how the area looks) is critical to attracting homeowners, businesses, and customers
- There is a market for amenities such as a quality grocery store and other businesses that serve the needs of the immediate neighborhood.
- The 27th Street bottleneck between State and St. Paul makes it an undesirable place for business development. Safety is also an issue in the area. Owner occupied housing development such as townhouses, row houses or condominiums is most likely the best development use surrounding the 27th Street corridor. Businesses that service the needs of those residents could then be attracted to the area.
- The proximity to the freeway system makes it easy to get to the area, and to get from the area to other parts of the city and the metropolitan area.
- The area has a "historic charm" because of its older homes. However, there are some property maintenance issues.
- Government, specifically the City, has to play a lead role in the redevelopment of the area by showing not only an interest in, but a commitment to revitalization by helping to remove blight, acquiring properties for demolition and making the parcels available to developers, addressing transportation issues (such as the 27th Street bottle neck, making Wells Street and State Street two-way streets and providing adequate parking for businesses' customers). By taking this lead, the City will build momentum and create confidence attracting developers, residents and businesses alike.

Community Charrettes

On March 13th and 15th 2003, two community charrettes were held on the campus of Marquette University. The purpose of the charrettes was to present information gathered, give an opportunity to have discussions regarding the existing conditions, and allow input on the future character of the area.

The presentation included findings and comments from the market analysis, stakeholder interviews, focus groups, and image preference/household surveys. Smaller groups were formed and given 25 to 30 minutes to discuss existing potential issues or new projects. They marked these areas on a map. The discussion centered around each of the four different land use types: residential, commercial, transportation, and public/semi-public. The groups then presented the issues or projects they felt needed the most attention. The following summarizes the key overall themes. The full summary of each charrette is included in the appendix.

Charrette Overall Physical Projects Themes:

- Expand Concordia historic district.
- Create a mix of student and faculty housing near Marquette University.
- Redevelop 27th Street commercial corridor with pedestrian oriented, mixed use with local specialized businesses.
- Redevelop 35th Street commercial corridor as more auto-oriented.
- Redevelop Wisconsin Avenue and 27th Street intersection for grocery store.
- Redevelop Vliet Street from 12th to 14th Street as central neighborhood node.
- Create Transit Oriented Development (TOD) at Wisconsin and 35th Street that includes mixed use buildings and could center around Harley/Miller tourist information.
- Redesign Wells and State Streets for two-way traffic.
- Maintain and enhance all bridge crossings/connections between Near West Side and Downtown.
- Provide bike/ pedestrian connections to Hank Aaron Trail.

PLANNING PROCESS AND INFORMATION GATHERING

- Create designated and/or separated bike lanes along Highland Avenue.
- Create bike lanes/Menomonee River trail network throughout Near West Side.
- Provide a Transit Connector along Wisconsin Avenue.
- Improve existing and/or provide new facilities and programs at existing parks.
- Improve Wisconsin Avenue streetscape from Marquette University to the west.
- Redevelop the Indian Community School site for community facility.
- Create gateways at major locations (Wisconsin Avenue and 37th Street, freeway interchanges).

Charrette Overall Policies/Administration issues:

- Increase residential code enforcement throughout Near West Side.
- Rehabilitate deteriorating single-family housing stock.
- Convert apartments to affordable condominiums.
- Regulate compatibility among new housing and the existing neighborhood character.
- Create more owner-occupied housing.
- Restrain social services expansion.
- Prohibit/restrict big-box uses - ensure commercial buildings are in scale and character with existing neighborhoods.
- Allow road changes to remain where they continue to deter drug and prostitution activity.
- Increase perception that the Near West Side is safe.
- Improve maintenance of city-owned property.
- Increase the efficiency of mass transit.
- Increase the amount of green space throughout the Near West Side.

Chapter 3: LAND USE POLICY

A. OVERALL LAND USE STRATEGY (APPLIES TO ALL LAND USES)

Goal: The Overall Land Use Strategy is intended to reinforce and reassert traditional patterns of development characteristics of older Milwaukee neighborhoods. These patterns form the relationship of 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 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 doing so, restore a sense of belonging and a sense of place.

Use Policies

- Follow current zoning unless a specific zoning change is identified within the District and Corridors and/or Catalytic Project Chapters of this Plan.
- Do not make radical departures from existing densities (height, area, and/or placement).
- Discourage additional high intensity or concentrations of social services and community based residential facilities.

Form Policies

- Preserve the overall neighborhood character as a compact, interconnected and walkable community.
- Place buildings to create proximity of residences to workplace, services, and shopping and to sharply define the street frontage.
- Create transitions to minimize conflict between uses. The transitions may be use, building typology, design (scale, massing, height, and area), or landscaping.
- Minimize the intrusion of automobiles into the public realm, and more specifically that part of the public realm reserved for pedestrians.
- Maintain good visibility between buildings and their surroundings.

Redevelopment Strategies

- To strengthen the tax base, additional taxable uses are preferred over additional non-taxable uses.
- Consider historic buildings, sites and districts as valuable irreplaceable assets to be used as key pieces of larger redevelopment efforts. For rehab or additions, maintain historic character of the existing building whenever possible.
- Historic buildings should be protected so their eventual redevelopment potential can be realized. Support the creation of National Register Historic Districts in order to make owners eligible for federal and state tax credits.
- Permit selective demolition of structures that serve as a blighting influence on the neighborhood, or can no longer be feasibly restored to contribute to the immediate or surrounding area.
- Cluster new development to have the greatest positive impact on surrounding property values.
- Couple new construction with rehab, renovation and preservation of surrounding properties to maximize benefit to the neighborhood.

B. RESIDENTIAL

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.

Goal: Increase quality and maintain diversity of housing types that are compatible with and build upon the existing scale and character of the neighborhood. Reinforce and Build upon the historic development patterns and assets of the neighborhood when designing new structures and rehabilitating existing structures.

Use Policies

Appropriate Types/Mix

- Discourage the conversion of a purely residential structure in a residential zoning district into a non-residential use (such as day care, storefront church, etc.)
- Vary building types to include single-family homes, granny flats, row houses, town homes, duplexes, and multi-unit mid-rises. Transition building types to increase density from single-family residences in residential areas up to multi-unit buildings in mixed-use areas.
- Encourage residential above retail on commercial corridors and between intensively developed commercial nodes
- Encourage live/work units.

Density

- Maintain the 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 and one-bedroom apartments in areas with existing high concentrations.

Location

- 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 and public open spaces and on sites with good access to major arterials 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 activities as the primary uses are no longer supported by the surrounding residential densities.

Form Policies

Block

- Design typical residential blocks to be 300 feet in width and 600 feet in length with a 20-foot alley in between.
- Infill development and new construction should blend in with the existing scale and massing design.
- Within predominately residential neighborhoods, design streets after the existing Milwaukee neighborhood patterns including on street parallel parking, curb-to-curb pavement widths no greater than 36 feet, and off-street parking to the rear of residential structures with access from the alley.

Parcel

- Maintain original platted lot sizes for single family and duplex lots, typically 30 or 40 feet in width and 120 feet in depth. Larger lots for larger single-family homes or multiple family structures are allowed as long as they do not exceed the typical lot size by more than 150% of the typical lot size.
- Size of structures in relationship to the lot size and placement of the building on the lot should generally complement the existing modulation of other structures on the block face.
- Lot and building proportions should be similar. Buildings, which are smaller in scale, should be placed on appropriately sized parcels. For example, small lots are appropriate for small houses.
- Keep building setbacks consistent with the existing conditions of the block and/or area. Make front yard build-to lines and rear yard setbacks for all construction equal to the average of the adjacent, block, or neighborhood structures, whichever is the most compatible.
- Where alleys exist, access rear garage or parking area by means of the alley. 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 in number and should also be minimized in width to the greatest extent possible. Driveways should cross the sidewalk at right angles so as to limit the impact on pedestrians.

Building and Site Elements

- The number of units in a building (particularly multi-family buildings) should be balanced with the amount of on-site and/or nearby safe, and accessible outdoor play area for children.
- Keep building heights close to (within 150% plus or minus) what is typical for the area unless the building is being utilized to transition a residential area into a more intense non-residential area.
- For all residential rehabilitation and new development, blend with existing context. Include architectural elements that are compatible with the character of the area. Include front porches, connecting sidewalks, rear garages, windows facing the street, and traditional articulation of facades.
- A garage whether attached or detached, shall not be the front most building, or portion of a building, on a residential property.
- Exterior entrances and walkways should be well lit at night.

Redevelopment Strategies

Acquisition/Demolition/Rehab

- Encourage conservation of existing structures along with infill housing. Renovation is preferred over demolition.
- Discourage demolition of residential units for the purpose of building surface parking lots.
- Use spot acquisition when code enforcement actions accumulate or a property is deemed a nuisance to the neighborhood.
- Support existing and encourage additional programs that grant dollars or provide tax breaks to home owners for rehabilitation.

Concentration

- Avoid concentrating residential special uses, as defined in zoning code, within individual neighborhoods.

Public/Private Housing Mix

- Increase owner occupancy.
- Undesirable or undersized vacant city-owned lots shall be offered 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 the surrounding neighborhood.
- Develop mixed income housing (in addition to existing public housing units) at public housing developments and new areas throughout the neighborhood.
- Continue to reduce the density and isolation in all public housing developments.
- Place subsidized family housing on scattered sites; design should conform to existing neighborhood character.

C. COMMERCIAL

The following commercial policies enhance and create retail destinations by utilizing the existing infrastructure while allowing for new compatible buildings when appropriate. The policies focus on development of high quality, well designed, and needed uses.

Goal: Concentrate commercial uses at corridors and nodes while increasing the marketability to meet the needs of residents and attract commuters within the greater Milwaukee area.

Use Policies

Appropriate Types/Mix

- Encourage street level, pedestrian-oriented commercial uses. Encourage offices to locate on the second floor above retail, and allow at street level in areas where there is no negative impact on the street vitality. Encourage residential apartments and condominiums above retail uses.
- Allow residential uses along commercial corridors in areas where retail and commercial activity as the primary uses are no longer supported by the surrounding residential densities. Residential uses along commercial corridors should be multi-story, densely developed, with minimal curb cuts along the commercial corridor.

Location

- 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.
- Incorporate large single tenant uses over 20,000 square feet in commercial corridors when the use supports smaller uses by acting as an anchor or draw for the corridor. These uses should add to the commercial/retail mix in a positive way, providing a greater range of goods and services or better price structure than already exists, similar to the way a large department store anchors a mall of boutiques and smaller specialty stores.
- Discourage the expansion of commercial uses into surrounding residential neighborhoods. Permit commercial uses compatible in scale and intensity with residential neighborhoods if they provide a service to adjacent residents and the traffic, noise, hours of operation, lighting and building mass are compatible. Locate commercial uses within residential neighborhoods on a street corner and not within a neighborhood block.
- Commercial day care facilities are encouraged to locate in existing commercial buildings that have land adjacent to them for the purpose of outdoor play areas.

Form Policies

Block

- Discourage on vacant lots along commercial facades surface parking and rather promote buildings. Locate off-street parking behind buildings where possible.
- Maintain the existing street wall of commercial buildings. Building should be built-out to the street so that, collectively, the buildings on a block work together to define the pedestrian area and the street itself.
- Encourage streetscape elements that unify the area: benches, lighting, entry markers, planters, paving patterns.
- Design commercial districts and corridors with on-street parallel parking, two-way traffic, and a maximum speed limit of 30 miles per hour. Keep curb cuts to a minimum and shared when possible.

- Maintain the traditional street grid pattern of the area, and provide alleys for off-street deliveries.
- Make walking attractive, easier, and convenient.

Parcel

- Promote development of commercial and office center with shared road access rather than linear patterns with individual driveways.
- Encourage connections between parking lots.

Building/Site Elements

- Encourage single large tenants to locate in multi-story buildings rather than occupying a single-story spanning large portions of the street front. Mixed-use multi-tenant, multi-story buildings are preferred over single-tenant, single story buildings.
- Incorporate large single tenant uses in a commercial corridor with the principal façade located along the commercial corridor, storefront windows, sheltered entry, and the landscaped/ screened parking areas or structure located to the rear of the building.
- Preserve the historic façade of a building during adaptive reuse, rebuilding, or redevelopment of commercial buildings.
- 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. The main entrance shall have a direct connection to the public sidewalk. Additional corner entrances are encouraged.
- Landscaping shall be used to screen the perimeter of surface parking, structured parking (where other ground floor activities are not present), and service areas where visible from the street.
- Encourage outdoor seating areas. Large grassy areas, unless formally constructed as part of an urban park should not be included in a commercial corridor.
- Large windows should be included along all street facades of a building.
- Prohibit blank walls along street frontages.
- Gas station buildings should be located along the primary street frontage with pumps located to the side or behind the building.
- Encourage mixed-use parking structures over single use parking structures and surface parking lots. Encourage parking structures to have street level retail use, storefront windows, level decks, and veneer, such as bricks or finished concrete, compatible with the surrounding buildings. Prohibit single use parking structures fronting on commercial corridors.
- Surface parking lots are acceptable fronting on commercial corridors only if placed to the side of commercial buildings, not facing street intersections, and only if they do not exceed 70 feet of street frontage. When parking must be along a street frontage, use a landscaped setback buffer containing a decorative fence treatment or other gesture to maintain the definition of the street edge.
- Restrict parking to the minimum number of spaces required to accommodate customers/visitors to the commercial corridor.

Redevelopment Strategies

Demolition/Rehab/Infill

- Residential demolition for building commercial surface parking lots is discouraged.
- Preservation, adaptive reuse, and infill of context-compatible buildings (in that order) are preferred approaches to vacant buildings and lots on commercial corridors.

Concentration

- Over concentration of commercial uses such as gas stations, daycares, and check cashing/pay day loan establishments should be avoided.

Taxable/Non-Taxable Uses

- 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.

D. OPEN SPACE

The following policies for open spaces create destinations and gathering places for residents, create identifying features for visitors, and increase the sense of security in the public areas of the neighborhood.

Goal: Use neighborhoods open space as an economic development tool. Use different types of open spaces to meet the needs of diverse groups of people. Use varying sizes and treatment to enhance streets and provide places of refuge on busy commercial corridors. Use dispersed locations to serve different parts of the neighborhood.

Use Policies

- Encourage public spaces within a comfortable walking distance of every residential home.
- Locate public plazas or spaces in the most intensely planned/developed districts and corridors.
- Allow conversion of environmentally remediated or unremediated sites as neighborhood open space, provided they have been certified as safe for all residents.

Form Policies

- Include parks or plazas that meet the need of area residents, visitors, and workers as part of the site design for new construction and/or renovation
- Maintain and improve visibility between parks and surrounding properties.
- Create pedestrian and bike paths through park space that connect to the surrounding street and block system.
- Encourage identity signage, landscaping, art sculptures, and way-finding elements to create community gateways at appropriate locations.
- Ensure institutional public spaces (such as school recreational areas) are green and visibly accessible to the public. Fencing should be minimal in height.

Redevelopment Strategies

- Public open space is not appropriate unless a formal administration and financing structure can be created to support maintenance of such space.
- Use open space to create value or add value to districts and corridors.
- Use open space to add balance to densely developed blocks.

E. CIVIC AND INSTITUTIONAL

The following policies for institutions and civic spaces increase the compatibility between institutions and adjacent land uses.

Goal: Create or redevelop civic and institutional uses as welcoming places for people to gather and as visual landmarks for the community at large.

Use Policies

- Locate institutional uses with high traffic generation, at the intersections/nodes of commercial corridors rather than in stable residential areas.
- Encourage decentralized institutional uses rather than large centralized uses that require customers (users of the service) to drive and park.
- Create school/library/park connections that make it easier for children to walk between places.
- Consider parking as an accessory use, that should not exceed what is necessary to accommodate visitors and employees.

Redevelopment Strategies

- Encourage new taxable uses 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.
- Locate tax-exempt uses in buildings previously occupied by tax-exempt uses or on the upper floors of buildings along commercial corridors. Discourage tax-exempt tenants on the first floor along commercial corridors.
- Discourage concentration in number and intensity of social service providers in the neighborhood in proportion to the county/region.
- Support expanded primary care capacity delivered by target area facilities (such as community health centers).

F. TRANSPORTATION AND INFRASTRUCTURE

The following transportation policies provide safe and efficient access to all land uses by enhancing and in some instances recreating the historic neighborhood traffic patterns. The policies also maximize route alternatives and improve the viability of alternatives to automobiles.

Goal: Create a hierarchy of public right-of-ways and blocks successfully accommodate public transit, automobiles, bicycles, and pedestrians.

Use Policies

- On major and minor arterials, create an effective multi-modal public right of way-pedestrians, bicycles, automobiles, and mass transit.
- Maintain the street system based on the one-mile grid, clearly differentiated into major and minor arterials supported by collector and access streets.

Form Policies

- Design cross sections and dedicate right-of-way for mass transit, automobiles, bicycles and pedestrians based upon the needs, character, and intensity of adjacent land uses.
- Provide pedestrian connections between local neighborhood workplaces, shopping areas, recreational/open space, civic/institutional sites, and other lands.

Redevelopment Strategies

- Prohibit increasing the traffic capacity of right-of-ways if expansion would negatively impact the majority of the adjacent land uses. Use scarce infrastructure dollars wisely by prioritizing reinvestment over expansion.
- Emphasize the movement of more people, rather than the movement of more vehicles, when making investment decisions.
- Maintain and promote two-way travel.
- Remove cul-de-sacs and street closures when they improve the 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.
- Encourage Intelligent Transportation System Technology to be placed in bus stations along key transit routes. This technology includes monitors that identify the time of arrival of the next bus.

Chapter 4: DISTRICTS AND CORRIDORS

The Land Use Policy chapter identifies use characteristics and design standards to be applied at various locations throughout the entire Near West Side. The District and Corridors chapter organizes the plan area into smaller districts and corridors to identify and address proposed uses, design criteria, and other issues that relate to these specific areas.

