Village of Mukwonago
Notice of Meeting and Agenda

Downtown Development Committee, DDC
Thursday, November 21, 2019

Time: **6:00 p.m.**

Place: **Mukwonago Municipal Building/Community Room 440 River Crest Court**

1. Call to Order
2. Roll Call
3. Approval of the Minutes: October 24, 2019
4. Referral Items
   a.) Downtown Yours Website, FB Page, Outreach Update

Discussion and Possible Action on the Following Items:

5. Downtown Strategic Plan Page 23 Recommendations Made for Immediate Implementation
   a.) Hwy 83 Reroute Around Downtown
   b.) Ordinance to Change Trucking Route onto Veterans Way/Holz Parkway
   c.) Police Department Crosswalk Safety Enhancements
   d.) Reinstitute the Historic Preservation Commission
6. 15-20 Minute Streetscaping & Wayfinding RFP Finalists Presentations followed by DDC Members Q&A
7. Comments from the Public
8. Streetscaping & Wayfinding Professional Design Firm Selection, Notification Procedure & Recommendation to Village Board
9. Adjournment

It is possible members of other governmental bodies of the municipality may be in attendance, at the above stated meeting to gather information. No action will be taken by any governmental body at the above stated meeting other than the governmental body specifically referred to in this notice.
Please note that, upon reasonable notice, efforts will be made to accommodate the needs of individuals with disabilities through appropriate aids and services. For additional information or to request this service, contact the Municipal Clerk's Office at (262) 363-6420.

Village of Mukwonago

Downtown Development Committee, (DDC) Meeting

Minutes of October 24, 2019

1) Call to order- Village Trustee Roger Walsh called the meeting to order at 6:06 p.m. located at Village Municipal Building, 440 River Crest Ct, Mukwonago, WI 53149
2) Roll Call: Members Present: Ray Goodden, Eliza Pautz, Dave Stockwell, Scott Reeves, Karl Kettner, Sandy Kulik, and Chair Roger Walsh. Dave Yeager and Village Planner Ben Kohout noted as absent and excused. Audience: none.
3) Approval of Minutes for the September 26, 2019 DDC meeting; Motion (Pautz, Reeves) to approve minutes; unanimously approved.
4) Referral Items
    a. Village Map Overview of Downtown tabled to a later meeting – R. Walsh noted that it is covered under discussion and action item no. 6.
    b. Available Village funds update 2020 Budget – R. Walsh reported that the recent RFP funding will be carried over to 2020, the operating budget from 2019 of $3,500 will be carried over, a Capitol Project Fund has $60,000 for road safety and downtown improvements is still available and approximately $290,000 to $300,000 in CDBG funding from a grant program that was developed years ago to implement a loan program (which never got much interest) was also still available.

Discussion and Possible Action on the Following items:

5) DDC Chair Six Month Progress Summary (Refer to Strategic Plan) – mukwonagodowntown.com: R. Walsh reviewed DDC progress and noted RFP currently in progress, the DDC participated in an outreach through the Economic Summit, contact with the Rotary and Schools regarding collaboration and participation efforts, identified and worked with Historic Preservation groups related to their wayfinding and signage efforts and developed 2020 Capital and Operating Plans. Elements of the strategic plan were reviewed: Highway 83 reroute, Holz Parkway truck route, RFP for Wayfinding & streetscape, Police Department safety for crosswalks and traffic suppression improvements, and Public Parking options.
6) Village Map Overview of Downtown & Discussion of Conceptual Re-Development Areas – R. Walsh reviewed the zoning and overlay districts. R. Goodden discussed Citgo area and relayed that the area could be used for parking but that easements and other concerns needed to be reviewed. His concept is that the Village could investigate how to keep the existing building, improve the parking lot area, including removal of trees in the middle of the lot, and lease the parking spaces from the owner as additional downtown parking. The Village parking lot on Jefferson was reviewed. K. Kettner suggested continuing the sidewalk down to Atkinson and to have sidewalks at the museum property as well to guide visitors to the lot behind there as well. Concerns over whether the property owners south of the Jefferson lot would approve of sidewalks. S. Kulik comments that the land is likely right of way and the Village owns it. GIS

overview map confirms the area is right of way. Review of Plank Road abandonment and discussion on how it separates two neighborhoods. Discussion on Walgreens areas and leasing spaces for additional parking in the downtown area.

7) Mukwonago Downtown Yours Resources Updating, Usage and Implementation: R. Walsh reported that S. Reeves had agreed to be the contact person for the information web sites, however it was determined that only employees can be administrators of the site and he will work with staff for any proposed changes. The mukwonagodowntown.com site was reviewed. E. Pautz provided list of concerns raised with the site. R. Walsh commented that the site updating would need to be from the creator Karl James and that it would likely cost funds. S.Kulik comment that why have it at all and that the information could just be put on the Facebook page and monitored that way. Consensus to migrate data from the site to the Facebook page and S. Reeves will work with staff to update.
8) Public Outreach and Collaboration discussion – E. Pautz commented on survey link to be added to Facebook and twitter pages.
9) Pedestrian Friendly LED Street lighting Update - R. Walsh reported that the lighting was being added and one was already in place. The lights are more economical and brighter. Maps were reviewed showing the proposed placement for the other lights.
10) Mukwonago Museum Historic District Signage, CLG-HPC, MOPS Updates – R. Walsh discussion on the toppers on street signs, the walking tours and plaques on historic homes. Also reported that the Village is still a Certified Local Government – Historic Preservation Commissions and that the Village needs to develop this commission. Proposed Mukwonago Outdoor Performance Stage (MOPS) was on the Village Committee of the Whole meeting held October 2, 2019. He reported that the funding for the MOPS is still there and that the Public Works had offered lower cost alternatives to what was conceptually shown as they were very expensive. The proposed MOPS is to be located in Miniwaukan Park to take advantage of the trolley stop.
11) Comments from the Public: None.
12) Adjournment: Motion (Kettner, Pautz) to adjourn at 8:05 p.m.; unanimously approved.

Respectfully submitted: Sandy Kulik

Downtown Roadway Design-
Streetscaping Enhancement Plan with
Recreational and Wayfinding Signage
Design Services

Request for Proposals

Village of Mukwonago
440 River Crest Court, Mukwonago, WI 53149

October 2, 2019

Summary

The Village of Mukwonago would like to invite all qualified designers, landscape architects, graphic artists, and/or other professionals to submit proposals to create a Downtown Village roadway design and streetscaping enhancement plan that includes recreational and wayfinding signage.

There is a need to address a non-descript Village Center district and perceived need to address hard to find public parking in addition to Parks, Camping, Boating, Vernon Marsh birding and wildlife areas, trolley stop and sports fields, etc.

The Roadway/Streetscape Design Services and Signage Project will provide the Village with design guidelines and technical specifications that conceptually envision practical and effective elements to promote a sense of place. In addition, wayfinding signage for the Downtown District, public parking, Historic District(s), recreational network, and parks shall be incorporated into the Design Plan.

The Village plans to pursue the fabrication and installation of the streetscape and signage elements separately, as such these services are not part of this scope of work.

The Streetscape Design Services and Wayfinding Signage shall:

1. Address the intent of the Downtown District as a vibrant central core of the Village, with cohesive signage/branding that captures the character and uniqueness of the Downtown District.
2. Address the intent of the Village wide events and recreational network (including parks, trails, and physical features) as a regional draw and asset, emphasizing connection and usability.
3. Provide greater visibility and identification of a downtown and associated public parking resources.

The Village of Mukwonago is located in the Southeastern part of the State of Wisconsin and has a population of just over 8,000. Located approximately 30 minutes West of Milwaukee, on Interstate 43 and State Highway 83, combined with the Downtown and points of interest throughout the Village, make it very unique and attractive for various modes of visitor, recreation and park uses. More information on the Village can be found at www.villageofmukwonago.com and www.Mukwonagodowntown.com .

The Downtown Strategic Plan was created by the Downtown Strategic Plan Committee. (DSPSC) The DSPSC and Plan process included Village Trustees, Administration/Economic Development, Staff, Local Business Owners, Chamber of Commerce, Community Members, public meetings, surveys, and an Open House. The Plan was approved by the Village Board of Trustees which then created the Downtown Development Committee, (DDC), to assist in implementing the Strategic Plan.

Project Information

The Village of Mukwonago has identified a lack of cohesive downtown streetscape treatments that announce you have arrived within the Village Center. Moreover, the lack of color, common elements, perceived safe pedestrian crossing opportunities (State Highway 83), lighting elements, benches, planters, garbage receptacles, handicap parking opportunities within the Downtown area that detract from the visitor and resident experience in the Village.

The Village Center lacks common Signage elements that announce one has arrived. Incorporating downtown streetscape elements and common signage style are sought to better address these items. The Village of Mukwonago has identified a lack of wayfinding signage for transportation (municipal parking) and recreational uses. Moreover, the presence of suboptimal signage at public parking lots and throughout the downtown detract from the visitor and resident experience in the Village.

The Downtown Strategic Plan Tier 1 Road Design and Streetscaping Enhancement recommendations can be summarized into the following generalized categories of needed streetscape improvements:

1. Crosswalks,
2. Beautification,
3. Lighting,
4. Safety,
5. Connectivity,
6. Gateways.

Signage needs can be summarized into the following generalized categories of needed wayfinding improvements:

1. Village wide park wayfinding signage,
2. Village wide recreation opportunities signage (trailheads, fishing and boating spots and along the paths)
3. Downtown pedestrian wayfinding signage
4. Historic District wayfinding signage
5. Downtown public parking signage

Goals:

<u>Streetscape</u>

The Village has identified the following goals of the Streetscape Project:

- Propose ideas for banners, street lights, benches, garbage/recycling cans, bike

racks, shade, vegetation, restrooms, water fountains, gathering spaces and gateways
- Connect and enhance Indianhead Park on the southern boundary of downtown
- Incorporate elements that promote the concept of being welcoming, attractive, colorful, connected and safe and which requires minimal maintenance.

Wayfinding Signage

The Village has identified the following goals of the Wayfinding and Signage Project:
- Strategic placement geared primarily towards pedestrians
- Highly user friendly for visitors and residents alike
- Providing a clear "Gateway" concept that one is entering the downtown district
- Graphically consistent
- Create a sense of place related to the Village's Downtown District and recreation system

Scope of Work:

Streetscape Proposal

1. Review existing streetscape element conditions
2. Meet and work with the review committee and staff
3. Provide public participation and engagement recommendations and services.
4. Provide a minimum of at least two design alternatives or variations for review by the Project Committee. Full details on all recommended elements. The details should include the following elements:
    a. Color Schemes
    b. Cut Sheets for any recommended amenities (lighting, benches, planters, etc.)
    c. Materials
    d. Base map of Village Center (as defined) showing all elements incorporated
    e. 3-D illustrative typical section representing full immersion into completed project with selected elements.
    f. Preferred concept recommendation from firm and explanations.
    g. Build out cost estimate (based on regional comparisons).

Wayfinding Signage

Upon selection, the successful candidate or team will perform the following tasks as part of the scope of work:

1. Review existing signage
2. Meet and work with the review committee and staff
3. Provide a minimum of at least two design alternatives or variations for review by the

Project Committee. Full signage design suites are required for the (1) park entrances and trail system, (2) downtown pedestrian level, (3) downtown public parking categories and (4) Pearl/Grand Nation Register Historic District (Directions only to the Historic District are expected) and as outlined in the summary. The suite should include the following elements:

   a. Uniform symbols, text, color, and scale
   b. Color schemes
   c. A hierarchy of signs for each category
   d. A version of the Village of Mukwonago logo
   e. The signs must be reproducible for future fabrication
   f. All signs must meet industry standards for vehicular clearance, reflectivity, lighting, safety standards as well as applicable federal and state DOT regulations
   g. Recommendations on materials which take into account maintenance and replacement costs

4. Provide maps detailing location, placement, and quantity recommendations for each of the above categories. Maps should include both Village wide and downtown specific scales.
5. Provide an overview of fabrication and installation guidelines and pricing estimates for the Village to consider as the project moves forward.
6. Cost estimates, including installation (based on regional comparisons).
7. Provide public participation and engagement recommendations and services.

Professional Requirements

The successful team, at a minimum, will possess the following qualifications:

- Graphic design experience with wayfinding signage, streetscape design and branding.
- Public sector contracting experience.
- Project management experience, ensuring delivery within scope, according to schedule, and within budget.
- Transportation sign regulation knowledge, MUTCD experience.
- Recreational signage experience.
- Familiarity with relevant materials, fabrication and maintenance needs, and experience working with fabricators.
- Familiarity with Wisconsin DOT or other DOT standards for streetscape allowances

The successful team will ideally also possess the following:

- Experience working with tourism industries.
- Experience working with parks departments.

RFP Submission Requirements

1. **Team Profile and Information**
    a. Short narrative of the firm or team profile(s), identifying the principles of the firm, key personnel who will be responsible for the project work, and similar project experience.
    b. A narrative of the team and company culture, design philosophy and approach, process, and an explanation of why the proposer's team is the most qualified firm to provide the requested services.
    c. A sample portfolio of relevant experience including artwork, design and photographs of previously implemented projects similar in nature, if available, with project budgets.
    d. An overview of a typical scope of work and any relevant rate sheets.
2. **Proposal**
    a. Four (4) Total print and bound copies, and one (1) Electronic version of all submittals.
    b. A narrative that demonstrates understanding of the project proposal, expression of the firm's interest in the work.
    c. Provide a succinct, but detailed description of the process and products that would be delivered based on the Scope of Work section of this RFP, including the following elements:
        i. Specifics regarding streetscape element placement
        ii. A style suite that outlines appropriate design/location matches
        iii. Signage location recommendations
        iv. Specifics regarding signage placement
    d. Submit a schedule for completing the scope of work.
    e. Submit a total project budget for completing the scope of work.
3. **References & Samples**
    a. Three references, including current contact information, from any combination of the following:
        i. Public sector client
        ii. Private development corporation or agency
        iii. Private art installation of commissioned projects
    b. Provide digital copies of two example work products that most closely match the product desired in this RFP.

Evaluation Criteria

- Experience with designing wayfinding signage and similar signage systems, including technical expertise and industry experience.
- Experience with designing streetscape elements allowable within Wisconsin DOT right of ways.
- Approach and project understanding.

- Quality, completeness, and clarity of submission.
- Plan budget and value to the Village.
- Special consideration for firms or teams who demonstrate a keen knowledge of the Village of Mukwonago may be considered in lieu of other selection criteria or in addition to above criteria.

