

Near North Side Area Plan

December 2009



CONSERVATION DESIGN FORUM

Submitted with:

Walk Studio

Civic Economics

Celadon

Caerulean

Michael Fields Agricultural Institute



Conservation Design Forum

www.cdfinc.com / 630.559.2000
Elmhurst, IL / Ann Arbor, MI

ecological design services

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Sustainable Urbanism • Ecosystem Sciences*

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Vanessa Koster, Planning Manager

Bob Harris

Gloria Stearns

Contract Management Team

Kein Burton, Redevelopment Authority of the City of Milwaukee

Brenna Holly, 30th Street Industrial Corridor Corp.

Barry Mimis, Northwest Side CDC / ACT BID

Dru Pasley, Atkinson Avenue CDC

Maria Rodriguez, Housing Authority of the City of Milwaukee

Sam Rowen McGovern, Northwest Side CDC / Villard BID

Consultant Team

Jason Navota, Conservation Design Forum, Project Manager

David Yocca, Conservation Design Forum, Principal

Dave Walker, Walk Studio

Matthew Cunningham, Civic Economics

Daniel Houston, Civic Economics

Carolynn Leaman, Celadon

Margot Mazur, Caerulean Collaborative

Ron Doetch, Michael Fields Agricultural Institute

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Dawn Davis, M & I Bank

Sarah Horn, City of Milwaukee

David Sikora, Atkinson Avenue Library, MPL

Rev. John Richard Walton, Jr. and Beverly Njuguna, Calvary Baptist Church

Rev. Darryl R. Williams and St. Mark AME Church

Brian Williams-VanKlooster, Villard Avenue Library, MPL

Charles Wright, AO Smith Corporation

Walter Zoeller and the Eaton Corporation

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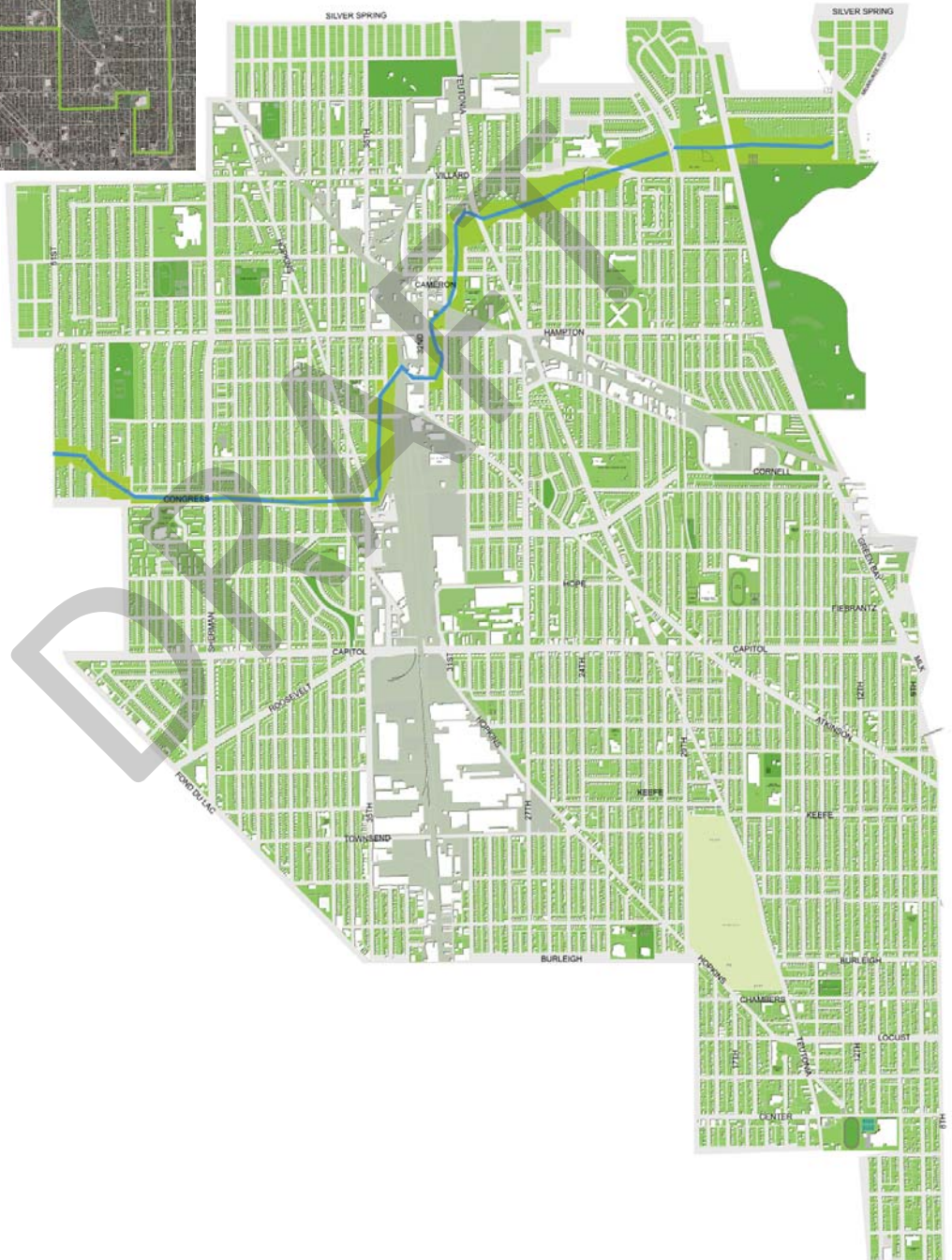
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introduction

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Introduction



Plan Goals

Milwaukee's future lies in its neighborhoods. This plan is a vision for the Near North area based upon the thoughts and ideas from those within its many neighborhoods. From this vision a plan was crafted with the intent of contributing to a bright and meaningful future for Milwaukee's Near North neighborhoods.

On a working level the purpose of the Near North Plan is to evaluate the assets and opportunities of the area and to provide a coordinated framework for public and private investment decisions. The Plan will provide implementation strategies with an emphasis on sustainable and high quality design. Lastly, the plan is to serve as a guide for local stakeholders and organizations working to improve the near north area.

OVERALL PLAN GOALS

- Create excitement and enhance confidence by providing a comprehensive, collective vision.
- Utilize the existing planning knowledge base by integrating the analysis and recommendations of pertinent studies and planning efforts recently conducted / being conducted for the project area
- Identify needs, highlight development opportunities, and establish priorities for public investment in transportation, economic development, recreational, institutional, and cultural assets including public art
- Provide guidance for balancing residential, commercial and industrial investment and adding long-term value
- Clearly identify the roles and responsibilities of the various parties involved in implementation
- Job creation

The Near North Area Plan will achieve these goals by:

1. An assessment of area assets and liabilities
2. Involvement of area stakeholders in a continuing dialogue about issues, concerns, and opportunities
3. An understanding of national precedents and the value of a sustainable approach to planning
4. Identification of needs, opportunities, and investment priorities for transportation, economic development, recreational, institutional, and cultural assets
5. Recommendations for action in major land use categories including affordable and diverse housing, business and industry, parks and open space, and transportation
6. Identification of major ("catalytic") projects as touchstones for continued neighborhood improvement



Community Input and Planning Process

Community Input and Visioning

This plan is part of a city wide comprehensive plan process that began in 2004. Responding to State of Wisconsin Smart Growth legislation in 1999, the City of Milwaukee Department of City Development undertook an initiative to map out a comprehensive plan for the entire city – for the first time in its 163 year history – by dividing the city into 13 area plans. The Near North side plan is one of the 13 area plans comprising the City of Milwaukee Comprehensive Plan. The area plan provides a more detailed approach for each area, which consequently will provide a more cohesive story for each neighborhood.

The significance of these area plans, as part of a city-wide comprehensive plan, is that upon adoption all land use decisions in the near north area must be consistent with the goals, objectives, and policies, outlined in this plan.

Land use decisions should also be coordinated with current efforts underway in the community by residents, businesses, and other stakeholders. To this end, City staff and area stakeholders (residents, business owners, neighborhood organizations, churches, development corporations, and others) were engaged in a two-year process to understand neighborhood characteristics and to develop recommendations to address stakeholder concerns and capitalize on existing and future neighborhood opportunities and assets. The plan is focused around three groups or issues: residents and neighborhoods; business and industry; and environment and open space.

The plan is organized by structuring recommendations first for the area as a whole, and then for smaller districts and corridors, and then lastly for specific catalytic sites.

Chapter 1 – Introduction: Plan goals and objectives; plan area context.

Chapter 2 – Plan Process and Public Input: Public input process; results; demographic and market analysis

Chapter 3 – Land Use Policies: Area-wide land use goals and recommendations.

Chapter 4 – District & Corridor Recommendations: More specific and characteristic land use, redevelopment and urban form strategies and policies at a neighborhood level.

Chapter 5 - Catalytic Projects: Identifies several specific sites in the plan area with specific development proposals in order to create spin-off development or activity.

Chapter 6 – Implementation: Identifies priorities and responsible parties to carry out recommendations called for in this plan.

PLANNING PROCESS AND STAKEHOLDER INVOLVEMENT

The process for developing the Near North Area Plan involved five major steps:

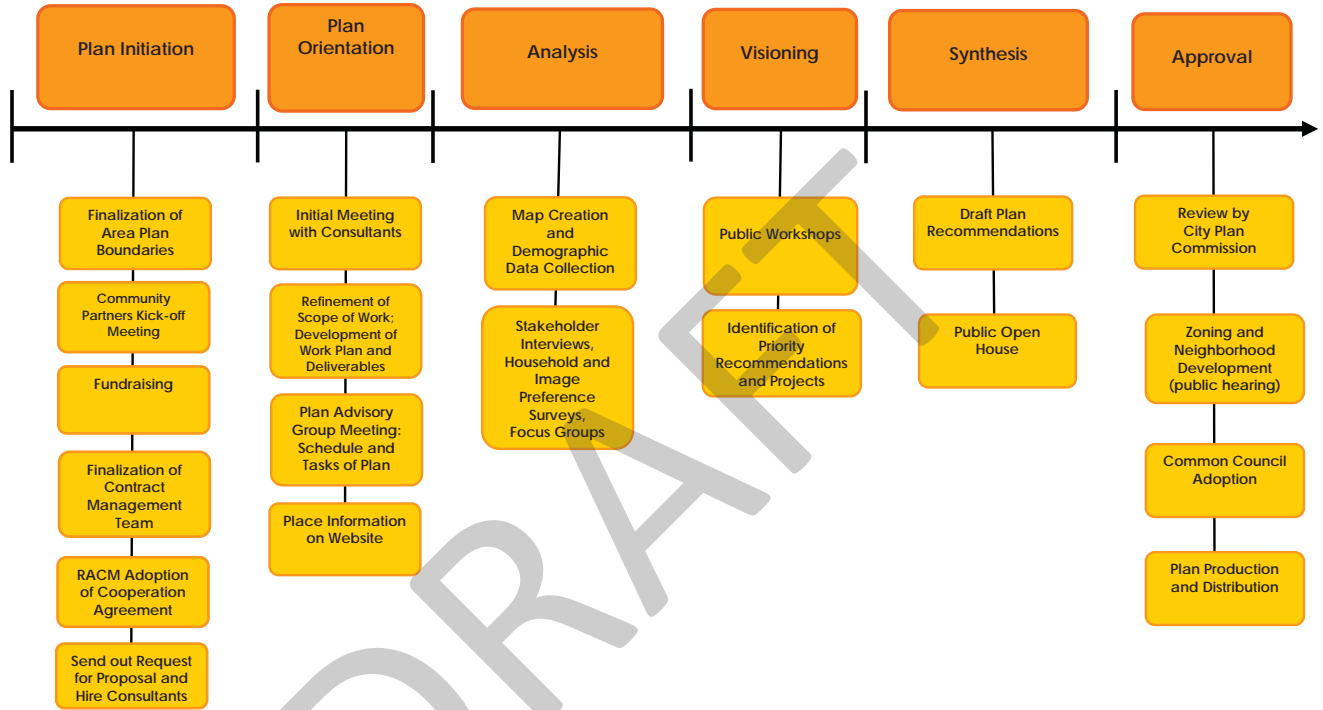
1. Data and Market Analysis
2. Community Input
3. Community Visioning
4. Alternatives and Draft Recommendations
5. Draft and Final Plan Development

The team of organizations and individuals that worked on the plan is a critical component not only for the planning process and plan delivery, but perhaps more importantly to provide legitimacy and consistency from plan creation to project implementation.

Contract Management Team

The Contract Management Team (CMT) acted as the steering or executive committee and consisted of organizations with significant interests and constituencies in the planning area: the Housing Authority of the City of Milwaukee, Redevelopment Authority of the City of Milwaukee, 30th Street Industrial Corridor ICC, Atkinson Avenue Community Development Corporation, Atkinson / Capitol / Teutonia BID 29, Northwest Side Community Development Corporation, and Villard Avenue BID 19. The CMT worked closely with the consultants to steer the planning consultants and city staff throughout the planning process.

Community Input and Planning Process



Redevelopment Authority of the City of Milwaukee

Atkinson-Capitol-Teutonia Business Improvement District



Villard Avenue Business Improvement District



Near North area planning process (top) and the Contract Management Team membership.

Community Input and Planning Process

Project Management Team

The Project Management Team (PMT) was comprised of staff from a range of City departments including the Housing Authority of the City of Milwaukee, Redevelopment Authority of the City of Milwaukee, Department of City Development, Department of Public Works, and Department of Administration. This team provided additional guidance to the planning team, particularly as it related to larger city issues, ongoing city initiatives, and plans and policies that are in process.



COMMUNITY INPUT & VISIONING

Community input and visioning involved a variety of opportunities for stakeholders and residents to provide input to the plan on neighborhood issues, assets, and opportunities for improvement, redevelopment, and catalytic projects. Stakeholder involvement also increases community ownership over the plan as well as improving involvement in neighborhood issues and improvement. Stakeholders were involved in the following processes and venues:

- Discussions with the Contract Management Team, Project Management Team, and Plan Advisory Group
- Community visioning and brainstorming workshops
- Stakeholder interviews and focus groups
- Image preference survey
- Household survey
- Meetings with local businesses and economic community
- Public web accessibility to the process
- Public open houses to review draft plan



Neighborhood Context

NEIGHBORHOOD CONTEXT

The Near North Area is located in the north-central portion of Milwaukee bounded on the north by Silver Spring Drive; on the west by Fond du Lac Avenue and N. 51st Street; on the east by U.S. 43, Green Bay Avenue, and Lincoln Park; and on the south by Burleigh Street, Center Street, and North Avenue between N. 8th and 35th Streets. The primary artery of the community lies along Capitol Drive which runs east and west through the center of the plan area.

The plan area is bisected by a number of corridors:

- Lincoln Creek, which flows generally from west to northeast and into the Lincoln Park lagoons and Milwaukee River
- 30th Street Industrial Corridor and rail network, oriented north-south through the center of the plan area
- High traffic roadways that serve as major access routes both to and through the plan area: Silver Spring Drive, Capitol Drive, Sherman Boulevard, Roosevelt Drive, Fond du Lac, Green Bay, Hampton, Teutonia, Atkinson, and Hopkins Avenues.



Historical Context

Much of the near north area and its neighborhoods were and are influenced by the rail line bisecting the plan area along the N. 30th Street. It was around this line that developed what is now the 30th Street industrial corridor. Much of the corridor developed primarily as a below-grade rail line used to deliver raw materials to the industrial companies located along the line. The largest of these manufacturers was the A.O. Smith Company, located along Hopkins Avenue up to 27th Street and Capitol Drive. Founded in 1874 as a parts maker for baby carriages, A.O. Smith expanded its operations to bicycle frames and then to pressed steel car frames in 1899. In 1904, A.O. Smith was officially incorporated and well positioned at the start of the car-dominated “American Century”. Due to its pre-eminence as a manufacturer, the old adage that “what’s good for GM is good for America” could certainly apply locally as well – “what’s good for A.O. Smith is good for Milwaukee.” A.O. Smith dominated the neighborhood in both size and employment. At its peak 10,000 local residents were employed by A.O. Smith at its 85-acre complex.

The northern portion of the plan area is the former village of North Milwaukee. North Milwaukee was incorporated in 1897 shortly after it developed into an industrial suburb built around the old beer line that serviced Milwaukee’s dominant turn of the century breweries. The village of North Milwaukee existed until it was annexed in 1929 by the rapidly growing city of Milwaukee. Traces of the village still exist: the original village town hall just south of 35th and Villard, the E.R. Wagner Company which set up shop during the area’s industrial expansion at the turn of the century, and perhaps its most notable imprint, North Milwaukee’s old downtown, the Villard Avenue retail district between N.27th and N. 35th Streets.

To the southeast of the North Milwaukee area is the Rufus King Neighborhood, named after the Civil War general and namesake high school. Given Milwaukee’s current urban agricultural initiatives with Growing Power and Johnson’s Park, it is notable that Milwaukee’s original

Neighborhood Context

urban agriculture movement began in the 1870's by farmers in the now Rufus King neighborhood who grew crops primarily to sell to the city's expanding urban population. Indeed, in the 1880's a large greenhouse covered several acres of land near what is now the Atkinson Avenue public library. The Rufus King area was an independent enclave until it was systematically annexed into the city of Milwaukee during the late 1920's. Through the 20th Century the Rufus King neighborhood was a middle and upper-middle class white collar neighborhood and is reflected in the substantial and attractive housing stock that exists throughout the neighborhood today. The professional nature of the area stayed true to form when the largely German population moved out and a African-American professional class moved in. This change in racial and ethnic diversity was substantial. The neighborhood was less than 1% African-American in 1960. By 1980 it was 90%.

West of Rufus King is the Garden Homes neighborhood. Garden Homes is the country's first municipally-built housing cooperative development. Developed during 1921-23, Garden Homes was a product of the Milwaukee socialist platform to address a shortage of safe, decent working-class housing. The objective of the Garden Homes was to incorporate "the best ideas of city planning so as to provide the greatest utility as well as healthful conditions with attractive conditions and to provide for intensive gardening" – hence the name. Garden Homes was notable because it was an effort to allow low and moderate income persons (at the time, white's only) to live and own a single and two-family home as opposed to the more common multi-family tenements. The Garden Homes were the pre-cursor to the more well-known planned green belt towns of Greendale, WI; Greenbelt, MD; and Green Hills, OH built during the 1930's.

On the southern end of the plan area is the North Division neighborhood. One of the most prominent features of the North Division neighborhood is the 80-acre Union Cemetery, a civil-war era cemetery that is the largest parcel in the near north area after Tower. Another notable feature was Borchert Field at 8th and Chambers

that served as the original home of the minor league Milwaukee Brewers from 1902-1952. U.S. 43 now runs through its former site.

To appreciate the scope and direction of this plan it is important to take stock not only of its history but also the driving land use and development issues currently underway for the Near North area.

The 30th Street Industrial Corridor

The 30th Street industrial Corridor (The Corridor) is a 5-mile long and roughly 8-block wide swath of vacant and active industrial land that runs from Hampton Avenue south to Highland Avenue in the city of Milwaukee. More than half of this corridor is located within the Near North planning area. The corridor represents both opportunities and challenges for the city as a whole and for the near north area. The corridor offers the potential to provide much needed family supporting job opportunities to central city residents yet at the same time weighs down the community with large patches of under-utilized, blighted, and contaminated industrial properties. It was designated as a Greenlight District Reinvestment Zone by the City, which is a zone where the City would give the "green light" on use of Tax Incremental Financing and other economic development tools within the corridor to attract and retain businesses and jobs.

Neighborhood Context

Tower / AO Smith (Century City)

The former Tower Automotive and A.O. Smith (Century City) manufacturing complex is a vacant 85-acre industrial site on the northern end of the Corridor, and is the largest brownfield in the state of Wisconsin and is currently the largest environmental and economic development undertaking by the City of Milwaukee. In 2009 the City of Milwaukee acquired the Tower property with the intent, by means of a \$36 million Tax Increment Financing district, to raze, remediate, and re-develop the site with manufacturing and light manufacturing employers with a goal of creating 700-1,000 jobs for local residents. Tower represents the most significant land use and redevelopment issue for the near north area plan.

Capitol Drive

Capitol Drive is the largest commercial arterial street in the near north area and bi-sects both the plan area and separates the Corridor between its largest parcel (Tower) and three of the Corridors larger tenants, Eaton Corp., DRS, and Aldrich Chemical. Capitol Drive is the un-official gateway into the Corridor and the official welcome mat for the Tower re-development project as signified by a major streetscaping initiative between N. 27th and N. 35th Streets begun in 2009.



Neighborhood Context

Villard Avenue

The portion of Villard Avenue in the Near North plan area, between N. 27th Street and Sherman Boulevard, is a traditional commercial main street strip consisting of two and three storey store front retail uses with residential and office space above. “Main Street” Villard is a carryover from its role as the commercial center of the former municipality of North Milwaukee. There are two notable development issues integral to rejuvenating and sustaining the Villard retail district: the proposed Villard Square Public Library and the now-vacant St. Michael’s hospital.

In 2009, the City of Milwaukee approved plans to relocate an existing public library at 33rd and Villard to a new facility integrated with affordable senior housing at a now-vacant parcel at 35th Street and Villard.

To the east of the Villard retail district is the now-vacant St. Michael’s hospital. The medical facility is a 900,000 square foot complex that can either be re-developed or razed for future development consideration.



Photo credit: Bill Tennesen and Astor Theater.

Neighborhood Context

Lincoln Creek

Lincoln Creek is a 9-mile long creek that collects storm run-off from a 21-square mile area of Milwaukee and flows from west to northeast into the Lincoln Park lagoons and Milwaukee River. Extensive drainage and landscaping was conducted along the creek following significant flood events in the late 90's. In the near north area Lincoln Creek runs adjacent to six major sites, Lincoln Park; the Northlawn public housing development; St. Michael's hospital; the proposed Bishops Creek mixed-use residential development; the 30th Street Industrial Corridor; and the Parklawn public housing development. Lincoln Creek is also part of the "Green Seams" stormwater management initiative of the Milwaukee Metropolitan Sewerage District.



Site Developments

There are also three significant site developments currently underway in the near north area: The Teutonia Gardens is a mixed-use residential development at the intersection of W. Center Street and Teutonia Avenue that incorporates 24 apartment units, 5,400 square feet of retail, and an urban garden.

DRS Power & Control Technologies, a major tenant in the 30th Street Corridor, recently expanded its operations with a \$11 million addition to its facility. DRS is a developer of shipboard electrical power and distribution systems for the U.S. Navy. A small-business incubator is also located in the DRS facility.

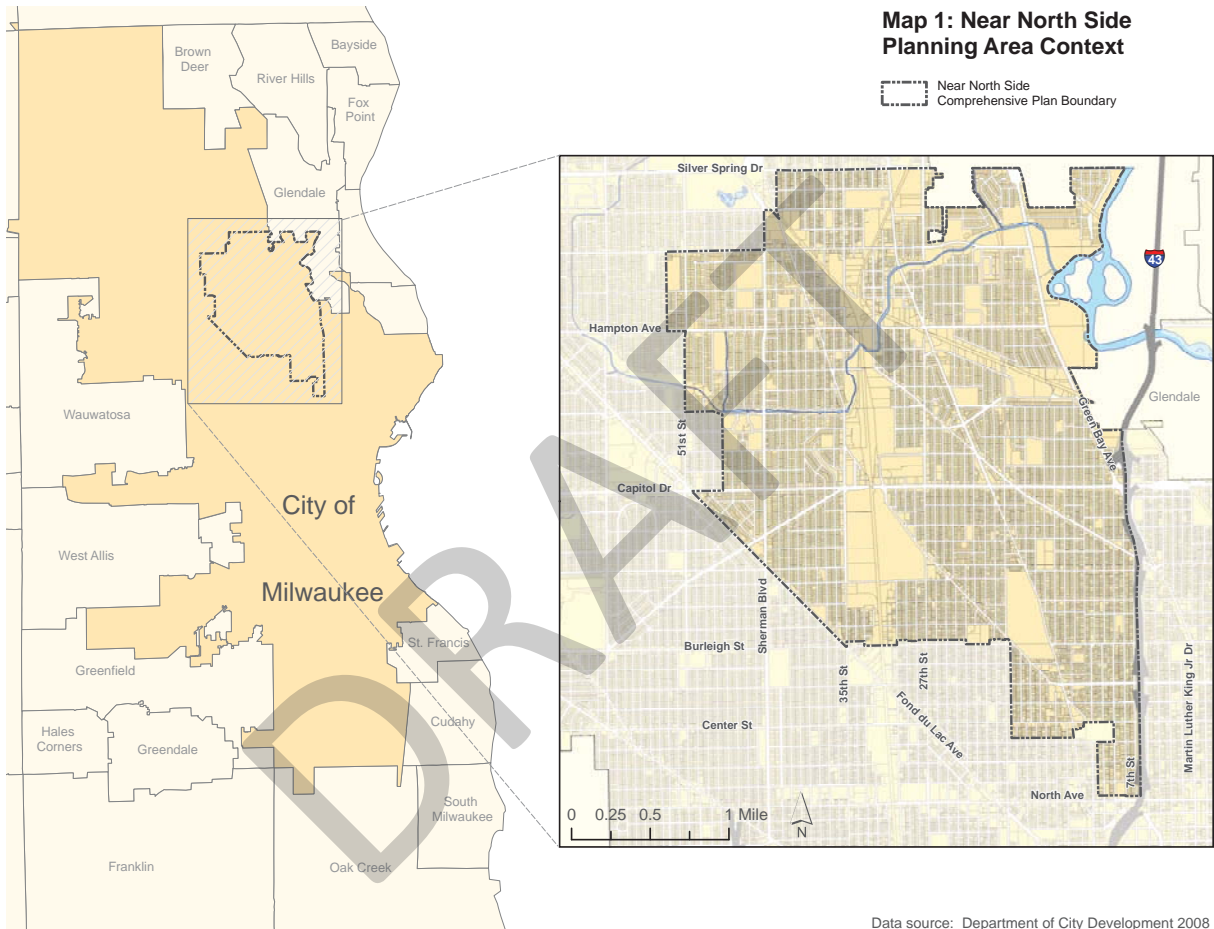
Bishop's Creek is a 55-unit mixed-use apartment development planned for a blighted industrial parcel at the intersection of N. 32nd Street and Hampton Avenue.

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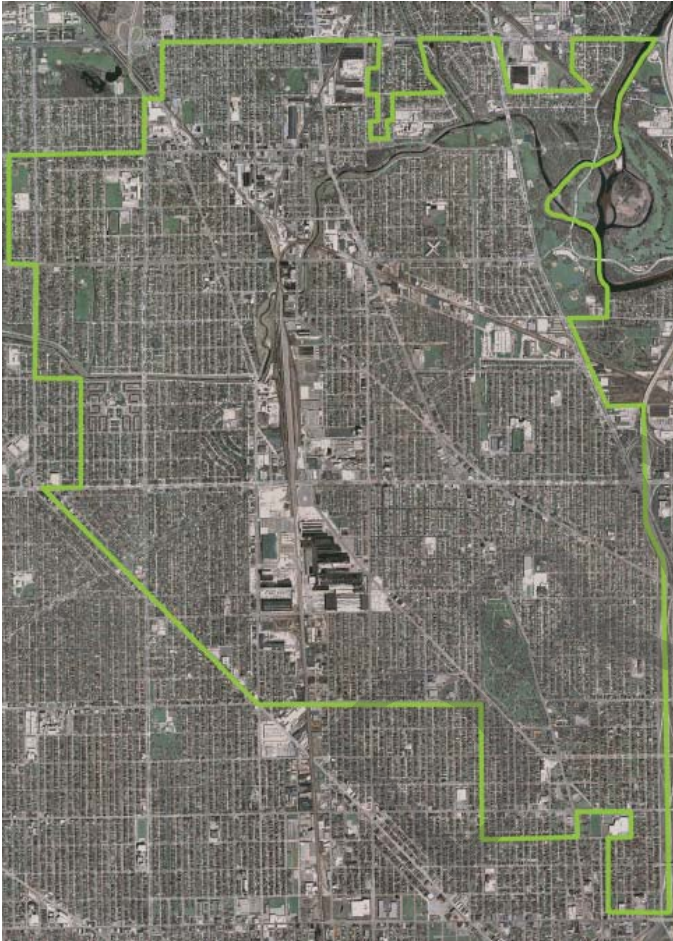
planning process &
information gathering

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2



Existing Conditions, Information Gathering and Analysis



EXISTING CONDITIONS, INFORMATION GATHERING AND ANALYSIS


The process of gathering information depicts existing conditions in the Near North planning area, reveals perceptions and desires of various stakeholders, and leads to formation of future land use policies and formation of catalytic projects. This chapter provides a description of existing conditions, a series of detailed maps of the area, information regarding population characteristics, and describes the public participation throughout the planning process.

Maps of Existing Conditions





The following maps, prepared by the Department of City Development in 2008 and 2009, provides additional information about neighborhood conditions, existing services and programs, and potential opportunities.

Maps of Existing Conditions



Map 2: Near North Side Land Use

 Near North Side Comprehensive Plan Boundary

Residential

-  Single Family
-  Duplex
-  Multi-Family
-  Condominium

Commercial

-  Commercial
-  Mixed Commercial and Residential



Manufacturing, Construction, and Warehousing



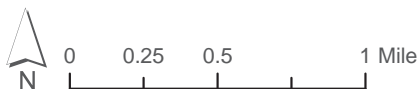
Transportation, Communications, and Utilities



Public and Quasi-Public

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

Vacant Land



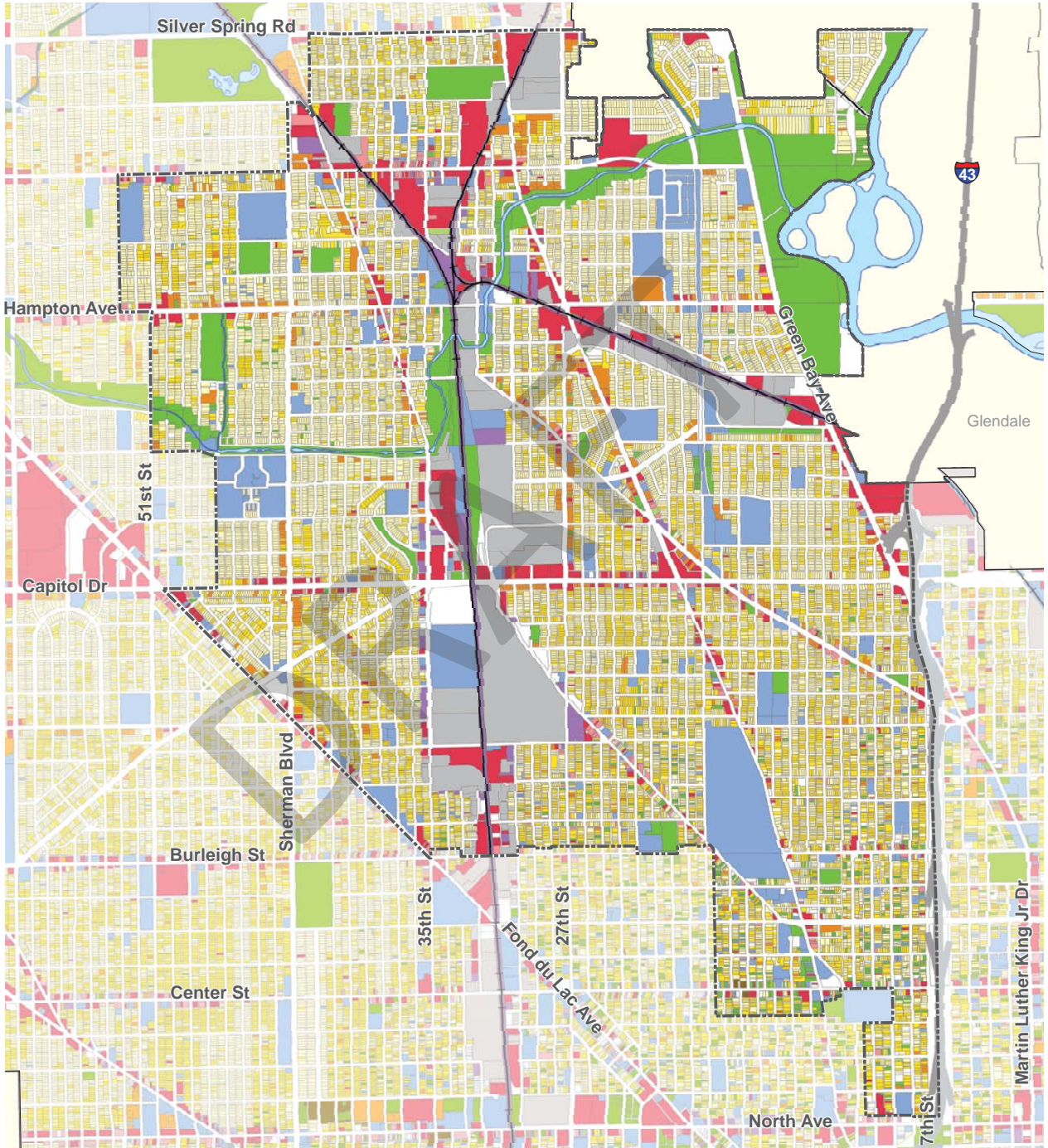
Data source: Department of City Development 2008

Existing Land Use – Map 2

The Near North area encompasses over 8.65 square miles or 5,561 acres of land. It is largely residential, with smaller areas of commercial, industrial and mixed-use. Land use percentages follow the City averages.

Single-family residential uses are any residential structure utilized by one family. Duplex Residential is any structure with dwelling units for two families. Multi-family residential includes structures with three or more residential dwellings. Commercial land uses provide office space or retail space for goods and/or services. Mixed uses are both residential and commercial uses in the same structure. Transportation and utility is for moving residents and/or products. Parking is land for the parking of motor vehicles. Open space and park use includes all City and/or County owned facilities used for passive or active recreation, as well as any community gardens or natural features left undeveloped. Institutional uses are all owned or maintained educational, religious, municipal, county, state, or federal buildings and facilities.

Land Use		
	Near North	City of Milwaukee
Residential	88.7%	87.5%
Mixed: Residential & Commercial	1.5%	1.8%
Commercial	2.3%	2.8%
Manufacturing	0.5%	0.8%
Vacant	1.7%	1.8%
Other	5.4%	5.3%
Total	100.0%	100.0%







Maps of Existing Conditions






Map 3a: Near North Side Base Zoning

 Near North Side Comprehensive Plan Boundary



Residential Districts

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





Commercial Districts

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

Industrial Districts

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

Special Districts

-  Parks
-  Institutional
-  Planned Development
-  Redevelopment

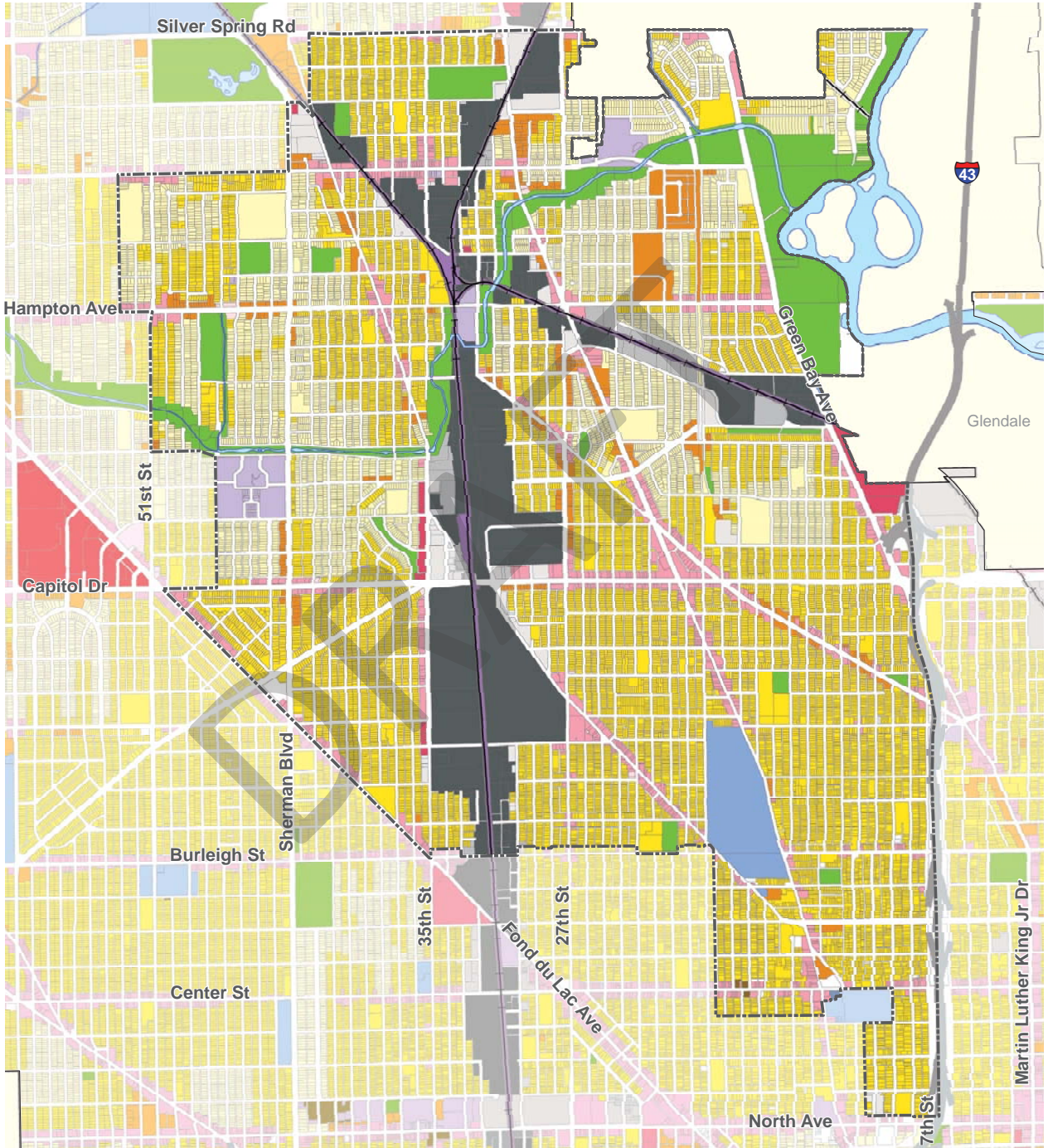


Data source: Department of City Development 2008

Current Zoning - Map 3a

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.

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Maps of Existing Conditions

Map 3b: Near North Side Zoning Overlays

 Near North Side Comprehensive Plan Boundary

Master Sign Program



Detailed Plan Development



Development Incentive Zone



Site Plan Review



Neighborhood Conservation

 Brewers Hill

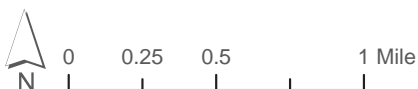
Floodplain

 100-Year Flood Plain

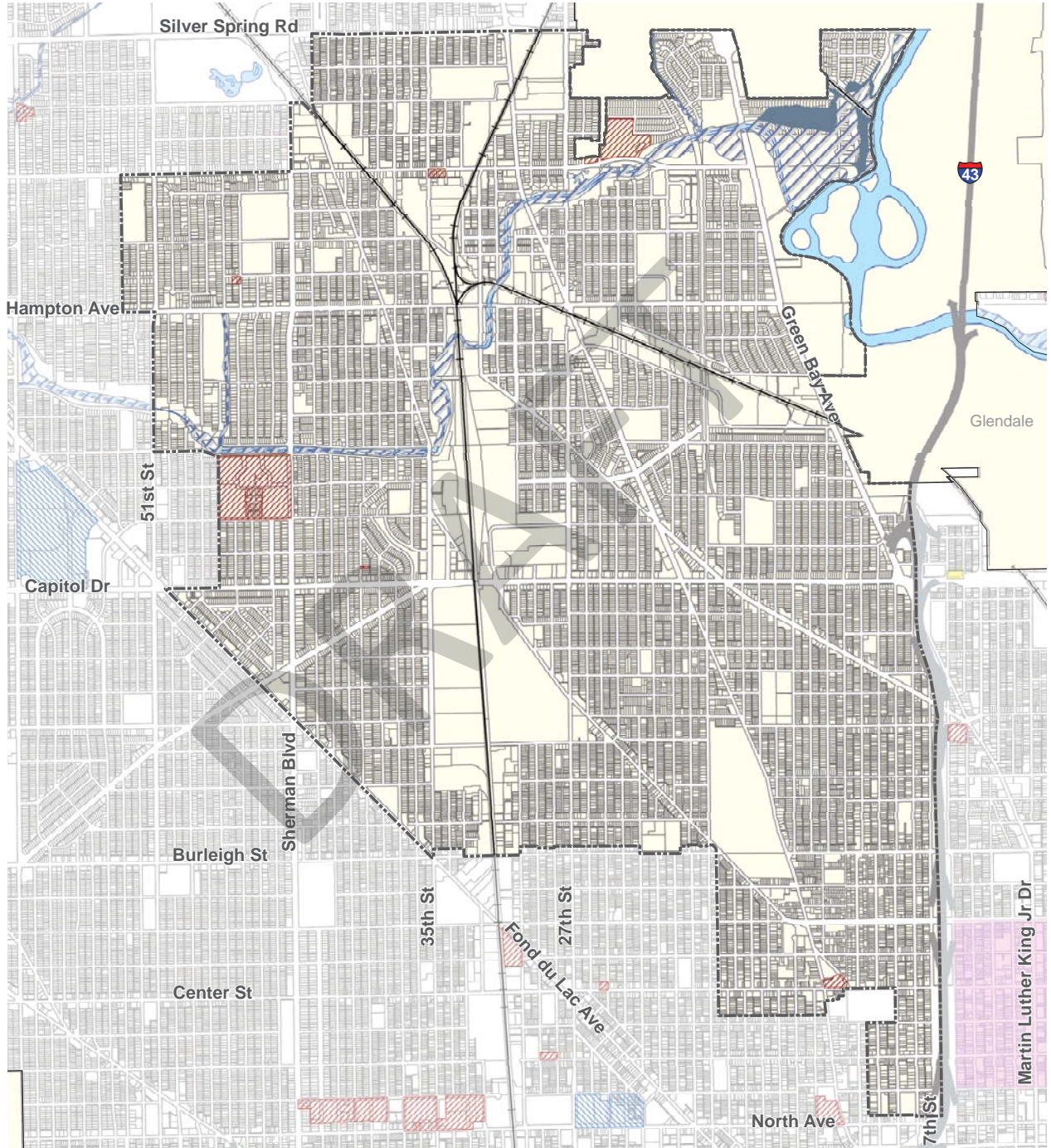
 500-Year Flood Plain

Zoning Overlays - Map 3b

The overlay zones indicate locations of Detailed Plan Developments. The flood plain is indicated along Lincoln Creek.

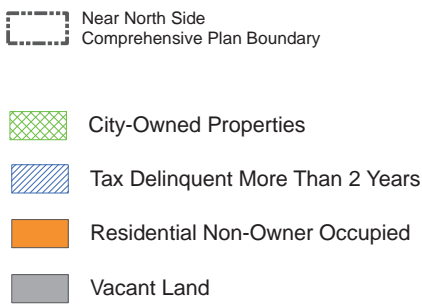


Data source: Department of City Development 2008



Maps of Existing Conditions

Map 4: Near North Side Development Opportunities



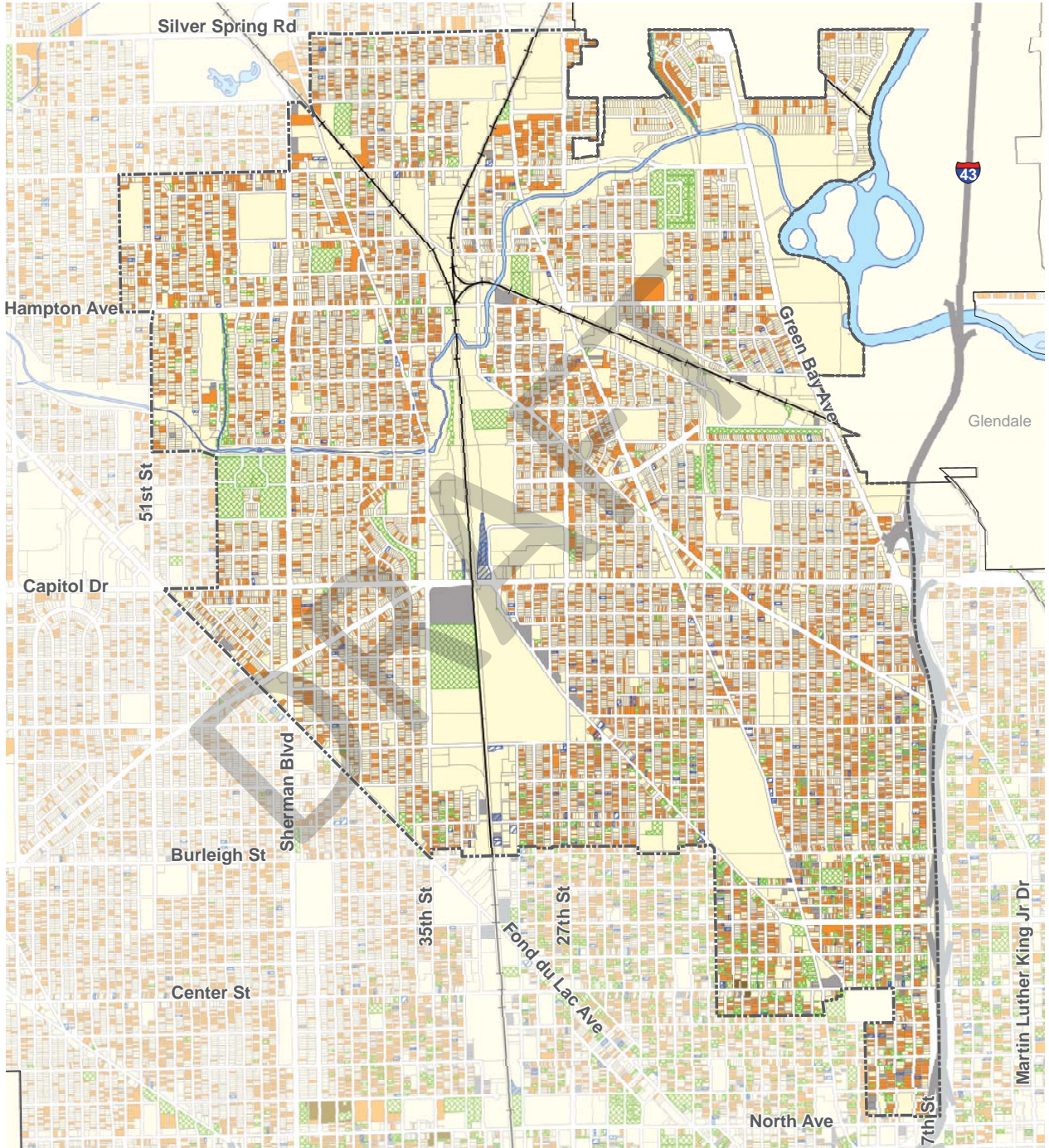
Development Opportunities - Map 4

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

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Data source: Department of City Development 2008




Maps of Existing Conditions

Map 5: Near North Side Rehabilitation and Neighborhood Investment Opportunities

 Near North Side Comprehensive Plan Boundary

 Owner-Occupied Single Family Residence

 Owner-Occupied Two Family Residence

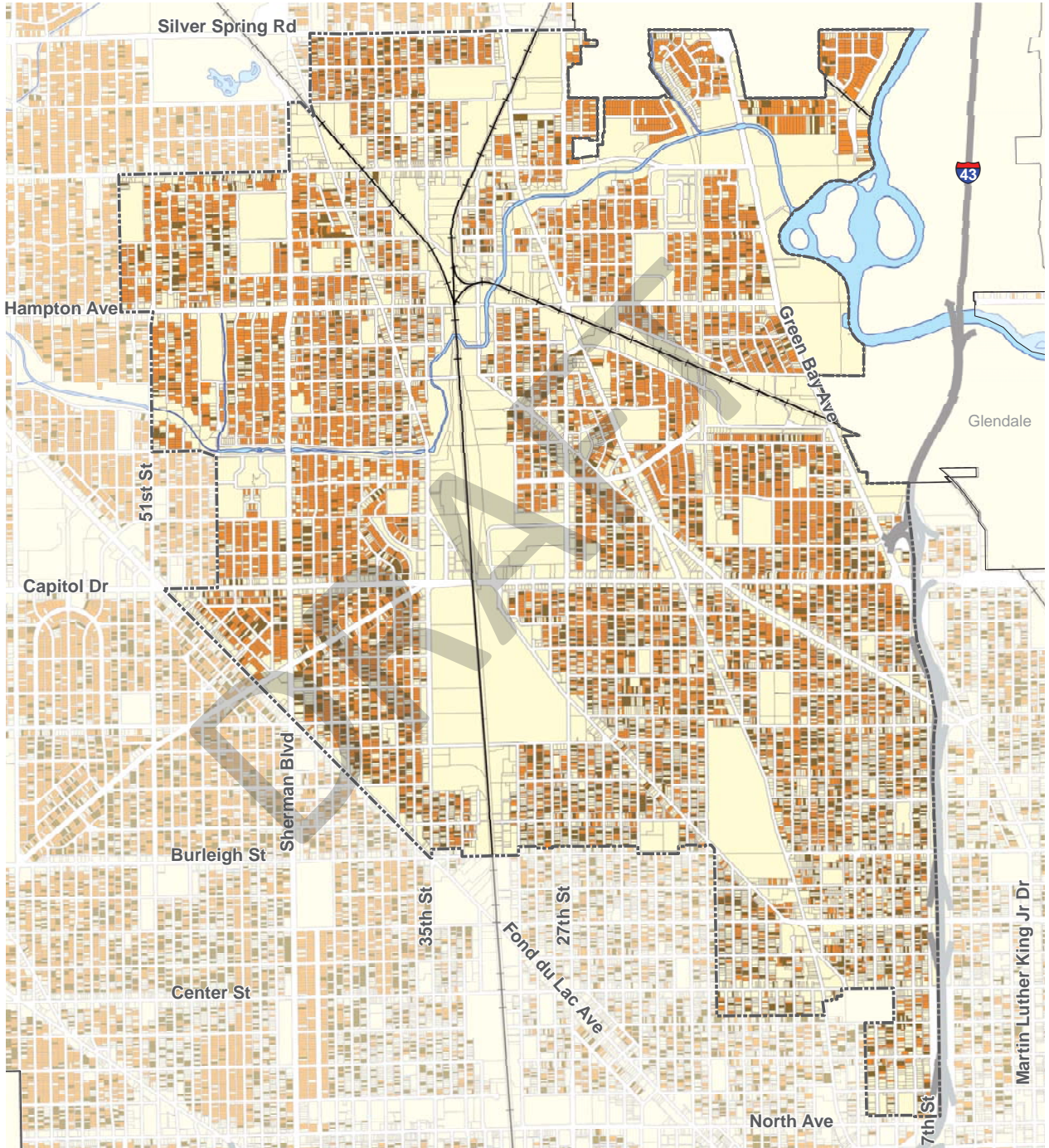
Rehabilitation and Neighborhood Investment Opportunities - Map 5

Illustration of owner-occupied single-family and duplex units. Owner-occupancy is greater in the northern portion of the plan area than the southern portion.

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Data source: Department of City Development 2008



Maps of Existing Conditions

Map 6: Near North Side Program Areas

 Near North Side Comprehensive Plan Boundary

Business Improvement District (BID)



Tax Incremental District (TID)



Targeted Investment Neighborhood (TIN)



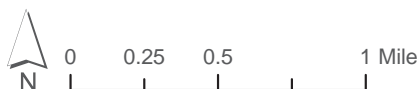
Neighborhood Strategic Planning (NSP)



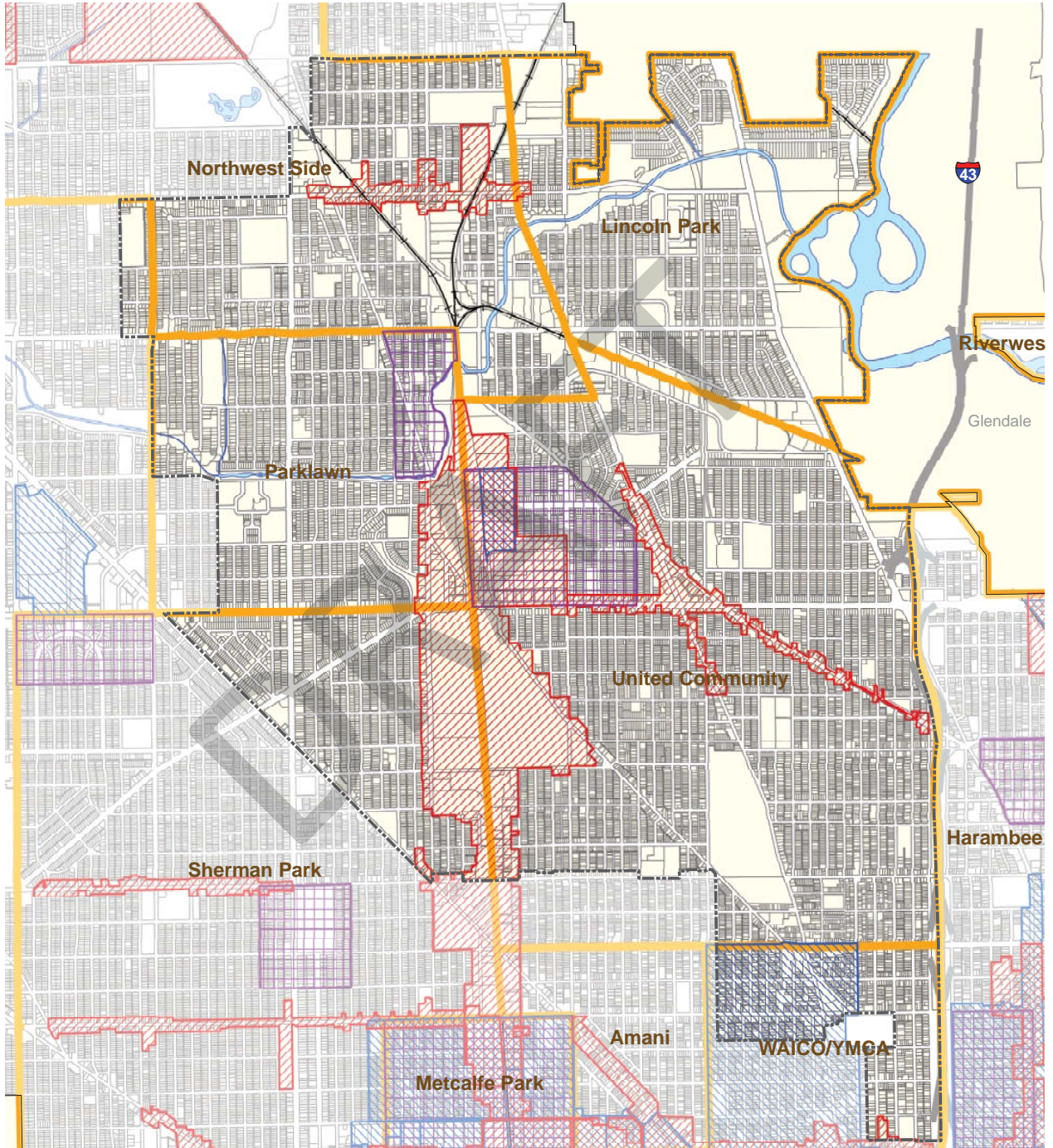
Program Areas - Map 6

Illustration of Neighborhood Strategic Plan boundaries, Target Investment Neighborhood (TIN) boundaries, Tax Incremental District (TID) boundaries, Business Improvement District (BID) boundaries and special program areas. The Near North area has 3 BIDs: Atkinson/Capitol/Teutonia BID, Villard BID, and 30th St ICC BID. There are 2 TINs: Eaton Neighborhood and Bishop's Creek. There are 3 TIF Districts: Tower/AO Smith; Lindsay Heights Project; and DRS.

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Data source: Department of City Development 2008



Maps of Existing Conditions

Map 7: Near North Side Other Regulatory Districts

 Near North Side
Comprehensive Plan Boundary

Renewal District



Historic Designation



Local Historic District



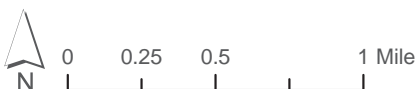
National Historic District



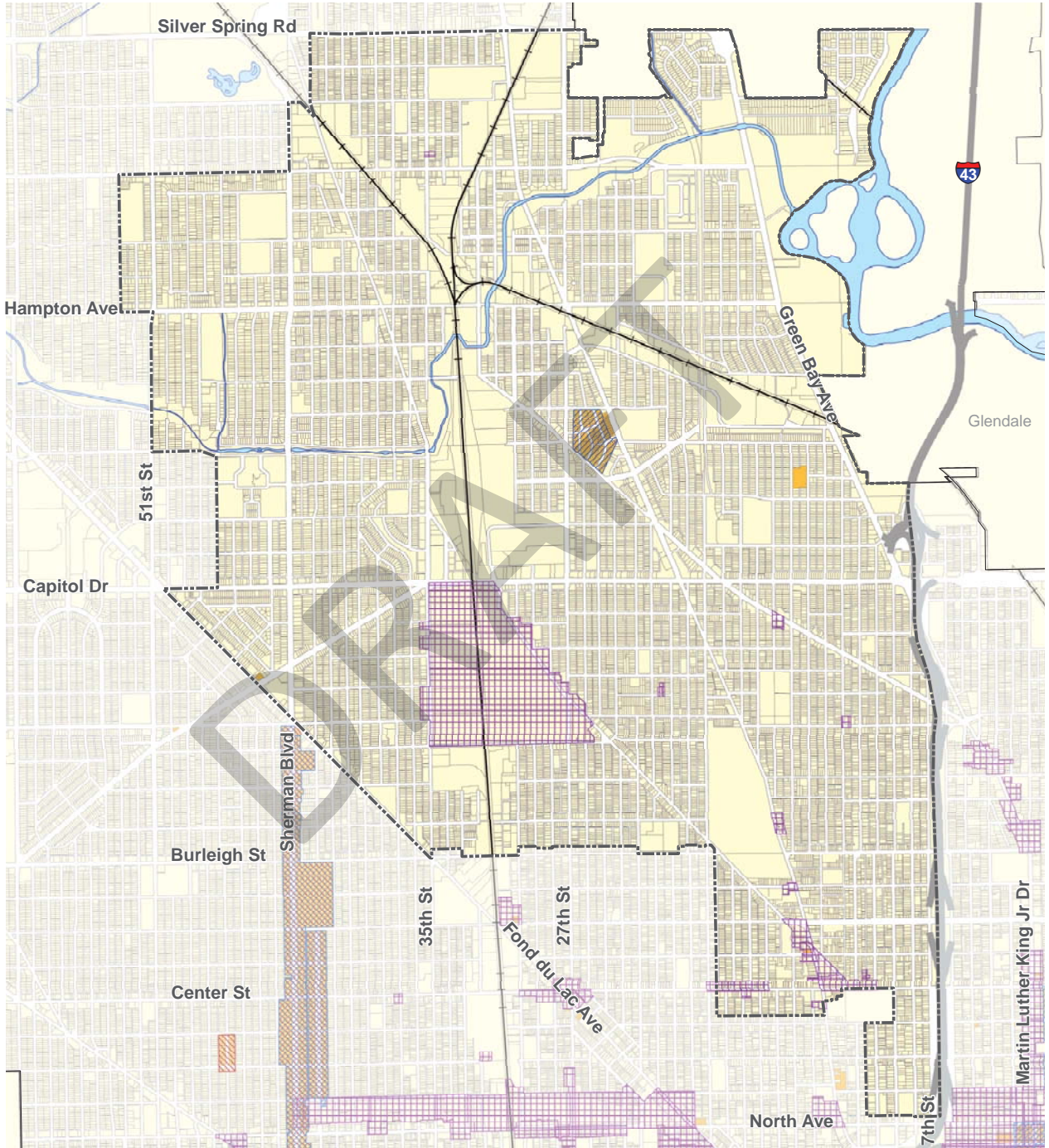
Historic Property

Other Regulatory Districts - Map 7

Illustration of renewal district boundaries, national historic district boundaries, local historic district boundaries, local historic sites and national historic sites. A renewal district is an area designated by RACM as blighted, and acquired by RACM for the purpose of rehabilitation or development. The Near North area has some notable historic features such as the Emanuel Philipp School at 4310 N. 16th Street, an Eschweiler building which was locally designated in 1987. Garden Homes is a State and National Historic District, by architect William H. Schuchardt, and is bounded by W. Ruby, N. Teutonia, N 24th Place, W. Atkinson Ave. and N. 27th Street.