DISTRICTS

The district boundaries of the Near West Side are generally based on the physical separations created by the major roads found in the area. Major arterials and boulevards, such as Wisconsin Avenue and Highland Avenue, create borders which are difficult to cross and result in creating two distinct areas facing different issues on either side of these boundaries. The six districts created in the Near West Side are **illustrated on Map 15 (page 60)** .

District 1 is bound by Vliet Street on the north, Wisconsin Street on the south, 35th Street on the west and I-41 on the west. The predominate land uses are Miller Brewing and Harley-Davidson. Viable residential exists north of Martin Drive and is being redeveloped south of Vliet and west of 35th Street. A commercial node is targeted for the 35th and Vliet Street intersection. Ideas for the 35th Street and Wisconsin Avenue intersection include a major commercial node with a potential for transit-oriented development.

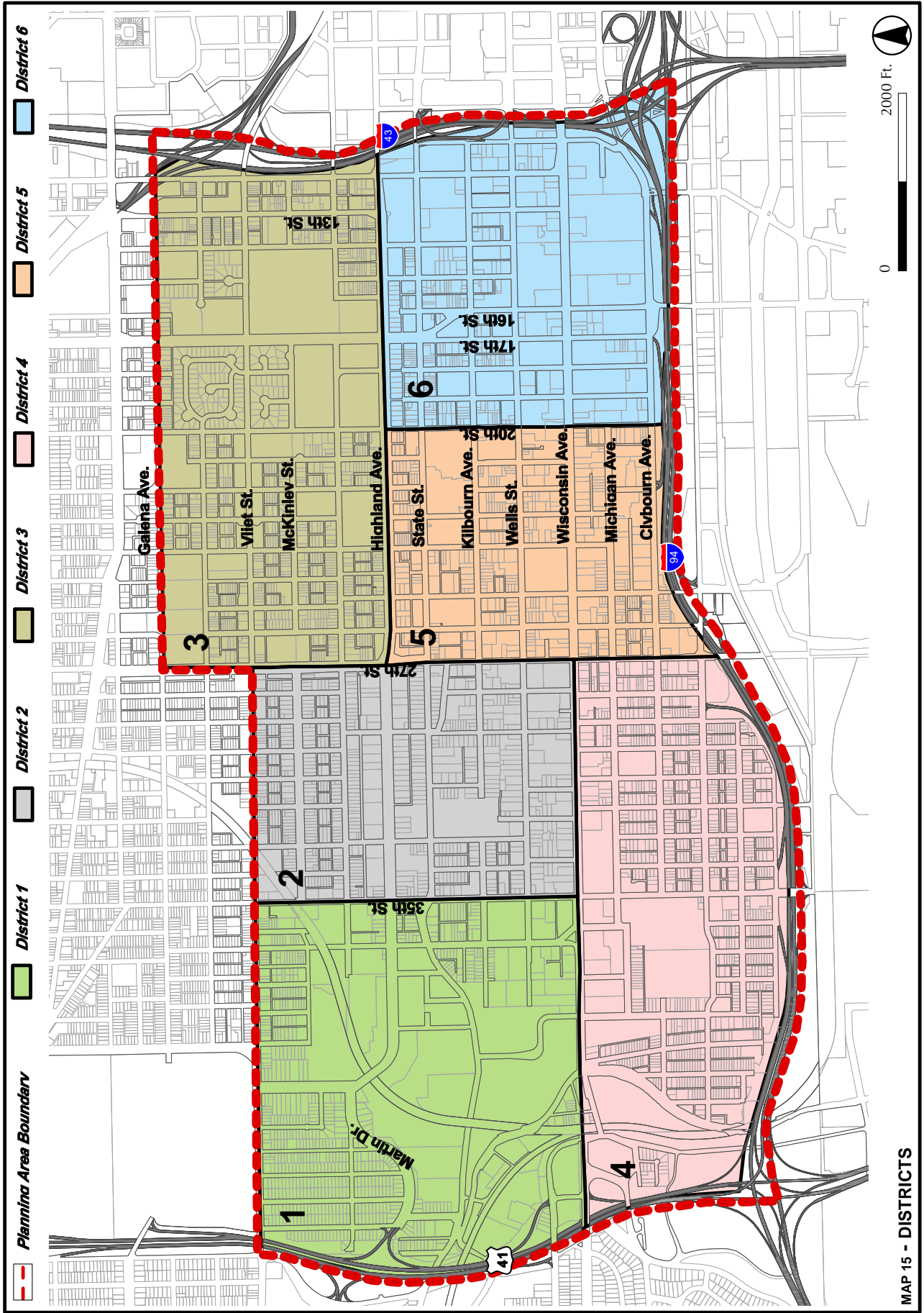
District 2 is bound by Vliet Street on the north, Wisconsin Avenue on the south, 27th Street on the east and 35th Street on the west. The area is residential in nature with several institutions and public spaces scattered throughout. Portions of the district include historically significant residences which can be used to spur redevelopment in the district. The district includes the Concordia/Indian School site which is a former neighborhood institution. The future of this prominent site is uncertain.

District 3 is bound by Galena Avenue on the north, Highland Avenue on the south, I-43 on the east and 27th Street on the west. The area includes a planned commercial node at Vliet between 12th and 14th Streets. The majority of the existing housing stock is in disrepair and a large percentage of land is vacant. The area represents the best opportunity in the Near West Side for a large scale redevelopment project. Plans for the blocks north and south of the commercial/mixed use node include a mix of residential structures with an overall medium intensity of land uses.



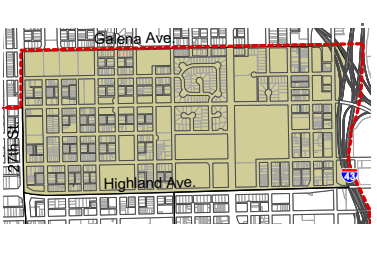
District 4 is bound by Wisconsin Avenue on the north, I-94 on the south, 27th Street on the east and U.S. 41 on the west. The district includes the southwestern portion of the 27th Street commercial corridor. The southern portion of the Wisconsin and 35th Street commercial/mixed use node is in the district.

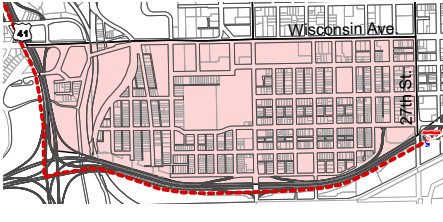
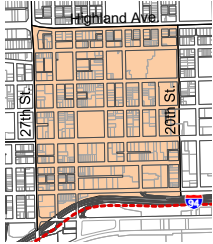
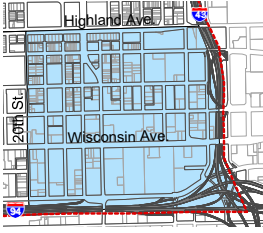
District 5 is bound by Highland Avenue on the north, I-94 on the south, 20th Street on the east and 27th Street on the west. The district is mainly residential in character but includes portions of the 27th Street and Wisconsin Avenue commercial corridors. Plans for Clybourn Street west of 20th Street include continued auto-oriented and light industrial uses, such as auto-body shops, machine shops and garages.

District 6 is bound by Highland Avenue on the north, I-94 on the south, I-43 on the east and 20th Street on the west. The area includes major institutions and a high number of tax exempt properties.



MAP 15 - DISTRICTS

DISTRICT RECOMMENDATIONS	District 1 	District 2 	District 3 
Current Uses, Physical Characteristics, and Proximity to other things	<ul style="list-style-type: none"> • Large industrial and corporate pockets (Harley, Miller, Ameritech) • Major community park (Washington Park) • Interrupted street grid • Northwest corner has high home ownership • Includes 2003 Harley Catalytic Project Area 	<ul style="list-style-type: none"> • High number of historic properties and districts • Large mansions • High average of single family/duplex assessed value 	<ul style="list-style-type: none"> • Low single family/duplex assessed values (excluding Park View subdivision). • Major community park (King Park) • Extremely high number of tax exempt properties • Lots of past urban renewal projects
Use Policies	<ul style="list-style-type: none"> • Maintain existing industrial land use and zoning. • Promote infill housing including single-family, duplex and town homes to reinforce the current density and residential land use patterns. 	<ul style="list-style-type: none"> • Promote infill single-family housing throughout the district. • Allow the conversion of residential to office use along Highland Ave. 	<ul style="list-style-type: none"> • Maintain and promote Vliet St. between 12th and 14th for commercial use. • Maintain the existing street grid, where present, and restore any disrupted street grid where feasible. • Develop mixed income housing (in addition to existing public housing units) at public housing developments and adjacent areas within the district.
Form Policies	<ul style="list-style-type: none"> • Buffer new/infill residential uses along ___ and ___ Streets from production uses and truck traffic with screening and landscaping • Provide unique entrance features in highly visible areas (such as at Highland and Vliet intersection) including identity signage, landscaping, art sculptures, and way finding elements. 	<ul style="list-style-type: none"> • For rehab or additions, maintain historic character of the existing building whenever possible. 	<ul style="list-style-type: none"> • Increase landscaping along all boulevards in this district (Highland Ave. and 27th Street). • Increase visibility into and out of public open areas/parks to increase safety and activity with in public open spaces. • Promote reconstruction of privately owned multifamily structures into buildings that are comparable in design with the Hope VI project buildings. • Place subsidized family housing on scattered sites; design should conform to existing neighborhood character.
Redevelopment Strategy	<ul style="list-style-type: none"> • Focus resources on home maintenance, ownership, and infill opportunities. • Combine new and infill development with rehab, renovation, and preservation of surrounding properties. 	<ul style="list-style-type: none"> • Encourage conservation and renovation over demolition. • Consider historic buildings, sites, and districts as valuable irreplaceable assets to be used as key pieces of larger redevelopment efforts. 	<ul style="list-style-type: none"> • Permit selective demolition of structures that serve as blighting influence on the neighborhood, or can no longer be feasibly restored to contribute to the immediate or surrounding area. • Continue to reduce density and concentration of publicly subsidized housing through selective demolition, replacement, scattered site housing, and extension of street grid.
Action Item for Specific Location	<ul style="list-style-type: none"> • Support study of building new street to redirect truck traffic route from 37th south to McKinley to a route under Highland bridge to State Street. 	<ul style="list-style-type: none"> • Consider historic and/or conservation district designation for Juneau Ave. between 27th and 35th Streets. • Designate a bike lane within the Highland Ave. right of way. • Increase landscaping in medians of important arterials such as 27th St. and McKinley Ave. • Install freeway signage identifying the Bed and Breakfast District. • Promote/support reuse of Indian school site (See Contingent Catalytic Project) 	<ul style="list-style-type: none"> • Maintain Juneau Ave. bridge over I-43 • Create a path for non-motorized travel across King Park connecting to McKinley on both sides. • Develop high-rise residential between Cherry and Galena Streets, and 12th and 13th, to take advantage of downtown views (See Catalytic Project "Vliet Street Area Revitalization").

District 4 	District 5 	District 6 
<ul style="list-style-type: none"> • High number of single family/duplexes • Low concentration of multi family units 	<ul style="list-style-type: none"> • High number of multi family buildings • Low number of single family/ duplexes • Light industrial corridor (Clybourn St.) 	<ul style="list-style-type: none"> • High number of institutions • Low number of single family/ duplexes • High percent of population is 18-24 years old • Extremely high number of tax exempt parcels
	<ul style="list-style-type: none"> • Maintain industrial land use and Zoning. Discourage new residential construction along Clybourn St. • Decrease the number of studios and one-bedroom apartments in this district due to existing high concentrations. • Support the conversion of institutional/non-taxable land to residential, commercial and/or mixed /taxable uses. 	<ul style="list-style-type: none"> • Infill single family/ duplex housing throughout this district (to promote employee assisted housing program). • Discourage construction of single-family homes with 5+ bedrooms. • Maintain, preserve, and support an increase in land use for urban open space/ green areas. • Support an increase in the number of condominiums by converting studio and one-bedroom apartments. • 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. • Strongly discourage non-commercial uses along the street frontage at the intersection of Wells and 16th Streets
<ul style="list-style-type: none"> • Provide unique entrance features in highly visible areas (such as 27th and 35th Streets) including identity signage, landscaping, art sculptures, and way finding elements. 	<ul style="list-style-type: none"> • Discourage multi-family apartment buildings with individual entrances for each unit. • Promote increased landscaping along all boulevards in this district (Highland Avenue and 27th Street). 	
<ul style="list-style-type: none"> • Focus resources on home maintenance, ownership, and infill opportunities. • Combine new and infill development with rehab, renovation, and preservation of surrounding properties. 	<ul style="list-style-type: none"> • Balance the number of units in a building (particularly multi-family buildings) with the amount of on-site and/or nearby safe and accessible outdoor play areas for children. 	<ul style="list-style-type: none"> • Encourage converting underutilized large tracts of hard impervious surface recreation areas to usable public green space or higher utilized recreational amenities (i.e. tennis courts, golfing, etc.). • Focus code enforcement on residential landlords.
<ul style="list-style-type: none"> • Enhance pedestrian access to Valley from 32nd street with connection to Canal Street. • Continue the pedestrian access path from 42nd street under the freeway to Miller parking lot. 	<ul style="list-style-type: none"> • Support owner occupied residential construction on vacant lots, specifically 25th/16th Wells to Kilbourn. • Designate bike lane within Highland Ave. 	<ul style="list-style-type: none"> • Convert Norris playground to practice fields for community green space (See Catalytic Project "Norris Playground Conversion").

CORRIDORS

Corridors are comprised of streets and adjacent land which exhibit unifying land use, design or other characteristics which necessitate a comprehensive approach to the area. Corridors cross district boundaries and can also overlap other corridors.

Streets within the Near West Side including Vliet, Wells, State, Wisconsin Avenue, 27th, and 35th, all have varying strengths of unifying character and a mix of residential and commercial land uses. Several locations along these streets are planned for areas or nodes of commercial activities rather than spreading new commercial along entire linear corridors. These planned areas and nodes include Vliet and 35th Streets, Vliet and 13th Streets, and Wisconsin Avenue and 35th Street, Wisconsin Avenue from 16th to 28th, and 27th Street from State Street to I-94.

Corridor 1 is 35th Street from Galena Avenue to I 94. This is a major arterial street linking the area to I 94 and is dominated by auto-oriented uses. The north portion of 35th Street, between Wisconsin Avenue and Vliet Street, has several businesses but are spread-out and lack a recognizable identity as a unified commercial district. A large percentage of the customer base for these area arrives by automobile. The plan proposes the corridor for use by businesses that require large floor plates, and residential use of higher density. A key potential commercial development site is the Ameritech property on the west side of 35th Street between Wisconsin Avenue and Kilbourn Street. Two commercial nodes, one at 35th Street and Wisconsin and the other at 35th Street, are identified by the plan. The 35th Street and Wisconsin node is particularly identified as a potential for transit oriented mixed-use development, including a possible full-service grocery store to serve the Near West Side.

Corridor 2 is 27th Street from State Street to I-94. Within the corridor, two distinct areas exist. North of Wisconsin Avenue the existing uses and building types and the market needs of the neighborhood support the area being planned and designed as a traditional main street. Main street is of a smaller scale, usually two to five blocks, with an average building height of four stories, and a mix of street level retail stores with office and/or residential uses in the floors above. To facilitate the marketability of the corridor, a unifying theme could be created in the first floor retail storefronts. For example, an artist and/or musicians corridor consisting of studio spaces, galleries, supply stores, frame shops, and other associated uses would create a recognizable, unique destination in the Near West Side.

The area of 27th Street south of Wisconsin Avenue has a different character and plans include a different type of urban mix. The cross-section of 27th Street, consisting of two lanes of traffic in each direction, and the mix of auto-oriented uses are factors that necessitate a different approach. Plans for the southern portion of the 27th Street corridor includes intense commercial uses, which generate increased levels of vehicle traffic, require larger floor space, and benefit from convenient access to the highway. Grocery stores, gas stations, and uses with drive-thrus are examples of intense commercial uses permitted in the southern 27th Street corridor.