Submittal Deadline and Process Timeline

Interested teams must submit required materials **by November 15, 2019 by 11:00 o'clock am**, to bkohout@villageofmukwonago.com, or by mail or in person to:

Subject line: Streetscape/Wayfinding
Benjamin Kohout
Village Planning Department
Village of Mukwonago
440 River Crest Court
Mukwonago, WI 53149

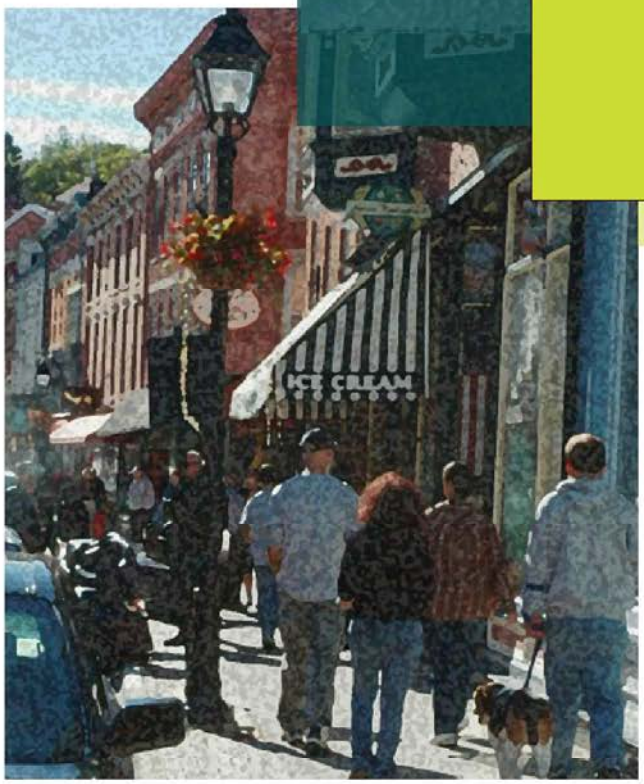
Inquiries or questions regarding the RFP can also be sent to Benjamin Kohout, Village Planner, at bkohout@villageofmukwonago.com. Questions/inquires accepted from October 17, 2019 through October 31, 2019. Responses to be sent out by November 1, 2019.

Timeline of Events (anticipated and subject to weather cancellations/lack of quorum):

- October 17, 2019, RFP open
- November 15, 2019, 11:00 am, deadline to receive RFP's.
- November 15, 2019, 11:30 am, RFP's bid opening, Village Hall, Mukwonago, WI.
- November 15-November 18, 2019, DDC elected representatives to evaluate/grade RFP's on stated criteria contained herein.
- November 21, 2019, 6:00 pm, RFP top candidate(s) to conduct presentation(s) to Downtown Development Committee at regularly scheduled Public meeting (order of presentation to be determined at random by Committee Chair by method of their choosing).
- November 21- December 4, 2019, following presentations and deliberations amongst DDC members, top candidate to be recommended to Village Board.
- December 4, 2019, DDC Committee Chair to recommend to Village Board top candidate.
- December 18, 2019, Village Board to take action to select RFP recipient.
- January 1, 2020-March 31, 2020 – Downtown Roadway Design and Wayfinding Sign process and deliverables are completed and submitted to the Village.
- April 1, or April 15, 2020, Downtown Roadway Design and Wayfinding Sign deliverables are presented to Village Board by RFP recipient.

Downtown Roadway Design

Streetscaping Enhancement Plan with Recreational and Wayfinding Signage



Proposal

Design Services

Mukwonago, Wisconsin

November 15, 2019

Foth etc. design studio


Foth
design studio
etc.

Cover Letter

Mr. Benjamin Kohout, Community Planner
Planning and Zoning Department
Village of Mukwonago
440 River Crest Court
Mukwonago, WI 53149

RE: Downtown Roadway Design Services:

Our team would like to thank you for allowing us the opportunity to propose on what we think is a unique and exceptional project. We really appreciate the way that you have framed the proposal combining the wayfinding and streetscape improvements together as one. Many similar projects would have separated the two, treating them as two unrelated elements in the streetscape. Talking with Village staff and the DDC members, The Village of Mukwonago gets it! You understand that by uniting "wayfinding " and "landscape" it makes for a more dynamic, interesting and pleasurable space. It is also one of the core philosophies of our team.

Our team makes a deliberate and conscious effort to incorporate wayfinding signage into the landscape so that the landscape and wayfinding become one. We go through a very thorough and collaborative process, developing themes and patterns that resonate with the residents and patrons. We carefully select all of the components that make up the streetscape, so when combined, they clearly express the unique personality of the space. Mukwonago has many points of heritage and history that we can pull from to express what is unique and intrinsic to Mukwonago. When people enter the space, it will be evident that you have entered "Downtown Mukwonago" and there is no other place like it!

The intent of these improvements are to elevate the aesthetic of the area, to promote walking, gathering and celebration and to increase tax base. The pride in your downtown is quite evident when talking to staff and members of the DDC. We are going to leverage this pride into a focused and collaborative design process. The end of the process will be an assemblage of amenities, improvements to the streetscape and the improvements to building façades and signage that will activate a space and create a space where people want to hang out, spend time and most importantly spend money.

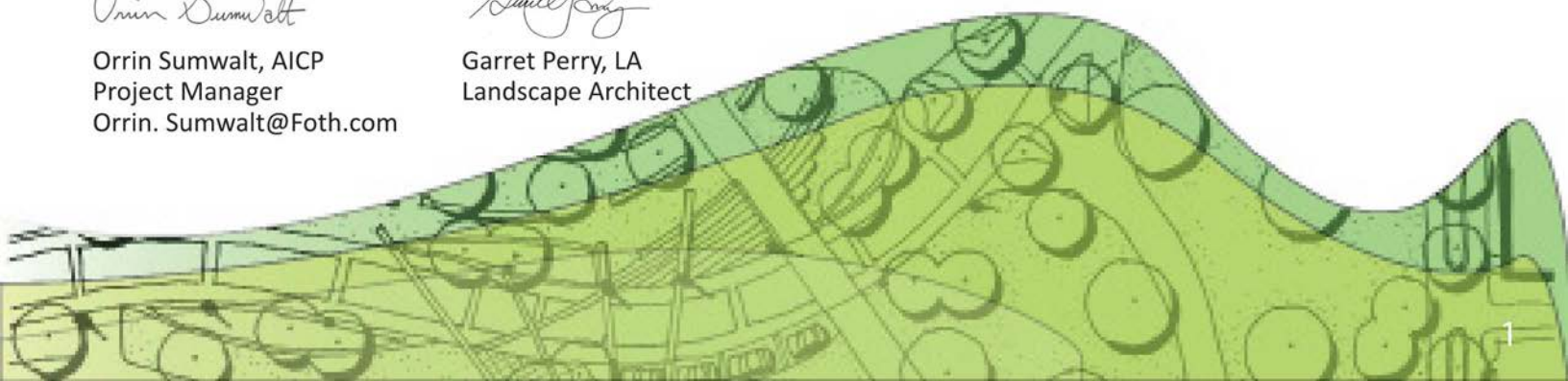
Our team is composed of Foth Infrastructure & Environment, LLC and design studio etc. Our two companies work as a team, attending all meetings, equally participating in the public process and collaboratively developing the themes, patterns and final design solutions for each project on which we work. The main point of contact and the Project Manager for this project will be Orrin Sumwalt of Foth. Mr. Orrin Sumwalt is a dedicated team leader that will serve as your Project Manager throughout the project. Mr. Sumwalt is a Professional Planner with a history on both the public and private sectors. Orrin will be accompanied by Garret Perry owner and landscape architect of design studio etc. Garret will take the lead role on the streetscape and wayfinding design. Garret has been practicing landscape architecture for 25 years and has designed and implemented numerous projects of similar scale and importance, some of which have been award winning.

Much of our inspiration comes from public feedback and public participation. We are glad to see that you have built in a public process to help drive the design. We could conduct hours and hours of research investigating the history and culture specific to these areas, but many times it is the one-on-one and group discussions that really influence design ideas. Who better to know the history or unique and unknown character of a space than the local residents?
We would be thrilled to have the opportunity to work with Village of Mukwonago on this exciting project and believe that we have put together dynamic and collaborative team that can creatively assist in developing a inspired and unique downtown streetscape and complimentary wayfinding signs. We want to thank you again for this opportunity and we respectfully submit this proposal for professional services.

Sincerely,

Orrin Sumwalt, AICP
Project Manager
Orrin. Sumwalt@Foth.com

Garret Perry, LA
Landscape Architect

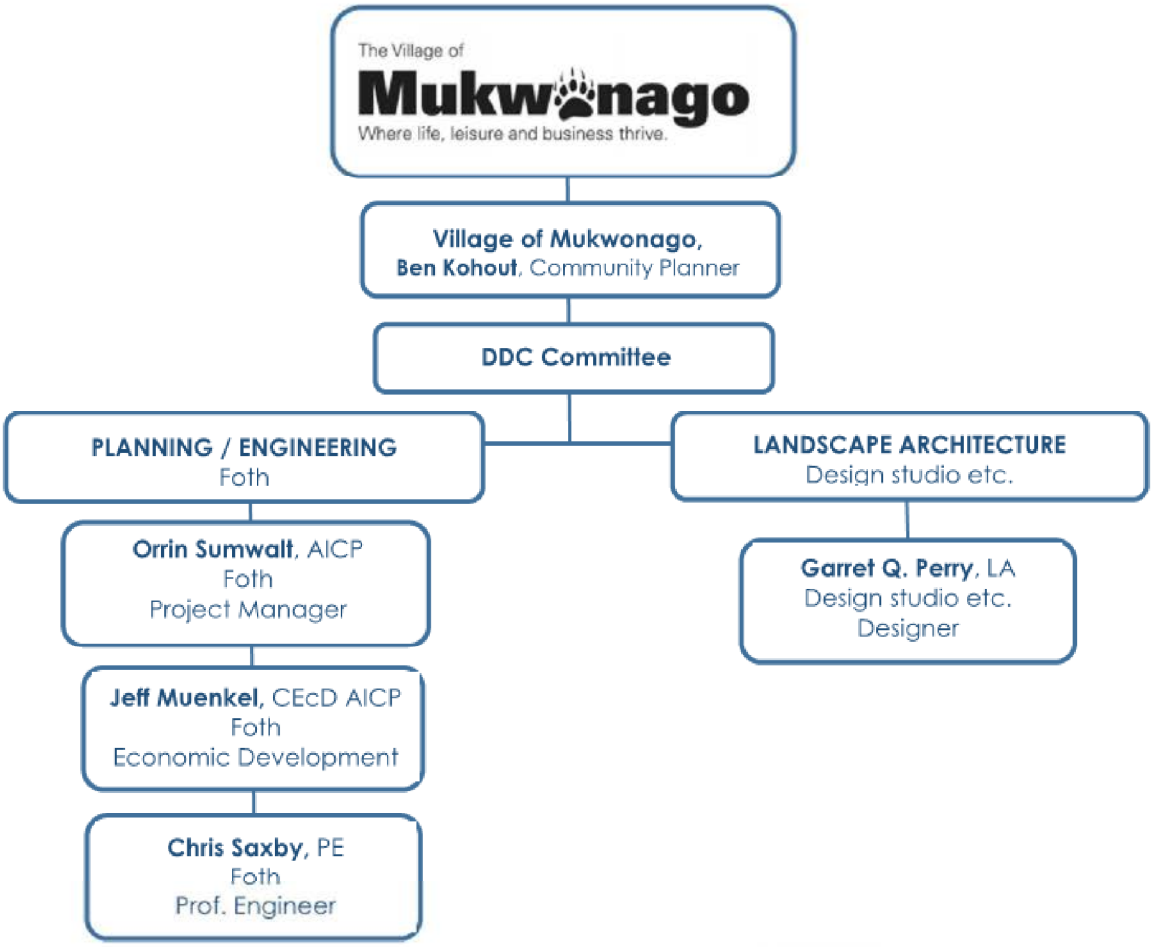


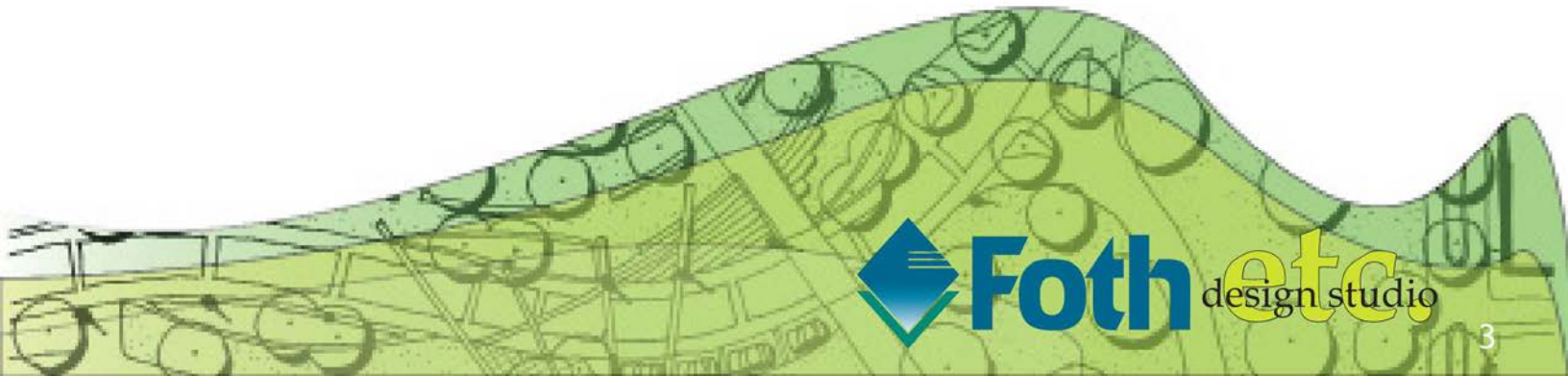
Design Team

We truly believe that we have assembled the most qualified Team to lead the Village of Mukwonago in attaining new and innovative Downtown Roadway Design Services. The reasons for this bold statement are mainly due to two aspects: Our Approach & Our Demonstrated Prior Expertise.

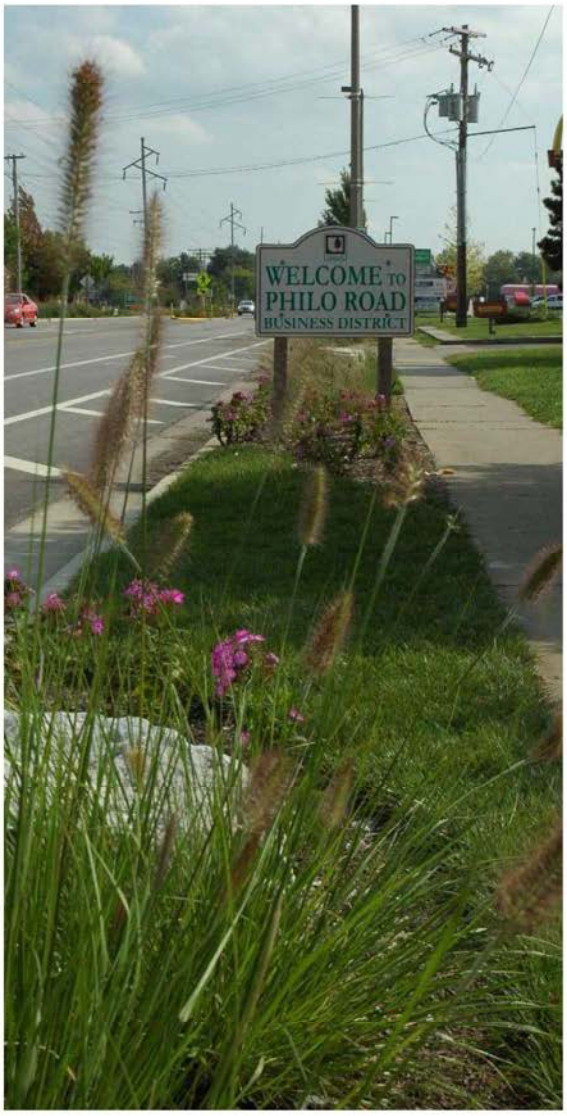
The approach toward providing effective outcomes for the Village of Mukwonago is simple and straight forward. We become an extension of the DDC Committee and Village staff by providing Mukwonago with a single-source of responsibility over a professional team of individuals. In order to complete the planning and design efforts efficiently, we assembled a team below that provides certified leaders in community planning (AICP), WisDOT engineering (PE), and landscape architecture (LA). This team will be influential in providing consensus with stakeholders that will lead to a new and unique sense of place within the downtown confines of the Village of Mukwonago.