Data source: Department of City Development 2008



Maps of Existing Conditions

Map 8: Near North Side Service Districts and Locations

 Near North Side
Comprehensive Plan Boundary


 School

 Public Library

 Fire Station

 Police Station

 Police District Boundary

 Parks and Open Space

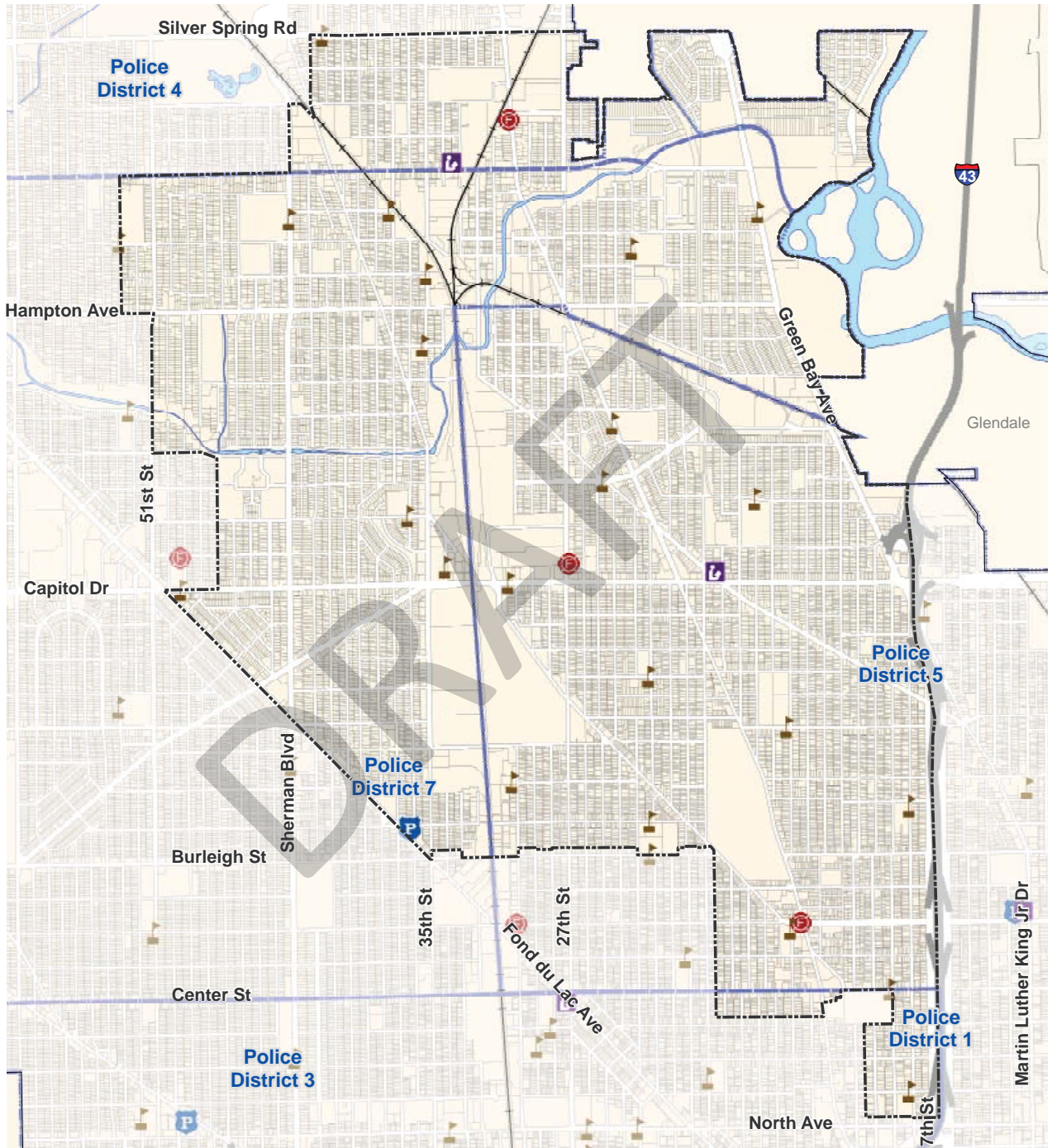
Service Districts - Map 8

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

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Data source: Department of City Development 2008



Maps of Existing Conditions

Map 9: Near North Side Streets

 Near North Side Comprehensive Plan Boundary

-  Principal Arterial Freeway
-  Principal Arterial
-  Minor Arterial
-  Collector
-  Local Street
-  Railway

DPW Planned Street Paving

-  2008
-  2009
-  2010
-  2011

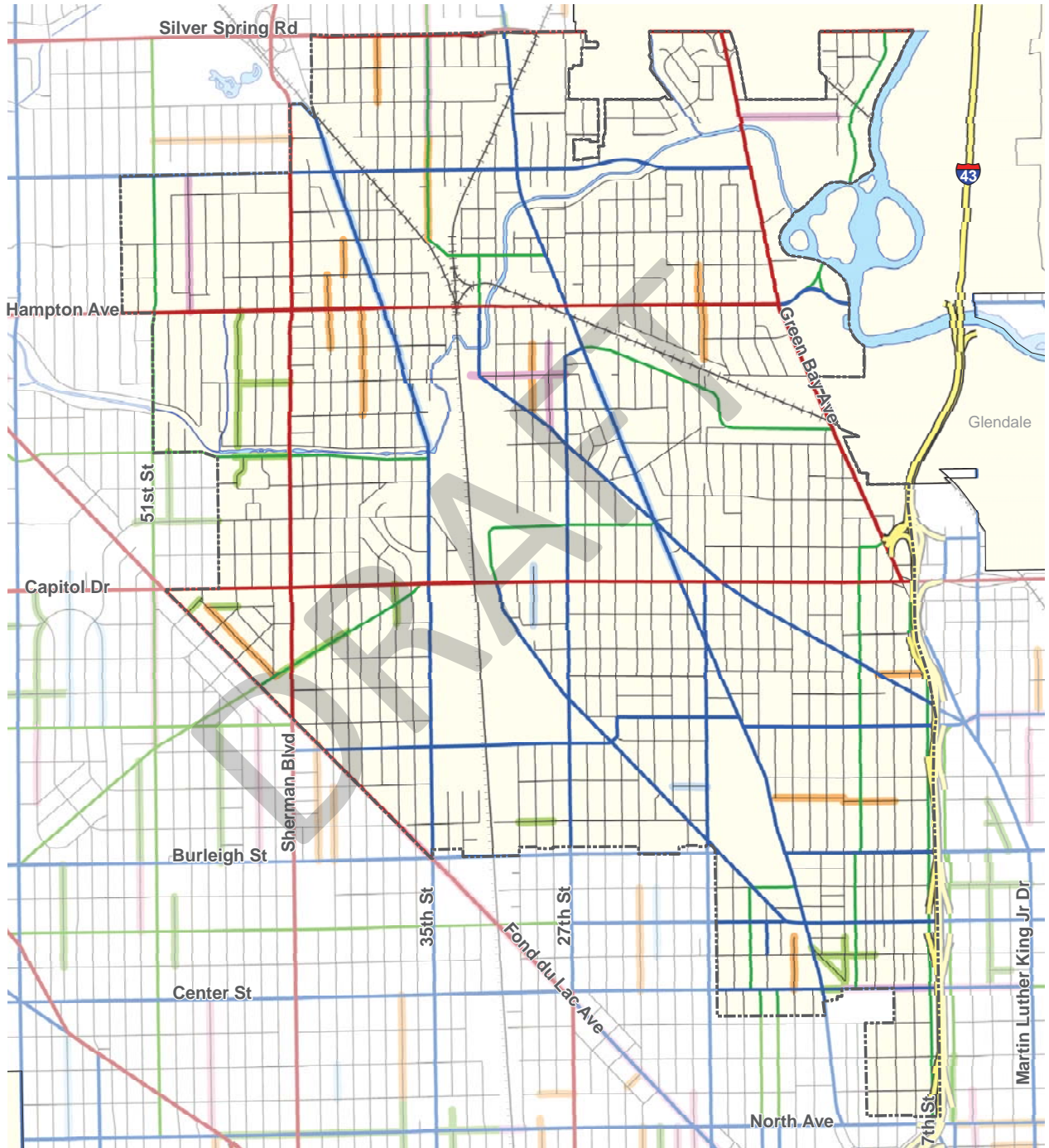
Streets - Map 9

Illustration of street classifications, including freeways, principle arterials, minor arterials, collectors, and local streets. This map also illustrates planned street paving projects according to DPW.

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Data source: Department of City Development 2008

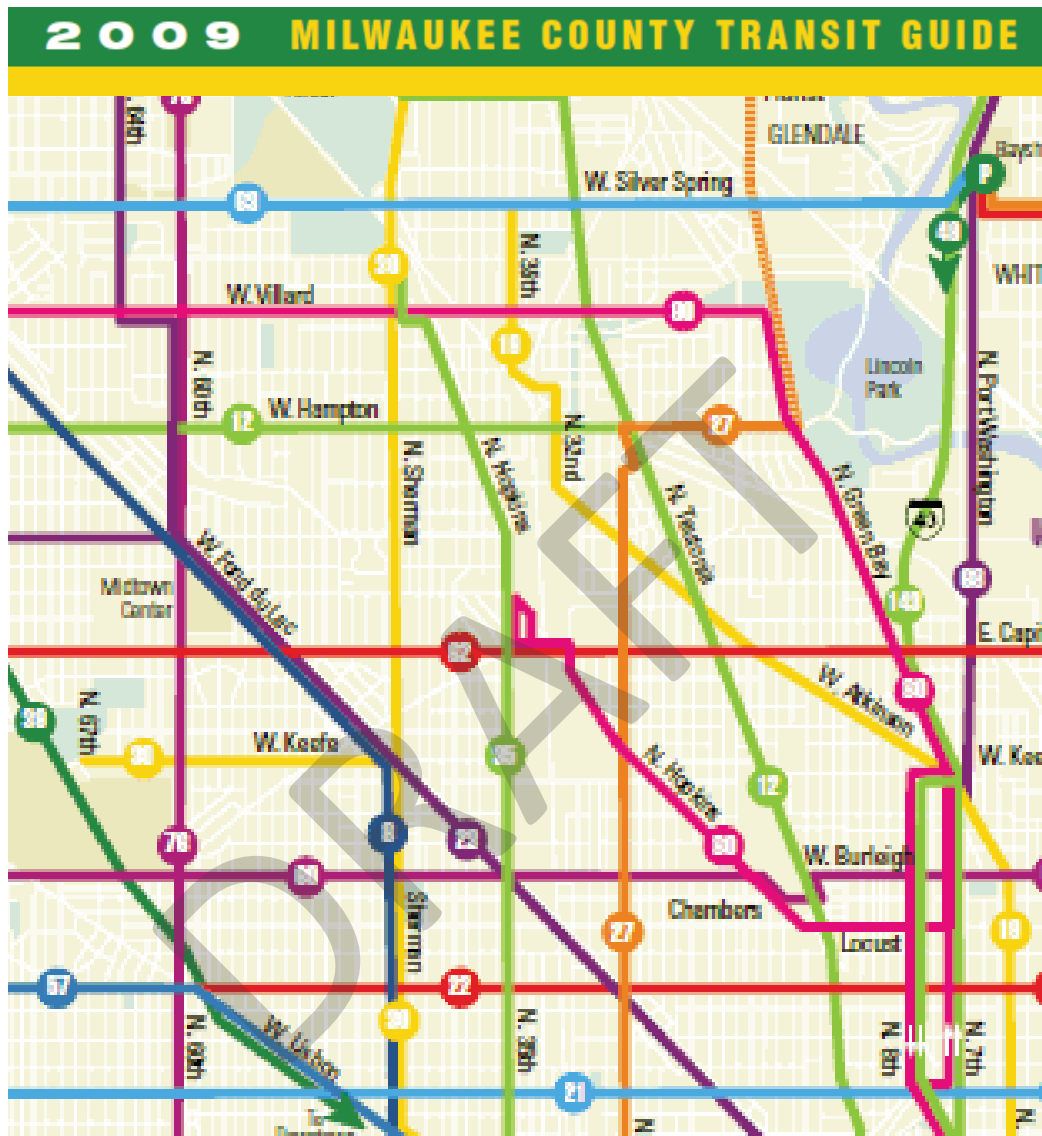


Maps of Existing Conditions

Transit - Map 10

Illustration of Milwaukee County Transit Service (MCTS) bus routes, as of October 2009.

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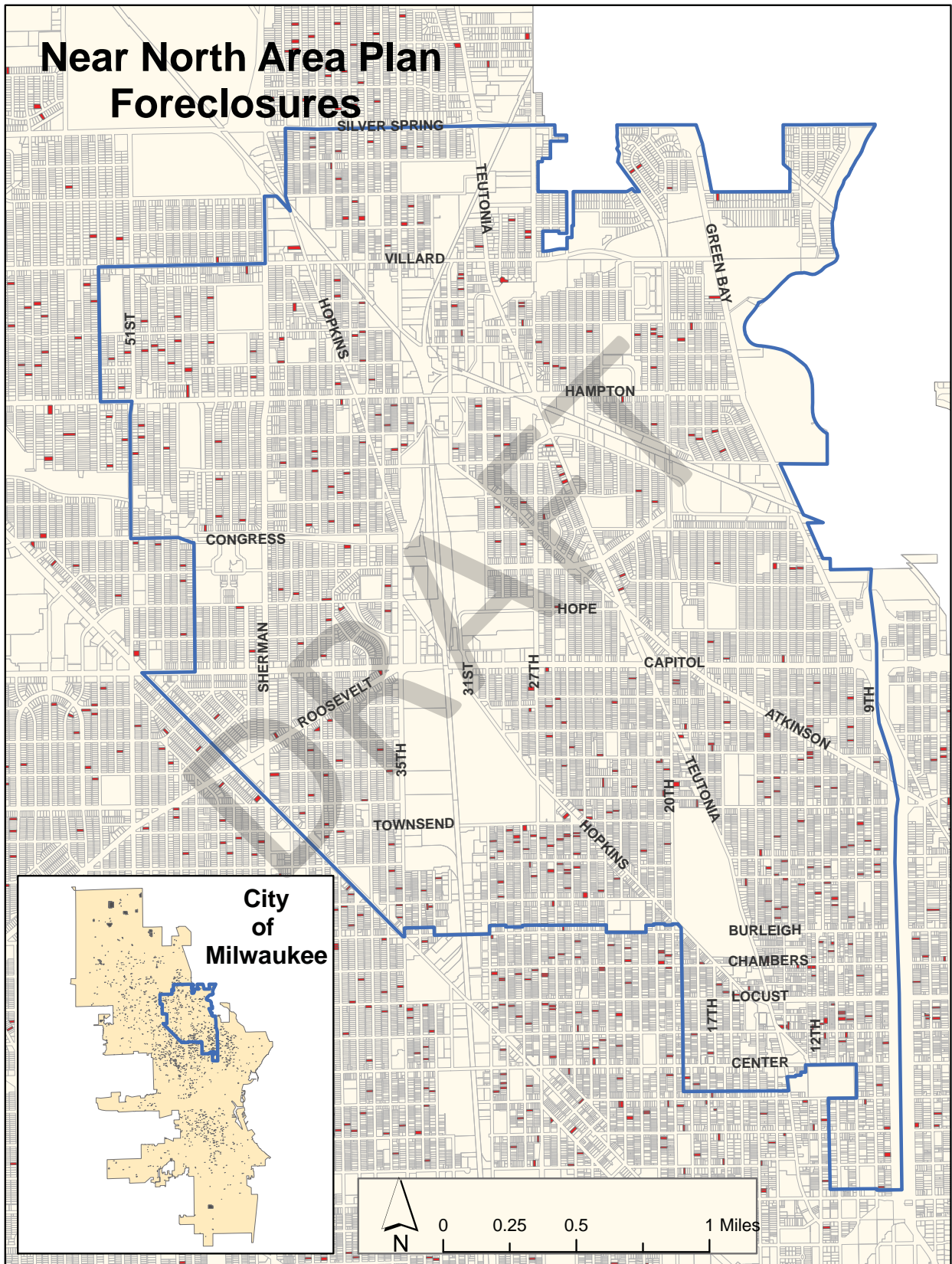


Maps of Existing Conditions

Foreclosures – Map 11

Illustration of foreclosures in the area, as of fall 2009. There are over 330 foreclosed properties in the Near North area as of August 2009. The entire City has approximately 1,665 foreclosed properties, 330 or 20% are located in the Near North Area. The Redevelopment Authority of the City of Milwaukee has taken ownership of several tax delinquent properties in this area. Many of these RACM-owned properties have been on the market for over a year and are not selling.

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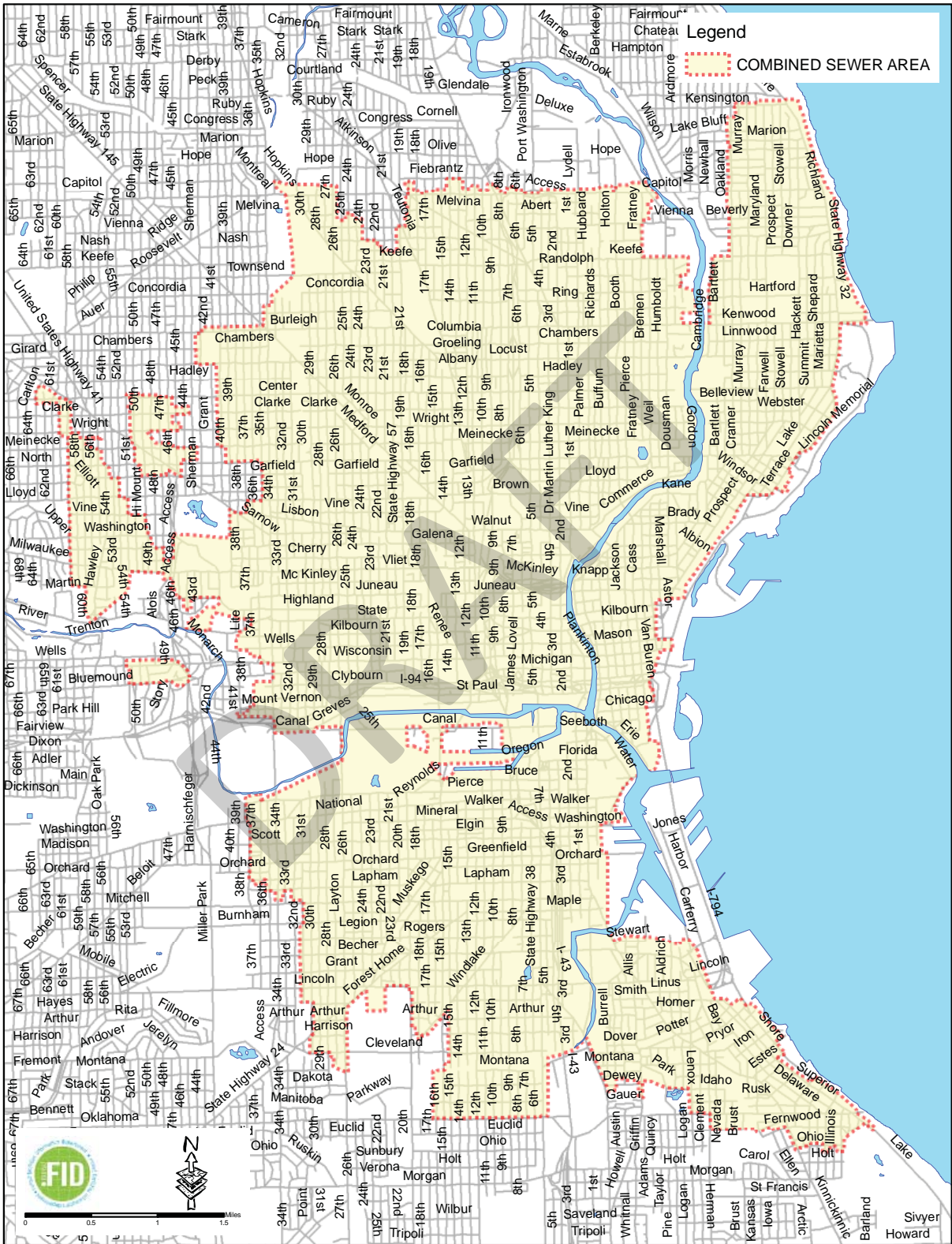


Maps of Existing Conditions

Combined and Separated Sewer Areas

95% of the Milwaukee Metropolitan Sewerage District uses separate sewers for storm water and sanitary use. The remaining 5% is combined sewers, with one pipe containing both storm water and sanitary sewage. The Near North area has approximately 22% of its land in the combined sewer area and 78% as separate sewers. The separated sewer area is a priority for the City of Milwaukee to address water quality as required by the State of Wisconsin.

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Demographics and Market Analysis

Demographics

The Near North population is estimated to have declined almost seven percent since 2000 and just over 16 percent since 1990. This decline has meant that the Near North Neighborhood has lost over 13,000 residents in the past 18 years. Furthermore, Claritas forecasts the population to decline another 4.2 percent or 3,200 residents by 2013.

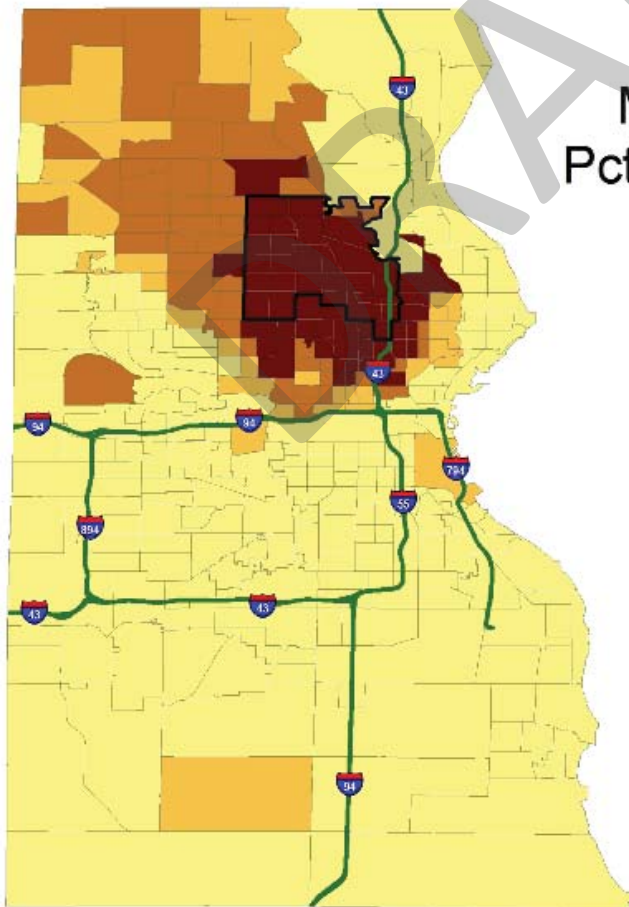
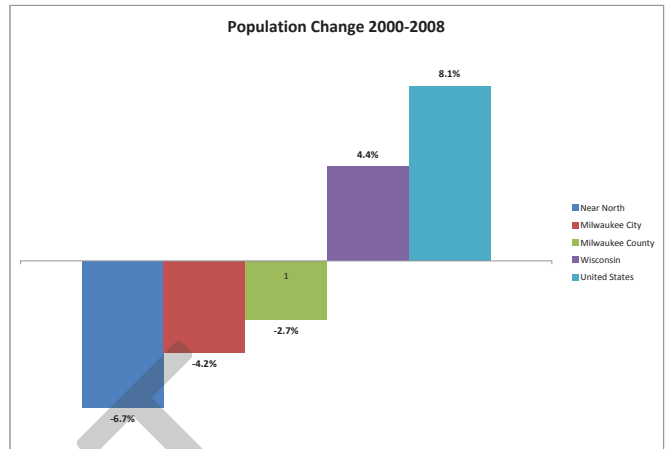
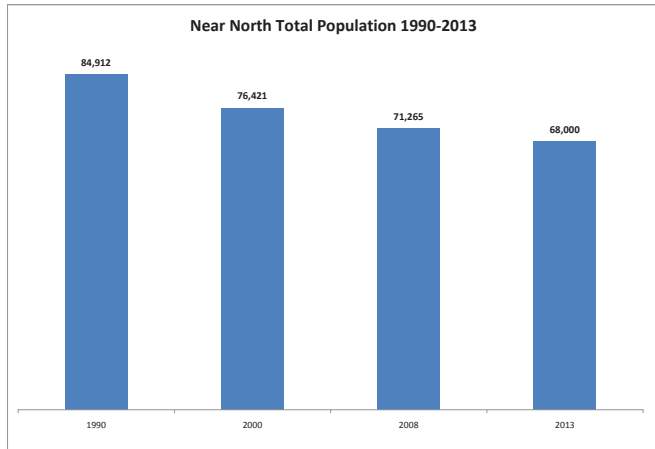
The City and County of Milwaukee has lost population during this time period as well. Population decline in the City and County has not been as steep as the Near North Neighborhood, but the City has lost approximately 56,000 (-9.0%) residents and the County has lost 44,500 (-4.6%) since 1990. At the same time, Wisconsin has grown by almost 14.5 percent adding over 700,000 residents over the same time period. However, following the 2000 census, the population for the City of Milwaukee did experience a slight rise in population.

Race

The Near North neighborhood is a predominantly African-American neighborhood with almost 90 percent of its residents estimated to fall in that racial category in 2008. This rate is more than double the citywide percentage of 40.2 percent of residents being African-American. The African-American population is strongly concentrated in the North-Central to North-Western area of the county. All but one census tract in the Near North neighborhood has a African-American population of at least 78 percent.

Age and Sex

When analyzing the age and gender data two items stand out as unique to the Near North neighborhood. The first is the relatively young age of its residents and the second is the lack of males. The median age of the Near North neighborhood was 29 years in 2008. This is low when compared to the citywide median age of 32 years and the state median of 38 years. However, when looking specifically at males, the differences are even greater. The median age of males in the Near North neighborhood was 25 years in 2008. This is extremely low when compared to the citywide and statewide median ages for males of 34 and 37 years respectively.



Milwaukee County
Pct. of Black Residents
2008

Percentage of Black Residents

- 0% - 15%
- 16% - 47%
- 48% - 77%
- 78% - 98%



Demographics and Market Analysis

Education

Over 60% of residents have graduated from high school, completed some college, or achieved an associate's degree. This indicates a well prepared workforce, ready for employment opportunities. Unemployment in 2000 was 14.5% when the City of Milwaukee had a 6% unemployment rate. With the current economic slowdown, unemployment has increased in Milwaukee, and the Near North area has likely followed that trend.

Although the Near North neighborhood lagged behind on broader benchmarks for High School graduates, they did not fall far behind. The 70 percent High School graduation rate trailed the city's 75 percent rate and the state's 85 percent. When looking at four year and post graduate degrees nine percent of Near North residents ages 25 and higher had a four year college degree and two percent had a post graduate degree. This trails the citywide averages of 19 and six percent and Wisconsin's 23 and seven percent.

Income

The Near North neighborhood had an estimated median household income of approximately \$30,000 in 2008. This was only 58 percent of the statewide median household income of \$51,000. The City of Milwaukee had a median household income 22 percent higher than Near North in 2008 with an estimated \$36,000 per household. The demographics of the area alone do not reflect existing conditions. There are blocks within the Near North that have higher levels of income and education, while nearby blocks have significantly lower levels of income.

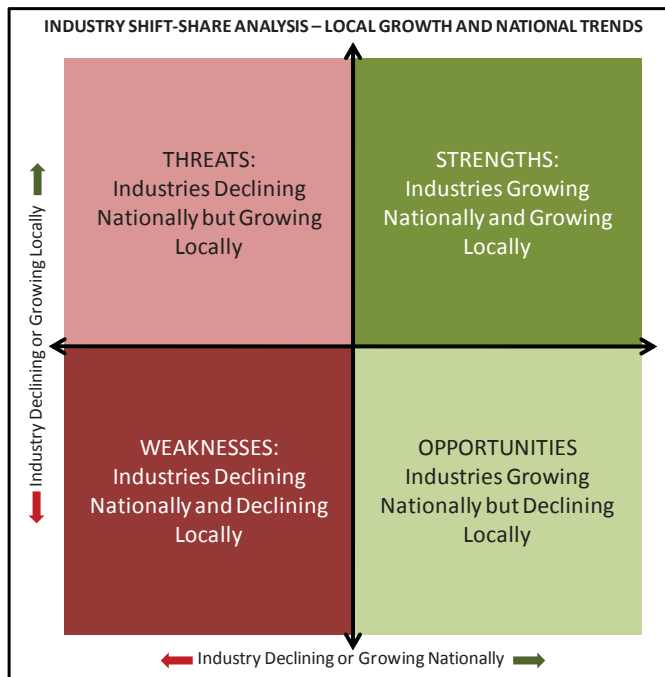
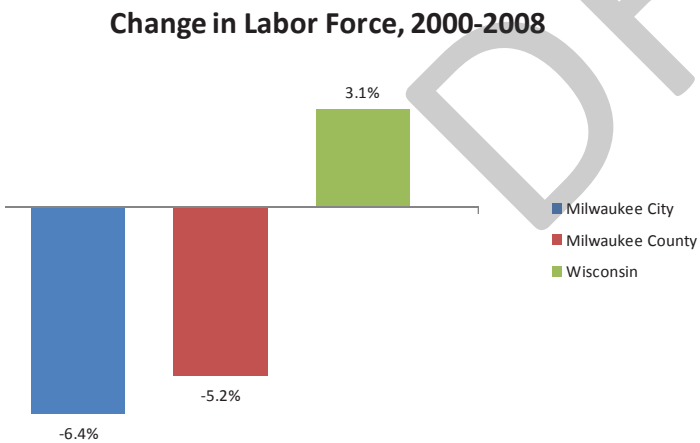
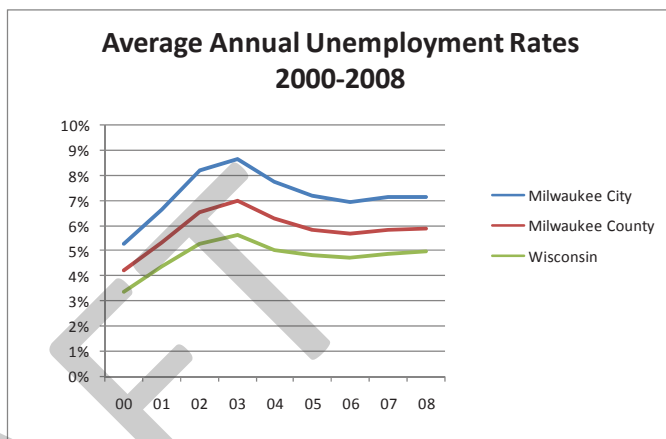
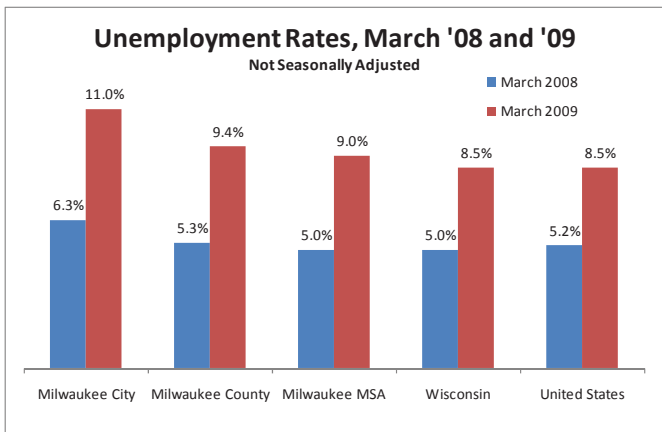
Labor

The employment picture for the City of Milwaukee has changed drastically over the past year as it has much of the nation. The latest unemployment rate(March 2009) for the City is 11 percent. This is nearly double the unemployment rate of the same month a year earlier, 6 percent. All levels of government have seen similar increases, with the County unemployment rate at 9 percent and both the State of Wisconsin and United States recording 8.5 percent rates for the same month.

The largest types of industry/employment (in thousands) in Milwaukee County include Health Care and Social Assistance - 86,000, Manufacturing-58,000, Retail Trade-47,729. The lowest types of industry/employment is the following Utilities-3700, Mining-60, Forestry-10. What is also considerably low include Arts, Entertainment & Recreation-8223, Real Estate, leasing,MGT -7500, Construction -11,860.

Shift Share Analysis

A Shift-share analysis is a measurement of strengths and weaknesses in local employment sectors that can identify areas of strengths to build upon and also areas where a need or area for employment growth exists. The Shift-share reveals some opportunities for the Near North side. Transportation and warehousing, for example, would be a natural fit on selected industrial sites. Existing and underutilized health care facilities represent another opportunity for the area to capture employment in a growing sector. Another opportunity that Milwaukee has tried to seize upon is Professional, Technical, and Scientific Services. This sector has a very low location quotient in Milwaukee County, but the Near North side has attracted and retained jobs in this industry which represent an evolution from the area's manufacturing past.



Demographics and Market Analysis

Retail

The retail charts that follow will list demand, supply and difference. The demand in the area is based upon income levels and total individuals in the district which demand goods. Since the Near North neighborhood has lower income levels relative to the rest of the region, neighborhood demand will be adjusted by these income levels as well. The supply is the total sales for the area based upon data collected by Nielsen Claritas. When the demand exceeds supply there is extra room for retail merchants to meet this extra demand. If the supply is higher than the demand then, as a general rule, it is assumed that people are coming to shop in the area from other regions causing more sales than expected.

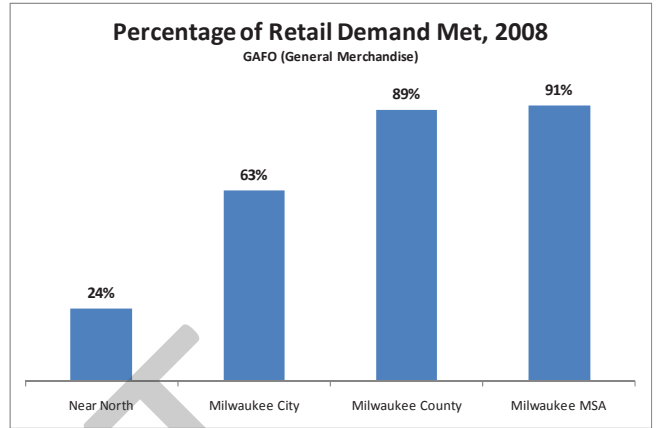
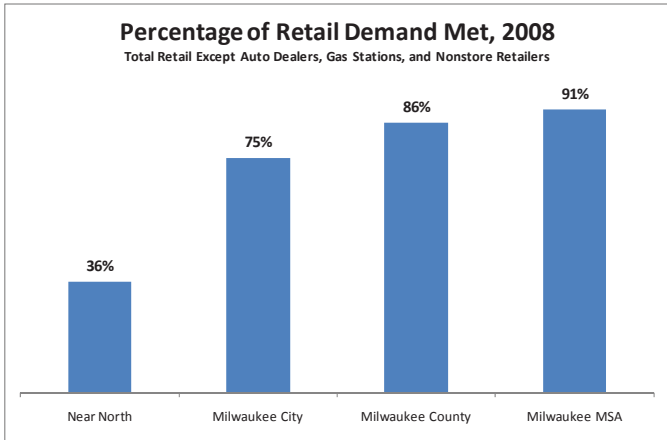
The Near North neighborhood does not meet its retail demand, only accounting for 36 percent of the total demand. In fact, the only major retail category that meets even half of the retail demand for the Near North neighborhood is Food and Beverage Stores. Every other major retail category falls short of meeting even half of the local demand.

One additional factor is the availability of the Mid-Town shopping center just outside the Near North neighborhood. Many Near North residents shop at this location and it shows up as leakage for the Near North. If this development is included in the Near North dataset, the percentage of local demand met rises from 36 to 58 percent. This retail development needs to be kept in mind when thinking about retail opportunities for the Near North neighborhood.

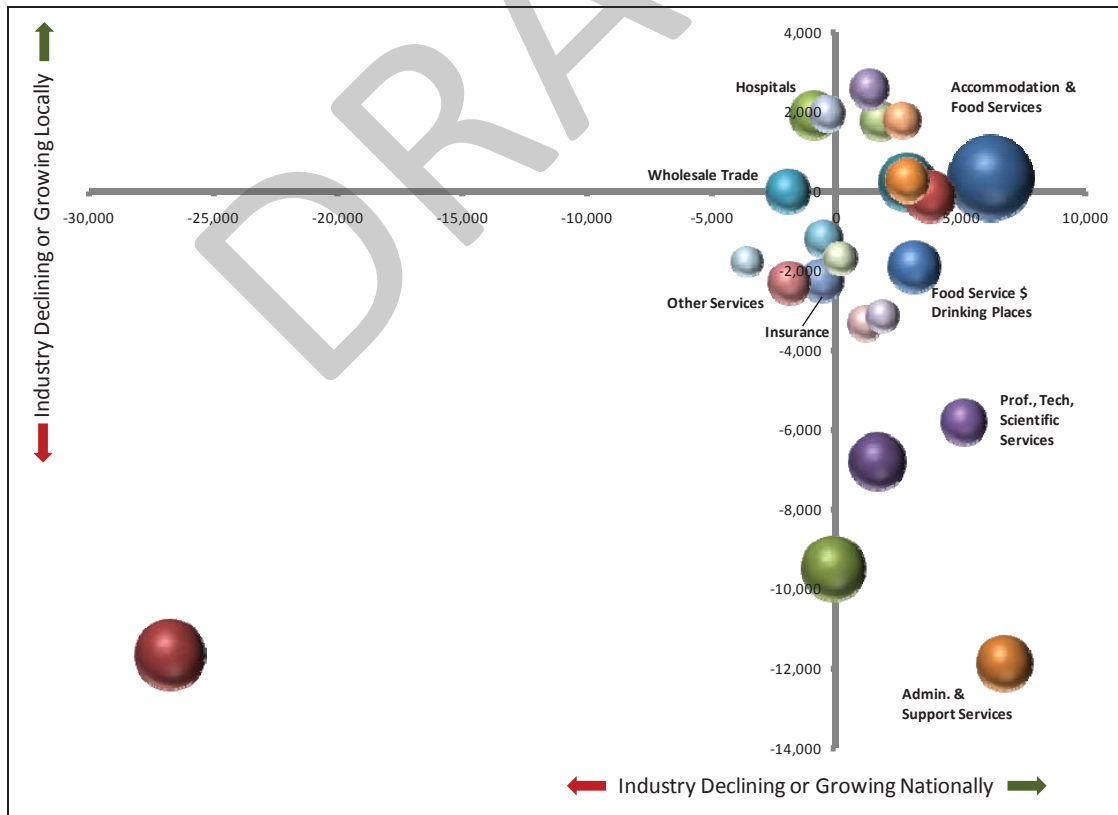
One final metric is the total amount of retail sales that take place in a region on a per capita basis. This only accounts for sales within each specific region and does not account for sales that are made by residents in another area of the region. The Near North neighborhood lags behind the rest of the regional benchmarks in this category as well. Lower incomes in the Near North give residents less disposable income and the lack of choices in retail as described above both lead to this low amount of sales per capita.

Near North Neighborhood Retail Sales, 2008	Demand	Supply	Difference	Percentage of Demand Met
Food and Beverage Stores-445				
Beer, Wine and Liquor Stores-4453	6,069,549	16,132,903	10,063,354	266%
Clothing and Clothing Accessories Stores-448				
Other Clothing Stores-44819	1,815,958	3,877,052	2,061,094	213%
Sporting Goods, Hobby, Book, Music Stores-451				
Prerecorded Tapes, CDs, Record Stores-45122	1,603,903	2,538,954	935,051	158%
Foodservice and Drinking Places-722				
Drinking Places -Alcoholic Beverages-7224	2,684,379	5,327,913	2,643,534	198%

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Shift-Share Analysis- Milwaukee County, 1998-2006



Demographics and Market Analysis

Housing

The housing stock in the Near North neighborhood is quite old relative to the region. According to 2008 data from Nielsen Claritas, the median construction date of area housing stock is 1948. With over half of the housing stock built more than 60 years ago, it is safe to say that there has not been substantial residential development in recent decades. However, this is the case for both the City and County of Milwaukee as well. As the nation went through the recent housing boom, Milwaukee did not participate in it at the same rates as the rest of the state and nation, but not surprising or un-common for older, land-locked communities such as Milwaukee.

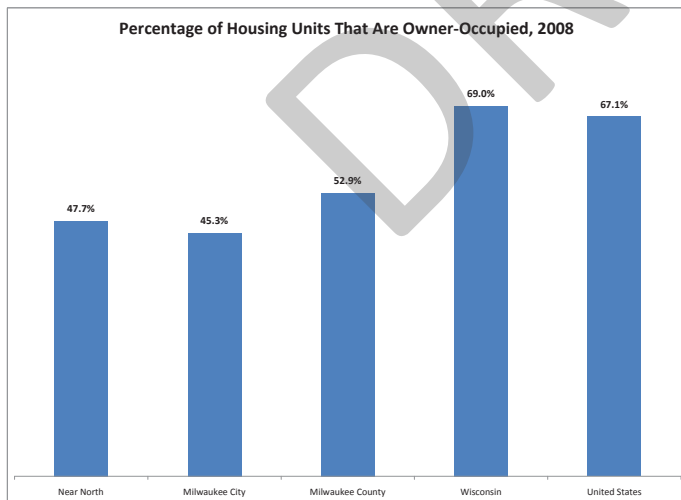
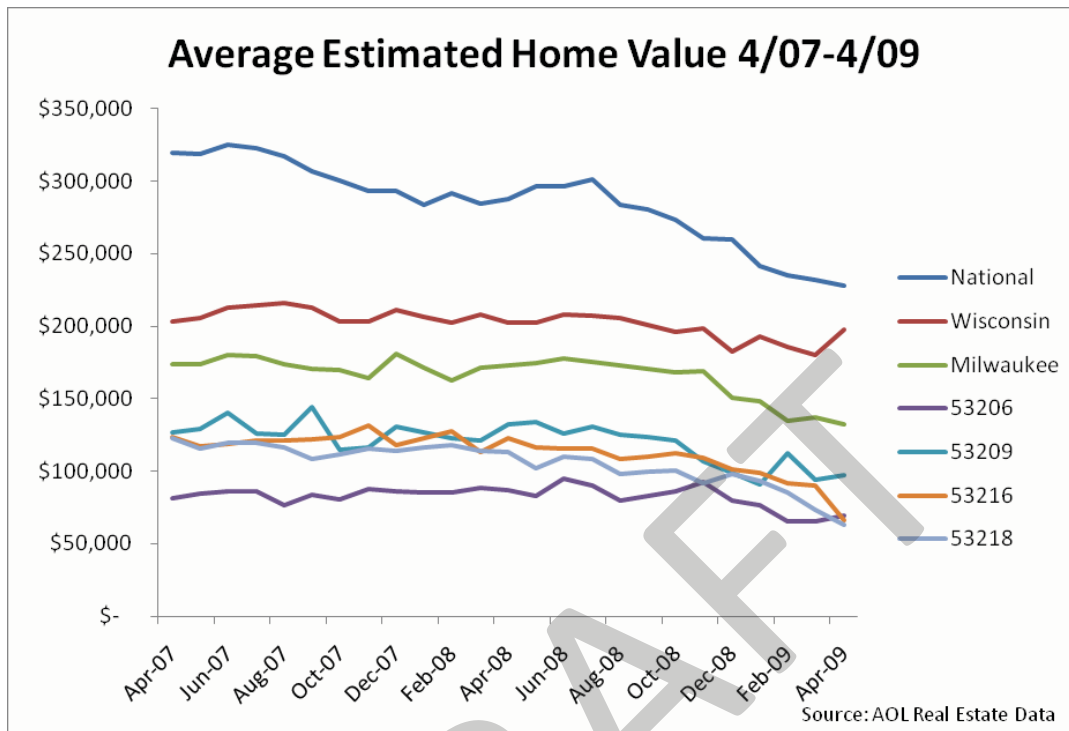
Near North has significantly cheaper housing stock than the rest of the city and county, not to mention the state and rest of the nation. Only in the far southwestern corner of the neighborhood do median housing values rise into six figures. The Near North's housing stock is valued at less than half that of Milwaukee County. During the past year it is safe to assume that all of the prices have declined but only time will tell as to how much and when they will start to rise again.

One dataset on which the Near North neighborhood tracks closely with the city and county is the percentage of housing units that are owner-occupied. Just less than half of the housing in the Near North neighborhood is owner occupied, which is slightly greater than the City of Milwaukee and only modestly lower than Milwaukee County.

The Near North neighborhood's housing stock contains little multi-family development. In fact over 85 percent of the housing units are in structures containing one (attached and detached) or two housing units. This percentage is 15 percentage points higher than the national average. This single family makeup is an interesting characteristic when shown in conjunction with the other statistics in this section. It makes the low housing values stand out even more when one considers the higher percentage of single family homes in the neighborhood. Despite this single family nature, lot sizes are small enough to still promote some density within the Near North neighborhood.

Foreclosures have hit the Near North neighborhood hard over the past year. One search of homes for sale turned up over 1,600 homes for sale in the zip codes making up the Near North neighborhood that were in foreclosure. This accounted for nearly 4 percent of all the homes in those zip codes. This compares to only 2 percent of homes being sold from foreclosure from the rest of the City of Milwaukee. The 53218 zip code has been hit especially hard as their rate of foreclosed homes for sale is double the rate for Milwaukee as a whole. Roughly 35 percent of all foreclosed homes for sale in Milwaukee are located in the four zip codes comprising the Near North neighborhood.

This high rate of foreclosure, combined with the almost non-existent building of market rate housing even through the national real estate boom, limits the probability of any substantial housing development occurring in the Near North neighborhood in the near future. When adding in the declining population base it will be some time before there is a market need for market rate new single-family housing in the area.



Foreclosed Home for sale		
	Number	% of Total
Milwaukee	4796	2.4%
53206	281	4.0%
53209	466	3.6%
53216	405	4.5%
53218	514	4.9%
Near North	1666	4.3%

Review of Prior Plans and Studies

As part of the planning process, at least 15 plans and studies relevant to the Near North area were reviewed and summarized. These plans included those conducted by the City, but also some from community organizations and SEWRPC. Current and previous plan recommendations were taken into consideration as the Near North Area Plan evolved. Below is a comprehensive list of these plans and studies:

- MLG 30th Street ICC Plan
- MLG 30th Street ICC Implementation Plan
- MLG 30th Street ICC Market Analysis
- City of Milwaukee – Department of City Development: Eaton Action Plan
- UW Milwaukee Applied Planning Workshop - Comprehensive Plan Review: 30th Street Industrial Corridor
- SEWRPC 30th Street Corridor Study
- PDI Tower Land Use Concepts
- PDI Villard Plan
- Vandewalle Corridor Economic Asset & Opportunity Analysis – 30th Street Industrial Corridor
- UW Milwaukee Eco-industrial Development – A Planning Guide for the 30th Street Industrial Corridor
- 30th Street Industrial Corridor Land Use Plan
- Tower Redevelopment Public Outreach and Stakeholder Participation
- 30th Street Industrial Corridor Transformation Plan
- Lindsay Heights Neighborhoods Initiative Strategic Plan & Projects

Public Participation

Public participation is essential to bring stakeholders of every kind – residents, business owners, nonprofits, elected officials, to the planning process. Issues are identified and creative ideas begin to form as a direct result of public input. This becomes the basis for the plan and policy recommendations, and helps to establish the implementation process.

Throughout the planning process interviews were used to identify additional plans from area churches, community organizations, Business Improvement Districts, and more. The City of Milwaukee is grateful for the efforts of these organizations.

Public participation events included stakeholder interviews, community surveys, image preference surveys, focus group workshops, informational meetings, public workshops, and a public open house.

Community Survey

A community survey was available during 2008 both on the website and hardcopy stacks located in the plan areas two public libraries, during various public events and participating businesses. Survey questions centered on land use and development issues for the Near North area. There were a total of 227 responses to the survey. More detailed results are in the Appendix, but key findings include:

Background

- 77% of respondents are residents, while 5% own businesses, and 22% own property in the Near North area
- Most respondents (33%) have lived in the area over 20 years
- Top reasons to live in the area include: affordable housing (55%), close to downtown (30%), born / raised in the area (24%), appearance of neighborhood (24%), and neighborhood diversity (23%)
- 90% of respondents are homeowners

Business Factors

- The top challenges facing businesses in the Near North are safety/crime, workforce training / education / schools, and jobs.
- Factors cited which will improve employment and economic development in the area are: jobs, job training, safety / crime, and litter/ trash
- Commercial areas need improvement in: cleanliness of streets / sidewalks, appearance of storefronts, amount of parking, appearance and visibility of signs, types and quality of businesses, appearance of parking lots, streetscape, bus stops and shelters, and police presence / security
- Top businesses that respondents want in the area include: job training center (37%), sit-down restaurant (36%), grocery store (30%), bookstore (25%), entertainment (25%), community center (25%), medical services (24%), bakery (24%)
- Businesses to keep out of the area include liquor stores, taverns / bars, payday loan / check cashing stores
- Most people (76%) drive to go shopping, but 23% take the bus to shop
- The majority of respondents (61%) would like the former AO Smith / Tower site to be used for industrial, while 46% would like retail, 44% prefer office use, 38% want housing, while 34% desire parks or open space

Neighborhood

- When asked to identify what they like best about the neighborhood, most respondents identified a specific place, like a library or church. The next most popular response was people or neighbors, followed by proximity or central location, then affordable housing / housing stock, and close community or neighborhood.

Public Participation

- Items liked least about the neighborhood include crime / safety, conditions (roads, litter, alleys, buildings), followed by absentee landlords and nothing to do for kids.
- 67% of respondents indicate that the Near North area is in worse shape than 10 years ago, but 53% believe the Near North area will be better off 10 years from now

Comments

Open-ended survey questions generated a variety of comments. Some of the comments are listed below.

- Jobs are a must
- Tower Automotive has always been a site that provided livable wage jobs to this community. Redevelopment of that site would help to stabilize the community and attract new businesses to the area
- I like the diversity of the people; housing options, and public transportation
- Less crime would help existing businesses to grow
- Everyone wants the area to improve and be safer
We look out for each other
- Expand or create a healthcare facility and a physical fitness facility
- Reach out to youth. Emphasize the importance of education
- Establish catalytic plans for retail and commercial arterials
- More small businesses with 10-20 employees

Stakeholder Interviews Summary

Stakeholders encompass a variety of people with an interest in the Near North area. This includes residents, business owners, community organizations, nonprofits, elected officials, and other representatives. The list of stakeholders to be interviewed is typically suggested by elected officials and the Contract Management Team (CMT). The stakeholders are asked a series of questions on a variety of topics in the Near North area. The following is a summary of stakeholder comments. Additional stakeholder information is available in the Appendix.

- General community characteristics of any city or community which stakeholders like tend to include: friendly, welcoming, social interaction, clean and vibrant, well-connected with the built environment while offering multi-modal transportation options, mix of culture, economic diversity and connected to nature with ample green space.

Near North specific:

- The stakeholders would like to see more of: jobs, job training, light-industrial jobs, services that generate foot traffic, improved cleanliness and maintenance, health clinic, quality restaurants, well-maintained green space with activities for children, family-oriented entertainment, and urban gardening
- The top three areas of focus: Capitol Drive; Teutonia and Atkinson Ave; and Fond du Lac
- The former Tower site and the 30th Street Industrial Corridor are a catalyst for the Near North area and the entire city. It is essential to create family-supporting jobs, retain successful businesses and encourage expansion, and to include job training and educational opportunities
- Lack of jobs and a prepared workforce are two major economic issues in the area

Public Participation

- Issues of concern include: crime/safety, perception of crime, unemployment, and a lack of accountability and responsibility of ownership
- Not all housing stock or streets are properly maintained, which impacts business investment opportunities
- Offer more things to do for children, whether it's more usable parks, but also more things to do for adults and seniors, which may include indoor recreation facilities

Community Meeting

A community meeting was held early in the planning process to inform local residents, business owners, and other stakeholders about the Near North Area Plan. It also provided an opportunity to solicit issues, opportunities or general feedback about the planning process and the Near North area.

Participants were invited to mark up a map with stickers to identify areas of concern, areas with redevelopment potential, and areas that deserve a special look or photographs by the consulting and planning team. The results of this exercise are summarized in <add NN PAG map and photos and remember to re-label this version for PC >

Image Preference Survey (IPS) Results

The Image Preference Survey (IPS) is a technique to help identify desirable and undesirable attributes of the physical form of the plan area. The survey displays a series of images, ranging from various commercial building types, signage, parking space, and open space, to differing residential types. Participants then rate the images to establish a measure of preference for design characteristics of these features. A group discussion on the desirability of the different characteristics and to clarify what participants liked or disliked about the images.

In March, 2009, a series of IPS sessions were conducted in various locations in the Near North area. A summary of the participants scoring sheets and corresponding images of the highest and lowest ranked images in each category are shown below along with summary comments below.

Residential:

- "With multi-family, you can't control who the tenants are as much as you can with duplexes and townhouses, which also have less parking issues."
- "Parking with garages facing the street could be a problem."

Commercial:

- In response to the typical layout of a large parking lot fronting the street with the commercial building setback behind the parking lot: "You can get out of your car – it is good for business but not good for the neighborhood; could look like a used car lot."
- "Apartment atmosphere is sometimes a problem, especially with multiple levels of tenants above retail."
- In response to a commercial building with a small side setback with moderate scale off-street parking: would fit in with residential areas, not too overwhelming."

Industrial:

- "The idea of art on industrial buildings is interesting."

Institutional:

- "Curved modern architecture, which is good."
- "Open look with use of glass is good architectural context especially when it's not just slapped on a building."
- "Library with apartments would depend on where it's located, would also depend on the right tenants."
- "A library must be user-friendly and invite you in."

Public Participation

Open Space:

- “I like greenery, flowers, and trees but it depends on what is around it – that goes for any open space.”
- “Concern over any open space is maintenance.”
- “Get businesses involved.”
- “Basketball courts are OK but must be maintained and often supervised.”
- “What do we do with teens? NIMBY – they should use schools, clubs, private sector should be involved.”
- “When private sector is involved with maintenance (of parks/greenspace) it’s better and more effective.”

Parking:

- “(Parking) depends on ease of snow removal.”
- “Angle parking is good, you get more cars in the area without more asphalt.”
- “Angle parking is difficult to back out of.”
- “Summer vs winter makes a difference with parking.”
- “Parking structures with ground floor retail or commercial space is a good idea.”

Signs:

- “Neighborhoods have no control over businesses that go into an area, but we can influence the signs – some devalue the neighborhoods...sometimes the signage) says, we’ll take any business.”
- “Signage says something about a neighborhood... affects behavior and how people treat an area – good style of signs says that people in the neighborhood care.”

Bus Shelters:

- “Maintenance of bus shelters is very important.”
- “Any (bus shelter) should be enclosed and well lit.”
- “Tempered glass sometimes encourages people to smash the glass.”
- “Use of technology is good, could it also be used for ads to generate revenue.”
- “(Large ads on a shelter) have safety issues – ads block one side of the shelter entirely – could ads be transparent or silk screened?”

Storm Water:

- “(The large cistern) looks like a big silver missile; could be painted to improve appearance.”
- “Green roof could be a maintenance issue – maybe a contract for a non-profit.”
- “All of the storm water images are a good function.”

Planning Process and Information Gathering



Lowest ranked residential image.



Highest ranked residential image.



Lowest ranked commercial image.



Highest ranked commercial image.



Highest ranked industrial image.



Lowest ranked industrial image.

Planning Process and Information Gathering



Lowest ranked institutional image.



Highest ranked institutional image.



Lowest ranked open space image.



Highest ranked open space image.



Lowest ranked parking image.



Highest ranked parking image.

Planning Process and Information Gathering



Lowest ranked sign image.



Highest ranked sign image.



Lowest ranked bus shelter image.



Highest ranked bus shelter image.



Lowest ranked stormwater image.



Highest ranked stormwater image.

Public Participation

Focus Groups

Three focus groups were held during April, 2009 each with a different topic of discussion and each with a pertinent gathering of stakeholders and area residents. The subject of each focus group were:

- Retail / business / industrial focus group
- Open space / environment focus group
- Neighborhood focus group

Comments from the focus groups include the following:

- All groups felt that job creation is very important, especially for young people.
- Workforce training and job placement programs are needed.
- Green jobs, like weatherizing homes or brownfield reclamation, would benefit the area.
- There is a shortage of healthcare providers in the area.
- Retailers are not typically attracted to the area, even though their products and services are needed.
- Revitalize Capitol Drive from Teutonia to at least 27th Street.
- Advertising and marketing is needed to raise awareness of local businesses.
- Businesses should hire from the area and be more involved in the surrounding neighborhoods.
- The City of Milwaukee should re-evaluate how it uses tax incremental financing (TIF).
- The City of Milwaukee should enforce building code violations.
- More community centers would allow young people to develop healthy relationships through tutoring, recreation, etc.
- Children and adults need places where they can socialize.
- The Near North area used to be vibrant with entertainment options – residents want the area to be that way again.
- Nonprofits might benefit from collaboration.
- Nonprofits have been providing food, but have seen an increasing need.
- Nonprofits occasionally partner with health organizations to offer health clinics.
- Some of the housing stock is beautiful and should continue to be maintained.
- Yet some areas, typically those with many transient renters, are not well-maintained.
- People want more pride in ownership in their neighborhoods.
- The area could benefit from an interconnected green infrastructure system, which would address storm water issues.
- There is a community perception of lack of well-maintained green space.
- Urban agriculture, like those at Growing Power or Teutonia Gardens, could provide fresh food.
- Pocket parks could be used for children to play, provide urban garden space, or be used for trees, perhaps as an urban orchard.

Public Participation

Community Visioning Workshops Summary

In May, 2009, two Community Visioning Workshops were held to gather public input to the plan goals and vision, and to generate ideas for improvement of districts, corridors, and catalytic projects within the plan area. One workshop was held at the Villard Avenue Public Library and another was at St. Mark African Methodist Episcopal Church.

Three general categories were explored: Neighborhoods / Community, Business / Industrial / Commercial and Environment / Open Space. A summary of each topic as discussed during the workshop are below:

Neighborhood

- The heart of the community is typically viewed as Teutonia & Capitol, which is consistent with Mr. Perkin's and Lena's being favorite places
- Landscaping, pedestrian promenade retail area, transit, medical services, sit-down restaurants, business development, facilities for an aging population, and more, were mentioned as desired to make the neighborhood more enjoyable
- Suggested neighborhood catalytic projects, large or small, include: housing and assistance for ex-offenders; recovery/ treatment facilities; group homes for young single mothers; medical services and facilities; green technology / small industry/ research and development; YMCA/ community center; greener homes/ weatherization; community theater; street repairs; alternative energy generation; schools integrated into the neighborhoods; restored streetcar service; a new middle school near Rufus King; clean, safe, and well-lighted streets, sidewalks, and alleys; additional parks, swimming pools, pocket parks in vacant lots; community gardens; and additional police presence and visibility.

Business / Commercial / Industrial

- Suggested uses for the 30th Street Industrial Corridor and the former Tower Automotive site are:
 - Establish a learning campus offering a variety of training programs, perhaps partner with a university or college
 - Clean, light, green industry and business
 - Small retail shopping area
 - Health care
 - Mixed use rails and trails
- Suggested uses for the former St. Michael's site are: health care (hospital, walk-in clinic, dental); addiction and recovery counseling; assisted living or senior housing; big-box type retail; job training (health care, assembly, clerical)
- Jobs identified that would be good for the neighborhood include: computers / information technology; light industry / manufacturing / assembly; research and development; family and parenting skills; education / non-traditional students; retail sales; medical, dental technicians; healthcare; professional trades (carpentry, plumbing, mechanics, landscaping, construction); business administration; food service; home improvement; and security.
- Catalytic projects to help bring jobs to the area include: establish a learning and job training campus in the 30th Street Corridor/ Tower site; increase police presence; re-use the Astronautics building for job training; re-establish a hospital or medical facility at St. Michael's Hospital site; develop small, green businesses; create partnerships between nonprofits and for-profits; skills, education for non-traditional students; businesses along Burleigh; additional computer training offerings at the public libraries; tax incentives; small shopping areas/ retail anchor; a shopping promenade with restaurants and cafes; Trek DreamBikes; community theater in a restored building

Public Participation



Environmental

- Suggested activities to generate greater use of parks and open space include: additional and better maintained restrooms; tot lots, playgrounds, wading pools and swimming pools; basketball and tennis courts; Little League and soccer; pocket parks and community gardens; trails; music in the parks; a park in the 30th Street corridor; additional police presence / substation; pavilions or indoor space for cold weather activities; ice / roller skating; and dog parks.

National Precedent Project Review

Nationally-recognized successful projects and programs were examined for relevance to the economic, environmental, and neighborhood issues identified during the Near North planning process. Locally, Milwaukee has several organizations, programs, neighborhood groups, and initiatives that illustrate best practices related to community wide programs. This study of planning precedents is simply intended to highlight the national best practice examples in hopes that some existing programs can be expanded or new programs created to replicate successful efforts in the Near North area.

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Sustainable South Bronx New York, New York

Sustainable South Bronx (SSBx) is a community organization dedicated to Environmental Justice solutions through innovative, economically sustainable projects informed by community needs. In 2001, SSBx was created to address policy and planning issues in land use, energy, transportation, water, waste, education, and design and manufacturing.

The Hunts Point neighborhood in the South Bronx is one of New York City's last remaining industrial areas. The neighborhood has numerous assets, including a waterfront location on the Bronx and East Rivers, proximity to Manhattan, the economic engine of the Hunts Point Food Distribution Center (the second largest in the world), new City led development projects, waterfront parks, and a strong local organizational infrastructure. It also exhibits one of the highest poverty and unemployment levels in the city, with poor community health, noxious uses and commercial traffic, substance abuse, and prostitution.

Caught in the middle of these pressures are approximately 11,000 residents who have been neglected and under served by the neighborhood's local economy. The one-square mile area of Hunts Point is bound by the Bruckner Expressway to the north and west, and the Bronx and East Rivers to the south and east. The 1970s and 1980s witnessed severe deterioration in property and living conditions, and only in the late 1990s and 2000s has the neighborhood begun to receive the attention that it requires to revitalize. SSBx has a strong history of working for the betterment of the community. Since 2001, SSBx has enjoyed success and recognition on a local, regional, and national level with utilization and coordination of some of the programs administered by SSBx and SSBx staff which include:

- Education & Outreach- Educating the community about environmental concerns, and educating the public and private sector on how to mitigate the pollution and waste in the community.
- Youth Program (LIFT)-Programs intended to both train and prepare youth for community building through environmental practices, clean up, and ownership, and overall sense of community pride
- Smart Living-Understanding the ways in which we live and how one can improve using sustainable practices, healthy foods, healthy living, and social solidarity
- Vocational Training (Green Jobs)- Preparing youth and young adults for the green economy through training, education, and preparation.
- Bronx Environmental Stewardship Training (BEST) is one of the nation's first and most successful green-collar job training and placement programs that caters largely to residents on public assistance and formerly-incarcerated. Students can graduate from the 16-week program with several certifications (hazardous material cleanup, green roof installation, ecological restoration, urban forestry, and landscaping) as well as job readiness preparation. To date, over 80 percent of students are employed, and 15 percent have gone on to higher education.
- In 2005, Sustainable South Bronx installed the first Cool and Green Roof Demonstration Project atop their offices in the historic American Banknote Building.
- The Bronx Recycling Industrial Park is a proposed eco-industrial park where businesses use and recycle others' waste products, reducing waste creation while creating green-collar job opportunities.
- South Bronx Greenway is a community-led plan and feasibility study for a bicycle/pedestrian greenway along the South Bronx waterfront, providing open space, waterfront access, traffic calming measures, safe public space to encourage physical activity, and opportunities for mixed-use development. \$30 million has been secured for greenway related projects.
- Sheridan Expressway Redevelopment plan to remove highway, provide access to newly restored Bronx River, and redevelop space to include parks, affordable housing, and community-positive economic development including 900-1200 housing units, 200,000 SF of school and community space, 90,000 SF of local retail



Harlem Children's Zone Harlem, New York

Called "one of the most ambitious social-service experiments of our time," by The New York Times, the Harlem Children's Zone® Project is a unique, holistic approach to rebuilding a community so that its children can stay on track through college and go on to the job market.

The goal is to create a "tipping point" in the neighborhood so that children are surrounded by an enriching environment of college-oriented peers and supportive adults, a counterweight to "the street" and a toxic popular culture that glorifies misogyny and anti-social behavior.

In January 2007, the Children's Zone® launched its Phase 3, expanding its comprehensive system of programs to nearly 100 blocks of Central Harlem.