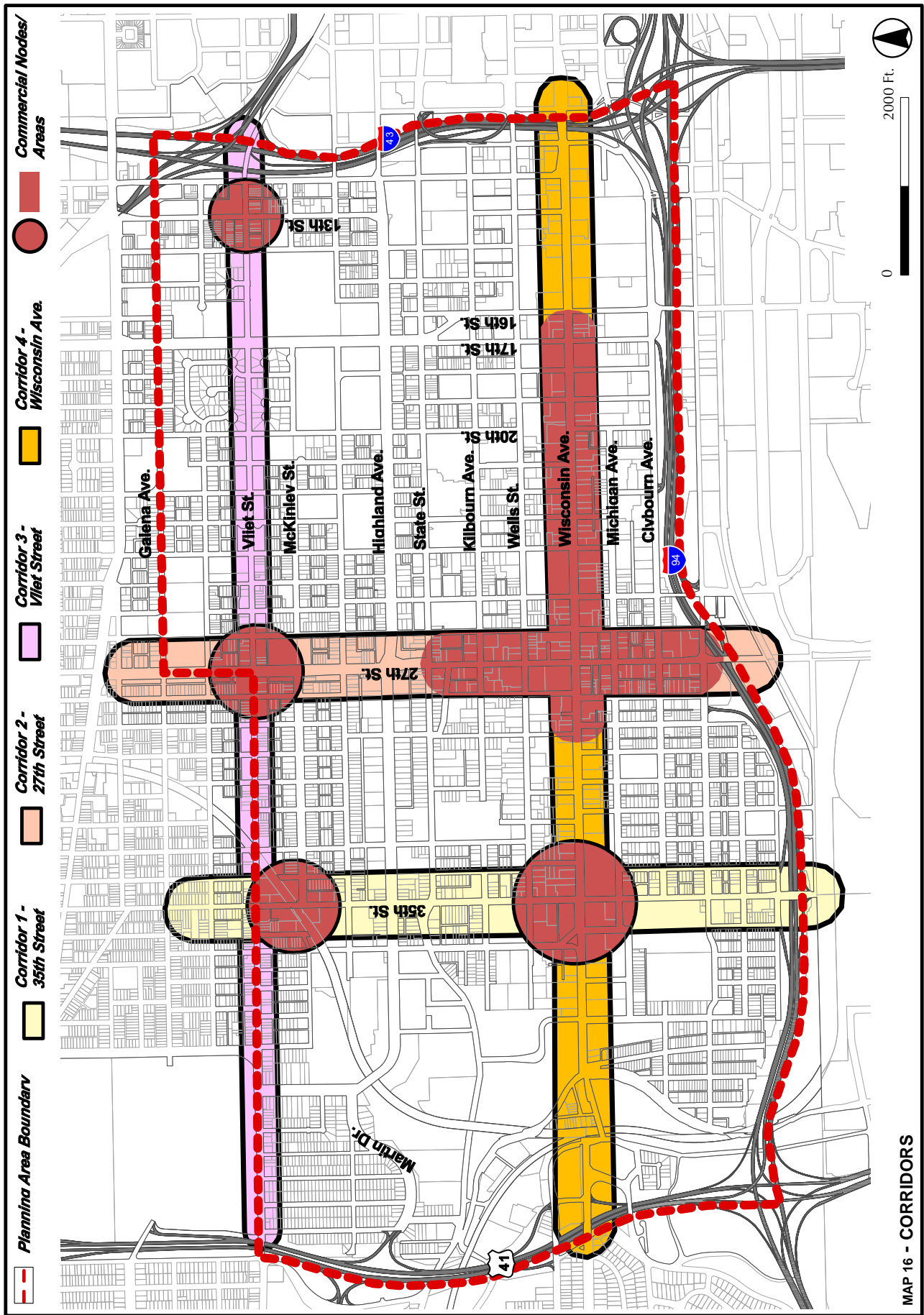
Corridor 3 is Vliet Street from I 43 to US 41. The corridor has a mixed-use character with a range of commercial and residential uses for the entire length. The eastern end of the corridor, from I 43 to 17th Street, serves as the gateway to the district from the east, and the link to downtown Milwaukee. A number of architecturally distinct masonry buildings, which currently house furniture stores and other uses, provide re-use and rehabilitation opportunities. While there are a number of dilapidated buildings, early signs of revitalization are evident. The Repairers of the Breach, a homeless shelter on 15th and Vliet Street, has been undertaking renovations and repairs to improve their physical appearance as well as working to alleviate some of the social problems in the area. Rehabilitation projects such as the County's Welfare building at 12th and Vliet Street, which will be completing

nearly \$7 million worth of renovations, including significant façade improvements, is considered a strong anchor on the eastern boundary of the commercial corridor. Dr. Martin Luther King Jr. Park and Community Center, located on the south side of Vliet Street between 15th and 17th Streets, are considered well-maintained, positive community amenities. The eastern part of the corridor has potential for commercial as well as high-density residential uses with great views of the downtown skyline.

The Vliet Street commercial nodes at 35th Street and at 27th Street provide opportunities for retail centers to serve district residents as well as visitors. These nodes could benefit from façade improvements, re-use opportunities of existing buildings, and introduction of new commercial uses in order to bolster retail activity.

At the western end of the corridor, a commercial district along Washington Park form the west entry point to the corridor. Traditional Milwaukee retail storefronts and new commercial developments are found between US 41 and 35th Street at this end of the corridor. Local retailers such as Milwaukee Nuts Company as well as new retailers such as Hollywood Video and Family Dollar Store are located here. The western end of the corridor is also surrounded by diverse residential neighborhoods that include Walnut Hill, Washington Park and Cold Spring Park.

Corridor 4 is Wisconsin Avenue from US 41 to I 43. The corridor includes a mix of commercial, office, and residential land uses. The main influence on use and design decisions in this corridor is Wisconsin Avenue itself. The wide cross-section, high traffic volumes, and varied mix of existing uses are all characteristics of Wisconsin Avenue influence the type of uses appropriate for the corridor and how they relate to each other. Large scale and historically significant formerly single family homes and multiple family buildings are located along the entire length of Wisconsin Avenue. The site characteristics of the buildings, including large front and side yard setbacks, are more suburban in nature with densities that are urban. Compatibility with these uses requires sites that closely resemble these characteristics. Built-to-lot line policies should be encouraged in keeping with the urban characteristics of the Near West Side.



MAP 16 - CORRIDORS

CORRIDOR RECOMMENDATIONS	Corridor 1 35th Street (See Map 16, page 65)	Corridor 2 27th Street (See Map 16, page 65)
Current Uses, Physical Characteristics, and Proximity to other things	<ul style="list-style-type: none"> • Wide streets with auto-oriented uses. • Connection to the Freeway. 	<ul style="list-style-type: none"> • Narrow street lined boulevard with businesses south of Wisconsin Ave.
Use Policies	<ul style="list-style-type: none"> • Allow large tenant uses over 20,000 square feet. • Allow multi-family and town home residential uses except at commercial nodes as defined above. • Allow auto-oriented uses such as those with drive-thru facilities. 	<ul style="list-style-type: none"> • In commercial areas, allow only commercial uses along the street frontage to create an active main street. Allow all other uses to locate on upper floors. • Prohibit additional social service providers from locating between Clybourn and Highland- a segment of the corridor that already exhibits a high concentration of such uses. • Discourage new auto-oriented, drive thru facilities. North of Wisconsin Ave.
Form Policies	<ul style="list-style-type: none"> • Design large tenant uses over 20,000 square feet with principal façade along the street front and screened parking areas or structures located to the rear or side of the building. • Residential uses should be multi-story, densely developed, and have minimal curb cuts. • Encourage gap shared parking with aesthetic fencing/ landscaping to increase consumer accessibility. 	<ul style="list-style-type: none"> • Design automobile oriented establishments with the buildings as close to the street front as possible, parking in the rear, and landscaping of the perimeter.
Redevelopment Strategy/Action Item for Specific Location	<ul style="list-style-type: none"> • 35th and Wisconsin Transit Oriented Development (See Catalytic Project, “35th and Wisconsin Transit Oriented Development/Site Amenities) 	<ul style="list-style-type: none"> • In commercial areas and nodes, relocate non-commercial uses that occupy street level to the 2nd story of buildings or to other locations in the planning area. • Promote 27th Street Main Street concept from Wisconsin to State Street (See Catalytic Project titled, “27th Street Main Street”) • Encourage share parking while removing minimum parking space requirements between Wisconsin and State Street.

**Corridor 3
Vliet Street
(See Map 16, page 65)**

**Corridor 4
Wisconsin Avenue
(See Map 16, page 65)**

- Mixed uses with commercial nodes.
- Encourage residential town homes and row houses except at commercial area and node as defined above.
- Residential uses should be multi-story, densely developed, and have minimal curb cuts.
- Where residential is encouraged, support both homeownership and rental residential.
- Support and bolster commercial uses and revitalization along the stretch of Vliet St. between 12th and 14th (See Catalytic Project titled, "Vliet Street Area Revitalization")
- Support LISC initiative to study market potential of land assemblage for large new commercial development at 35th and Vliet.

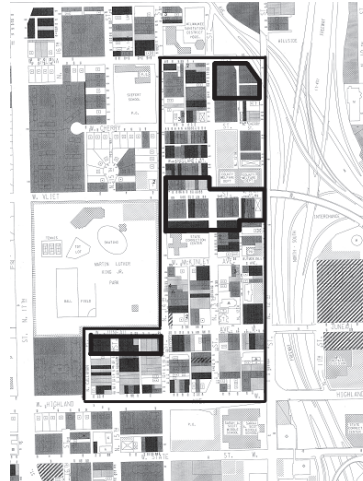
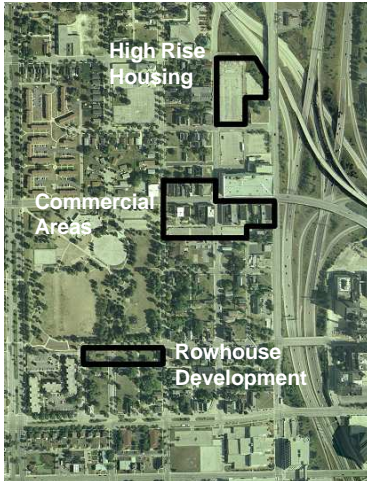
- Landmark street in between unique architecture.
- Discourage additional residential special uses and encourage the relocation of these existing uses within commercial area and node as defined above.
- Discourage residential uses at street level within commercial area.
- Prohibit additional social service providers from locating between 20th and 35th Streets- a segment of the corridor that already exhibits a high concentration of such uses.
- Promote enhanced transit opportunities (See Catalytic Project titled, "Wisconsin Avenue Enhanced Transit Opportunities/Amenities").
- Residential uses should be multi-story, densely developed, and have minimal curb cuts.
- All new structures should be multi-story to define pedestrian areas and the street itself.
- In new construction of large tenant use buildings, parking should be structured.
- Encourage development to incorporate site design measures that enhance access to existing/planned transit systems (See Catalytic Project titled, "Wisconsin Avenue Enhanced Transit Opportunities/Amenities").
- Develop/ promote concept of hospitality district between 20th and 26th street. City and BID districts to work together to implement with existing and future business owners.
- Attract family sit down restaurant between 20th and 35th street.
- At Wisconsin and 35th Intersection, require development to be mixed use. 3-4 story buildings with transit connection amenities and possibly a tourist theme (See Catalytic Project titled, "Wisconsin Avenue Enhanced Transit Opportunities/Amenities").

Chapter 5: CATALYTIC PROJECTS

VLIET STREET AREA REVITALIZATION

Catalytic Project Boundaries

Galena Street to the north; Highland Avenue to the south; 14th Street to the west (16th between Highland and the Park); 12th Street to the east.



Rationale

The Vliet Street Area identified offers excellent family supporting opportunities in the immediate area including existing schools, hospitals, post office facilities, public transit, and county park. The redevelopment of the Pabst Site and the County Welfare Office Building will be extremely influential in generating redevelopment interest in the area and could, with the assistance of public/private partnerships, comprehensively transform the area into a high-quality example of rehabilitation.



Goal

Revitalization of the Vliet Street Area Housing and Commercial Node.



Objectives

- Build upon the Pabst Redevelopment investment and momentum.
- Make available residential units with great views of the downtown skyline.
- Add taxable housing units to increase city tax base.
- Add residential population to support commercial development and revitalization efforts on Vliet Street.
- Support and bolster commercial activity at Vliet Street Commercial Node (12th-14th).
- Spur additional investment and substantial amounts of residential and commercial rehabilitation in the district.



Recommendations

- Promote the development of new residential high-rise on previously underutilized, county-owned property that affords great views of Milwaukee's downtown skyline.



- Promote the development of residential housing in the form of row-houses or other densely developed units on the property located along the south side of Juneau Avenue and 14th Street.
- Promote/encourage relocation of non-commercial, non-taxable uses along Vliet Street from street level to upper floors or elsewhere in the neighborhood.
- Offer facade grants to existing commercial establishments along Vliet Street between 12th and 14th Streets.
- Promote the relocation of the Post Office building from McKinley and 12th to Vliet Street between 12th and 14th Streets.
- Explore the possibility of relocating the State Correction Center.
- Replace chain link fencing with wrought iron fencing surrounding the city owned parking lot between McKinley and Vliet.
- Explore the opportunity to convert the city owned parking lot to business parking owned by future businesses along Vliet (between 12th and 14th).
- Install parking lot identification signage along Vliet Street.
- Support community efforts to grade the berms surrounding King Park.
- Support community efforts to reconnect street grid through and surrounding King Park.



Recommended Responsible Parties

- City of Milwaukee, Department of City Development (façade grants, relocations fencing, parking)
- Milwaukee County (reconnection of the street grid, King Park Berms, owner of land for housing)
- Milwaukee Redevelopment Corporation (future residential development)
- Midtown Neighborhood Association (marketing)
- Private Investors/Developers

NORRIS PLAYGROUND CONVERSION TO COMMUNITY OPEN SPACE

Catalytic Project Boundaries

State Street to the north; Kilbourn Street to the south; 20th Street to the west; 17th to the east.



Rationale

Currently occupying almost an entire city block and consisting of an asphalt surface, the project would remove the existing surface and rehabilitate the parcel into a community space providing badly needed green space for recreation and leisure, as well as adding to the value of the surrounding occupied and future residential occupied parcels.



Goal

Develop community green space to meet the needs of diverse groups of people and bolster the value of surrounding properties.



Objectives

- Provide community green space in intensely developed areas.
- Create a formal administration and maintenance for publicly accessible open space.
- Use open space to create and add value to residential properties.
- Create walking routes for leisure and activity.

Recommendations

- Convert Norris Playground from asphalt to grass and provide additional landscaping.
- Establish a reliable and committed party for administration and maintenance of the public space and its facilities.
- Install a walking path around the perimeter of the park and possible ropes course or other community facility.
- Replace chain link fencing with fencing of higher quality and design.
- Upgrade the rest area and pavilion facilities.
- Encourage and support infill single-family and duplex homes surrounding the community space.



Recommended Responsible Parties

- Redevelopment Authority of City of Milwaukee (land owner)
- Milwaukee Public School (current operator)
- Neighborhood Stakeholder (future administrator)

27TH STREET “MAIN STREET”

Catalytic Project Boundaries

28th Street to the west; 26th Street to the east; Wisconsin Avenue to the south; State Street to the north.



Rationale

The economic revitalization of 27th Street is of strategic importance to the Near West Side renaissance. The corridor from Wisconsin Avenue to State Street was at one time and could again become a main neighborhood-shopping street—a central node of activity for the Near West Side Community.



Goal

Enhance and build upon existing commercial assets along 27th Street to create an active Main Street and increase attractiveness of the surrounding residential properties.



Objectives

- Strengthen the area’s economic base and create new opportunities through appropriate development.
- Encourage specialty retail, artsy district with live work units on the second floors and above.
- Enhance the area’s physical appearance through building rehabilitation, compatible new construction, and public improvements.

- Increase the cohesiveness of the business district.
- Increase attractiveness and assessed values of the existing commercial and surrounding residential properties.

Recommendations

- Apply for Milwaukee Main Street Designation.
- Create a Tax Increment District and Targeted Investment Neighborhood.
- Allow only new commercial uses along the street frontage to create an active Main Street.
- Promote/encourage relocation of non-commercial, non-taxable uses from street level to upper floors or elsewhere in the neighborhood.
- Redevelop 27th/Wisconsin Avenue intersection with a specialty food store/auxiliary bank, hardware, and/or office supply store.
- Market the corridor through events and advertising.
- Provide unified streetscape amenities which could include planters, trash cans, benches, harp lights, and colored sidewalk/crosswalk pavings.
- Waive the minimum parking requirements stated in the Milwaukee Code of Ordinances.

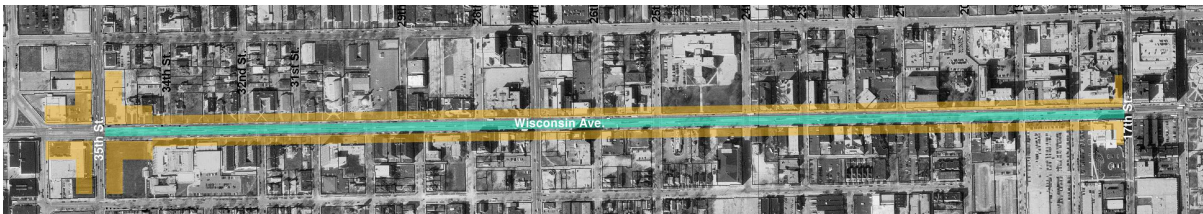
Recommended Responsible Parties

- City of Milwaukee, Department of City Development (TID, Main Street designation, TIN)
- LISC (Main Street Application)
- Avenues West Association (Marketing, Streetscaping)
- Private Investors/Developers

WISCONSIN AVENUE ENHANCED TRANSIT OPPORTUNITIES/AMENITIES

Catalytic Project Boundaries

Wisconsin Avenue from 16th to 35th Streets.



Rationale

Wisconsin Avenue is both the gateway and Main Street of Milwaukee's downtown— home to Marquette University, Midwest Express Center, Grand Avenue Mall, and Milwaukee Central Library. It is also the most heavily traveled transit corridor carrying over 1,200 bus trips per day. Nowhere in the City would commitments to improving the transit facilities and amenities compliment economic activity with greater impact on surrounding neighborhoods than the Wisconsin Avenue corridor. Encouraging people to ride transit takes more than just providing bus routes and stops. People must feel comfortable and safe.

Goal

Enhance existing and provide additional transit opportunities/amenities.

Objectives

- Build upon the established multi-modal right of way to increase the walkability and transit-friendly character of the corridor.
- Maintain and promote two-way travel.
- Emphasize the movement of more people, rather than the movement of more vehicles, when making investment decisions.



Recommendations

- Encourage all development projects along the corridor to incorporate site design measures that enhance access to the transit system.
- Initiate Pilot Program along the corridor in which ITS bus monitors displaying real time/up to the minute bus schedules are placed in various bus stations.
- Support the Downtown Connector project locating along Wisconsin Avenue.
- Develop 35th/Wisconsin as a mixed use 3-4 story transit-oriented development with potential tourist theme (Harley/Miller museum/restaurant/etc).