The Village will find that all the planning and design efforts are led by three (3) individuals from Foth along with one (1) individual from design studio etc. Foth has a history of providing professional planning services to municipal clients while design studio etc. is the hands on municipal streetscape design expert. Having this close knit team that shares their respective knowledge bases will provide the Village with accountability and an excellent work product during any stage of the process.





Company Profile - design studio etc



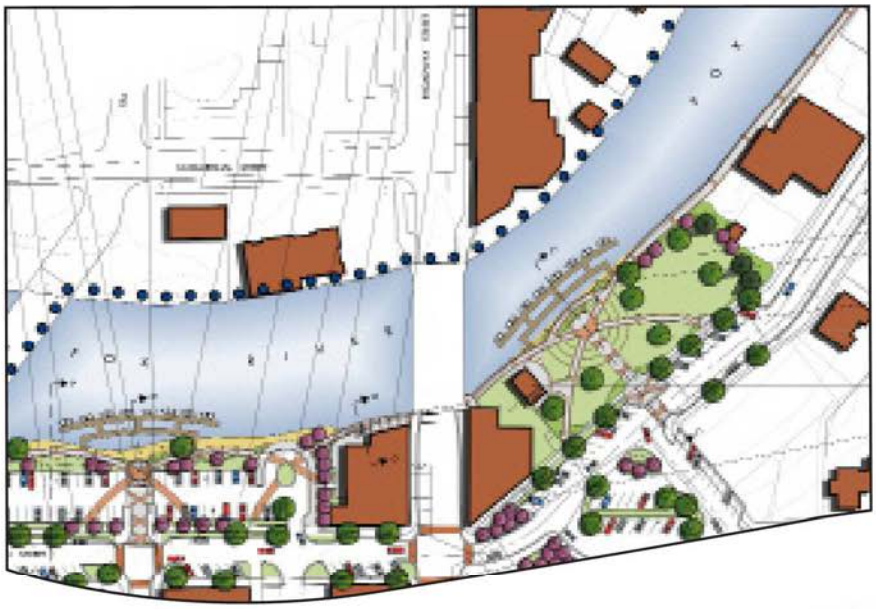
Established in 2009, Design Studio **Etc.** is a design firm specializing in landscape architecture, urban design and land planning providing more than 20 years of design and consulting experience, for both public and private sector clients.

Located in Madison, Wisconsin, etc. brings creativity, innovation and passion back to the design studio, to our clients and to our projects. As a small firm, we provide "large" firm experience, without the overhead. We are involved, motivated and provide senior level experience to all aspects of our projects. Etc. is committed to the success of our clients and projects, and the communities with which we work.

Our core philosophies include: creating distinctive outdoor environments, promoting sustainable design and development, balancing and conserving natural ecosystems, and enriching the experience and quality of life for all users. Etc.'s consulting services range from regional land use analysis and conceptual master plans through site design and construction documentation.

Etc. can provide the resources to provide complete, comprehensive and complimentary design services for development projects. Teaming and collaborating with our strategic partners, etc. can play a role, or manage projects from start to finish. Etc. staff are professionally registered in Wisconsin and have worked on many LEED Accredited projects.

Etc.'s experience includes parks and recreation planning, urban design, neighborhood development and planning, urban infill, healthcare, corporate campuses, streetscapes, waterfronts, education, transit, signage and wayfinding and site design.



Company Profile - Foth

Foth is a full service consulting planning and engineering firm with a tradition of helping local, regional and state governments address their consulting and engineering needs. We are an employee-owned business with approximately 650 people who contribute to the success of our clients and firm. Founded in Green Bay, Wisconsin, in 1938, Foth's core business areas include planning, economic development, infrastructure engineering and planning, environmental services and industrial/process engineering.

Our commitment to clients' success has resulted in Foth receiving recent national and regional awards for excellence. In addition, Foth was recently named one of the Top 10 Civil Engineering companies to Work For in the U.S. by CE News magazine. The quality of these services is acknowledged by the receipt of 10 civil design awards over the last 12 years alone from highly respected organizations such as APWA, ACEC, WisDOT and Build Wisconsin.

Other professional publications consistently rank Foth among the nation's top professional services firms. But most importantly, our clients rank us at the top, too. Each year more than 85% of our business comes from existing clients. In fact, many of the communities Foth serves today have been clients for decades.

Foth employs a team that has numerous years of experience of community planning and engineering. The professionals employed for this streetscaping design and planning effort have led large municipal infrastructure design projects, including streetscaping initiatives that will translate into producing an exceptional outcome for the Village of Mukwonago.

PLANNING

Staffing - Foth

Orrin Sumwalt AICP
Project Manager/Principle Planner

Education

B.A., Land Use Planning, University of Wisconsin-Stevens Point, 2006

Mr. Sumwalt has 12 years of experience serving municipal governments as a planner in both the public and private realms. He has overseen the many facets of a planning department's daily operations and executed long range planning efforts. Mr. Sumwalt is skilled in outdoor recreation planning, zoning administration, development review, comprehensive plan development, and public engagement.

Representative Projects:

South 27th Street Streetscaping - Franklin, WI
2025 Comprehensive Master Plan - Franklin, WI
2025 Comprehensive Outdoor Recreation Plan - Franklin, WI
Rock Sports Complex - Franklin, WI
Kayla's Playground - Franklin, WI
Ballpark Commons - Franklin, WI

Certifications/Registrations

AICP Certified Planner (2014)

Jeff Muenkel CEcD AICP EDFP
Economic Development

Education

B.A., Urban Studies, University of Wisconsin-Green Bay, 1999

Mr. Muenkel has 18 years of experience in a wide range of community planning initiatives in the public and private sectors. Mr. Muenkel has personally served as a Project Manager for a $5 M streetscaping project for the City of Muskego along the downtown of Janesville Road. Project management included leading the stakeholders through a pre-design context sensitive design effort, budgeting, construction management, and serving as the business/resident liaison assuring their issues were addressed. This effort occurred over a five (5) year planning, design, and construction effort which resulted in a new sense of place that redefined the downtown of the City of Muskego. A specialty of Mr. Muenkel is in municipal economic development initiatives including economic development planning and businesses development.

Certifications/Registrations

AICP Certified Planner (2005)
CEcD Certified Economic Developer (2015)
EDFP Economic Development Finance Professional (2007)

Chris Saxby
Lead Engineer

Education

B.S. Civil Engineering, University of Wisconsin-Platteville, 1991

Mr. Saxby has 24 years of experience working as a project manager, designer, surveyor, and construction inspector on various types of municipal and WisDOT transportation projects. His proven project management skills have paved the way for the successful completion of several major projects. Chris has extensive experience in both rural and urban highway design, bike and pedestrian facilities, roundabout modeling and design, agency coordination, railroad coordination, public involvement, plat preparation, stormwater and construction management. His versatility has been instrumental in completing both major corridor studies and successful highway design projects on time and within budget. Chris is a Level 2 certified roundabout designer by WisDOT.

Certifications/Registrations

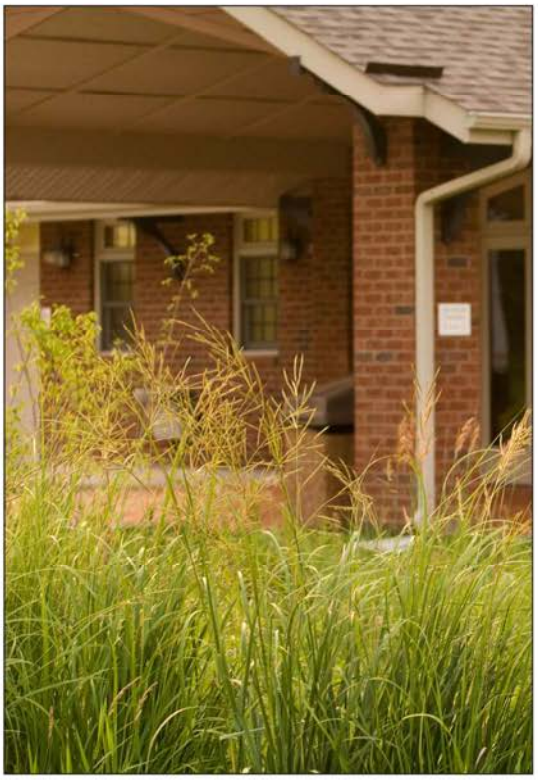
Professional Engineer – Wisconsin, Iowa, Minnesota, South Carolina

Staffing - design studio etc.

Garret Q. Perry has been practicing landscape architecture and community based planning for the past 20 years. His strong emphasis on timeless design, community participation and sustainable practices has created a unique and celebrated aesthetic for all of the projects that he has implemented throughout his career.

His ability to work through difficult design and social constraints and understanding and compassion for maintaining project budget has established him as respected professional in the Midwestern community. With his commitment to inspired design and innovative detailing, Garret is recognized as an award winning design leader in the landscape architecture profession.

As a Senior Landscape Architect, Garret has taken a lead role in designing many award winning park and urban projects throughout Wisconsin and Illinois. Garret's work with design studio **etc.** focuses on passive and active urban parks, downtown and waterfront master plans; urban infill and redevelopment projects; design guidelines;, streetscape, wayfinding and public space designs. Garret has taken a lead role on many past projects that have received awards from the Wisconsin Chapter of the American Society of Landscape Architect's.



Registration / Affiliations:

Licensed Landscape Architect: Wisconsin
TNS (The Natural Step) Certified Trainer

Education:

Bachelor of Science - Landscape Architecture
Ohio State University, Columbus, Ohio

Associates Degree - Ornamental Horticulture
MATC, Mequon, Wisconsin

Professional Experience:

design studio **etc.** Madison, WI
Principal, Landscape Architect
October 2009/current

Schreiber/Anderson Assocs. Madison, WI
Associate, Senior Landscape Architect
March 1998/October 2009

Wallace Roberts and Todd Philadelphia, PA
Landscape Architectural Designer
November 1995/March 1998

<u>Representative Projects:</u>

Waterloo Dog Park - Waterloo, WI

Human Society of Jefferson County - Fort Atkinson, WI

Garman/Knowlton Welcome Center - Waterloo, WI

Rod and Gun Park - Eau Claire, WI

Hart Park - Wauwatosa, WI

Phoenix Park – Eau Claire, WI

Burlington Park - Burlington, WI

Rotary Park - Port Washington, WI

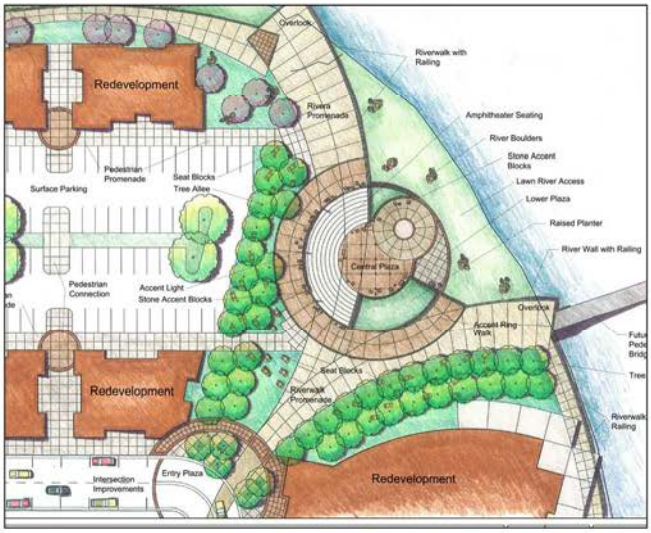
Human Society of Jefferson County - Fort Atkinson, WI

Preservation Park – Beloit, WI

Reference Project 1
Downtown Streetscape Improvements

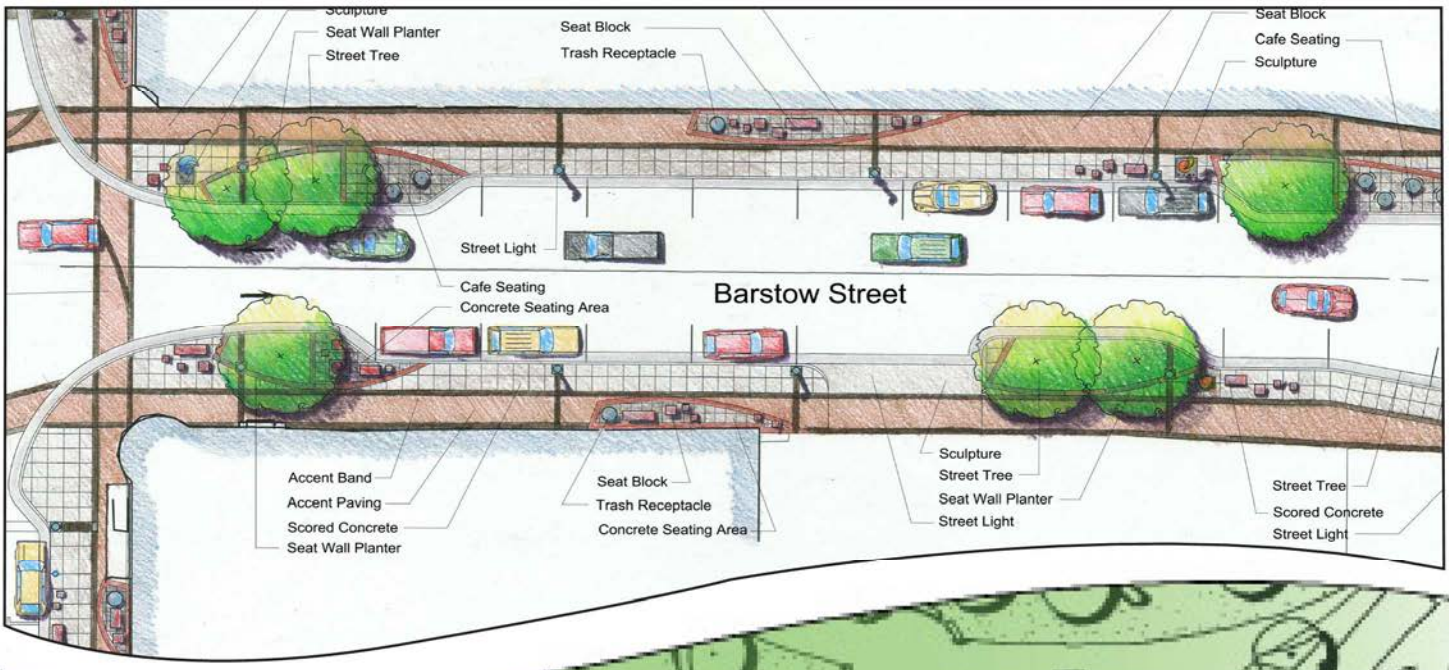
Eau Claire, Wisconsin

In 2011 the city of Eau Claire hired a team of Landscape Architects and Engineers to complete 30% design plans (Preliminary Plans) for the downtown riverfront district. The areas of investigation and design were Barstow Street, Eau Claire Street a new riverfront plaza, City Hall and Library Plaza and a trail and river access along the entire western edge of Chippewa River. The intent of the design process was to develop a common theme and pattern that unifies the entire downtown riverfront district, strengthens the local businesses, selects furnishings and amenities that strengthens and conveys the design theme and to create a strong access and connection of residents, business owners and patrons to the Chippewa and Eau Claire Rivers.