The HCZ pipeline begins with The Baby College®, a series of workshops for parents of children ages 0-3. The pipeline goes on to include best-practice programs for children of every age through college. The network includes in-school, after-school, social-service, health and community-building programs.

For children to do well, their families have to do well. And for families, to do well, their community must do well. That is why HCZ works to strengthen families as well as empowering them to have a positive impact on their children's development.

HCZ also works to reweave the social fabric of Harlem, which has been torn apart by crime, drugs and decades of poverty.

The two fundamental principles of The Zone Project are to help kids as early in their lives as possible and to create a critical mass of adults around them who understand what it takes to help children succeed.

The HCZ Project began as a one-block pilot in the 1990s, then following a 10-year business plan, it expanded to 24 blocks and then 60 blocks. The goal is to serve 15,000 children and 7,000 adults by 2011. The budget for the HCZ Project for fiscal year 2009 is over \$40 million, costing an average of \$3,500 per child.

Like all HCZ programs, those of the HCZ Project are provided to children and families absolutely free of charge, which is made possible by the support of both federal, state, local, and private funding. Harlem Children's Zone, Inc. has experienced incredible growth - from the number of children we serve to the breadth of our services. But one thing has stayed the same: the agency's "whatever it takes" attitude when it comes to helping children to succeed.

In the late 1990s, HCZ ran a pilot project that brought a range of support services to a single block. The idea was to address all the problems that poor families were facing: from crumbling apartments to failing schools, from violent crime to chronic health problems.

It created a 10-year business plan, then to ensure its best-practice programs were operating as planned, HCZ was in the vanguard of nonprofits that began carefully evaluating and tracking the results of their work.

In 1997, the agency began a network of programs for a 24-block area: the Harlem Children's Zone Project. In 2007, the Zone Project grew to almost 100 blocks and served 7,400 children and over 4,100 adults.

Over the years, the agency introduced several efforts: in 2000, The Baby College parenting workshops; in 2001, the Harlem Gems pre-school program; also in 2001, the HCZ Asthma Initiative, which teaches families to better manage the disease; in 2004, the Promise Academy, a high-quality public charter school; and in 2006, an obesity program to help children stay healthy.

Under the leadership of its President and CEO, Geoffrey Canada, HCZ continues to offer programs that are aimed at doing nothing less than breaking the cycle of generational poverty for the thousands of children and families it serves. All HCZ programs are offered free to the children and families of Harlem.



Philadelphia Green Strategy Philadelphia, PA

As we entered the new millennium, the Pennsylvania Horticultural Society unveiled a “Green City Strategy” for Philadelphia. Based on the 30-year work of PHS’s Philadelphia Green program, the Strategy is a distillation of extensive experience in reclaiming vacant land, community greening, and long-term landscape management. Rooted in the premise that open spaces are essential to the viability of the city, the Strategy calls for a significant investment in Philadelphia’s green infrastructure as a tool for revitalization.

“The Green City Strategy considers greening as fundamental, not only in any serious effort to improve the quality of life in Philadelphia, but also for the city’s economic development,” says J. Blaine Bonham, Jr., executive vice president of PHS. Indeed, research from Chicago, Los Angeles, and St. Louis shows that housing values, home ownership, and median household income all increase when there is close proximity to green spaces, while violent crimes and property crimes decrease. Investing in a greener city promises other benefits as well, according to Patrice Carroll, metropolitan initiative coordinator for the USDA Forest Service, Northeast Area. “Studies show that greening—especially in high-density areas like Philadelphia—offers a broad range of social and environmental benefits as well, including stress reduction and improved air quality,” she says.

The Green City Strategy includes a considerable effort to address the problem of Philadelphia’s burgeoning amount of vacant land, which contributes to the downward spiral of blighted neighborhoods. It calls for clearing vast amounts of trash and debris from untended land and transforming it into clean, usable spaces that can attract new development or become permanent open space. It promotes the enhancement of community gardens, neighborhood parks and gateways, and commercial corridors, as well as beautifying communities with colorful containers and offering horticultural education and training opportunities. PHS proposed specific projects for fiscal year 2004 that will dramatically improve the appearance of selected neighborhoods. The components of this initial phase of the Green City Strategy reflect key priorities for NTI, a three-pronged approach that includes: concentrated greening in six target areas, community-based vacant land maintenance, and citywide greening projects.

The work completed so far demonstrates that greening can yield dramatic results and conveys the message that the city is serious about its mission of neighborhood transformation. The immediate visual improvements bring hope to residents of formerly blighted areas and help build support for investment in the city’s green spaces.



Fuller Park Community Development Corporation Chicago, Illinois

The Fuller Park Community Development Corporation's mission is to address housing, education, and environmental issues that have contributed to the community's legacy of poverty, illiteracy, and general state of disrepair. A principle goal of the FPCDC is to equip disadvantaged Chicagoans with the information, education, and skills necessary to move out of poverty. In addition to a running a community food pantry, distributing over 500 pounds of food weekly to Fuller Park residents, projects and programs include:

Housing

Provide affordable housing, facilitate tenant and community meetings, and house a Local Housing Resource Center (HRC) for Chicago's Department of Housing. The HRC promotes community empowerment and neighborhood development without displacement of residents, provides technical assistance to area residents for city family programs, and provides assistance to local homeowners in loan document preparation. The HRC also creates and manages affordable housing and intervenes in predatory lending and the demolition of viable housing stock to create more affordable housing.

Train local residents how to establish tenant associations, aid in building management, and build/maintain block clubs.

Education

Reduce unemployment, illiteracy, and lack of technology in the neighborhood through family literacy, life skills, Pre-GED, computer literacy, and construction trade skills training at the South Point Academy Community Adult Learning Center. Property Maintenance trainees acquire basic skills in carpentry, electrical, plumbing, heating, drywall, decorating, and janitorial services.

Environmental

The Eden Place Nature Center, a simulated nature preserve of bio-diversified wetland, prairie, and woodland systems, is dedicated to educating community children and parents about their living environment and how to protect against indigenous pollutants, and hazards. Multimedia, presentations, and science, writing, and art classes are provided in an outdoor setting.



Re-Imagining a More Sustainable Cleveland Cleveland, Ohio

The City of Cleveland initiated a planning effort to positively reuse approximately 3,300 acres of vacant land and 15,000 vacant buildings to create opportunities for all people, fair access to resources, make a commitment to healthy places for children, and use ingenuity to capitalize on these neighborhood assets. Program goals include:

- Vacant properties should provide an economic return, a community benefit, and/or an enhancement to natural ecosystems.
- Future plans should incorporate stormwater management, soil restoration, air quality, carbon sequestration, urban heat island effects, biodiversity, and wildlife habitat.
- Remove risk to human health and the environment from environmental pollutants, either with targeted remediation projects or with long-term incremental strategies.

Recommendations for vacant land reuse include:

- Green infrastructure network, including expansion of parks and natural areas, linkages between green space amenities within the city and region, and community gardens within ½ mile of every Cleveland resident.
- Ecosystem restoration to manage stormwater, reduce urban heat island effects, enhance biodiversity, and remediate contaminated sites.
- Productive landscapes as an economic development strategy, including local food production, capture and reuse of rainwater, community composting facilities, and local energy generation.

Planning Process and Information Gathering



Uncommon Ground Chicago, Illinois

Uncommon Ground (www.uncommonground.com) operates a community-based restaurant that advocates the principles of a “Farm to Table Mentality”; local, sustainable, and organically produced food; and contributing to the community in which the business is located. Through the Uncommon Ground Rooftop Farm, the restaurant shows its commitment to a long-term organic gardening program as a model for other rooftop gardens and farms in the urban environment.

Chicago’s first certified organic rooftop farm features 2500 square feet and 640 square feet of organic soil that produces various peppers, tomatoes, beans, corn, and other produce for use in the restaurant cuisine. Two beehives produce more than 40 pounds of honey annually. The rooftop also includes five solar panels that heat 70 percent of the restaurant’s water to 160 degrees, hot enough for the commercial dishwashers.

The restaurant also provides programming and events including:

- A monthly Eco-mixer, which promotes eco-awareness and networking, features local environmental organizations, and promotes the product of a local farmer or producer.
- Volunteer events providing practical training in building urban farm facilities.
- Urban agriculture classes for the local Waldorf school 3rd graders.
- Used vegetable oil supplied to Loyola University’s Environmental Science Department.
- Weekly Farmer Fridays Farmer’s Market including local musicians and artists.
- Tables made from reclaimed wood from nearby Jackson Park and designed by local furniture makers.
- All 28 rooftop planter boxes designed and built by local craftsmen.
- Restaurant walls feature paintings by local artists.



Chicago Center for Green Technology Chicago, Illinois

The Chicago Center for Green Technology (CCGT) is a model for sustainable design that minimizes environmental impacts, maximizes resource utility, and demonstrates adaptive reuse of a former industrial site. As the owner of the CCGT, the Chicago Department of Environment maintains an educational center where visitors can learn about the practical technologies that make up a high performance green building, and also offers free weekly public education seminars. Tenants of the CCGT are committed to environmental issues: Greencorps Chicago is a community gardening and job training program, and WRD Environmental is an urban landscape company.

After taking control of the site in the late 1990s, the City spent \$9 million to remove 600,000 tons of waste concrete and remediated the site and prepare the vacant building for renovation as the City's first LEED-Platinum high performance building and site redevelopment. Site features include:

- Three photovoltaic arrays on the roof, window awnings, and parking structure generate 45% of annual energy needs.
- Passive solar practices help minimize the building's energy consumption for winter heating and lighting.
- Smart-lighting systems and motion sensors automatically adjust lighting.
- A water management system reduces the volume of stormwater runoff to Chicago's combined sewer system by 50% and stores rainwater to supplement the site's landscape irrigation needs.
- A green roof captures and cleanses rainfall.
- Four 12,000-gallon cisterns collect runoff from the roof, storing it for future landscape irrigation needs.
- Roof downspouts direct rainwater into landscaped areas rather than into the city sewer system.
- Bioswales and constructed wetlands further infiltrate and purify rainwater runoff.
- Ground-source (aka 'geothermal') heating and cooling reduce demand for more polluting sources of energy.
- Bike racks, showers, and proximity to public transportation reduce use of cars and vehicle emissions.
- 40% of renovation materials were produced within 300 miles, reducing vehicle emissions produced in transport.
- Use of native plants reduces the need for chemical fertilizers and pesticides and irrigation and provide habitat for native insect and bird species.
- Greater than 40% of the building materials used in renovation were made from recycled materials.



Chicago Center FOR Green Technology



The Green Exchange Chicago, Illinois

The Green Exchange (www.greenexchange.com) is an adaptive reuse of a former lamp factory into a mixed-use business and residential complex committed to the “triple bottom line” of environmental sustainability, profit and positive social impact. The 272,000 square foot concrete building, which is designed to achieve LEED-Platinum certification, will house more than 100 green businesses offering a unique collection of leading edge products and services to the environmentally conscientious consumer. In aggregating numerous green businesses under one roof, the Green Exchange aims to establish a synergistic environment where tenants not only partner in developing clean and green products and services, network and share ideas and best practices, and to benefit from the broad access to an eco-conscious client base. Features of the facility include:

Access and Transportation

- I-Go car-sharing service on-site
- Priority parking for low-emission vehicles
- Bike room and showers
- Access to public transportation, Interstate 90/94, and 10 minutes north of downtown Chicago

Energy Efficiency and Renewables

- Solar thermal panels providing domestic hot water
- High efficiency HVAC system reducing building energy use by 22%
- Energy efficient windows permit natural lighting and reduce energy use
- Escalator adjusts speed with occupancy sensors, using 30% less energy
- State-of-the-art recycling system with sorting capacity on all floors

Stormwater and Water Use

- 41,329-gallon cistern stores stormwater for irrigation
- 8,000 square foot organic sky garden and green roof gathering space also absorbs rain water

Indoor Air Quality

- Low-VOC paint and stains used throughout building
- Indoor air quality monitored and controlled on all floors with high efficiency filters and air quality sensors



Green for All Oakland, California

Green for All (www.greenforall.org) is a national organization dedicated to building an inclusive green economy through green job creation, job training, and entrepreneurial opportunities in disadvantaged communities. Strategies for achieving this mission include:

- Facilitating connections between activists and advocates, organizations, policymakers, practitioners, and business, labor, and community leaders
- Raising public awareness on potential of green-collar jobs to transform the economy, curb global warming, and reduce poverty
- Leveraging best green practices and policy into model programs and legislation
- Provide technical assistance to mayors and community groups to implement local green-collar job initiatives

Projects and Programs

- The Green Jobs Act of 2007 authorized \$125 million annually to create the Energy Efficiency and Renewable Energy Worker Training Program to identify needed skills, develop training programs, and train workers for jobs in range of industries.
- Green-Collar Cities, an initiative among leaders and practitioners in five cities, establishes laboratories for creating local green jobs policies, programs, and actions to be applied throughout the country.

- The Local Government Green Jobs Pledge, a partnership between the Apollo Alliance, Center for American Progress, and ICLEI-Local Governments for Sustainability, calls on city and county leaders to commit to building a green economy. The U.S. Conference of Mayors and 20 cities and counties have since signed on to the pledge.
- The Green for All Academy equips future leaders with communication skills necessary to involve disadvantaged communities with green jobs and climate protection. Academy participants take part in a one-year fellowship where they organize events, engage in speaking activities, and deepen their understanding of the green-collar economy.
- Community of Practice is a forum with two Communities of Practice:
 1. Retrofit America's Cities, which supports the creation of city-scale energy efficiency retrofit programs.
 2. Green Pathways Out of Poverty, supporting community college and community-based green training programs for people with barriers to employment.

Planning Process and Information Gathering



Green Institute - Phillips Eco-Enterprise Center (PEEC) Minneapolis, Minnesota

In the late 1980s, the town of Phillips, Minnesota, a low-income inner city neighborhood of Minneapolis, secured a Hennepin County grant for the development of a building materials exchange and re-use facility. The resulting Green Institute includes three linked flagship programs designed to reduce building material waste, provide job training and workforce development, provide start-up business support, and profit through the sale of recovered materials. The Green Institute includes three programs: the Re-Use Center, DeConstruction Services, and the Phillips Eco-Enterprise Center (PEEC).

ReUse Center

- \$2 million salvaged building materials enterprise.
- Materials include: kitchens, doors, windows, flooring, millwork, lighting, and green building product lines certified by the Forest Stewardship Council.
- 24,000 square feet of retail space
- Diverts 400 tons of reusable building material from the waste stream annually
- Over 75,000 customers per year

DeConstruction Services

- Area residents earn living wages and gain skills in carpentry and business operations
- Crews disassemble and salvage building materials from demolition and remodeling project sites
- Up to 60 percent of materials sold on site, 30 percent resold at the ReUse Center, and 10 percent disposed of in an environmentally responsible manner

Eco-Enterprise Center (PEEC)

- Incubator for progressive businesses and non-profits focused on energy and environmental sustainability
- Provide area residents with opportunity to earn living wages in green industries
- Incubated organizations include Gardening Matters, focused on community gardens, backyard food producers, and market garden growers, and Minnesota GreenStar, developer of regionally-appropriate green building guidelines

Building Highlights

- 64,000 square foot green building; pilot project for LEED program
- 34-kilowatt solar photovoltaic array
- Energy efficiency features include: use of natural daylight, high-efficiency light fixtures, scheduling and occupancy sensors, geo-exchange heat pump
- On-site stormwater management system, including a green roof and parking bioswales, diverts 2 million gallons per year from sewer system.



Greencorps Chicago Chicago, Illinois

Established in 1994, Greencorps Chicago is a community landscaping and green industry job training program focused on environmental stewardship and increasing and improving Chicago's public green spaces. Greencorps is a program of the City of Chicago Department of the Environment in partnership with WRD urban landscaping company, which is housed in the Chicago Center for Green Technology. Greencorps' mission is to improve the quality of life in all of Chicago by providing horticultural instruction, gardening materials, and employment opportunities.

Community Garden Certification Program

Greencorps Chicago provides free horticultural guidance and landscape materials to community groups planting gardens in public spaces, such as schools, public housing communities, block clubs, community centers, libraries, and faith institutions that work in a public space. All groups must be certified every three years to remain in the community garden program.

Programs Offered by Greencorps Chicago

- **Plant Distribution Days:** Greencorps distributes free seeds, vegetables, and bulbs to community organizations five times a year.
- **Basic Assistance:** Greencorps offers one day of assistance from its landscaping crew to groups in the preliminary stages of public garden development.
- **Community Garden Assistance:** Greencorps offers various levels of technical assistance, garden materials, and labor to certified community groups.
- **Job training:** Each spring, Greencorps hires approximately 50 people into its nine-month green industry job training program in areas including horticulture/landscaping, environmental health and safety, weatherization, electronics recycling, academic improvement and professional development. Industry partners host internships throughout the term, which may lead to employment for trainees.
- **Volunteer Opportunities:** Volunteers are invited to assist with Greencorps' community gardens and serve as docents at the Chicago Center for Green Technology.
- **Mayor Daley's Landscape Awards:** Annual awards program recognizes residents, schools, community organizations, and businesses for outstanding contributions to the city's environment.



Quad Communities Development Corporation Chicago, Illinois

The Quad Communities Development Corporation (www.qcdc.org) serves North Kenwood, Oakland, and portions of Douglas and Grand Boulevard neighborhoods. The QCDC was formed in 2003 through the combined efforts of the 4th Ward Alderman and institutional, community organizations, business, and public housing leaders. The QCDC organizes stakeholders and leverages resources to plan, guide, support, and monitor infrastructure and community development to create sustainable, healthy, mixed-income neighborhoods.

Program Areas

- Engage residents in a community planning effort to develop strategies and programs to achieve a shared community vision.
- Employment and financial services include the Center for Working Families, which provides job training, employment readiness training, placement, vocational and adult education, school-to-work linkages, and improve financial literacy.
- The Transitional Advisory Council helps plan goals for the Donoghue Charter School, one of a number of efforts to develop a network of high-performing schools with local attendance serving a range of children from diverse racial and economic backgrounds.
- Local organizations such as the Little Black Pearl Art and Design Center and the Sutherland Community Arts Initiative help direct youth in positive directions through a new neighborhood space for youth activities, internships and mentoring, athletics and recreation, leadership development, and community service opportunities. The Digital Connectors program equips youth with skills to become next generation of community leaders.
- Restore a balance of housing choices via counseling and organizing through the Affordable Housing Resource Center, monitoring of CHA replacement housing, and partnerships to preserve existing affordable units.
- Support for business and commercial redevelopment of this area, which was once home to many successful African-American-owned enterprises. Activities include the 43rd & Cottage Grove TIF Council, Cottage Grove Clean Up Initiative, restoration of Drexel Boulevard, Little Black Pearl youth-inspired beautification concept, Small Business Capacity Building, and Community and Commercial Corridor Mapping.



Milwaukee Precedent Project Review

Milwaukee has several of its own noteworthy precedent projects, some of which are briefly described below. This list is not exhaustive, but covers a wide variety of topics.

Growing Power

Growing Power founder and CEO, Will Allen, believes in transforming communities by supporting people with diverse backgrounds through community food systems. Growing Power was awarded the MacArthur Fellowship, and continues to provide hands-on training in urban gardening, composting, aquaponics, vermiculture, bee hives, and more. Growing Power programs and efforts continue to expand.

Teutonia Gardens

Teutonia Gardens is an innovative, affordable housing development which incorporates a thriving neighborhood barbershop which existed on the site for over 40 years. It also has an award-winning urban garden with roof-fed cistern. Residents have the opportunity to learn and earn from the urban garden.

Milwaukee Police Department – Park and Walk, Neighborhood Policing Plan

MPD has initiated a program to park and walk several neighborhoods to encourage officers get to know and exchange information with area residents. The Community Liaison Officer (CLO) program provides additional connections through the block watch programs. Neighborhood Policing Plans are tailored for each district. MPD proactively reaches out to business owners and residents to demonstrate its commitment to public safety in all neighborhoods.

Walnut Way

Walnut Way has demonstrated how a grass roots effort can positively change a neighborhood. Educational topics include such topics as rain gardens, urban agriculture, literacy, healthy choices, building rehabilitation, and more. Gardens to Market provides teens with jobs, and empowers people to establish supplemental income through urban gardening. 65 new homes have been constructed and there are plans for 54 more new homes.

Martin Luther King, Jr. Drive – Revitalization

The Historic King Drive BID has worked to establish a vibrant mix of national retailers, specialty shops and quality housing along King Drive. The BID is anchored by Manpower and Time Warner Cable, whose presence proved catalytic for nearby businesses. The BID uses the Main Street approach to help establish a thriving community.

The Brewery

The Brewery was redeveloped from the former Pabst Brewery into a mixed-use, LEED certified development. As the state's first Neighborhood Improvement District (NID), residential properties with 8 or more units can be assessed like a BID, and use the funds for pocket parks, streetscaping, stormwater facilities, and signs.

Menomonee Valley

The Menomonee Valley was a heavily contaminated brownfield, which was purchased by the City of Milwaukee and redeveloped into a green industrial park. Menomonee Valley businesses currently have over 700 employees and the industrial park offers scenic walking paths and recreational opportunities, as well as an integrated system of stormwater management.



MVP MENOMONEE VALLEY PARTNERS, INC.



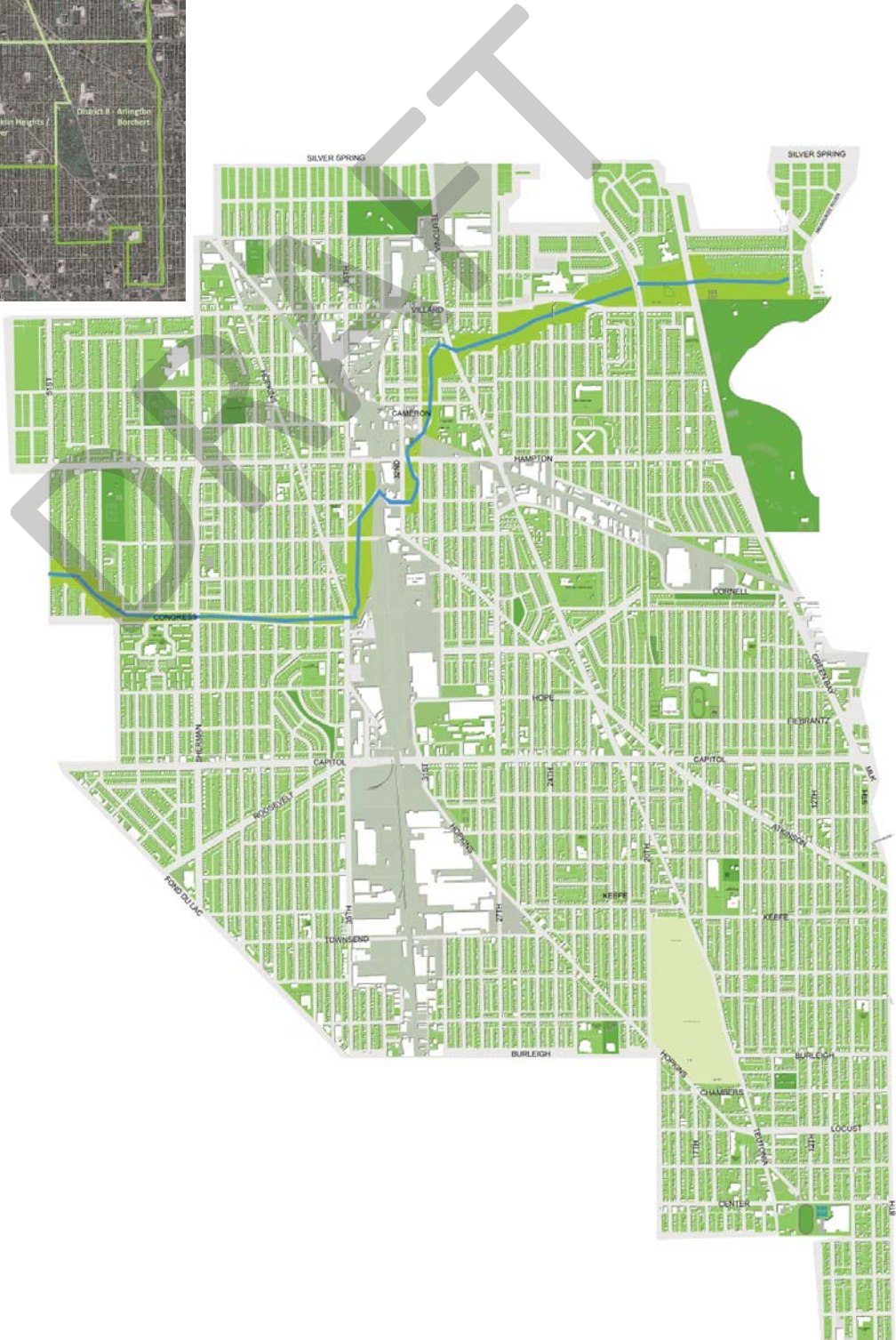
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land use policies

3

Land Use Policies



Land Use Policies : Overall / Neighborhood Policies

First Principles are value statements that form the basis for neighborhood goals, and for future change and improvement of the neighborhood.

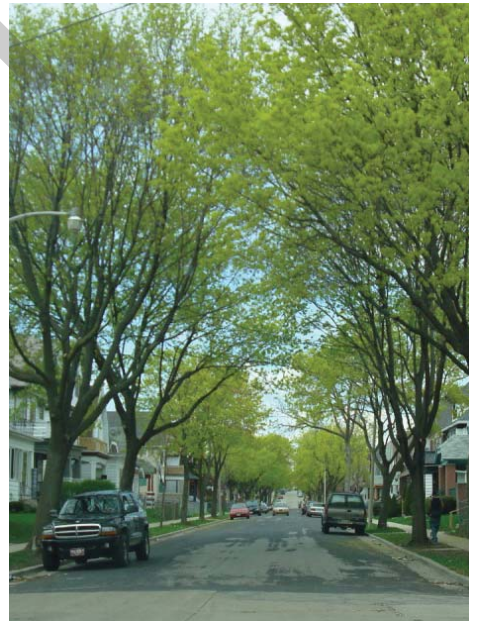
Principle 1: Reinvigorate the neighborhood through sustainable practices, new retail, commercial development, and employment within walkable distances from residential areas.

Principle 2: Increase security and safety to improve business attraction and quality of life for employees and residents.

Neighborhood Goals

1. Build upon existing neighborhood assets: strong single family housing stock, industrial infrastructure, rail corridor access, and major thoroughfares.
2. Strengthen community relations, respect, involvement, and sense of ownership over private property and neighborhood spaces.
3. Improve the quality of life by improving the public realm and encouraging social interaction, community organizations, litter removal, sidewalk repair and maintenance, trees and landscaping, street and pedestrian scale lighting, public plazas, community gardens, arts and cultural programming.

1. Increase the number and distribution of mixed use nodes along commercial corridors. residents.
2. Incorporate quality neighborhood commercial-retail uses near residential areas to encourage walking for daily needs. Include diverse, locally-owned businesses with opportunities for healthy food and produce, sit-down dining, services, entertainment, and goods, including options for families and children and a greater variety of products and price points than available today.
3. Provide services, residential options, and quality of life enhancements for the changing population of the area, especially for seniors and the elderly.
4. Attract and create civic, commercial, or institutional facilities that celebrate history and culture while serving as centers of the community and encouraging residents to interact and socialize.
5. Strongly discourage incompatible uses that do not support the commercial focus of the business district and corridor, and that do not promote an image of economic stability or health (storefront churches, social service providers, currency exchanges, liquor stores, and payday / title loan operations).
6. Strengthen efforts to retain existing uses and users when they are economically viable and contribute to the positive trajectory of a neighborhood.
7. Promote the creation, expansion, and restoration of a green infrastructure network of parks, gardens, habitat, greenways, stream corridors, green industry corridors, natural features, and stormwater management facilities as an essential part of a sustainable neighborhood and city.



Land Use Policies : Overall / Neighborhood Policies

USE POLICIES

8. Minimize new parking facilities in favor of transit options for transportation to and from destinations.
9. Encourage efforts to improve the quality of life through the environment with uses such as community gardens, farmer's markets, recreational facilities and programming.
10. Integrate alternative energy generation into neighborhood development and redevelopment projects, such as geothermal and solar. Consider creating a distributed energy generation system on a block by block basis. Where generating energy is not possible, purchase renewable energy generated power. Work with organizations such as WE Energies and the Wisconsin Office for Energy Independence.



FORM POLICIES

1. Preserve neighborhood character and integrity as compact and connected neighborhoods. New development should fit within the context and neighborhood vernacular while being compatible with surrounding uses. Incorporate public space, open space, natural landscaping, and plazas into new development to encourage social interaction and attract residents to retail zones.
2. Preserve existing development densities, street grid, block size, development pattern, and land uses, which are appropriate for the location within the city. Changes in land use and density that contribute to the positive development of the neighborhood should blend with surrounding urban pattern and character.
3. Primarily within industrial and commercial uses, consider dividing large blocks and parcels into smaller blocks and incorporate streets and 'city block' type patterns into the form.
4. Infill commercial nodes and corridors with compatible, pedestrian oriented, small setback development that attempts to complete and define the street wall, corners, and pedestrian zones.
5. Improve walkability of the neighborhood by integrating services, institutions, and daily needs within ¼ mile walking distance to residential neighborhoods. Ensure that pedestrian routes are safe, attractive, and convenient.
6. Prioritize the creation of safe, pedestrian-friendly streetscapes, particularly in commercial districts where cross-town traffic is not the primary goal. Incorporate traffic calming streetscape designs that enhance the safety and attractiveness of commercial corridors for pedestrian use.
7. Avoid blank walls, contiguous vacant lots, large parking lots which face the street, and curb cuts in commercial nodes and corridors to enhance the experience and safety of pedestrians.

Land Use Policies : Overall / Neighborhood Policies

FORM POLICIES

8. Where new buildings are adjacent to the street, incorporate setbacks for wide sidewalks, landscaping, and potential street dining areas adjacent to restaurants or cafés.
9. Employ Crime Prevention through Environmental Design (CPTED) strategies in development and redevelopment projects. All streets, yards, parking lots and parks should be visible from adjacent buildings.
10. Practice sustainable stormwater management wherever feasible and where new or redevelopment projects are occurring. Retain as much rainwater as possible within bioengineered stormwater features and vegetated areas. Focus infiltration efforts in areas of large impervious surfaces such as parking lots, alleys, and street rights-of-way. Consider permeable paving as an alternative to concrete and asphalt.
11. Require site and building design and engineering to be as environmentally responsible and energy efficient as possible, through the use of nationally recognized sustainability models. Use recycled, locally produced, sustainably harvested or produced materials for building and construction. Reuse existing buildings, structures, and reclaimed construction materials where possible. Reclaim, reuse, and recycle construction and demolition waste where feasible.

FORM POLICIES

12. Incorporate native and adapted trees, shrubs, and low vegetation into the urban landscape. Select plants that require minimal maintenance, irrigation, fertilizers and pesticides, and that tolerate urban environmental conditions such as soil compaction, heat and drought conditions, minimal water infiltration, and salt spray and other urban pollutants.
13. Locate additional trees to provide shade in the summer and allow heat gain in the winter after the trees lose their leaves.
14. Minimize parking, avoid the creation of large surface parking lots, and strive to incorporate parking needs into the street grid or in structures or redeveloped facilities.

Land Use Policies : Overall / Neighborhood Policies

REDEVELOPMENT STRATEGIES

1. Include residents, neighborhood organizations, and business owners in discussions about redevelopment of neighborhood properties.
2. Expand or create additional neighborhood investment zones (BID, TIF, TIN, etc.) and tap into Community Development Block Grant funding to encourage and help finance priority redevelopment efforts.
3. Prioritize redevelopment of industrial and commercial districts as a means to generate jobs and economic activity as a catalyst for neighborhood improvement.
4. Prioritize new taxable uses over non-taxable uses, unless non-taxable uses are educational, civic, institutional, cultural in nature or provide skills and job training, or encourage economic development.
5. Consider redevelopment opportunities for existing commercial and industrial zones. Assemble, clean, and repurpose industrial parcels and facilities for new employment and businesses. Heavy or light industrial users with potential to create jobs should be prioritized. However, business and other uses that can drive economic development should be considered as well.
6. When economically feasible, preserve historic buildings and districts as neighborhood assets and as keystones for neighborhood revitalization

REDEVELOPMENT STRATEGIES

7. Reuse and retrofit existing industrial and other recoverable buildings.
8. Consider market incentives for infill development.
9. Allow removal of structures and facilities that do not contribute to the positive development of the neighborhood. Salvage and recycle existing equipment, fixtures, and materials.
10. Assemble land to create contiguous parcels of development for public purposes or projects that will provide an economic and/or employment catalyst for the neighborhood and the city.



Land Use Policies : Overall / Neighborhood Policies

Community Arts through a Near North Side “Mosaic Our World” Project

Neglected neighborhoods are often environments that suffer deeply from a disconnection between people and their community, a lack of a strong sense of ‘place’. Beautiful art created by and for a community can help reestablish the community’s ‘place’ and to help establish a renewed sense of community between people. As an art form, the mosaic is the perfect medium and metaphor for recreating a broken community as a place of pride and hope where dreams and the future can be made real. Rooted in different cultural traditions,

these works can enliven the district’s gateways, beautify blank walls, and turn empty lots into places for play, festivals, and performance spaces. A guild of local artists and craftspeople, residents, business owners, schools, children, and others can come together and work towards a common goal to improve the neighborhood. Such activities also offer the opportunity for neighborhood development, creative arts, construction and other skills, celebration, and community participation.



Land Use Policies : Residential

Principle 1: Safe, walkable, and cared-for residential neighborhoods provide needed housing, services, and opportunities for residents of all ages and abilities.

Principle 2: An atmosphere of kindness and concern, where social interaction and neighbor support is the normal function of the day.

Principle 3: Neighborhoods of solidarity where community responsibility is expressed through good maintenance and care of the physical environment.

Residential Goals

1. Increase home ownership, owner-occupancy and property maintenance.
2. Enhance existing housing with façade and other improvements.
3. Allow areas of mixed uses and diverse housing choices
4. Foster a sense of pride in ownership in neighborhoods and districts.
5. Strengthen and enforce the necessary public policies / ordinances that promote good quality housing, healthy property management, and consistent zoning, corridors, and land use mix/adjacencies.

The City of Milwaukee's award winning **landlord training program** is intended to teach landlords fundamental ways to keep illegal activity out of their property. Classes are free and held on a regular basis, including evenings and weekends, throughout the year at various locations. Attendees receive a free manual on a variety of legal and business issues related to managing a property. Contact the Department of Neighborhood Services for more information.

1. Increase the diversity of housing options for a variety of household needs and incomes while being compatible with development pattern and character of the neighborhood. Options include single family, duplex, multi-family, townhomes, condominiums, and apartments.
2. Incorporate quality neighborhood commercial-retail uses near residential areas to encourage walking for daily needs. Include a greater variety of products and price points than available today including healthy food and produce, services, entertainment, and goods, including options for families and children.
3. Avoid concentration of multi-family housing. Higher density residential development may be better located along commercial districts, business and light industrial zones, and transit routes.
4. Increase the number and distribution of mixed use zones throughout the neighborhood to create nodes and corridors of businesses supported by nearby residents.
5. Consider proximity to concentrations of industrial and commercial uses in design and redevelopment of residential neighborhoods. Provide a range of housing options close to centers of employment.
6. Allow non-residential uses within residential districts or where residential districts adjoin or mix with commercial districts, as appropriate. These uses may include neighborhood retail (i.e., 'corner stores' that provide positive goods or services and do not attract crime), live-work units, home offices, and studios.

Land Use Policies : Residential

USE POLICIES

8. Avoid concentrating public and subsidized housing within neighborhoods. Where public housing exists, partner with the Housing Authority of the City of Milwaukee to incorporate market rate, single-family housing where feasible and continue to implement new and green urbanism and HOPE VI principles to improve the quality of life.
9. Consider community gardens and urban orchards and agriculture as desirable uses within residential districts. Community gardens provide food security, reduce food costs, provide healthy food for families, and may even generate additional income for residents who can sell food at local farmers markets.

FORM POLICIES

1. Preserve residential neighborhood character and integrity as compact and connected, as is typical of older Milwaukee neighborhoods. New and redevelopment should be compatible with surrounding uses and character with regard to: lot size and orientation, architectural massing, density, scale, pattern, setbacks, curb cuts and alley access, materials, and architectural elements and general design. Integrate cultural, natural, and historical features and community art into residential neighborhoods to give them a unique sense of place.
2. Preserve neighborhood character and style when restoring or rehabilitating older structures or adding new or infill development.
3. Where multi-family residential is incorporated into single family districts, structures should be consistent with the design of the surrounding single family character and be designed as townhouses, duplexes, or row houses rather than apartment buildings.
4. Incorporate additional green spaces or public plazas into residential neighborhoods particularly where multi-family housing exists. These may include community gardens, parks, child play spaces, or landscaped areas intended to bring community members together in positive social interactions.
5. Maintain alleys where they exist for garage loading and garbage service, improve lighting, and retrofit as green alleys.
6. Exterior entrances and walkways should be well lit, safe and visible at night.

Land Use Policies : Residential

REDEVELOPMENT STRATEGIES

1. Encourage the use of Target Investment Neighborhood districts, neighborhood organizations, and grant programs for improvement and renovation of existing housing stock and to increase home ownership. Encourage restoration, rehabilitation, and preservation of existing stock over new development where feasible.
2. Consider using City reinvestment districts to help finance public improvements (lighting, community art, landscaping, park furnishings and streetscaping) to improve quality of life and to increase investment and pride in neighborhoods.
3. Use City authority to address, remediate, or remove nuisance properties, to acquire or condemn blighted properties, to acquire, improve and resell tax delinquent properties, and to encourage sales of foreclosed properties.
4. Concentrate new or redevelopment initiatives with rehabilitation programs or initiatives in the surrounding properties and right-of-way to maximize benefit to the neighborhood and to create a catalyst for a broader block or neighborhood improvement.

REDEVELOPMENT STRATEGIES

5. Repurpose vacant lots as gardens, natural landscapes, or play spaces while new productive uses can be found. Encourage neighboring landowners to maintain vacant lots so they do not become nuisance properties, and consider a “mow-to-own” program whereby individuals mowing vacant properties for a period of time may purchase the property for a very low price.
6. Continue to support strong residential neighborhoods through services such as police presence, neighborhood watch, street and right-of-way repairs and improvements, and garbage removal. This is particularly important to foster investment in the neighborhoods surrounding the 30th Street Industrial Corridor as the City and its partners work to redevelop and to increase business and employment. These neighborhoods may form the primary residences of the employment base for the 30th Street Industrial Corridor



Land Use Policies : Commercial

Principle 1: Successful small businesses are supported by a locally trained and educated workforce, a dependable customer base, updated infrastructure, a desirable residential community, and entrepreneurial support.

Principle 2: Locally-owned and other community-supported businesses provide healthy goods and services within walking distance from residential districts and support a stable, prosperous local economy.

Principle 3: Access to vocationally-oriented educational experiences prepares residents for future employment and entrepreneurship opportunities in existing and emerging industries while expanding job readiness skills for Near North Residents.

Principle 4: Retail districts and commercial corridors that respect culture, expands historical knowledge, and provides a more memorable shopping and dining experience, drawing people from a larger area and leading to successful, long-term business enterprise.

Commercial Goals

1. Support a diversity of quality services, entertainment, goods, and healthy food choices within walking distance of residents and businesses.
 2. Promote and support economic stability and growth by revitalizing retail and commercial streets and districts to be more pedestrian friendly, attractive, clean, safe, and accessible.
 3. Improve retail and commercial properties with façade and other improvements.
 4. Provide training and support services for local business ownership, entrepreneurship, and management. Emphasize culture and local history to define districts of commercial interests
 5. Minimize religious and childcare institutions within commercial corridors.
1. Incorporate quality neighborhood commercial-retail uses near residential areas to encourage walking for daily needs. Include a wide variety of products and price points including services, entertainment, and goods, and especially access to affordable, healthy food and produce. Include options for families and children.
 2. Encourage a diverse, locally-owned retail mix where possible. Include retail chains and larger, single tenant anchor stores where necessary to stimulate economic development.
 3. Support the industrial employment base by allowing and encouraging limited commercial-retail development within or near industrial districts that complement the needs of employees and businesses.
 4. Encourage redevelopment and investment along existing commercial corridors and intersections, particularly where these coincide with major transit stops.
 5. Strongly discourage incompatible uses that do not support the commercial focus of the business district and corridor, and that do not promote an image of economic stability or health (storefront churches, social service providers, day care centers, liquor stores, and payday / title loan operations).
 6. For portions of commercial corridors and nodes that are not supporting retail uses, multi-family residential may be incorporated into the land use mix. Additional residential density can help support commercial districts by providing customers as well as added security through 'eyes on the street.'

Land Use Policies : Commercial

FORM POLICIES

1. Make walking attractive, easy, safe, and convenient within redeveloped commercial and industrial areas. Design elements include minimized curb cuts, a complete street wall of storefronts unbroken by vacant lots or parking lots, and bringing buildings closer to the right-of-way / build to line through the use of short or no setbacks. Corner buildings help to define the character of an area and to draw potential patrons down a street. Buildings constructed on corner lots can anchor or “hold the corner” by being constructed to the sidewalk on all street frontages. Parking lots, conversely, leave the corner undefined, vacant, and uninviting to pedestrians. Also avoid blank walls along street frontages.
2. Improve the customer experience by providing clearly marked and sheltered primary entrances off main commercial streets, large storefront windows, landscaping, lighting, community art, benches, and wayfinding signage. Security measures (shutters and steel bars, for example) should be hidden or located inside rather than outside a building to improve the appearance of the storefront as a safe and secure place for pedestrians.
3. Infill commercial buildings along commercial corridors and nodes to complete the street wall.
4. Construct buildings to achieve a maximum street width to building height ratio of 3:1 to create a comfortable environment for pedestrians. Streets should be no wider than three times the height of the buildings; narrower streets are acceptable. One story buildings should be avoided if possible.
5. Multi-story commercial buildings should support ground floor retail or commercial and additional uses on upper floors such as residential or office. Encourage large single tenants to occupy multiple floors rather than a single large building.

FORM POLICIES

6. Encourage safe and secure industrial districts through the use of Crime Prevention through Environmental Design (CPTED) strategies in development and redevelopment projects.
7. Retrofit existing commercial corridors and nodes to include landscaping within and around the perimeter of parking lots, along the street, and as highlights and accents to improve the pedestrian experience.
8. Adopt consistent, unified character for commercial districts including furnishings, awnings and signs, lighting, and landscaping.
9. Add landscaping and stormwater management practices to large parking lots and other large areas of impervious surfaces, particularly in the heavily impervious industrial blocks.



Land Use Policies : Commercial

FORM POLICIES

10. Reduce the size and capacity of parking areas. Where parking is necessary, encourage on-street parking, shared parking strategies, and structured parking where additional parking is needed. Off street parking should be located behind or between buildings. Structured parking should be designed to support ground floor retail or commercial with parking on upper floors, and detailed to fit into the character of the surrounding commercial district. Provide enough parking to accommodate the average number rather than maximum number of customers. Allow customers to park once in order to visit multiple retailers and destinations.
11. Avoid 'strip' type commercial-retail development in favor of 'main street' or 'town square' style development with sidewalks, landscaping, smaller parcels, interior atriums or courts, and seating areas, and, if possible, a continuation of the surrounding street grid.
12. Construct buildings within an appropriate build-to-zone to minimize front setbacks. Buildings located at or within five feet of the front parcel line help contribute to a lively streetscape. Pedestrians can easily see into storefronts, shop owners can monitor street activity, and vehicular traffic can also see the types of retail or restaurants available along a street front. Exceptions can be made for businesses that regularly use the front yard setback area for active outdoor uses, such as outdoor seating at a cafe or to display outdoor merchandise at a garden shop.
13. Avoid the concentration of automobile oriented uses such as gas stations, car washes, repair shops, and fast food restaurants with drive-through in priority commercial districts.
14. Redesign Capitol Drive as a greener, more inviting commercial corridor.

REDEVELOPMENT STRATEGIES

1. Support locally owned business and entrepreneurs to locate within existing commercial districts and nodes.
2. Prioritize reuse of existing buildings within commercial districts for new businesses, except where existing buildings do not contribute to the desired quality or character of the commercial area.
3. Use Business Improvement Districts, Tax Increment Districts, and other financial supportive tools to stimulate improvement and investment in commercial corridors so as to improve and market the district image and to address maintenance, security, and parking issues.
4. Preserve, adaptively reuse, and infill vacant buildings and lots in commercial corridors and nodes. Allow the removal of buildings that contribute to the negative image of a commercial district.
5. Ensure that crime prevention and the perception of crime are addressed in redevelopment of commercial properties, thereby encouraging use by the local customer base. Avoid concentrating automobile-oriented uses, uses that project a negative image, or uses that attract undesirable elements and activities.
6. Provide incentives for business owners such as facade improvement grants, low interest loans, streetscape improvements, etc.

Land Use Policies : Industrial

Principle 1: Supporting, sustaining, expanding, and retaining existing businesses and jobs is a priority for neighborhood economic development.

Principle 2: Jobs and industry attracted to and incorporated within the neighborhood and a redeveloped 30th Street Industrial Corridor reinvigorate the local economy with a wide range of job opportunities.

Principle 3: An atmosphere of innovation demonstrated by sustainable practices enhances and provides valuable alternatives to all aspects of businesses creation, retention, and development.

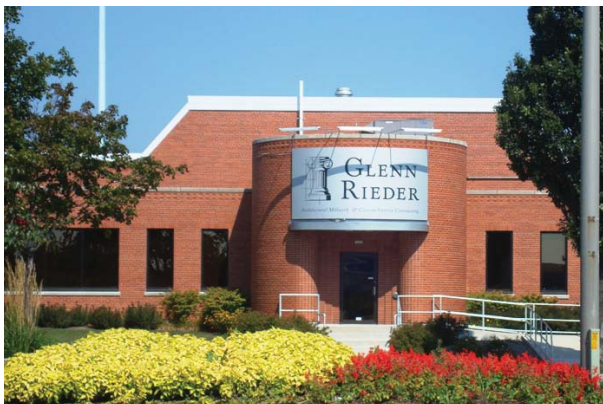
Industrial Goals

1. Revitalize the 30th Street Industrial Corridor through streetscape improvements, new destination businesses, clean up, land assembly, infrastructure improvements, and marketing of redevelopment opportunities to retain existing businesses and attract new clean and green technologies, industries, and a diversity of jobs.
 2. Provide innovative ways to reuse and rehab existing industrial structures for job growth, and clean industry development where feasible.
 3. Connect new and existing business to the neighborhood through activities and outreach related to being a good industrial neighbor.
 4. Establish an industrial neighborhood where industries act as partners with one another and the area is an established district with the necessary wayfinding, signage, and character markers.
 5. Increase the number and quality of jobs, workforce development, training and education to prepare adults and young adults to enter the workforce.
1. Support existing viable uses and strive to retain businesses and jobs.
 2. Prioritize industrial users and the maintenance of industrial zoning and compatible business uses within the district.
 3. Support the industrial employment base by allowing and encouraging limited commercial-retail development (e.g., taverns, cafes, or restaurants) within or near industrial districts that complement the needs of employees and businesses.
 4. Allow the integration of business and commercial uses within industrial districts (e.g., workforce training center, business incubator, day care facility for employees) if the new uses will support industry or other economic drivers that will encourage the positive revitalization of the neighborhood.
 5. Encourage clean and green industries to locate within industrial districts in an attempt to create a green industrial district or a hub for green technologies. Consider the green manufacturing and products businesses in Table 1 as potential opportunities for the 30th Street Corridor (adapted from “Making it Green in Minneapolis – St. Paul” (2008)). Coordinate with the planning efforts and initiatives of RACM, such as the Tower Master Plan.
 6. Discourage re-use of industrial land and building for uses such as religious assemblies and schools unless it is adjacent to commercial districts and cannot support any other productive industrial use.
 7. Enact regulations to increase the size and number of ‘highest and best use’ users that provide jobs to local residents in reinvestment areas.
 8. Avoid conflicting uses in and adjacent to industrial areas such as child care and educational facilities adjacent to recycling or other noisy or hazardous uses.

Land Use Policies : Industrial

FORM POLICIES

1. Consider the creation of an industrial campus that contains a partially-restored street grid, provides a mix of commercial and retail uses for employees and visitors. Industrial areas should be considered part of the neighborhood fabric, with other supporting uses such as open space recreation, retail, and institutional. Make walking attractive, easy, and convenient within redeveloped industrial areas.
2. Create and enhance outdoor spaces for employee breaks, lunches, and relaxation. Include seating, tables, landscaping, and open space, and connect areas to the public realm to encourage a feeling of belonging to the neighborhood.
3. Encourage safe and secure industrial districts through the use of Crime Prevention Through Environmental Design (CPTED) strategies in development and redevelopment projects.
4. Reduce the size and capacity of parking areas. Where parking is necessary, incorporate on-street parking, shared parking, and other integrated parking solutions to redevelopment of industrial properties. If possible, avoid, screen, and locate large surface parking lots between or behind buildings rather than on the street frontage. Increase parking lot landscaping, both internally and around edges.



FORM POLICIES

5. Encourage designs that locate offices, public entrances, and lobbies close to the street and locate parking, loading areas, storage, and manufacturing processes at the rear of buildings and not along primary street frontages.
6. Incorporate green infrastructure practices within the redevelopment of industrial districts including green roofs, landscaping, stormwater management features, pervious parking lots, and open spaces and corridors.
7. Incorporate green space, landscaping, streetscape enhancements, and other amenities into redevelopment plans for industrial districts to provide an amenity for both the neighborhood and the workforce, and an enhanced green edge to the neighborhood and industrial corridor.
8. Continue and support efforts to filter, infiltrate, and improve the quality of stormwater runoff in the 30th Street Industrial Corridor.
9. Enhance the image and aesthetics of industrial districts with appropriate, uniform signage, landscaping, streetscape enhancements, community art, furnishings, materials, and general architectural designs (a consistent look and feel) that identifies the districts both within and at gateways. Consider using the industrial legacy of the area as an icon and a point of pride for the district character.
10. Avoid a hostile or otherwise unwelcoming appearance of gated property boundaries and minimize the 'high security' look and feel conveyed by barbed wire and chain link fencing.

Land Use Policies : Industrial

REDEVELOPMENT STRATEGIES

1. Assemble, update facilities and infrastructure, clean, and repurpose industrial parcels for new employment and businesses. Light or heavy industrial users with potential to create jobs and local economic development should be prioritized.
2. Consider including the following within the redevelopment plans for the industrial districts: job training and workforce development facilities (e.g., Job Corps), green business incubator, technology research and development center (for clean water technology, e.g.), an environmental technology learning center, landscape and garden demonstration center and job training facility, recycled / salvaged building materials exchange,
3. As the industrial areas undergo redevelopment and revitalization, preserve or re-establish a partial street grid to create smaller, accessible parcels (unless large industrial users can be located within the corridor).
4. Consider a new or expanded BID for industrial areas north and east of 30th Street Industrial Corridor.
5. Attempt to preserve structures that have architectural, cultural, or historical qualities or value and repurpose them for new uses where feasible.

REDEVELOPMENT STRATEGIES

6. Work closely with the BID, Economic Development Zone, and other City redevelopment strategies to improve industrial districts and to attract and retain businesses and employers in industrial districts. Also work closely with state and federal agencies to clean, remediate, and market contaminated sites.
7. Allow the rehabilitation or removal of buildings that contribute to the negative image of an industrial district.
8. Consider rezoning industrial land use near key street intersections to a more flexible classification that allows retail and other commercial uses, including sitdown restaurants that can support industry and the industrial employment base.



Land Use Policies : Industrial

Table 1: Green Manufacturing and Products Businesses
(from Making it Green in Minneapolis – St. Paul (2008))

Green Building

- Insulation
- Windows & Doors
- Glass/ Films
- HVAC (heating, ventilation and air conditioning) Systems and Controls
- Lighting
- Wood Products (FSC (Forest Stewardship Council) - Certified)
- Alternative Materials
- Site and landscape materials
- Adhesives
- Paints
- Testing Kits/ Remediation

Transportation

- Batteries
- Bio-Fuels
- Fuel Cells
- Generators
- Bio-fuels Engine systems (parts)
- Hybrid Buses
- Neighborhood Electric vehicles (NEV)
- Electric cooling/ heating of vehicles

Renewable Energy

- Wind Turbine OEM suppliers – blades, gear boxes
- Bio-fuels systems – Ethanol, Bio-Diesel, Cellulosic
- Solar/Photovoltaic
- Solar Hot Water
- Geothermal – pumps
- Pelletization systems
- Distributed Power Management Systems
- Sensors & diagnostic equipment
- Energy Efficient Products
- Energy Conservation & Green Energy products



Land Use Policies : Open Space / Public Realm

Principle 1: Safe, well-maintained, clean, and sustainable open space, parks, landscaping, and community gardens integrated into the community reinforce a critical connection between residents and nature, and provide a engaging environment for children.

Principle 2: Open space systems, community gardens and beautiful landscape elements throughout the community promote healthy living and a sense of community pride and stability.

Principle 3: A seamless connection and awareness from indoor spaces to vibrant, healthy landscapes, enhanced learning, higher productivity, healing, and a greater sense of well-being.

Principle 4: A renewed relationship with restored natural systems and integrated green infrastructure provides an opportunity for community-oriented land stewardship efforts that promote local green skills and enhances the character of the area.

Open Space and Public Realm Goals

See Chapter 4 Districts and Corridors for details on the Green Crescent mentioned here.

1. Improve park and open space amenities as clean, well-maintained, attractive, sustainable, green (vegetated), and ‘functional’ urban landscapes. (including cemetery)
2. Integrate additional vibrant and inviting public parks, plazas, and open spaces and define interim uses for vacant land residential and businesses districts.
3. Increase recreational, arts and culture, educational, and outdoor adventure or discovery programming for all ages, especially children and young adults. Engage program and organizations providing grants and other program support such as the Milwaukee Brewers S.C.O.R.E. (School, Community, Opportunities, Role Models and Excellence) youth education and recreation initiative, the Brewers Youth Baseball Clinics, Major League Baseball’s “Baseball Tomorrow Fund,” and the American Honda Motor Company Little League Urban Initiative Grant Program Baseball Tomorrow Fund.
4. Increase safety and security throughout the parks and the public realm, which increases use and social interaction among neighborhood residents.
5. Increase community (resident and business) involvement in urban gardening and local food security initiatives, landscaping, and stewardship of the public realm.



Land Use Policies : Open Space / Public Realm

USE POLICIES

1. Work with area businesses, Business Improvement Districts, community organizations, and residents to establish new groups/community organizations or explore partnerships for maintenance of public spaces and boulevards.
2. Locate open and public space within walking distance of neighborhood residential areas to maximize access and enjoyment and a diversity of social, natural, and recreational experiences for all residents. School grounds may provide this function in residential areas.
3. Repurpose vacant lots as gardens, natural landscapes, or play spaces until new productive uses can be found. Continue to encourage neighboring landowners to maintain vacant lots so they do not become nuisance properties, and consider a “mow-to-own” program whereby individuals mowing vacant properties for a period of time may purchase the property for a very low price.
4. Incorporate open and public space into redevelopment plans for the 30th Street Industrial Corridor.
5. Restore and enhance Lincoln Creek Parkway as a public amenity and an asset to surrounding neighborhoods while also providing the necessary buffer of safety between the water edge using landscaping and a potential trail / bike path.
6. Consider the establishment of a “Green Crescent” greenway / trail system which can connect the entire area with “green fingers” of neighborhood access with the natural elements such as Lincoln Creek and the Green Urbanism features envisioned for the 30th Street Industrial Corridor and south along Hopkins Street, such as stormwater management, Green Street, and community facilities.

USE POLICIES

7. Restore green space, permeable surfaces, and / or recycled surface treatments to school grounds, play lots, and other institutional uses.
8. Consider redesigning open spaces and even school playgrounds as permeable or green with subsurface stormwater management and detention. Spaces can also inform and educate residents and visitors about cultural and natural history.
9. Consider community gardens and urban agriculture and orchards as desirable uses within residential districts. Community gardens provide food security, reduce food costs, provide healthy food for families, and may even generate additional income for residents who can sell food at local farmers markets. Support the efforts of Milwaukee Urban Gardens to integrate healthy food and access into neighborhoods.
10. Enhance visual and physical access to the Lincoln Creek parkway as a connecting element between larger parks, Lincoln Park, and the Milwaukee River. Provide transit access to parks and public spaces.
11. Slow, filter and infiltrate rain water runoff before reaching Lincoln Creek.

The City of Milwaukee partnered with Milwaukee Public Schools to implement the **Green Schools** program. Green Schools is an initiative to improve the environmental performance and the learning environment of our schools. Practices include energy efficient buildings, increased daylight inside the school, better stormwater management, replace asphalt play grounds with trees and turf, and low-emitting finishes, adhesives, and cleaning products, providing cleaner and healthier indoor air quality. Additional programs and practices will be initiated as funding allows.

Land Use Policies : Open Space / Public Realm

FORM POLICIES

1. Create an interconnected system of paths and routes for pedestrians and bicyclists that include parks, public plazas, community gardens, playgrounds, school yards, and the street network.
2. Install wayfinding and activities signage at key locations in parks and parkways to encourage use and recreation.
3. Create inviting gateways to open spaces.
4. Utilize green space as a buffer, screen, or an edge to dangerous or unsightly uses.
5. Maintain visibility between open spaces and surrounding land uses to increase safety and security.
6. Design the open space and public plazas using elements from the cultural and natural history of a place, its values, and its people.
7. Increase tree cover where possible, particularly where paved and other hard surfaces that contribute to the urban heat island effect can be shaded such as parking lots and streets.
8. Integrate natural and adaptive landscapes into the more formal urban landscapes of the neighborhood.

REDEVELOPMENT STRATEGIES

1. Continue to improve neighborhood parks with facilities and programming. Consider adding or improving the following: restrooms, tot lots, playgrounds, wading / splash pools, basketball and tennis courts, hiking trails, and dog parks. Programming can include music, art, cultural offerings, and little league baseball and soccer.
2. Work with organizations to support recreational programming such as the Milwaukee Public Schools Recreation Department, the Milwaukee Brewers S.C.O.R.E. (School, Community, Opportunities, Role Models and Excellence) youth education and recreation initiative, the Brewers Youth Baseball Clinics, Major League Baseball's "Baseball Tomorrow Fund," and the American Honda Motor Company Little League Urban Initiative Grant Program Baseball Tomorrow Fund.
3. Incorporate additional parks and open space as key economic development features and assets in redevelopment areas, including business and industrial parks or zones. These features should be open to all residents, employees, and visitors to use and enjoy.
4. Incorporate public plazas in intense development zones, commercial nodes, and transit oriented development locations.
5. Maintain and enhance existing boulevards with native and adaptive plantings maintained by local chamber of commerce, workforce development programs, or community groups with shared interests.
6. Create mechanisms and partnerships for financing maintenance and upkeep of public spaces.

Land Use Policies : Open Space / Public Realm

Safe and Healthy Places for Children

The children of the Near North are its future. The entire community must take responsibility for shaping our children's future.

A healthy and safe environment, as well as exposure to the outdoor, natural environment can have a remarkable effect on the physical, intellectual, emotional, and moral development of young people. Benefits of such experiences include:

- development of health, endurance and strength
- stronger concentration and creativity
- a sense of confidence, independence, and self-reliance
- development of emotional stability and courage through the freedom to take risks
- development of social skills through companionship and friendship building

The neighborhood should demonstrate its commitment to children by providing opportunities to be active participants and to discover wonder and joy in their natural environment.

These places include:

- Conservation Areas - places that protect and conserve natural landscape features with high educational and ecological significance and that surround children in natural beauty.
- Special children's places - secure and safe natural and people-made places with unusual characteristics and with cultural or historical value, such as old trees and remains of old buildings and structures.
- Livable Streets - urban areas that enhance the pedestrians and child experience such as through traffic calming, interesting community gateways, trees, and play areas.
- Integrated Natural Spaces - school grounds, childcare centers,

parks, and urban back yards that are convenient and accessible and include natural elements such as habitat, natural landscaping, and bird houses.



Land Use Policies : Open Space / Public Realm

Union Cemetery Management

Union Cemetery's edges, lined variably with fencing, masonry walls, or nothing at all, are in a state of disrepair, and some of the monuments and headstones have been vandalized.

A well-maintained and stewarded cemetery can help beautify the community. Maintenance and beautification can also enhance the visitor experience. When funding allows, a number of policies and recommendations can be used.

Among these:

- Improve the cemetery edges, the most visible and poorly maintained feature, including the restoration and repair of perimeter walls and fencing.
- Repair and maintain all roads and pathways.
- Improve cemetery grounds to create a safer, cleaner and more pleasing environment.
- Establish rules for placing and removing flowers and decorations.
- Remove trash and funeral flowers once per month, artificial flowers once per year.
- Improve landscaping, possibly including formal gardens and/or native landscaping, to beautify the cemetery and its edges.
- Prepare a tree management plan for the cemetery.
- Cut grass once per month and trim around markers and monuments at least once per year.

- Remove underbrush, leaves, tree seedlings, and dead trees and flowers.
- Minimize the use of fertilizers, herbicides, pesticides to reduce the exposure of people and the environment to chemicals.
- Improve security, perimeter lighting, and engage neighborhood residents to help monitor the cemetery and report suspicious, illicit, or unlawful activities to the police.
- City should increase priority to surrounding walks, lighting, etc.



Land Use Policies : Civic / Institutional

Principle 1: Local civic and institutional organizations that provide training, education, activities, and other essential services in the area are critical for long-term community development, improvement, and quality of life.

Principle 2: Institutions that demonstrate knowledge and understanding of the community goals and “Shared Vision” promote community goals and aspirations, and facilitate their successful implementation over time.

Civic and Institutional Goals

1. Increase existing community services and civic and institutional presence, awareness, access, and involvement with the community. Connecting services and programs to those who need them is essential for successfully achieving the mission and goals of these organizations and for improving the neighborhood.
2. Provide multi-generational services and enrichment / life skills programming within community centers and other civic and institutional destinations.
3. Integrate art, culture, and entertainment into the neighborhood fabric through learning, history, community art, signage/wayfinding, and inside neighborhood institutional facilities.
4. Create civic ‘nodes’ or hearts throughout the community (e.g., Villard, ACT corner, Teutonia Gardens, etc.)
5. Strengthen neighborhoods through community activities and opportunities such as recreation, community gardens, and arts and cultural programming.
6. Encourage local religious institutions to become partners in community development.
7. Reinvigorate the concept of neighborhood schools as resources and centers of neighborhood activities supported by local residents.