Recommended Responsible Parties

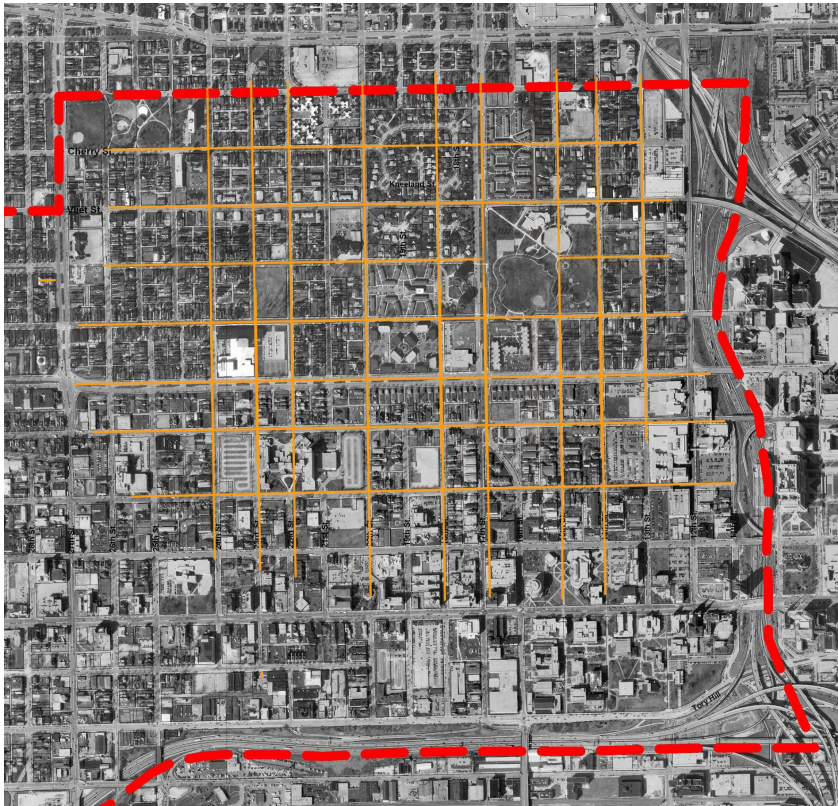
- Milwaukee Transit Authority
- Wisconsin Department of Transportation
- Avenues West Association
- Marquette University
- Private Land Owners/Developers



RECONNECTION OF THE STREET GRID

Catalytic Project Boundaries

Near West Side Planning Area.



Rationale

The removal of street closures will restore the historic traffic pattern of the planning area and offer more travel options. Route alternatives will result in reduced traffic volumes along the more congested streets, provide travelers more direct routes to their destinations, while also increasing pedestrian safety along the routes by increasing surveillance and “eyes on the street.”

Goal

Support the street system based on the one-mile grid and increase transportation route alternatives by removing cul-de-sacs and street closures and promoting two-way travel where public safety would not be decreased.

Objectives

- Reconnect the street grid.
- Increase travel route options.
- Reduce traffic on more congested streets.
- Provide pedestrian and vehicular direct routes to destinations.
- Increase pedestrian safety along streets with current closures.

Recommendations

- Reconnect Juneau Avenue between 16th and 17th for thru traffic.
- Reconnect 19th Street between Highland and Juneau Avenue.
- Reconnect Cherry Street between 15th and 17th Streets.
- Remove cul-de-sac at 21st and McKinley Ave; Reinstate the street grid.
- Reconnect 18th and 19th Streets between State and Highland
- Consider converting 17th Street to two-way travel.
- Reconnect 19th Street between Highland and McKinley Avenue.

Recommended Responsible Parties

- City of Milwaukee, Department of Public Works
- Milwaukee County Department of Public Works
- Neighborhood Organizations/Residents

CONTINGENT CATALYTIC PROJECT: CITY ON THE HILL

Catalytic Project Boundaries

State Street to the north; Kilbourn Avenue to the south; 20th Street to the east; and 24th Street to the west.



Rationale

City on a Hill (former Good Samaritan Hospital) is a large land area that, when redeveloped, will have a significant impact on the surrounding neighborhoods. The redevelopment would fill a hole in the neighborhood with market rate housing options and entrepreneur training facilities, increasing the city tax base and owner occupancy rate within the Near West Side.

Goal

Attract housing development into a “qualified census tract” to provide housing options that are currently not available in the immediate area.

Objectives

- Attract development that will have a positive impact on the community and will meet the educational, social, and spiritual needs.
- Develop mixed income housing.

- Attract residents that can walk to work.
- Build upon and expand the existing high-tech infrastructure.

Recommendations

- Utilize main building lower floors for educational and human resource needs including space for entrepreneur training.
- Convert upper levels into unique “garden loft” market-rate apartments with eventual conversion to condominiums in 15-20 years.
- Rehabilitate/reconstruct the parking structure along Kilbourn.
- Convert the surface parking lot along 21st Street to an infill TND subdivision.
- Actively recruit workers from Ameritech, Center for Independence, Marquette University, etc. to relocate into new housing options.

Responsible Parties

- City on the Hill (owner)
- Private Investors/Developers
- Neighborhood Stakeholders



CONTINGENT CATALYTIC PROJECT: 35TH STREET AREA REDEVELOPMENT

Catalytic Project Boundaries

35th Street to the east; Miller Valley to the west; Wisconsin Avenue to the south; and Kilbourn Avenue to the north.



Rationale

Ameritech owns a large land area that, when redeveloped, will have a significant impact on the surrounding neighborhood. Given the quantity of vacant and underutilized land at such a prominent location within the Near West Side, this area offers opportunity to attract high-quality, commercial and retail uses.

Goal

Attract high-quality commercial and retail uses.

Objectives

- Attract development that will have a positive impact on the community.
- Strengthen the area's economic base and create new opportunities through appropriate development.
- Increase attractiveness and assessed values of the existing commercial and surrounding residential properties.
- Add taxable development to increase city tax base.
- Support and bolster commercial activity along 35th Street and Wisconsin Avenue.

Recommendations

- Establish Renewal District Boundaries/Draft a Renewal Plan.
- Create a Tax Increment Financing District.
- Assemble Properties for future development of grocery store, hardware store, office supply store, etc.

Responsible Parties

- City of Milwaukee (Renewal Plan, TIF, land assembly)
- Ameritech (current land owner)
- Current and Future Property Owners/Investors/Developers

CONTINGENT CATALYTIC PROJECT: INDIAN COMMUNITY SCHOOL

Catalytic Project Boundaries

State Street to the north; Wells to the south; 31st to the east; and 33rd to the west.



Rationale

The Indian Community School currently occupies a large land area. Once the school relocates, reoccupation and/or redevelopment of the site will have a significant impact on the surrounding neighborhood.

Goal

Redevelopment of the site.

Objectives

- Obtain compatible reuse of a soon to be unoccupied property.
- Attract development that will have a positive impact on the community.

Recommendations

- Work with the Forest County Potawatomi to achieve appropriate redevelopment of the site after the Indian Community School relocates.

Responsible Parties

- Forest County Potawatomi
- City of Milwaukee, Department of City Development
- Private Investors/Developers
- Neighborhood Stakeholders

APPENDIX

A - ANALYSIS OF EXISTING DOCUMENTS

Milwaukee Downtown Plan: Catalytic Projects

Nelessen Associates, 1999

This plan has been adopted as part of the City's Comprehensive Plan and recommends 13 catalytic projects in two phases: ten (10) projects in phase one and three (3) projects in phase two. Projects that apply to Near West Side Plan Area are highlighted below.

Phase 1 Projects

- a. Mixed Use Sites
 - i. East and West Wisconsin Avenue Revitalization**
 - ii. Historic Third Ward Public Market District
 - iii. Park East Development
- b. Access & Public Realm
 - i. The Transit Connector: The Downtown Trolley**
 - ii. Park Once Program
 - iii. River Walk Completion
 - iv. Lakefront Connections
 - v. Two-Way Streets**
 - vi. West Kilbourn Avenue Streetscape Improvements**
 - vii. City Hall Square Intersection

Phase 2 Projects

- c. Contingency Projects
 - i. The Pabst Brewer Complex Adaptive Reuse Project**
 - ii. Union Station/Post Office Redevelopment
 - iii. MacArthur Square

MARQUETTE UNIVERSITY CAMPUS MASTER PLAN

Sasaki Associates, Nov. 1997

Marquette University campus is defined by 11th Street on the east, Clybourn Street on the South, 19th & 20th Streets on the west and Wells Street on the north. In 1997, there were 10,621 students (7,310 undergraduate, 2,355 graduate, 956 professional school).

Roughly 65 percent of the students are residents of the campus neighborhood.

The master plan calls for a compact campus pattern with enhanced gateways and streetscape elements, spatial and visual links, building renovations/construction, and new student residences (350-500 beds).

Important new properties include: Raynor Library, Al McGuire Center (athletic facility), and School of Dentistry.

DEVELOPMENT ANALYSIS OF CAMPUS TOWNE AND WELLS STREET CORRIDOR

October 2001

Findings indicate that mainly University-related customers support nearby corridor establishments looked at in the study, however, Marquette University has not taken responsibility for unifying the area with the rest of campus. Also, the general public other than students generally does not utilize commercial establishments because of a feeling that they are only for University students. The study recommends that the area promote retail usage relating solely to University students and faculty since this area does not have the market potential to be either a neighborhood or community retail center/corridor.

Corridor recommendations are as follows:

- Continue efforts to bring student residential options closer to main campus area with emphasis on Wells Street
- Promote two-way for Wells Street
- Examine whether 16th Street and 17th Street can be two-way north of Wells Street
- Support light rail option as long as Wells Street is two-way
- Rename Wells Street between 18th Street to 12th Street Al McGuire Way
- Reinforce renaming recommendation with themed streetscape improvements
- Acquire properties owned by Taxman investment Co. on Wells Street or "partner" with friendly for-profit developer
- Stress the importance of the Al McGuire Center (beginning attempt at improving Wells from University)
- Develop the 18th Street and Wells Street Properties
- Improve physical appearance for Kampus Food retail center
- Target Acquisitions (NE corner of 12th & Wells; Kampus Food Retail Center)

Street programming and facade improvements for Angelo's Campus Towne recommendations are as follows:

- Massing existing retail Near 16th St and Wells intersection
- Examine Alternatives to turn parking over faster
- Provide signage for the Campus Towne Center
- Expansion effort should not include additional retail space

MARQUETTE UNIVERSITY HIGH SCHOOL

Catholic, Jesuit College Preparatory School for Boys

- Enrollment: 985 men (freshmen class 26 students)
- Faculty: 71 Teachers (6 Jesuits, 39 Lay Men, 26 Lay Women)
- Student Teacher Ratio: 1:15
- Tuition: \$6,425
- Service hour requirements involve 24 hours in the sophomore year, 65 hours in the junior year (that include time split equally between a direct service placement and advocacy work in the Merrill Park neighborhood), and 80 service hours in the senior year.

Partners Project: 2 renovated houses completed; Cooperative partnership between Merrill Park Neighborhood Association and Marquette University High School (MUHS) in which homes are improved and rehabilitated in an attempt to increase homeownership in the neighborhood; focus renovation on homes across from MUHS on 3300 block of W. Michigan. 3315 W. Michigan has been renovated. The Partners project is in the process of acquiring a third home for renovation.

WESTOWN BUSINESS DISTRICT, STREETScape DESIGN GUIDELINES

The Westown Association, 1995

Plan calls for 1 gateway close to Near West Side at Wisconsin Avenue at I-43, landscape, art, and pedestrian spaces along and within streetscape, and open space systems are part of an Urban Cultural Park concept. In addition, reinforcing street edges, distinctive street intersections, improved lighting, banners, and additional street/site furniture were recommended.

STATE STREET REDEVELOPMENT PLAN: HOUSING COMPONENT

Department of City Development, April 1999

The plan covers from 14th Street to 20th St along State Street. "The intent of this housing component is to use infill development as a catalyst for increasing housing options, namely, affordable single-family housing."

The plan calls for:

- 3 single family detached units with garages (approx. 1600 s.f.)
- 9 manufactured single-family detached units with garages (approx. 1280 s.f.)
- 6 two-story townhouse units (approx. 2000 s.f.)
- Approx 5 single family units with ancillary coach house units above the garages (single-family units s.f. varies; coach house units approx 800-900 s.f.)
- 9 two story townhouse units (approx. 2500 s.f.)

35th STREET STUDY

Engberg Anderson, The Pettibone Group (Planning and Research), Donnelly Design (Graphic Design), January 1997

Goal:

- Enhance destination for employment centers, tourism, neighborhood, and entertainment
- Reinforce connection from I-94 to Harley and Miller
- Create a sense of a District

Summary of Report (General):

- New construction to respect "build-to" lines; street trees to reinforce edges; denser landscape and landscape walls to screen cars at parking lots; replacement of existing street lighting with Harp lights; signage and awning to create more uniformity and color.
- Bridge at I-94: create an artist designed Gateway.
- Wisconsin Avenue: infill with buildings along property lines; create tree edges along parking lots; street trees; signage and Awning Program; replace existing lighting with Harp Lights
- Merrill Park: create a gateway to this neighborhood park; use park for a farmer's market and neighborhood festivals.
- 35th and Wisconsin: potential development for a Walgreen's and light rail stop; create a pocket park at triangle at 36th and Wisconsin.
- 35th from Wisconsin to Highland: street is 64' wide - create a boulevard with a planted center median.
- State from 35th into Miller Valley: create more pedestrian friendly street; create gateway obelisk in lieu of turnout lane at 35th and State; reinforce historic sense of place; convert State Street back to two way street.

- Highland west of 35th Street: create a Corporate plaza for Miller and Harley; improve/maintain residential structures; transform Highland Park into an amenity for Harley/Miller visitors.
- Mid-City Shopping Center: encourage commercial activity on ground floor; consider transformation of residential buildings into commercial activities; create patterned cross walks.
- 40th and Vliet - Washington Park Entry: transform triangle into a civic place and gateway for park, site for public art.

A VISION FOR VLIET

School of Architecture and Urban Planning (SARUP) students, University of Wisconsin, Milwaukee: - Christopher Naumann, Susan Schend, Lori Skotterud, Christine Symchych, Smitha Vijayan, Peter Wagner, May 2000

Goals of the Study:

- The creation of a stable, diverse commercial district to serve local residents, workers in the area, and other consumers from outside the neighborhood
- The creation of a positive, identifiable image through physical improvements which could positively affect the current, yet statistically unsubstantiated perception of high-crime and unsafe conditions in the area
- The creation and fostering of a private/ public partnership that will guarantee investment and redevelopment efforts in the area

Project Areas:

- Target area is Vliet Street between 12th Street and 17th Street.
- Market study area is bounded on the north and south by North and Wisconsin Avenues and bounded on the east and west by 12th and 27th Streets.

Summary of Report:

This report examines and compares housing market indicators collected for a larger study area encompassing this target area, in an effort to observe trends and general patterns of growth. The report examines indicators for the years 1993, 1995, 1997, and 1999. Where possible, it compares the indicators from the study area with those for the CDBG area and the City of Milwaukee. These investigations and comparisons identify a number of current problems in the study area, including:

- A large and increasing number of vacant parcels, both public and private
- A loss in residential, mixed-use, manufacturing, retail, and public/ quasi-public parcels
- A significant decline in residential sales
- Decline of the assessed value of 2, 3, and 4-family housing units
- Low owner-occupancy rates
- Low average and median household income levels
- The lack of convenient access to I-43

The study does identify several positive amenities, factors, or trends in the area. These include:

- The Department of Health Services building at 12th and Vliet Street, which will be completing nearly \$7 million worth of renovations over the next three years, including significant façade improvements. Considered a strong anchor on the eastern boundary of the commercial corridor, approximately 550 employees currently located in other facilities will be relocated to this renovated facility. Along with the positive influence of the building improvements, the increase in staff will bring an increased need for goods and services in the immediate area.

- Dr. Martin Luther King Jr. Park and Community Center, located on the south side of Vliet Street between 15th and 17th Streets, are considered well-maintained, positive community amenities. Together they form a strong anchor on the western boundary of the corridor. Some minor yet correctable problems with the park were noted.
- The Repairers of the Breach, a homeless shelter on 15th and Vliet Street, has been undertaking renovations and repairs to improve their physical appearance as well as working to alleviate some of the social problems in the area.
- Despite the decrease in residential sales, the assessed value of single family homes in the area has increased.

Through analysis of demographic, socioeconomic, and housing indicators and the polling of community needs, it was determined that there were 11 industry areas of focus.

- Furniture Stores: The study confirmed the perception that there are too many furniture stores in the area. According to the study, there are approximately 6 furniture stores.
- Electronics and Appliances: There is a potential for a couple of more electronics and appliance stores.
- Hardware: There is a potential for about 4 more hardware stores.
- Food and Beverage Stores: The study showed that this market was slightly oversaturated, but very minimally (less than 1 store).
- Food Service and Drinking Places: There is a potential for as many as 20 more establishments.
- Convenience Store: There is a potential demand for 7 more.
- Health and Personal Care Stores: There is a potential for 2 more.
- Clothing and Accessories: There is potential demand for 16 more stores.
- Shoe Stores: There is potential for about 3 more.
- Book, Periodical, and Music Stores: There is a potential market for about 2 more stores.
- Office Supplies: There is a potential for about 2 more.

The study identified four different alternatives for Vliet Street redevelopment, ranging from #1, the most aggressive, to #4, which maintained the status quo. After evaluating each alternative for its political, administrative, technical, and economic feasibility, it was concluded that alternative #1 was the most effective and efficient method to achieve the study goals. It was suggested that the redevelopment be handled in two phases. The first phase would focus largely on façade and streetscape improvements to improve the perception of the community's image. The second phase would focus on attracting new businesses and expansion of existing businesses, possibly through the appointment of a district manager and the creation of a Business Improvement District. The study identified the salvaging of existing commercial buildings and identification of alternate uses for vacant lots as key steps to this redevelopment.

B - HOUSEHOLD SURVEY RESULTS

Introduction and Summary of Process

A Household Survey was conducted as part of the public input process for the Near West Side Comprehensive Plan. The household survey was used to gather information from those that live, work or own property in the Near West Side. Questions ranged from assessing the characteristics and habits of residents, to opinions on the character of commercial areas ways to improve the neighborhood. The results of the Household Survey provide insight on the day-to-day activities of residents and workers within the Near West Side. Results were used in concert with other public opinion information and analysis to create development goals and recommendations for the Near West Side planning area. Goals and guidelines that reflect public opinion create a more vested interest in the Comprehensive Plan, increasing the effectiveness of the document during implementation.

Various methods were used to distribute the Household Survey. Volunteers and community organizations distributed the survey throughout the Near West Side. Household surveys were provided at each session where the Image Preference Survey was administered. The Household Survey was also made available on-line at the Department of City Development website. A total of 191 surveys were tabulated.