The design team partnered with city staff to develop a strong and interactive public participation process. A number of public meetings were held to show design progress and to receive feedback from residents and property owners. A separate business group was organized to give private input to the design team. Many of the comments and recommendations coming from the public meetings and the business owner meetings were incorporated into the final plans. In addition to the plans, an estimate of probable cost and a phasing and implementation plan were completed. The estimate and phasing plan are a strong tool the city is currently using to plan for future project implementation and procuring public and private funding for the projects.

The final plans and theme were well received by the community, user groups and business owners, ultimately resulting in a unanimous approval and adoption by city council. The plans and details were used to develop construction documents for Barstow Street, the first described in the Phasing and implementation plan. The themes develop in the preliminary plans are strongly affecting development and architectural patterns in the downtown.



Reference Project 2
Philo Road

Philo Road is a one mile long north/south arterial road, located in southeast Urbana, Illinois. The corridor has been a retail hub for the city however recent events brought on an exodus of many of the anchor businesses, leaving behind a blighted and unsafe landscape. Over the past five years, the Department of Public Works has procured funding to assist in road, lighting and bike path improvements in the southern half of the corridor.

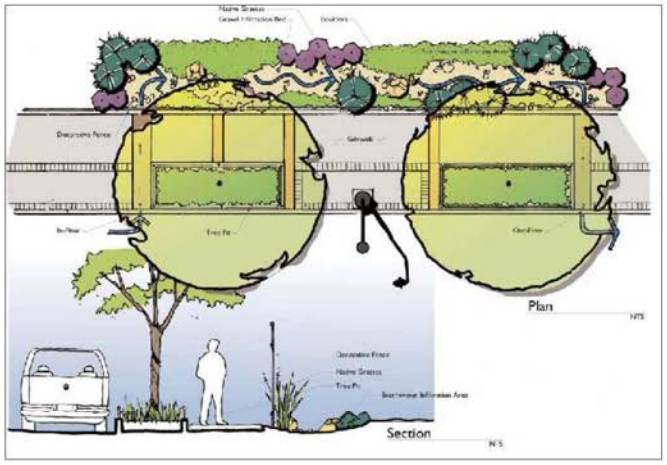
These negative perceptions lead Community Development, Economic Development and Public Works to seek out a partnership with a consulting firm began to develop beautification plans for the corridor. A major component of the design process was an intensely interactive public participation process involving community members, business owners and city staff.

Using the complete streets model the new streetscape is organized with undulating bands of native grasses and perennials, spotted with indigenous ornamental and shade trees. Scattered throughout the landscape beds are native outcroppings of limestone boulders. The landscape composition is intended to replicate the once impressive prairies that made their home in southern Illinois. The landscape will not only create aesthetic value but will also add a functional value to the corridor. Terraces are graded into bio-swales to accept storm water from parking lots and adjacent properties.

Construction documents for the northern third of the corridor (Florida to Windsor) were completed in November of 2008. Final construction was completed in summer of 2009 and has made a dramatic change to the retail environment in the area. Funding is still being sought after to complete the entire project.

Reference Project 3
30th Street Corridor

Milwaukee, Wisconsin



The main emphasis of BID #37 is to encourage job creation and redevelopment in the Corridor. In order to attract new employers and development, the Corridor must continue building on the momentum of those involved in the area by showing visual changes, reflecting the area's potential for revitalization. One of the best ways to illustrate this change is through streetscape improvements. By applying the design guideline improvements to highly visible areas and targeted redevelopment areas, BID #37 intends to show a commitment to the Corridor and community and create a welcome mat for new development.

The intent of the streetscape design guidelines is to define the aesthetic changes which need to occur in order to attract new business and development. The guidelines will develop a common theme to be applied to all streetscape improvements, emphasizing the unique history and heritage of the Corridor. A family of amenities will be selected to complement and express the Corridor theme. Additional areas, such as pocket
parks and gathering spaces will be designed to support the streetscape and to further illustrate the theme. The completed design guidelines will provide BID #37 a vocabulary that can be used when continuing with implementation plans.

Highlight elements in the plan:

Upgraded ornamental rail overpasses as a thematic element and artistic piece for the corridor

Alternative green applications in the streetscape design to capture and detain stormwater and create a vegetative relief to the urban environment

Left over green space in R.O.W used as pocket parks and informal gathering spaces

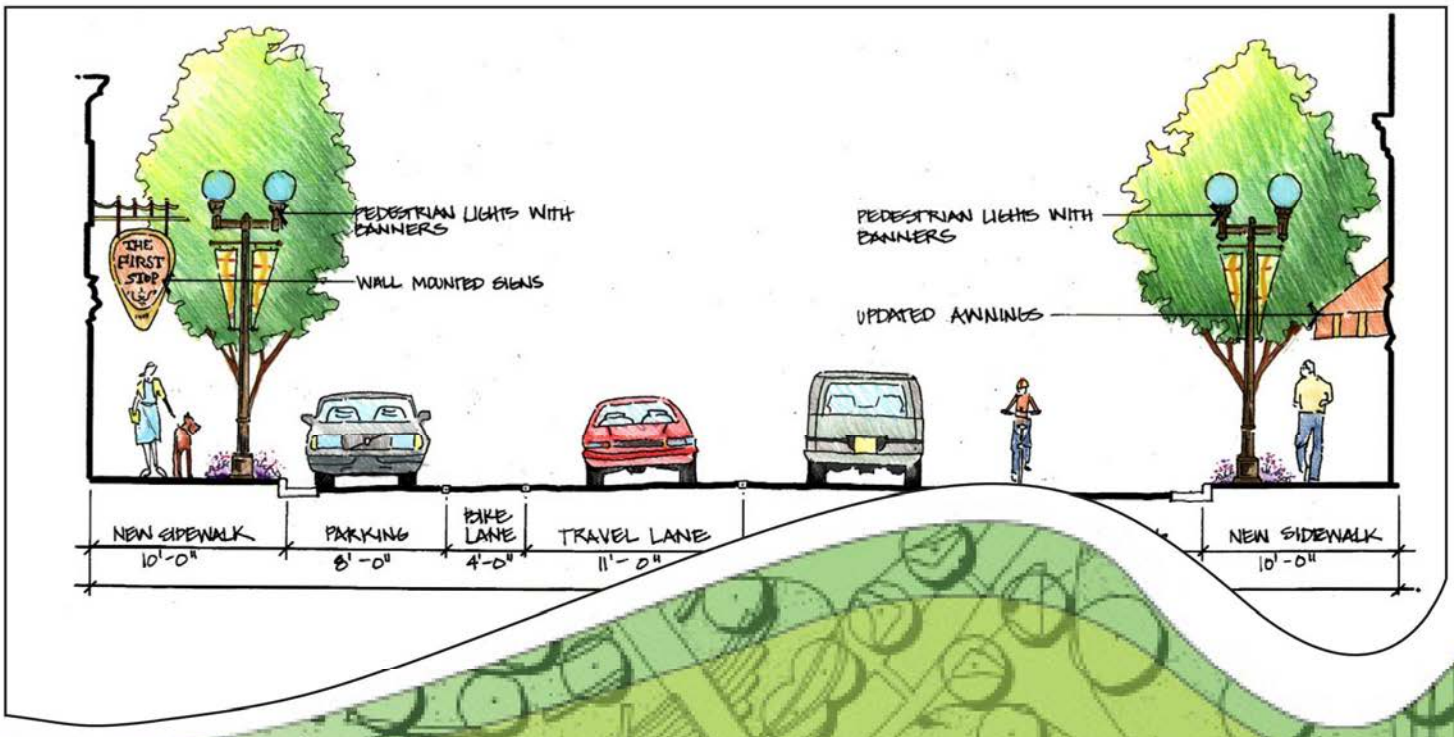
Bus shelters as sculpture

A sculpture walk with gathering nodes that highlight the work of artists in the corridor.

Reference Project 4
Highway 89 Streetscape

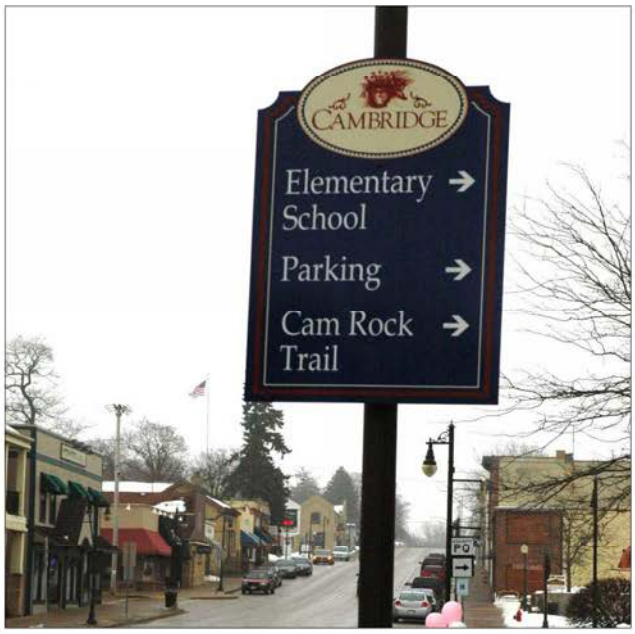
In 2004 The City of Waterloo employed a staff of landscape architects and engineers to develop concept plans for CTH 89, which was slated for reconstruction in spring of 2008. The final plans developed a strong theme for the downtown and provided a base design the city could provide to the WisDOT during the PS&E process. The design team worked closely with City staff to upgrade the aging aesthetic, increase pedestrian safety and encourage economic development. The design team transitioned into developing construction documents for the final build out of the project. The design team worked closely with WisDOT staff to successfully constructed the project in fall of 2008

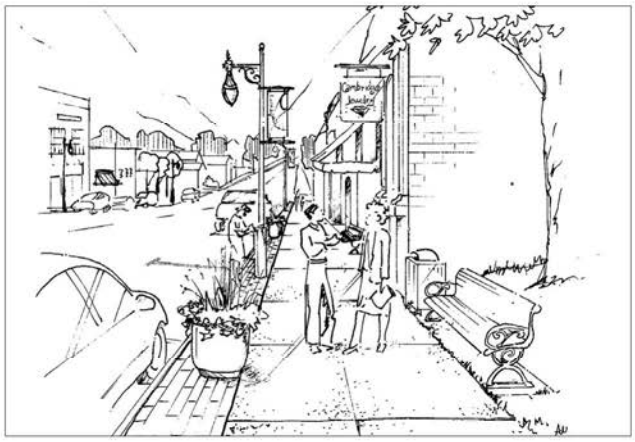
Final construction consisted of a streetscape with 10-foot wide sidewalks that held an ornamental band of colored concrete along the curb. Large open tree pits were spaced along the colored concrete band and were planted with ornamental trees and indigenous perennials and grasses. . The streets were lit with decorative roadway and pedestrian lights. Crosswalks were constructed of stamped colored concrete to the terrace pavement.



Reference Project 5
State Hwy 12 Main St

Cambridge, Wisconsin





The Village of Cambridge is a small bedroom community just east of Madison Wisconsin. Cambridge is known for its custom pottery and jewelry and local crafts that attract visitors from all over the Midwest. In the summer of 2003 a major road reconstruction to the main downtown thoroughfare by the Wisconsin DOT would greatly disrupt the downtown businesses and have a great impact on the quaint aesthetic the village has established over generations.

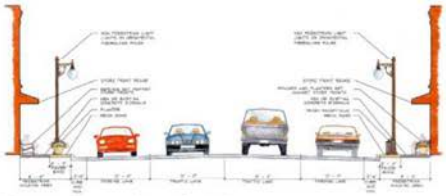
The Village worked with a team of landscape architects to develop design plans that established the desired vision and theme for the downtown while at the same time fulfilled the construction requirements required by the WisDOT process. A very strong public involvement guided the team in creating a style that was uniquely intrinsic to Cambridge. Because of the complete reconstruction process the Village took the opportunity to completely revamp the look of the downtown by adding new raised aggregate sidewalks, clay paver bands along the back of curbs, new ornamental lights with fixed banners and flags, ornamental benches and trash receptacles and colored and imprinted concrete crosswalks.

Another major component to the final design of the streetscape was the addition of an ornamental wayfinding system. A special committee was formed to work with the landscape architecture team to orchestrate a wayfinding and signage system of the downtown. Elements included in the design process were new wayfinding signs that created clear direction to the desired destinations in the downtown while displaying the new Village logo and downtown theme, and informational kiosk to be located in the town square, interchangeable banners fitted to the new ornamental lights and ornamental frames and poles for the stop signs and street name signs.

The orchestration of amenities and paving materials put the final touches on the newly constructed downtown that has greatly assisted the Village in maintaining its unique character and has organized the downtown into a more visitor friendly environment

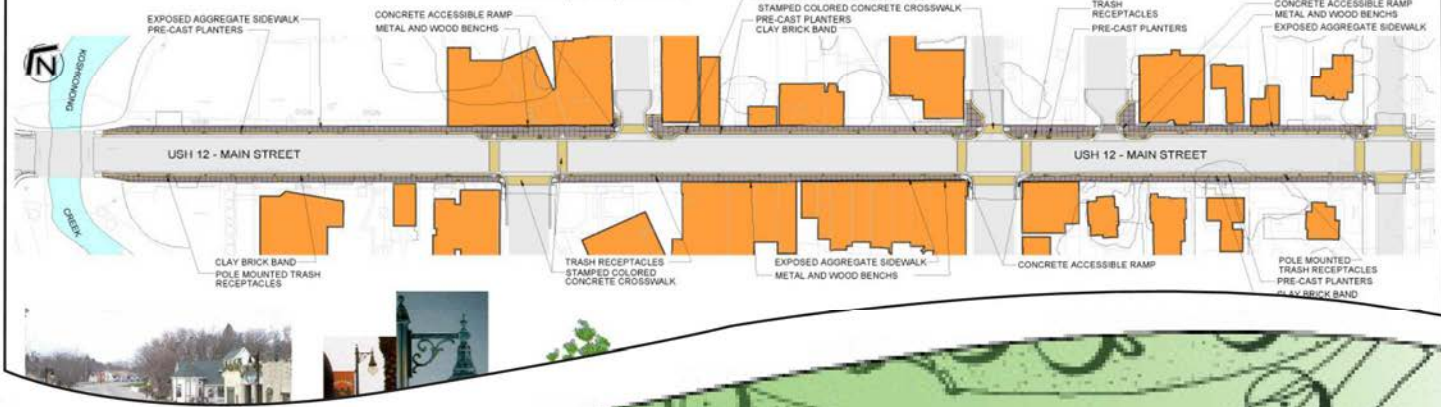

Pre-cast Planters


Pole Trash Receptacles


Downtown Streetscape Concept Section B


Ground Trash Receptacles


Wood and Metal Bench



Reference Projects 6 & 7

JANESVILLE ROAD BEAUTIFICATION, City of Muskego, WI
Foth understands that the built environment is as much a part of economic development as incentives and tax base. Foth Economic Developer Jeff Muenkel served as the City Project Manager overseeing $5 MIL in beautification improvements to the City's downtown road reconstruction. The two plus mile project extended through the downtown of Muskego and was the largest Public Works project in Waukesha County history. The effort included a context sensitive design public participation process, streetscaping design, liaison to affected businesses/residents, and construction administration. The resulting efforts created a new sense of place for the Muskego downtown with new landscaping, lighting, and city branding (banners, flags, way finding, and monument signage) while meeting the necessary modal engineering obligations for the city. REFERENCE: David Simpson PE - dSimpson@wauwatosa.net (City Engineer at time of project)

STH 54 / MAPLE DRIVE ROUNDABOUT, Village of Plover, WI
The intersection of STH 54 (Post Road) and Maple Drive is located near the southerly limits of the Village of Plover in an area that transitions from rural to urban use. Foth developed and analyzed two primary alternatives to solve the speed safety issues associated with the intersection of STH 54 and Maple Drive; a configuration of medians and traffic calming installation, and a roundabout accommodating oversize/overweight vehicular traffic. Both alternatives were developed through preliminary engineering, with the roundabout option ultimately determined as the most cost effective and desirable alternative. REFERENCE: Debra Webb-Franseen, WisDOT debra.webbfranseen@dot.wi.gov

Project Understanding

The Village of Mukwonago desires a team of professional planners and designers to prepare a Downtown Village Roadway Design and Streetscaping Enhancement Plan. Through this effort the Village is looking for a consultant to develop consensus from area stakeholders on appropriate streetscaping methods (landscaping, hardscape features, lighting, furniture) that can define a new and engaging look for the downtown area.