USE POLICIES

1. Job training and other institutions and service provider locations should be easily accessible by transit and close to commercial centers.
2. Job training facilities may also incorporate other uses such as cafes, restaurants, studios, community meeting rooms, galleries, and even residential.
3. Repurpose existing industrial or commercial facilities as centers for training, education, or life skills development, possibly co-located with a community center and near a commercial node.
4. The Near North area, as a whole, is underserved by swimming pools, which provide swimming lessons for children and recreational opportunities, particularly for an aging population.

Land Use Policies : Civic / Institutional

FORM POLICIES

1. Create facilities that are inviting, clean, landscaped, and well-maintained to encourage use. Locate facilities at prominent locations and intersections, or near commercial centers, to maximize access and visibility.
2. Incorporate open space, public plazas, and community art with facilities to provide emphasis and prominence in the community.
3. Consider creating a 'heart of the community' (a town square or public gathering space) around an institutional or civic facility.
4. Minimize parking at facilities and encourage the use of transit, bicycle, and pedestrian modes of transportation.
5. Locate facilities where current zoning allows civic and institutional uses and in prominent locations, such as terminating street vistas or fronting public open space, or at nodes of activity such as commercial corridors.

REDEVELOPMENT STRATEGIES

1. Ensure equitable access to services and facilities throughout the Near North area especially in areas that need the greatest amount of assistance. Consider co-locating services with schools, libraries, or health facilities and use locations within walking distance of residential areas. 'Surplus' schools, such as the Custer playfield and Robinson Middle School, might be repurposed as service centers and may include a residential component such as senior housing.
2. Utilize the structures and buildings of vacant institutions and try to replace with similar uses to stabilize the balance of services provided to the neighborhood.
3. Increase the sustainability of existing institutions through support for seeking funding, maintenance, board development, and other related issues.



Land Use Policies : Transportation / Right of Way / Infrastructure

Principle 1: Improve the quality of life and attract businesses by updating infrastructure and technology and providing clean and affordable access to a wide variety of transportation options.

Transportation, Right-of-Way, and Infrastructure Goals

1. Improve neighborhood infrastructure as an incentive to attract business and industry and high quality development.
2. Improve major thoroughfares as complete streets to accommodate pedestrians, bicycles, automobiles, freight, and transit.
3. Encourage and expand future public transit connections between downtown and the Near North plan area while also increasing the ease and transportation of goods and services.
4. Improve streetscaping and calm traffic on major thoroughfares to increase “retailability” and improve safety for area residents.
5. Make walking safe, attractive, easy and convenient.
6. Maintain proper corridor uses such as freight, commercial, residential, and using pedestrian friendly designs that create streets with appropriate treatment, width, parking, and streetscape elements.

Complete streets are designed and operated to enable safe access for all users, including older people, children, and people with disabilities. Pedestrians, bicyclists, motorists and transit riders of all ages and abilities must be able to safely move along and across a complete street. -National Complete Streets Coalition

USE POLICIES

1. Ensure a safe, pleasant, and efficient transportation system including access, multiple transportation routes, and transportation options. Include traffic calming elements to increase the safety and security of pedestrians and bicyclists.
2. Improve the rail corridor to accommodate future uses and industries to increase economic development.
3. Plan for a future transit systems and a transit node / transit oriented development at Capitol Drive between 31st and 35th Streets.
4. Promote transit routes to use 35th Street to Capitol Drive to help foster economic development.
5. Encourage transit oriented, mixed use development around future transit hubs, which will encourage economic development.
6. Where appropriate, improve the public right-of-way to include space for pedestrians, bicycles, automobiles, freight, and mass transit. Prioritize the movement of people rather than individual vehicles between destinations.
7. Improve transit service, particularly as it relates to moving employees to current and future employment centers such as the 30th Street Industrial Corridor.

Context Sensitive Solutions is an approach to transportation decision-making and design that takes into consideration the communities and lands which streets, roads, and highways pass through (“the context”). CSS seeks to balance the need to move vehicles efficiently and safely with other desirable outcomes, including historic preservation, environmental sustainability, and the creation of vital public spaces.

Land Use Policies : Transportation / Right of Way / Infrastructure

USE POLICIES

8. Provide clear, easy connections between different modes of transportation including automobiles, bicycle, walking, transit, and trails.
9. Consider expanding the freight rail corridors to include commuter rail, trails or other pedestrian connections in the district.
10. Maintain a dedicated freight corridor to support the new industrial development planned for the 30th Street Industrial Corridor.
11. Expand and improve bike lanes along major and minor arterials and throughout the park and greenway system to ensure a safe, efficient, and direct route between destinations. Refer to the City of Milwaukee bicycle plan for details. Include design elements such as pavement color, pavement markings, paint, or signs to ensure that bike routes are visible to motorists. Install bike racks at strategic locations and destinations along bike routes. Consider the needs of both commuter and recreational cyclists
12. Maintain Capitol Drive as a major commercial transportation artery.



FORM POLICIES

1. Improve pedestrian access, connections, and transportation routes within and between districts and corridors, commercial areas, residential areas, open spaces and parks, and institutional uses. Prioritize routes to get to /from employment centers.
2. Enhance the streetscape of major thoroughfares to improve aesthetics, slow traffic, and to encourage motorists to stop in commercial districts.
3. Use signage and streetscape elements to define neighborhoods, districts, and corridors and to improve wayfinding throughout the neighborhood.
4. Preserve and recreate the street grid of major and minor arterials, collectors, and access streets.
5. Improve access and / gateways between Highway 43 and commercial corridors.
6. Encourage the use of porous pavement and other stormwater infiltration practices on or adjacent to large areas of impervious surfaces including streets, parking lots, and alleys.
7. Use context sensitive solutions (CSS) in new and redevelopment projects to ensure supportive land use and transportation organization. For example, residential streets should include slow traffic, on street parking, and traffic calming. Commercial streets can include curb bump-outs and streetscape amenities that enhance the pedestrian experience.
8. Within commercial corridors, ensure a pedestrian friendly design including traffic calming, two way traffic, street and shared parking, and limited curb cuts and parking lots.
9. Maintain alleys where they exist for garage loading and garbage service, improve lighting, and consider retrofitting as green alleys.
10. Promote the installation of bus shelters at all bus stops.

Land Use Policies : Transportation / Right of Way / Infrastructure

FORM POLICIES

11. Continue to install a mix of native, adapted, and ornamental vegetation within medians.
12. Reduce the size and capacity of parking areas. Where parking is necessary, encourage on-street parking, shared parking strategies, and structured parking where additional parking is needed. Off street parking should be located behind or between buildings. Structured parking should be designed to support ground floor retail with parking on upper floors, and detailed to fit into the character of the surrounding commercial district. Provide enough parking to accommodate the average number rather than maximum number of customers.



REDEVELOPMENT STRATEGIES

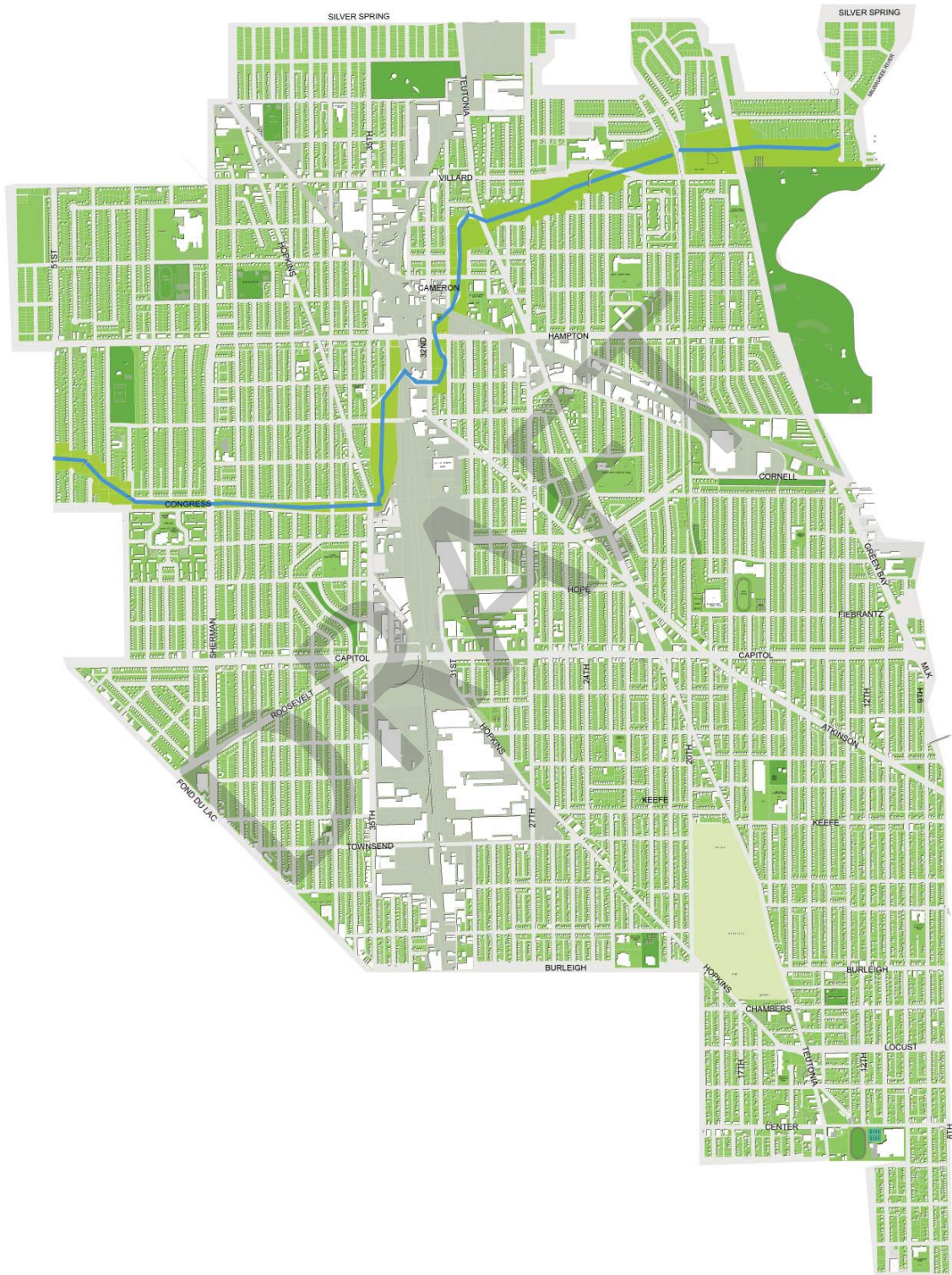
1. Use resurfacing and reconstruction as opportunities to recreate streets to better address stormwater.
2. Coordinate with partners to prioritize repair and reinvestment of the current transportation system and alternative transportation and transit modes.
3. Balance the transportation of people with the movement of individual vehicles.
4. During development, prioritize enhancement of the transit system including shelters, benches, access, frequency, punctuality, wayfinding and transit information, community art, and cleanliness.
5. Promote the addition of GIS / GPS technology to inform patrons about schedules and frequency.
6. Use transit oriented development strategies and higher intensity development near major transit stops and routes.
7. Engage Business Improvement Districts to help support transportation improvements.
8. Continue to promote the addition of transit options, such as Bus Rapid Transit, street car and light rail, in transportation decisions.
9. Coordinate redevelopment and repair efforts with the City Department of Public Works to improve sidewalks, repair and light alleys, and improve the public right of way overall.

DRAFT

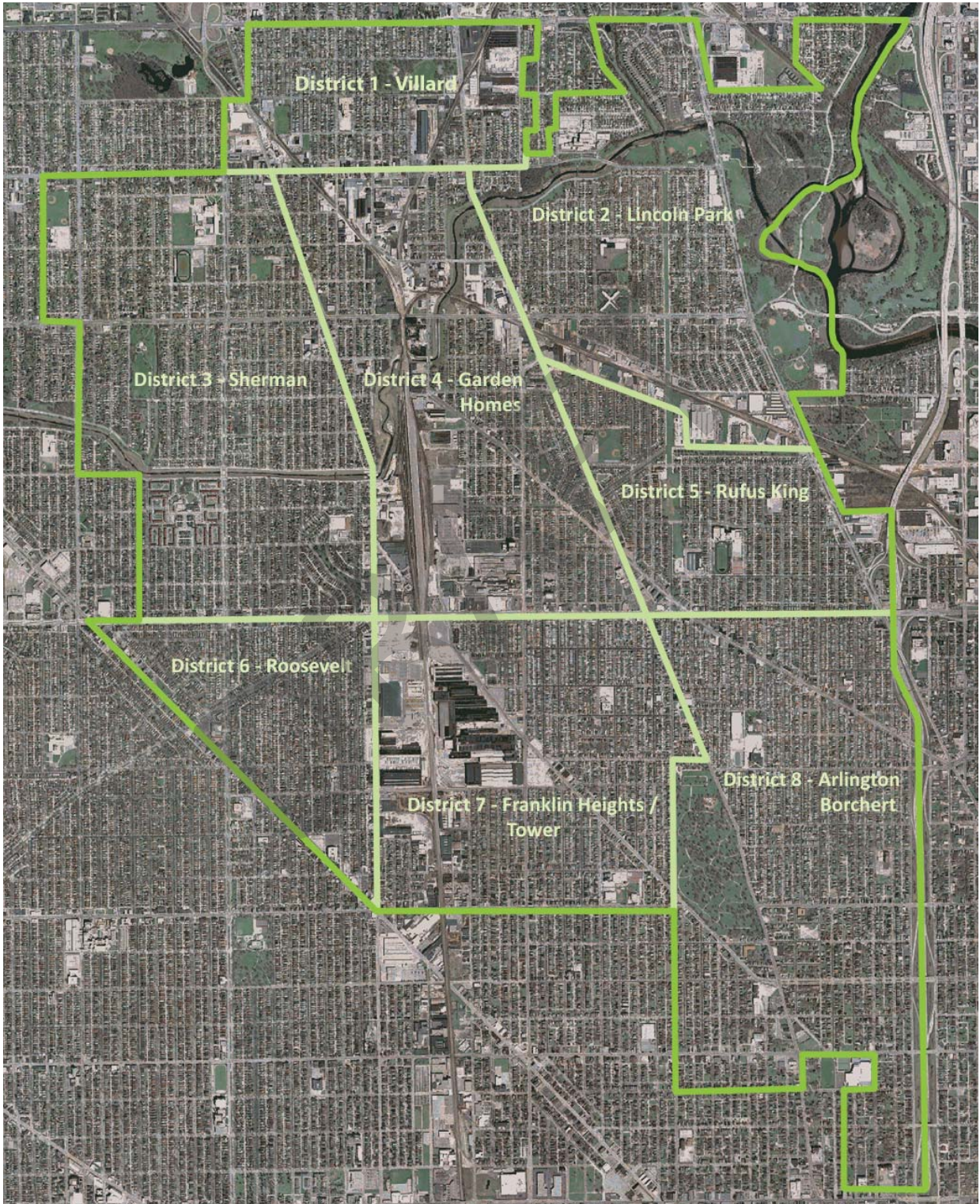
districts &
corridors

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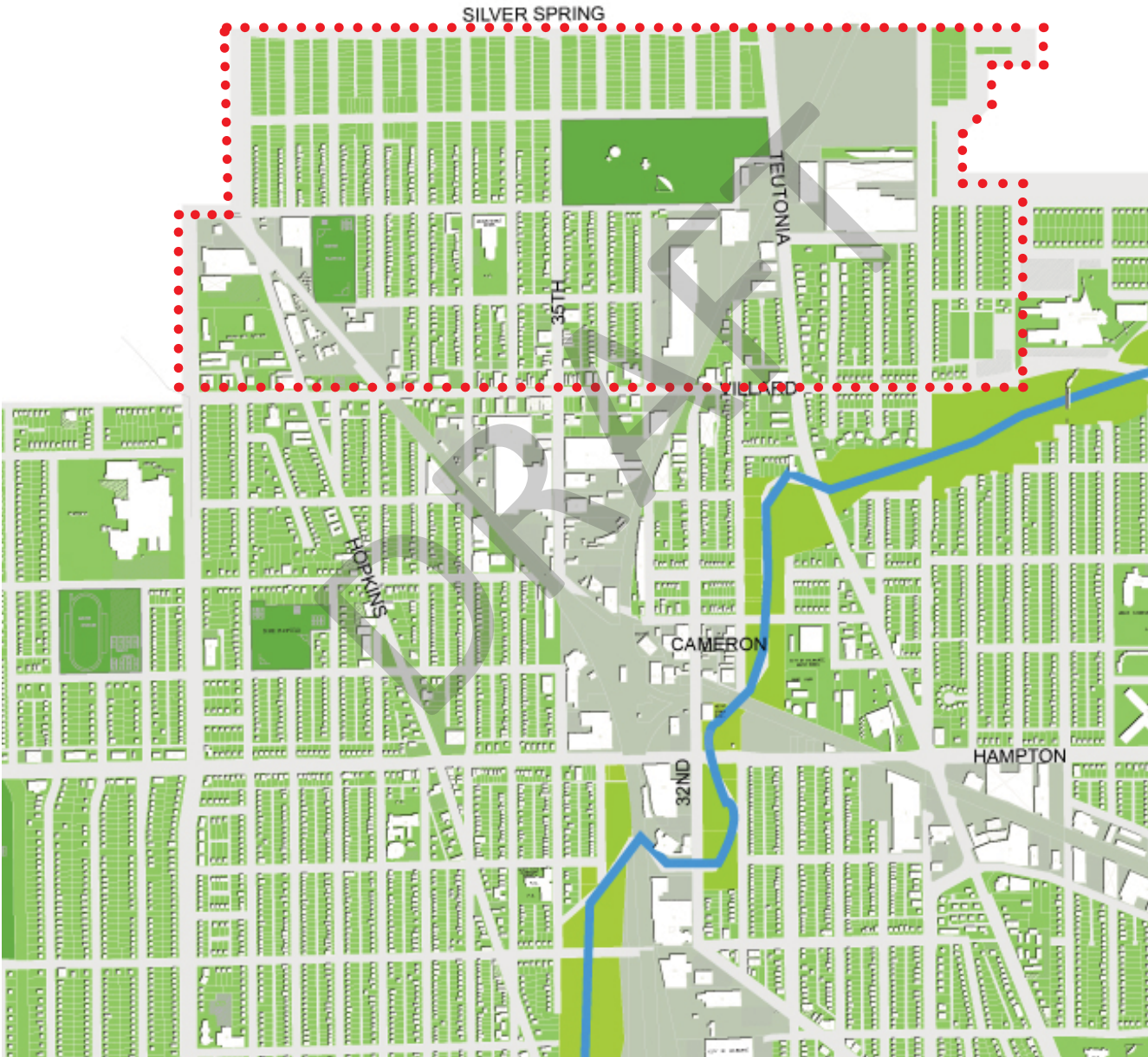
Districts and Corridors



Districts and Corridors



Districts and Corridors



District 1 - Villard : Description

District 1 lies along the northern boundary of the Near North Area and is bound on the north by Silver Spring Drive, on the west by Sherman Boulevard, on the east by 26th Street, and on the south by Villard Avenue. Neighboring plan areas include the Northwest Area to the north, West Area to the west, and the town of Glendale to the northeast. The district is bisected by Teutonia Avenue, Hopkins Street, and two rail lines that are northern spurs of the line that bisects the 30th Street Industrial Corridor. The neighborhood known as Old North Milwaukee is included in District 1.

The Villard District consists of residential areas concentrated in the center, north, and southeast corners, with good owner occupancy rates and moderate density typical of older urban neighborhoods. A retail corridor exists along Villard Avenue, and large manufacturing, construction, and warehousing and commercial parcels are concentrated along the rail lines. These industrial and commercial parcels and uses are a continuation of the 30th Street Industrial Corridor uses found further south, and represent economic development and employment potential for this district. Smith Park, a large partially wooded open space, is centrally located within the district.

The coherence of the district is disturbed by the intervening rail lines and commercial and industrial land uses. However, it is these same uses that provide an economic driver to the community which should be embraced and businesses encouraged to remain and to relocate here. Vacancies within the commercial-retail district along Villard Avenue present a challenge for this district. The new Villard Avenue library and the Villard BID district should serve as good catalysts for revitalization of the Villard Avenue corridor (see also Corridors).

Districts and Corridors



The Villard District, clockwise from upper left: Smith Park; industrial use facing Smith Park; multi-family residential along Villard Avenue; single family residence at 38th and Sheridan.

District 1 - Villard : Policies

USE POLICIES

- Incorporate quality neighborhood commercial-retail uses near residential areas to encourage walking for daily needs. Include a greater variety of products and price points than available today including healthy food and produce, services, entertainment, and goods, including options for families and children.
- Consider repurposing industrial and commercial uses along Hopkins Street between Custer Avenue and Villard Avenue to support additional commercial businesses that are larger in format than the commercial district along Villard Avenue, which is envisioned as small format, neighborhood retail.
- Vacant lots along Villard Avenue may function as small plaza, café / eating area, or pocket parks for the revitalized main street district, either indefinitely or until redevelopment can be planned and implemented.

FORM POLICIES

- Incorporate appropriate signage and streetscape elements to unify the Villard Avenue corridor including benches, lighting, signage, landscaping, and paving. Consider gateway signage and landscaping at the Villard Avenue intersections with Hopkins Street and Teutonia Avenue. Refer to the Villard Avenue Streetscape guidelines.
- Improve the Villard / Teutonia and Villard / Hopkins intersections with commercial-retail enhancements as gateways to the corridor.
- Improve the aesthetics and streetscape along Hopkins Street between Custer Avenue and Villard Avenue as part of a redevelopment and changing land use strategy. Consider expanding the Villard Avenue BID boundaries (and assessment income) to help implement improvements.
- Incorporate green space (e.g., landscaping, garden plots, stormwater infiltration rain gardens) into asphalt paved school yards such as Edison Middle School. Expand the Green Schools program as funding allows.
- Improve facades, edge treatments, and appearance of industrial and commercial properties, and screen those uses from adjacent residential areas.

Districts and Corridors



The Villard District, clockwise from upper left: the Agape Theater on Villard Avenue; Villard Avenue commercial district with pedestrian crosswalk; typical alley in residential areas; industrial use facing intersection of Teutonia Avenue and Hampton Avenue.

District 1 - Villard : Policies

REDEVELOPMENT STRATEGIES

- Revitalize the Villard Avenue corridor by encouraging mixed use commercial development, enhancing the pedestrian experience, calming traffic, and implementing streetscape and façade enhancements to existing retail.
- Promote commercial infill development along Villard Avenue for underutilized and vacant properties. Refer to the existing Villard Avenue revitalization plan and, where possible, incorporate stormwater filtration and infiltration into streetscape redevelopment efforts.
- Encourage a diverse, locally-owned retail mix along Villard with opportunities for healthy food shopping, sit-down dining, art and cultural exposure, and evening entertainment, including establishments for families and youth.
- Use the planned Villard Avenue Library as a catalyst for revitalization of the historic retail corridor. The library may also serve an expanded function as a nonprofit community center that provides a venue for youth and adult programs including education, life skills, arts, and cultural programming.

ACTIONS

- Work with partners to increase safety, maintenance, supervision and programming for children and adults in Smith Park. Consider the establishment of a community garden, natural landscaping, habitat zones (such as butterfly or bird gardens), and outdoor play and discovery environments for children within the park environs.
- Consider a Teutonia Avenue farmer’s market to encourage visitation and shopping to the district. The new library may be a good location for a new farmer’s market.

Districts and Corridors



District 2 - Lincoln Park : Description

District 2 lies in the northeastern corner of the Near North Area and is bound on the north by Silver Spring Drive, on the west by Teutonia Avenue, on the east by the Milwaukee River, and on the south by Cornell Street. Glendale lies to the north and Whitefish Bay to the east of this district. The district is bisected by Green Bay Avenue and Hampton Avenue, and by Lincoln Creek and the Lincoln Creek Parkway, which flows to the Milwaukee River to the east. A rail spur of the major rail line that bisects the 30th Street Industrial Corridor parallels Cornell Street from northwest to south east. The neighborhoods known as Lincoln Park and the Milwaukee River Parkway comprise District 2.

The Lincoln District includes a high concentration of moderate density, single family residential areas of typical urban form concentrated in the center and north, with higher density / multi-family and public residential (Northlawn) located at Villard Avenue and 20th Street and Hampton and 24th Street. Owner-occupancy rates are relatively good for this district. A significant acreage of open and park space lies to the east in Lincoln Park, along the Lincoln Creek Parkway and Meaux Park, and along the utility corridor that cuts a swath of green space through the district parallel to 20th Street. In fact, this is the district with the greatest area of green space in the Near North area. Lincoln Park has been upgraded with the Dave Schulz Water Park. A small retail-commercial node exists at Teutonia Avenue and Hampton Avenue, with a few scattered retail locations along Hampton.

The Cornell Street and rail corridor along the southern border of the district, contains a concentration of manufacturing, construction, and warehousing uses and is also a Community Development Zone. This abandoned rail right-of-way is being parceled up and sold, and the corridor represents economic development and employment potential for this district. As such, businesses should be encouraged to remain and relocate here to complement industrial development in the 30th Street Industrial Corridor.

Additional neighborhood retail incorporated along Hampton, Villard, and Green Bay may provide additional local shopping opportunities for residents. St. Michael's Hospital is a focal area of the district and also a Catalytic Project. Improvement, enhancement, and re-imagined uses for the open spaces in the district could also serve to invigorate this fairly stable neighborhood.

Districts and Corridors



The Lincoln District, clockwise from upper left: Lincoln Park recreation; St. Michael's Hospital; St. Michael's Playground; the Lincoln Creek Parkway.

District 2 - Lincoln Park : Policies

USE POLICIES

- Support the industrial employment base by allowing and encouraging limited commercial-retail development within or near industrial districts that complement the needs of employees. Commercial nodes at the intersections of Hampton Avenue and Teutonia Avenue, Hampton Avenue and Green Bay Avenue, and Green Bay Avenue and Cornell Street may encourage industrial redevelopment along the Cornell Avenue and rail corridor.
- Incorporate quality neighborhood commercial-retail uses near residential areas to encourage walking for daily needs. Include a greater variety of products and price points than available today including healthy food and produce, services, entertainment, and goods, including options for families and children.
- Consider a farmer’s market and / or community gardens in Meaux Park, Lincoln Park, or at the McNair school grounds, which may present a good location to serve nearby multi-family housing.
- Incorporate parks, Northlawn, and the McNair school grounds into the “Green Crescent” corridor concept for the Near North area.
- Encourage the adaptive reuse of vacant industrial buildings with new businesses or uses that are appropriate for the neighborhood.
- Revitalize the intersection at 27th Street, Hampton Avenue, and Teutonia Avenue as mixed commercial and industrial uses.

FORM POLICIES

- Improve facades, edge treatments, and appearance of industrial and commercial properties to help attract new businesses and employment, and screen those uses from adjacent residential areas.
- Consider re-establishing one or more streets across the abandoned rail spur from Cornell Street to Purdue Street, between 24th Place and 20th Place, to improve connectivity between residential areas north and south of Cornell Avenue.
- Consider restoring some of the green space of the McNair school grounds as habitat or naturalized landscape designed to filter and infiltrate rain water runoff from hard surfaces.
- Incorporate green infrastructure practices (primarily landscaping) into the utility corridor running north and south along 20th Street. Concepts may include community gardens or urban orchards for residents of the Northlawn housing development.
- Implement landscaping, streetscaping, and façade improvements along Teutonia Avenue, Hampton Avenue, and Green Bay Avenue. Hampton Avenue’s existing medians may be significantly improved with additional landscaping improvements.
- At the intersection of Green Bay Street and Cornell Avenue, and of Green Bay and Villard Avenue, create gateways to the Cornell Avenue industrial corridor and the Villard Avenue historic corridor respectively.
- Consider designating the Cornell corridor as a recognized industrial corridor with appropriate, consistent signage and landscape character.

Districts and Corridors



The Lincoln District, clockwise from upper left: Northlawn multi-family housing; tree lined streets near McNair Elementary School; parking lot edge and sidewalk in need of attention, McNair Elementary School; utility corridor.

District 2 - Lincoln Park : Policies

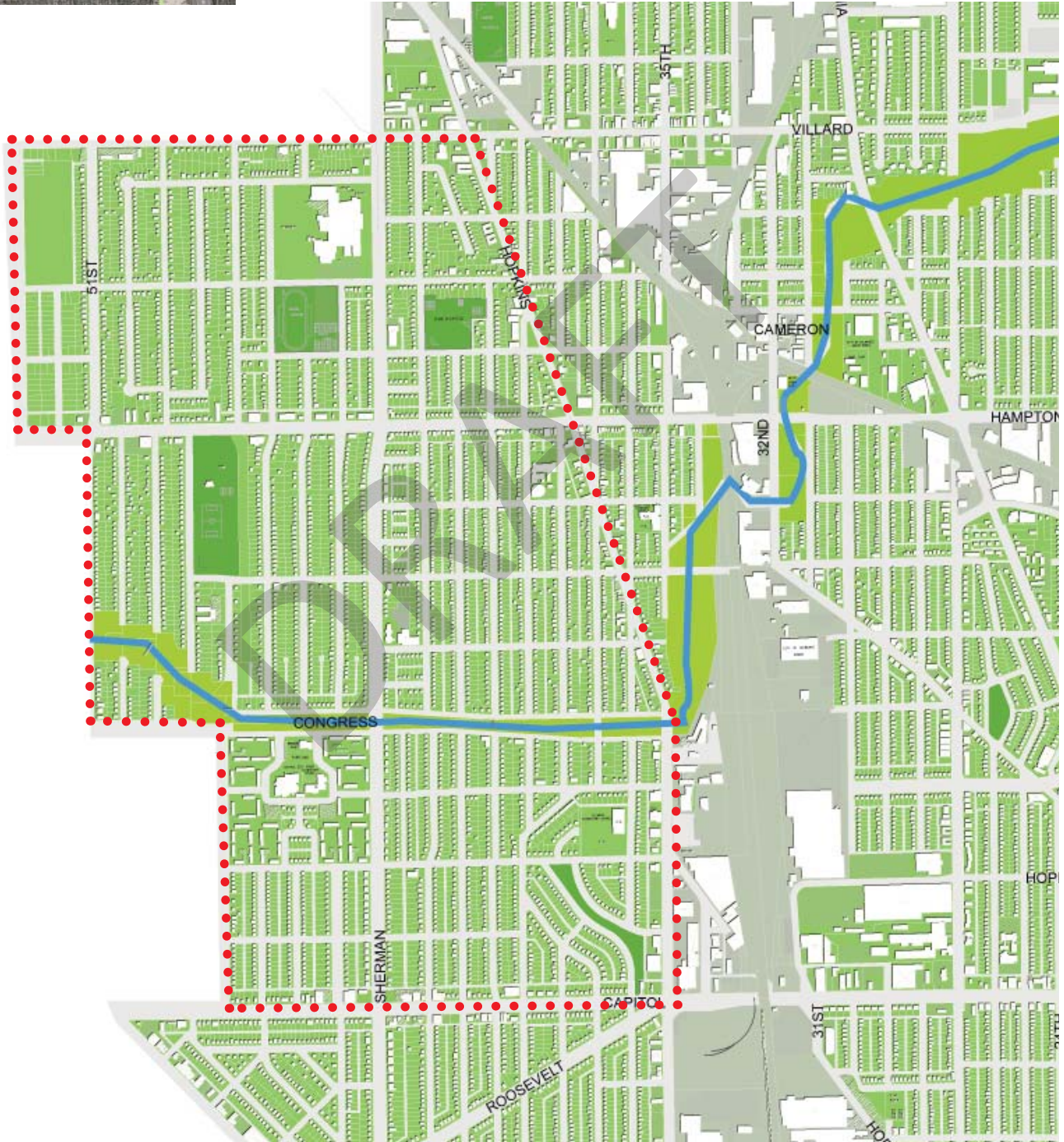
REDEVELOPMENT STRATEGIES

- Promote the efforts to improve Lincoln Park, including contaminant removal from the river, river edge restoration, and greater public access and connectivity. Support increased recreational programming for children and adults.
- Investigate options for repurposing the former St Michael’s hospital site and surrounding open space adjacent to the Lincoln Creek Parkway. See Catalytic Projects. If the hospital building is saved, consider reuse as an institutional / agency use such as a health care complex, supportive housing, senior / assisted living, nursing training facility). If the building is not saved then residential would be preferred in this location.
- Consider redevelopment opportunities and establish a redevelopment plan for the Cornell Steet industrial and rail corridor, possibly as clean and green business / industry incubator and training facilities or industrial park. Assemble, update facilities and infrastructure, clean, and repurpose industrial parcels and facilities for new employment and businesses. Light or heavy industrial users with potential to create jobs and local economic development should be prioritized. However, business and other uses that can drive economic development should be considered as well.
- Enhance the existing Community Development Zone along the Cornell Avenue industrial corridor by promoting partnerships in the form of a new Business Improvement District or business association.
- Consider establishing a new Business Improvement District for industrial and commercial areas north and east of the 30th street corridor along the rail spur to assist with beautification and maintenance of the streetscape.

ACTIONS

- Promote the efforts to improve Lincoln Park, including contaminant removal from the river, river edge restoration, and greater public access and connectivity. Support increased recreational programming for children and adults.
- Promote increased access to the greenway corridor that consists of the Lincoln Creek Parkway, Lincoln Park, Milwaukee River, and Meaux Park. Consider walking and recreational paths where feasible for greater connectivity.
- Enhance the success of industrial and commercial businesses and employment opportunities by providing support in the form of employer assisted housing, job training, business incubators / entrepreneurial support, recreational and outdoor spaces, and dedicated public transit to transport workers to centers of employment.
- Increase safety, maintenance, and supervision for children and adults in Lincoln Park and Meaux Park. Consider the establishment of community gardens, natural landscaping, habitat zones (such as bird and butterfly gardens), and outdoor play and discovery environments for children.

Districts and Corridors



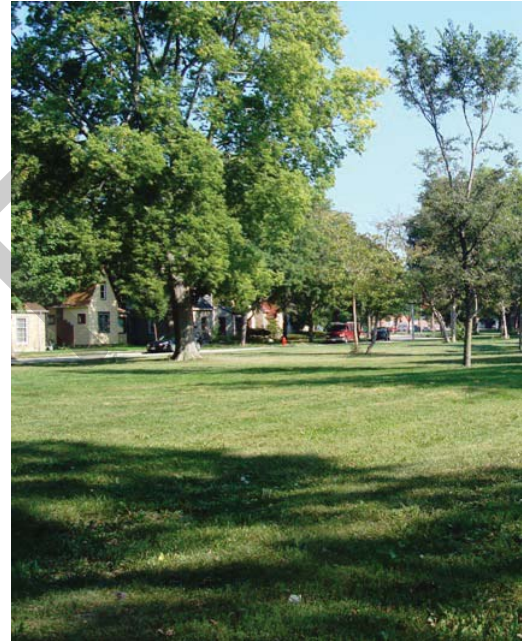
District 3 - Sherman : Description

District 3, the northwestern corner of the Near North Area, is bound on the north by Villard Avenue, on the west by 47th, 51st, and 53rd Street, on the east by Hopkins Avenue, and on the south by Capitol. Sherman, Hopkins, 35th Street, and 51st Street are the primary north-south corridors, while Villard, Hampton, and Capitol run east-west. The recently re-engineered Lincoln Creek Corridor bisects this district in an east-west orientation. District 3 borders the 30th Street Industrial Corridor, which lies to the east. Parts of Old North Milwaukee, Hampton Heights, Wahl Park, and Lincoln Creek neighborhoods are within District 2.

The Sherman District is largely moderate density, single family residential land of typical urban form and is characterized as relatively stable, with average owner-occupancy rates. Multi-family residential units are concentrated along Hampton and Hopkins Avenues. The redeveloped Parklawn Housing Development, including single family housing, a YMCA, and the Central City Cyber School, sits at the intersection of Lincoln Creek and Sherman Boulevard. Schools are well dispersed and open space consists of school yards, the relatively large Wahl Park in the center of the district, and the Lincoln Creek corridor and parkway. Wahl Park contains an open concrete drainage channel that flows into Lincoln Creek and presents a potential opportunity for restoration. Retail and commercial uses line Villard Avenue, Hampton Avenue, Hopkins / 35th Street, and Capitol Avenue. Part of the Bishops Creek Targeted Investment Neighborhood is in the eastern edge of the district.

This is a stable residential district with natural and community amenities and few challenges. However, improvements should be focused along the Hopkins, 35th Street corridor and Capitol Avenue, all of which present opportunities to beautify and enhance the street and streetscape to improve these retail and commercial corridors.

Districts and Corridors



The Sherman District, clockwise from upper left: Custer High School, "Canadian Park" between Montreal Street and Toronto Street; typical housing on Toronto Street; a branch of Lincoln Creek along Wahl Park.

District 3 - Sherman : Policies

USE POLICIES

- Incorporate Lincoln Creek Parkway, Wahl Park and the small stream channel, and Parklawn housing development into the Green Crescent trail concept.
- Single family residential is the predominant use within the Sherman District. Consider incorporating context-sensitive multi-family housing throughout the district, and focus efforts along Hampton Avenue, Hopkins Street, 35th Street, Sherman Boulevard, and Capitol Drive.
- Encourage the integration of mixed-use development along Capitol Drive, on both sides of Sherman Boulevard, along Hopkins Street, 35th Street, and on Hampton Avenue near the intersection with Hopkins Street as well as 51st Boulevard.

FORM POLICIES

- In residential areas, blend infill and new construction with the scale and massing of existing neighborhoods.
- Implement landscaping, streetscaping, traffic calming, pedestrian-orientation, and façade improvements along major thoroughfares including Hopkins Street, 35th Street, Sherman Street, and Capitol Drive.
- Consider restoring a portion of the Custer, Hampton, and Clemens school grounds as Green Schools, i.e., improving habitat, gardens, or as naturalized landscapes designed to filter and infiltrate rain water runoff from onsite hard surfaces.
- Incorporate green infrastructure stormwater infiltration practices (primarily landscaping and swales) along Sherman and Hampton Boulevards.
- Ensure that crime prevention and the perception of crime are addressed in redevelopment of commercial properties, thereby encouraging use by the local customer base. Encourage safe and secure areas through the use of Crime Prevention Through Environmental Design (CPTED) strategies in development and redevelopment projects.

Districts and Corridors



The Sherman District, clockwise from upper left: Lincoln Creek and pedestrian bridge crossing at 37th Street; historic public art at Parklawn YMCA; street edge in need of attention at Hopkins Street, 35th Street, and Hope Avenue; single family residence within the Parklawn housing development.

District 3 - Sherman : Policies

REDEVELOPMENT STRATEGIES

- Encourage a diverse, locally-owned retail mix along Capitol Drive on both sides of Sherman Boulevard with opportunities for healthy food shopping, sit-down dining, art and cultural exposure, and evening entertainment, including establishments for families. Make walking and transit access attractive, easier, and convenient within this 'local' commercial area, which is envisioned to be more intimate and smaller scale than the Capitol Drive commercial corridor to the east.
- Redesign Capitol Drive with complete street designs to calm traffic, enhance the pedestrian experience, and create a more, inviting commercial corridor. Plan for future bus rapid transit, street car, or light rail. One story buildings should be avoided if possible.

ACTIONS

- Consider the establishment of a community garden, natural landscaping, habitat zones, and outdoor play and discovery environments for children in Wahl Park and at Custer High School.
- Consider community gardens and a farmer's market located at Custer High School, Wahl Park, or the Parklawn housing development.
- Restore, enhance, and improve visual and physical access to the Lincoln Creek Parkway, including the small channel that connects the parkway to Wahl Park. Include walking / recreational paths and stabilization and naturalization of the stream corridor.

Districts and Corridors



District 4 - Garden Homes : Description

District 4 is the north central district of the Near North area. Boundaries are Villard Avenue to the north, Hopkins, 35th Street on the west, Teutonia Avenue, to the east, and Capitol Drive to the south. The district is dominated and bisected by the 30th Street Industrial Corridor and associated rail line, including three rail spurs diverging north of Hampton Avenue. Although the 30th Street Industrial Corridor administrative boundary is bounded on the north by Hampton Avenue, the concentration of manufacturing, construction and warehousing land uses that make up the Corridor continue north to Villard Avenue and east along Cornell. This industrial concentration represents a major reinvestment, economic development, and employment opportunity for the Near North area. Hampton Avenue, 27th Avenue, and Atkinson Avenue are major streets that cross the district. The Lincoln Creek Parkway corridor, which bisects the district from northeast to southwest, is the major green space found within this district. Garden Homes Square Park, found in the neighborhood of the same name, is another moderately sized green space. The Garden Homes, Lincoln Creek, and Old North Milwaukee neighborhoods are represented in this district.

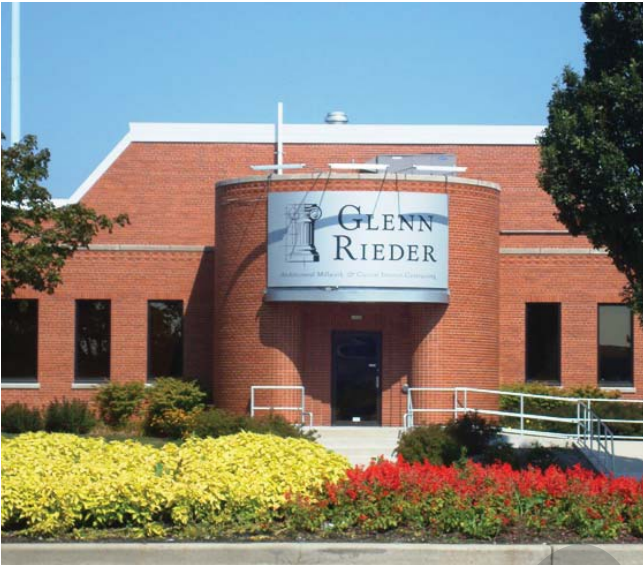
Single family residential areas within this district are concentrated on the east and west sides of the industrial corridor, with multi-family units along Atkinson, Teutonia, and 27th Street. The National Historic District and historic properties that make up the Garden Homes neighborhood, near Atkinson, Teutonia and Roosevelt, is also within this district. Home ownership rates are lower along the Hopkins, Teutonia, and Atkinson corridors, but ownership rates increase with greater distance from these transportation corridors. Commercial – retail corridors are found along Hopkins, 35th (particularly 35th Street), Teutonia, and Capitol. The ACT Intersection (Atkinson, Teutonia, and Capitol), considered the heart of the Near North area as indicated by residents, is a retail and commercial hub of activity and is one of the Catalytic Projects.

A high degree of reinvestment attention is focused on this district, as evidenced by the Bishop’s Creek TIF, the Eaton Neighborhood Target Investment Neighborhood, Tax Incremental District 62 (DRS Power and Control Technologies, Inc.), and Business Improvement District 37 (for the 30th Street Industrial Corridor), and Business Improvement District 29 (for the ACT intersection and beyond.) An Economic Development Zone and Community Development Zone are also designated in the district. These districts were established to improve and enhance these areas using city resources and other tools.

This district is a challenge for the city as it attempts to reinvest in the 30th Street Industrial Corridor and retain and attract businesses and employment. Residential areas close to the corridor itself suffer from disinvestment and absentee landlords, largely due to the loss of jobs and opportunities as industries have left the corridor due to changing economies.

Note: this district includes the northern half of the entire 30th Street Industrial Corridor, which is addressed in Chapter 5 Catalytic Projects.

Districts and Corridors



The Garden Homes District, clockwise from upper left: Glenn Rieder custom architectural interior design company at Capitol Drive and 35th Street; Eaton Corporation power management company at 27th and 31st Streets; Holy Redeemer Institutional facility at Hampton Avenue and Mother Daniels Way; stormwater raingarden planters along 27th Street north of Capitol Drive.

District 4 - Garden Homes : Policies

USE POLICIES

- Support the industrial employment base by encouraging limited commercial-retail development that complements the needs of nearby employees. Commercial nodes at 27th Street and Capitol Drive, 35th Street and Capitol Drive, Hampton Avenue and Teutonia Avenue, and along Villard Avenue may encourage redevelopment within and around the 30th Street Industrial Corridor.
- Encourage a diverse retail mix along major thoroughfares (Teutonia Avenue, Hopkins Street, 35th Street, Capitol Drive, and Atkinson Avenue) and within walking distance of residential areas with opportunities for healthy food shopping, sit-down dining, goods and services, and evening entertainment, including establishments for families.
- Consider regional retail along Capitol Drive between 35th Street and Atkinson that may include franchise retail (movie theater, national retailers) and a satellite university site to encourage development.
- To supplement the Lincoln Creek Parkway and the Garden Homes Square Park, incorporate additional accessible park space in or adjacent to the 30th Street Industrial Corridor as an amenity for employees and residents. Consider community gardens, natural landscaping, and child play areas.
- Incorporate Lincoln Creek and the 30th Street Industrial Corridor into the Green Crescent concept (see Corridors section later in this chapter).
- Consider repurposing industrial land for commercial, institutional, or residential uses where feasible.

FORM POLICIES

- As the 30th Street Industrial Corridor undergoes revitalization, re-establish a street grid to create smaller, accessible parcels unless large industrial users can be located to the corridor.
- Incorporate on-street parking and other integrated parking solutions to redevelopment of commercial and industrial properties.
- Support efforts to filter, infiltrate, and improve the quality and reduce the quantity of stormwater runoff in the 30th Street Industrial Corridor. Continue to enhance 27th Street, making sure stormwater planters are clean, maintained, and aesthetically pleasing.
- Enhance the image and aesthetics of industrial and business districts with consistent and appropriate signage, landscaping, green space, streetscape enhancements, and furnishings that identify the districts both within and at gateways. Consider using the industrial legacy as an icon and a point of pride for district character.
- Consider additional pedestrian connections between residential neighborhoods to the east and west of the 30th Street Industrial Corridor, possibly using the Lincoln Creek Parkway as a trail linkage.
- Plan the corridor for future bus rapid transit, street car, or light rail.

Districts and Corridors



The Garden Homes District, clockwise from upper left: Roosevelt Drive; a typical single family residential home; the Bishop's Creek development near 32nd Street and Hampton; and Garden Homes Park.

District 4 - Garden Homes : Policies

REDEVELOPMENT STRATEGIES

- Consider redevelopment opportunities for vacant and underutilized properties within the 30th Street Industrial and rail corridor (including its extension north to Villard Avenue), possibly as a clean and green business or industrial park. Assemble, update facilities and infrastructure, clean, and repurpose parcels for new employment and businesses. Small to moderate scale, light industrial users with potential to create jobs and local economic development should be prioritized. However, business and other economic uses should be considered as well to support industrial employment base. Coordinate with the planning efforts and initiatives of RACM.
- Repurpose vacant or underutilized industrial and commercial buildings as new businesses, employment, or as job training / education facilities.
- Improve the Atkinson-Capitol-Teutonia intersection as a catalyst for neighborhood redevelopment. Envision a pedestrian-friendly, commercial-retail 'town center' with a diverse retail mix including healthy food shopping, sit-down dining, and evening entertainment, including establishments for families. Make walking attractive, easy, and convenient within this commercial node.
- If industrial uses are not feasible in the commercial-industrial triangle framed by Hampton Avenue, Villard Avenue, and the railroad spur, consider redevelopment options such as a mixed use business district of clean and green businesses linked to the Villard Avenue corridor. An extension of the Villard Avenue Business Improvement District may help to revitalize the area.
- Support the proposed Kenosha-Racine-Milwaukee rail line proposed to follow the freight rail easement through the 30th Street Industrial Corridor. Consider future rail with trail uses for rail corridor in future development.

ACTIONS

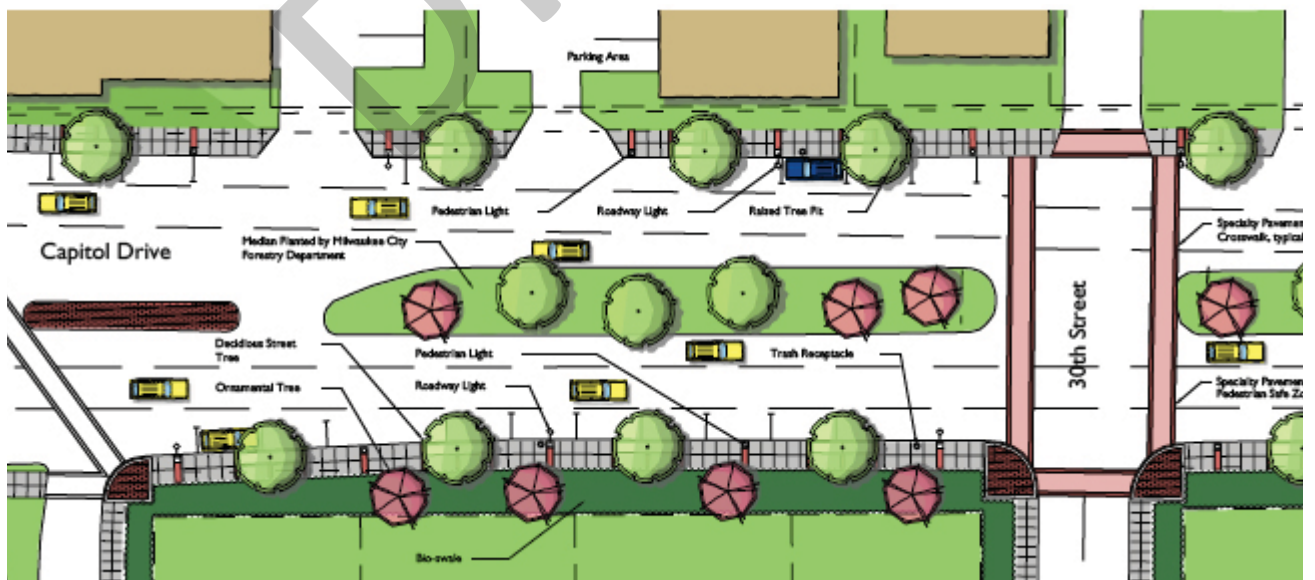
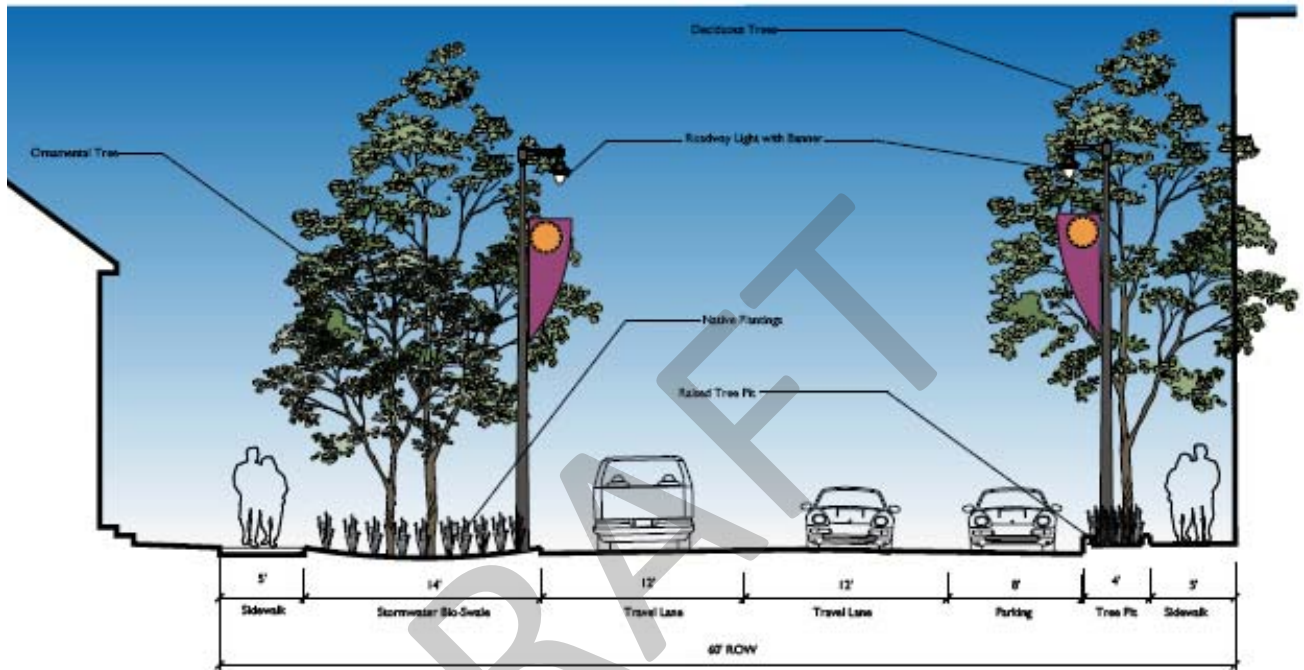
- Increase home ownership rates and provide ownership assistance and education within the residential neighborhoods by use of current and potentially expanded TIN programs.
- Continue to create partnerships within the 30th Street Industrial Corridor with learning / training opportunities for the existing and emerging employment base including students, adults and ex-offenders. Consider prioritizing green collar jobs.
- Ensure that crime and the perception of crime are addressed in redevelopment of commercial properties, thereby encouraging use by the local customer base. Encourage safe and secure areas through the use of Crime Prevention Through Environmental Design (CPTED) strategies in development and redevelopment projects.
- Consider establishing a new Business Improvement District for industrial and commercial areas along the rail spur north and east of the 30th Street Industrial Corridor to assist with beautification and maintenance of the streetscape.
- Restore, enhance, and improve visual and physical access to the Lincoln Creek Parkway as a natural and aesthetic amenity to businesses and employees.

Districts and Corridors



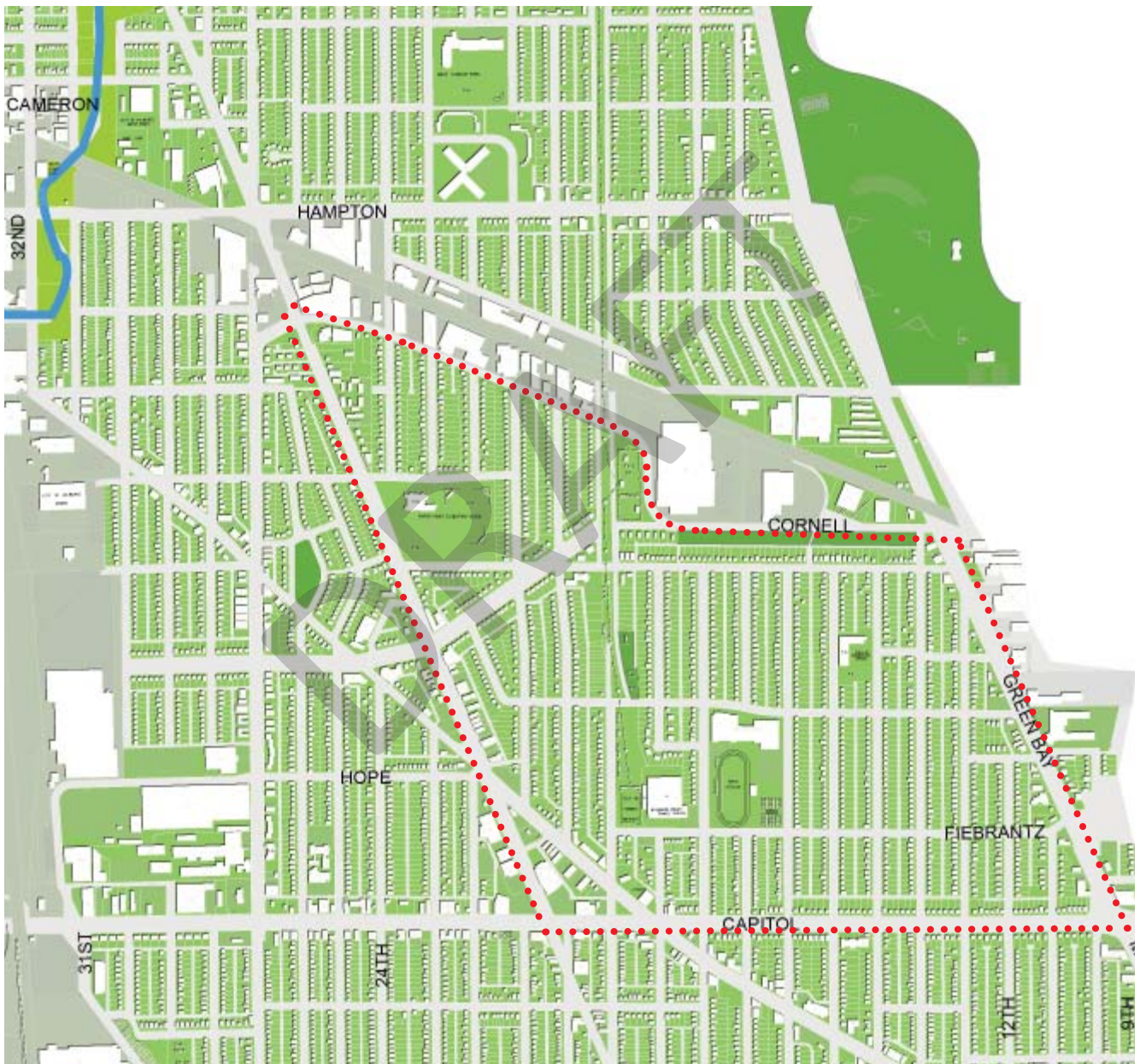
The Garden Homes District, BID #37 Streetscape Design Guidelines. (Schreiber-Anderson & Associates)

Industrial Corridor Design Guidelines



The Garden Homes District, BID #37 Streetscape Design Guidelines. (Schreiber-Anderson & Associates)

Districts and Corridors



District 5: Rufus King : Description

District 5 is bordered by Capitol Drive to the south, Cornell Street to the north, Teutonia Avenue to the west, and Green Bay Avenue to the east. The center of the neighborhood is anchored by Rufus King High School, one of the top academically performing high schools in Wisconsin. As a result, the neighborhood has a very strong and stable residential community, with well-maintained properties and a low vacancy rate.

A concentrated center of commercial activity exists at the triangle intersection of Atkinson Avenue, Teutonia Avenue, and Capitol Drive (the ACT triangle), which represents the commercial center of the district as well as a heart of the Near North area, as indicated by residents. The Atkinson Library, Lena's Grocery Store, Walgreen's, and Mr. Perkins Family Restaurant are just a few destinations found at this commercial node. The ACT triangle represents a wonderful opportunity to recreate a neighborhood-oriented destination and public plaza for social interaction and community events. The district contains BID 29 for the ACT triangle and is contained within a Neighborhood Strategic Planning area (NSP).

The residential character and style of the district represents some of the best housing stock within the Near North area, with sturdy structures, well-maintained lawns, and a strong sense of ownership. Although Capitol Drive is the major commercial corridor for the entire Near North area, within District 5 Capitol Drive is almost entirely residential. The residential character of this area along Capitol Drive provides a strong window to represent the character and stable vitality of the district. Open space within the district includes the ball fields associated with Garden Homes Public School, and the athletic fields of Rufus King High School. A potential opportunity for more open space may exist along the utility corridor bisecting the district and extending north to Silver Spring Drive. Some of this land adjacent to the North Stadium is currently city owned and may present an open space development opportunity. Smaller pocket parks and playgrounds may also be appropriate for this residential area.



The Rufus King District, clockwise from upper left: Rufus High School; typical housing within the neighborhood ; vacant car dealership along Green Bay Road; the historic landmark Phillipp School.

District 5 - Rufus King : Policies

USE POLICIES

- Identify new spaces and opportunities for pocket parks and play lots within the existing neighborhood.

FORM POLICIES

- Encourage a pedestrian friendly neighborhood with appropriate sidewalks and adequate crosswalks throughout the neighborhood, especially in areas around commercial activity along Capitol Drive, Teutonia Avenue, Green Bay Avenue, and Cornell Street.
- Establish public gathering spaces, ideally where plazas and open space connect with existing institutional and commercial uses. The Atkinson, Teutonia, Capitol triangle presents a great opportunity.

REDEVELOPMENT STRATEGIES

- Redevelop the Atkinson-Capitol-Teutonia (ACT) triangle as a pedestrian-friendly commercial node that includes social gathering space and a public square for the neighborhood. Consider implementing traffic calming and reduction strategies.
- Continue to allocate appropriate resources to maintain and improve streetscapes, open space, and public areas.
- Where feasible, promote the rehabilitation and reuse of existing buildings, especially those with historical and cultural significance.
- Re-imagine appropriate uses, such as a skating rink, or flex space for vacant car dealerships along Green Bay near Fiebrantz Avenue.
- Rehabilitate existing green space along Cornell Avenue as a new sustainable linear park that has trees, seating areas, and natural plantings.

ACTIONS

- Work with existing business to create partnerships to provide maintenance and care for new or existing public spaces and plazas.
- Ensure that crime prevention and the perception of crime are addressed in redevelopment of commercial properties, thereby encouraging use by the local customer base
- Consider the establishment of a BID district along Green Bay Road that extends from Capitol Drive to Villard Ave to emphasize the redevelopment of large greyfield sites.

Districts and Corridors



District 6 - Roosevelt : Description

District 6, the southwest corner of the Near North area, is bounded by Fond du Lac Avenue to the west, 35th Street to the east, Capitol Drive to north, and the intersection of Burleigh Street and Fond du Lac Avenue to the South. The western portions of the district are fairly stable, while areas closer to 35th Street are less stable with greater redevelopment opportunities adjacent to the 30th Street Industrial Corridor.

This district is primarily residential, but the bordering streets offer a multitude of uses. Within the Fond du Lac corridor, a mix of commercial and institutional uses include the Parklawn Christian School, the Johnson Christian Academy, churches, a few restaurants, and residential.

This particular section of Capitol Drive contains a number of stately homes as well as a mix of retail along a boulevard street. The Capitol Drive corridor also presents a different mix of uses and good opportunities for redevelopment for culturally related retail, arts/galleries, restaurants, and neighborhood services. The boulevard style streets is shared with Sherman Boulevard and Roosevelt Drive which both contain a strong residential housing stock.

The 30th Street Industrial Corridor skirts the district to the east, and future redevelopment of the Tower Automotive site presents a catalyst for increasing stability and employment within the district and along 35th Street, which is in need of attention for streetscape improvements and additional safety and security. The intersection of Burleigh Street, Fond du Lac Avenue, and 35th Street also presents an opportunity as a retail node and redevelopment as a gateway into the district. The area is also part of BID 37 reinvestment area for the 30th Street Industrial Corridor.