The Household Survey consisted of ten questions. While there were several yes/no questions, most questions asked participants to select their answers from a brief list, or to provide their own. The following discussion highlights the results of the survey.

Respondent Characteristics

The first four questions of the survey were used to determine the characteristics of survey respondents. Respondents were asked to identify "who you are" from a list of various categories and were directed to select all categories which applied. Residents of the Near West Side comprised 78.5% of all respondents, while 25.1% were building owners, 15.2% were business owners, and 12.1% were representatives from neighborhood organizations. Of the 68.1% of survey respondents who owned property, 41.6% of property owners indicated they held residential property and 5.4% of property owners indicated they held commercial property.

When asked directly if they owned a business in the neighborhood, 19.9% indicated they did. The slight disparity between the 19.9% who indicated they were a business owner and the 15.1% who identified themselves as business owners in the first question might be attributable to the respondents' unwillingness to indicate more than one response to the first question.

Respondents who were employed in the Near West Side comprised 50.8% of all respondents. The highest percentage of neighborhood employee respondents, 28.9%, identified with the Concordia neighborhood. The second highest percentage of neighborhood employee respondents identified with Marquette, 16.5% and Midtown, also with 16.5%, while 13.4% identified with Avenues West, 9.3% with Merrill Park, and 9.3% identified with Cold Springs Park. The remaining neighborhoods had 5% or less of persons employed in the neighborhood, respond to the survey.

Resident Characteristics

The majority of survey respondents, 74.4%, indicated they lived in the Near West Side neighborhoods. Of the resident respondents, 28.9% were from Concordia, 14.1% from Cold Springs Park, 9.2% from Midtown, 8.6% from Martin Drive, 7.8% from Merrill Park, and 7.0% from Marquette.

The vast majority of resident respondents were generally homeowners with no children. Over 82% of resident respondents were owners and over 71% had no children. The majority of resident respondents, 53.5%, have lived in the neighborhood less than ten years, while 21.8% had between 11 and 20 years of residency in the area and 26.8% had over 20 years of residency.

Reasons for Living in the Near West Side: When asked to indicate as many characteristics that applied for identifying the reason they lived in the Near West Side, proximity to downtown (64.1%), affordable housing (62.7%), neighborhood diversity (53.5%), and the community atmosphere (53.5%), were the highest ranked attributes. Proximity to workplace (50.7%), and appearance of neighborhood (38.7%), were also significant factors.

Mode of Transportation to Shopping: The vast majority of resident respondents relied upon their personal vehicle for transportation to travel to work or to conduct shopping. Over 68.3% of resident respondents used their personal vehicle to get to work. Although 30.0% of resident respondents sometimes or often walked to do their shopping, over 64.1% rarely or never walked, over 68% rarely or never used the bus, and over 79% rarely or never used a taxi to conduct their shopping.

Safety Perceptions: The majority of resident respondents indicated that they felt safe in their neighborhood during the day and at night. Only slightly more than 7.5% of resident respondents indicated they felt threatened or somewhat threatened during the day in their neighborhood. At night, the percentage of resident respondents who felt threatened or somewhat threatened did increase, to 32.3%, but the majority still felt safe or somewhat safe at night.

Opinion of Neighborhood Commercial Attributes

Commercial Area Attributes: Respondents were asked to rate various attributes of commercial corridors in the Near West Side as being adequate, in need of some improvement, or in need of significant improvement. A high percentage of respondents identified the following attributes as being in need of significant improvement: the appearance of storefronts (57.6%), cleanliness of streets and sidewalks (42.9%), business signage (41.9%), and the presence of police or security (40.8%). When adding together the percentage of respondents who rated these previous attributes as needing some improvement with those rating them needing significant improvement, over 80% of respondents indicated these commercial attributes needed improvements. When combining the some improvement and significant improvement categories, several commercial characteristics had a 60% or higher ranking, including commercial streetscapes, parking lot appearance, accessible parking, and pedestrian lighting on sidewalks.

Business Patronage: The highest percentage of respondents identified gas stations at 63.9% and pharmacies at 61.0%, as the businesses they currently use in the Near West Side. Other high ranking businesses used in the Near West Side included sit-down restaurants (48.2%), fast-food restaurants (47.1%), grocery stores (36.7%), financial institutions (35.6%), and convenience stores (29.8%). Other more specialty oriented stores ranked at 20% or less.

Business Attraction: Grocery stores (49.7%), sit-down restaurants (46.6%), and hardware stores (45.0%), were the highest ranked businesses selected by respondents to be added to the Near West Side. Other than sporting goods store (26.1%), and medical services (21.2%), all other types of commercial businesses were ranked at 20% or less.

Suggestions for Neighborhood Improvements

Factors to Increase Business Patronage: Respondents were asked to select from a list of all attributes that would increase their use of the businesses within the Near West Side. Improved condition of storefronts (63.4%), higher quality of products being sold (61.3%), and increased variety of stores/products (57.0%), were the highest ranked commercial attributes. Customer service improvement (34.0%), and convenient parking (24.6%), were the next highest ranked attributes.

Factors To Improve the Near West Side: The final survey question asked respondents to indicate which factor would improve the Near West Side. Increased homeownership was the highest ranked (79.0%), followed by increased property maintenance/code enforcement (63.9%) and increased employment opportunities (51.8%). Increased block watch efforts, new housing types, and increased recreational programs also ranked high.

C - IMAGE PREFERENCE SURVEY

Introduction and Summary of Process

An Image Preference Survey (IPS) was conducted to determine the public's opinion of various land use types and attributes, as part of the public input process for the Near West Side Comprehensive Plan. The results of the IPS were used in concert with other public opinion information and analyses to create development goals and guidelines for the Near West Side. Goals and guidelines that reflect public opinion create a more vested interest by the public in the Comprehensive Plan, increasing the effectiveness of the document during implementation.

All interested persons from the area were invited to two at-large sessions, while the remainder of the sessions were held during the meetings of various organizations in the neighborhood at their requests.

A summary of the Near West Side planning process and an update on the status of the Plan was provided at each session. The audience was then shown individual images of a particular land use type or attribute on a screen and were asked to rate the image between 5 and -5 on a survey form. The scoring, a 5 being the most positive and a -5 the most negative, was based on whether the person liked the image and whether they believed the type of land use attribute shown was desirable for the Near West Side. 67 images were separated into four categories; Residential, Commercial, Public Spaces and Parking.

After the scoring of the individual images, groups of the images were shown on several slides by category and a discussion was held regarding how the audience members rated the images and why they preferred certain images to others. Participants were asked to explain in more detail the particular aspects of an image which they found desirable and undesirable. The discussion provided a means of determining which aspects of an image were actually causing a high or low score.

A total of 174 IPS survey forms were completed. The surveys from all sessions were tabulated to determine the average score each image received. The following shows the three highest scored images and three lowest scored images by category. Based on the various land use characteristics represented by the images, a more definitive view of what is preferred by the residents of the area helped to create more representative development goals and guidelines for the Near West Side Comprehensive Plan.

Residential Images

A) Ranking of individual images



Highest Score 3.37



Second Highest Score 2.48



Third Highest Score 2.40

Residential images shown to the public generally identified various housing types including both single family and multi-family structures. The three highest scoring images represent two-story structures that are in keeping with the architectural style of the existing neighborhoods. The highest scored image represents a duplex with front porch, the second highest, single family homes with front porches, and the third, an accessory dwelling unit, or granny flat, above a garage.



Lowest Score -1.44



Second Lowest Score -1.53



Third Lowest Score -0.80

The three lowest scored images represent housing styles and attributes that the public does not like or believes is not desirable for the Near West Side. Multi-family structures out of scale with the adjacent single family homes ranked the lowest among these images. The second lowest scored image is of contemporary single family structures with chain-link fences. Structures with garages facing the street, houses to the rear, ranch style homes and lack of sidewalks are undesirable residential characteristics as shown in the third lowest scored image.

Residential Images

B) Discussion of Images



After scoring individual images, the participants were shown groups of the images and were asked to discuss which particular attributes they found either desirable or undesirable. The more traditional homes represented by images A, B, C, D and G were deemed or found desirable because they were single family homes, they have an appropriate architectural character, and they relate well to the sidewalks. However, participants felt the homes in image D were too close together and needed to be on larger lots. The prominent garage of image F was not appealing and the participants liked the location of garages to the rear of the house implied by the other images. While participants liked the porches and the relationship to the sidewalk seen in image E, the uniformity of the structure and compactness of the units was not found desirable. They felt the repetitiveness of the design was too similar to public housing projects of the past.

Residential Images



The prominence of the garages in Image H was not desirable, in addition to the repetition and regularity of the houses. Image H was felt to represent "car worship" and participants do not want housing with prominent garages in front of the house. Image I was referred to several times as army barracks. Once again, the "cookie cutter" regularity with no differentiation between any of the homes was not desirable. Image I was too institutionalized, looked confining and the chain link fence was considered undesirable. The participants indicated the homes of Image J would fit in well in the City and liked that they had some architectural detail, such as the porches, and that the rooflines varied. They also liked the sidewalks and felt there was more pride associated with homes with more character.

Residential Images



When comparing the multi-family structures of Images K and L, participants liked the quality and look of the traditional structures. However, while Image K was desirable for its character and landscaping, the structure of Image L was described as cold, had too much going on and was cluttered. The participants did indicate the building has potential as condominiums with a mix of uses, but not franchise commercial uses. Some participants felt the more modern look of Image M would work well in the neighborhood, but, generally, all felt the garages were too prominent in this structure. Many participants indicated the structure in Image N was unattractive, too dated, set back too far from the street, and out of character. Some felt the structure in Image O was attractive, but others felt it had too many units, was too big and may create parking problems. Image P was undesirable because of the prominent garages and compactness. Image Q was acceptable, but raised concerns about the amount of parking needed.

Commercial Images

A) Ranking of individual images



Highest Score 3.66



Second Highest Score 3.50



Third Highest Score 3.00

Commercial images illustrated various types of structures along commercial roadways. The most desirable commercial images include structures which are urban in nature, such as the commercial building that received the highest score. This building has pedestrian scale signage and large window displays. Buildings close to the street, with two or more stories were preferred. The second highest scored image represents a corner commercial building with office on the second floor and the third highest a traditional commercial corridor with signage and lighting. These images represent vibrant, well-maintained pedestrian oriented commercial uses which are similar to some of the more traditional commercial corridors within the Near West Side.



Lowest Score -3.35



Second Lowest Score -2.87



Third Lowest Score -2.79

The lowest scored image shows a blank exterior wall of a grocery store. The massive, unarticulated wall including lack of windows create a very uninviting atmosphere. Similarly, the heavy traffic and massive, auto-oriented signage of the second lowest scored image also creates an atmosphere which is not desirable for the area. The third lowest scored image of a chain restaurant in an older strip mall, reiterates the opinion that commercial uses similar to traditional commercial structures are more desirable than more suburban, auto-oriented commercial buildings and sites. It should also be noted that these commercial images were the lowest scoring images of the entire image preference survey.

Commercial Images
B) Discussion of Images



When participants discussed the commercial images A and C, they felt they were terrible, created a safety hazard and a void in the streetscape. They felt these uses made terrible neighbors because of their ominous big box nature. Image D was "okay but not great," including that the building's design was somewhat generic. Image B was the highest rated image and participants liked the business signage, the large display windows and ability to see in, sidewalk access to the business and the blending of old and new. The building was inviting and welcoming and they desired more of these types of renovations.

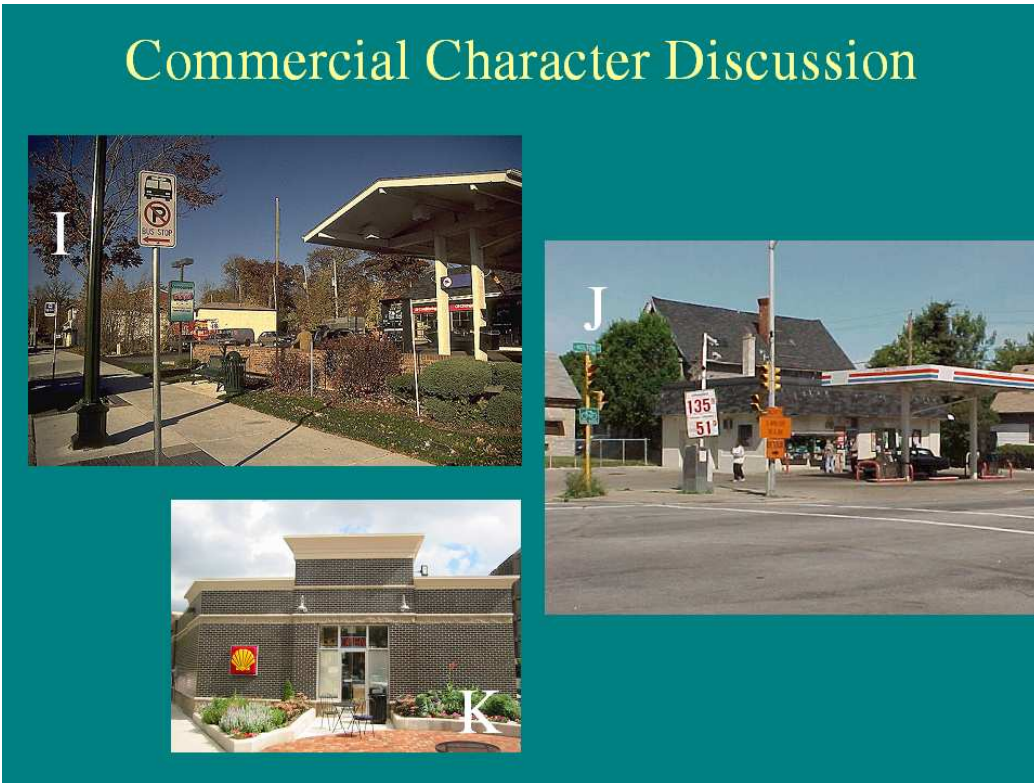
Commercial Images



Images E through H all illustrate different forms of business signage. Participants indicated the signs in Images E and G were too busy, confusing and distracting to drivers when in traffic. These signs were too big, too tall and intrusive. The signage of Image F was considered desirable because it fits with neighborhood scale and character, was clever and eye-catching. The sign appeals to walkers, was unique and original. The sign of Image H was called pleasing and appropriate but some also believed it was too low and required you to get very close to read the information.

Commercial Images

Commercial Character Discussion



Images I through K all depict gas stations and their associated signage and landscaping. The landscaping of Images I and K were found desirable by the participants. Image I was said to be appropriate for its location and participants found the building in Image K to be attractive. The gas station of Image J was considered unkept, sterile, too open and not inviting. The lack of 'green' was uninviting, however, several people indicated the broad visibility in all directions improved safety.

Commercial Images



Images L through O depict the buildings and streetscape character along different commercial corridors. Participants indicated Image L represented a corridor with some potential. However, there was also general agreement that there are too many signs and streetscape clutter. Image M was not appealing and considered totally inappropriate for the Near West Side. Images N and O were considered very nice, attractive and appropriate for the Near West Side. The pedestrian orientation of these corridors, windows, continuous street wall and inclusion of some 'green' were desirable characteristics.

Commercial Images



Images P through S depict different corner building treatments. While indicating the signage was not desirable in Image P, the participants saw potential in the building, and emphasized rehabilitation and reuse of historic structures. They indicated the upper story windows should not be boarded up and indicated with modest renovation it could be as nice as the others. Participants like the preservation of historic character illustrated in Images Q and R, but felt Image Q needed maintenance of the trees and that Image R was sterile, not inviting and needed to be softened. The commercial building of Image S had a nice, clean style and that the use of awnings created a sense of warmth and attractiveness.

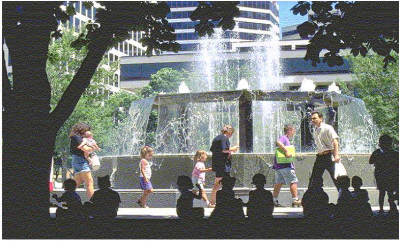
Commercial Images



Local and national chain businesses are shown in Images T through W. The building of Image T was called an improvement to the area, but some participants indicated a strip mall was still not the preferred type of commercial layout. The strip shopping center of Image U was not considered good design nor appropriate for the Near West Side. While the buildings in Image V and W looked good and were pedestrian friendly, the signage of Image V was out of scale to the building facade and the architectural character of the building was altered too much on the ground floor. It was thought that the retail storefront should reflect the character of the upper story. Participants felt the fast food restaurant in W was better than the standard "cookie cutter" but were curious where the parking was and if it was required.

Public Spaces Images

A) Ranking of individual images



Highest Score 3.66



Second Highest Score 3.65



Third Highest Score 3.58

Images of public spaces shown to the audience identified parks, plazas and open spaces, but also included various sidewalk environments and the public spaces created by building placement. The two highest scored images represent open spaces and plazas where people can gather. The third highest image is of a well landscaped walkway with abutting buildings and outdoor dining. Both the second and third highest scored images demonstrate how intimate and secure public spaces can be created through the proper use of building placement and design.