The Foth and design studio etc. team had the great opportunity to meet with members of the DDC Committee and take a detailed and eye, informational opening revealing walk through the area project area. We gained firsthand knowledge of the area information and believe know we have a true handle on the complexities of the area and the grand possibilities that will make this space great. We learned detailed information on composition and uses of existing buildings, access to parking and potential future parking and current and speculated surrounding land uses. We are truly looking forward to implementing unique aspects on a future plan that others may be unaware of such as thoughts on The Triangles, rear alleyways, sidewalk pinchpoints, gathering events space, pocket parks, and the reroute of Hwy 89.

A project such as this provides a community a rare chance to redefine its downtown business district and develop a theme that can be used throughout the Village to develop a unique identity and sense of place. The Foth and design studio etc. team will look to work closely with the Village and its business association to develop this theme and sense of place. The goal is to achieve a consensus on the overall aesthetics and amenities desired by the Village and provide a set of detailed design plans that meet the Village's expectations. Our Team will provide a set of plans that will be affordable, constructible, and maintainable.

Project Approach

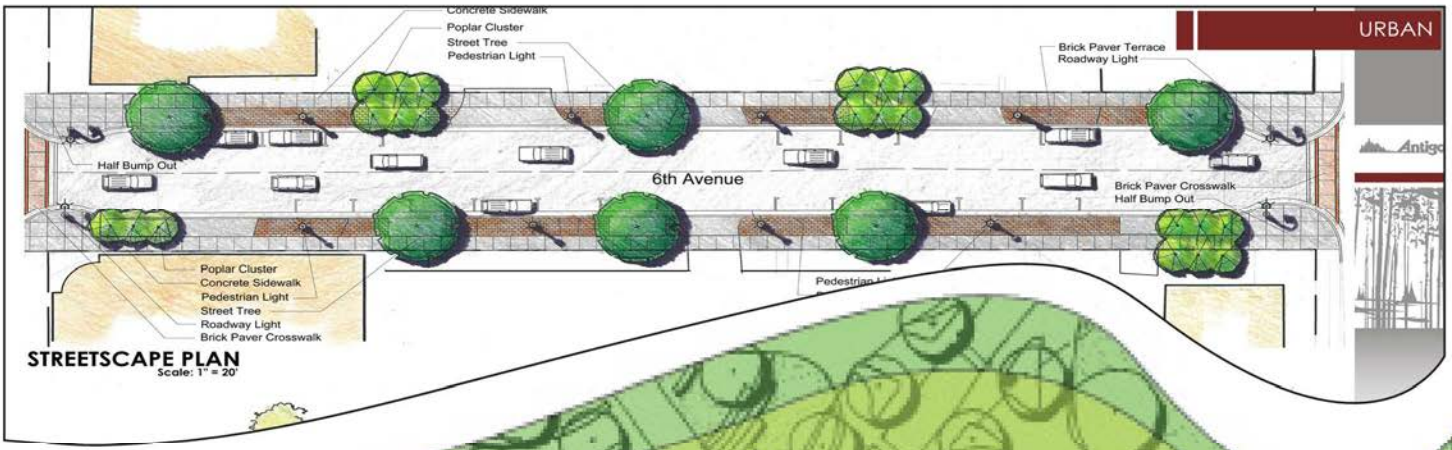
As described in the cover letter our team has a very collaborative design approach. We will partner with Village Staff and the DDC Committee to create a vision for the Streetscape and Wayfinding. This collaboration also extends to the community and major stakeholders by engaging them in a design charrette and design conversations, so they feel that they are a part of the process. These conversations will gain their buy-in into the vision, ultimately leading to final implementation.

Design studio etc. has developed a four-phased approach to the design of the Streetscape and Wayfinding. (Start-up and Public Input, Concept Phase, Preliminary Design Phase and Final Design Phase. During the start-up phase, the design team will meet with the DDC Committee and Village staff to discuss project background, conversations with the DOT for rerouting STH 83, public input process and desired outcomes. The design team will work with Village Staff in collecting digital base information. A public design charrette will be held to generate design ideas from the community and stakeholders and start the process of public buy-in. The charrette will be a hands on, collaborative event, where all attendees will be able to draw, color and doodle their ideas down on paper and then verbally present their ideas to the full audience.

The design team will take all the public input and design ideas from the charrette and begin the Concept Phase. During the Concept Phase, two unique theme-oriented streetscape plans will be developed along with two complimentary wayfinding signs. Theme specific amenities will be selected for each concept and be displayed on photo boards. A concept plan for Village wide wayfinding signage location will also be developed. The concept plans will be presented at a public open house for review and feedback for a preferred plan.

The Preliminary Design Phase will take the input from the public open house, DDC Committee and Village Staff and refine to Preliminary Plans. The preliminary plans will include a colored typical streetscape plan, an eye level black and white vignette sketch of the streetscape, the selected amenities for the streetscape, the preliminary pedestrian and vehicular wayfinding signs, a wayfinding sign location plan and an estimate of probable cost for the streetscape improvements. The preliminary plans will be presented to the community at a public open house to receive final review and comment.

The Final Design Phase will take feedback from the preliminary open house, DDC Committee and Village Staff and incorporate them into the Final Design Plans. The Final Design Plans will include a colored typical streetscape plan, an eye level colored perspective of the streetscape, the final amenities for the streetscape, the final pedestrian and vehicular wayfinding signs, the final wayfinding sign location plan and an estimate of probable cost for the streetscape improvements. The Final Design Plans will be presented to the DDC Committee for review and initial approval. The design process will conclude with the Final Design Plans being presented to the Village Board for approval and adoption.



Project Scope

Phase I - Start Up and Public Input

- Start up meeting with DDC Committee, stake holders and Village board members (Mtg#1)
  1. *Finalize scope*
  2. *Layout project expectation*
  3. *Group input on where the WisDOT discussions left off and revisiting potential reroute of STH 83, WisDOT funding and potential for STH 83 reconstruction*
  4. *Discuss potential deign themes and patterns and general design desires for the project*
  5. *Discuss redevelopment opportunities*
  6. *Discuss use of the triangles and public green spaces for pocket parks*
  7. *Work through public input process format*
  8. *Site walk through*
  9. *Define major destinations and features to be included in the wayfinding signage plan*

- Public Charrette Input meeting (Mtg#2)
  1. *Open meeting with the public, stake holders and government officials to solicit feedback and design ideas for the wayfinding signage and streetscape improvements*
  2. *Small table discussion and work session to develop design ideas*
  3. *Group pin up to present table design ideas to the full audience*
  4. *Visual preference exercise of with photo boards for streetscape and wayfinding design ideas*
  5. *Filling out public comment sheet*

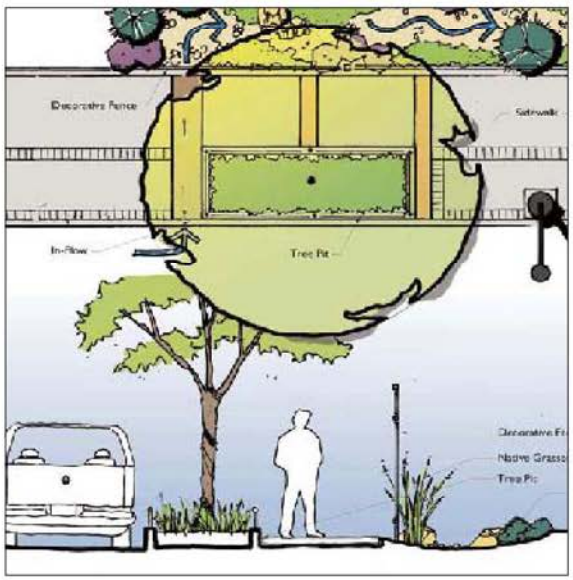
Deliverables:

1. Notes from Start-up meeting
2. Visual preference boards
3. Public comment sheet
4. Photo documentation of group table designs
5. Notes from Public Charrette

Project Scope

Phase II – Concept

- Develop two typical concept plans at 20 scale for the streetscape showing:
  1. *Graphic theme and identity for the downtown district*
  2. *Street alignment*
  3. *Existing utilities*
  4. *New and existing light locations*
  5. *New paving patterns*
  6. *Food cart or vendor locations*
  7. *Pocket parks or public green spaces*
  8. *Gateway elements*
  9. *Multimedia zones*
  10. *Improved crosswalks*
  11. *Wayfinding signs*
  12. *Banners*
  13. *Benches*
  14. *Trash receptacles*
  15. *Bike racks*
  16. *Street trees*
  17. *Accent landscaping*



- Develop two concept wayfinding signs that show:
  1. *Sign shape and size for Vehicular and pedestrian signs*
  2. *Displays the graphic theme and identity for the downtown district*
  3. *Sign colors*
  4. *Letter sizes and type of font*
  5. *Reflectivity*

- Develop concept plan for sign location

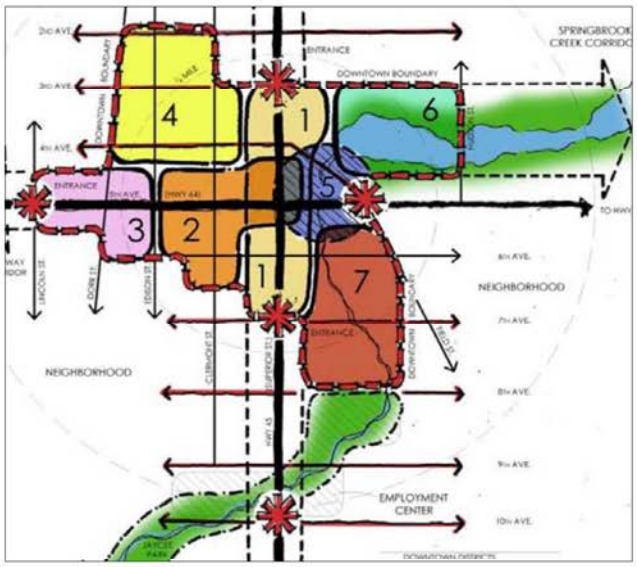
- Develop photo board of concept amenities

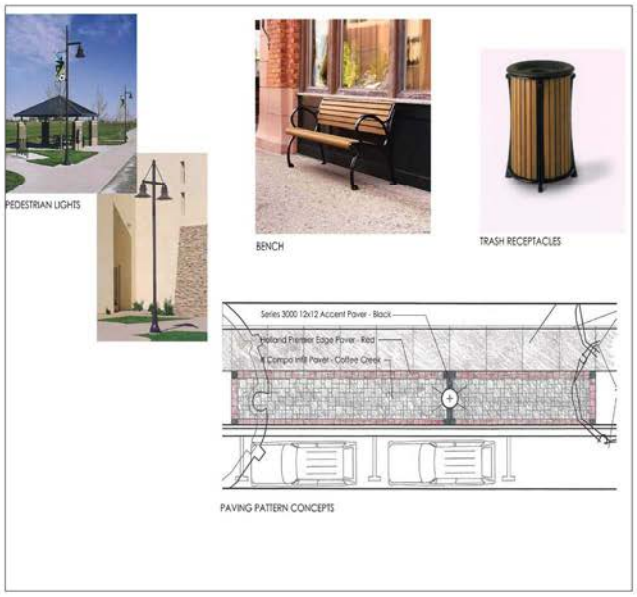
- Present concept streetscape and wayfinding plans to the community through a public open house to select preferred concept plans (Mtg#3)

Deliverables:

1. *22x34 boards of:*
   - *(2) Typical streetscape concept plans*
   - *(2) Typical streetscape cross section*
   - *(2) Concept amenities boards*
   - *(1) Vehicular scale wayfinding sign board*
   - *(1) Pedestrian scale wayfinding sign board*
   - *(1) Concept wayfinding sign location plan*

Project Scope





Phase III – Preliminary

- Incorporate all public comments, DDC committee comments and stakeholder comments into: Preferred colored streetscape preliminary plan and section
  1. *Preferred colored preliminary wayfinding sign*
  2. *Preferred streetscape amenities photo board*
  3. *Preferred colored wayfinding location sign*

- Develop a black and white eye level perspective of the preliminary streetscape treatment

- Develop gross magnitude of order estimates of cost for wayfinding and streetscape improvements

- Present Preliminary plans to DDC or review and comment and clear direction for final master plan (Mtg#4)

Deliverables:

1. 22x34 boards of:
   - (1) Preliminary colored typical plans
   - (1) Preliminary colored typical cross section
   - (1) Preliminary amenities boards
   - (1) Preliminary vehicular scale wayfinding sign board
   - (1) Preliminary pedestrian scale wayfinding sign board
   - (1) Preliminary wayfinding sign location plan
   - (1) Preliminary GMO estimate of cost

Phase IV – Final

- Incorporate all DDC committee comments and stakeholder comments into a:
  1. *Final colored typical streetscape plan and section*
  2. *Final colored wayfinding sign*
  3. *Final streetscape amenities photo board*
  4. *Final colored wayfinding location sign*
  5. *Final Colored Streetscape eyelevel perspective*

- Finalize estimates of probable cost for wayfinding and streetscape improvements

- Present Preliminary plans to Village board for final master plan approval (Mtg#5)

Project Schedule

The team proposes a 4 month timeline per the following dates corresponding to the proposed scope presented herein:

Phase I: Start-Up & Public Input
January 2020

Phase II: Concept Designing
January-February 2020

Phase III: Preliminary Design
February 2020

Phase IV: Final Design
March 2020

Presentation to Village Board
April 1, or April 15, 2020

Project Budget

Please find below our budget proposal that includes all tasks and deliverables as outlined in the Project Scope.