Districts and Corridors



The Roosevelt Grove District, clockwise from upper left: Jackie Robinson surplus school; intersection of Burleigh and Fond du Lac ; typical housing within the neighborhood; the boulevard of Roosevelt

District 6 - Roosevelt : Policies

USE POLICIES

- Promote a mix of uses including neighborhood-oriented retail goods and services, commercial, or office on the ground floor along Capitol Drive between 45th Street and 39th Street.
- Promote neighborhood retail along Capitol Drive between Sherman Boulevard and 40th Street.
- Utilize existing buildings and promote new mixed use redevelopment along Fond du Lac Avenue.
- Encourage multi-family residential development along 35th Street to provide viable housing options for the future employment base of the 30th Street Industrial Corridor.
- Capitalize on the vitality of the Burleigh Street and Fond du Lac Avenue intersection with retail-based mixed use development.

REDEVELOPMENT STRATEGIES

- Utilize green sustainable principles for new construction, redevelopment, and maintenance.
- Promote the reuse and rehabilitation of existing buildings with uses appropriate for major corridors such as Fond du Lac Avenue and Capitol Drive.
- Screen and minimize the use of surface parking lots along Fond du Lac Avenue, Capitol Drive, and 35th Street through on-street parking.

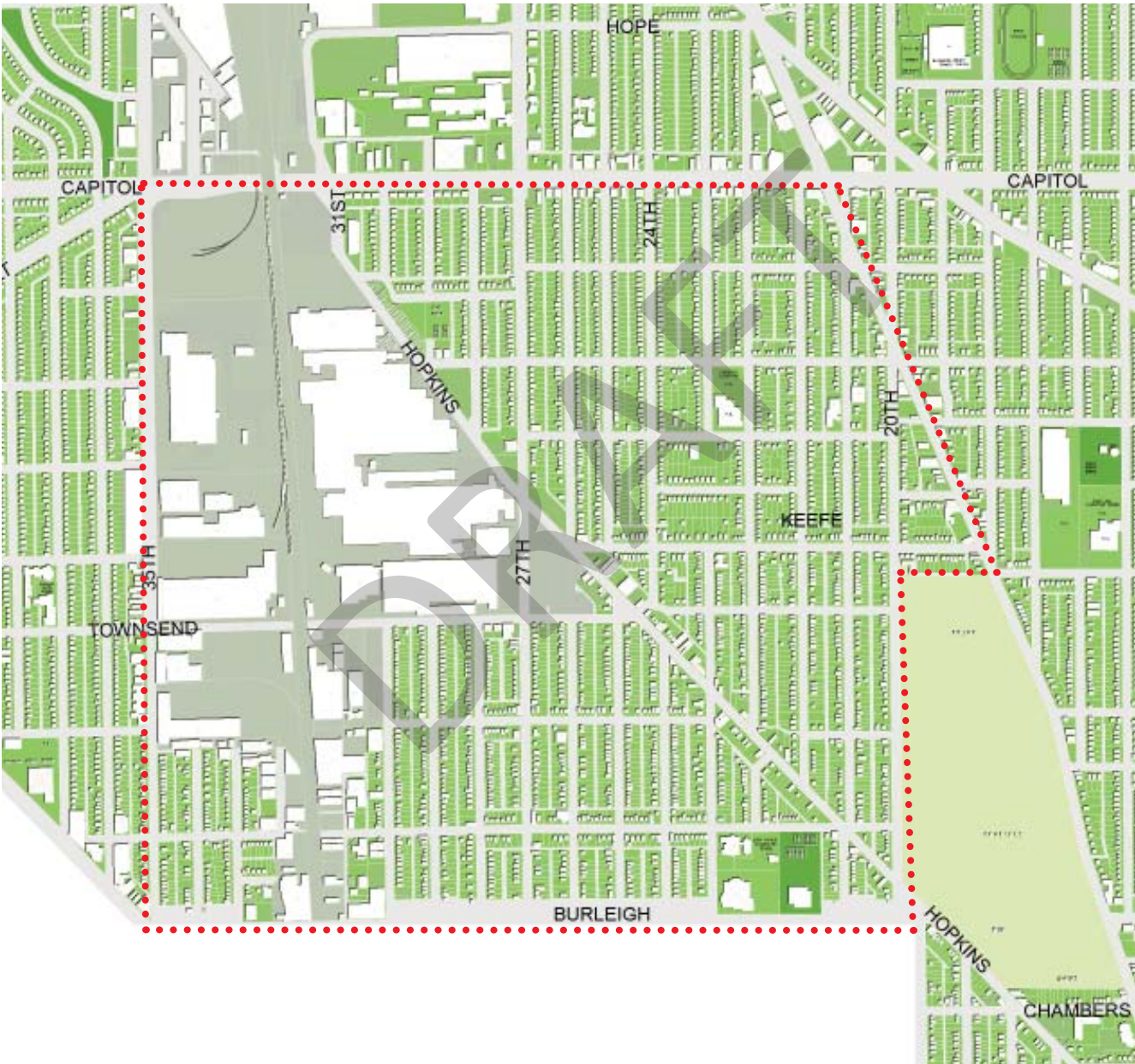
FORM POLICIES

- Establish district wide sustainable and pedestrian friendly streetscape strategies for 35th Street, Capitol Drive, and Fond du Lac Avenue to enrich district edges.
- Promote infill development along Fond du Lac Avenue as well as the surrounding neighborhood that fits the context of the neighborhood. Utilize vacant or underutilized parcels located along Melvina Street, Fond du Lac Avenue, and Capitol Drive.
- Design mixed use and retail development with minimal setbacks and parking either on the rear or side while also utilizing on-street parking strategies.

ACTIONS

- Coordinate mass transit initiatives along Capitol Drive and Fond du Lac Avenue with new development and redevelopment opportunities.
- Encourage the coordination or establishment of a community development corporation responsible for future residential and neighborhood development.
- Review and apply the BID 37 Streetscape Design Guidelines (2007). Where possible, integrate additional stormwater filtration and infiltration measures that complement these guidelines into the streetscape enhancements.
- Refer to “Land Use Concepts for the Tower Automotive Site” (2003) for site redevelopment concepts, general streetscape design elements, and development standards.
- Continue to increase safety and police presence in industrial and commercial districts, especially 35th Street, which will improve attractiveness of these properties for customers and new and existing businesses and employees.

Districts and Corridors



District 7 - Franklin Heights / Tower : Description

District 7 is bordered by Capitol Drive to the north, 35th Street to the west, Burleigh Street to the south, and 20th Street to the east. This district represents an area with a great opportunity for redevelopment within the former Tower Automotive site and the 30th Street Industrial Corridor. Green or sustainable manufacturing, mixed use redevelopment, and major transportation initiatives should be considered for this catalytic project area.

East of the 30th Street Industrial Corridor lies a residential neighborhood that has been plagued with crime and disinvestment as the industrial base of the corridor has declined. Although much of the housing stock is in good condition, major transportation corridors such as Hopkins Street, Keefe Avenue, Burleigh Street, and 27th Street contain a number of poorly maintained buildings that challenge the stability of this community. This district also has a relatively high number of vacant lots, which add to the instability of the neighborhood. However, vacant land also presents opportunities for future residential housing development that may act as catalysts for neighborhood revitalization.

Commercial uses are fairly stable due to the viability of retail and franchise anchors along Capitol Drive. Hopkins Street and Burleigh Street also contain retail, much of which is either vacant or underdeveloped. BID 29 and BID 37 include portions of Capitol Drive, demonstrating the City's commitment to revitalization and reinvestment.

The community has a number of schools (such as Ben Franklin Elementary, Nova High School, and Shiloh Lutheran) and churches, which add to the overall character of the neighborhood. These institutions are vital to the overall growth and stabilization of the district.

Moody Park (Burleigh Street and 22nd Street) and another small park (29th Street and Melvina Street) make up the major open spaces within the district. Moody Park remains open, however, the former indoor pool has now been closed. Several members of the community have suggested that this park represents a good redevelopment opportunity for a new pool and community center to serve the children, young adults, and the residents of the Near North area.

Note: this district includes the northern half of the entire 30th Street Industrial Corridor, which is addressed in Chapter 5 Catalytic Projects.

Districts and Corridors



The Franklin Heights / Tower District, clockwise from upper left: 35th Street retail across from Tower; Milwaukee DPW building within Tower site ; Glenn Rider Woodworking and landscape median of 35th Street and Capitol Drive; vacant tower site at the corner of 35th Street and Capitol.

District 7 - Franklin Heights / Tower : Policies

USE POLICIES

- Create a pedestrian friendly mixed-use district along Capitol Drive between 27th and 35th Streets.
- As feasible, preserve and redevelop existing buildings on the Tower site for sustainable industries and businesses, and establish a green industrial business district throughout the 30th Street Industrial Corridor. Where buildings can not be re-used or saved, consider re-use of building materials.
- Consider the creation of a bus rapid transit, streetcar, or light rail transit center and commercial node at the corner of 35th Street and Capitol Drive.
- Encourage multi-family, rental and owner-occupied workforce housing on vacant land near Hopkins Street and 28th Street, Hopkins Street and Nash Street, and Hopkins Street at Keefe Avenue.
- Provide open space that connects the residential neighborhood to the industrial corridor.
- Promote the redevelopment of the Hopkins Street Corridor as a mixed-use district providing a range of goods and services within walking distance of surrounding residential neighborhoods.

FORM POLICIES

- Continue to strengthen the Capitol Drive corridor with streetscape, wayfinding, and other amenities to encourage new commercial development.
- Promote infill development of vacant properties along commercial corridors such as Hopkins Street and Capitol Drive, as well as some residential development.
- Provide green infrastructure initiatives such as rain gardens, stormwater filtration systems, stormwater planters and natural plantings within boulevards and along major corridors such as Capitol Drive, Hopkins Street, Burleigh Avenue, portions of Keefe Avenue, and 27th Street.
- Redevelop the existing Franklin Elementary school yard to provide some green and / or permeable surfaces such as natural grass, native landscaping, and recycled material play yard surfaces.
- Enhance and promote the image and aesthetics of newly constructed industrial and business campuses or districts with appropriate, uniform signage, landscaping, streetscape enhancements, and furnishings (a consistent look and feel) that identifies the districts both within and at gateways. Consider using the industrial legacy as an icon and a point of pride for district character.
- Continue to improve facades, edge treatments, cleanliness, police presence, safety, and appearance of industrial and commercial properties, and screen those uses from adjacent residential areas.
- Re-establish the street grid connecting residential areas north and east of Hopkins Street between Capitol Drive and Keefe Avenue through to Hopkins Street.

Districts and Corridors



The Franklin Heights / Tower district, clockwise from upper left: under utilized park facility at the corner of Melvina Street and Hopkins Street. Vacant parcels of land along Hopkins Street; historic AO Smith administration building ;vacant Tower industrial building;

District 7 - Franklin Heights / Tower : Policies

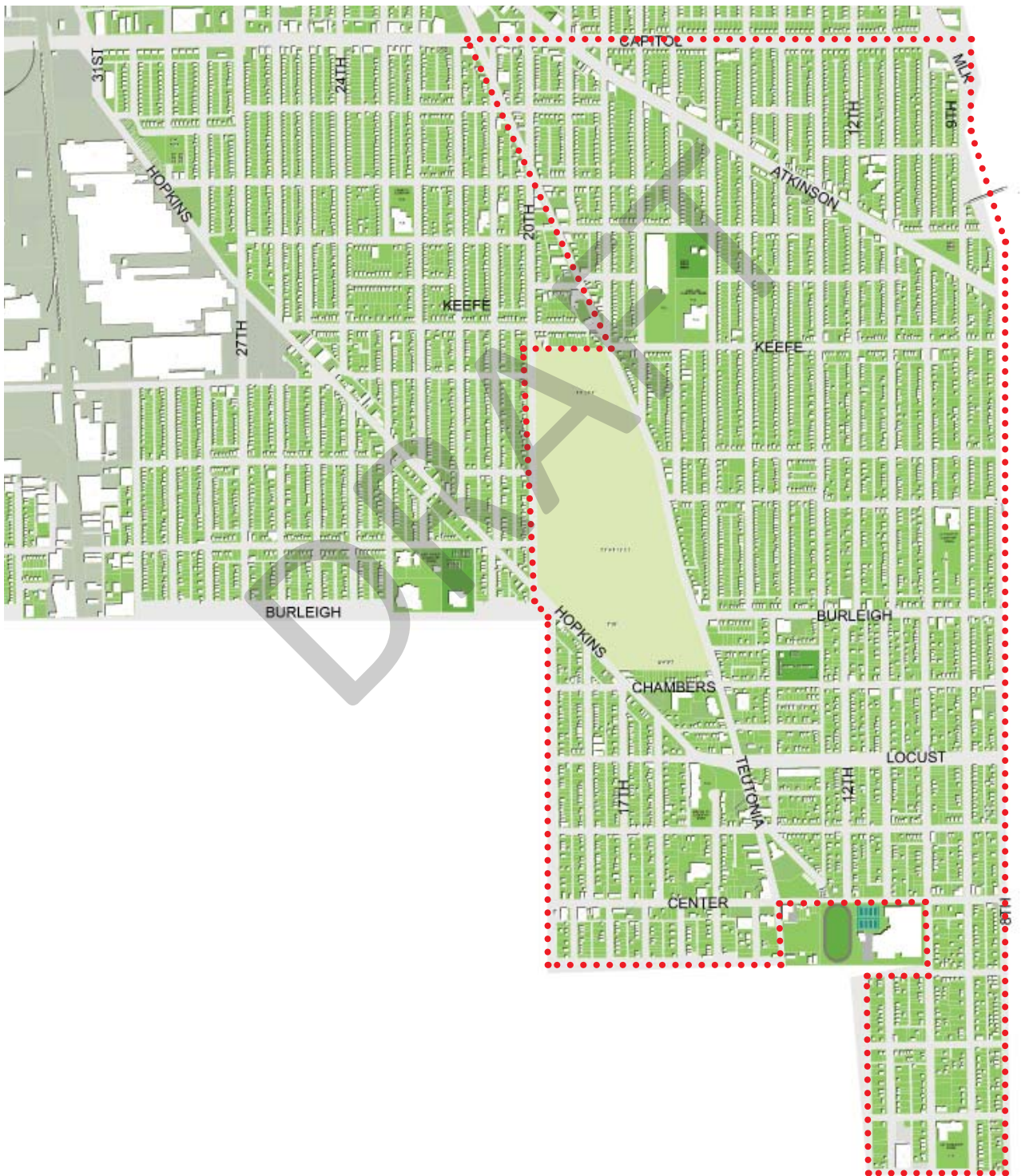
REDEVELOPMENT STRATEGIES

- Consider redevelopment opportunities for vacant and underutilized properties within the 30th Street Industrial and rail corridor (including its extension north to Villard Avenue), possibly as a clean and green business or industrial park. Assemble, update facilities and infrastructure, clean, and repurpose industrial parcels for new employment and businesses. Small to moderate scale, light industrial users with potential to create jobs and local economic development should be prioritized. However, also consider business and other economic uses to support industrial employment base.
- Reuse existing industrial buildings, or building materials resulting from demolition, within and around the 30th Street Industrial Corridor where feasible. Consider preservation of the AO Smith Administration building.
- Use the Tower site remediation / demolition to train and employ a local work force. Consider involving Milwaukee Job and Service Corps in this effort, as well as other organizations such as UMOs.
- Consider a Clean Up Corps for both the neighborhood and industrial properties within the 30th Street Industrial Corridor to demonstrate the City's commitment to improving the area and preparing it for business and employment. This Corps can engage in activities such as weed and garbage removal, lighting repair and improvement, and landscaping.
- Rehab and expand existing open space at the corner of Hopkins Street and Melvina Street that could include an indoor gym and community center for the surrounding neighborhood integrated with residential uses.
- Consider land uses to support both freight and passenger rail in the 30th Street Industrial Corridor.
- Redevelop Moody Park (see Catalytic Projects.)

ACTIONS

- Investigate the potential to establish a sustainable industrial park within the 30th Street Industrial Corridor where energy use, waste, products and by-products can be shared among industries.
- Build on the successes of the 30th Street Industrial Corridor Corporation (aesthetic improvements, Streetscape Design Guidelines, environmental enhancements, business recruitment, business retention, workforce development, and safety and security improvements), its network of partners, the Green Light District status, the state's Urban Environment and Reinvestment Initiative and other reinvestment programs and initiatives (e.g., BID 37), to revitalize the 30th Street Industrial Corridor.
- Create a strong streetscape vision that includes signage and wayfinding for both the 30th Street Industrial Corridor and transportation corridors such as 20th Street, 27th Street, Burleigh Street, Hopkins Street, and Capitol Drive.
- Coordinate, implement, and enhance new transportation initiatives including future rail options, expanded bus service, and potential transit hub at 35th Street and Capitol Drive.
- Review and apply the BID 37 Streetscape Design Guidelines (2007). Where possible, integrate additional stormwater filtration and infiltration measures that complement these guidelines into the streetscape enhancements.
- Refer to "Land Use Concepts for the Tower Automotive Site" (2003) for site redevelopment concepts, general streetscape design elements, and development standards.

Districts and Corridors



District 8 - Arlington Borchert : Description

The district is bounded by Capitol Drive to the north, 20th Street and 10th Street to the west, and Center Street and North Avenue to the south. At the center of this community is Union Cemetery, one of the largest contiguous land uses in the area, which presents a tired image to the neighborhood. The edges are poorly maintained and in need of aesthetic improvement.

The district includes a number of institutions and churches. Large churches and properties include St. Marks AME, Calvary Baptist, Metropolitan Missionary, and Cannan Missionary Baptist. Some of these religious institutions serve the neighborhood with community service and development functions. The area also contains a number of schools including Milwaukee Education Center, Phoenix High School, Keefe Elementary, Hopkins School, Genesis High School, and the Academy of Learning and Leadership. These institutions form a strong base to help stabilize and support neighborhood development.

Atkinson Avenue supports multi-family residential, commercial, institutional, and office uses. St. Mark's Church is involved in a number of initiatives related to the redevelopment of the Atkinson corridor. The Capitol Drive corridor contains a stable set of stately single family residential homes that create a strong gateway into the community. Teutonia Avenue establishes a diagonal axis which bisects the district and provides much of its neighborhood serving retail with neighborhood establishments such as Coffee Makes You Black and others.

Hopkins Street, another diagonal corridor, provides a mix of institutional and residential uses, as well as a hub of activity located at the intersection of Teutonia Avenue, and Center Street. New mixed-use development, strong institutions, an urban agricultural initiative, locally-owned business, and vacant land ripe for redevelopment create a node of opportunity. Locust Street, a major boulevard, should be considered as a primary corridor for future redevelopment due to its proximity to the Highway 43 interchange.

The City of Milwaukee hopes that increased redevelopment will help to stabilize the area and reduce crime. BID 29 along Capitol Drive extends a few blocks south along Teutonia Avenue. Tax Incremental District 44 exists just north of Center Street between 20th Street and 10th Street. This particular section of the district represents a redevelopment opportunity for the neighborhood.

Lindbergh Park (Nash Street and 16th Street) adjacent to Phoenix High School represents the only viable open space for the neighborhood. Two parks south of the district boundary can serve the southern portion of the district, but the northern and eastern portions are underserved by park space.

Districts and Corridors



The Arlington - Borchert District, clockwise from upper left: commercial corner of 27th Street and Burleigh Street; Union cemetery edge along Hopkins Street and 20th Street; Hopkins Elementary School at the corner of Teutonia Avenue and Locust Street; local fire house at the corner of Locust Street and Teutonia Avenue

District 8 - Arlington - Borchert : Policies

USE POLICIES

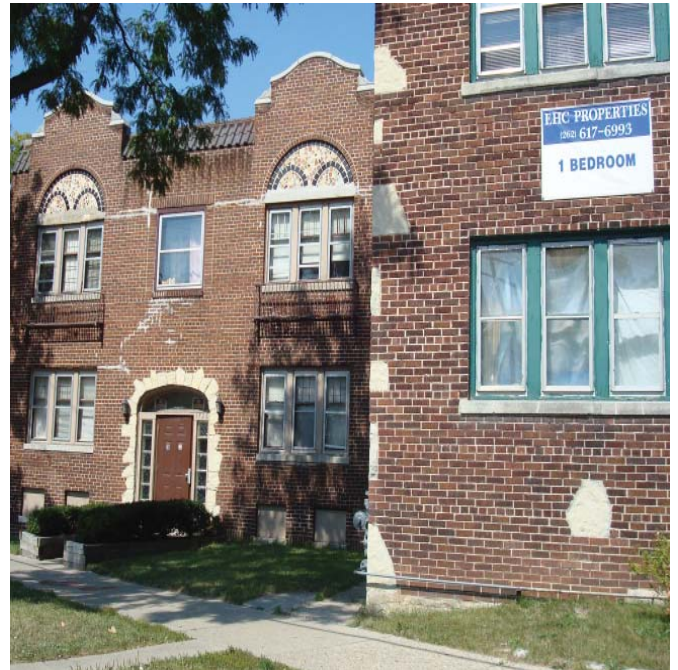
- Consider a green connection or corridor between Lindbergh Park and Union Cemetery.
- Promote mixed-use, neighborhood retail, office, and institutional uses at major intersections along Atkinson Avenue, Hopkins Street, Teutonia Avenue, Burleigh Street, Center Street, and Locust Street.
- Maintain Capitol Drive as a corridor for city and regional destination retail.
- Strengthen residential neighborhood stock with residential infill and mixed use redevelopment options where appropriate.

FORM POLICIES

- Encourage shared parking between institutional users such as churches, schools, local retailers and other mutually related and /or adjacent users.
- Redevelop local school yards to decrease the amount of non-permeable surfaces with natural plantings and recycled material playgrounds.
- Incorporate sustainable practices for large surface parking lots associated with churches and schools, such as stormwater management practices, rain gardens and native landscaping while also screening these uses from the residential neighborhood.
- Beautify the edge of Union Cemetery with native plantings and trees that help screen parts of the cemetery from the neighborhood.
- Define a designated greenway or trail system that connects this district to the Green Crescent (see corridors below) that could include bike and walking trails and dedicated bike lanes on city streets.
- Support the redevelopment of St. Mark's vacant parcels and surface parking lots near Atkinson Avenue and 15th and 16th Streets for future mixed use residential redevelopment.
- Utilize vacant lots for potential pocket parks, playgrounds, neighborhood open space, urban gardens, urban orchards, stormwater management, alternative energy production, or other intermediate uses.

DRAFT

Districts and Corridors



The Arlington - Borchert District, clockwise from upper left: Coffee Makes You Black local cafe along Atkinson Avenue; new development along Atkinson Avenue and Center Street typical multi-family housing along Atkinson Avenue; St. Mark's AME Church along Atkinson Avenue and 15th Street

District 8 - Arlington - Borchert : Policies

REDEVELOPMENT STRATEGIES

- If funding allows, consider a TIN district to help existing homeowners stabilize the neighborhood through home improvements.
- Provide rehabilitation incentives and financing to existing business owners to improve properties and to help attract new business development.
- Consider a Clean Up Corps for the neighborhood and major corridors to improve the area and establishing a clean neighborhood. This Corps can engage in activities such as weed and garbage removal, lighting repair and improvement, and landscaping.
- Support the efforts of the NWSCDC in the redevelopment of vacant lots with infill residential, commercial, and mixed used development.
- Screen existing commercial and institutional surface parking lots with native plantings and shade trees.
- Encourage sustainable design practices for both rehabilitation and new construction efforts throughout the district.
- Establish a neighborhood commercial redevelopment strategy at 27th Street and Burleigh Street as well as Teutonia Avenue and Locust Street due to the high traffic volume and gateway potential.
- Encourage sustainable mixed use development, community gardens, parks, and green infrastructure components as proposed by the Teutonia Avenue Togetherness neighborhood group (see next page), a 'beacon of hope' for the neighborhood.

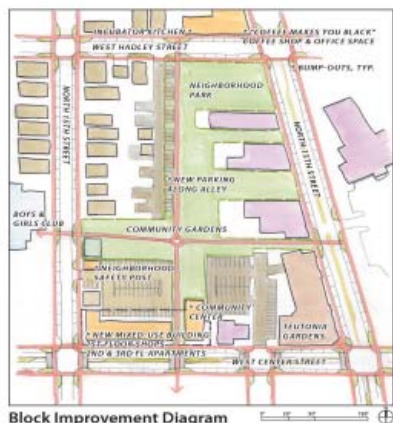
ACTIONS

- Promote a home ownership strategy for new residential infill on vacant lots with economically diverse price points where quality affordable housing is a priority.
- Establish a strong streetscape vision for major corridors such as Burleigh Street, Locust Street, Atkinson Avenue, Teutonia Avenue, Center Street, and North Avenue where signage reinforces the neighborhood efforts, community groups and programs.
- Promote the maintenance and care of existing open space and street rights-of-way through partnerships of neighborhood groups and institutions.
- Engage in a more comprehensive land use analysis and development strategy for land adjacent to North Division High School that considers the broader redevelopment effort around the Center Street and Teutonia Avenue intersection.

Teutonia Gardens

Teutonia Gardens provides a local example of best practices, which could be used in other developments throughout the Near North area. The goal of the initiative is to rebuild the neighborhood for self-sufficiency. Guidelines for the area include:

- Energy: create less demand and generate local renewable energy on-site (solar wind, geothermal)
- Food: create a local food economy: local grocery store, local food production, incubator kitchen, community gardens, composting food waste, local restaurants, sidewalk vendors
- Water: honor rainwater as a resource: reduce/eliminate surface water runoff with integrated green practices: rainwater harvesting and re-use, porous pavement, rain gardens/bioswales, green roofs, graywater systems
- Waste: work to eliminate waste as an idea by thinking of all things as potential resources
- Human-scale Design: design for pedestrian safety, comfort, and the local aesthetic
- Local Economy: local enterprises focused on sustainable “green” businesses and trades, food production, light manufacturing, landscaping, sustainable construction and building supplies
- Local Materials: resource local materials by reusing, renewing, and reclaiming
- Local Guilds: build associations of trades people and crafts people to build and craft the local idiom, cultural rhythm, and sense of place
- Architecture: respect the public realm with styles, materials, and details that are authentic to the neighborhood and reflect the spirit and culture of the community
- Complete streets: multi-modal; integrate pedestrians, cyclists, and motorists safely fully accessible for all levels of ability- strollers, wheelchairs, walkers, etc.
- Neighborhood gateways at intersections: bump-outs, lighting, signage, street furnishings, architectural and decorative features
- Community services: salon, laundromat, library satellite, medical offices/clinic, visual and performing arts, day care, schools
- Trees and vegetation: Street trees, planters/rain gardens

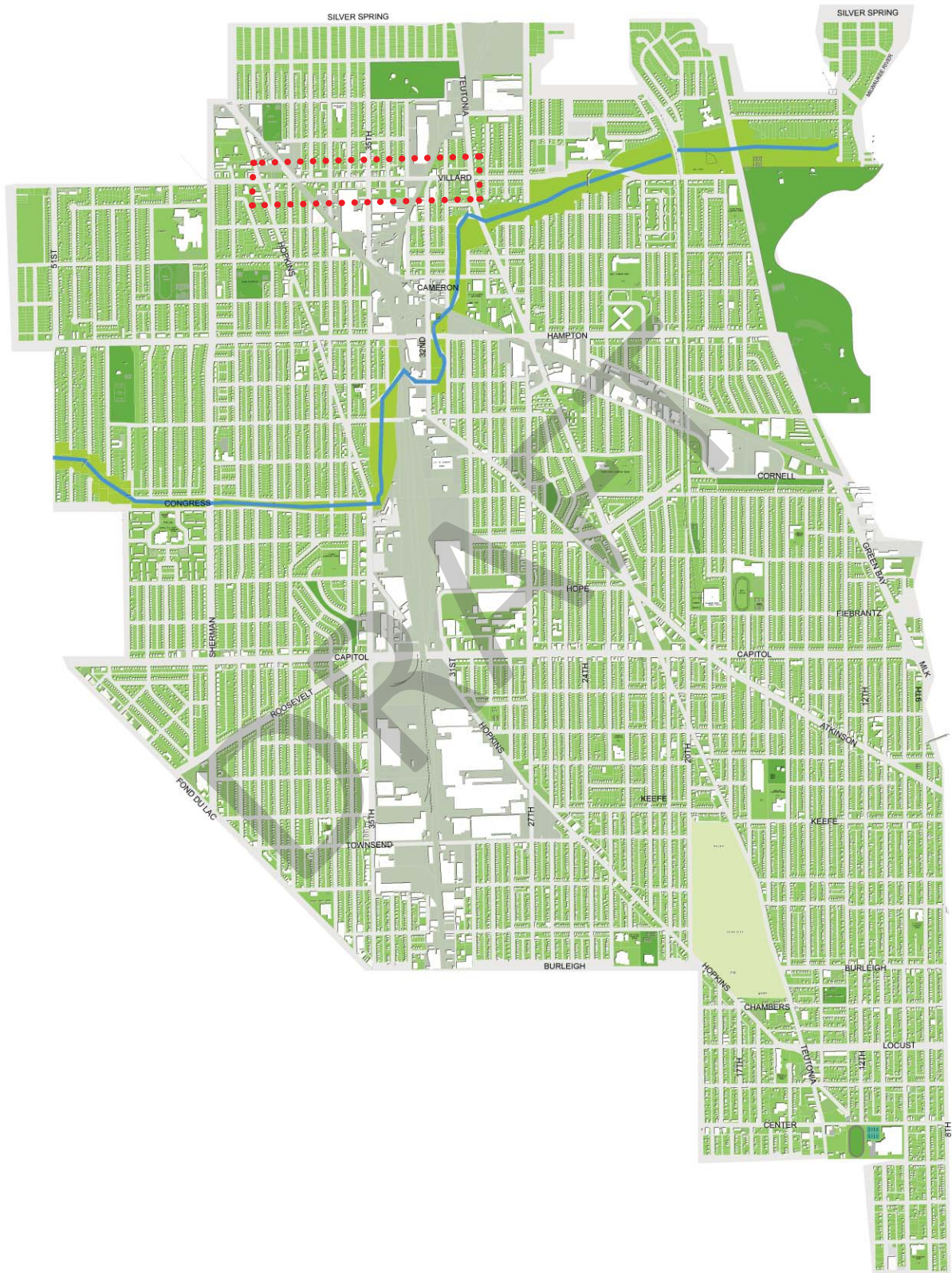


Teutonia Gardens



Conceptual plans developed by Teutonia Avenue Togetherness for the Teutonia Gardens area northwest of the corner of Center Street and Teutonia Avenue; a photograph from the inaugural spring planting at Teutonia Community Gardens. Graphics courtesy of Maures Development Corporation and by Conservation Design Forum.

Districts and Corridors



Villard Avenue : Description

Villard Avenue, once a center of the Village of North Milwaukee, crosses the northern portion of the district. The corridor of interest is the portion from Hopkins Street on the west to Teutonia Avenue on the east, which comprises the retail portion of the corridor. This segment is primarily commercial with some public and quasi-public uses scattered throughout. A new Villard Avenue Library is planned for this corridor, which will catalyze redevelopment and revitalization.

Commercial development consists primarily of neighborhood retail, but of a character that does not evoke a distinct district or quality as a main street. In fact, a main street is what is envisioned within this corridor, with a pedestrian orientation, neighborhood retail, and mixed uses with ground floor retail, office, and commercial and second and possibly third floor residential. Vacant lots and parking lots are also scattered along the corridor, breaking up the continuity of the street wall. Banks, fast food restaurants, and religious institutions also dot the corridor.



Historic Villard Avenue and the Ritz Theater (top, photo credit: Bill Tennesen and Astor Theater) and Villard Avenue today.

Districts and Corridors



Villard Avenue Corridor, clockwise from upper left: the corner of 34th Street and Villard; a redevelopment concept from Villard Avenue Revitalization Plan (City of Milwaukee Department of City Development, Planning & Design Institute, 2007); Via Verde housing development, Bronx, NY, presented as a concept for a senior living facility along Villard Avenue (graphic courtesy of Phipps Houses and Jonathan Rose Co., Dattner Architects and Grimshaw Architects.)

Villard Avenue : Policies

USE POLICIES

- Integrate mixed uses along Villard Avenue including ground floor retail, office, or commercial and second floor residential or office. The residential component will help support retail and office uses.
- Encourage infill development and avoid parking lots along the Villard Avenue street wall between Hopkins and Teutonia. Prioritize street parking over surface or structured parking.
- Minimize store front churches and concentrations of day care centers on major thoroughfares.
- Strongly discourage incompatible uses that do not support the commercial focus of the business district and corridor, and that do not promote an image of economic stability or health (storefront churches, social service providers, currency exchanges, liquor stores, and payday / title loan operations).

REDEVELOPMENT STRATEGIES

- Encourage a high quality, diverse, locally-owned retail and service oriented mix along Villard with opportunities for healthy food shopping, sit-down dining, art and cultural exposure, and evening entertainment, including establishments for families. Business can draw not only from surrounding residential districts but also from commercial and industrial uses to the south.
- Use the new Villard Avenue Library as a catalyst for revitalization of the corridor.

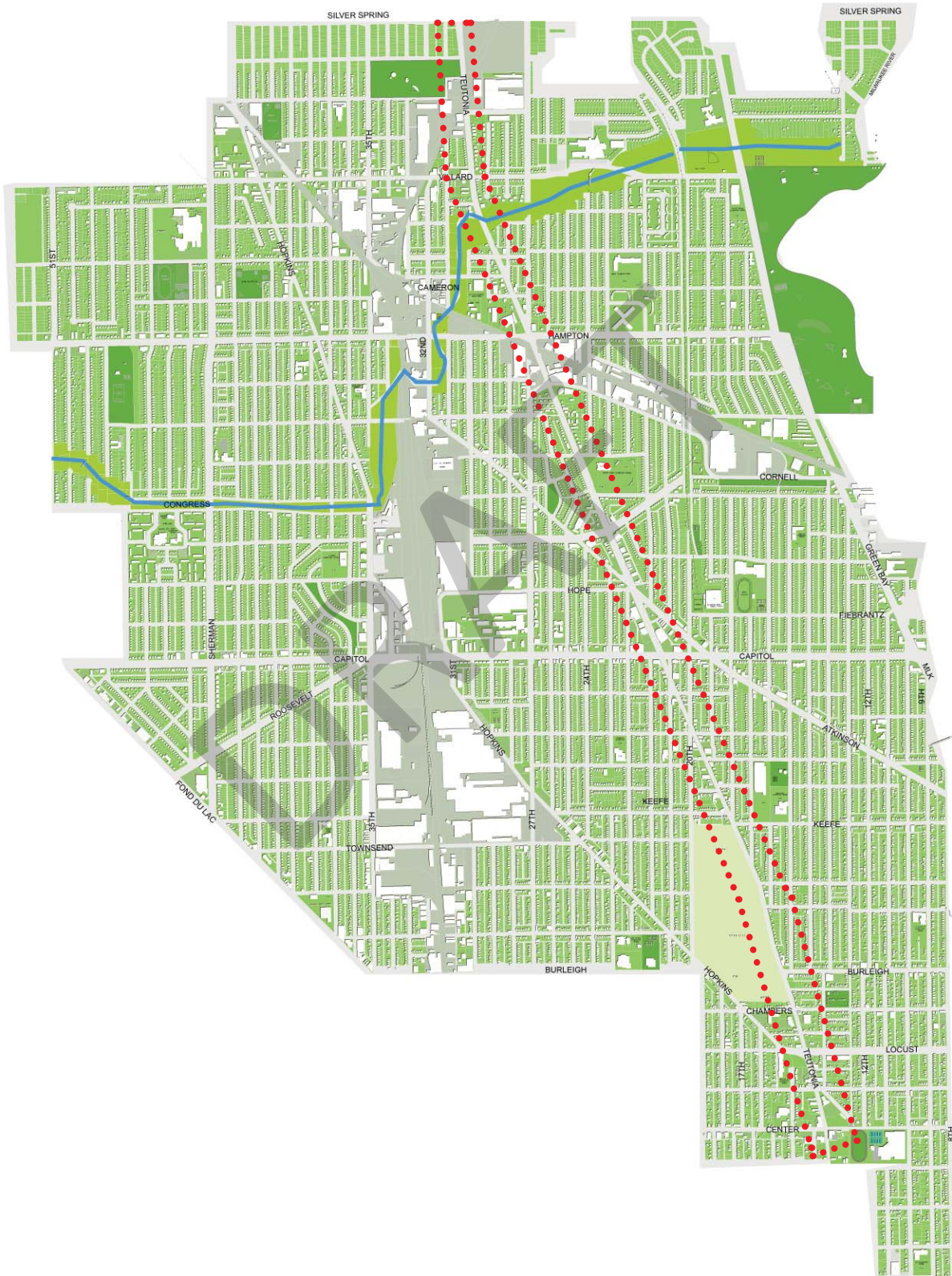
FORM POLICIES

- Implement landscaping, streetscaping, traffic calming, pedestrian-orientation, and façade improvements along Villard Avenue. Refer to the Villard Revitalization plan. Designs should consider addressing stormwater within planters or other infiltration measures.
- Incorporate appropriate signage and streetscape elements that unify the Villard Avenue corridor with a main street approach. Provide guidance for the public right-of-way, benches, lighting, signage, plantings, and/or paving patterns, including gateway signage.
- Improve the Villard / Teutonia and Villard / Hopkins intersection with commercial-retail enhancements as bookends and gateways to the Main Street corridor.
- Where appropriate, improve the public right-of-way to include space for pedestrians, bicycles, automobiles, freight, and transit.
- Minimize curb cuts along the street and encourage a continuous and clear pedestrian way.
- Add landscaping and stormwater management practices to large parking lots and other large areas of impervious surfaces.

ACTIONS

- Consider a Villard Avenue farmer's market, possibly in conjunction with the new library.
- Work with the Business Improvement District to develop mechanisms for maintenance of sidewalks, public spaces and streets.

Districts and Corridors



Teutonia Avenue : Description

Teutonia Avenue is a major thoroughfare within the Near North area, running the entire length from Silver Spring Drive on the north to Center Street on the south. This is a heavily travelled, four lane corridor that traverses a number of land use types and neighborhoods.

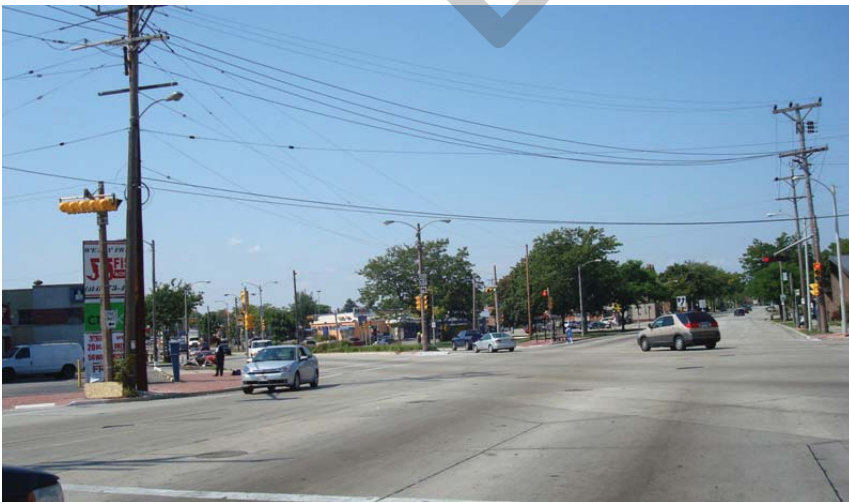
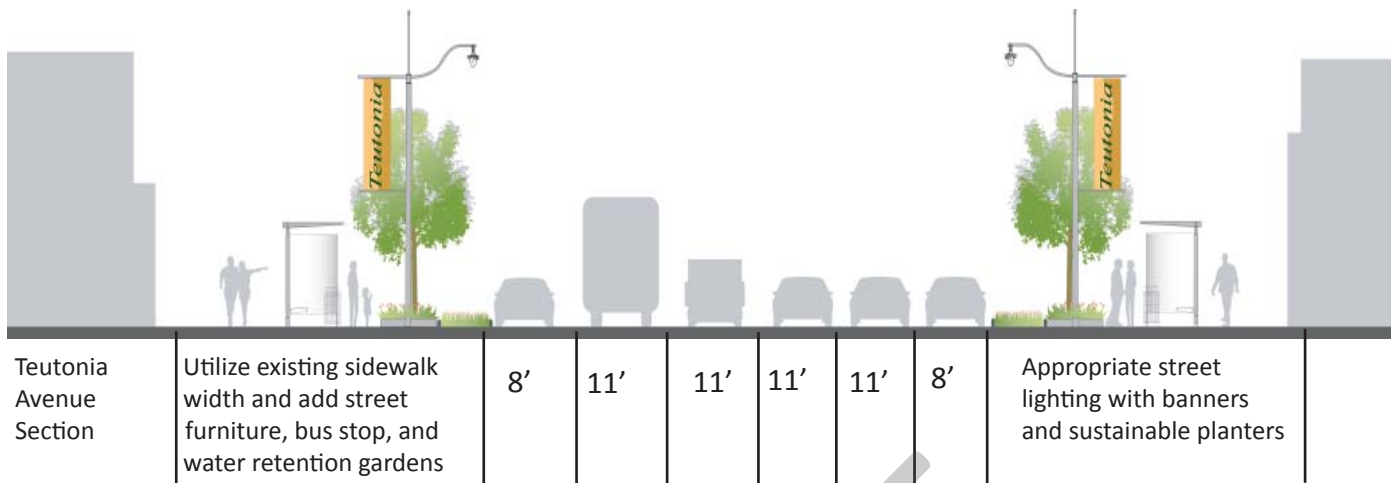
Land uses along the corridor are mixed and include industrial and commercial uses, public parks, schools, and single and multi-family residential uses. Commercial nodes are found where Teutonia crosses most minor and major arterials: Villard Avenue, Hampton Avenue, Atkinson Avenue, Capitol Drive, Vienna Street / 20th Street, Keefe Avenue, Hadley Street, Locust Street, and Center Street.

The character of the corridor differs along its length as does the quality and occupancy of the various commercial and residential uses. A few commercial developments, such as those near the Atkinson Avenue and Capitol Drive intersections are strip developments with large parking lots and large setbacks from the street. There is very little consistency in form and function along the Teutonia Avenue corridor.

A significant portion of Teutonia Avenue south of Capitol Drive is characterized by Union Cemetery. The cemetery and the residences opposite the cemetery have fallen into a state of disrepair giving the impression that both the cemetery and the neighborhood suffer from disinvestment and apathy related to maintenance.

A particular bright spot along the corridor is the area surrounding the Teutonia Avenue and Center Street intersection. Recent activity includes newly constructed, sustainable mixed use development and Teutonia Gardens, an urban agriculture initiative involving The Academy of Learning and Leadership, Coffee Makes You Black cafe, and the Michael Fields Institute. The gardens are intended as a community asset through engaging local students in growing food while providing fresh and healthy food to the neighborhood and school. These developments should encourage future redevelopment within the surrounding district.

Districts and Corridors



The Teutonia Avenue Corridor, from top to bottom: conceptual Teutonia Avenue cross section (top), intersections of Teutonia Avenue with Hampton Avenue and Villard Avenue (middle), and the Atkinson-Capitol-Teutonia intersection.

Teutonia Avenue : Policies

USE POLICIES

- Support industrial use employment base by allowing and encouraging commercial-retail development that complements the needs of nearby employees. Consider commercial nodes where Teutonia intersects with Villard Avenue, Hampton Avenue, Atkinson Avenue, and Capitol Drive. Encourage infill development and avoid parking lots along the Villard Avenue street wall between Hopkins and Teutonia. Prioritize street parking over surface or structured parking.
- Incorporate quality neighborhood commercial-retail uses along Teutonia Avenue near residential areas to encourage walking for daily needs such as healthy food options, services, entertainment and goods.
- Minimize store front churches and concentrations of day care centers on major thoroughfares.
- Infill Teutonia Avenue with residential development. Emphasize commercial development at major nodes and intersections.
- Provide commercial or institutional uses on vacant lots along Teutonia Avenue between Nash Street and Finn Place, Hadley Street, and Center Street.
- Establish mixed use developments with multi-family residential over ground floor retail, commercial, or office at major intersections such as Vienna Street, 20th Street, Center Street, Keefe Avenue, Locust Street, and Hadley Street.

FORM POLICIES

- Improve the Atkinson-Capitol-Teutonia intersection as a pedestrian-friendly commercial-retail node with a diverse, locally-owned retail mix including healthy food shopping, sit-down dining, art and cultural amenities, public spaces or plazas, and evening entertainment, including establishments for families. Make walking attractive, easier, and convenient within this commercial node.
- Improve the public right-of-way within the retail corridor to include space for pedestrians, bicycles, automobiles, freight, and transit.
- Add landscaping and stormwater management practices to large parking lots and other large areas of impervious surfaces, including the streetscape and right-of-way.
- Implement landscaping, streetscaping, and façade improvements, particularly within the commercial and industrial areas along Teutonia Avenue. Where feasible and practical, improvements can include practices that filter and infiltrate stormwater.
- Improve the Villard Avenue and Teutonia Avenue intersection with commercial-retail enhancements as a gateways to the Villard Avenue main street.
- Improve the edge of Union Cemetery along Teutonia with natural plantings, stormwater practices, and appropriate trees to screen the cemetery from surrounding residential uses.

Districts and Corridors



The Teutonia Avenue Corridor, clockwise from top left: intersections of Teutonia Avenue with Hadley Street, Locust Street, and Center Street; Union Cemetery.

Teutonia Avenue : Policies

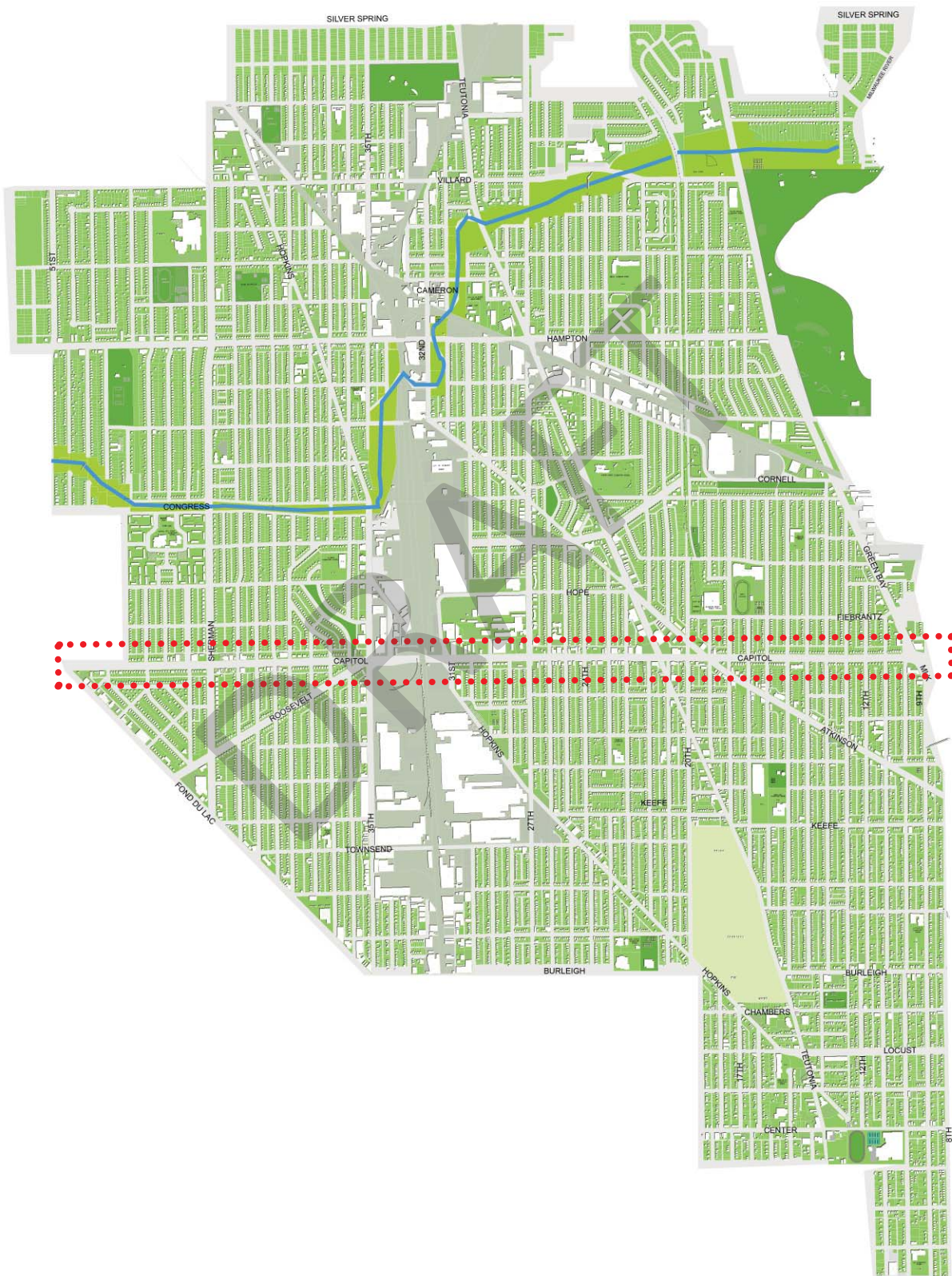
REDEVELOPMENT STRATEGIES

- Repurpose vacant or underutilized industrial and commercial buildings and facilities along Teutonia Avenue as new businesses or as an employment / job training facility.
- Improve the Atkinson-Capitol-Teutonia intersection as a pedestrian-friendly, commercial-retail 'town center' with a diverse, locally-owned retail mix including healthy food shopping, sit-down dining, art and cultural exposure, and evening entertainment, including establishments for families. Make walking attractive, easier, and convenient within this commercial node.
- The Atkinson-Capitol-Teutonia BID should consider becoming more involved with redevelopment efforts of the surrounding neighborhoods, with a redeveloped 'town center' at this intersection serving as a catalyst for neighborhood redevelopment.
- Encourage the expansion and connection of the Teutonia Gardens urban agricultural initiative to other facilities and the overall neighborhood through expansion, partnerships, and retail sales.
- Redevelop the large vacant parcel of land on the northeast corner of Teutonia Avenue and Center Street with potential mixed use and public gathering space or open space park.
- Investigate a strategy to provide the necessary funding to improve the commercial node located at Teutonia Avenue, Vienna Street, and 20th Street.

ACTIONS

- Encourage businesses along Teutonia Avenue to develop mechanisms for maintenance of sidewalks, public spaces and streets.
- Consider a new BID district or business association that extends from Chambers Street to Clarke Street with an extension east and west along Center Street to encourage the growth of neighborhood-oriented retail for the area.
- Maintain and expand an urban agriculture network, organization, or partnership that connects Teutonia Gardens to the neighborhood.
- Encourage community partnerships so that mutual benefits related to the care, upkeep, redevelopment initiatives, and uses can be determined for the Teutonia Avenue Corridor.
- Partner with local community groups and the City to clean and maintain the corridor to support existing businesses and encourage future business activity.
- Establish a strong streetscape and signage program where local institutions such as schools and churches can participate with business owners to advertise commercial corridors, neighborhood events, historic markers, and cultural holidays and events.

Districts and Corridors



Capitol Drive : Description

Capitol Drive is a major arterial road that bisects the Near North area and provides a gateway into the area's neighborhoods. The corridor includes three distinct districts.

At both ends of Capitol Drive, from Highway 43 to Atkinson Avenue and from 45th Street to Fond du Lac Avenue, are strong residential housing that represent the historic character and residential vitality of the neighborhood. The blocks north and south of Capitol within this section have similar housing stock and character.

The section of Capitol Drive from Atkinson Avenue to Hopkins Street includes franchise retail including McDonald's, Wendy's, and large scale grocery stores and food marts. This area tends to produce high traffic within the corridor. Deeply setback commercial lots and a number of multi-family apartment buildings are also contained within this section, with a few industrial users scattered between.

Between 27th Street and 35th Street, the former Tower Automotive site, now owned by the City, provides a significant catalytic opportunity for revitalizing the 30th Street Industrial Corridor and the neighborhood. A mixed-use, transit oriented lifestyle center is envisioned for the corner of 35th Street and Capitol Drive, which can serve as a commercial center for the area and different retail options than those found at nearby Midtown Shopping Center. This particular corner is also optimally located to become a major transit hub along a future bus rapid transit, streetcar, or light rail.

Capitol Drive between 40th Street and Sherman Boulevard presents a different type of neighborhood-scale retail opportunity. This area can provide a smaller, more locally-owned retail district that includes not only sit-down restaurants and outdoor cafes, but also cultural and arts related retail.

The Capitol Drive corridor is a major hub of the Near North area and will provide a window into the community that represents its vitality, history, and culture.

Districts and Corridors



Capitol Drive Corridor, clockwise from top left: typical residential use; a typical cross section of Capitol Drive; typical single family residential use; the Atkinson Library.

Capitol Drive : Policies

USE POLICIES

- Strengthen the commercial corridor and allow additional chain retail presence within the area between Atkinson Avenue and 35th Street, to include city and regional destination retail while also allowing space for institutional development.
- Maintain some forms of multi-family residential along Capitol Drive to offer diverse living options within close proximity to public transportation and employment along Capitol and within the 30th Street Industrial Corridor.
- Consider a high density, mixed use transit oriented center along Capitol Drive between 31st Street and 35th Street.
- Redevelop Capitol Drive from 40th Street to Sherman Boulevard with neighborhood-oriented, small scale retail including restaurants and entertainment.
- Encourage and enhance redevelopment of the former Tower site as a green industrial corridor.

FORM POLICIES

- Encourage shared parking between local retailers, institutions, and industrial users to minimize the amount of surface parking within the corridor.
- Screen surface parking lots along Capitol Drive using natural plantings and appropriate shade trees following CPTED principles.
- Allow new commercial and retail buildings to build to the edge of the street with parking provided on the street or to the side /rear of the structure. Allow enough sidewalk space to encourage outdoor seating and cafes, especially within the arts and cultural retail district between 40th Street and Sherman Boulevard.
- Redevelop vacant land on the Tower site near the intersection of 35th Street and Capitol Drive to provide at least two story mixed uses that serves the entire Near North area.
- Identify potential areas for public plazas and gathering spaces such as the Atkinson, Teutonia, and Capitol triangle and the mixed-use lifestyle center at 35th Street and Capitol Drive. Public plazas should connect municipal buildings, commercial, institutional, and other uses together.

Districts and Corridors



Capitol Drive Section

Utilize existing sidewalk width and add street furniture, bus stop, water retention gardens along right of way

8'

11'

11'

15'

11'

11'

15'

Appropriate street lighting with banners and sustainable planters

Sustainable Plantings Median



Capitol Drive Section

Utilize existing sidewalk width and add street furniture, bus stop, water retention gardens along right of way

15'

11'

11'

10'

11'

11'

10'

Appropriate street lighting with banners and sustainable planters

Potential BRT or Light Rail Transit Line

Capitol Drive Corridor conceptual street cross sections under existing conditions (top) and with a future Bus Rapid Transit or light rail dedicated lane.

Capitol Drive : Policies

REDEVELOPMENT STRATEGIES

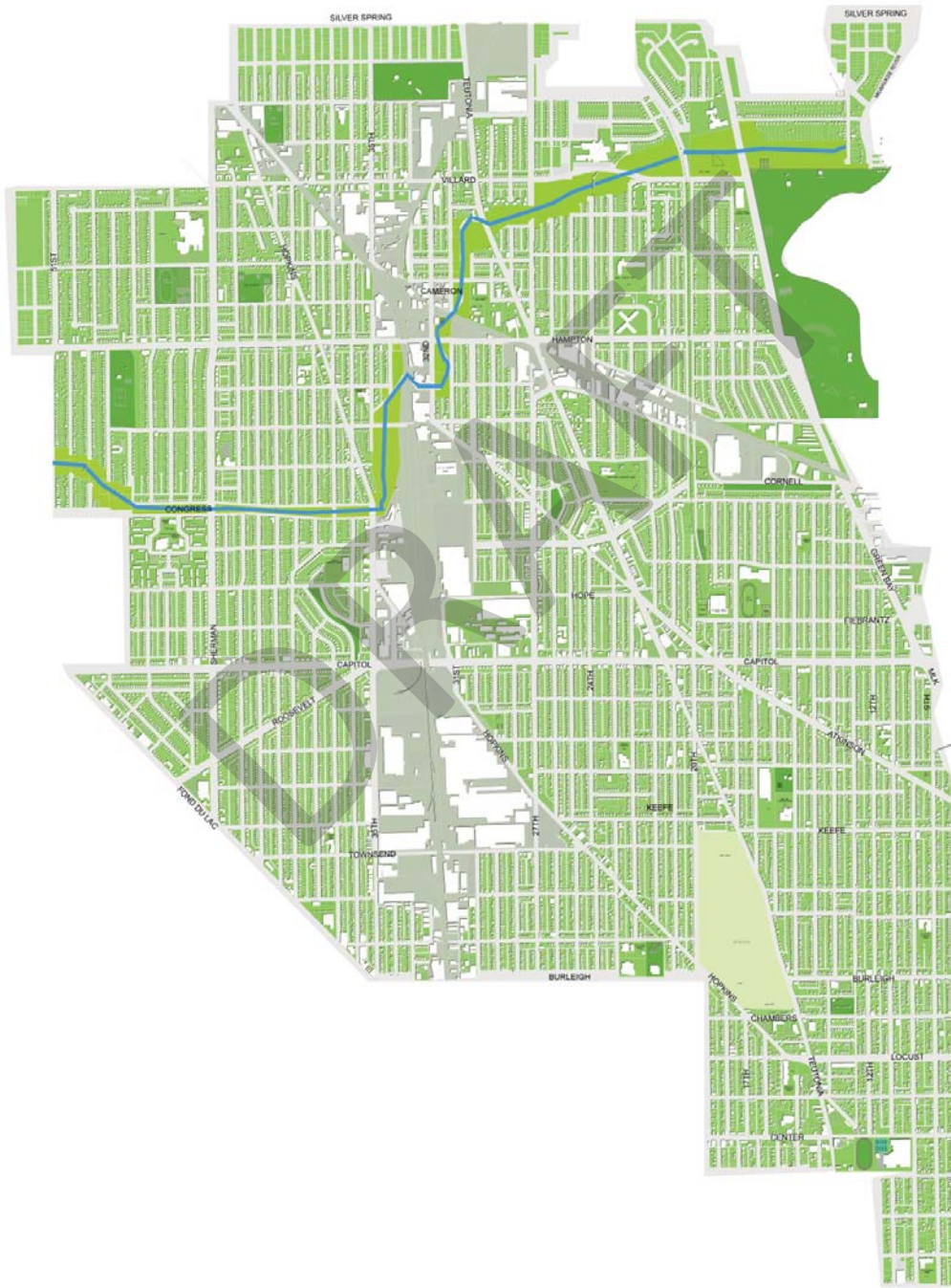
- Encourage sustainable design practices for both rehabilitation and new construction efforts throughout the corridor utilizing green exchange principles between existing businesses where shared waste removal, shared resources, and shared maintenance can potentially alleviate the burdens of sole proprietorship.
- Consider establishing a local Chamber of Commerce distinct for each major corridor and engage the surrounding and adjacent neighbors to be part of the commercial corridor revitalization.
- Continue to allocate and seek out appropriate funding to maintain existing boulevards, streetscapes, signage and public spaces.

ACTIONS

- Create a strong streetscape vision that includes signage and wayfinding along Capitol Drive while locating neighborhood gateways at the intersection of Fond du Lac Avenue and Capitol Drive, and at Dr. Martin Luther King and Capitol Drive.
- Coordinate, implement, and enhance new transportation initiatives including future rail options, expanded bus service, and potential transit hubs at 35th Street and Capitol Drive and / or 30th Street and Capitol Drive.
- Review and apply the BID 37 Streetscape Design Guidelines (2007). Where possible, integrate additional stormwater filtration and infiltration measures that complement these guidelines into the streetscape enhancements along Capitol.
- Extend boundary and review existing BID 37 documents to include an arts / culture and shopping district from 45th Street to Sherman Boulevard.
- Promote the maintenance and care of existing open space and street rights-of-way through partnerships of neighborhood groups and institutions.

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Districts and Corridors



The Green Crescent : Description

The Green Crescent is a network concept that emerged during discussions of the various green components of the Near North area, particularly the existing Lincoln Creek corridor and the vision for a hub of sustainably-oriented business and industry focused within and around a redeveloped 30th Street Industrial Corridor.

The Lincoln Creek Parkway serves the neighborhood and the City as an element of the green infrastructure so important to sustaining our cities and the living world. Green infrastructure is a term that refers to environmental resources at different scales.

On the regional scale, green infrastructure consists of the interconnected network of open spaces and natural areas (such as forested areas, parks, stream corridors, wetlands, and lakefronts) that provide environmental services (water quality, wildlife habitat, flood reduction) while also providing recreational opportunities to residents and visitors (exercise, relaxation, bird watching).

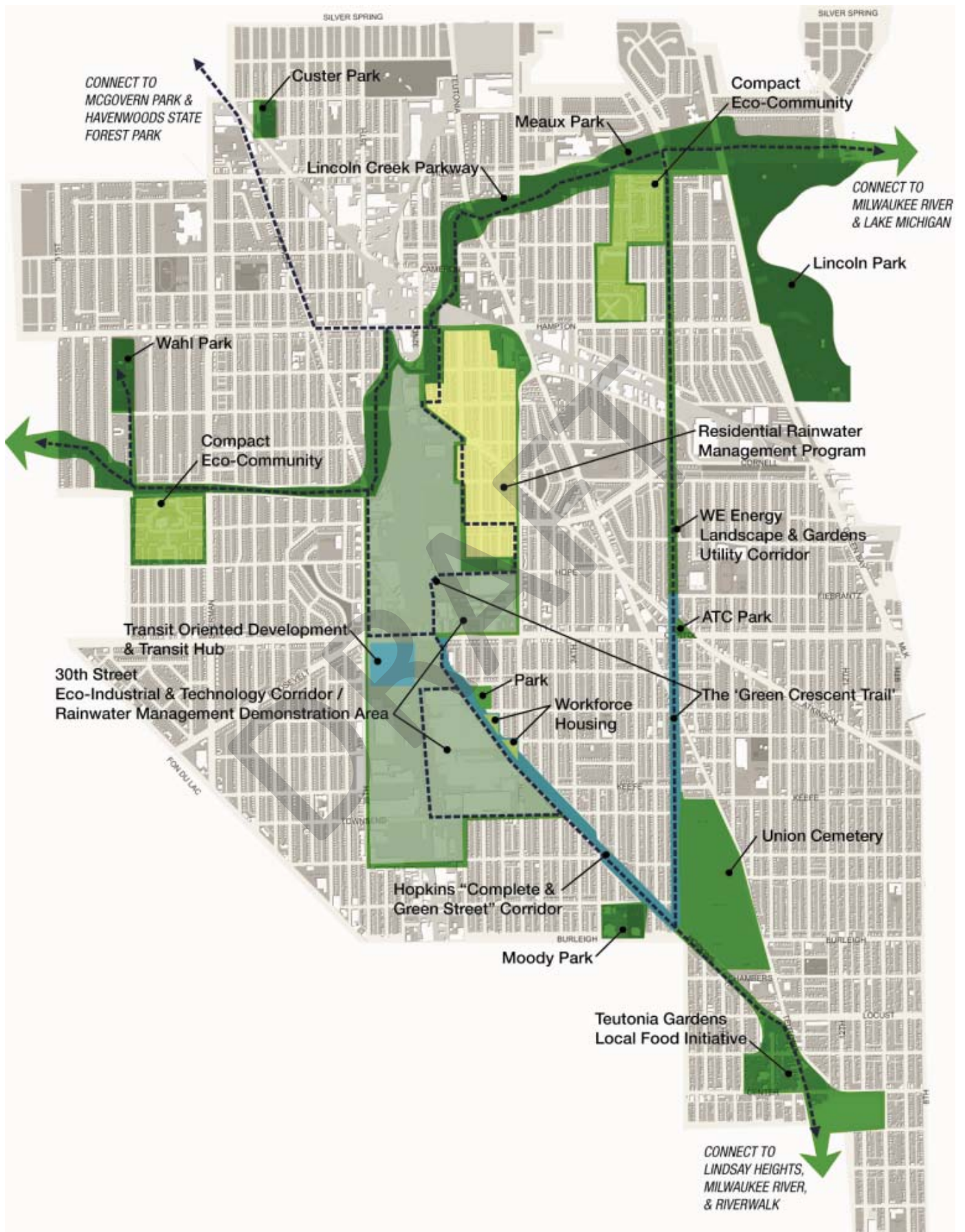
On the local scale, green infrastructure consists of site-specific management practices (such as rain gardens, green alleys, porous pavements, bioswales, and green roofs) that are designed with plants, soil, and microbes to absorb, infiltrate, and clean precipitation where it falls. It is a new approach to stormwater management that is cost-effective, sustainable, and environmentally friendly.