Lowest Score -2.65



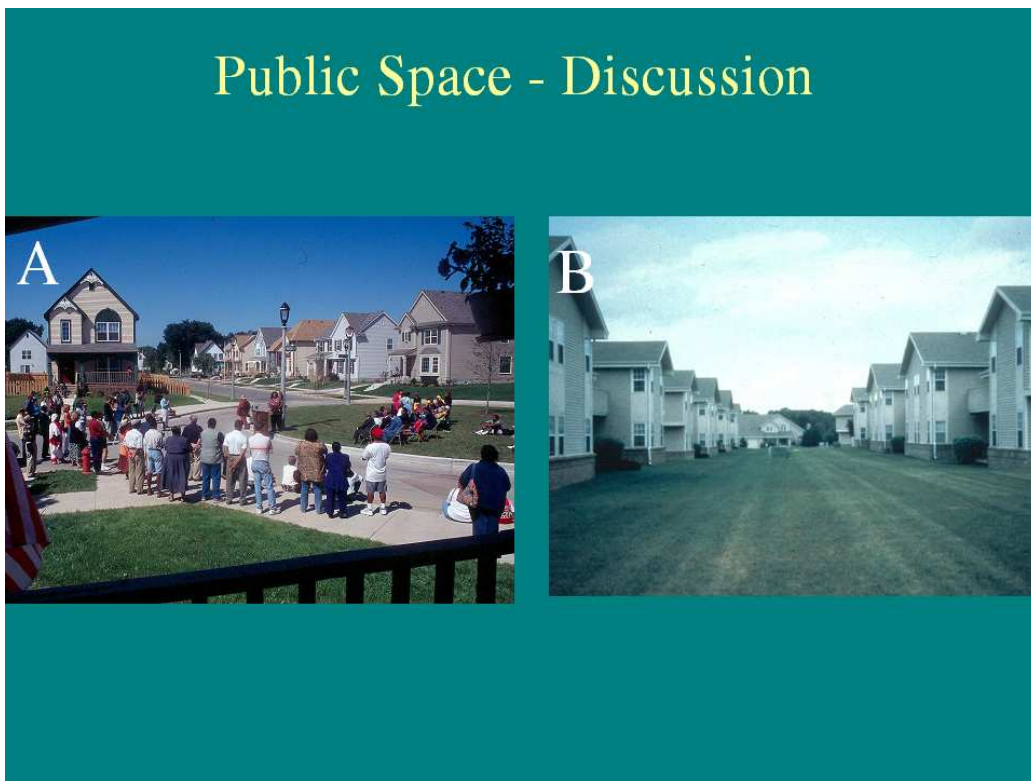
Second Lowest Score -1.57



Third Lowest Score -0.86

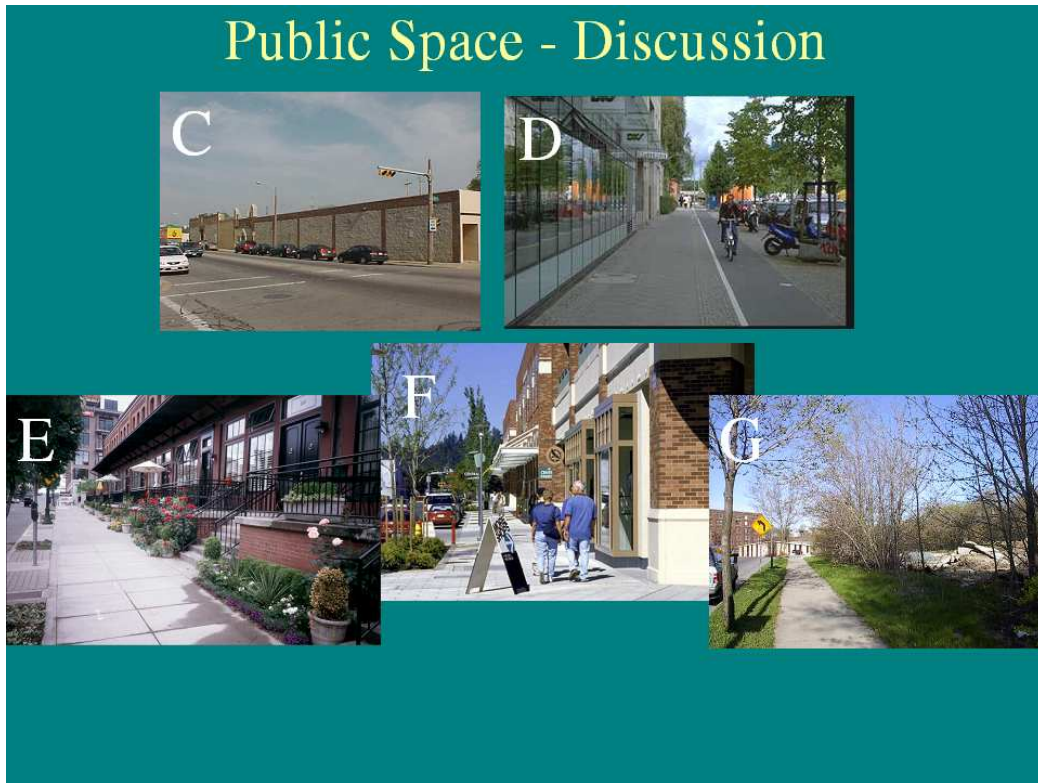
The three lowest scored images represent characteristics of public spaces which the public does not believe are desirable for the Near West Side. These images represent spaces which are ignored by the adjacent buildings, allowing no way for the people within the buildings to interact with the public areas. The lowest scored image is a walkway with adjacent building. With no windows, doors or architectural elements on the building and no pedestrian scale lighting in the right-of-way, the public area is devoid of any vibrant activity, except automobile traffic. The second lowest scored image is of a common open space area in a residential development that is only contained grass. The homes lack porches, large windows and doorways which restrict access to the open space area. The third lowest scored image is of an intersection with no activity other than traffic. The lack of buildings and the distance between them are the primary characteristics which give this area a feeling of desolation.

Public Spaces Images
B) Discussion of Images



While participants preferred the public space of Image A to Image B, Image A was still not perceived to be well designed. Image A was thought to have no 'comfortable people areas' and the lack of trees, an unfamiliar shape and the relation of the public space to adjacent residences is undesirable. Image B looks very military, poorly defined and needs landscaping. Participants felt windows could be broken from active play.

Public Spaces Images



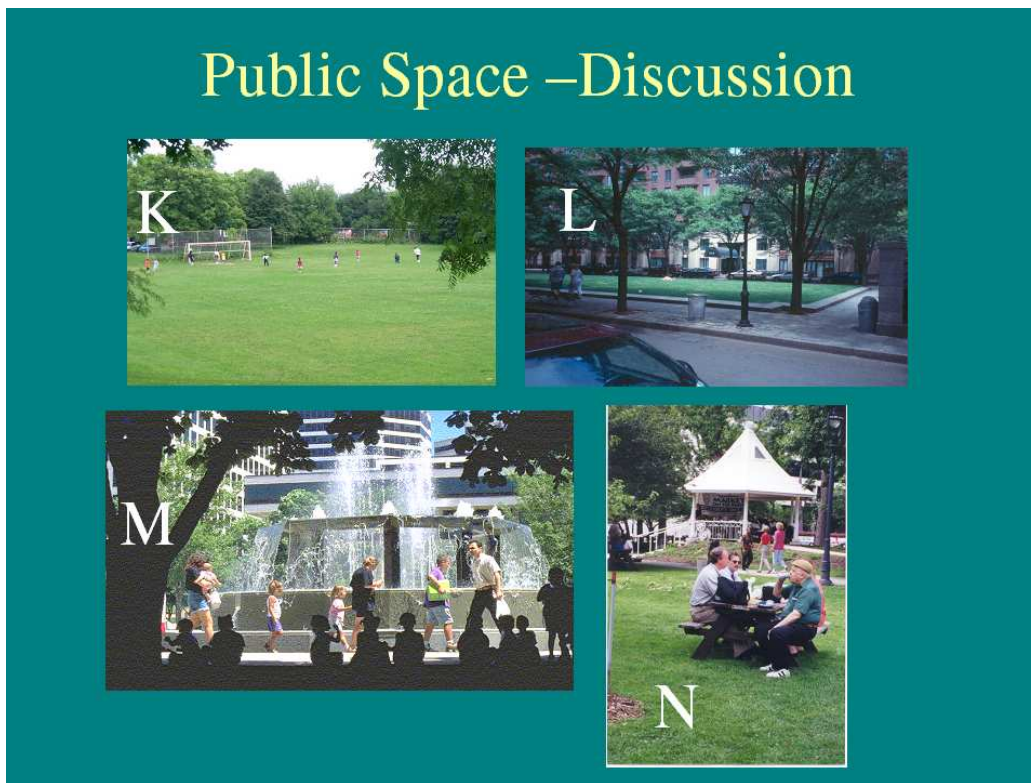
Images C through G depict different sidewalk environments. Image C was considered sterile and unacceptable because of the expansive walls with no windows. Image D is appealing due to the spacious sidewalk, space for bicyclists and landscaping. However, concern was also expressed over conflicts that may result between bicyclists and 'aggressive' pedestrians. Images E and F were appealing and preferable. The landscaping and good definition of public space between the street and building was preferable. The outdoor seating of Image E was also appealing. Image G was identified as a potential hiding area.

Public Spaces Images



Images H through J show bus stop facilities. Participants felt the bus stop of Image H was functional and approved of the seating and the high visibility. However, participants indicated there is too much vandalism of bus shelters. Participants felt the lack of shelter, seating, and the proximity to a hiding area in Image I was not preferred. The distance between the shelter and the storefront was considered too expansive, and lack of apparent seating was not desirable in Image J. Participants indicated the shelter in Image J has not been vandalized, but that the shelter design was not very appealing.

Public Spaces Images



Images K through N illustrate parks, open spaces and plazas. The large active play space of Image K was deemed desirable if an appropriate location could be found in the Near West Side. Others indicated play fields may require too much space in a developed neighborhood such as the Near West Side. Participants liked the appearance of Image L. The fountain and plaza in Image M was the highest rated Public Space image because of its ability to attract people, provide gathering space and bring movement to an area. Some would like a Victorian-type fountain in Concordia while others who liked the fountain thought it's "probably not for our area." Participants indicated that the public area in Image N is desirable because it meets the needs of seniors in the area.

Parking Images

A) Ranking of individual images



Highest Score 2.63

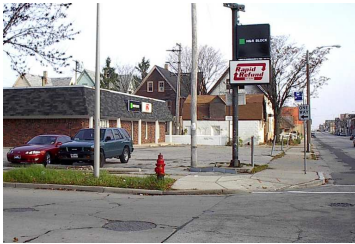


Second Highest Score 2.55



Third Highest Score 2.38

Parking images shown during the IPS consisted of off-street and on-street parking, screening of parking lots and parking structures. The highest rated image, showing on-street perpendicular parking in what appears to be a residential area, reflects a desire for very intensive screening of on-street parking. This image shows a very well landscaped parking area with mature trees. The second highest rated image shows dense screening of off-street parking with ornamental fencing and layered landscaping. The third highest image shows metered, angled on-street parking.



Lowest Score -2.53



Second Lowest Score -1.69

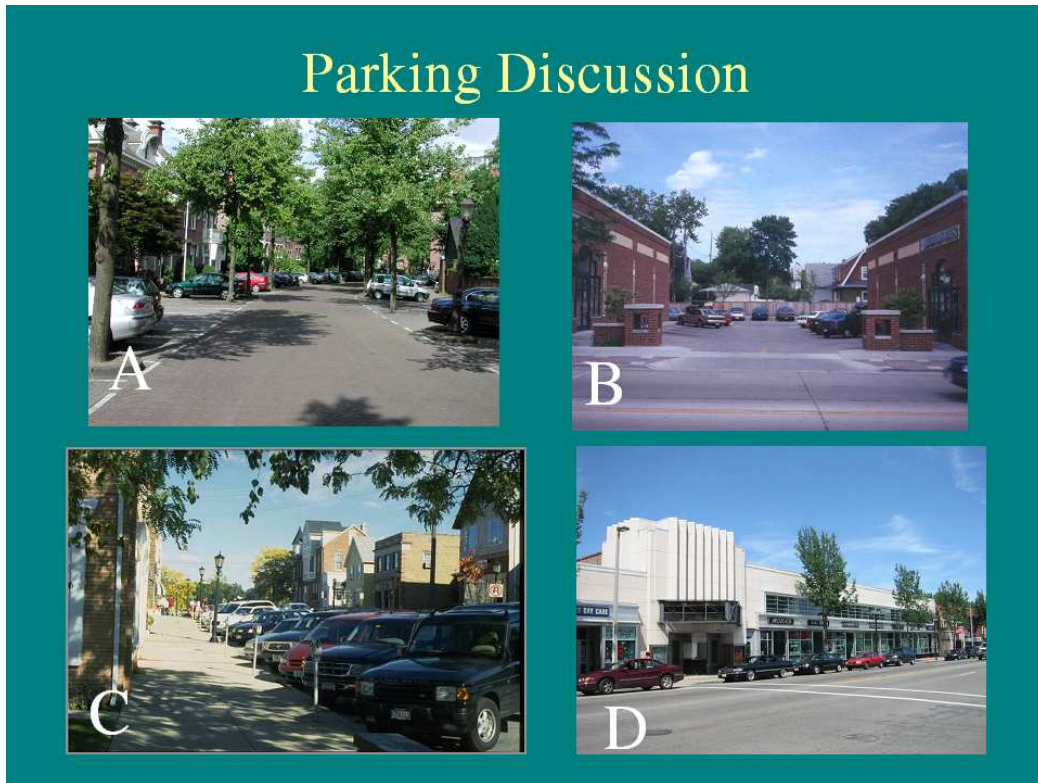


Third Lowest Score -0.43

The lowest scored parking images consist of surface parking lots adjacent to the street with little landscaping and no fencing. The second and third lowest scoring images also indicate that expansive parking lots typical of shopping centers are not desirable for the Near West Side area.

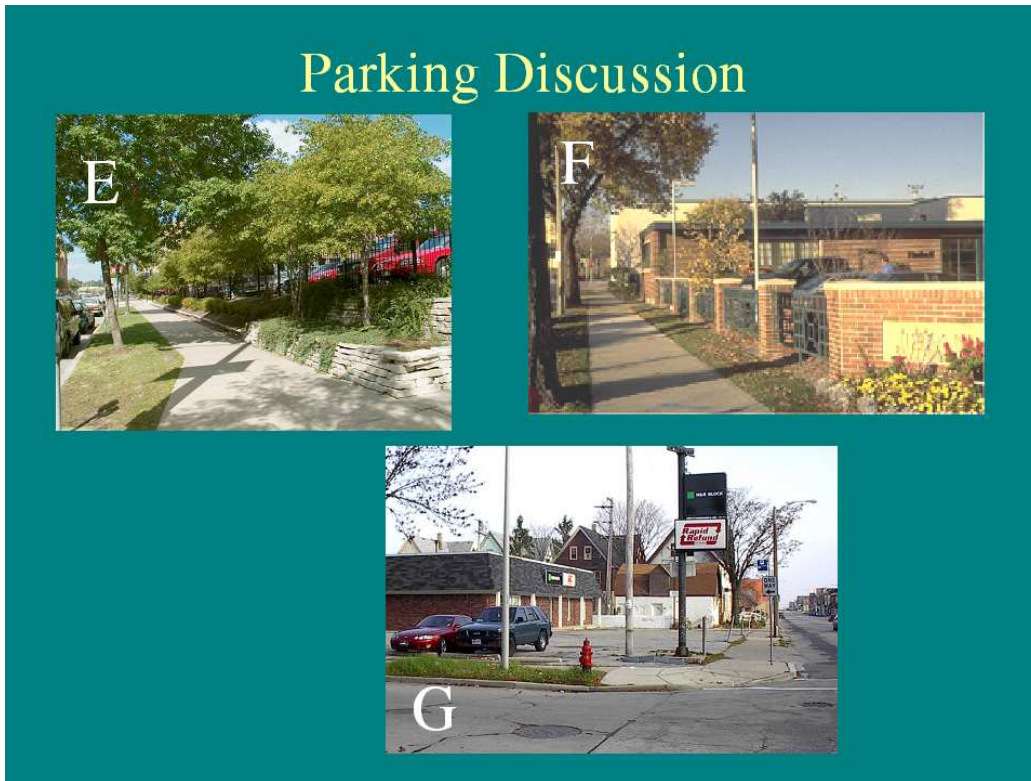
Parking Images

B) Discussion of Images



Images A through D show parking locations and arrangements both on and off-street. While Image A was the highest ranked image and called attractive, participants indicated the area may be dangerous, confusing, hard to maneuver, and could pose snowplowing problems. The mid-block location of parking between buildings was considered desirable in Image B. Encouraging people to walk was also desirable. Maneuverability problems for trucks and SUVs were possible in Images B and C. While motorists are required to back into traffic, participants preferred the convenience and large capacity of angled parking in Image C and believed people would get accustomed to the parking style. Perpendicular on-street parking in Image D was considered great and participants acknowledged that it works.

Parking Images



The images above depict different levels and styles of screening of off-street parking. While landscaping is desirable, some participants expressed concern over security caused by the lack of visibility in Image E. The low fences, landscaping, and visibility of the parking area in Image F were considered best and created a nice balance between aesthetics and safety. Image G was considered unacceptable and referred to as ugly, awful, blighted, unattractive, and bad.

Parking Images



The parking lots of Images H and J were described as too big with too much water runoff and too little landscaping, all undesirable characteristics for parking lots in the Near West Side. Conversely, the extensive landscaping in Images I and K was desirable. It was generally noted that having the buildings set back from the street was undesirable.

Parking Images

Parking Discussion



The landscaping of Image L was preferred, but the parking structure was described as sterile and institutional. The retail space on the first floor, lighting and building detail of Image M was desirable. The lack of landscaping in Image M was not desirable.

D - FOCUS GROUP SUMMARY

Introduction and Summary of Results

The following is a summary of the results from several focus groups held for the Near West Side Comprehensive Plan:

Focus groups were held with apartment owners and managers, business owners and real estate developers to gain their perspective on the assets, areas in need of improvement and development potential/directions for Milwaukee's Near West Side. The focus group sessions ran approximately 2 hours each. The sessions with apartment owners and managers and business owners were held in the Alumni Union at Marquette University. The real estate developers' session was held at Marquette University High School.