Mukwonago Downtown Roadway Design Services

1. Foth	$10,600
2. design studio etc.	$17,600
TOTAL	**$27,600**

NOTE: Costs include all incidentals and mileage; Items outside of Proposed Project Scope will be negotiated separately

References

design studio etc.

Downtown Streetscape and Planning – Eau Claire, WI
Dave Solberg - Director of Public Works
203 South Farwell Street
Eau Claire, WI 54701
(715) 839-4934

Madison College - Madison, Wisconsin
Michael Stark - Facilities Director
1750 Wright Street
Madison, Wisconsin 53704
(608) 246-6737

Deborah L. Scherer, P.E.
Construction Manager, Facilities Management
UnityPoint Health – Meriter
202 S. Park Street, Madison, WI 53715
608-417-6424 office

Foth

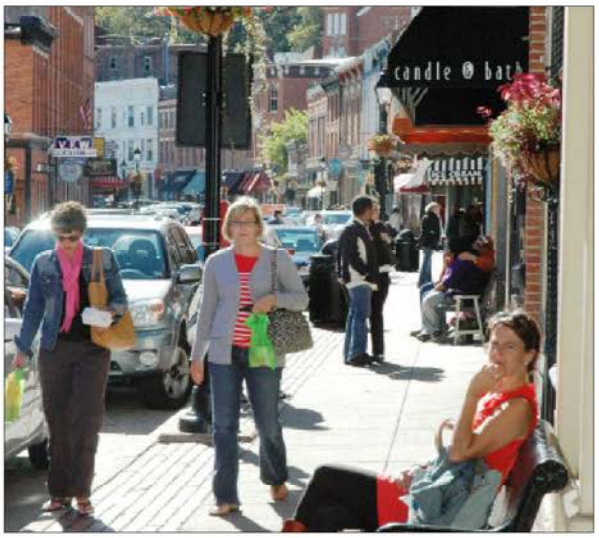
Janesville Road Beautification – Muskego, WI
Dave Simpson PE - Director of Public Works
dSimpson@wauwatosa.net
(414) 471-8422 ext. 5903
(City Engineer at time of project)

STH 54 / Maple Drive Roundabout, Village of Plover, WI
Debra Webb-Franseen
debra.webbfranseen@dot.wi.gov
(715) 421-8026

Example Highlight Project - Downtown Galena Streetscape Galena, Illinois

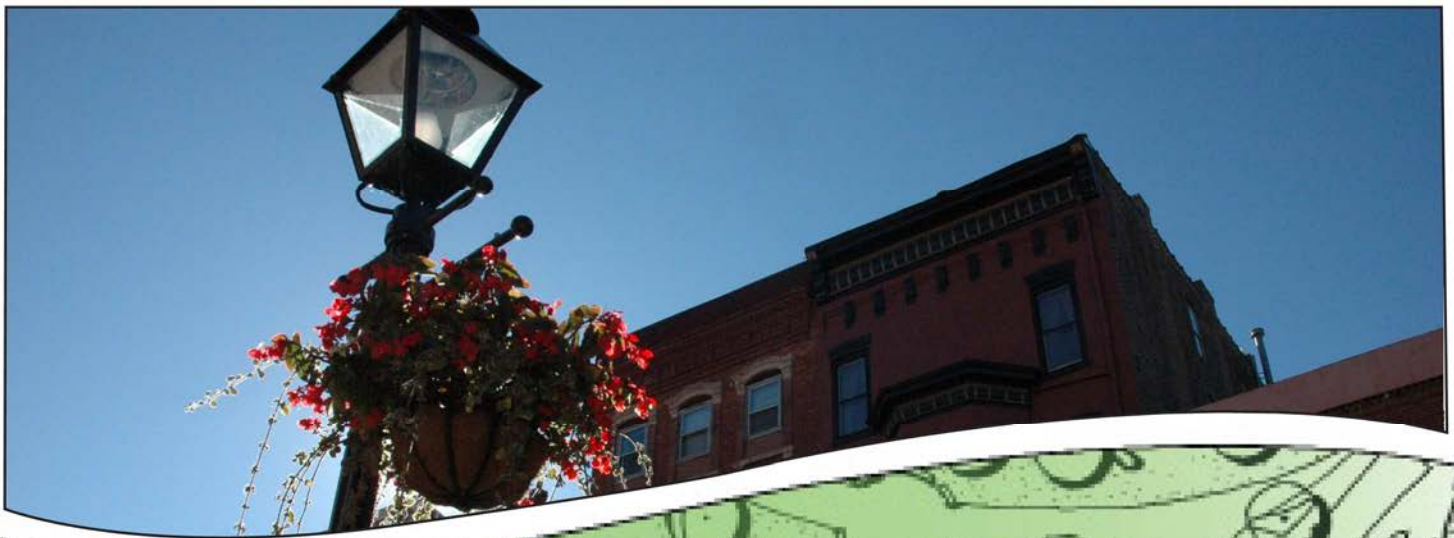
Galena Illinois is a small historic community located along the Galena River in northwestern Illinois. Galena's unique downtown shops, historic architecture and streetscape and proximity to premier ski and golf resorts has established Galena as a major tourist attraction for the Midwest . Due to its proximity to the Galena River, the city has experienced a great deal of flooding over its history. This flooding has caused significant deterioration to its street system and infrastructure. In 2000 the city took on the monumental challenge of reconstructing their existing downtown street system and upgrading the infrastructure in order to maintain its tourism significance. The city took this opportunity to give a face lift to the aging downtown streetscape which would create a fresh look for the downtown and improve upon its strong tourism identity.

The city created a task force and engaged a team of engineers and landscape architects to develop design plans that the new look for downtown A very collaborative process took place between the design team the and task force which resulted in solving the difficult infrastructure and traffic issues and replicated the historic streetscape that Galena is so well known for. The design team replicated the historic raised aggregate sidewalks and added bands of recycled antique pavers that were once the main driving surface for the roads. New period ornamental lights were found and installed to match the old historic gas lights once found in Downtown galena. Additional amenities such as benches, trash receptacles, drinking fountains and bike racks were all selected to match the historic theme of the downtown.



The final design component to complete the refurbishment of the downtown streetscape was an ornamental wayfinding system. A number of concept themes were developed for the task force to evaluate. The final sign selected had a very historic composition. The shape, font, logo location and color all worked in unison to create an attractive and informative sign that fit into the very historic setting. In addition to the wayfinding signs, an informational kiosk was designed to provide an overview of the downtown attractions to pedestrians entering the downtown. The shape color and materials of the kiosks were designed to compliment the new wayfinding sign. The addition of the ornamental signage system added to the historic ambiance created by the new downtown streetscape.

See Digital Work Product of this Project in Submitted Digital File!!



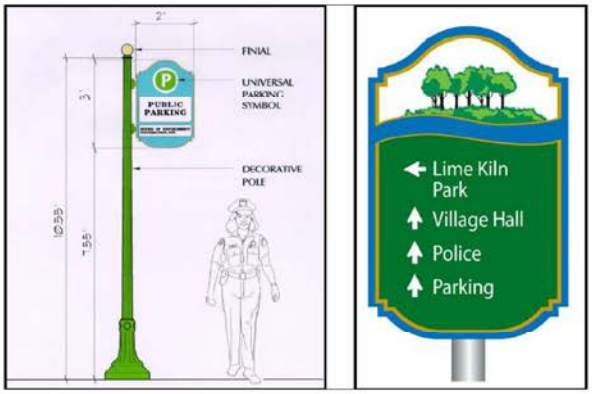
Example Highlight Project - Grafton

Grafton is a small bedroom community located just north of Milwaukee, Wisconsin. The city has been slowly going through the process of reinventing themselves in order to provide the desired amenities for existing residents and attract new residents to the city. A very proactive strategic planning process, along with the implementation of public improvements, has spurred an increase in development in the downtown. This new growth made the city aware for the need for design guidelines for new development in the downtown

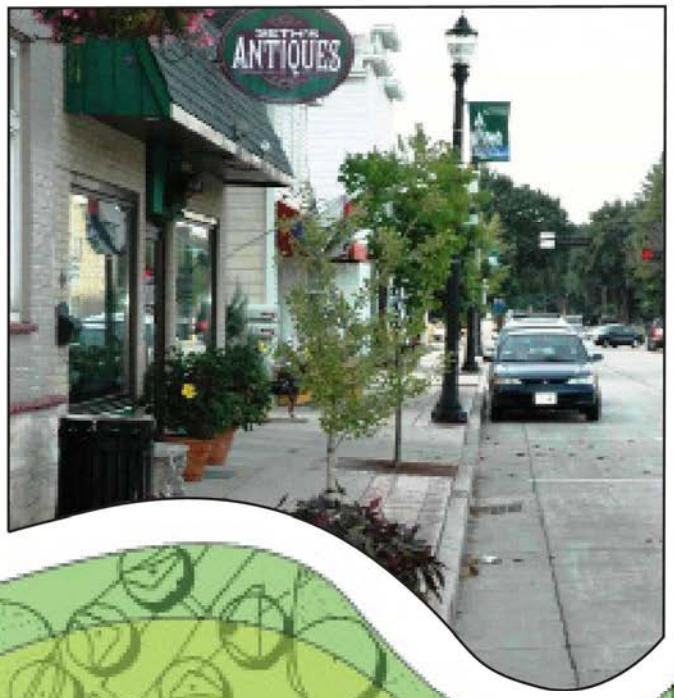
The streetscape design improvement plan established a very historic theme for the downtown. Period pedestrian lights, traditional brick paving patterns and historic styled amenities were composed to reflect the historic past of Grafton's downtown. Along with the streetscape improvements, vehicular, pedestrian and parking wayfinding signs were developed to direct patrons to highlight location and express the theme for the downtown. Redevelopment scenarios were developed for a number to critical areas in the downtown that tied with the streetscape design. A number of perspective illustrations developed by Anderson Illustration, greatly assisted in conveying the theme and character intended for the downtown.

Some key elements that were achieved through the design process:

- Themed wayfinding signage program
- Streetscape design expresses the historic character and establishes a distinctive identity for downtown Grafton.
- Streetscape elements complemented one another and their surroundings.
- Streetscape elements must be durable and easily maintained.
- Streetscape designs promoted the safety of pedestrians and stimulate pedestrian activity.
- Streetscape designs were developed within budget parameters established in the Tax Incremental District project plan.



See Digital Work Product of this Project in Submitted Digital File!!



The Village of
Mukwonago
Where life, leisure and business thrive.

November 15, 2019

Prepared for: **The Village of Mukwonago**

Downtown Roadway Design Streetscaping Enhancement Plan with Recreational & Wayfinding Signage Design Services

GRAEF

414 / 259 1500 www.graef-usa.com

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GRAEF

collaborāte / formulāte / innovāte

November 15, 2019

Benjamin Kohout
Village Planning Department
Village of Mukwonago
440 River Crest Court
Mukwonago, WI 53149

Subject: Downtown Roadway Design – Streetscaping Enhancement Plan
with Recreational & Wayfinding Signage Design Services

Dear Ben & Community Leaders:

Mukwonago has created an extraordinary consensus defining the disparate problems and issues facing the downtown. Now the Village must start adopting solutions. The question is how:

Use a flexible problem-solving process
Mukwonago has outlined a highly detailed series of decisions that need to be addressed. As this first round of design decisions unfolds, new challenges and opportunities will arise. This need for flexibility arises in every street and downtown plan we have helped create. The problem-solving process must be adaptive, not lock-step.

Collaborate with a responsive consultant
GRAEF designers modify our work as the process unfolds. We do this in direct collaboration with the client. Solutions must follow statutes and regulations, but there is much more that needs to be developed. "Best practices" must be tailored. A suite of design concepts that works for one downtown may make matters worse in another, especially if the design uses resources unwisely and fails to embrace local community values.

Find incremental solutions
Some communities want one big splash: "… let's do it all now, and move on… " This is a highly seductive approach, but it usually fails. We experience this attitude frequently as each community becomes overwhelmed with new challenges on a daily basis. However, problems that took decades to unfold are rarely solved with one big project. The key is finding the right starting points. GRAEF can work collaboratively with the Village and its stakeholders to find the first few catalytic projects that the community will find effective. In this case, it will include some signage, some streetscape, some wayfinding, and some traffic improvements – but not everything all at one time.

Set up a continuous process of improvement
The multiple years of decisions that lead to the current dilemmas need to be evaluated with an eye toward identifying key moments in the past when decisions should have been reconsidered. Revising organizational procedures is not part of the current RFP, but it is an issue that GRAEF always considers as part of any action/implementation plan. We are well aware of this issue due to the large number of communities in which we have provided ongoing planning services for many years in succession.

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Milwaukee, WI 53214
414 / 259 1500
www.graef-usa.com

GRAEF

collaborāte / formulāte / innovāte

Why GRAEF? We have the talent and commitment

This proposal includes proof of our talent and success. However, it is really our commitment to the region that makes us special. We work for villages and towns throughout the area (East Troy, Burlington, Racine, Bristol, Twin Lakes, Kenosha, Hales Corners, Mt. Pleasant, Oak Creek, Greendale, and so on). This is not "regional" planning – this is "local" planning throughout the region. We know what works, what can be done short-term, and what requires long-term action. Thank you for this opportunity. We look forward to discussing these issues with you to find the best way forward.

Sincerely,

Tanya Fonseca, AICP
Project Manager
tanya.fonseca@graef-usa.com
ph. 414-266-9227

Larry Witzling, PhD, AIA, PLA
Principal-in-Charge
larry.witzling@graef-usa.com
ph. 414-266-9220

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GRAEF

Section 1

Team Profile and Information

our core purpose

To improve the physical environment for the benefit of society in a sustainable manner.

Planning | The GRAEF team goes beyond the standard professional talents of planners, designers, landscape architects. GRAEF offers an extraordinarily broad range of engineering skills and design expertise, including over 40 LEED® AP professionals. The next two pages offer detailed lists of the firm's planning services plus the broader, deeper range of our technical expertise.

Business Friendly Attitude | GRAEF specializes in preparing detailed plans that encourage development, enhance the community, and preserve the environment. In contrast to many municipal consultants, GRAEF's planners emphasize the support of new business without sacrificing design quality or neighborhood character.

Award Winning Talent | GRAEF professionals have achieved national recognition for their urban design and planning expertise, as documented by the list of peer-review awards they have won.

Client Partnering | GRAEF's clients include both government agencies and private developers seeking community excellence. GRAEF recognizes the importance of establishing a good working relationship among public officials, landowners, business operators, and local citizens.