The Green Crescent concept expands upon this idea to knit together natural elements such as Lincoln Creek and the built and productive environment, such as green streets and centers of green industry. In this way, a system of green corridors and elements creates a network of trails, routes, attractions and destinations for residents and visitors, and may even attract tourism as an economic driver for the area in the future.

As depicted in the map at left, the Green Crescent is envisioned to include the following corridors and nodes as stops along the route:

- The Milwaukee River
- Lincoln Park
- Lincoln Creek Parkway
- Meaux Park
- Wahl Park and Lincoln Creek tributary
- Northwest connection along Hopkins to McGovern Park and Havenwoods State Forest Park
- Parklawn and Northlawn housing districts redeveloped as compact sustainable communities including small neighborhood retail such as a produce market and day care facility
- A reimagined utility corridor intended as native landscaping or supporting community gardens and a pedestrian / bike path
- An extension of the utility corridor south along 20th Street to Union Cemetery and Hopkins Street
- A trail element along / adjacent to the 30th Street Industrial rail corridor that passes through future clean and green business and industry and stormwater demonstration projects
- Rapid transit hub and transit oriented development at the intersection of Capitol Drive and 35th Street
- Stormwater management facilities and practices within the 30th Street Industrial Corridor and adjacent residential areas
- Hopkins Avenue green and complete street
- Green industry and job training nodes such as the former Tower Automotive site
- Moody Park
- A re-imagined Union Cemetery
- The Teutonia Gardens local food initiative
- The North Division High School redevelopment
- Green redevelopment initiatives in the Lindsay Heights neighborhood
- South and east connections with the Milwaukee River and RiverWalk near downtown

Districts and Corridors



The Green Crescent : Policies

USE POLICIES

- Support the Teutonia Gardens and North Division High School redevelopment initiatives that include community gardens, healthy food, children, schools, affordable housing, and locally-owned businesses.
- Locate a transit stop at 35th Street and Capitol Drive.
- Other than Lincoln Park and the Lincoln Creek Parkway, Union Cemetery is the single largest contiguous green space in the neighborhood. Consider re-imagining the use of the Union Cemetery as an open space amenity that provides walkable routes connecting Burleigh and Concordia on either side of the cemetery rather than an “off-limits” area.
- Redevelop underutilized parking lots along Hopkins from Vienna Avenue to Townsend Street as workforce housing for future employment within the 30th Street Industrial Corridor.

FORM POLICIES

- Reconstruct Hopkins Street as a green and complete street as a demonstration project along the Green Crescent.
- Identify Green Nodes along the Green Crescent that can be redesigned using sustainable practices, such as Meaux Park, the Northlawn residential area, and stormwater management practices installed as part of the 30th Street Industrial Corridor stormwater management plan.

REDEVELOPMENT STRATEGIES

- Install trails, boardwalks, benches, overlooks, signage, lighting, and access points to the Lincoln Creek Parkway for recreational and transportation purposes.
- Install the “Green Crescent Trail” system of bicycle and pedestrian trails, markers, routes, and maps throughout the Green Crescent. Routes can include natural trails along Lincoln Creek and bike and pedestrian trails throughout the Green Industrial District and along the Hopkins Green Street.
- Restore the park at 29th Street and Melvina Street as a green node within the Green Crescent.

ACTIONS

- Restore the channel and riparian condition of the Lincoln Creek Parkway and incorporate pedestrian and bike trails into the corridor.
- Install signage and information kiosks to direct and provide historical and green technology information to visitors.
- Continue to partner with and support the Metropolitan Milwaukee Sewerage District on the Green Seams stormwater management initiative.

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catalytic projects

5



The 30th Street Industrial Corridor / Tower (Century City) Site

Rationale

The 30th Street Industrial Corridor (including the northern extension triangle from Hampton Street north to Villard Avenue), and particularly the former Tower Automotive (Century City) site, is one of the critical keystones to the revitalization, stabilization, and enhancement of the entire Near North area, particularly with regard to unemployment, socio-economic conditions, and the perception and reality of crime and safety concerns. Successful redevelopment and occupancy of the former Tower Automotive site (also known as Century City), the largest contiguous industrial property in the City, would improve the perception of the neighborhood, generate economic activity, engage residents in their neighborhood, and demonstrate the City's commitment to revitalization of the district, which would attract additional business and industry to the corridor. The entire corridor represents an unmatched opportunity for redevelopment due to the diversity of parcel sizes, a ready neighborhood workforce, existing infrastructure, low cost space, and city incentives.

Current Status

The 84-acre former Tower Automotive site was recently purchased by the City of Milwaukee. The site is scheduled for remediation and improvement and be ready for redevelopment by approximately 2013.

Vision

Redevelop the Tower site (Century City) as a catalyst for the continued redevelopment of the 30th Street Industrial Corridor and of the Near North area generally. The intention is to create an industrial campus that also includes the industrial area north of Capitol Drive.

Ideally, the area would attract clean and green industries and tenants that use the products and waste streams of the other tenants as resources in an eco-industrial fashion. Traditional industrial, distribution centers, and other users would be welcome owners and tenants in order to create and maintain an area dense with productive employers.

The future industrial campus should be incorporated into the neighborhood fabric as a walkable, interconnected street grid that also includes other neighborhood uses such as open space for recreation or relaxation where feasible. The image of the district would be enhanced with appropriate, uniform signage, landscaping, streetscape enhancements, public art, furnishings, materials, and general architectural designs that identify the district both within and at gateways. Other uses and functions to consider include job training and workforce development facilities (e.g., a Job Corps satellite), a green business incubator, technology research and development center (for clean water technology, e.g.), an environmental technology learning center, a recycled / salvaged building materials exchange, and a repair and maintenance facility for a future light rail or bus rapid transit.

Responsible Parties

The City of Milwaukee
Northwest Side Community Development Corporation
Development community
Property owners
30th Street Industrial Corridor Corporation
Department of City Development
Redevelopment Authority of the City of Milwaukee
Milwaukee Economic Development Corporation
Department of Public Works
Wisconsin Department of Natural Resources
US Environmental Protection Agency

Timing

Remediation and redevelopment of Century City is a lynchpin for neighborhood reinvestment from both the economic and industrial perspective and from a residential area stabilization and enhancement point of view. A number of studies and plans have already been developed for the Century City site, and further studies, investigation, and planning is critical to a successful redevelopment of the area. Properties are anticipated to be ready to redevelop as early as 2013, but broader redevelopment is a much longer term endeavor.

Catalytic Projects



The 30th Street Industrial Corridor. Clockwise from upper left: vacant industrial buildings; the Eaton Corporation; concept rendering from BID #37 Streetscape Design Guidelines; former A. O. Smith administration building.

The 30th Street Industrial Corridor / Tower (Century City) Site

SPECIFIC RECOMMENDATIONS

- Retain existing businesses.
- Build on the successes of the 30th Street Industrial Corridor Corporation (aesthetic improvements, Streetscape Design Guidelines, environmental enhancements, business recruitment, workforce development, and safety and security improvements), its network of partners, the Green Light District status, the state’s Urban Environment and Reinvestment Initiative and other reinvestment programs and initiatives (e.g., BID 37), to continue to revitalize the 30th Street Industrial Corridor.
- Work closely with the Business Improvement District, Economic Development Zone, and other city Redevelopment Investment strategies to improve the industrial district and to attract and retain businesses and employers. Consider a new or expanded Business Improvement District for industrial areas north and east of 30th Street Industrial Corridor.
- Prioritize industrial users and the maintenance of industrial zoning and compatible business uses within and surrounding the district. Encourage clean and green industries to locate within industrial districts in an attempt to create a green industrial district or a hub for green technologies. Potential industrial users include products, research and technology for green building materials, alternative transportation, and renewable energy generation. Urban agricultural products, assembly, and distribution also may be feasible within the corridor. Limit the size and number of ‘lowest and worst use’ users, such as cold storage, transportation, or waste transfer facilities, in reinvestment areas. Where these uses are allowed, ensure / enforce code compliance to minimize the impact.

SPECIFIC RECOMMENDATIONS

- Assemble, update facilities and infrastructure, clean, and repurpose industrial parcels and facilities for new employers and businesses. Small to moderate scale, light industrial users with potential to create jobs and local economic development should be prioritized. However, business and other uses that can drive economic development should be considered as well.
- Use the Tower site demolition and remediation to employ the local work force as soon as possible and to demonstrate the City’s commitment to initiate redevelopment, business attraction, and employment in the neighborhood. Consider involving Milwaukee Job and Service Corps in this effort.
- Enhance the image and aesthetics of the industrial district with appropriate, uniform signage, landscaping, streetscape enhancements, cleanliness, public art, furnishings, materials, and general architectural designs, including improved facades and edge treatments, such as screening industrial uses from adjacent residential and commercial areas. Review and apply the “BID 37 Streetscape Design Guidelines” (2007), and, where possible, integrate additional stormwater filtration and infiltration measures that complement these guidelines into streetscape and right-of-way enhancements.
- As the industrial areas undergo redevelopment and revitalization, preserve or re-establish a street grid to create smaller, accessible parcels, unless large industrial users can be located within the corridor. Refer to “Land Use Concepts for the Tower Automotive Site” (2003) for site redevelopment concepts, general streetscape design elements, and development standards.

Catalytic Projects



Facade, landscape, and streetscape improvements at A. Finkl & Sons Company steel forge. Clockwise from upper left: Street and accent lighting; industrial archways found at the industrial park gateways; window boxes with ornamental plantings.

The 30th Street Industrial Corridor / Tower (Century City) Site

SPECIFIC RECOMMENDATIONS

- Improve safety and security, employing Crime

Prevention Through Environmental Design (CPTED) strategies, and linking private security forces (e.g., ‘campus security’) within industrial corridor areas with police patrols and efforts. Also employ new and emerging security technologies within the corridor.

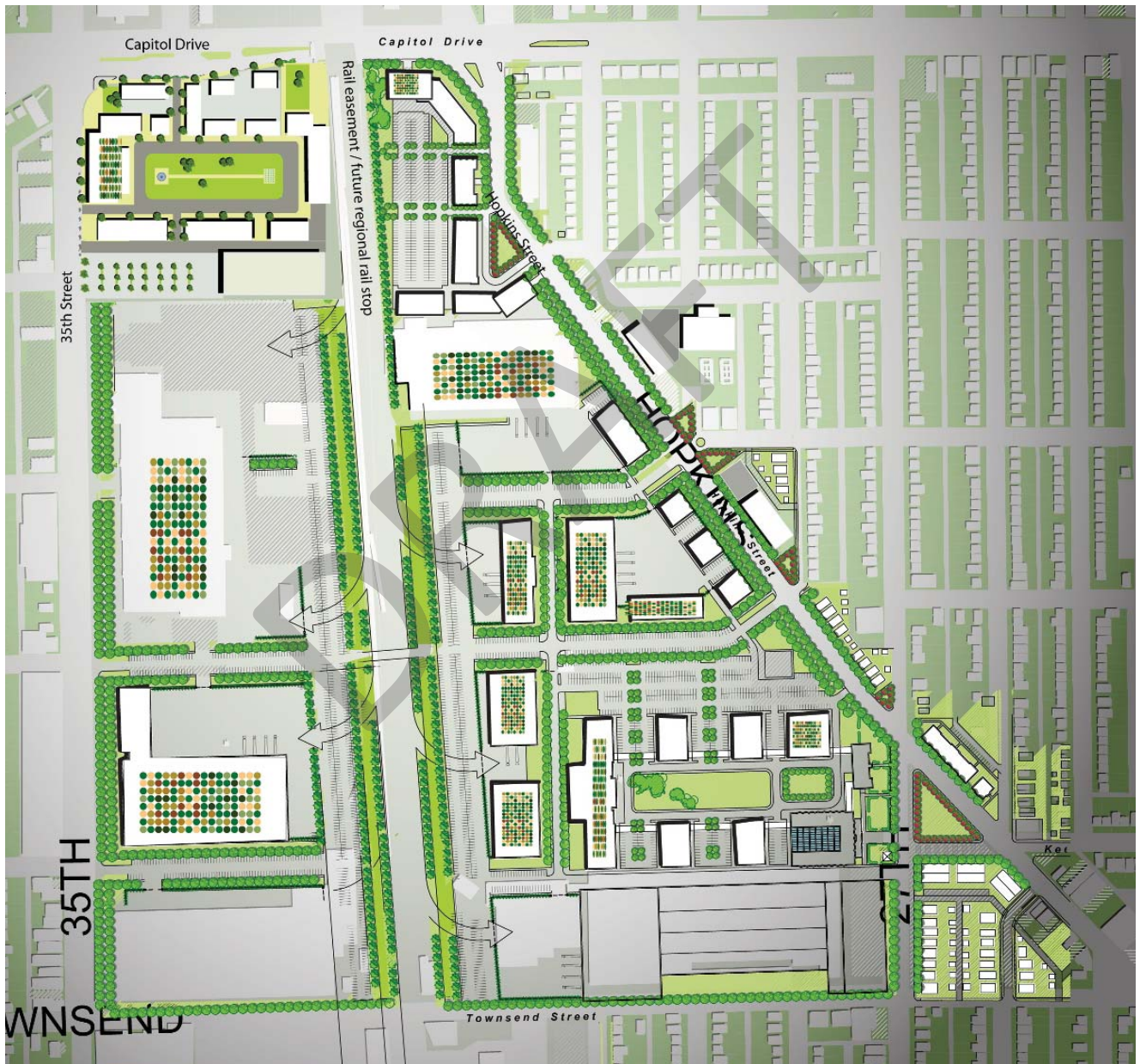
- Where feasible, preserve historic buildings such as the research and development art deco building, and other structures that have architectural, cultural, or historical qualities or value as a neighborhood and district asset. Allow the

removal of buildings that contribute to the negative image of an industrial district and reuse building materials onsite. Pursue opportunities to employ people in efforts to recycle building materials prior to demolition.

- Allow the integration of business, commercial, and institutional uses within industrial districts (e.g., workforce training center, green business incubator, small business support center, restaurants, day care facility for employees) if the new uses will support industry, employees, or other economic drivers that will encourage the positive revitalization of the neighborhood.
- Encourage redevelopment that locates offices, public entrances, and lobbies close to the street and parking, while placing loading areas, storage, and manufacturing processes at the rear of buildings and not along primary street frontages. Building entrances should address the neighborhood. Avoid blank walls, fencing, hostile, or otherwise unwelcoming appearance of properties, which create a sense of insecurity and isolation.

SPECIFIC RECOMMENDATIONS

- Reduce the size and capacity of parking areas. Where parking is necessary, incorporate on-street parking, shared parking, and other integrated parking solutions and, if possible, avoid, screen, and locate large surface parking lots between or behind buildings rather than on the street frontage.
- Encourage multi-family, rental and owner-occupied workforce housing on under utilized surface parking lots and vacant land along the 30th Street Industrial Corridor. Sites include Hopkins Street and 28th Street, Hopkins Street and Nash Street, and Hopkins Street at Keefe Avenue.
- Incorporate green infrastructure (green roofs, green parking lots, landscaping, stormwater management features, and open spaces and corridors), distributed stormwater management, alternative and distributed energy generation (geothermal, solar, and wind power), energy efficiency, recycled buildings and materials, and sustainable, high performance design into all site, facility, and structural development.
- Incorporate green space, outdoor spaces for employee breaks, landscaping, streetscape enhancements, and other elements into redevelopment plans that provide an amenity for both the neighborhood and the workforce, and that connect the industrial areas to the public realm. See photos at left.
- Increase tree cover where possible, particularly where paved and other hard surfaces that contribute to the urban heat island effect can be shaded such as parking lots and streets. Also integrate natural and adaptive trees, shrubs, and ground plane vegetation into the urban landscapes.
- Utilize CPTED principles to improve safety while incorporating landscaping into redevelopment.



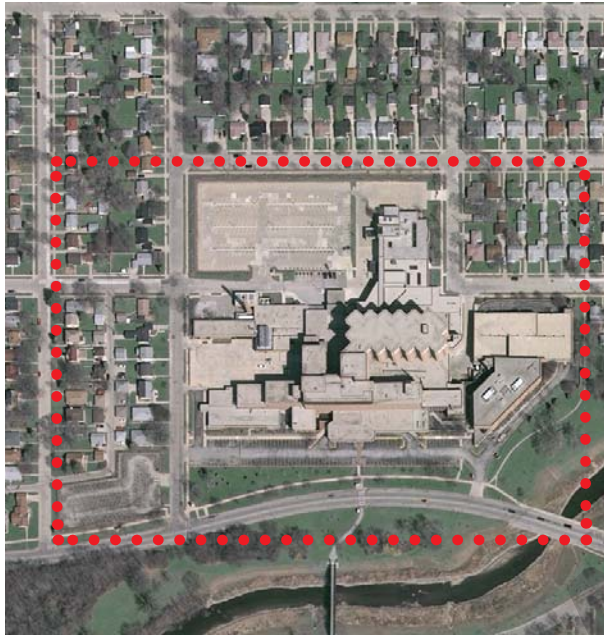
Land use concept for the Tower site (base graphic courtesy of the City of Milwaukee, Land Use Concepts for the Tower Automotive Site, Planning and Design Institute, Inc. January 2003.)

The 30th Street Industrial Corridor / Tower (Century City) Site



Conceptual renderings for the Tower site (graphics courtesy of the City of Milwaukee, Land Use Concepts for the Tower Automotive Site, Planning and Design Institute, Inc. January 2003.)

Catalytic Projects



Two-story attached and detached single family homes and townhomes

Interior park / open space

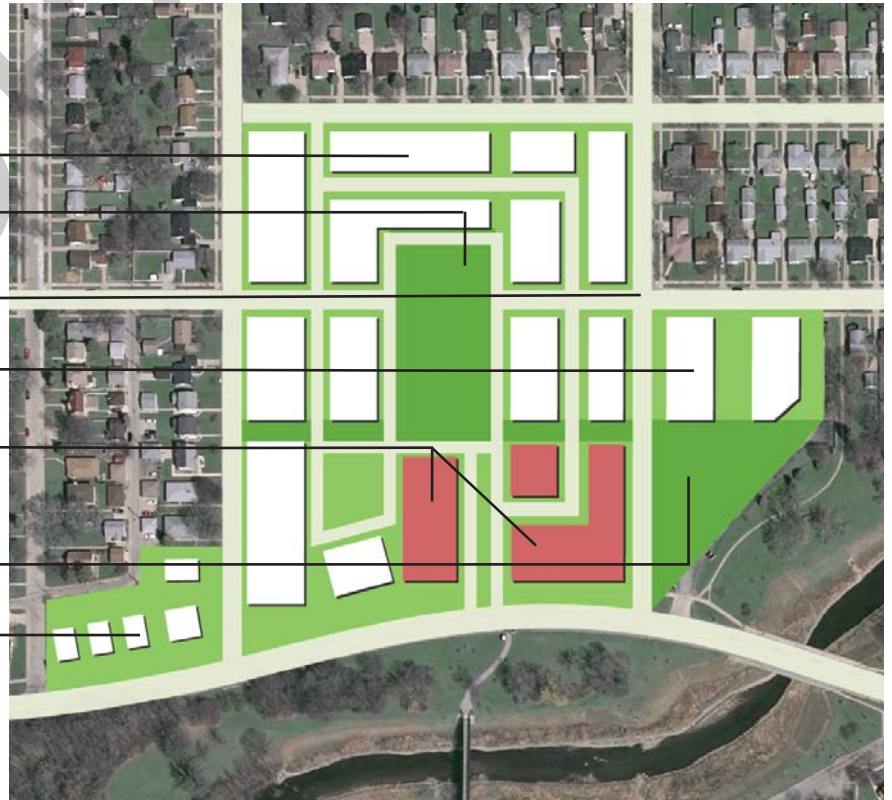
Reconnected street grid

Senior / supportive housing

Flexible space for medical or office uses

Open space

Single family homes



St. Michael's Hospital

Rationale

The St. Michael's Hospital site is a gateway to the Villard Avenue retail corridor and has served as an anchor institutional use and employment center for the neighborhood. With the hospital's closure in 2006, many jobs and a center of neighborhood traffic and activity were lost. Bringing jobs back to the Near North area is a critical need and finding a new use for the site will help to invigorate and revitalize the Villard Avenue corridor and provide additional jobs and/or residents in new homes for the area.

Current Status

In June 2006, Wheaton Franciscan Health Care closed St. Michael's Hospital, 2400 W. Villard, an aging health care facility and employer of hundreds of local and regional residents. Wheaton Franciscan Health Care planned to demolish the building before July 1, 2009. However, the demolition has been put on hold indefinitely due to current economic conditions.

Vision

If the entire site is demolished as planned, new residential uses with medical / health services near Villard Avenue and a central park would be preferred in this location, with easy access to the Lincoln Park Greenway, Meaux Park, the Villard Avenue retail corridor, and Highway 43. Also consider senior living and community facility on the eastern portion of the site. The surrounding residential neighborhood is stable and well maintained, and new housing would further stabilize the community.

Reuse as a health care complex or other institutional use is suggested for this facility because it would generate jobs for the surrounding neighborhood. However, a number of other options have been suggested for repurposing the St. Michael's Hospital site. Landowners and the city should consider repurposing the existing facility, repurposing individual buildings or groups of buildings, or complete redevelopment. If the hospital facility is saved, consider remediating and repurposing as an institutional or agency use such as another health and dental clinic, senior or assisted living, a nursing college or training facility, or a treatment center. Other more diverse uses may include light assembly, claims processing, or call center, or a business center that provide services or products to other commercial uses.

Responsible Parties

Development community
Wheaton Franciscan Health Care
Northwest Side Community Development Corporation
Department of City Development
Redevelopment Authority of the City of Milwaukee
Milwaukee County

Timing

There is a window of opportunity currently open to propose ideas and concept for a repurposed facility prior to its demolition. It is assumed that if proposals are not made, likely within the next one to two years, the site will be razed and new uses can be proposed for redevelopment of the site.

Catalytic Projects



The St. Michael's Hospital and Lincoln Creek Parkway. Clockwise from upper left: landscaping screen along north parking lot and hospital parking structure in the background; entrance and signage along Villard Avenue; St. Michael's Playground; the Lincoln Creek Parkway and Meaux Park.

St. Michael's Hospital

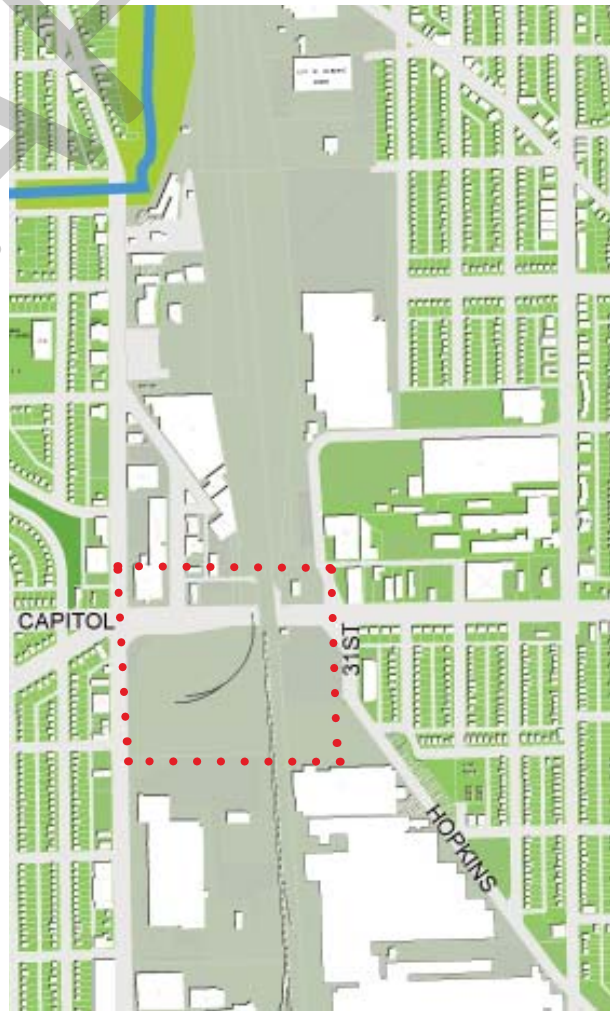
SPECIFIC RECOMMENDATIONS

- Consider new alternative uses for the facility, such as residential, institutional / residential, and supportive / senior housing.
- Incorporate green infrastructure (green roofs, landscaping, stormwater management features, and open spaces and corridors), distributed stormwater management, alternative and distributed energy generation (geothermal, solar, and wind power), energy efficiency, recycled buildings and materials, and sustainable, high performance design into all site, facility, and structural development.
- Improve parking lots with landscaping, permeable pavement, and/or stormwater management practices along the edges to filter and infiltrate stormwater runoff before being discharged to Lincoln Creek. Reconstruct facility roofs to include green roofs and to discharge roof runoff to rain gardens or other stormwater infiltration practices.
- Improve edge treatments to the site to screen parking lots from surrounding residential uses using CPTED principles. To enhance the integration of existing buildings into the neighborhood, improve facades on all four sides of the facility and screen uses typically reserved for the 'rear' of the building (loading, waste, equipment) from adjacent uses.

SPECIFIC RECOMMENDATIONS

- Incorporate additional landscaping gardens into the site to serve as areas for meditation and relaxation for employees and, if a health care facility, residents and patients.
- Create and highlight connections between green elements of the site and the Lincoln Creek Parkway and Meaux Park.
- If the existing facility is razed, reconnect the street grid and rebuild the property with multi-family development, senior housing, a community facility, a small central park green space, and mixed use development along the Villard Avenue and Lincoln Creek Parkway. Construct single family homes in the current location of the west parking lot.

Catalytic Projects



Transit Oriented Development

Rationale

The area surrounding the corner of 35th Street and Capitol Drive is one of the most visible sites of the former Tower Automotive facility and presents a highly visible opportunity for redevelopment as a transit hub due to its proximity to existing freight rail (and potential commuter rail), bus traffic, a possible bus rapid transit, street car, or light rail corridor, residential populations, and commercial development. As the Tower site and the entire 30th Street Industrial Corridor is redeveloped and reinvigorated, the site also presents a transfer location for future employees and customers of nearby industrial and commercial districts.

Current Status

The transit hub project may ultimately include the area from 34th Street to a boundary beyond the rail corridor to the east, and from the vacant parcel at the southeast corner of 35th Street and Capitol Drive north to an undetermined boundary north of Capitol Drive. The current uses within this area include residential, commercial, and industrial land (including Glenn Rieder), as well as proximity to rail corridor easements.

Vision

The vision for the site is a center of activity, and a place to interact with family, friends, and neighbors. This may include urban lifestyle centers offering a myriad of uses in a small space and providing areas for gathering, eating, shopping, institutional uses such as education.

The vision is a transit oriented development hub tied to a future bus rapid transit route and a possible light or commuter rail corridor that will extend north along the existing rail corridor through the 30th Street Industrial Corridor. Redevelopment of the area may include a mixed use town square or lifestyle center with retail, institutional, and office uses, and perhaps a movie theater, to support the surrounding residential areas as well as redevelopment within the 30th Street Industrial

Corridor. This future hub should be pedestrian friendly, accessible by transit, authentic to this location near the 30th Street Industrial Corridor and surrounding neighborhoods, and personal and unique enough to be a community destination and attraction.

Responsible Parties

City of Milwaukee
Development community
Property owners
Milwaukee County Transit System
30th Street Industrial Corridor Corporation
Department of City Development
Redevelopment Authority of the City of Milwaukee
Wisconsin Department of Transportation
Department of Public Works

Timing

Remediation and redevelopment of the former Tower site is important for neighborhood industrial and residential reinvestment. A number of studies and plans have already been developed for the Tower site, and further studies, investigation, and planning is critical to a successful redevelopment of the area. For this particular catalytic project a transit study as well as traffic study would be integral to its future development. Properties are anticipated to be ready to redevelop as early as 2013, but broader redevelopment is a much longer term endeavor.

Catalytic Projects



Plaza along Capitol Drive connected to future KRM line train station and civic, academic, or retail use (i.e. book store)

Out lots for potential restaurants and associated parking

Interior park highlighting a water feature and sustainable landscape

Bus station and multi-screen cineplex at corner of 35th Street and Capitol Drive

Flexible space for retail, civic, cultural or other uses

Structured parking garage connected to surface parking



Transit Oriented Development

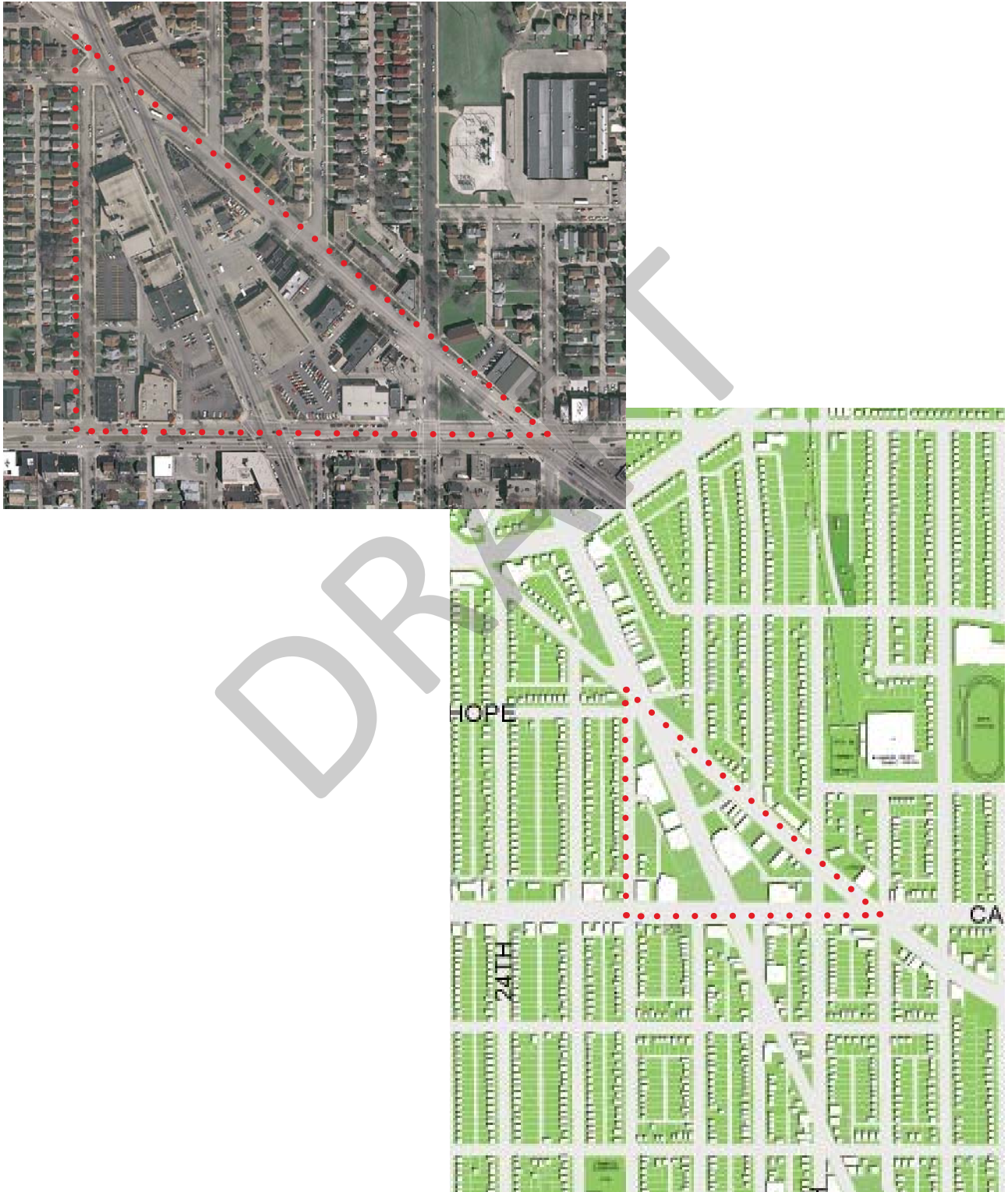
SPECIFIC RECOMMENDATIONS

- Locate the transit center close to the rail easement to serve future passenger rail. Design the transit hub to allow for rail, bus (turnaround and stacking), and bike transportation options (such as showers and locking covered bike stalls for cyclists) while also providing an iconic element and community center for the district.
- Establish an anchor tenant within the future transit oriented development with high visual exposure to traffic, such as 35th Street and Capitol which is a prominent corner. Consider a theater for feature films, which is lacking in the Near North area.
- Connect tenants and spaces within the center with an open space plaza designed to support entertainment and community events. Include sustainable features such as a solar canopy or stormwater management feature, and consider the needs and desires of children in designs for public spaces.
- Consider shared, on-street, and structured parking on the site rather than a surface parking lot. Screen structured parking with buildings and or vegetation as necessary using CPTED principles.
- Encourage sustainable streetscape designs that promote landscaping, stormwater management features such as rain gardens, and other features.
- Establish sustainable design guidelines for the transit oriented lifestyle center that manages signage, lighting, stormwater management, waste recycling, and outdoor space.

SPECIFIC RECOMMENDATIONS

- Consider locating workforce training facilities close to this transit hub, possibly in the Tower redevelopment site, to provide easy transportation and access to residents from surrounding neighborhoods.
- Consider the creation of four out lots along Capitol Drive and 35th Street that could support sit down restaurants and/or cafes.
- Consider including an institutional or other programmable space within the center to support and promotes culture, diversity, creativity and art. This may include gallery space or a small museum.
- Surround the central space with a roadway system that allows for on-street parking on the retail or curb side of the development.
- Provide a sufficient entry and egress into the site with a main entrance created as a right turn off 35th Street, and another entrance through a left turn entrance on the existing median opening along Capitol Drive. Otherwise minimize curb cuts.
- Provide sufficient sidewalk width to allow for bikes, strollers, landscape, street lights, and out door seating.
- Create well lit pathways and corridors which connect structured parking , retail, open space and transit .
- Encourage branding that sells both the use of the transit center as well as the lifestyle district.
- Encourage retailers that promote healthy living, quality goods, and cultural relevance, which may include bath & body care products, health foods and vitamins, and a health or fitness club.

Catalytic Projects



The Atkinson-Capitol-Teutonia (ACT) Triangle

Rationale

The intersection of Atkinson Avenue, Teutonia Avenue, and Capital Drive has been identified by residents as the heart of the Near North area, and deserves to be improved and enhanced to be a more functional and attractive community focal point and community gateway. These three major streets carry a significant amount of traffic to destinations within and outside of the Near North area, bringing local and regional traffic through the intersection. Nearby Rufus King High School and residential districts put this intersection within walking distance of many residents, who are potential customers for commercial redevelopment of this node.

Current Status

The high traffic through this intersection as well as surrounding uses create a prime opportunity for enhancement of this intersection. As mentioned above, commercial strip development (including Walgreens and a gas station), restaurants (Mr. Perkins), groceries (Lena's Market), the Atkinson Library, and surrounding residential areas create a mutually supportive collection of uses. The ACT triangle is currently underutilized and in need of general maintenance, upgrade, landscaping, streetscaping, and facade improvements.

Within the triangle along Atkinson Avenue, there are a number of multi-family housing buildings which are also in need of maintenance and future rehab. The northern portion of the triangle contains a truck rental facility at 21st Street as well as the corner tavern building at the tip of Teutonia Avenue and Atkinson Avenue.

Vision

The main tip of the ACT triangle along Capitol and extending into the site should be redesigned as a sustainable landscaped park that serves as a gateway to the community in all directions as well as a gathering space for the neighborhood. Based on the uses surrounding the triangle, this park could potentially be

expanded to offer seating, public art, gateway signage, ornamental plantings, and an improved water feature. Such a park, if designed appropriately to address high traffic of the surrounding thoroughfares, could provide an auxiliary space for library patrons, cafe seating for local restaurants, or a farmer's market tied to nearby grocery stores.

There would also be an opportunity to improve the quality of the existing multi-family housing within the triangle as well as creating a more aesthetically pleasing landscaped parking lot. Sustainable features could include sustainable alleys/service drives and possibly an expanded Mr. Perkins restaurant space and potential future cafe which connects to the expanded park.

Responsible Parties

Development community
Property owners / surrounding business
Milwaukee Public Library System
Milwaukee County Transit Systems
Department of City Development
Department of Public Works
State and local departments of transportation
Redevelopment Authority of the City of Milwaukee

Timing

The landscaped tip of the ACT triangle along Capitol Drive is currently going under conceptual re-configuration, but a major redevelopment effort for the entire triangle should be considered to create a community center that is functional and aesthetically pleasing. This is likely a three to five year planning and design effort with the coordination, communication, and buy in of all parties involved.

Catalytic Projects



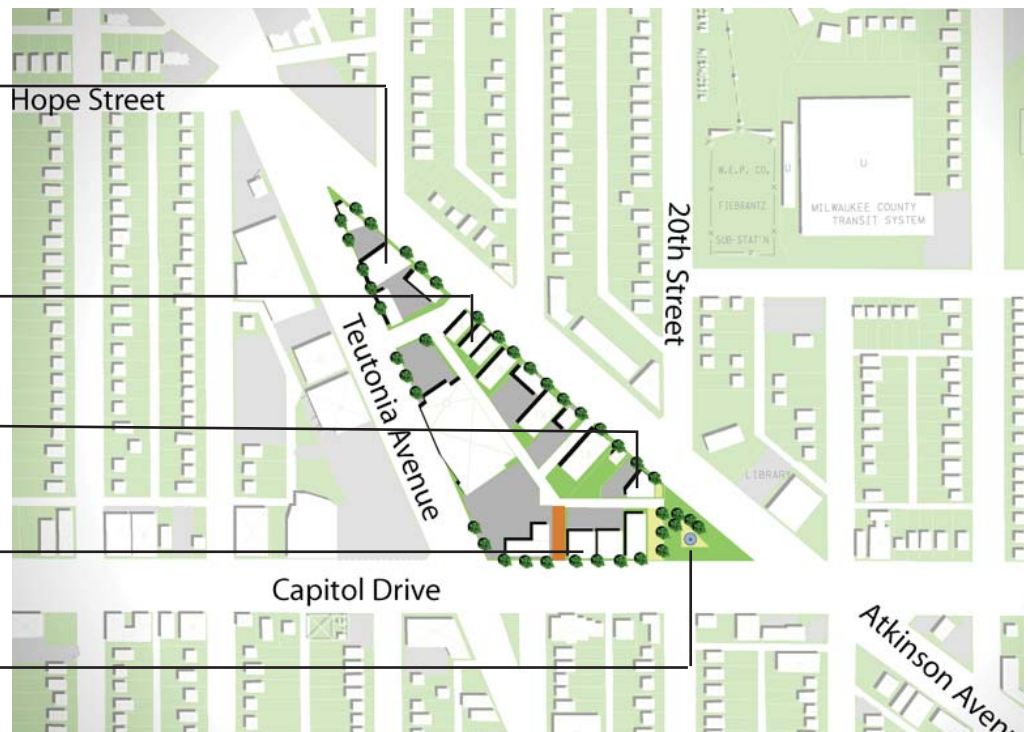
Truck rental facility relocated to more desirable location such as 30th Street industrial corridor to provide more public, civic or retail uses at this location.

New residential or office infill along Atkinson Avenue

Mr. Perkins Restaurant adjacent to renewed plaza

New public, civic, or retail use along Capitol Drive

New park established along vacated 21st Street



ACT Triangle, clockwise from upper left: Mr. Perkins Family Restaurant; the triangle park of the ACT Triangle; conceptual land use plan for the ACT triangle.

The Atkinson-Capitol-Teutonia (ACT) Triangle

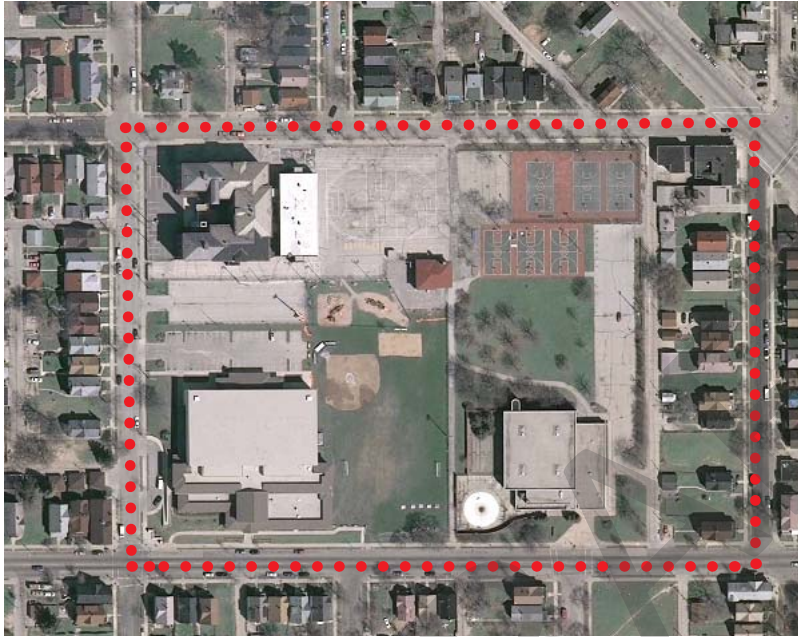
SPECIFIC RECOMMENDATIONS

- Preserve the majority of the existing businesses or relocate or reorient to fit a reimagined intersection.
- Consider expanding the size of the park / plaza by closing 20th Street and allowing the park to expand to the west and north, creating a more prominent landscaped and programmable space. Preserve parking for existing tenants and owners' businesses.
- Encourage adjacent uses to utilize the park through programs and expanding the purview of the surrounding uses into the park itself such as reading, eating, or social gathering.
- Encourage sustainable plantings and eco- and water-friendly designs within the park.
- Promote community art and signage so the space can also act as a gateway into the community with ornamental landscape and signage fitting for a healthy community.
- Work with existing community groups or a local chamber of commerce to help maintain, establish programming, and generate / seek funding for future park design elements.
- Rehabilitate the existing water feature or install a new central water feature.
- Establish a landscape buffer around the ACT triangle that may include trees and shrubs to help block wind and reduce traffic noise.

SPECIFIC RECOMMENDATIONS

- Support restaurants such as Mr. Perkins, should they decide to expand, that can use the edge of the landscaped triangle as a potential outdoor seating option.
- Allow sit-down restaurant or cafe uses along the landscaped triangle that has frontage along Teutonia Avenue while also allowing for outdoor seating that buffers the landscaped triangle.
- Screen existing truck rental facility along the edges of Teutonia Avenue, 21st Street, as well as Atkinson Avenue.
- Establish a green alleyway through the center of the ACT triangle that reduces stormwater runoff and promotes permeable surfaces where appropriate.
- Define a sustainable landscape strategy for the surface parking lots of the grocery store, tavern, and truck rental facility that includes features such as bio-swales and rain gardens.
- Create new flexible space along Capitol Drive for a variety of retail and commercial uses.
- Relocate the truck rental facility to an agreed upon site within the 30th Street Industrial Corridor to promote a more pedestrian friendly use within the ACT Triangle.
- Infill portions of surface parking lots along Atkinson Avenue with new mixed use or residential buildings.

Catalytic Projects



Moody Park Redevelopment

Rationale

Moody Park, which once offered a much-missed indoor swimming pool, is bordered by Burleigh Street to the south, Auer Avenue to the north, 21st Street to the east, and 24th Street to the west. The Moody Park site presents a rich opportunity to create a comprehensive residential neighborhood connected to a community center campus providing educational and recreational resources for children and adults in the area, a need that is not well served by other institutional uses in the neighborhood. The site already contains the COA Youth and Family Goldin Center, which provides programs and family services, as well as the Auer Avenue public elementary school. These uses should be incorporated into a future residential neighborhood that can provide open space as well as townhomes, supportive housing, affordable housing and other residential uses.

Current Status

Moody Park is currently consists of a small patch of open space, the former pool facility, and outdoor basketball courts. Adjacent vacant land presents an opportunity for expansion of the Goldin Family Center or other recreational or educational facilities.

Vision

The vision is the creation of a residential neighborhood and community campus connected by both active and passive open space. This area could be a community model where local institutions work together to provide services and resources for the community in a campus setting while also creating safe and viable residential neighborhood. Coordination between these users will be necessary in order to provide the right combination of services and facilities to serve the neighborhood. Other compatible and complimentary uses may include child care, after school care and activities, adult education such as computer classes, and workforce development. Asphalt surfaces can be partially converted to green space and permeable surfaces, which may include gardens and outdoor play spaces for children.

Responsible Parties

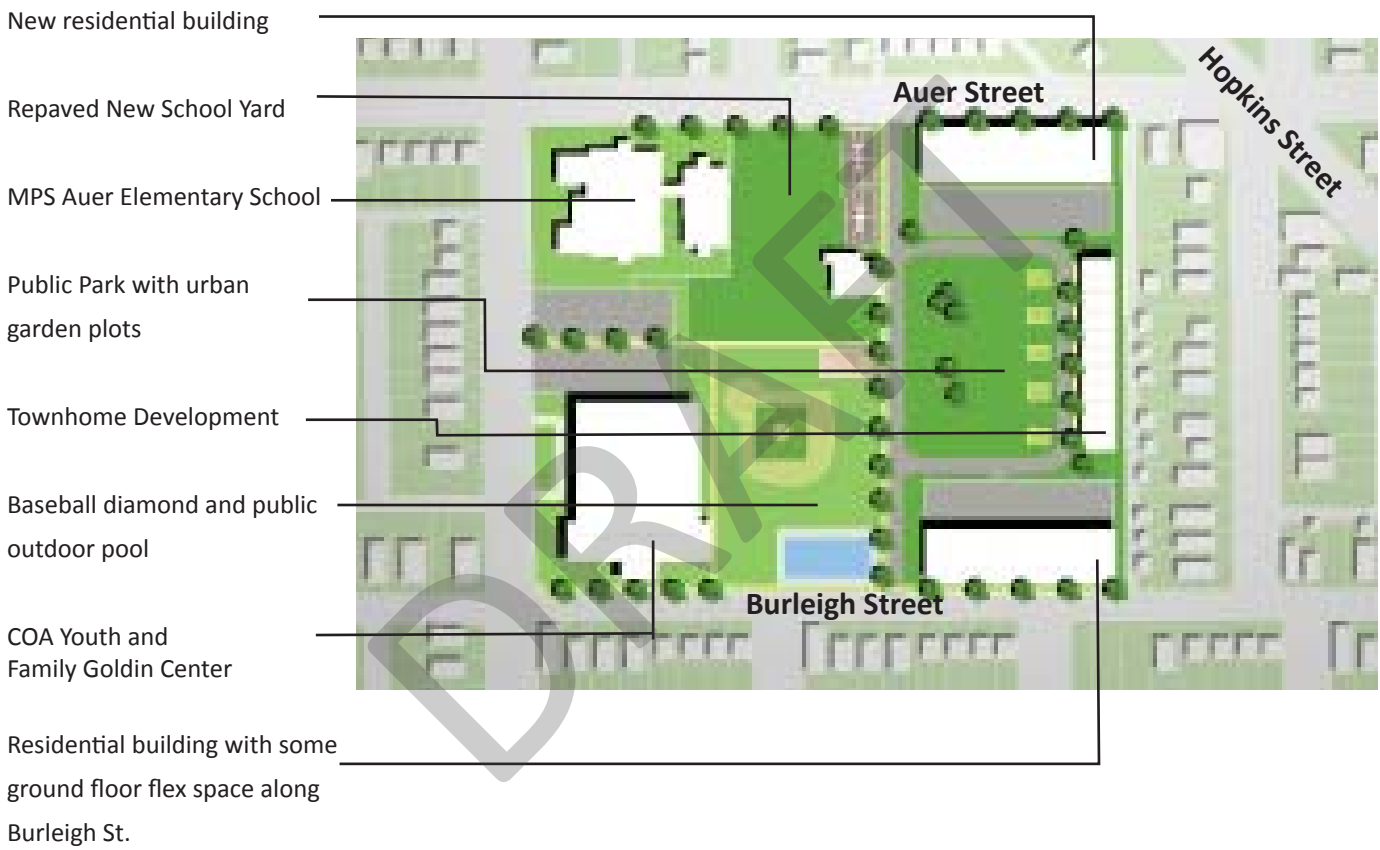
Development community
Milwaukee County Parks Department
Neighborhood Groups
Milwaukee Public Schools
Redevelopment Authority of the City of Milwaukee
Department of Public Works

Timing

The redevelopment of the Moody Park indoor pool should undergo a feasibility study, discussions among local stakeholders, institutions, and the City about existing and needed community resources, services, and functions.



Front door entrance of the Goldin Center; Moody Park Pool.



Moody Park Redevelopment Concept Plan.

Moody Park Redevelopment

SPECIFIC RECOMMENDATIONS

- Replace the Moody Park Pool building with new mixed-use residential uses along Burleigh Street, possibly as senior or supportive housing.
- Add residential housing along Auer Street.
- Create a row of townhomes between the Auer and Burleigh Street multi-family buildings. Townhomes should face the park and may include community garden plots.
- Redevelop the existing Auer School asphalt playground to include landscaping and a permeable surface as part of the campus redevelopment.
- Create a campus of functional and usable landscape elements that connect the institutional uses and create more landscaping, seating, signage, and site amenities.

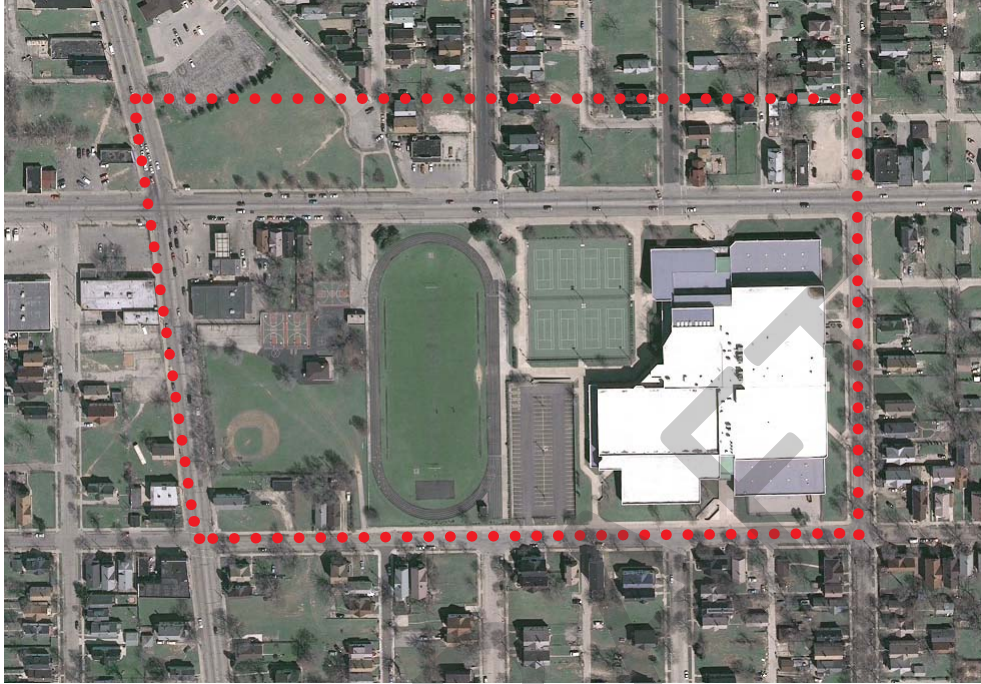
SPECIFIC RECOMMENDATIONS

- Install additional landscaping and stormwater management features to shade, screen and address runoff from parking lots, including trees and shrubs, rain gardens, and permeable pavement. Use CPTED principles when landscaping to improve safety and security.
- Diversify existing amenities in the park to include a greater variety of recreational users, such as tennis courts and a skateboard park.
- Provide an access road between Burleigh and Auer that connects the new townhomes to the street. This limited access road can also provide parking for all of the new residential units.
- Promote an atmosphere of coordination, resource sharing, and campus environment with the Auer School and Goldin Center.



Park area of Moody Park looking east.

Catalytic Projects



North Division Campus Development

Rationale

The North Division Campus Redevelopment is bordered by Center Street to the north, Clark Street to the south, 10th Street to the east, and Teutonia Avenue to the west. The site provides an opportunity to complement Franklin Park and the existing North Division High School with new programs and a state of the art community facility. This initiative can continue the redevelopment of the intersection of Teutonia Avenue and Center Street with mixed used buildings on the southeast and northeast corners, creating a hub of retail and community activity.

Current Status

North Division High School contains a number of facilities and amenities that could be reoriented to better serve the surrounding community such as a computer lab, gymnasium, and indoor olympic-size swimming pool. The exterior of the facility contains a track, tennis courts, and under-utilized open space buffering Teutonia Avenue. The surrounding land uses include single and multi-family residential, including a few homes on the same block as the high school, Franklin Park, a post office, and a gas station at the southeast corner of the intersection.

Vision

The vision is to solidify this block as an anchor for the Lindsay Heights and North Division community by complementing the resources and amenities of the North Division High School with a state of the art community center. This center will be intended to provide a protective, nurturing environment oriented towards the successful education, development, and high school graduation of neighborhood children. Of course, services and amenities will be provided for North Division High School students as well. This community campus will be established and modeled after the Harlem Children's Zone discussed in Chapter 2, as a place where children can learn, recreate, and socialize in a safe and clean environment. Milwaukee Public Schools and the new community center will work together to provide services and resources within a campus setting. Physical activities

could include indoor swimming and associated programs and leagues, tennis lessons, basketball, track and field training, soccer leagues, and other recreational pursuits. Ultimately, the remaining homes in the area may need to be repurposed or removed for full implementation of this vision, but this would be coordinated with residents through a community planning process.

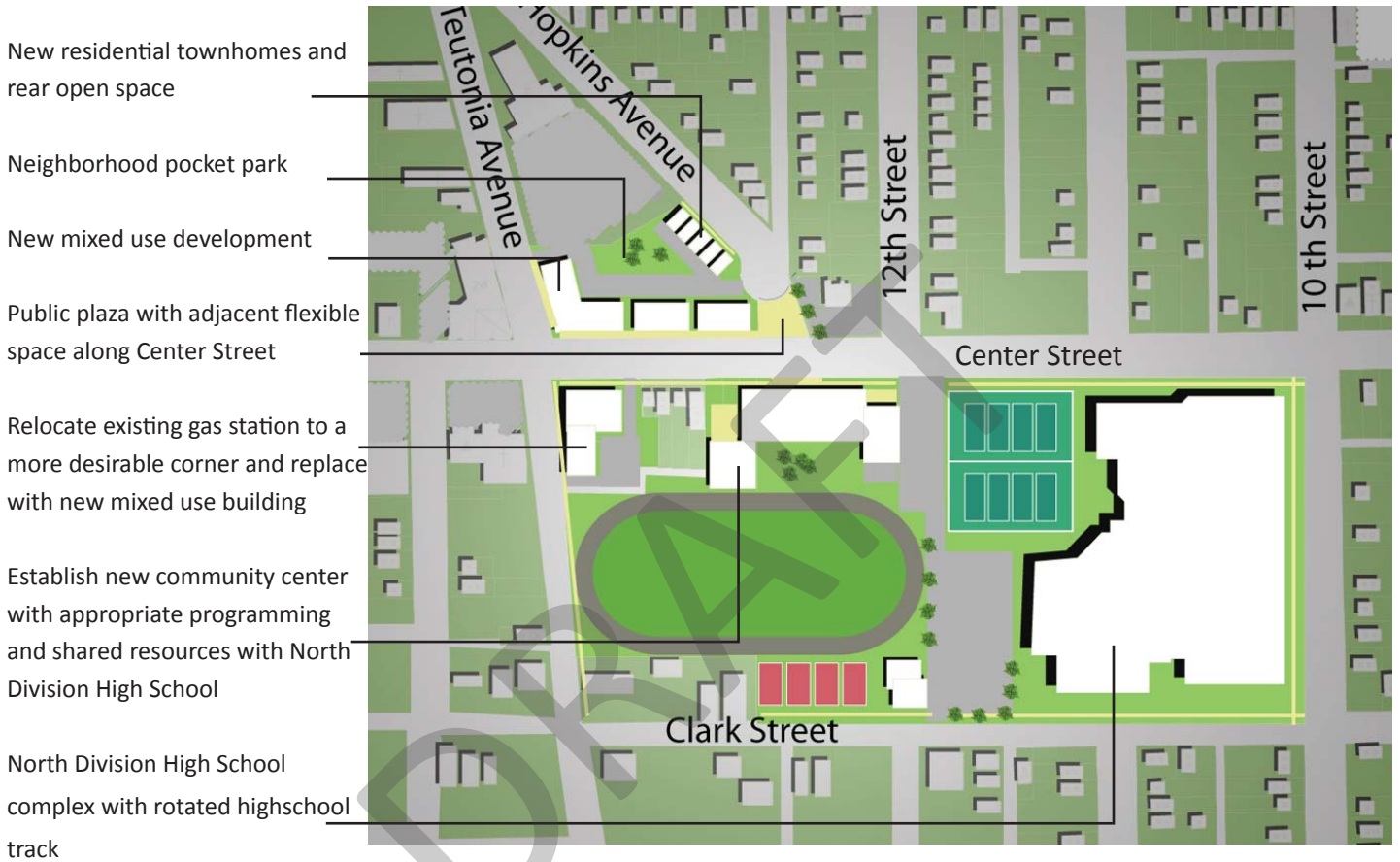
Responsible Parties

Milwaukee Public School
North Division Alumni Association
Milwaukee Urban League
Running Rebels Community Organization
Neighborhood Groups
Greater Milwaukee Foundation
African American Chamber of Commerce Milwaukee
Milwaukee NAACP

Timing

Planning for the redevelopment of the North Division campus is currently underway, and North Division High School is planned to re-open in the fall semester of 2010. A firm plan and set of partners is anticipated by that time to begin the rehabilitation and coordination of the project site, the integration of Franklin park, and construction of a new state of the art community facility.

Catalytic Projects



North Division Campus Redevelopment concept plan (top), Franklin Square park signage, and North Division school and park house.

North Division Campus Development

SPECIFIC RECOMMENDATIONS

- Reorient the outdoor track east to west and extend the track to Teutonia Avenue.
- Locate a new mixed use building on the southeast corner of Teutonia Avenue and Center Street.
- Redevelop the existing North Division High School with a more friendly exterior and additional windows.
- Establish a new community center with frontage along Center Street. Programming should enhance learning and physical activity and promote a healthy lifestyle.
- Create a campus of functional site elements including landscaping, seating, signage, and site amenities such as tennis courts, basketball courts, and track and field activities accessible to both the community and the school.
- Promote an atmosphere of coordination, resource sharing, and campus environment with the new community center and North Division High School, particularly as it relates to the olympic-size swimming pool, which should be repurposed for use by the entire community.

SPECIFIC RECOMMENDATIONS

- Establish a mixed use building on the northeast corner of Center Street and Teutonia Avenue that includes flexible space at the base and residential units on upper floors.
- Create residential townhomes on vacant land at the northeast corner of Center Street and Teutonia Avenue. Residences should take advantage of the open space / pocket park / cul-de-sac plaza terminating Hopkins Street.
- Remove fencing and promote an atmosphere of community gathering, public park, and accessibility.
- Install additional landscape and stormwater management features (such as rain gardens and permeable pavement) to help shade and screen paved areas and to filter and infiltrate rainwater runoff.
- Utilize the functional green house at North Division High School as a learning environment for urban agriculture, and integrate into the vision for the Teutonia Gardens local food initiative.



Mixed used building at the northwest corner of Center Street and Teutonia Avenue; Coffee Makes you Black cafe at Teutonia and Hadley Street.