Apartment Owners and Managers

According to the apartment owners and managers, the assets that attracted them to the area included:

- The ability to "control" their environment by purchasing multiple apartment buildings in close proximity to each other
- The affordability of the real estate
- The area's proximity to downtown
- The upside potential of rents in the area (especially as people living on the city's east side who still want to live near downtown are priced out of that area)
- The mix of single family, duplex and owner-occupied housing
- Good housing stock, including historic real estate

According to the apartment owners and managers, the challenges they face included:

- Inadequate building maintenance and management by too many building owners
- Investors from Chicago who pay high prices for properties, drive the cost up, but do not maintain their properties
- Inadequate building code enforcement: One participant stated, "Our problem is that there needs to be more done (to enforce building codes). Trust me, you don't own a bad building in Chicago for very long. It just doesn't happen. They get it cleaned up. And we don't have that kind of thing happening here quick enough. Why do you think there are investors coming from Chicago? And we don't have the good investors coming from Chicago. You've got the bad investors. You've got people coming in buying as quick as they can and they don't come in and change the neighborhood, they come in and start running it back down. You don't have bad tenants. You have bad management and owners. The tenants are bad because they are allowed to be bad"
- Social services where the buildings and people are not well managed: There was a general agreement that the Near West Side has an over abundance of social service agencies. However, there was also recognition of the need for services given the demographics in the area. The key to successful co-existence with others in the neighborhood is good building maintenance so that the building does not detract from the neighborhood, and good management of the people who live in or receive services from the agency so their behavior does not detract from the neighborhood
- Difficulty in getting insurance
- Milwaukeeans' more conservative attitude toward living in urban areas: As one participant stated, "We have assets-near downtown, right off the express way, near universities, close access to shopping malls. In another city our area would be the success story of the century"

Several of the participants suggested reducing the number of apartment buildings in the area to open up space for more owner-occupied units such as townhouses, and single-family homes. In order to achieve this some suggested having the city demolish buildings in foreclosure with the city.

One participant suggested converting some of the older apartment buildings built in the 1960s to subsidized senior citizen housing.

The majority of units owned by focus group participants were one-bedroom or studio apartments. Their occupancy rate is high-ranging from 90% to 100%.

Asked whether they would consider converting some of these units to multi-bedroom units, the participants said several factors mitigate against this:

- Some indicated that converting units to multi-bedroom apartments would result in a loss of revenue because they could not just double or triple the rents. Therefore, the total rent collected for a two or three bedroom apartment would be less than the total rent collected for the single bedroom and studio apartments
- The owners said the buildings were not built for families, who would be attracted to the larger apartments. There is inadequate green space and other outlets for children, therefore they are more likely to play in the hallways or in the units, which would result in more wear and tear on the building, creating in higher maintenance costs. In the words of one participant who owns property on Highland Blvd. "You can't bring more families in the neighborhood if you don't have a place for kids to go"
- Securing a sell price for the condo that will match the revenue that can be secured through rental is difficult
- Securing bank financing for conversions is difficult

Among the recommendations for improving the area were:

- Extending to apartment owners the same type of city funding provided to homeowners who need to make home repairs
- Encouraging small development projects
- Doing housing developments that attract more middle-income people

Business Owners

According to business owners, the area's assets are:

- Freeway access
- A good service sector labor supply

Recommendations made by participants in the business owner's focus group included:

- Improving the "gateway" to the area-the eastbound exit off of I-94
- Turning Wells Street into a two-way roadway, which would facilitate access to area businesses by people in the downtown area
- Building on the neighborhood's historic industrial heritage
- Building on the assets the community has, such as Marquette University, Pabst Mansion, Irish Cultural and Heritage Center
- Maintaining affordable housing for moderate income people
- Adding amenities to the area such as a good grocery store and restaurants

Real Estate Developers

According to real estate development representatives, the area's assets are:

- Dense population
- 29,000 jobs in the area and another 80,000 jobs in nearby downtown
- Availability of vacant scattered lots
- The area's proximity to downtown, which can make it attractive to new residents

Challenges listed by participants include:

- Lack of tracts of land large enough for retail or neighborhood service development (15 acres or larger)
- Blighted nature of 27th Street
- Taxes that increase when assessments go up forcing the property owner to move because they can no longer afford to pay their property tax
- Lack of police presence
- The concentration of social services in the area
- Deteriorating properties
- Insufficient city resources allocated to the area to jump start development

The developers cited several examples of government intervention that helped turn an area around, and also identified efforts that are in the pipeline that could help in the future. One of the successes cited was Dr. Martin Luther King, Jr. "If you look at what Third Street was, Martin Luther King Drive, 12 or 13 years ago....The city acquired most of that land. It took the city to go in there and knock all the blight out by acquiring it and then making it reasonable for reacquisition. I don't think you're going to see anything on 27th until the city steps up to the window and says we're going to help", cited one participant.

Another effort cited was a homeownership program in Boston, MA called "For Boston" in which the city offered graduated loans that began at zero and capped out at 6% to help people purchase homes. The program was not limited to federally defined low income people. Participants merely had to have a regular source of income. The cost of the loans was offset by the additional tax revenue generated by home ownership.

A federal home ownership tax credit is working its way through Congress and is expected to become available in 2003, according to one of the developers. The dollar for dollar tax credit would be purchased by an investor and offset the difference between construction costs and the sale price.

Among additional comments by the real estate developers were:

- There is a need for more 2-3 bedroom apartments
- The former Sinai Samaritan hospital west campus is a potential development site, but the current building would need to be leveled
- There is a need for smaller parks in the area
- Focus on creating a series of small developments rather than one big development
- Be careful not to simply displace low income people and "problem" people. Instead find a way to address their needs and integrate them into the larger community. Otherwise, the deterioration and revitalization process will simply be repeated over and over again in new areas of the city where the people are moved
- Talk to real estate brokers about the area to get them involved in bringing in residents who would enhance the area

An Area of Potential Conflict

While many of the comments from each of the focus groups converged, there is one area of potentially strong conflict: the future of the existing one-bedroom and studio apartments. It must be stated that those apartment owners who were in the focus group were probably the "good guys" in terms of the management of their buildings. They, too, cited the need to reduce the number of apartments in the area-particularly "problem buildings." But for the most part they are not likely to support wholesale efforts to convert all or most one-bedroom and studio apartments to multi-bedroom apartments (regardless of whether the buildings are well managed). On the other hand, developers in particular and, to some extent, the business owners are more interested in significantly reducing the number of one-bedroom and studio buildings.

E - COMMUNITY WORKSHOPS SUMMARY

Neighborhoods	Participants (March 13 & 15, 2003)		
	Where You Work	Where You Live	Where You Have Investment Properties
Martin Dr.		1	
Miller Valley		3	
Story Hill			
The Valley		1	2
Cold Spring Park	1	4	
Concordia	9	7	4
Merrill Park	2	3	7
Midtown	3	2	7
Avenues West	4	2	3
Park View			
King Park	4		
Marquette	3		
Outside Study Area	1	1	2

**CHARRETTE GROUP PRIORITIES
MARCH 13, 2003**

Group 1

Residential Priorities

- #1-Expand boundaries of Concordia district to buildings with historic character (single and multi-family) and addition of commercial activities
- #2-Restrain social services, rentals, and multi-family uses at Wisconsin and 27th to 35th Streets
- #3-Reduce housing density using neighborhood wide code enforcement at 27th to 35th Streets and Wisconsin to Highland Avenues

Commercial Priorities

- #1-Create entertainment mixed use at Wisconsin to Highland and 27th to 35th Streets
- #2-Reuse of large sites as large-scale retail (grocery stores, larger retailers etc.) at 35th Street and Wisconsin Avenue
- #3-Modify underutilized areas to commercial mixed-use at 35th/Wells gateway

Transportation Priorities

- #1-Street Grid Recommendation - Modify Wells Street to two-way, traffic calming in residential areas, opening Street closures and improving bridge connection to Pabst.
- #2-Bicycle Facility Recommendation - Provide designated lanes at Wisconsin and Wells, and separate lanes at Highland Avenue
- #3-Connector Recommendations - Provide connector on Wisconsin Avenue, keep rubber tire trolley on Wisconsin Avenue and extend it West to Miller, Harley, Pabst.

Public/Semi-Public Priorities

- #1-Park/Open Space Recommendation - Provide trail on both sides of Menomonee River, provide better community access to the trail (32nd Street connection) and expand Streetscape treatment on Wisconsin Avenue west of 28th Street
- #2-Community Facility Recommendation - Provide special signage for the B & B district reinforcing its emerging identity and provide community garden space
- #3-Special Place Recommendation - Redevelop 27th and 35th Streets as shopping districts, Streetscape extension at Wisconsin Avenue and green up the commercial corridors

Group 2

Residential Priorities

- #1-Rehabilitate existing houses, provide incentives to property owners
- #2-Use code enforcements for delinquent land
- #3-Promote in-fill development

Commercial Priorities

- #1-35th / Wisconsin for large commercial
- #2-W. Vliet / 27th - pedestrian friendly, neighborhood-scale development (commercial)
- #3-"Cap" I-43 from Vliet to Wisconsin Avenue to reconnect to downtown

Transportation Priorities

- #1-Use transit, bike and traffic calming
- #2-Link community and commercial to transportation
- #3-Promote ideas of reopening Streets

Public/Semi-Public Priorities

- #1-Improve gateways
- #2-Improve existing parks
- #3-Provide Streetscaping

Group 3

Residential Priorities

- #1-Convert apartments to condominiums from 24th to 35th and Highland to Wisconsin
- #2-New single-family homes in Merrill Park
- #3-Rehabilitate / new residential in Park View before area becomes a real problem

Commercial Priorities

- #1-Rehabilitate and create mixed-use development on 27th Street from Wisconsin to Highland
- #2-Harley museum and Miller Park/Brewery related activities create a tourist destination at 35th Street and Wisconsin Avenue
- #3-Consider year long mix of uses for students and residents on Wells from 14th to 24th Streets

Transportation Priorities

- #1-Two way conversion of Wells and State Streets, open up most cul-de-sacs
- #2-Provide residential parking and access to Hank Aaron trail

Public/Semi-Public Priorities

- #1-Wisconsin Avenue Boulevard extension from Marquette to 35th St
- #2-Safety, increase patrols in the parks
- #3-Maintenance of the parks

Group 4

Residential Priorities

- #1-East of King Park, Vliet to McKinley 12th & 14th; develop new housing on vacant land; do some infill
- #2-25th - 26th on Kilbourn - 5 new homes being proposed - will happen soon
- #3-west of 35th Street Michigan to Kilbourn - Redevelop & start from scratch - mixed use homes
- #4-city of hope - blast building and use for "city homes"

Commercial Priorities

- #1-27th and Wisconsin - center of residential, shopping / transit/hardware
- #2-35th from Wisconsin to State Street - maybe room for entertainment
- #3-Reduce retail on Vliet to just 2 blocks

Transportation Priorities

- #1-Wells St and State St - reopen to two-way and include traffic calming techniques
- #2-Widen 35th from freeway to Wisconsin Avenue the widened area would go to a major transit station, 35th Wisconsin - develop a commuter park and ride at this location

Public / Semi Public Priorities

- #1-Norris park - exchange asphalt for green, use as practice fields and race course - student and public
- #2-Expand King Park and Merrill Park buildings & programs
- #3-Landscape NE corner of 35th and Wisconsin (landscape competition)
- #4-Sculpture garden at Grand Avenue schools, green space

**CHARRETTE GROUP PRIORITIES
MARCH 15, 2003**

Group 1

Residential Priorities

- #1-Must address "enforcement" alongside of (re) development, code, zoning (special uses, group living and CBRF's; needs greater power "teeth")
- #2-Adjacent neighbors must be active in determining future of parcels
- #3-Build upon strong "owner occupied clusters", maintain character massing, individual approach (parcel specific), create amenities within the neighborhood

Commercial Priorities

- #1-Neighborhood serving retail uses, no big boxes
- #2-35th is disjointed; development is not linked
- #3-Give these commercial districts an identity.

Transportation Priorities

- #1-Connector Commitment
- #2-Link to Valley
- #3-Better Marking of Bike Routes

Public/Semi-Public Priorities

- #1-Use Schools
- #2-Activate/Link Parks
- #3-Enhance corridors along highways, etc.

Group 2

Residential Priorities

- #1-Rehabilitate existing housing
- #2-Long term - Improve Wisconsin and Highland corridors
- #3-Maintain diversity (housing, business, economic, people etc.)
- #4-New housing on 35th between I-94 and Wisconsin

Commercial Priorities

- #1-Neighborhood serving retail uses
- #2-Create 35th /Wisconsin as destination center
- #3-Address and overcome safety and security issues

Transportation Priorities

- #1-Expand/improve connections to valley/downtown/lake
- #2-Wells / State as two-way Streets
- #3-Provide more efficient mass transit

Public/Semi-Public Priorities

- #1-Use Indian Community School as neighborhood center with parks, plaza, library, senior/youth center
- #2-More greenspaces/landscaping at schools
- #3-General greening/landscaping (long term landscaping, high quality variety)

- #4-Major gateways at Wisconsin and Highland
- #5-Capitalize on river

Group 3

Residential Priorities

- #1-Quality housing (improve)
- #2-More 2-3 bedroom units
- #3-Consolidate single family
- #4-Co-op

Commercial Priorities

- #1-Make use of State Street theatre-artist/entertainment/artisan area centered around this.
- #2-Concentrate on rehab of one area at a time rather than taking on whole neighborhood

Transportation Priorities

- #1-Make Wells and State alternative two way until rush hour
- #2-Make Wells and State two way

Public/Semi-Public Priorities

- #1-Make Indian community school area-senior facility/training/basic skills- before and after school day, Need library, job resource center
- #2-More youth programming, care at Merrill Park (hire local people for child care, before and after school programming)
- #3-State-Kilbourn, 21st to 24th-make green space (also), Farmers market in Linden Hills area

Group 4

Residential Priorities

- #1 - Code/loan enforcement for existing housing stock (esp. to increase owner occupancy)
- #2 - City Homes expansion
- #3 - Condo conversion on Wisconsin Avenue-promote ownership

Commercial Priorities

- #1 - 27th/Wisconsin-start design. Private developers will build and continue.
- #2 - Rest of 27th-build on Streetscaping (NOTE: 1 and 2-create a BID?)
- #3 - 35th-Harley and Miller to invest in neighborhood

Transportation Priorities

- #1 - Change 1-ways to 2-ways. Decide yes or no.
- #2 - 10 foot widening on 35th Street
- #3 - 35th/Wisconsin transit station. Intermodal hub (save lot)

Public/Semi-Public Priorities

- #1-Gateways
- #2-Washington Park
- #3-Transportation hub (35th/Wisconsin)
- #4-Expansion of King Park (Boys and Girls Club?)

F - PUBLIC OPEN HOUSE SUMMARY

	Participants (December 5 th & 6 th , 2003) Live/Work
Neighborhoods	
Martin Dr.	2
Miller Valley	2
Story Hill	0
The Valley	1
Cold Spring Park	6
Concordia	11
Merrill Park	6
Midtown	7
Avenues West	17
Park View	6
King Park	1
Marquette	8
Outside Study Area	8

NEAR WEST SIDE OPEN HOUSE COMMENTS DECEMBER 5TH and 6th, 2003

Station 1

Overall Land Use Policies

- Commercial land use- encourage gap parking with esthetic façade (pylons) to increase accessibility
- Commercial land use- how would this be controlled? Care facilities are opened in home homes unlicensed everyday.
- Change SE corner of 27th Street and Wisconsin Avenue to commercial in order to accommodate the grocery store.
- How do you plan to restrict commercial use such as check cashing places etc?
- Residential land use- develop community land trust for maintaining affordable housing
- Residential land use- could we eliminate alleys if we are developing a several block area?
- Residential land use- keep lots denser
- Residential land use- there is room in public housing for senior residents
- Residential land use- we still need to accommodate low income people- especially the older folks
- I think day cares are needed in purely residential areas as long as they are run well.
- Safe play areas for neighborhood children in proximity to the apartments. Soccer and baseball field in the empty lot on State and 33rd Streets
- As concentrations of lower income housing is decreased, scatter it, maintain the same number of units, otherwise we will be increasing the homeless population.
- I would like to review documents and info of the depreciation of the homes in park view- who was interviewed? Taxes are steadily going up.
- I would like to know where that came from about the decline in property values in park view. We keep our homes painted. We have work done on our houses all the time.

- I would like to see more commercial civic/ institutional use. We need to put in jobs. Apartments at a lower rent. Not apartments that are sky high for a one bedroom apartment.
- Overall land use- concentrated social services- AMEN!!
- Overall land use- encourage expansion of floral distribution businesses and other commercial growers to this area (in particular to the valley west of commerce row) to improve the air quality.
- Need laymen terms.
- I like the land use plan. Keep it.
- PowerPoint presentation was helpful, was hoping for an oral presentation though, read much of the stuff on the webpage, but the posters are helpful as well.
- I think overall the plan seems very sound and reflective of the feedback that came up in the various meetings I have attended.
- How are you going to "restrain social service expansion"?
- Don't discourage social agencies, as long as they are run well, they can ground an area and create jobs there as well.
- Can we do more than just discourage additional social service agencies? There is an obvious need for them, but the west side has far more than their fair share. Lets talk about distributing additional agencies throughout other areas of the city and suburbs.
- I am very impressed with the overall project! There was one thing that jumped out at me and that was the relocation (or lessening the concentration) of social service organizations. I just wanted to check and make sure that these services are and continue to be accessible to the people who use them and that when the concentration is lessened they do not disappear.
- Don't open the road grid. I don't see crime happening there now.
- Please do not open the street grid to thru traffic.
- One Juneau Avenue between 27th and 35th Streets there are one block long one way streets that have effectively prevented the streets from becoming a short cut for people trying to break through traffic on highland. Removal of these one way streets would definitely remove the quality of life in our area. Maintaining the street grid sounds like a good idea until you consider the long stretches of street that are created to the delight of speeders and to the detriment of children and pedestrians. Stop signs are not an effective method of slowing traffic these days. Many people just drive right through them. If you are going to open the street grid to the benefit of car travel you must come up with a reliable method for slowing down traffic in residential neighborhoods. In Chicago this past summer I visited a friend in a residential neighborhood where they had installed a round 1 foot high 8 foot in diameter flower planter in the middle of all the intersections. While this does not block auto access, it does require cars to swerve slightly to go through the intersection.