Comprehensive Plans
- Smart Growth Plans
- Master Plans: Public & Private
- Mixed-Use Area, Downtown, and Joint Land Use Plans

Urban Design
- Urban Redevelopment
- Street & Block Concepts
- Regulating Plans
- Public Places, Pedestrian Realms, and Plazas
- Feasibility Analysis
- Affordable Housing

Codes, Ordinances & Guidelines
- Form Based & Hybrid Codes
- Zoning & Subdivision Ordinance Updates
- LEED® Certification Analysis
- Conservation Ordinances
- Traditional Neighborhood Development Policies

Neighborhoods, Corridors, & Districts
- Arterial Corridor Plans
- Urban, Village & Neighborhood Main Streets
- Transit-Oriented Developments
- Residential Revitalization & Shopping Mall Redesign
- Business Parks & Redevelopment Districts
- Village Centers & Downtown Plans
- Environmental Preservation Areas & Conservation
- Developments
- LEED® Analysis for Sustainable Neighborhoods

Economic Development & Grants
- Fiscal Impact Analysis
- TIF Analysis & Implementation
- Real Estate Pro-Forma Analysis & Strategies
- Grant Research & Applications
- Public Cost-Revenue Analysis
- Cost-Benefit & Cost Effectiveness Analysis
- Community Service Cost Estimates
- Redevelopment Value & Trends Analysis
- Long Term Market Development

Plan/Design Reviews
- Development Reviews
- Plan Approval Reviews
- Subdivision Reviews
- Design Reviews
- Sustainability Reviews

Public Participation
- Listening & Visioning Workshops
- Charettes, Interactive Discussions, and Focus Groups
- Stakeholder Interviews
- Online & Interactive Surveys
- Displays & Animations

Civil
- GIS and Computer Modeling
- Potable Water Systems
- Water Resource Management
- Site Development
- Storm Water Systems
- Subdivisions
- Utility System Expansions
- Wastewater Systems

Environmental
- Air and Noise Analysis
- Asbestos/Lead Management
- Brownfields
- Natural Resource Assessments
- Permitting
- Program Management/Planning
- Real Estate Due Diligence
- Soil/Groundwater Remediation
- Watershed Management
- Wetland Services

Field Services
- ALTA Surveys
- GPS Surveying
- Construction Management, Inspection, Staking
- Land Surveys and Mapping
- Right-of-Way Plats
- Subdivision Platting
- Topographic and Site Surveys

Industrial Architecture
- Additions
- Buildings
- Building Facades
- Parking Structures
- Renderings
- Renovations
- Roof Systems

Landscape Architecture
- Site Planning/Design
- Community Planning
- Urban Design
- Streetscapes
- Parks and Recreational Facilities
- Golf Course Development
- Sustainable Design
- Quarry Architecture

Mechanical, Electrical, Plumbing, and Commissioning
- Communication and Alarm Systems
- Fire Protection Systems
- HVAC Systems
- Interior and Exterior Lighting
- Plumbing Systems
- Power Distribution
- Process Piping and Gas Systems
- Ventilation and Exhaust Systems
- Total Building Commissioning
- LEED® Accredited Services
- Energy Modeling and Audits
- Smoke Control System Inspections
- Construction Management

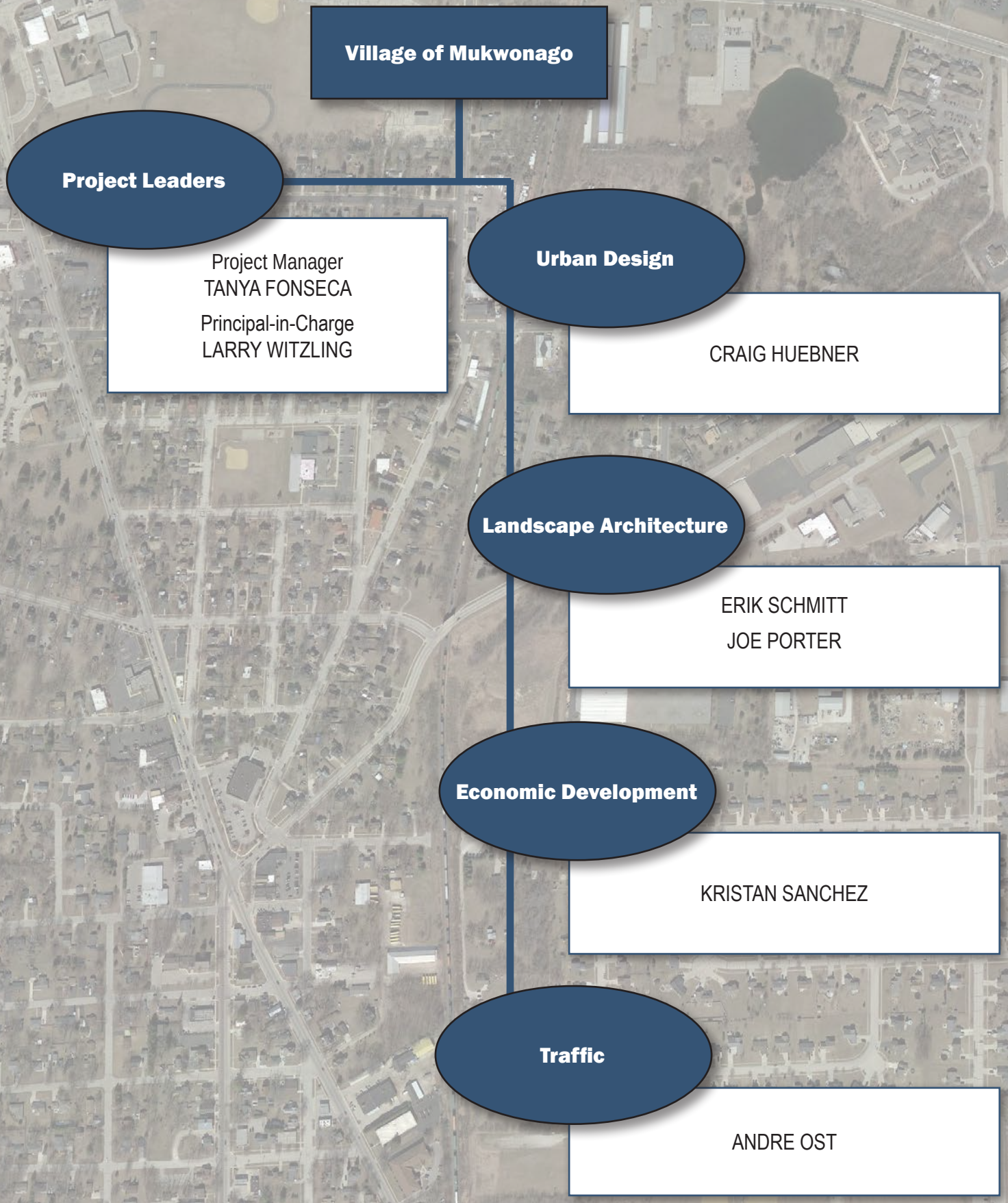
Operations Consulting
- Lean Manufacturing Design
- Plant Layout
- Process and Product Flow Analysis
- Process Utility Design
- Quality Control
- Set-up Reduction
- Staging and Material Logistics
- Work Cell Design

Planning
- Comprehensive Planning
- Urban Design
- Master Planning
- Main Street Redevelopment
- Corridor Redevelopment
- Property Development
- Plan Reviews
- Strategies for Sustainability
- Economic Development
- Incorporation Procedures
- Expert Testimony

Structural
- BIM (Building Information Modeling)
- Bridges
- Buildings
- Building Exteriors
- Foundations
- Forensic Analyses/Investigations
- Parking Structures
- Process
- Structural Systems

Transportation
- Curb and Gutter/Sidewalks
- Harbors and Marinas
- Pavement Design
- Railroad Spurs
- Relocation and Reconstruction
- Right-of-Way Services
- Roundabout Design
- Streets/Highways/Freeways
- Street Lighting
- Traffic Studies, Signalization and Signing

Key Personnel Organizational Chart



Tanya Fonseca, *AICP*
Project Manager

Professional Certification

American Institute of Certified Planners

Education

M.S., Urban Planning, Columbia University, New York, New York

B.A., Architectural Studies, Mount Holyoke College, South Hadley, Massachusetts

Year of Architecture & Design Field Work, Copenhagen, Denmark

Professional Affiliations

American Planning Association

Wisconsin Chapter of the American Planning Association

Awards

American Institute of Certified Planners Outstanding Student Award

Technical Skills

Geographic Information Systems

Adobe InDesign

Adobe Illustrator

Adobe Photoshop

Tanya joined GRAEF with a background in both urban planning and architecture, and several years of professional experience in Wisconsin, New York, Massachusetts, Denmark, and Montana. Her planning expertise includes revitalization, comprehensive and neighborhood planning, community and economic development, code review and updates, urban design, sustainability, and ongoing planning services for urban, suburban and rural communities.

Streetscape, Park, & Open Space Planning & Design

Tanya has been involved in several streetscape and park planning projects that are customized for the needs of the municipalities and its user groups. Projects include examination of existing programmatic elements and proposing new improvements and programs to generate excitement and activity within the public spaces, coordination with local businesses and property owners, and assistance with capital improvement planning and budgeting. Recent efforts have taken place on Pine Street in Burlington, Milwaukee Avenue in South Milwaukee, the Beerline Trail and neighborhood development in Milwaukee, the waterfront and U.S. Highway 2 corridor in Ashland, the River Edge Parkway in Wausau, and the Kinnickinnic River Watershed.

Economic Development

Tanya collaboratively creates economic plans, including market studies and tax increment district analyses. Most recently her work in East Troy, Burlington, and Allouez in partnership with the local municipalities, businesses, and private developers has assisted in jump-starting implementation, leveraging investment, and strengthening the re/development visions of the local businesses and community at large.

Civic Engagement | Tanya has a robust knowledge of the inner workings of community development, neighborhood organizations, and local leadership. Her planning work brings civic engagement to the center of project development to maximize the leveraged benefits for communities and investors. Her engagement strategies range from one-on-ones to large community open house meetings. Her recent efforts in Sherman Park (Milwaukee), the Kinnickinnic River Watershed (Milwaukee), Milwaukee, South Milwaukee, Milwaukee County Parks, Burlington, East Troy, and her former work as the Neighborhood Planner and Organizer in Thurston Woods and Old North Milwaukee have elevated community leadership in plan making and implementation.

Sustainability & Resiliency

Tanya assists clients with the integration of triple bottom line accounting (social, economic, and ecological considerations) and sustainable infrastructure in their projects. Tanya most recently worked with the City of Milwaukee on their Green Infrastructure Plan, and the Milwaukee Metropolitan Sewerage District and communities in the Kinnickinnic River watershed to integrate green infrastructure capital improvements and triple bottom line considerations into plans for the river naturalization and the watershed as a whole to manage stormwater.

Lawrence P. Witzling *PhD, AIA, PLA*
Principal-in-Charge

Dr. Witzling was named the American Planning Association's Planning pioneer of the Year in 2017. This unique honor comes on top of five other national awards, and 40 years of exemplary work on local, state, and national projects. His professional achievements have been recognized by Progressive Architecture, the American Institute of Architects, the Congress for the New Urbanism, the American Planning Association and local state chapters and regional organizations. Prior to GRAEF, Dr. Witzling was President of Planning & Design Institute, Inc. (PDI), a firm he founded in 1988.

Registrations

Registered Architect – WI

Registered Landscape Architect – WI

Education

Ph.D., City and Regional Planning, 1976, Cornell University, Ithaca, NY

Bachelor of Architecture, 1967, Cooper Union, Manhattan, NY

Affiliations

American Institute of Architects

American Society of Landscape Architects

ASLA – Wisconsin Chapter

American Planning Association

APA – Wisconsin Chapter

Congress for the New Urbanism

Awards

Planning Pioneer of the Year, American Planning Association, 2017

Municipal Planning & Design

Larry has been engaged in award-winning municipal planning throughout Wisconsin and northeastern Illinois since 1988. His work includes a full range of services from zoning reviews to broad high-level development plans. His plans and designs have been implemented in small and large communities, for public and private sector investments. His public sector work includes land use and smart growth plans, park and open space design, town centers, revitalization of older retail areas, business corridors, preparation of ordinances and guidelines, boundary agreements, ongoing plan reviews, and other aspects of urban planning. His work also includes extensive contact with the general public through workshops, design charrettes, surveys, interviews, and open house presentations. He has served on several regional committees developing standards for subdivision ordinances and land use plans. Larry's completed planning efforts include:

- Ongoing planning services cities, villages, and towns throughout Wisconsin and northeastern Illinois. New urbanist plans for communities in Wisconsin
- Plans for several subdivisions and main street projects in the City of Sun Prairie
- Plans for the Luxembourg American Cultural Center district in Ozaukee County
- Kenosha's Downtown plan
- City of Milwaukee's Park East Redevelopment Plan
- Plans for Racine's Walker site and West Washington neighborhood
- Wauwatosa Life Sciences District
- Milwaukee's Harbor District
- Waukesha Central City Master Plan
- Drexel Town Square
- Neighborhood Plans throughout Milwaukee
- Allouez's Riverside Corridor
- Ashwaubenon Redevelopment
- Burlington Business Park Expansion
- South Milwaukee Downtown
- Plans for Milwaukee's Lakefront
- Kenosha's Downtown Plan
- West Bend Riverfront Development
- Stevens Point Downtown and Riverfront
- New Berlin's City Center
- West Allis Redevelopment
- West Allis National Avenue Corridor

Craig Huebner *AICP*
Urban Design

Craig's academic background is in both architecture and urban planning, and he has several years of experience working in both fields. His work experience includes zoning, comprehensive planning, neighborhood master planning, commercial redevelopment, streetscape corridor planning/design, urban design, park and open space planning, and design guidelines. In addition, Craig has extensive experience in the creation of innovative public participation plans for a variety of planning projects.

Urban Design & Property Development | Craig's experience in urban design includes developing design strategies for a variety of commercial corridors and specific properties as well as corresponding design guidelines. He has conducted detailed site analyses, including parking analyses, and used this information to develop achievable design solutions. Craig develops graphic maps, diagrams, and illustrations to communicate a range of urban design concepts and solutions. Craig's projects include the National Avenue Corridor Strategic Plan, Drexel Town Square Regulating Plan, Whitefish Bay Silver Spring Drive Master Plan, and various other projects in similar size and scope to the West Allis Highway 100 Project.

Comprehensive Planning | Craig has assisted with the development of several comprehensive plan updates for municipalities in Wisconsin. Duties on these projects include visioning, research into historical and existing conditions, statistical analysis, catalytic development opportunities, and preparation of public outreach. Craig uses this information to assist with writing and formatting effective comprehensive plan documents.

Public Participation | Craig's experience in public participation includes the creation and facilitation of public meetings in a variety of settings, stakeholder involvement strategies, focus groups, outreach techniques for multiple constituencies, programs for involving business leaders, image preference surveys, and community education programs. His public participation experience includes the National Avenue Corridor Strategic Plan and Riverside Drive & Webster Avenue Corridor Plan.

Mapping & Design Visualizations | Craig utilizes a number of mapping resources to communicate data effectively in the form of maps, infographics, diagrams, and 3-Dimensional visualizations. Using his technical abilities, he is able to clearly communicate a broad range of information with data-driven maps, including: site conditions, existing and future property information, and conceptual development plans. In addition to mapping, Craig has experience in creating effective 3-D models, rendered plans and perspective drawings of conceptual development designs.