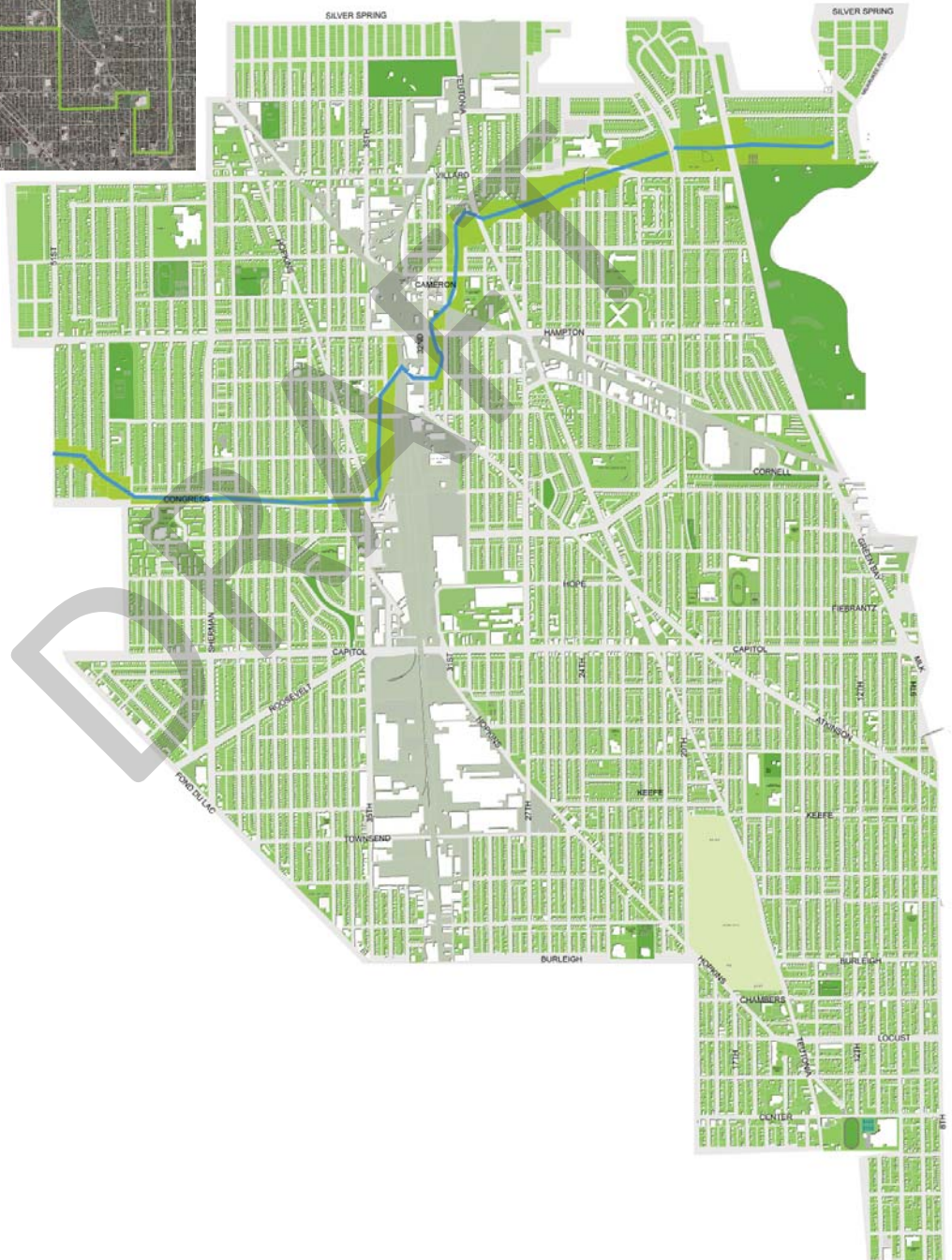
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implementation

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Implementation



Implementation

Successfully implementing the strategies, programs, and catalytic projects described in this document will require leadership working with new and established partnerships. These partnerships will be assigned the task of advancing the overall agenda and shepherding it through challenges that inevitably arise with implementation. Depending upon the nature of the strategy, program, or initiative, the partnerships and tools for implementation will vary.

True change in the neighborhoods will result from a concerted effort by all parties, each doing what they can within their legal and fiscal authority. Given the costs and the extended time frame required to implement many of the plan's objectives, the need for strong, ongoing partnerships will be especially critical.

No single entity has the responsibility, the authority, or the financial capability to implement all of the plan's objectives. There is not a line item in the City budget dedicated to implementing the Near North Area Plan. Although the recommended programs, projects and initiatives will need an initiating party responsible for leading the effort, most objectives will rely on an interdependent partnership to build the necessary public and political support for the intended change. For example:

- The City can enforce building code violations, but its effectiveness is enhanced when community organizations and neighborhoods report violations;
- The County is better able to improve transit routes with input from neighborhood citizens and merchants.
- Working with private developers and the City, neighborhood groups can influence new housing and commercial investments that support and improve existing property values.

One of the principal ways that neighborhood residents can be directly involved in plan implementation and related decisions is to visit the DCD website at www.mkedcd.org and subscribe to the City's E-Notify system,

which allows residents to provide input as projects for special districts, zoning changes, plan amendments, etc. are considered and approved. The E-Notify system allows recipients – neighborhood residents and stakeholders:

- To choose topics that will come before Common Council committees, the City Plan Commission, the Board of Zoning Appeals, the Redevelopment Authority, the Historic Preservation Commission, etc.
- To receive information prior to hearings so they can attend and knowledgeably testify as to the impact the decision will have on them or on the neighborhood in general.

Project updates for the Plan Area will be posted on the DCD website. Planning decisions will be made over time as projects are developed, refined, and considered by boards and commissions.

Citizen input on plan implementation and public decision making that affects the neighborhood should be part of approvals for planning, zoning and special districts (for example, National Historic Register Districts, Local Landmark Districts, neighborhood Conservation Districts, Tax Increment Finance Districts and Business Improvement Districts). The majority of these approvals are based on:

- Design standards set to protect architectural character,
- Physical design features,
- History and community values,
- Staff recommendations,
- Input of citizens and elected officials.

There are also a number of development-related decisions, such as street changes and zoning changes, which cumulatively have a strong impact on neighborhood character. Neighborhood residents should make their voices heard on all matters that affect their property, livelihood, neighborhood and quality of life.

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appendix

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Market Analysis

SECTION ONE: DEMOGRAPHICS

Population Growth

The population of the Near North Neighborhood was estimated to be 71,265 in 2008 according to Claritas. This represents approximately 12.5 percent of all Milwaukee residents. However, the population of the neighborhood has been in steady decline. The Near North population is estimated to have declined almost seven percent since 2000 and just over 16 percent since 1990. This decline has meant that the Near North Neighborhood has lost over 13,000 residents in the past 18 years. Furthermore, Claritas forecasts the population to decline another 4.2 percent or 3,200 residents by 2013. See Figure 1.

To put this loss in perspective, both the City and County of Milwaukee has lost population during this time period as well. Population decline in the City and County has not been as steep as the Near North Neighborhood, but the City has lost approximately 56,000 (-9.0%) residents and the County has lost 44,500 (-4.6%) since 1990. At the same time, Wisconsin has grown by almost 14.5 percent adding over 700,000 residents over the same time period. See Figures 2 and 3.

Race

The Near North Neighborhood is a predominantly African-American neighborhood with almost 90 percent of its residents estimated to fall in that racial category in 2008. This rate is more than double the citywide percentage of 40.2 percent of residents being African-American. Almost one of every five African-American residents in Wisconsin lived in the Near North Neighborhood in 2008.

As the corresponding map of Milwaukee shows, the African-American population is strongly concentrated in the North-Central to North-Western area of the county. All but one census tract in the Near North Neighborhood has a African-American population of at least 78 percent. See Figure 4 and Map 1.

Six and a half percent of residents were estimated to be White in 2008. This contrasts with 44.2 percent in the City of Milwaukee and 87.4 percent statewide. The remaining four percent of residents fell into the other racial categories. See Figure 5 and Map 2.

The Near North Neighborhood had a much lower percentage of Hispanic residents than the City of Milwaukee as a whole. Approximately two percent of Near North its residents classify themselves as Hispanic, compared to almost 16 percent citywide and five percent statewide. There is, however, a small pocket of Hispanic residents on the northeastern edge of the Near North Neighborhood. See Figure 6 and Map 3.

Age and Sex

When analyzing the age and gender data two items stand out as unique to the Near North Neighborhood. The first is the relatively young age of its residents and the second is the lack of males.

The median age of the Near North Neighborhood was 29.4 years in 2008. This low when compared to the citywide median age of 32.5 years and the state median of 37.8 years. However, when looking specifically at males, the differences are even greater. The median age of males in the Near North Neighborhood was 25.2 years in 2008. This is extremely low when compared to the citywide and statewide median ages for males of 34.1 and 36.7 years respectively. As the map demonstrates, the Near North Neighborhood is mostly clustered in the second tier of median male ages with a range of 25 to 33. The areas to the south and west have an even lower median age for males. See Figures 7 and 8 and Map 4

The relative lack of males in the Near North Neighborhood is apparent as well. The male to female ratio (which is 0.97 nationally) was just 0.84 in 2008 for the Near North Neighborhood. There were approximately 38,600 females and only 32,600 males in Near North when those numbers should more or less match one another. The citywide ratio was 0.94 and statewide 0.99. See Figure 9.

Educational Attainment

The educational attainment statistics are carried forward from the latest Census conducted in 2000. The percentages were kept at the same rate while the raw numbers were updated to keep pace with the population change. The Near North Neighborhood lagged behind the city and state when looking at percentages of high school, college, and advanced degree recipients. Although the Near North Neighborhood lagged behind other benchmarks for High School graduates, they did not fall far behind. Their 70 percent High School graduation rate trailed the city's 75 percent rate and the state's 85 percent. As Map 5 shows, the southeastern edge of the Near North Neighborhood falls into the lowest category of high school graduates but the remainder of the district is in higher brackets with some census tracts on the western edge falling in the 78 to 88 percent range. See Figure 10.

When looking at four year and post graduate degrees, the Near North Neighborhood was further behind. Only nine percent of Near North residents ages 25 and higher had a four year college degree and two percent had a post graduate degree. This trails the citywide averages of 19 and six percent and Wisconsin's 23 and seven percent. Looking at Map 6, only a few southeastern and northeastern census tracts fall into the higher, second category of bachelor's degree attainment, as most of the Near North Neighborhood falls under the 13 percent threshold. See Figures 11 and 12.

Income

The Near North Neighborhood had an estimated median household income of approximately \$30,000 in 2008. This was only 58 percent of the statewide median household income of \$51,000. The City of Milwaukee had a median household income 22 percent higher than Near North in 2008 with an estimated \$36,000 per household. These same trends stuck for per capita income as well. The Near North Neighborhood had a per capita income of \$14,300 compared to the citywide average of \$18,500

and statewide at \$25,600. The Median Household Income map shows that the Near North Neighborhood is uniformly in the lowest bracket of income shown, with the exception of four census tracts that fall above \$34,600 but below \$56,400. See Figures 13 and 14 and Map 7

The low incomes above are reflected in the poverty statistics, which are also carried forward from the latest Census in 2000. Just over one in four families in the Near North Neighborhood was in poverty status in 2000. This is above the 17 percent citywide and over four times the six percent rate statewide. See Figure 15.

A "concentration of wealth" map (Map 8) combines household earnings and density to show areas that may have lower incomes but higher densities, yielding greater spending power than might be expected. The Near North Neighborhood, despite its lower median household income figures still have total incomes per square mile that place four census tracts in the middle bracket and another dozen or so in the second bracket from the bottom. This density of spending capacity could be attracting more retailers than is currently the case.

SECTION TWO: LABOR

Unemployment

The employment picture for the City of Milwaukee has changed drastically over the past year as it has much of the nation. The latest unemployment rate (March 2009) for the City is 11.0 percent. This is nearly double the unemployment rate of the same month a year earlier, 6.3 percent. All levels of government have seen similar increases, with the County unemployment rate at 9.4 percent and both the State of Wisconsin and United States recording 8.5 percent rates for the same month. See Figure 16.

In the case of the City of Milwaukee, this reverses a trend that had seen a leveling off of unemployment rates after the most recent annual peak of 8.7 percent in 2003. The

Market Analysis

Citywide annual rate had fallen to as low as 7.0 percent in 2006 before rising slightly to 7.2 percent last year. However, this drop in unemployment was not fueled by rising employment (in fact, total employment dropped by 4,000 people from 2003-2008) but rather a shrinking work force. See Figure 17.

The civilian labor force for the City of Milwaukee dropped almost 6.5 percent from 2000 to 2008 losing over 18,000 members of the labor force in that time. The County labor force also dropped approximately 5.2 percent from 2000 through 2008 while the state as a whole was able to add over 92,000 to its labor force, a rise of just over three percent. See Figure 18.

Employment by Industry

The following section will look at the industries that employing residents in Milwaukee County in 2006. According to County Business Patterns, an annual data publication of the United States Census Bureau, Milwaukee County had just below 475,000 private sector employees in 2006. The largest local sector by employment was Health Care and Social Assistance with 86,100 employees followed by Manufacturing (58,800) and Retail Trade (47,700).

Concentration of Industries: Location Quotients

By using a technique called location quotients, we can gain a better understanding of the industries in which employment is concentrated in your locality in comparison to the rest of the country. A location quotient greater than one translates into there being more employment in that category than the national average. Location Quotients lower than one would mean that you have fewer employees in that sector than would be expected.

Table 1 shows the location quotients for all the major employment categories for Milwaukee County in 2006. Educational Services is the most concentrated industry in the county with a location quotient of 1.84 followed

by Utilities, Finance and insurance, Management of companies and enterprises, and Health care and Social assistance. The lowest industries are Forestry, fishing, hunting, agricultural support, Mining, Construction, Retail trade, and Professional, scientific, and technical services.

The industry categories above are those at the two-digit NAICS level; these can be broken into smaller components as well. These industry breakdowns are often where an area can find a specialty or a niche that it has a competitive advantage over other areas of the country. Table 2 shows the top ten highest and lowest location quotients for these 3-digit NAICS Industries. Three separate categories have location quotients higher than 2.00 which means they have twice the national employment concentration in those categories. Electrical equipment, appliance, component manufacturing has more than three times the national concentration of employment within Milwaukee County. On the opposite side, low location quotients appeared in many Construction and Professional Service related industries.

Local Concentrations vs. National Trends: Shift-Share Analysis

One final way that we will look at employment is to use a shift-share analysis. This method attempts to look at the region, in this case Milwaukee County, and measure industry growth as compared to the rest of the nation and industry to see how much growth (or decline) in employment can be traced to the region's strengths and weaknesses and how much was based upon factors (good and bad) outside the region's immediate control. This can be used to guide future investment in industries based on past trends.

For example, industries that are growing both locally and nationally represent a region's most vital and promising sectors. By contrast, industries that are declining both locally and nationally present any community with an ongoing challenge. Figure 19 illustrates the presentation of shift-share analysis, with the significance of each quadrant highlighted.

Figure 20 presents shift-share outcomes for 23 sectors at the two- and three-digit NAICS code level with employment in excess of 10,000 in Milwaukee County. The growth has been tracked for 1998 through 2006. Bubbles in Figure 20 for individual industries are sized according to total employment, so the larger the item the larger its role in the Milwaukee County economy.

Obviously, the economy has shifted drastically since these numbers were last marked in 2006 and that must be taken into account, but many trends continue to hold. Clearly, the most striking item on this Figure is the presence of Manufacturing in the far lower left corner, indicating an industry in serious decline both locally and nationally yet essential to the employment prospects of thousands of Milwaukeeans. This industry cluster is particularly relevant in the Near North, a neighborhood built around its factories.

However, shift-share analysis also reveals some opportunities for the Near North Side. Transportation and warehousing, for example, would be a natural fit on selected industrial sites. Existing and underutilized health care facilities represent another opportunity for the area to capture employment in a growing sector. Another opportunity that Milwaukee has tried to seize upon is Professional, Technical, and Scientific Services. This sector has a very low location quotient in Milwaukee County, but the Near North Side has attracted and retained jobs in this industry which represent an evolution from the area's manufacturing past.

SECTION THREE: RETAIL

The following retail sales figures were provided by Nielsen Claritas and correspond to sales in 2008. When referring to the Near North Neighborhood, this includes sales and demand for the corresponding census tracts used throughout this section of the document. The retail sales detailed exclude automobile sales, gas stations, and non-store retailers (usually online retailers) as these do not reflect the true retail community of

the neighborhood. When looking at the retail sales figures (Table 3), the numbers to the right of the retail descriptions are their corresponding NAICS codes which can be used to quickly identify categories. GAFO refers to merchants that have sales in a wide variety of retail categories and represent the total sales that could take place in a large general merchandise store such as a Wal-Mart or Target. GAFO sales are a subset of total retail sales.

The retail Figures that follow will list demand, supply and difference. The demand in the area is based upon income levels and total individuals in the district which demand goods. Since the Near North Neighborhood has lower income levels relative to the rest of the region, neighborhood demand will be adjusted by these income levels as well. The supply is the total sales for the area based upon data collected by Nielsen Claritas. When the demand exceeds supply there is extra room for retail merchants to meet this extra demand. If the supply is higher than the demand then, as a general rule, it is assumed that people are coming to shop in the area from other regions causing more sales than expected.

Table 3 summarizes the retail supply and demand for major retail categories for the Census Tracts making up the Near North Neighborhood in 2008. As you can see, the Near North Neighborhood does not meet its retail demand, only accounting for 36 percent of the total demand. In fact, the only major retail category that meets even half of the retail demand for the Near North Neighborhood is Food and Beverage Stores. Every other major retail category falls short of meeting even half of the local demand.

Some of this is somewhat expected. A neighborhood loses many residents at least part of the day as they travel to their jobs. With limited employment taking place in the Near North Neighborhood, little outside retail spending is brought in to replace the lost resident spending from commuting. However, the size of this retail deficit is very large and backs up a perception that this is an area very lacking in retail options.

Market Analysis

One additional factor is the availability of a large shopping center just outside the Near North Neighborhood to the southwest. Many Near North residents shop at this location and it shows up as leakage for the Near North. If this development is included in the Near North dataset, the percentage of local demand met rises from 36 to 58 percent. This retail development needs to be kept in mind when thinking about retail opportunities for the Near North Neighborhood.

When looking deeper into retail categories, only three smaller niches of retail have demand exceeding supply in the Near North Neighborhood. These categories are listed in Table 4.

Basically, every other retail category has excess demand within the Near North Neighborhood that is being met elsewhere in the region. There are very few retail subcategories that meet even half of the retail demand of the neighborhood. One significant category that does meet a large portion of demand is Home Centers with sales of \$20 million and meets 72 percent of local demand.

Regional Comparison

The issue of a large retail gap is not a problem only in the Near North Neighborhood. As Figures 21 through 24 show, this is a problem throughout the City and County of Milwaukee. Some of this stems from the mechanism for collecting sales tax within Wisconsin. Unlike many other states, cities do not collect a portion of sales tax for themselves. The current sales tax rates for Milwaukee (city and county) are 5.0 percent for the state, 0.5 percent for the county, and 0.1 percent as a stadium tax for a total sales tax rate of 5.6 percent. In other cities, a portion of their budget is funded from a local sales tax which forces them to attract retailers to locate within the boundaries to help fund city services.

Without this incentive in Wisconsin it appears that Milwaukee City has not focused on a retail development strategy and meets only 75 percent of its total retail demand. The county does slightly better meeting 86

percent of demand and the metro area meets 91 percent of demand. See Figure 21.

When looking at strictly GAFO (General merchandise) items the Near North Neighborhood and City of Milwaukee fall further behind the County and Metro Area most likely due to a relative lack of big-box stores that fall outside their respective boundaries. See Figure 22.

Food and Drinking Places shows the Near North Neighborhood meeting almost half of its local demand (although this is helped by its large surplus in the drinking places category) and the City of Milwaukee is exceeding local demand demonstrating its attractiveness as a place to go to both eat and drink. See Figure 23.

One final metric is the total amount of retail sales that take place in region on a per capita basis. This only accounts for sales within each specific region and does not account for sales that are made by residents in another area of the region. The Near North Neighborhood lags behind the rest of the regional benchmarks in this category as well. Lower incomes in Near North give residents less disposable income and the lack of choices in retail as described above both lead to this low amount of sales per capita. See Figure 24.

SECTION FOUR: HOUSING

Age of Housing

The housing stock in the Near North Neighborhood is quite old relative to the region. According to 2008 data from Nielsen Claritas, the median construction date of area housing stock is 1948. With over half of the housing stock built more than 60 years ago, it is safe to say that there has not been substantial residential development in recent decades. However, this is the case for both the City and County of Milwaukee as well. As the nation went through the recent housing boom, it would be safe to assume that the Milwaukee area did not participate in it at the same rates as the rest of the state and nation. This lack of new construction is also supported by

employment data showing Milwaukee County lagging behind in construction employment in recent years. One longer term positive from this could be that there is not a lot of excess housing stock which could help the real estate market stabilize in the near future. The northern portion of Near North has somewhat newer housing. This pattern is in keeping with the broader, radial trend in the city overall, though the central city neighborhoods around Downtown have seen extensive new residential construction in recent years. See Figure 25 and Map 9.

Housing Values

The housing values shown in Figure 26 reflect the reality in 2008. This is one variable that has likely experienced significant change in recent months, however. It is important to note that these are median home values of owner occupied housing units only. Near North has significantly cheaper housing stock than the rest of the city and county, not to mention the state and rest of the nation. Only in the far southwestern corner of the neighborhood do median housing values rise into six figures. The Near North's housing stock is valued at less than half that of Milwaukee County. During the past year it is safe to assume that all of the prices have declined but only time will tell as to how much and when they will start to rise again. See Figure 26 and Map 10.

Ownership Status

One dataset on which the Near North Neighborhood tracks closely with the city and county is the percentage of housing units that are owner-occupied. Just less than half of the housing in the Near North Neighborhood is owner occupied, which is slightly greater than the City of Milwaukee and only modestly lower than Milwaukee County. See Figure 27.

Units in Structure

The Near North Neighborhood's housing stock contains very little multi-family development. In fact over 85 percent of the housing units are in structures containing one (attached and detached) or two housing units. This percentage is higher than any of the comparison geographies shown and is 15 percentage points higher than the national average. This single family makeup is an interesting characteristic when shown in conjunction with the other statistics in this section. It makes the low housing values stand out even more when you consider the higher percentage of single family homes in the neighborhood. Despite this single family nature, lot sizes are small enough to still promote some density within the Near North Neighborhood. The map showing people per square mile is categorized to show areas over 10, 15, and 20 people per acre with 10 usually being a guideline for mass transit viability. Despite the preponderance of single family homes in the area, Near North achieves a high degree of density. See Figure 28 and Maps 11 and 12.

SECTION FIVE: REAL ESTATE

With the recent recession, home values across most of the nation have plunged. Milwaukee and the Near North Neighborhood have not been spared this trend as the following Figures depict.

Figure 29 shows the steady decline in housing values over the past two years both nationally and locally. The rate of decline worsened in the past year as the recession set in. The 53216 and 53218 zip codes that cover portions of the Near North neighborhood were hit especially hard over the past year with home values falling over forty percent in each. The 53206 zip code did not lose as much value as homes in the rest of the city or nation over the past two years. However, this zip code started with the lowest estimated home values so it did not have as much to lose as the other zip codes in the neighborhood.

Market Analysis

Foreclosures have hit the Near North Neighborhood hard over the past year. One search of homes for sale turned up over 1,600 homes for sale in the zip codes making up the Near North Neighborhood that were in foreclosure. This accounted for nearly 4.3 percent of all the homes in those zip codes. This compares to only 2.4 percent of homes being sold from foreclosure from the rest of the City of Milwaukee. The 53218 zip code has been hit especially hard as their rate of foreclosed homes for sale is double the rate for Milwaukee as a whole. Roughly 35 percent of all foreclosed homes for sale in Milwaukee are located in the four zip codes comprising the Near North Neighborhood. See Tables 5 and 6.

This high rate of foreclosure, combined with the almost non-existent building of market rate housing even through the national real estate boom, limits the probability of any substantial housing development occurring in the Near North Neighborhood in the near future. When adding in the declining population base it will be some time before there is a market need for new housing in the area.

The rental housing situation does not appear to be as dire. The Figure to the right shows rental vacancy rates for the entire Milwaukee MSA for the past six quarters since specific data for the Near North Neighborhood was not available. After falling to a low of 5.4 percent during the third quarter of 2008, the vacancy levels have stabilized to approximately eight percent since that time. See Figure 30.

Table 7 shows rental rate ranges obtained from a search of available apartments in the Near North Neighborhood during August 2009. While there are some small differences between the four zip codes that make up the area for the most part all four zip codes maintain the same pricing structure. With these rental rates, a one bedroom apartment would require an annual salary of approximately \$20,000, a two bedroom \$24,000, and a three bedroom \$28,000 to maintain spending no more than 30 percent of income on housing.

SECTION SIX: CATALYTIC PROJECTS

Tower (Century City) Site

The Tower (Century City) Site presents an incredible opportunity to add a focal point of activity for the Near North Neighborhood. With the lack of many retail and entertainment options in the immediate vicinity of the site, a properly planned site could be a project that starts to add amenities that residents desire when choosing a place to live. This site gains extra importance with its proximity to the proposed bus rapid transit line and future light rail line. This would provide access to an even larger number of people and could draw residents from the entire neighborhood. Certain care should be provided to ensure that the site provides quality public areas that could serve as a meeting place for people throughout the Near North Neighborhood. The area is currently lacking in such places and it could prove instrumental in creating more retail and entertainment options for the immediate region.

While the site is large at 85 acres, it is not large enough to accommodate an entire lifestyle center of something of that size. One desirable development would be for a large multi-screen movie theater with a number of smaller restaurants built throughout the site. To maximize the potential of the transit access, the site should be designed in a manner that keeps it walkable, not merely a big-box surrounded by an ocean of parking. Ideally, the site should serve as a conduit between the proposed transit station on Capitol and workforce training which could be located on Hopkins.

Villard Avenue

The section of Villard that was selected is basically the only section of the entire Near North Neighborhood that functions as a classic urban commercial corridor. With its base of small, independent businesses Villard Avenue has built the groundwork that could really transform the environment in this section of the neighborhood. Whereas development on the Tower Site should be large-scale and can attract national retailers, success on

Villard will be characterized by small scale and local retailers, restaurants, and service providers. That is not to say that national retailers should be summarily excluded from this stretch, but the future success will depend on locally based retailers creating enough of an agglomeration of activity that people from all over the Near North Neighborhood and entire City of Milwaukee will want to visit.

Capitol Avenue

Although most of the traffic in the Near North Neighborhood travels along this east-west road, the retail options are extremely limited at present. While some of this has to do with the low incomes of the immediate area, a significant limiting factor is the design of the road itself. With the wide road, large stretches of medians, and ample turning lanes, the traffic moves so fast that they do not foster an environment conducive to a successful retail environment. In most of the retail that does exist, such as at the intersection at Teutonia, parking lots are placed at the street with the stores far behind. Some basic traffic calming and reversing the lots so that the buildings are placed at the street with parking lots behind them could start to make an area that fostered a more attractive retail environment.

With the proposed development of the Tower Site and transit station, Capitol could quickly transform into a retail destination for everyday goods that are currently unavailable in the Near North Neighborhood. While the automobile will obviously be the way the majority of residents access these sites, design elements that allow for a more walkable path between the nodes of activity could provide an option for those residents that live close enough to these sites and would choose to walk and also for those who rely on public transportation. Bisecting the Near North Neighborhood with developable land at its center, Capitol Avenue could quickly transform into the commercial heart of the neighborhood with a few successes in the near future.

Figure 1

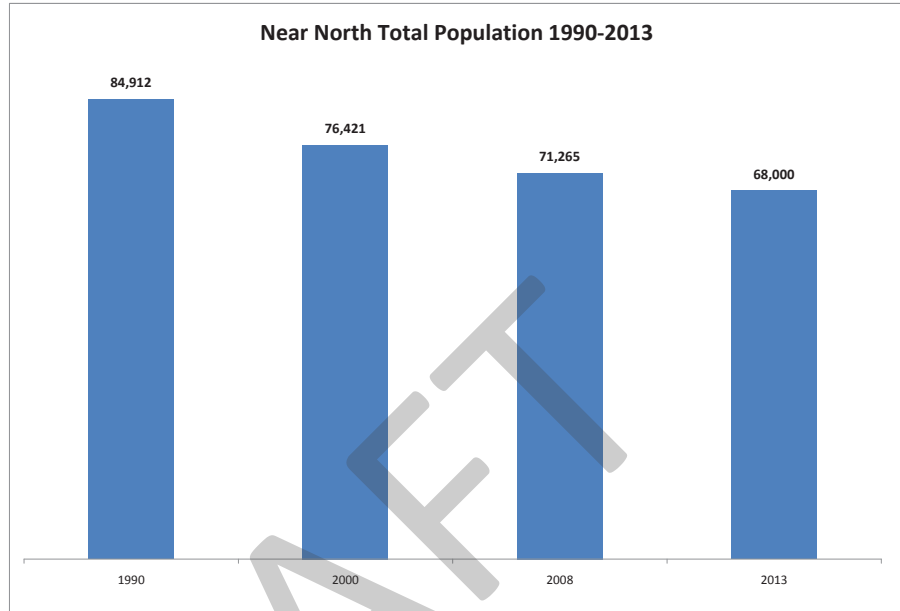


Figure 2

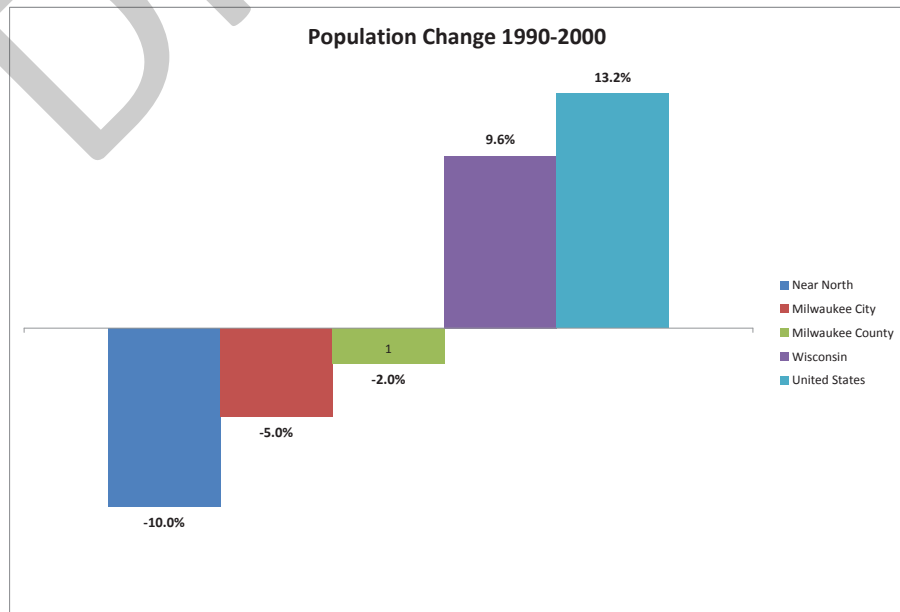


Figure 3

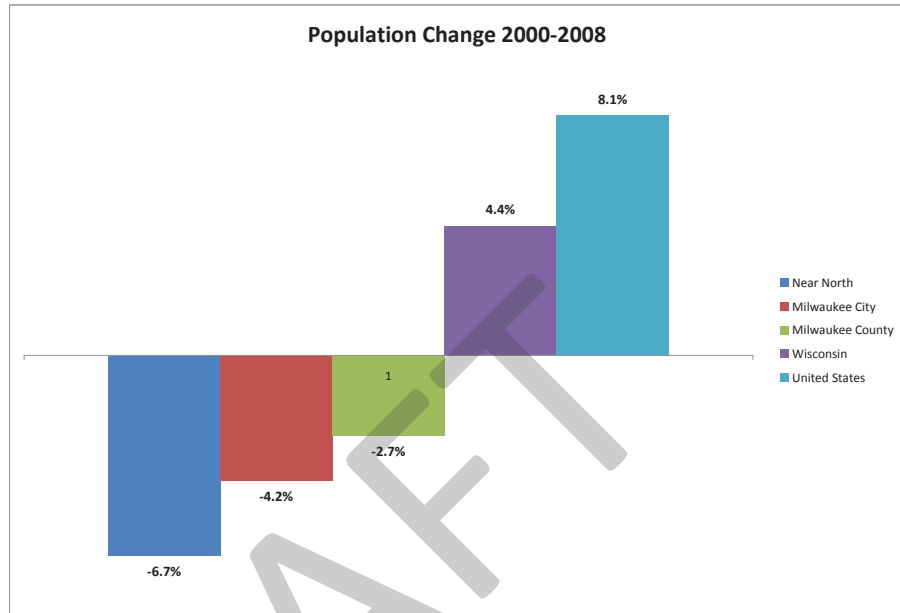


Figure 4

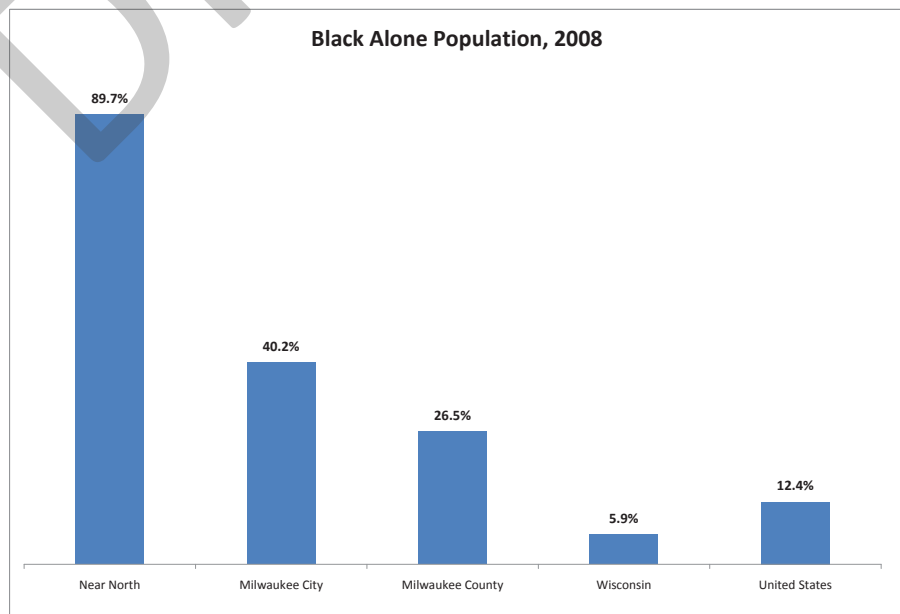


Figure 5

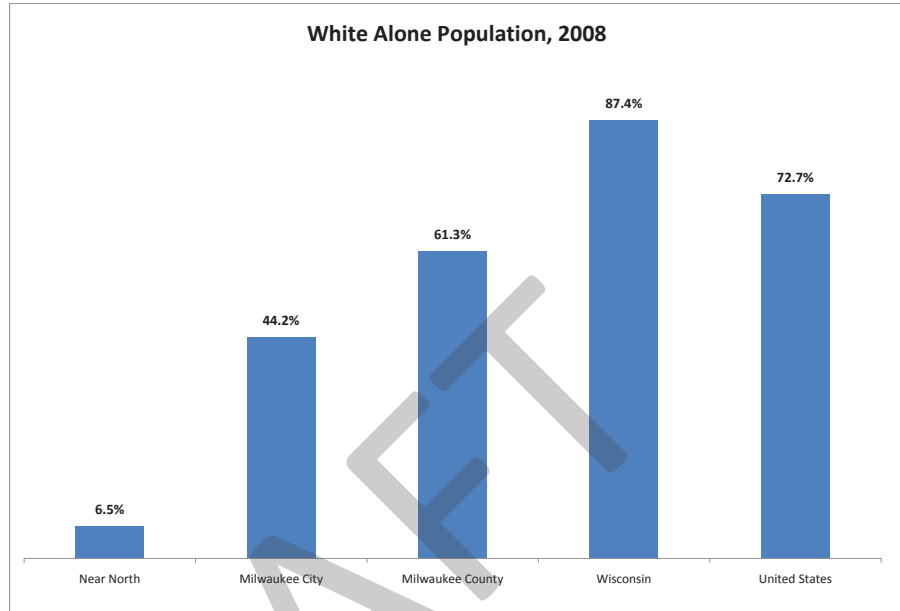


Figure 6

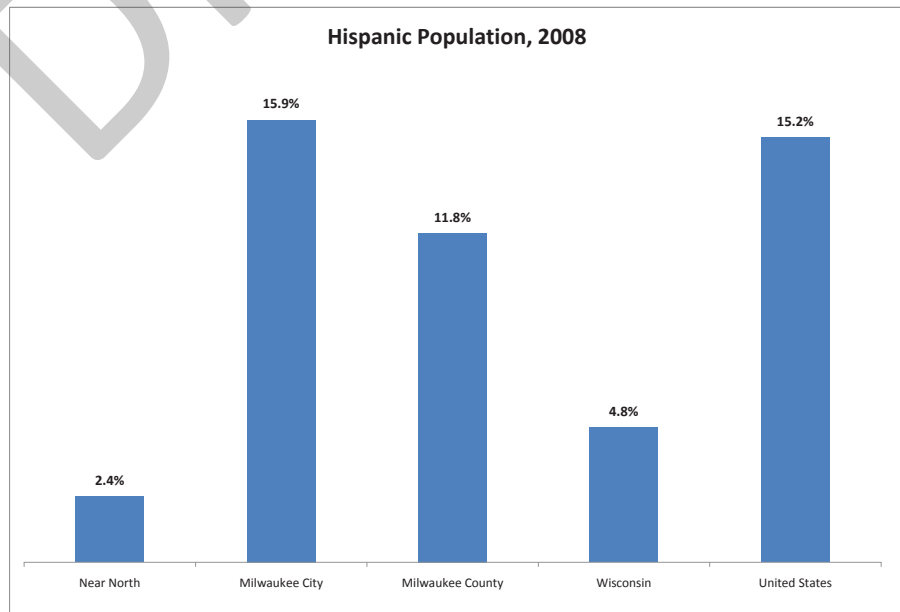


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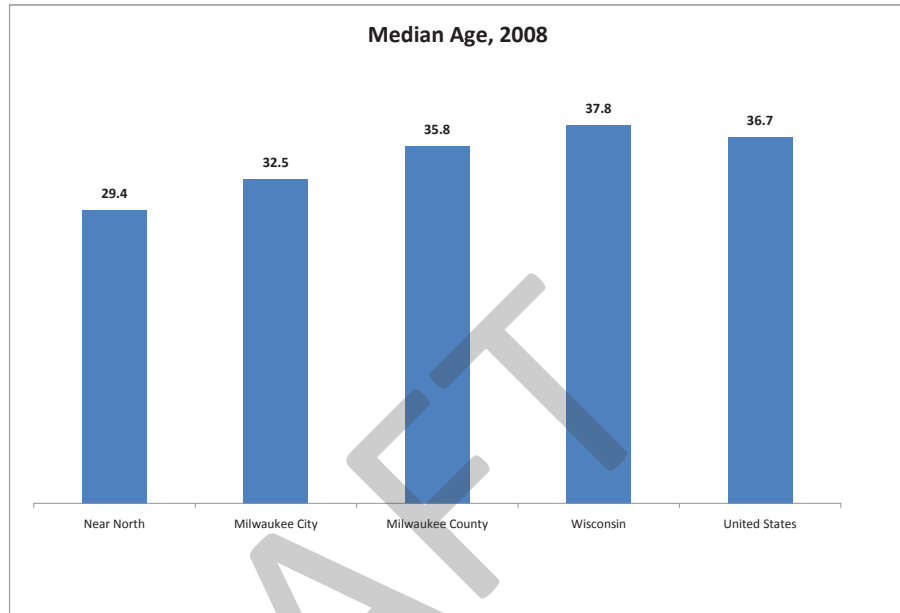