Station 2

Districts and Corridors

- Bike lanes on Wisconsin, Highland, Clybourn.
- Yellow bike program at MU.
- Districts and Corridors- district 2 action item historic- NO NO NO.
- Districts and Corridors - district 2 action item historic- Never!
- Districts and Corridors - corridor 3 form- dense denser densist
- Districts and Corridors - corridor 1 use policy - so now we become Brookfield?
- Increased commercial development of State Street.
- There are many vacant lots and vacant commercial buildings on State Street.
- 27th Street from State south to the freeway. Friends from out of Milwaukee tell me the area looks scary.
- What's the timeframe for all of this?

- I am curious about what type of retail uses the city hopes to attract to the Wisconsin Avenue and 27th Street corridors, and how soon. In general I am curious about the timeline for this plan to be implemented (5,10,15 years?)
- I am concerned about the 35th Street and all the things you are projecting for it. How will it affect our taxes?
- I was also concerned about the relocation of the Indian community school. It was not clear to me all of the reasons behind this move or the locations it would be moved to. I was also concerned that the new location would be reasonable for the people that use the school.
- Please design/ include a new truck route from former streetcar barns at 40th and McKinley under the rebuilt highland bridge through the miller trucking area to State Street - trucking currently takes place 24/6 from 47th Street on Vliet to 37th and south to McKinley and then west to barns entrance.
- On 35th Street, identify eastward into Merrill Park. People get lost in our little dead-end trying to go to a Merrill Park Address.
- District #4 continue path from 42nd Street under the freeway to miller parking lot.
- Freeway signage for Bed and Breakfast District a great idea.
- Check and make sure crime statistics support before changing traffic patterns. Stats indicate that crime is lower in cul-de-sacs and one ways. If people want drive throughs send them to 27th and Layton. Make a through bike path to downtown along vliet.

Station 3

Catalytic Projects

- Catalytic Project 27th Street- what happens to the people in the community?
- Catalytic Project 27th Street- suspend requirement of X parking spaces per square foot of store area.
- Catalytic Project 27th Street- the number of lurking drug dealers and to a lesser extent prostitution has created an existing climate of criminality.
- Catalytic Project 27th Street we need a supermarket- not sure what "specialty food store" means.
- Catalytic Project 27th Street agreed. A supermarket is a vital need for this area.
- Catalytic Project 27th Street - get drugs out of the community.
- Catalytic Project 27th Street - will housing be affordable for the people in the community
- Catalytic Project 27th Street - get rid of the impromptu beer garden at the corner of 27th and wells. It is a favorite former for drunks to panhandle and then buy beer at a convenience store.
- 27th- more bike paths on the walks
- Catalytic Project 27th Street- greater police effort to eliminate the hole-in-the-wall reputation of 27th Street area
- Catalytic Project 27th Street- Need a sentry or a jewel at the SE corner of 27th and Wisconsin
- Great ideas regarding 27th Street.
- Catalytic Project Wisconsin Avenue development at 35th as TOD - like this idea, good use of corner.
- Catalytic Project Wisconsin Avenue should post an up to date bus route map city wide at each shelter and route strip maps at each pickup point.
- Catalytic Project Wisconsin Avenue- how about Harley at the Ameritech property?
- Catalytic Project Wisconsin- what about SBC/ Ameritech property? Huge redevelopment potential at 35th and Wisconsin
- Bike lane on Wisconsin Avenue
- Catalytic Project Wisconsin- bicycle retailer in the area

- Catalytic Project Vliet- love what the county did for this building (county bldg)
- Catalytic Project Vliet Street - until 1968 all of king park was beautiful historic houses- don't be afraid to put housing in the park. There is plenty of room.
- Catalytic Project Vliet Street - rebuild intersection with ramps and stoplights. Reestablish traffic grid.
- I would really like to see the redevelopment of Vliet St. The buildings are run down and barred up. I don't really feel comfortable walking through there. My main concern for the area is that it is walkable and safe.
- Catalytic Project street grid- reconnect 19th Street between highland and McKinley.
- Catalytic Project street grid- I don't agree with reconnecting 19th Street, it makes too much traffic flow.
- Catalytic Project Indian school- would Concordia university consider a downtown campus as an extension?
- Catalytic Project Indian school- create one or more neighborhood schools within this existing structure.
- Indian school - YMCA or community center?
- City on a Hill- include low income housing in the lofts.
- City on a hill- senior living
- Would like to know the time frame for city on a hill starting
- Street grid- would like to see more one way streets
- Don't connect streets for traffic purposes, cars drive fast enough.
- Please do not open the street grid to thru traffic.
- Catalytic Project Indian school- we have enough non profits
- 27th and Wisconsin rezone for commercial get either jewel or sentry to build a grocery store Where is the Indian school going? It is a needed school.
- Make sure all the units of low income housing being knocked down are actually replaced, make a plan before they are knocked down.
- Don't reject repairers of the breach zoning. They help the area and get homeless off the streets and clean (i.e. low income housing between 20th and 17th Streets)
- Need full line grocer 27th and Wisconsin SE corner work with police to get rid of "hole-in-the-wall" reputation of 27th Street
- Bicycle retailer needed.
- We need grocery and hardware stores. We need fewer apartments- 1 bedroom and studios especially.
- Whats being done to give tax breaks to renovations on buildings? (not commercial but residential ones)
- The catalytic projects are probably the most exciting piece of this plan, particularly city on the hill and Norris playground and Wisconsin and 27th. Again, I wonder about the timeline for these projects to be completed. Seeing results more quickly on some of these projects may generate excitement to move faster on some of the other goals.
- Where will the money come from for the bus?
- Reduce the requirement of X parking spaces per square foot of development.
- Very much like the idea of businesses with fronts on the street and parking in the back. Please no more McDonalds or Burger Kings. 35th Street south of Vliet Street is a monstrosity. Lets not be the suburbs.

General

- Please include scattered low income housing for families
- Reduce drug dealing
- Discourage non-attainment of air quality in this area. Promote aquatic plants (4th dome at Mitchell park) and this historic nature of this area.
- The water works should get involved for water main and connector upgrades. Ozone can accelerate corrosion especially in low flow areas.

G - NATIONAL PROJECT REVIEW

As the Near West Side Area Planning team formulated ideas for the creation of projects that would bring additional reinvestment to the area, they looked to success stories from around the country. There are many examples where a single project or combination of projects has been successful in revitalizing communities. All such projects were made possible using a collaborative effort from city, residents and the private entities and formulation of result-oriented strategies that involved:

- Strong public-private commitment and involvement
- Long-term vision for a better future for the communities
- Strategic plans to implement the vision
- Monitoring bodies for plan implementation
- Funding through a variety of sources

The following projects may or may not be directly applicable to the Near West Side but the overall approach were considered and certain specifics found applicable to the area.

Urban Residential Development

Denver Dry Building, Denver, Colorado

This urban redevelopment project involved renovation of a historic building into a mixed-use, mixed-income project made possible by a public-private partnership. The project resulted in economic growth and revitalization of the Downtown area.



The Denver Dry Goods department store was Denver's premier retail store for over half of a century. Originally a three-story building, it was renovated into a six-story building during the first quarter of the twentieth century. Denver Dry is located in the city's Central Business District on the 16th and California Streets.

The building was purchased by the May Company in 1987 and the store was closed in the same year. In response to public outcry regarding its potential demolition, the building was bought by the Denver Urban Renewal Authority (DURA) and was marketed to several different developers. In 1990, Jonathan Rose, President of Affordable Housing Development Corporation (AHDC), decided to develop the building. DURA subdivided the building into separate condominiums, helping potential developers obtain financing by decreasing their overall risk. Retail and office space were located on the ground floors and housing on the upper floors. The building includes 115,000 square feet of retail space, 28,700 square feet of office space, 51 rental apartment units (40 Affordable Housing units and 11 Market-Rate apartments) and 66 for-sale Market-Rate condominiums.

The total cost of the project was approximately \$48 million. The developers obtained a private loan for \$40.7 million (85% of total funding), private sources provided \$25 million, and public agencies provided the additional \$15.5 million loan. Other sources of funding for this project came from tax credit equity (\$4.7 million), cash equity (\$2.3 million), and grants (\$60,000).

All the rental apartment units are fully occupied, and the for-sale market-rate units have been sold. This project has resulted in creation of additional jobs, retail space, and downtown housing.

Twenty historic buildings within 16 blocks of this development have been renovated using Denver Dry's mixed-use, mixed-income model. Each of these projects has provided additional housing and shopping opportunities for the downtown community.

The Burnham Building, Irvington, New York

This redevelopment project involved a vacant industrial building which was renovated into a mixed-use project. The adaptive reuse of this building has resulted in revitalization of a part of the Main Street and has yielded economical and environmental benefit to the residents living and working in Irvington.



The Burnham Building, an old wood frame and masonry structure, was built in 1881 on the corner of Main Street directly across from the railroad station. This historic building was vacant for more than 10 years and was on the verge of being demolished.

From 1998 to 2000 the building was redeveloped into a new public library along with 22 units of affordable rental housing. The adaptive re-use of this vacant building was made possible by a unique public-private collaboration that involved the Village and its residents, County and State governments, a non-profit organization and a local for-profit developer. The extensive citizen participation was able to raise \$1.5 million from private

donations. The Village raised \$700,000 from a tax-exempt bond issue and \$1,250,000 in private contributions for this project.

The redevelopment of the building was combined with transit-oriented development, main street revitalization, historic preservation and "green" material and systems in a mixed-use building. The ground floors have been redeveloped into the new Village Public Library. The upper floors have been developed into affordable and low income housing for a combination of village employees and residents, and families on the County's Section 8 waiting list.



This project has resulted in economic and environmental benefits bringing residents within walking distance from place of work, shop etc. The adaptive re-use of this industrial building has helped to transform and revitalize a section of Main Street adjacent to a train station and is in the heart of a redeveloping Hudson River waterfront area.

Elizabeth HOPE VI, Elizabeth, New Jersey



This project involved revitalizing an old, historically significant, urban neighborhood into a mixed-income community. In addition to redeveloping the area's public housing site, Elizabeth HOPE VI Program included the acquisition and redevelopment of various scattered sites in order to economically restore the blighted neighborhood. The project created new opportunities for families with varying incomes. The HOPE VI funds include funds from local and state housing programs, Urban Enterprise Zone

Program, HOME, Low Income Housing Tax Credit Program, Federal Home Loan Bank-Affordable Housing Program. The project required design and planning, community and focus group meetings. The project created family-friendly civic spaces that included parks and pedestrian walkways.

Downtown Plan, Portland, Oregon



In Portland, a downtown plan was established in 1973 when a coalition of businesses and community organizations united in an effort to counter the flight of retail, jobs, and housing from downtown. To promote market-rate housing Portland utilized tax abatement. To promote affordable housing, it utilized federal housing dollars, tax increment financing (TIF), block grants and direct assistance to nonprofit housing. The first major tax abatement project was a multihousing development along Willamette

River. It was four story apartment building on the river and a first major market-rate rental development.

By 1990s, a local developer built housing on a derelict rail yard in downtown Portland. City of Portland invested \$150 million in infrastructure improvements. Now called the Pearl District, it became the Soho area of Portland with lots of art galleries and young artist residents.

Urban Commercial Development

Old Town Monrovia, Monrovia, CA

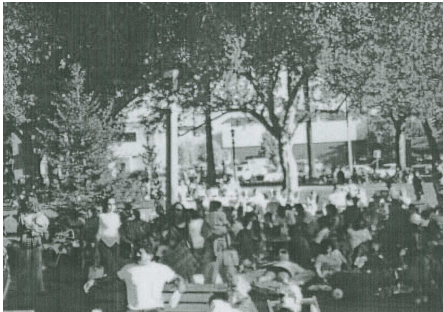
This is an example of a revitalization project where a strong cooperation between the city, business community and residents resulted in a development plan for revitalizing the city, beginning with the historic downtown. The project has created a strong feeling of community pride for the residents and has converted a dying downtown into a pedestrian-friendly and event oriented community.



During the early years of Monrovia's history, Myrtle Avenue was the heart of a small residential community that was losing business due to competition with newer shopping centers. More than half of the storefronts were left vacant. During the late 1970's, the City government and the Chamber of Commerce made a commitment to revitalize the city, beginning with the downtown. Two years of meetings with businesses and residents resulted in a deci-

sion to reinvest in Myrtle Avenue as a small-scale local shopping area. One million dollars was spent on the street beautification of Myrtle Avenue that included enhanced lighting, street furniture, attractive signage and ample rear parking. Traffic was reduced to two lanes with widened sidewalks, decorative paving, narrowed intersections and mid-block crossings to reduce speeds and improve pedestrian safety and enjoyment. Commercial loans were made to strengthen local businesses.

Monrovia, with a population of 37,000, has maintained its small town character and charm with a mix of uses. It is predominantly retail with small shops and services, along with a major supermarket, restaurants, cafes and small offices, including medical uses and bank branches. Library Park includes the city's library, play areas and a bandshell. Other civic uses are City Hall, including the fire and police stations, the post office, and a community center. Surrounding uses include high-density residential, large commercial and industrial business locations.



Today, the merchants at Myrtle Avenue have established a loyal following. A strong merchants association has helped locally owned businesses to compete against chain stores and malls. Large crowds are drawn every year to the summer concerts in Monrovia's Library Park that has become a central focal point for socializing and creating a sense of community. There is a long-term collaboration and commitment by the city, businesses and citizens on the Vision 2020, developing a strategy for continued improvement to the area.

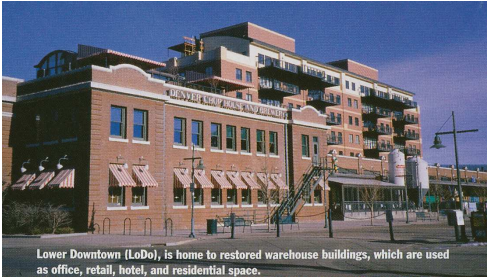
Downtown Plan, Denver, Colorado

This is an example of downtown growth and development that is a result of a combination of public and private cooperation, past successes and a plan enacted in 1986.

A non-profit business organization that works to keep the downtown healthy was formed in the 1950s and is known today as Downtown Denver Partnership. In 1984, Mayor Frederico Pena appointed a steering committee to oversee the creation of the Downtown Plan. The Plan, issued in 1986, outlined five critical needs for downtown:

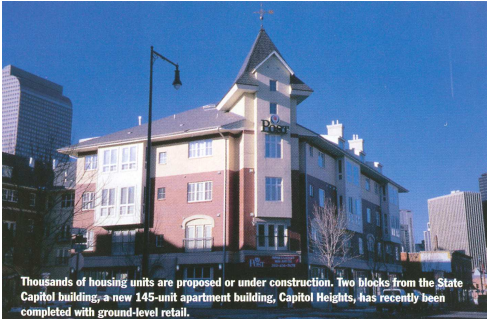
- Maintaining a vital retail center
- Developing people connections among activity centers
- Improving access
- Enhancing distinct districts
- Providing housing

Lower Downtown (LoDo), the birthplace of Denver, is considered the most distinctive area in the city. The Downtown Plan emphasized the importance of enhancing and developing districts such as LoDo. LoDo was rezoned from industrial to mixed use in 1981 and was declared a local historic district in 1988. The Downtown Denver Partnership created a Lower Downtown Business Support Office that encouraged renovations. This was done with the financial support from preservation groups and State of Colorado. More than 20 buildings in LoDo have been renovated since 1991, and there are now around 1,400 housing units in the area. Buildings throughout downtown has been restored or renovated into office and retail space.



Lower Downtown (LoDo), is home to restored warehouse buildings, which are used as office, retail, hotel, and residential space.

The success of Downtown Denver is leading to redevelopment in the surrounding neighborhoods. Their population grew from 58,000 to 65,000 over the last decade with thousands of new housing units planned or under construction. In the Capitol Hill neighborhood, a 145-unit apartment building recently has been completed. The project includes ground floor retail with residential units above.



Thousands of housing units are proposed or under construction. Two blocks from the State Capitol building, a new 145-unit apartment building, Capitol Heights, has recently been completed with ground-level retail.

Downtown Denver and surrounding neighborhoods have experienced a transformation in the last decade. The collective imagination and vision, collaborative public-private partnership, and city-led, consensus-driven Downtown Plan have guided Denver towards growth, development, and recovery from the hard times in the 1980s.

Memphis Peabody Place, Memphis, Tennessee

This is an example of a project where the historic buildings that represented the heritage of the city were renovated into a mixed-use development. The project acted as a catalyst for adjacent renovations and new development.



The project involved restoration of large historic buildings in downtown Memphis. The historic buildings taking up an entire city block in the heart of downtown form the Memphis Peabody Place mixed-use development. The 500,000 square-foot complex consists of residential units, office space, restaurants, retail shops, entertainment facilities, art museum and culinary school. The project involved restoration of a hotel built in 1842 and its conversion into 156 apartment units.

The 1891 Richardsonian Romanesque building was renovated into office use on the upper floors with retail on the ground level. A former department store consisting of three buildings consist of 46 residential units, office space, retail shops, and a food court. A former movie house, built in 1914 has been restored into a microbrewery and restaurant. An alley in the middle of the block has been transformed into a shopping lane and an outdoor space for urban events.

This project was carried out through investment incentives, such as tax breaks, that can make historic renovation economically feasible. As a spin of effect, more than \$2 billion in investment activity is underway in downtown Memphis that includes a new 300,000-square-foot entertainment and retail center, a new Triple-A minor league baseball park, and an expansion of the convention/performing arts center.

Bridgescourt, Emeryville, California



A former industrial zone was redeveloped into a residential and retail complex. This complex includes 220 residential units in three-story structures above ground-floor parking and retail. The project financing involved revenue bonds, grants and tax credits. The

developers reserved 91 units for below-market-rate rentals and devised a rent-to-own program. The project blends well with the surrounding industrial buildings, some of which are being transformed into artist's live work lofts.

Transportation Programs

Ronstadt Transit Center, Tucson, Arizona



The project involved creating a bus station handling 5,000 passengers a day, in a low-scale urban neighborhood. It was built of recycled brick from demolished buildings on a 2.7-acre site. This bus

station can accommodate up to 18 buses. 600 square feet was enclosed for ticket booths and restrooms. This center has played an active part in neighborhood revitalization.