Figure 8

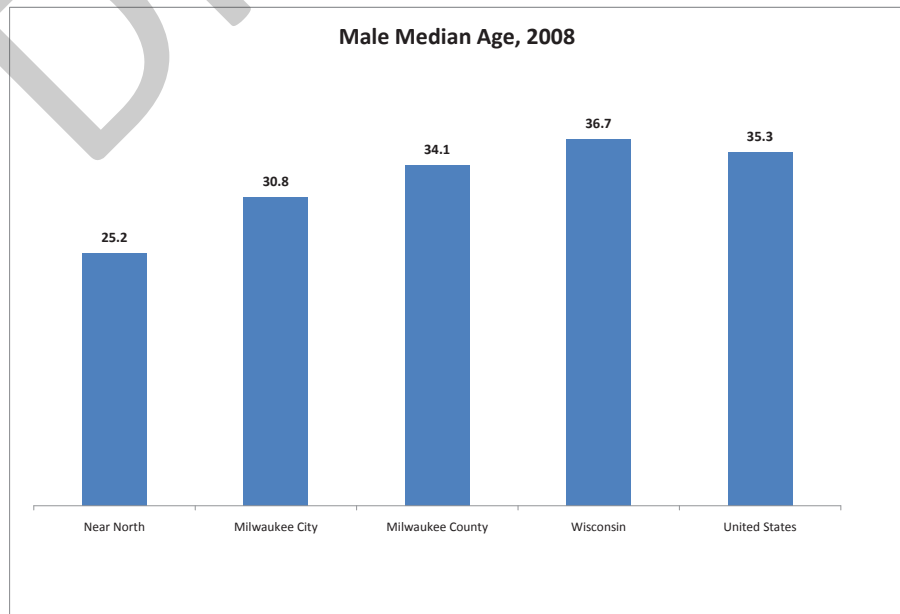


Figure 9

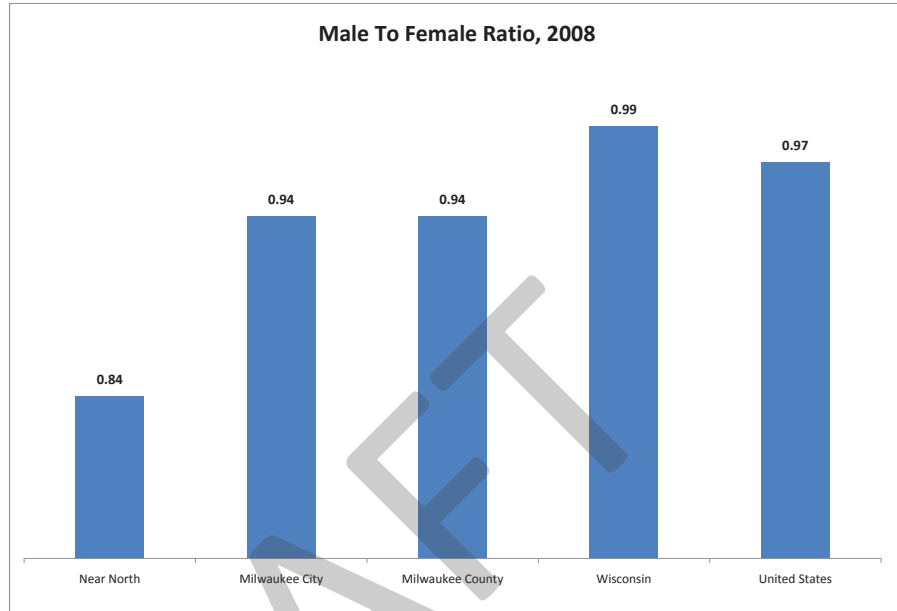


Figure 10

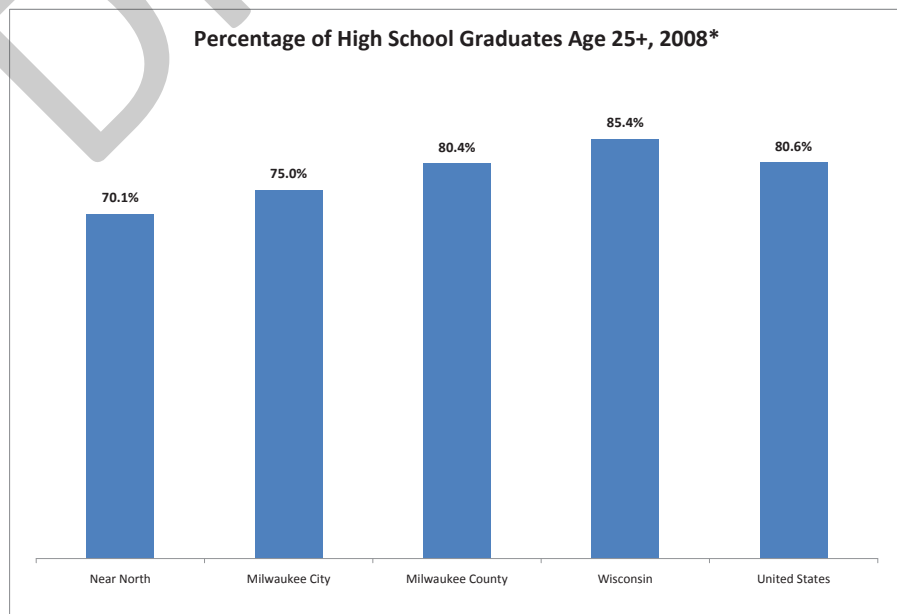


Figure 11

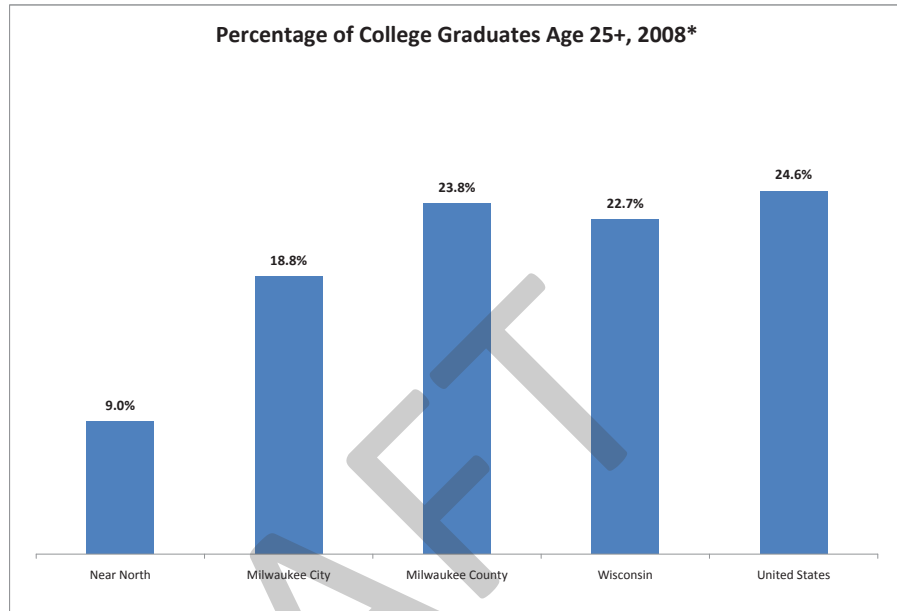


Figure 12

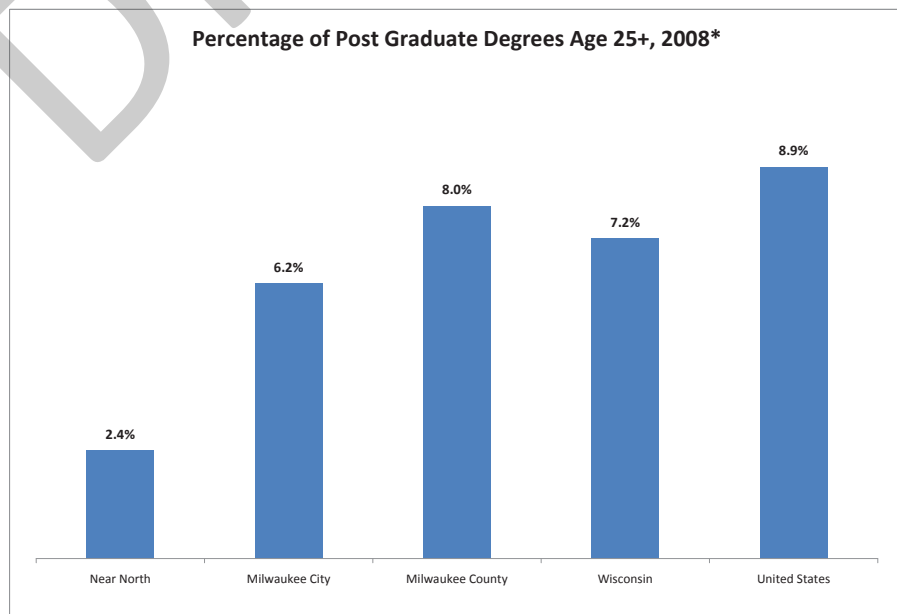


Figure 13

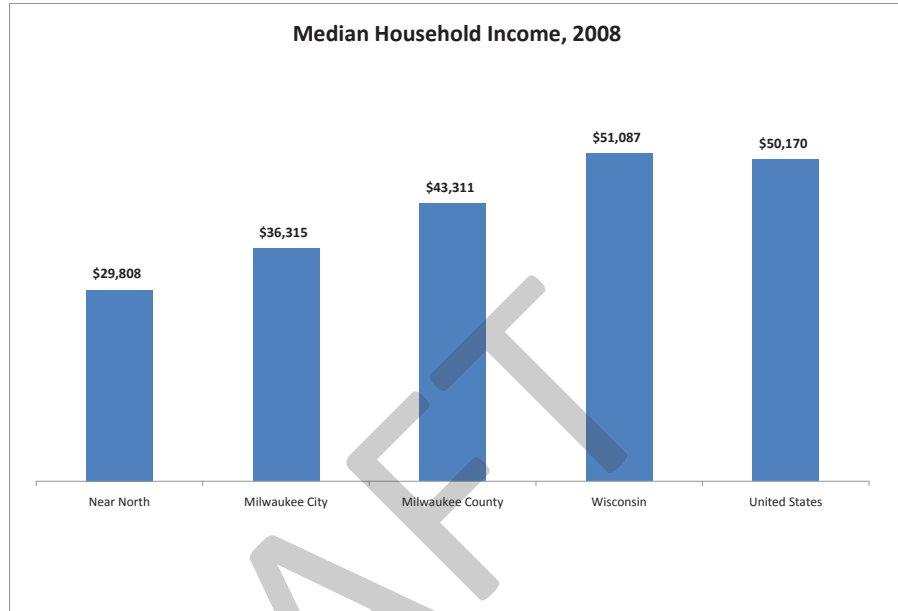


Figure 14

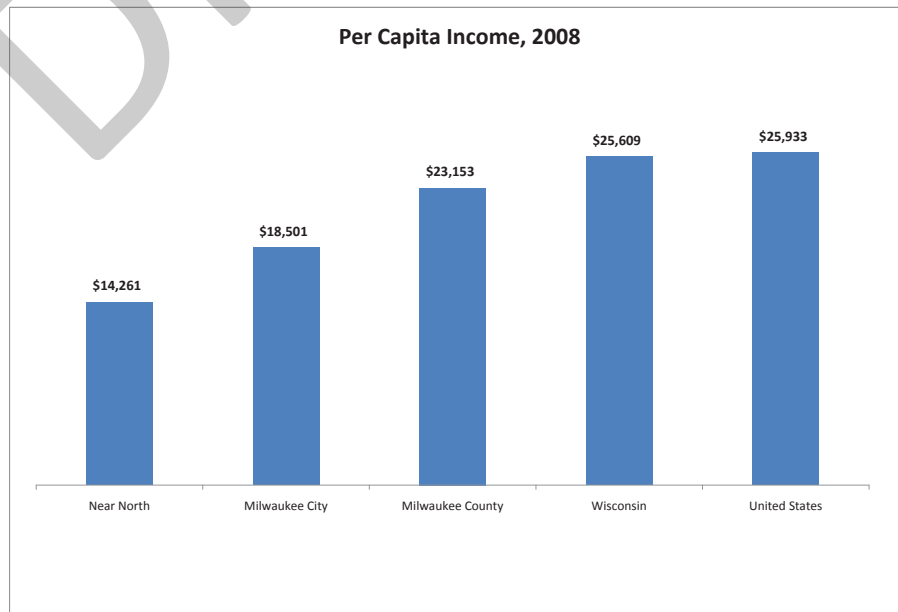


Figure 15

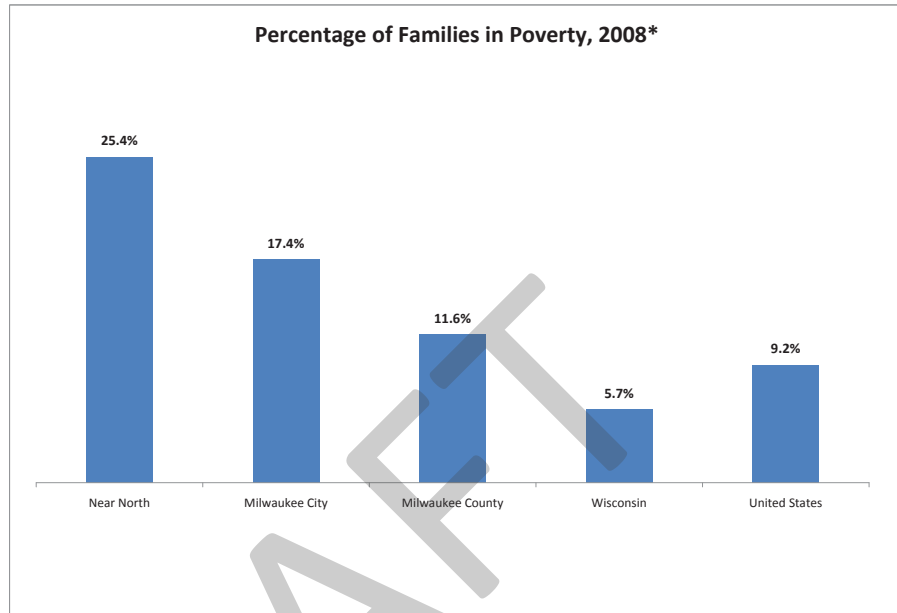


Figure 16

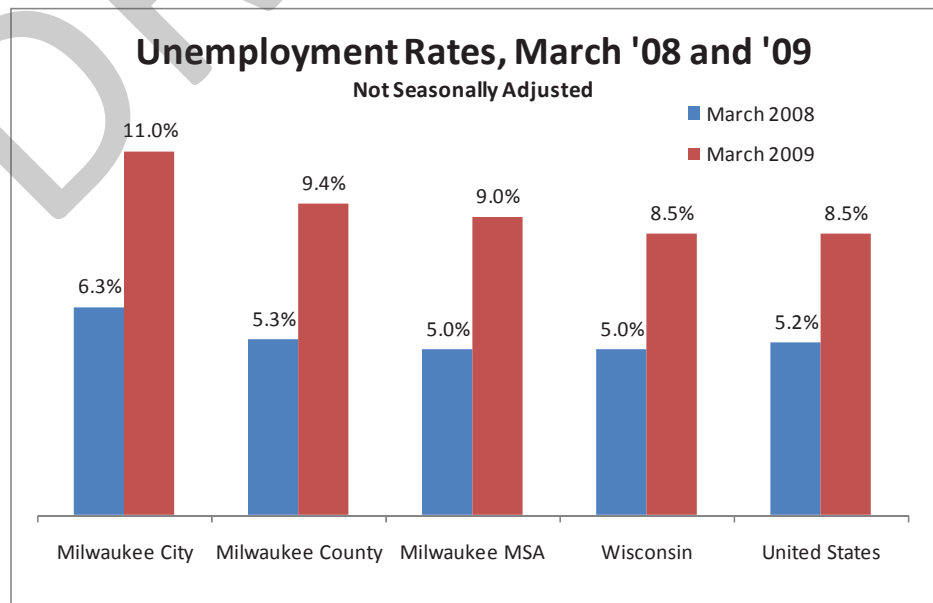


Figure 17

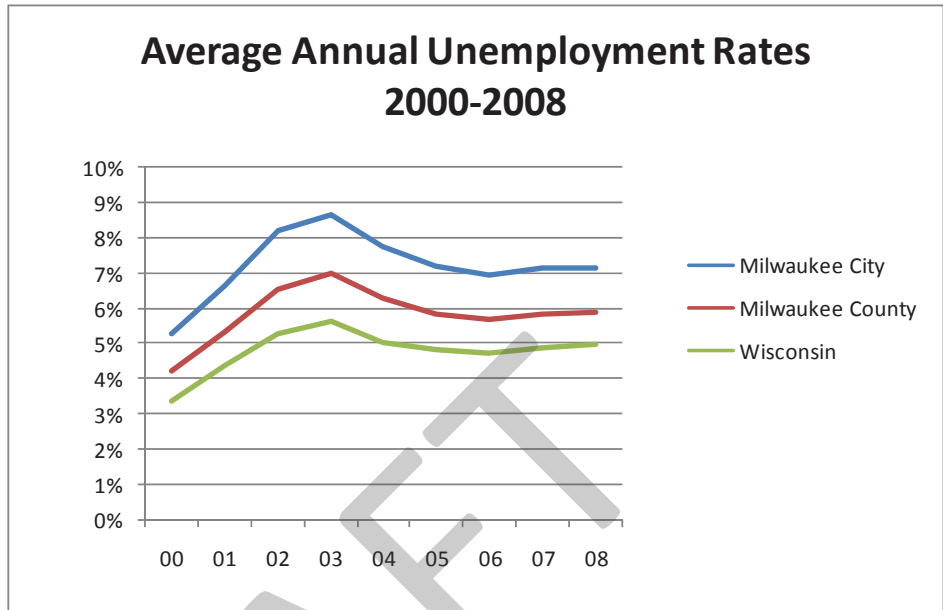


Figure 18

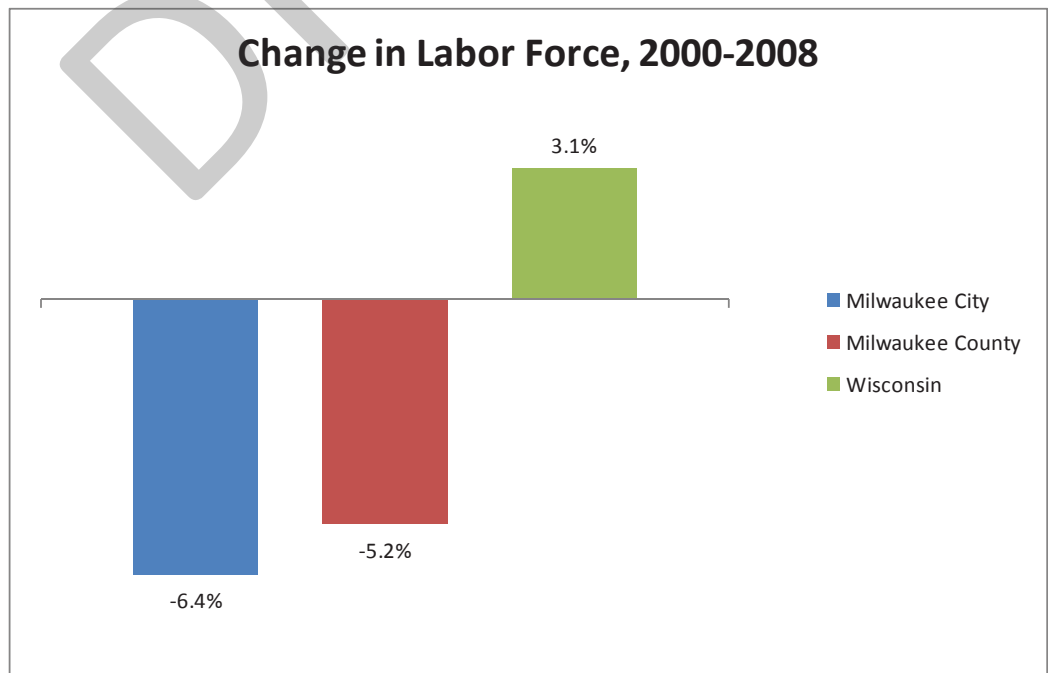


Figure 19

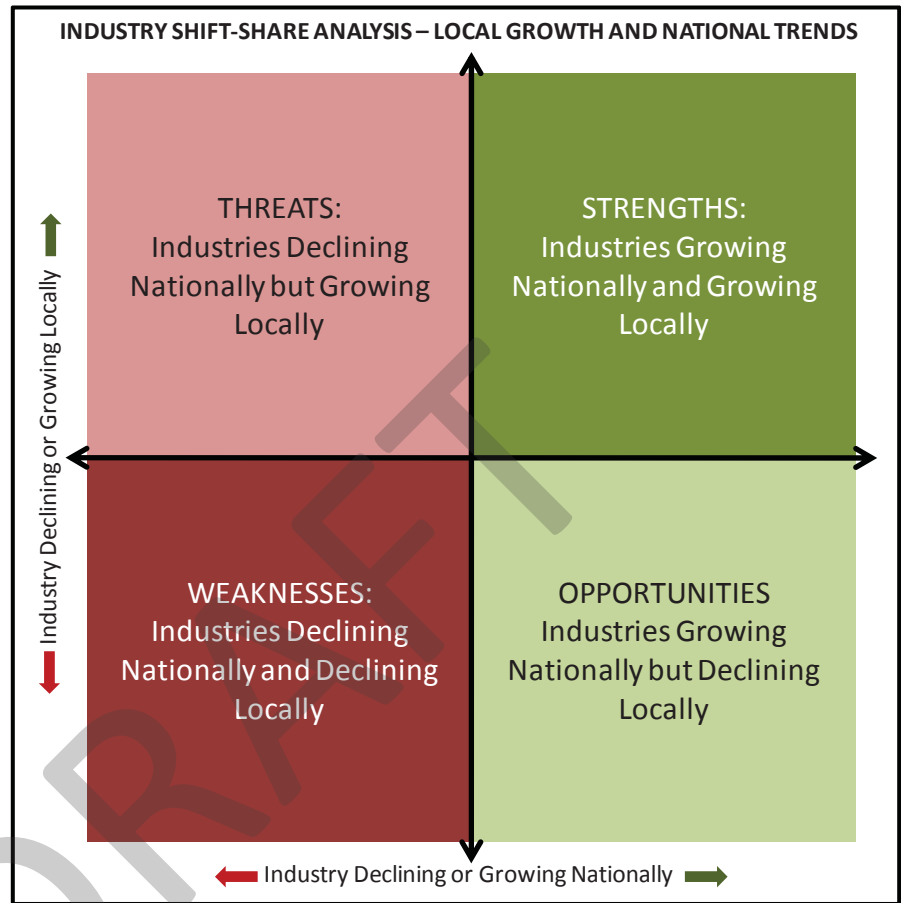


Figure 21

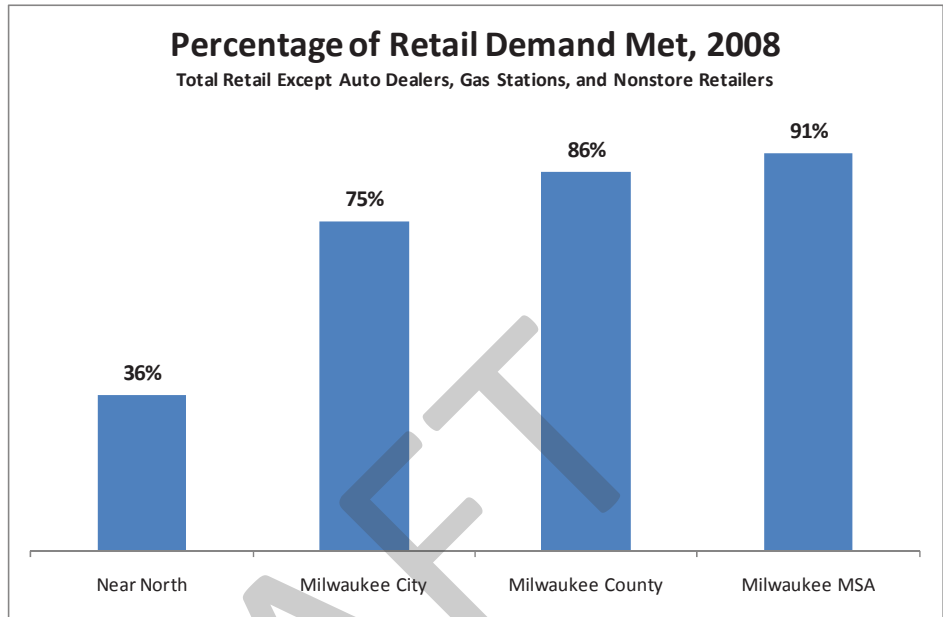


Figure 22

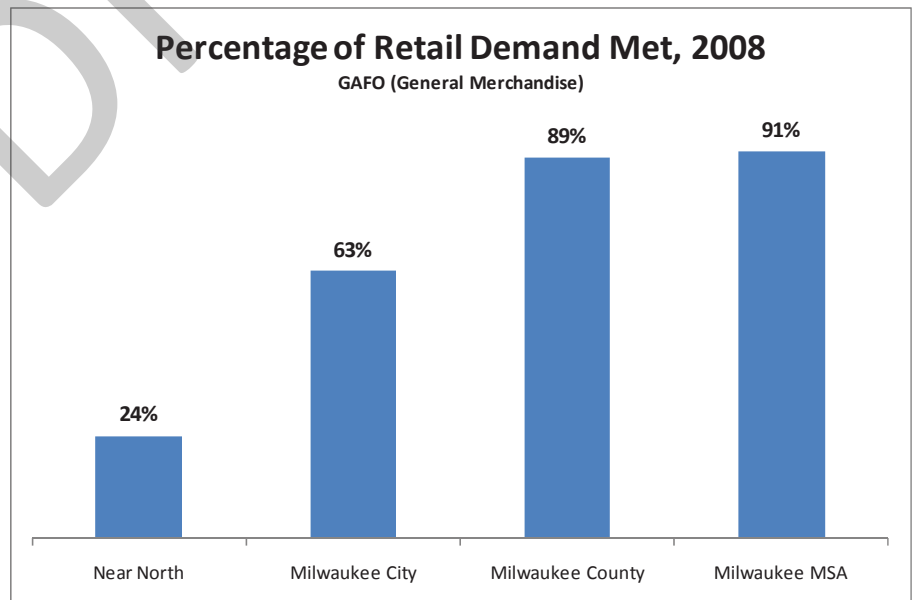


Figure 23

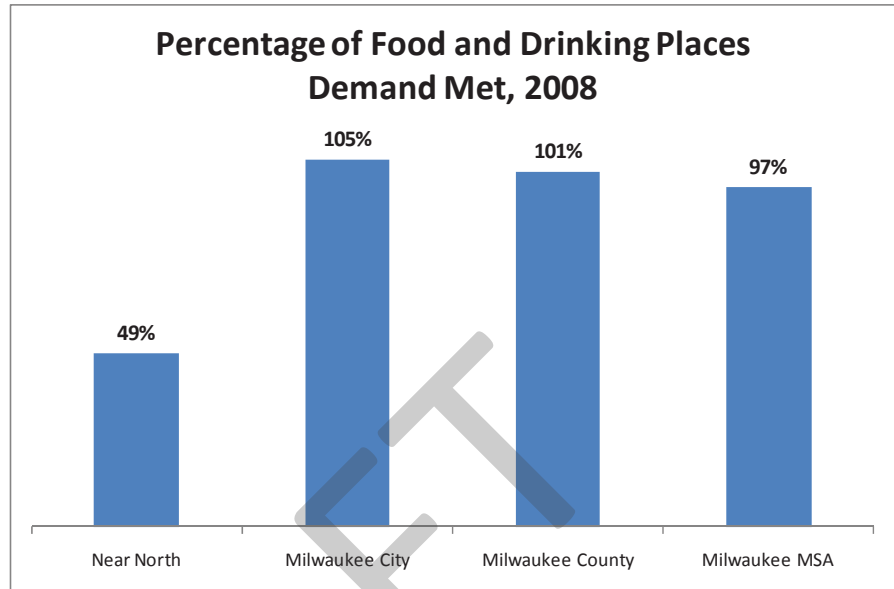


Figure 24

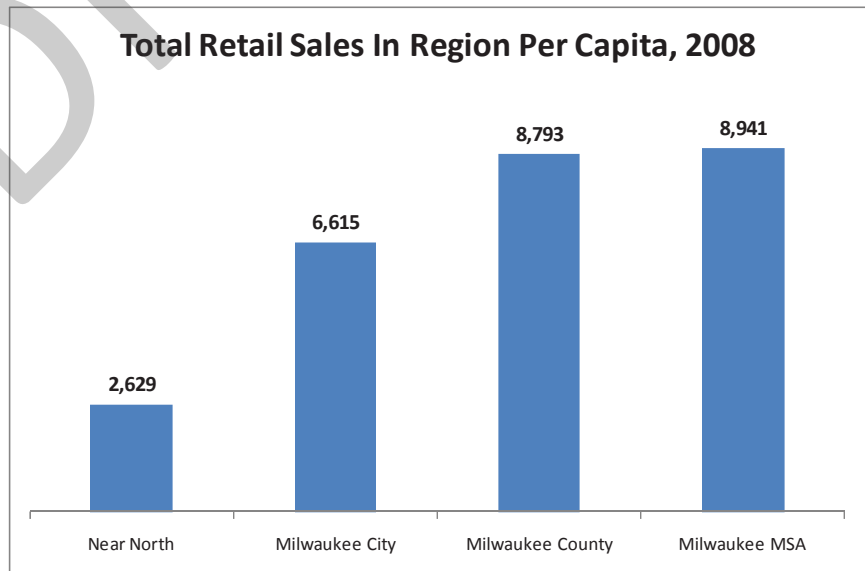


Figure 25

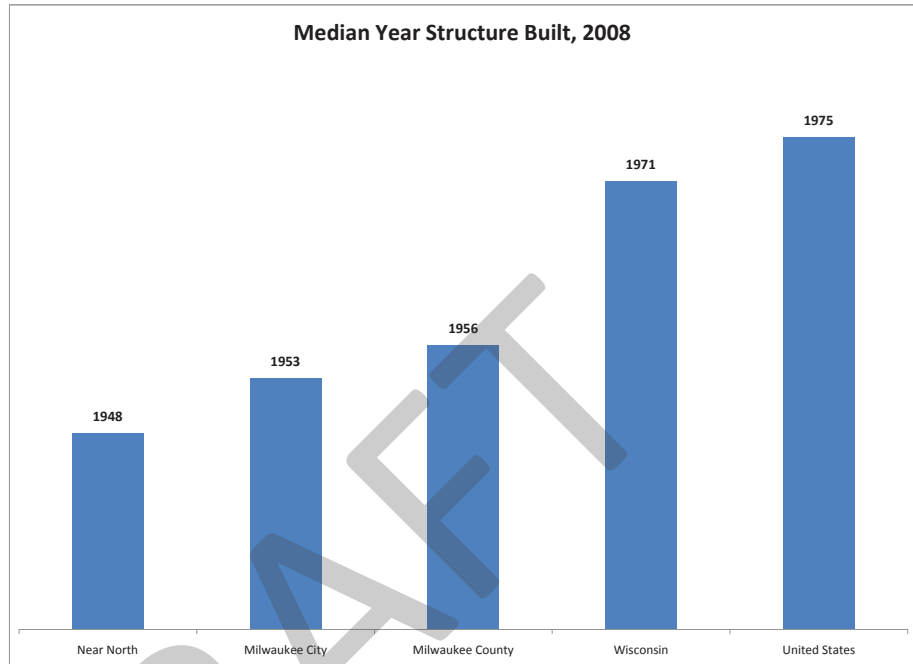


Figure 26

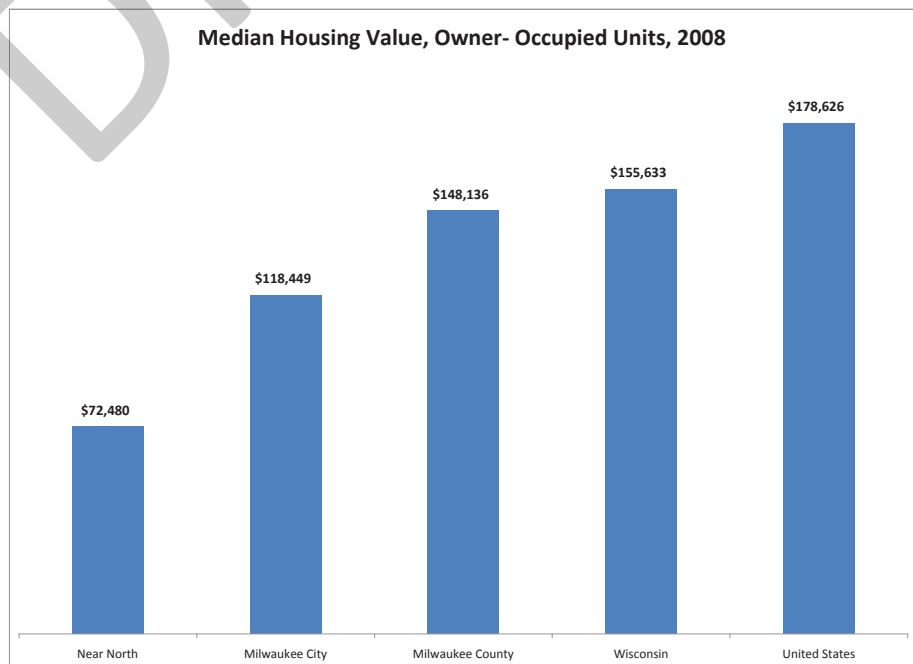


Figure 27

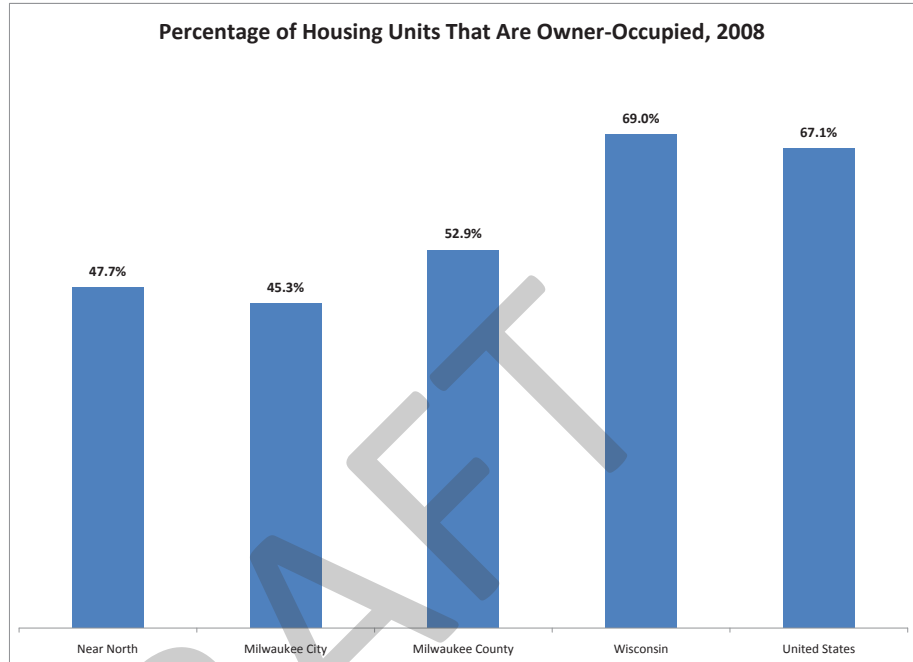


Figure 28



Figure 29

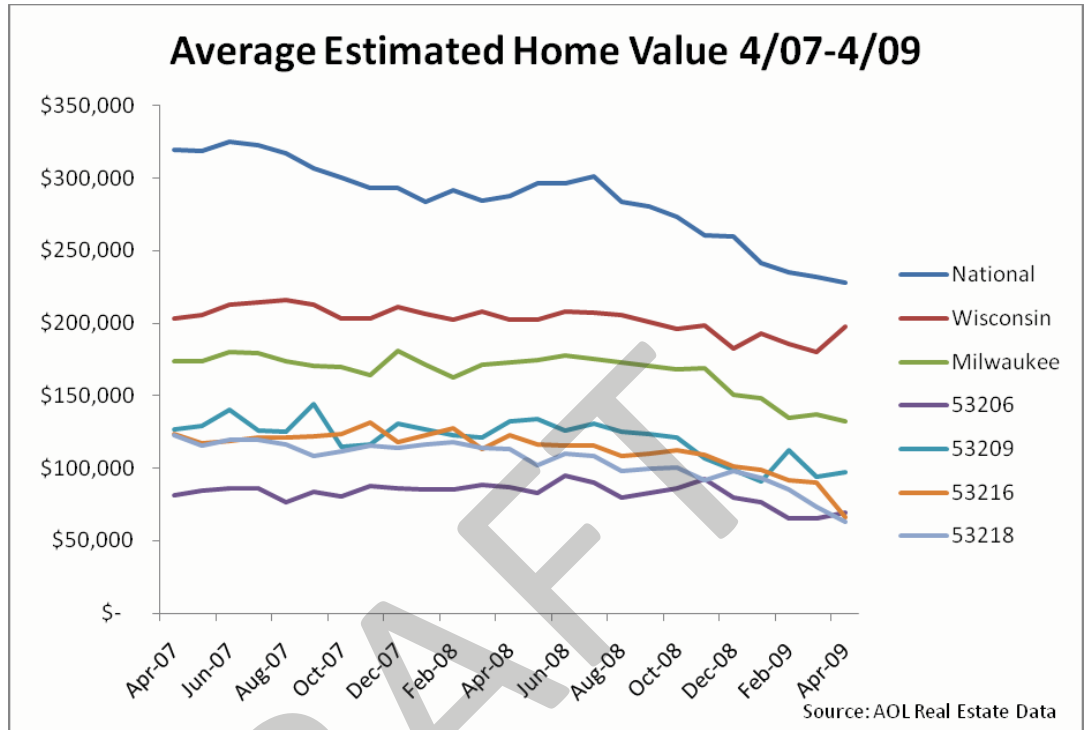


Figure 30

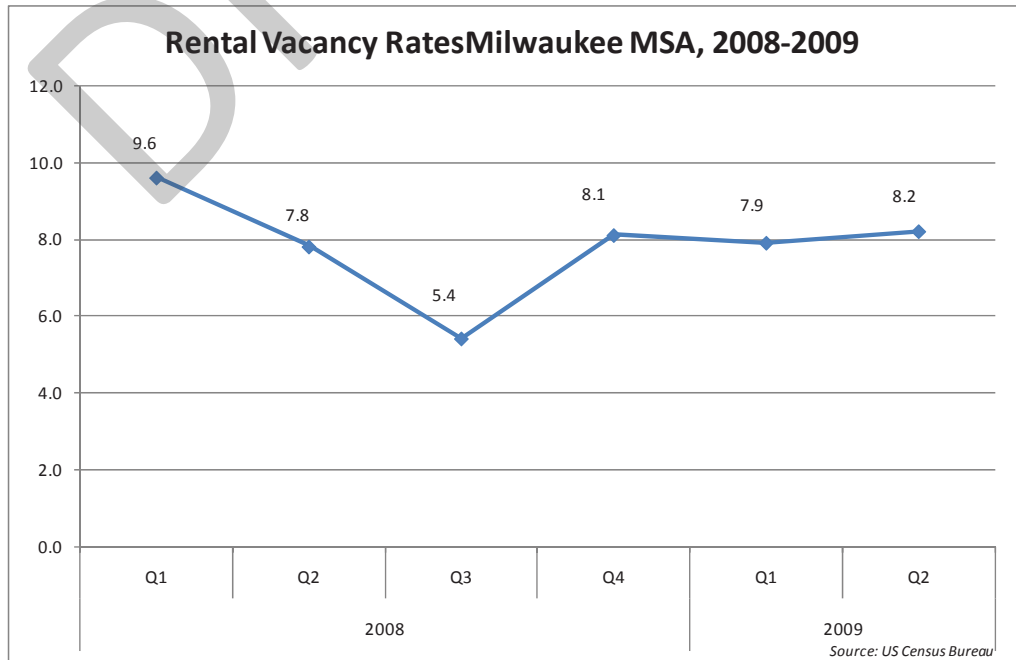


Table 1**Location Quotients for Milwaukee County, 2006****All NAICS 2-digit Industries**

NAICS	Industry description	LQ	Emp
61	Educational services	1.84	21,733
22	Utilities	1.54	3,750
52	Finance & insurance	1.44	37,798
55	Management of companies & enterprises	1.42	16,397
62	Health care & social assistance	1.32	86,126
31-33	Manufacturing	1.09	58,838
48-49	Transportation & warehousing	1.07	18,196
51	Information	1.06	14,308
71	Arts, entertainment, & recreation	1.05	8,223
81	Other services (except public administration)	1.00	21,596
42	Wholesale trade	0.97	23,057
56	Administrative & support & waste management & remediation service	0.94	37,225
53	Real estate & rental & leasing	0.85	7,500
72	Accommodation & food services	0.82	37,160
54	Professional, scientific, & technical services	0.78	24,970
44-45	Retail trade	0.76	47,729
23	Construction	0.41	11,860
21	Mining	0.03	60
11	Forestry, fishing & hunting, & ag support services (113-115)	0.02	10

Table 2**Top 10 Highest Location Quotients for Milwaukee County, 2006**

NAICS	Industry description	LQ	Emp
335	Electrical equipment, appliance, & component mfg	3.22	5,353
524	Insurance carriers & related activities	2.27	21,406
518	Internet service providers, web search portals, & data processing	2.03	3,733
333	Machinery mfg	1.91	8,538
611	Educational services	1.84	21,733
331	Primary metal mfg	1.84	3,271
492	Couriers & messengers	1.72	3,901
332	Fabricated metal product mfg	1.71	10,589
312	Beverage & tobacco product mfg	1.65	1,016
624	Social assistance	1.64	15,645

Top 10 Lowest Location Quotients for Milwaukee County, 2006

NAICS	Industry description	LQ	Emp
236	Construction of buildings	0.34	2,307
5415	Computer Systems Design and Related Services	0.42	2,001
326	Plastics & rubber products mfg	0.44	1,574
337	Furniture & related product mfg	0.48	1,023
238	Specialty trade contractors	0.48	8,871
336	Transportation equipment mfg	0.51	3,275
447	Gasoline stations	0.51	1,861
454	Nonstore retailers	0.59	1,211
5413	Architectural, Engineering, and Related Services	0.61	3,372
5419	Other Professional, Scientific, and Technical Services	0.62	1,466

Appendix

Table 3

Near North Neighborhood Retail Sales, 2008	Demand	Supply	Difference	Percentage of Demand Met
Total Retail Sales	516,663,943	187,112,085	329,551,858	36%
Automotive Parts/Accsrs, Tire Stores-4413	11,148,405	4,765,887	6,382,518	43%
Furniture and Home Furnishings Stores-442	17,547,383	366,599	17,180,784	2%
Electronics and Appliance Stores-443	18,099,544	4,161,922	13,937,622	23%
Building Material, Garden Equip Stores -444	78,641,900	24,349,957	54,291,943	31%
Food and Beverage Stores-445	109,124,103	58,062,232	51,061,871	53%
Health and Personal Care Stores-446	46,630,934	18,323,758	28,307,176	39%
Clothing and Clothing Accessories Stores-448	38,980,880	11,291,365	27,689,515	29%
Sporting Goods, Hobby, Book, Music Stores-451	14,109,750	3,521,612	10,588,138	25%
General Merchandise Stores-452	102,606,322	27,204,259	75,402,063	27%
Miscellaneous Store Retailers-453	16,506,302	3,827,692	12,678,610	23%
Foodservice and Drinking Places-722	63,268,420	31,236,802	32,031,618	49%
GAFO (General Merchandise)	196,982,473	47,376,959	149,605,514	24%

Table 4

Near North Neighborhood Retail Sales, 2008	Demand	Supply	Difference	Percentage of Demand Met
Food and Beverage Stores-445				
Beer, Wine and Liquor Stores-4453	6,069,549	16,132,903	10,063,354	266%
Clothing and Clothing Accessories Stores-448				
Other Clothing Stores-44819	1,815,958	3,877,052	2,061,094	213%
Sporting Goods, Hobby, Book, Music Stores-451				
Prerecorded Tapes, CDs, Record Stores-45122	1,603,903	2,538,954	935,051	158%
Foodservice and Drinking Places-722				
Drinking Places -Alcoholic Beverages-7224	2,684,379	5,327,913	2,643,534	198%

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Table 5

Pct Change in Average Estimated Home Value			
	07-08	08-09	07-09
National	-10.0%	-20.7%	-28.6%
Wisconsin	-0.5%	-2.4%	-2.9%
Milwaukee	-0.6%	-23.4%	-23.9%
53206	6.7%	-19.9%	-14.5%
53209	4.9%	-26.7%	-23.1%
53216	-0.3%	-46.3%	-46.4%
53218	-7.3%	-44.5%	-48.6%

Table 6

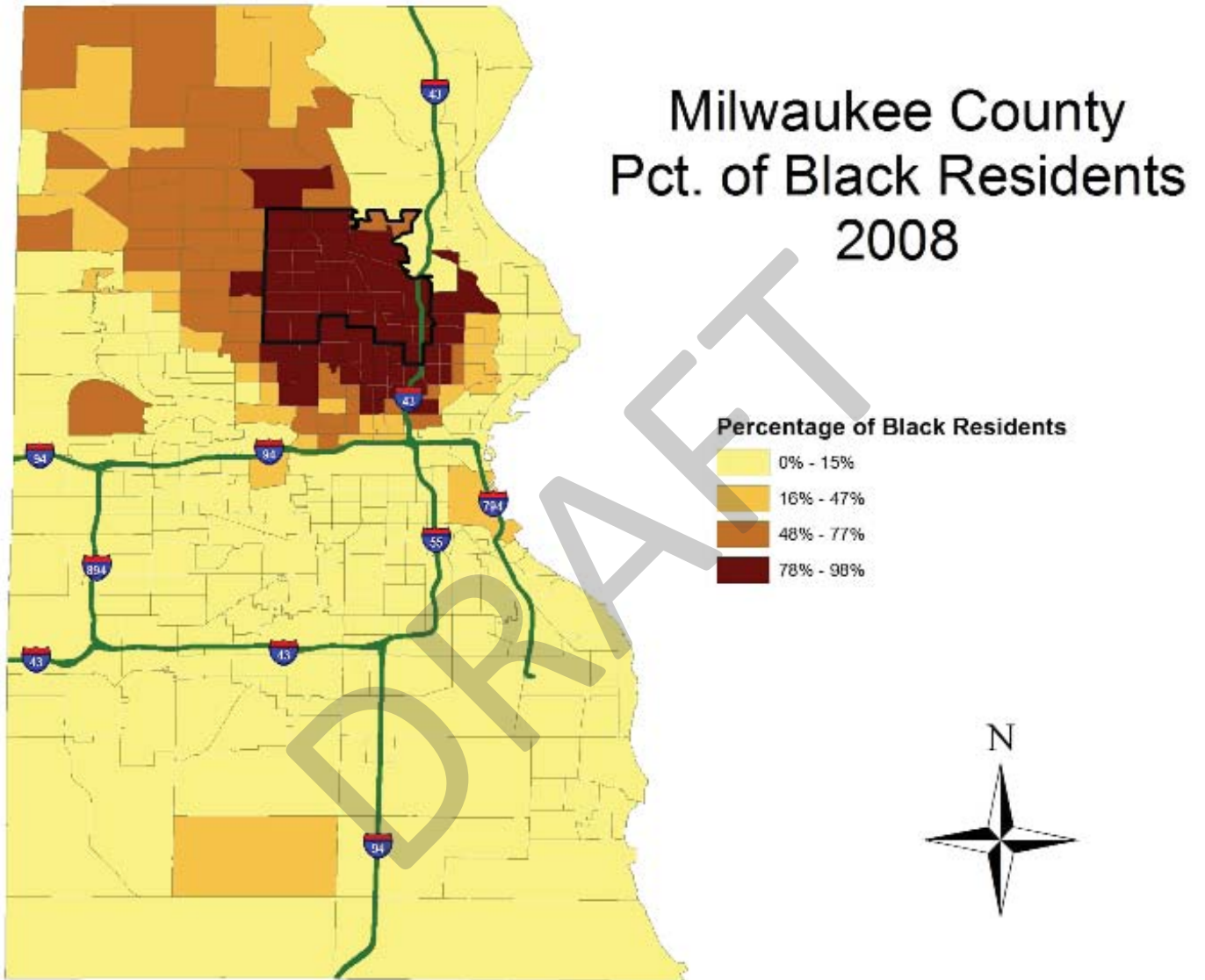
Foreclosed Home for sale		
	Number	% of Total
Milwaukee	4796	2.4%
53206	281	4.0%
53209	466	3.6%
53216	405	4.5%
53218	514	4.9%
Near North	1666	4.3%

Table 7**Rental Housing Price Range, August 2009**

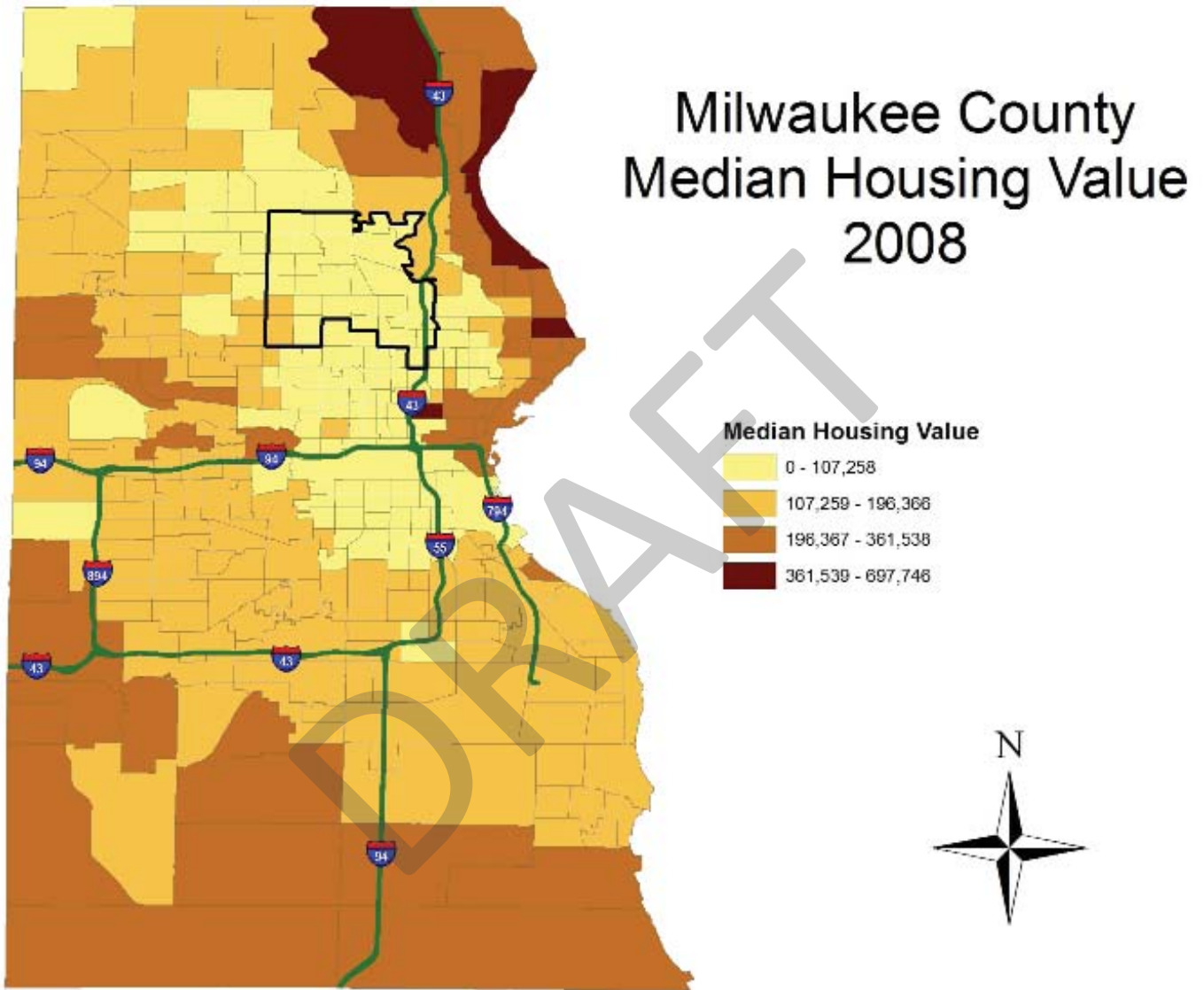
Zip	1 Bedroom	2 Bedrooms	3+ Bedrooms
53206	\$465-\$490	\$425-\$650	\$550-\$675
53209	\$450-\$550	\$525-\$700	\$750
53216	\$425-\$495	\$550-\$650	\$600-\$800
53218	\$435-\$530	\$525-\$795	\$695-\$800

Source: Milwaukee Journal Sentinel

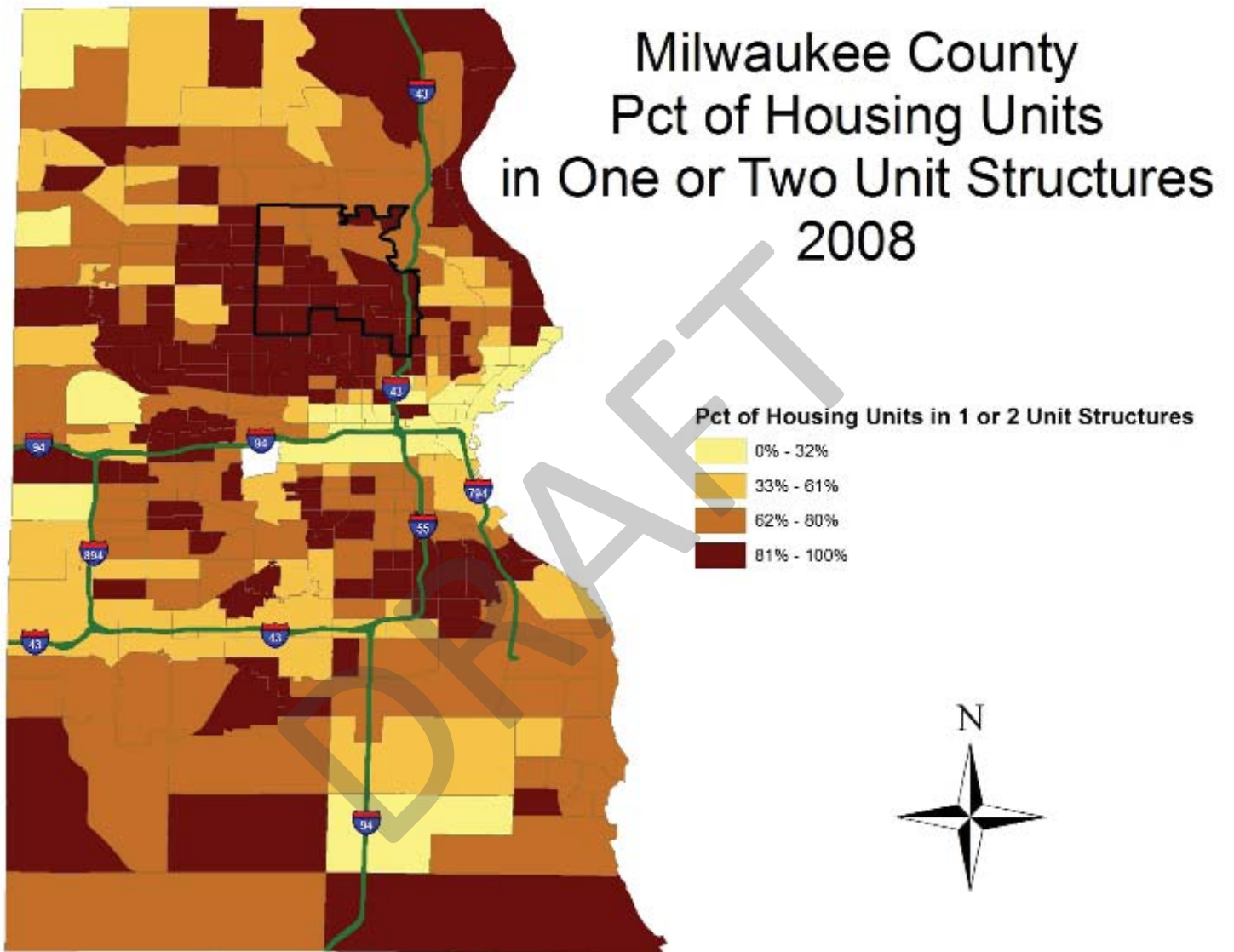
Map 1



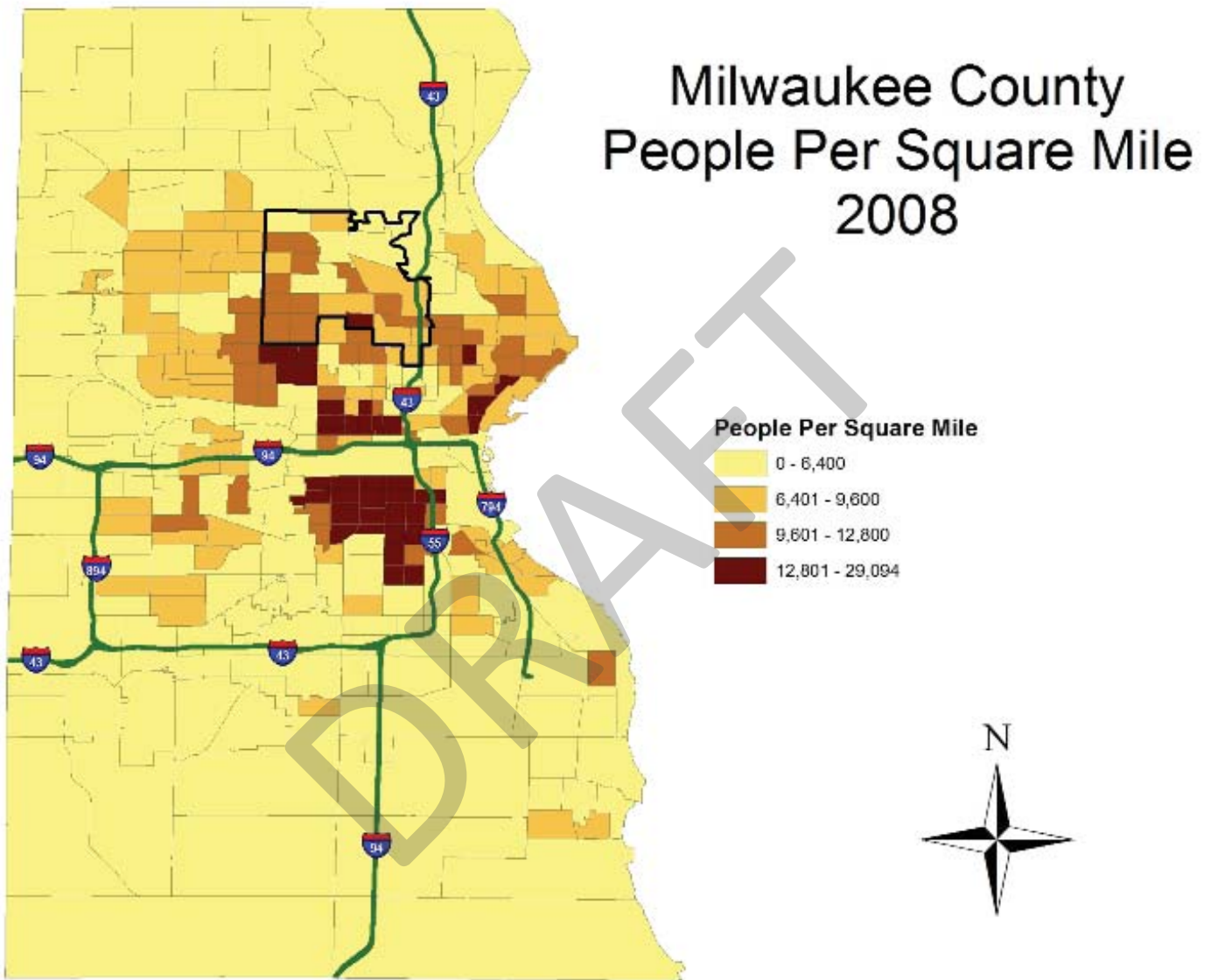
Map 2



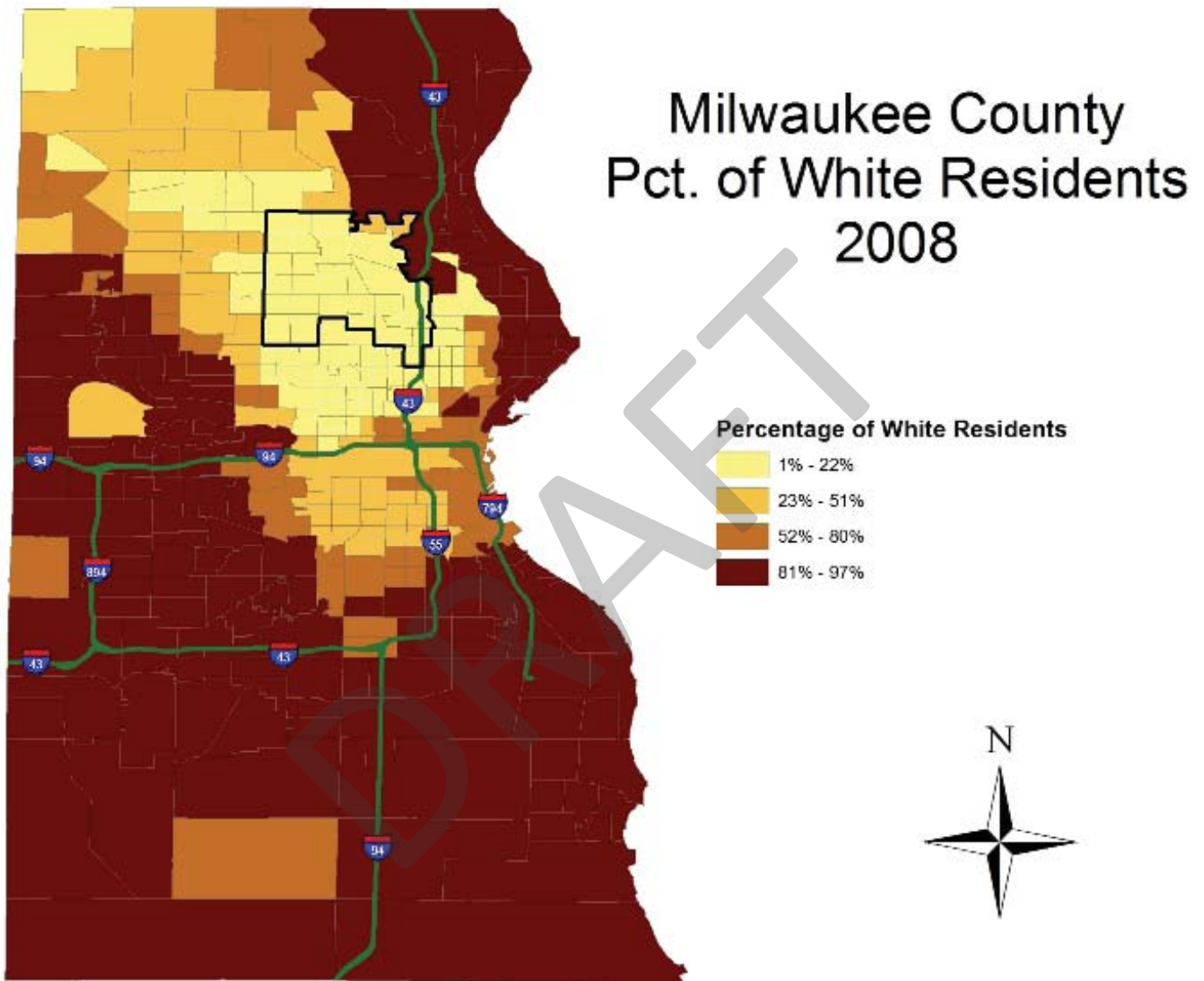
Map 3



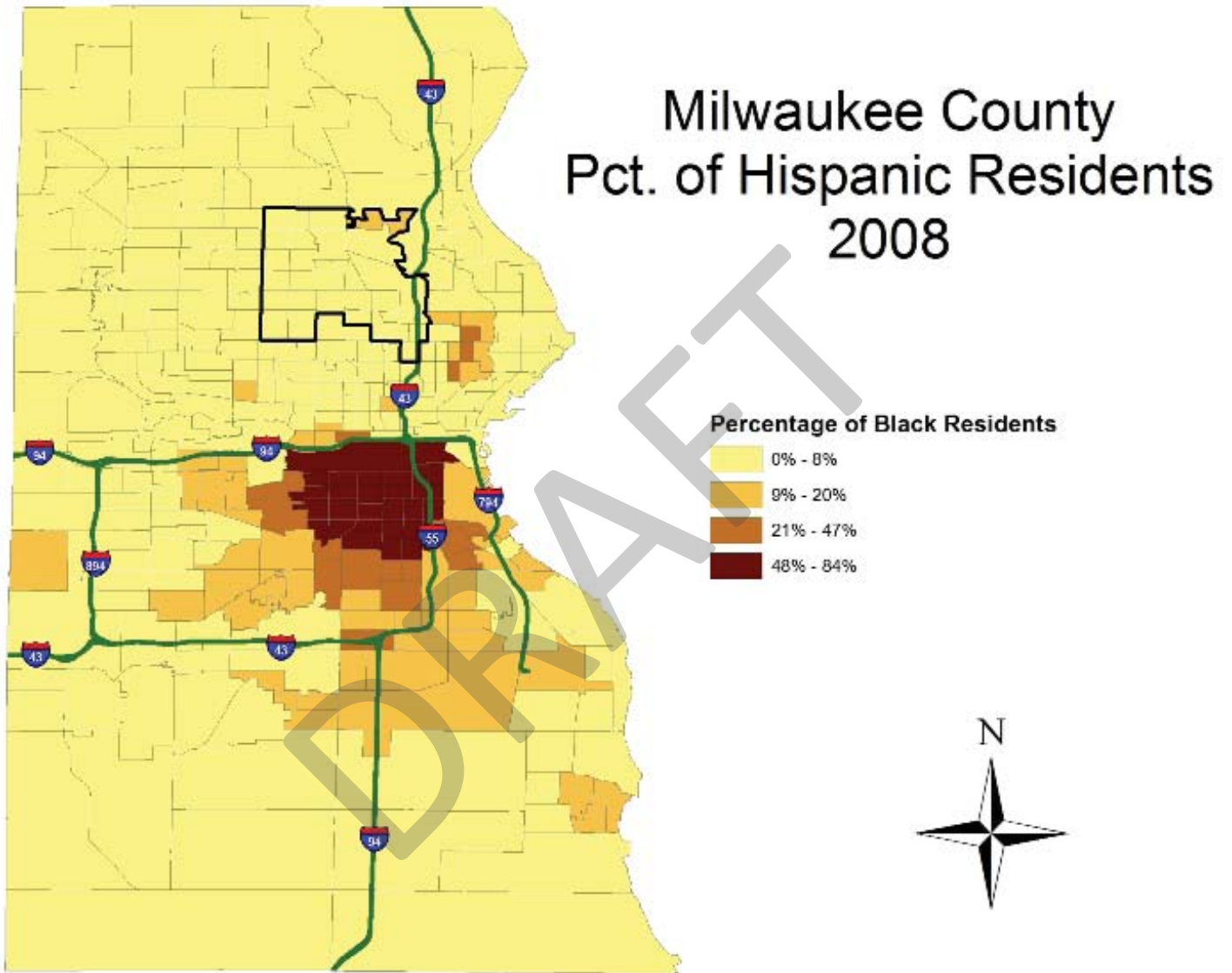
Map 4



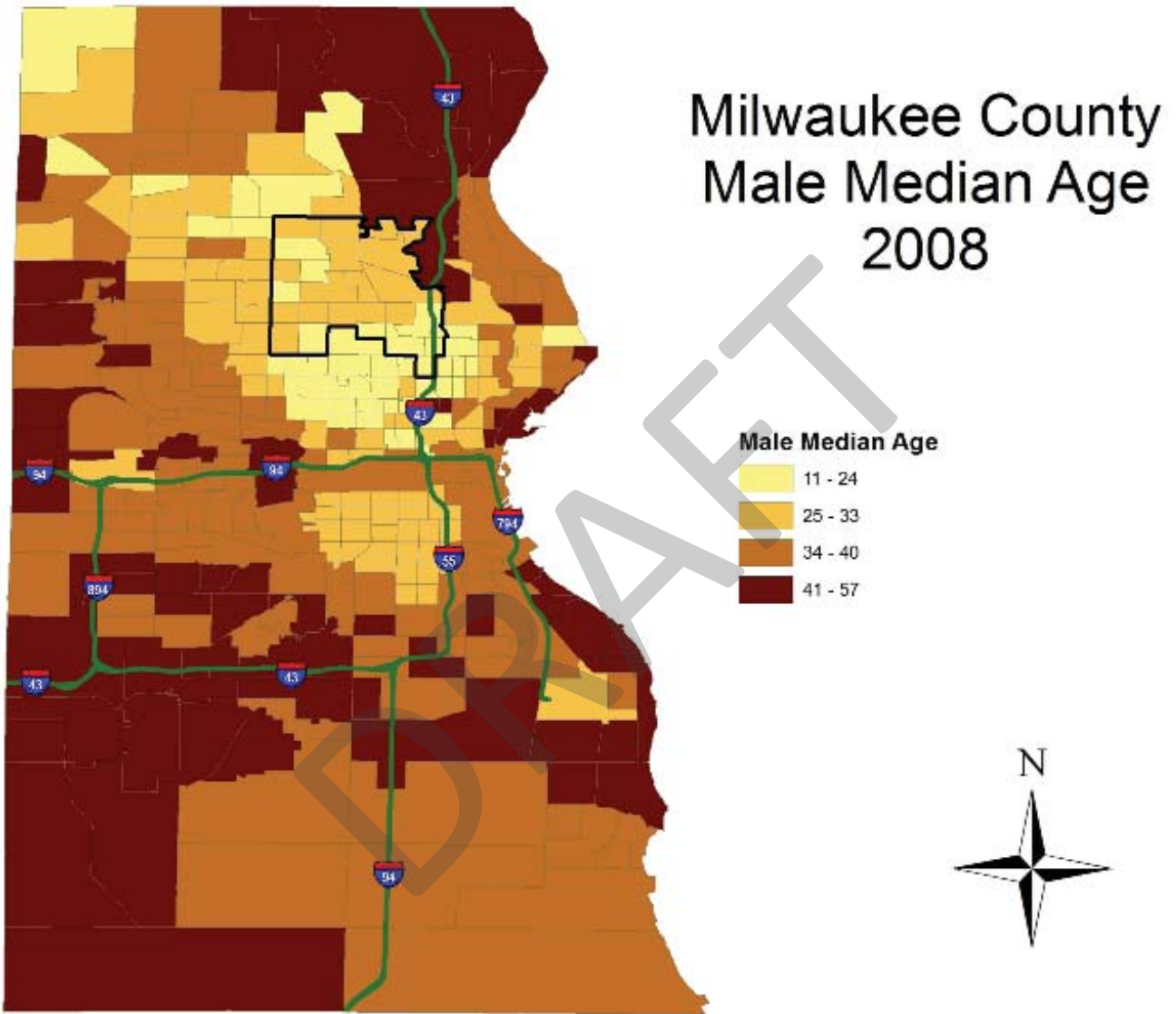
Map 5



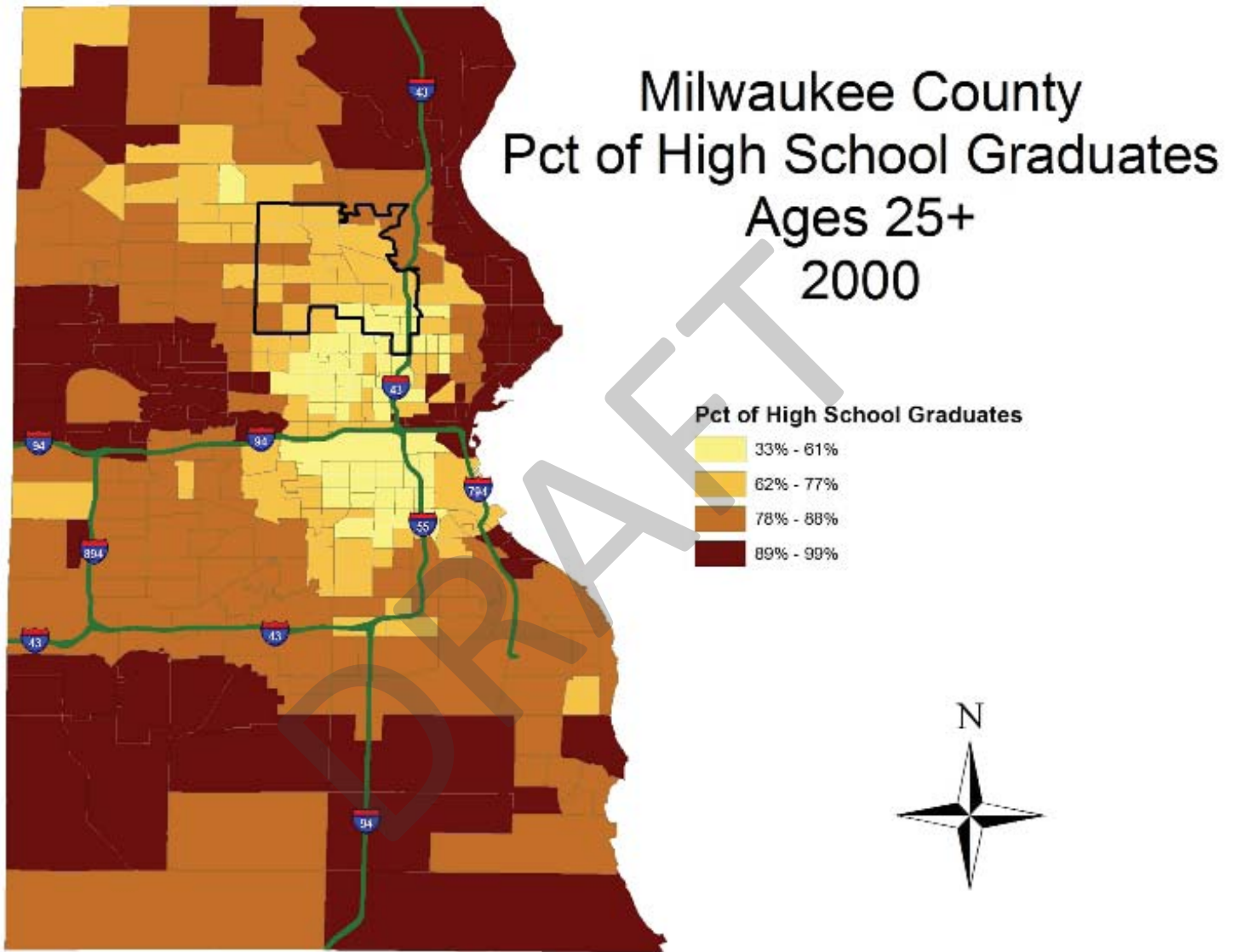
Map 6



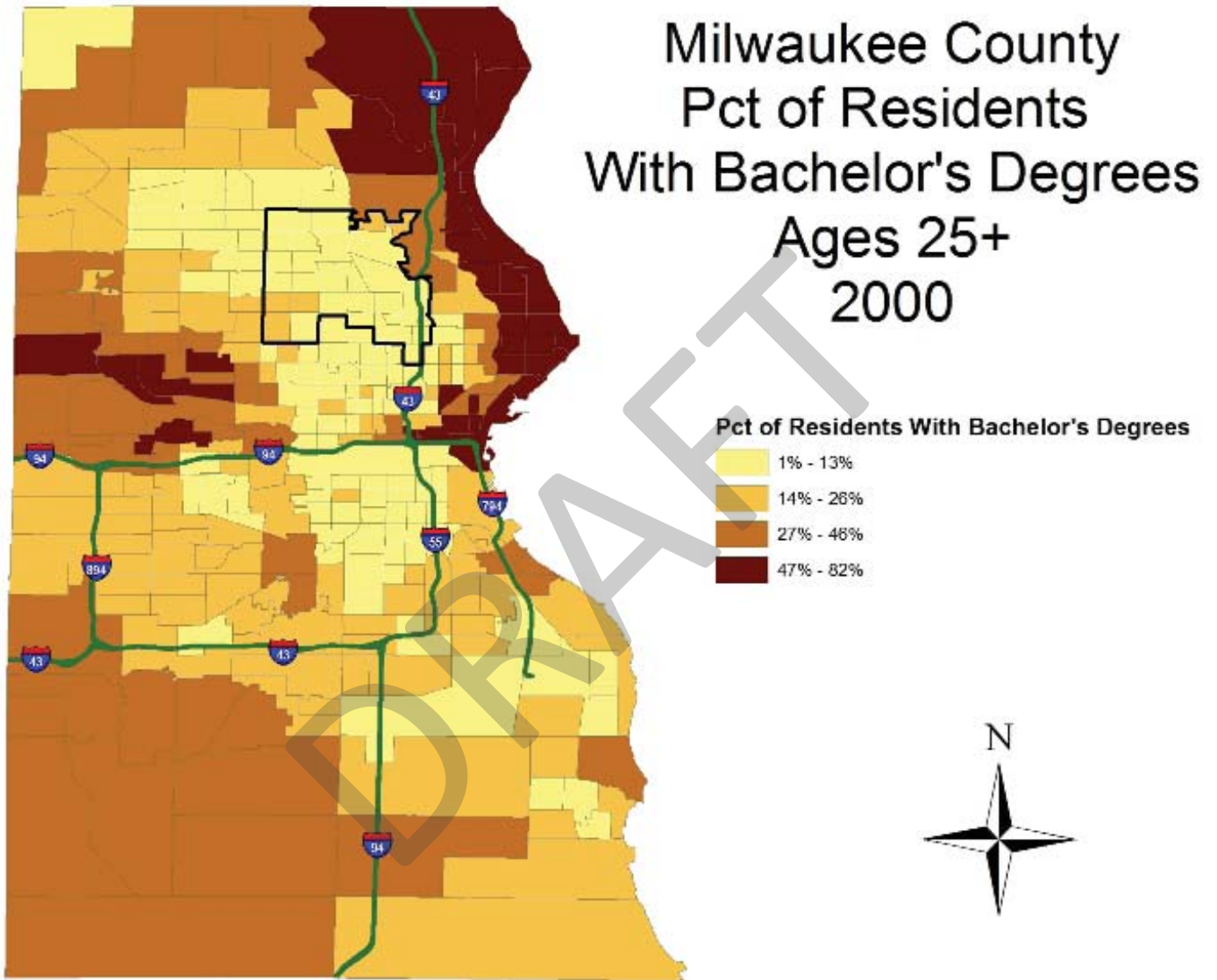
Map 7



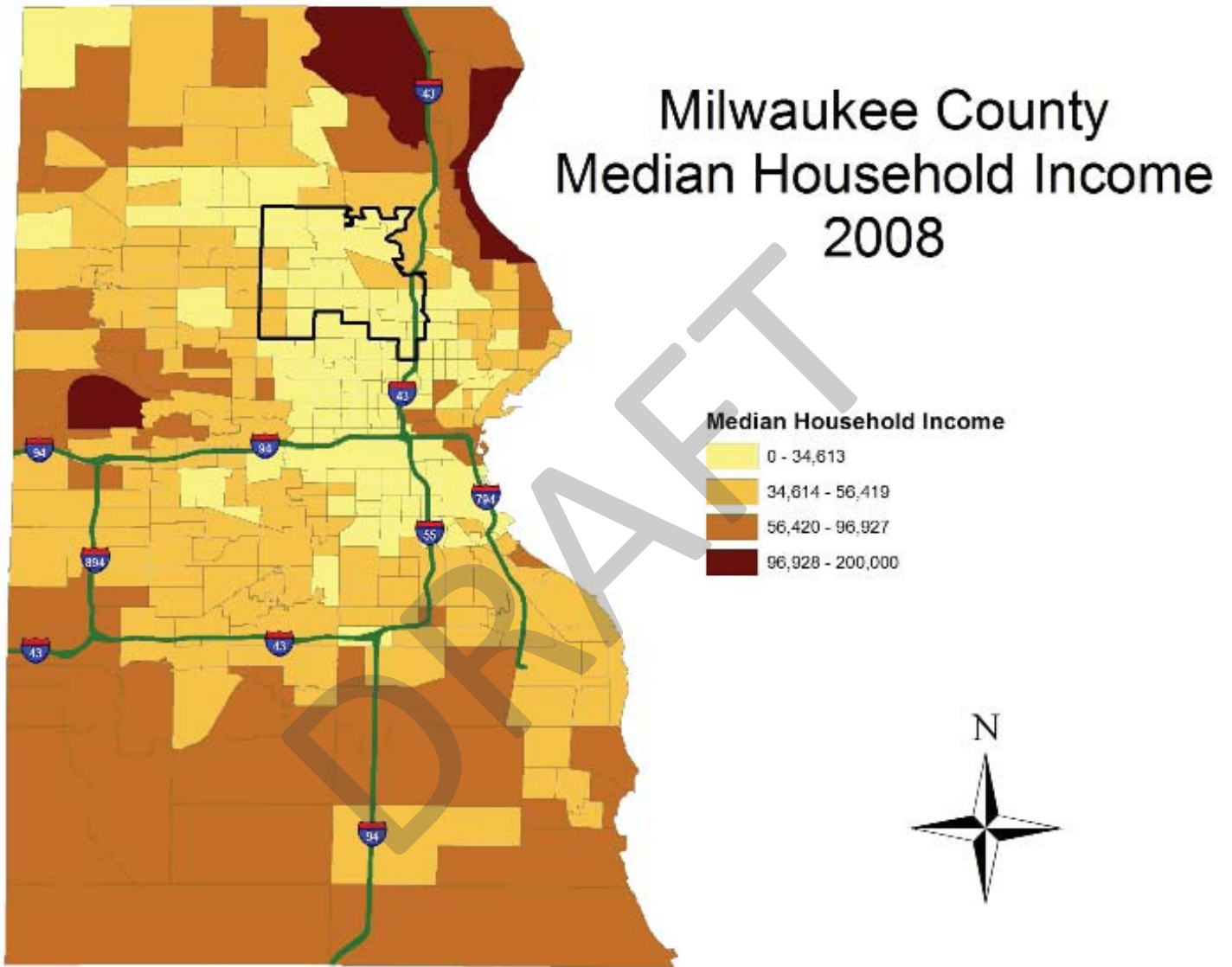
Map 8



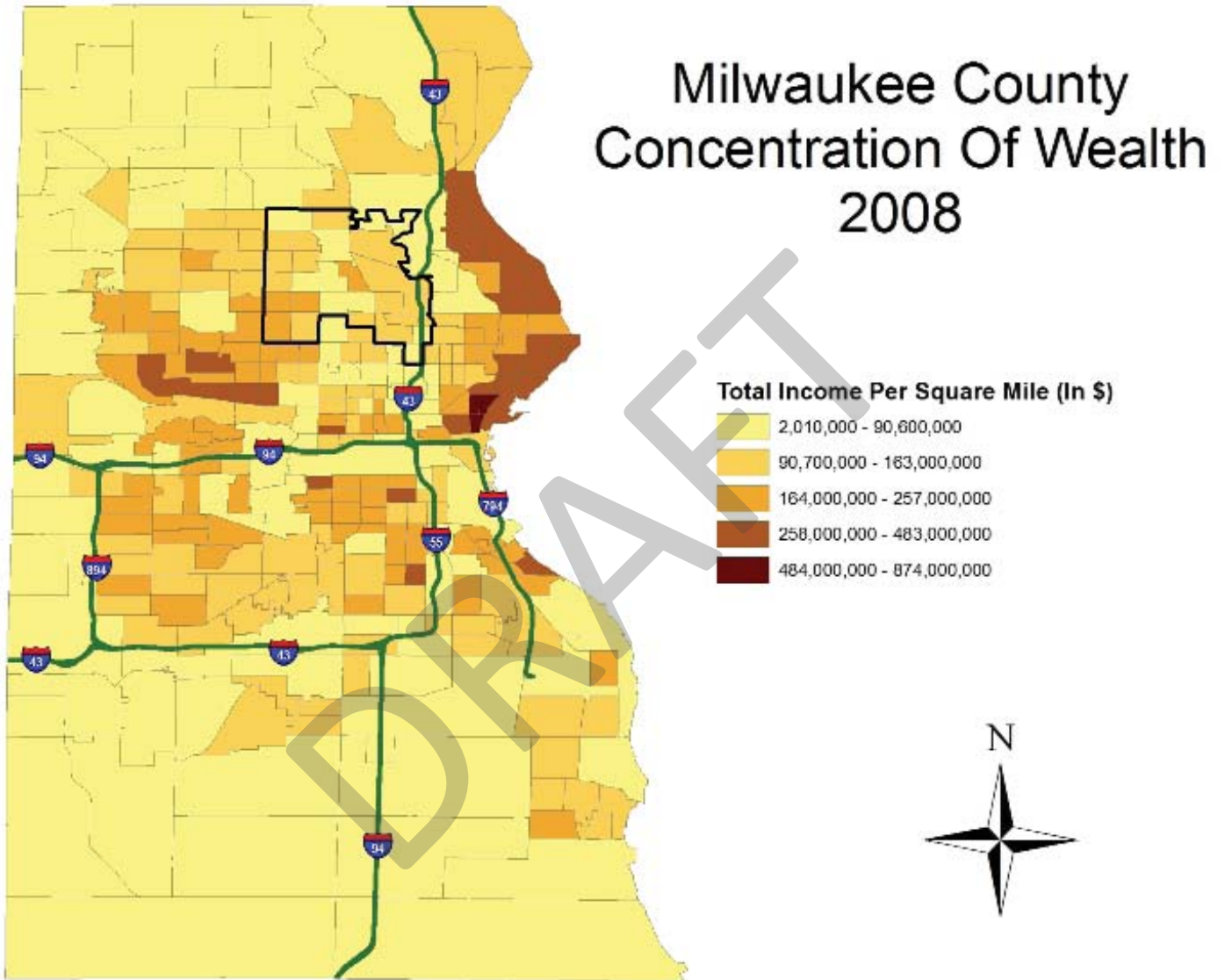
Map 9



Map 10



Map 11



Map 12