Education

Master of Architecture, 2012
Master of Urban Planning, 2012
Certificate in Real Estate Development, 2012
University of Wisconsin-Milwaukee, Milwaukee, WI

B.S., Architectural Studies, 2009
Certificate in Urban Planning, 2009
University of Wisconsin-Milwaukee, Milwaukee, WI

Professional **Certifications**

American Institute of Certified Planners

Professional Affiliations

American Planning Association
APA-Wisconsin Chapter

Technical Skills

AutoCAD
Google SketchUp
Adobe InDesign
Adobe Illustrator
Adobe Photoshop

Erik R. Schmitt *PLA, CDT*
Landscape Architecture

Registration
Registered Landscape Architect – WI

Certification
Certified Document Technologist

Education
B.S., Landscape Architecture, 1996
University of Wisconsin-Madison, Madison, WI

B.S., Horticulture, 1996, University of Wisconsin-Madison, Madison, WI

Erik has worked for more than 23 years in landscape design and is an Associate at GRAEF. He has a wide range of project experience featuring a variety of scales: community identity, project visioning, streetscape design, urban plaza design, intimate scale pedestrian spaces, parks and open spaces, community elements, mixed-use developments, business parks, corporate campus design, master planned communities water parks and large scale land use planning. Erik has extensive experience working with private and public client groups regarding project planning, design, project approvals and construction.

Drexel Town Square, Oak Creek, WI – Project Landscape Architect: Large 85-acre redevelopment on the former industrial Delphi site. GRAEF helped plan the project, gain public support, develop successful grants for funding, initiate design for sustainable infrastructure and design the infrastructure. The Wisconsin Economic Development Corporation (WEDC) awarded $1.1 million in BEBR funds to clean up the site and prepare it for new development. GRAEF has been at the hub of this complex process, ensuring that site development is coordinated with all applicable federal, state, and local requirements. Drexel Town Square will serve as Oak Creek's new town center and a focal point for economic activity, environmental practices, and social stimulation.

Packard Gardens Retail District Streetscape, St. Francis, WI – Project Manager: For this project, we provided full construction documents, in WisDOT format, for the streetscape and landscape design at the triangular junction of South Lake Drive, East Howard Avenue and South Packard Avenue. We prepared plans for complete reconstruction of the roadway, pedestrian zones, open space and district identity monument. The project was developed in a 'Garden District' theme that is supported by a multitude of accent plantings.

Milwaukee Ave. Streetscape Master Plan, South Milwaukee, WI – Project Landscape Architect: Worked with City staff to develop a Master Plan for streetscape improvements between 9th Avenue and 12th Avenue. In addition to updating the pavement scheme, street tree program, and streetscape amenities & furnishings, the Master Plan incorporates key pedestrian safety features such as adding roadway bump-outs at key intersections and updated roadway lighting.

Capitol Drive Streetscape, Shorewood, WI – Project Landscape Architect: For the replacement of about 2 miles of roadway from Estabrook Park to Lake Drive in the Village of Shorewood. As part of the roadway replacement we developed a streetscape plan to reflect the historical significance of the community while improving safety, aesthetics and accessibility of this urban corridor. Some major challenges of the project include traffic calming, coordination with several adjacent schools and the replacement of the Oak Leaf Trail Bicycle/Pedestrian Path Bridge.

National Avenue Corridor Strategic Action Plan - Project Landscape Architect: GRAEF created an illustration of the development potential for eight target investment areas that would serve as catalysts. The illustration included building footprints, street design concepts, parking, streetscape options, public space options, and related features needed to represent a distinctive, long-term vision for the corridor.

Joe Porter *PLA*
Landscape Architecture

Professional Registration
Registered Landscape Architect - WI

Education
B.S., Landscape Architecture, 2002, UW Madison, Madison, WI

Awards
2019 WIASLA Honor Award for General Design - Bee Branch Creek and Open Space Restoration, Dubuque, IA
2018 "Reimagining Warner Beach" Design Competition Finalist, Madison Wisconsin
2015 WIASLA Excellence Award for Built Work, UW Health at the American Center, Madison Wisconsin
2014 WIASLA Merit Award for Un-Built Work, McKinley Marina Master Plan, Milwaukee Wisconsin
2008 WIASLA Merit Award for Analysis and Planning, Dillon Marina Master Plan, Dillon Colorado

Joe Porter is a licensed Landscape Architect with fifteen years of experience working on academic and corporate campuses, brownfield redevelopments, green roofs, greenway corridors, mixed-use developments, parks, plazas, streetscapes, residences, resorts, and waterfronts throughout North America and the Caribbean. His involvement with these projects has included every aspect of the design process, from conception through completion. Joe is passionate about context-sensitive design, with emphasis on sustainability and the facilitation of social interaction. He enjoys creative problem solving within a collaborative team environment.

Freedom from Religion Foundation Landscape Plan, Madison, WI: (With Another Firm)

Freshwater Plaza Mixed-Use Development, Milwaukee, WI: (With Another Firm)

Hilldale Outdoor Shopping Promenade, Madison, WI: (With Another Firm)

Jackson Street Bridge 3D Visualization, Janesville, WI: (With Another Firm)

Lucky Development Green Roof Retrofit, Madison, WI: (With Another Firm)

Madison Municipal Building Site and Green Roof Design, Madison, WI: (With Another Firm)

Maine "Green Downtowns" Master Planning Initiative, ME: (With Another Firm)

Port Hawkesbury Community Park, Port Hawkesbury, NS: (With Another Firm)

South Central Transit-Oriented Design Initiative, Madison, WI: (With Another Firm)

State Street Pedestrian Corridor Redevelopment, Madison, WI: (With Another Firm)

Stoughton Road Corridor Study-3D Visualization, Madison, WI: (With Another Firm)

"Uncommon" Housing Development and Green Roof Design, Madison, WI: (With Another Firm)

"UP" Madison Multi-Family Development and Green Roof, Madison, WI: (With Another Firm)

Wauwatosa Downtown Redevelopment, Wauwatosa, WI: (With Another Firm)

West Place Mixed-Use Development, Madison, WI: (With Another Firm)

Kristan Grygiel Sanchez *AICP, Assoc AIA*

Economic Development

Education

Master of Urban Planning,
University of Wisconsin-Milwaukee

Master of Architecture,
University of Wisconsin-Milwaukee

B.S. Architectural Studies,
University of Wisconsin-Milwaukee

Professional Certifications

American Institute of Certified Planners

Affiliations

American Planning Association

American Institute of Architects

Kristan is a planner and project manager with 20 years of experience in the public and private sectors. She has worked in planning, economic development, urban design, and architecture on projects throughout the US. She also served as the Community Development Director for the Village of Ashwaubenon. Kristan's specialties center on urban re/development and strategies for communities to maximize both community value and economic value, combining the community vision with market opportunities. Kristan believes that good planning – the combination of vision and appropriate development standards – sets the framework for economic development success.

Kristan has successfully led projects to redefine and plan downtown areas and has written zoning ordinances and procedures. She has served as planner and project manager on both sides of the table: as the client while development director for a municipality, and while working as a consultant hired by a community. Keeping the community goals at the center of the process is the key to a successful outcome of any project.

Comprehensive, Master, & Strategic Planning

Kristan has served as a consultant planner and as the internal staff project manager for multiple successful plans of various scales – from comprehensive community-wide plans to specific neighborhood area plans and transit-oriented development studies. The process includes engaging the community stakeholders, elected officials and professional staff to understand both the vision and the realities of the political and economic climate to best set the framework for continued use of the plan and implementation over the coming years. As the director of development for Ashwaubenon, Kristan held a primary leadership role in guiding the process, approvals, and ordinances for the complex, 34-acre, $130 million Titletown Development. Kristan has provided master planning services for the Village of Ashwaubenon; for projects on the Gulf coast of Mississippi following Hurricane Katrina; and for communities throughout Chicagoland such as City of Chicago, City of Waukegan, Village of Riverside, Village of University Park, Village of Palatine, City of Elgin, and City of Berwyn.

Economic Development

Kristan's work in economic development brings together the vision of the community with the market opportunities and development climate. Having a background working directly for development teams and on staff at a municipality, her work begins with the physical property or area location, which includes the property rights and regulations that form the basis of the zoning envelope and informs any potential development proforma. She has successfully negotiated the acquisition and sale of multiple properties for the purposes of redevelopment, including brownfield and riverfront sites. In addition, her background in development deals include structuring and negotiating development agreements and incentives within TIF districts, and has both established and amended TIF districts in order to facilitate continued progress and investment within focus areas, resulting in growth through numerous large-scale and complex projects.

Andre Ost *PE, PTOE*
Traffic

Professional Registration
Professional Engineer – WI

Professional Traffic Operations Engineer

Education
B.C.E., 2006, University of Minnesota-Twin Cities

Minneapolis, MN

Software Experience
MicroStation c8.5, GeoPak, AutoCAD, Synchro/Sim Traffic/3D Viewer, Rodel, HCS+, Paramics V5 & V6, WisPAVE, Trns.port, Estimator

Andre provides both transportation and traffic engineering design services to various clients throughout the State of Wisconsin. Responsibilities include the design and preparation of plan documents for transportation and traffic projects. Specific transportation project involvement has included conceptual design layout, alternative analysis, environmental impact studies, public involvement, utility coordination, preliminary design, pavement design, and the preparation of plans, specifications and estimates. Specific traffic project improvements include analysis of intersection improvements, preparation of signal warrant studies, traffic signal design, parking studies and traffic animation models.

E. Capitol Drive (STH 190) Reconstruction Project, Village of Shorewood, Shorewood, WI – Project Engineer: Responsibilities included roadway design, traffic signal design, plan preparations, project quantities and cost estimates for reconstruction of 1.2 miles of urban roadway with seven intersections in the Village of Shorewood along East Capitol Drive from Eastbrook Parkway to Lake Drive. Under a three-party contract with GRAEF, Wisconsin Department of Transportation, and the Village of Shorewood, the project involves roadway design, traffic signal design, roundabout feasibility, traffic analysis, pedestrian bridge design, streetscape and plaza improvements, and various design reports. A detailed community outreach plan was developed.

West National Avenue, West Allis, WI - Traffic Engineer, Signal Design: GRAEF performed a traffic and safety analysis within the project corridor. A traffic report summarizing the results and documenting the proposed improvements was prepared. The improvements included the design and replacement of four permanent traffic signals and a new emergency vehicle hybrid beacon (EVHB) at West Allis Fire station No 5. The traffic signals were designed on decorative signal poles to match the streetscaping included with the project. The new traffic signals included emergency vehicle preemption, video detection and were connected with the installation of a new fiber-optic interconnect system. GRAEF also provided the permanent signal timings for the coordinated signal system.

N. Wilson Drive, Shorewood, WI - Project Engineer, Traffic Study: The project included the urban roadway reconstruction of 0.9 miles of N. Wilson Drive from E. Capitol Drive to E. Glendale Avenue. The completed project includes the following features:

- Enhanced pedestrian crossings at Olive Street, Ardmore Avenue, Congress Street, Kensington Boulevard and Glendale Avenue
- Bike lanes
- Bus pullouts
- Enhanced Oak Leaf Trail/Estabrook Park connections at Olive Street and Kensington Boulevard
- Enhanced stormwater features including biofiltration basins along the west curb line and a biofiltration median from Olive Street to Alpine Avenue
- Additional trees and landscaping on west side of Wilson Drive
- New street lighting

Team Culture, Design Philosophy, Basis for Selection

Purpose

GRAEF's core purpose is to "improve the physical environment for the benefit of society in a sustainable manner." This is more than a high-level goal. GRAEF's planners drill down to details and infuse this purpose in all projects. We do it every day.

GRAEF's purpose clearly embraces Mukwonago's Downtown Strategic Plan. Mukwonago's physical improvements must be a social and economic benefit for a wide range of individuals, businesses, and cultural institutions. The improvements must be sustainable – not just with regard for environmental features, but more importantly in terms of economic and public policy actions essential to long-term solutions.

Values

Four principles underlie GRAEF's core values: *loyalty, client service, quality, and integrity.* For Mukwonago, these values help determine the criteria or "tests" whereby proposed solutions must be evaluated:

- Have the solutions been loyal to Mukwonago's local culture?
- Will the actions provide service to all stakeholders?
- Do actions fit "best practices" for achieving quality?
- Has the work been performed with integrity and transparency?

Culture

Our planning group is a tight-knit highly collaborative team. We work together every day. We multi-task with overlapping skills and talents. We are specialized, but not so specialized that we do not understand the different goals, methods, and outcomes we apply. Our group leaders have worked this way for decades. The awards noted in this proposal section prove the value and effectiveness of our team culture.

Basis for Selection – Proof of Quality

Our planning and urban design group has won more awards than another planning group in Wisconsin – by a wide margin. And these awards are not for "shelf" plans, but for plans leading to clear implementation. Many awards address the specific types of issues needed by Mukwonago for this project including awards for:

- Urban design quality in villages as well as larger cities
- Landscape architecture, especially streetscapes
- Functional design for transportation corridors (including DOT)
- Innovation and creativity for public policies
- Community engagement (with diverse stakeholders)
- Policy implementation (both short and long-term)
- Economic development (residential, commercial, industrial)

We should be selected not because we have won awards in the past, but because we use those same talents in all our projects today. Awards are a pleasant byproduct of good work, but the goal is to help each community implement the right actions.

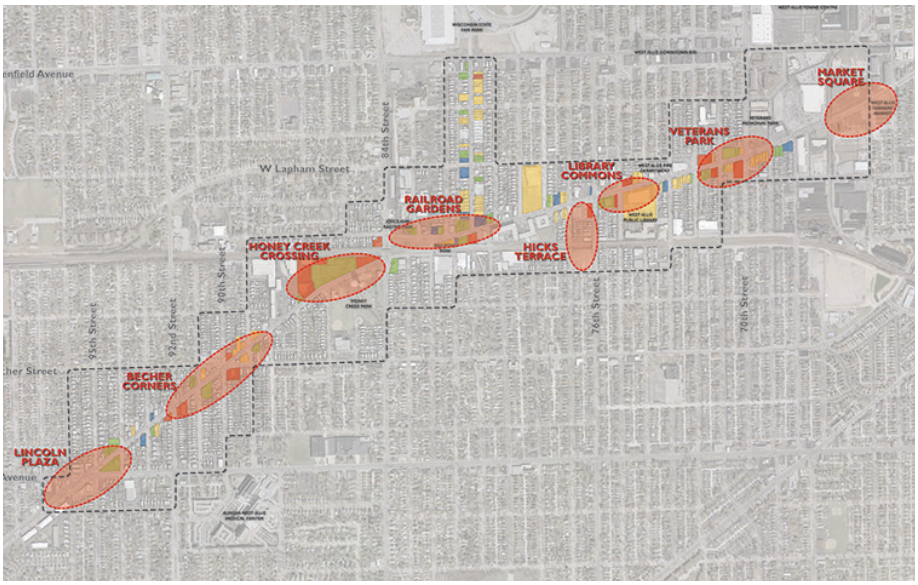
A Sample Portfolio of Relevant Experience

The following pages include summaries of relevant projects (full reports for West Allis National Avenue Corridor Strategic Action Plan and aukesha are included in the digital submission)

- West Allis National Ave Corridor Strategic Action Plan
- South Milwaukee
- St. Francis Streetscape Master Plan
- Shorewood Village Gateway and East Capitol Drive Streetscape
- Waukesha Center City Master Plan
- Oak Creek Drexel Town Square Streetscape
- East Troy Economic Development Services -
- City of Muskego Janesville Road Corridor Streetscaping Plan
- Village of Mukwonago Highway 83 Resurfacing

National Avenue Corridor Strategic Action Plan

Client: City of West Allis | West Allis, WI



Award

2017 APA-WI Award for Urban Design

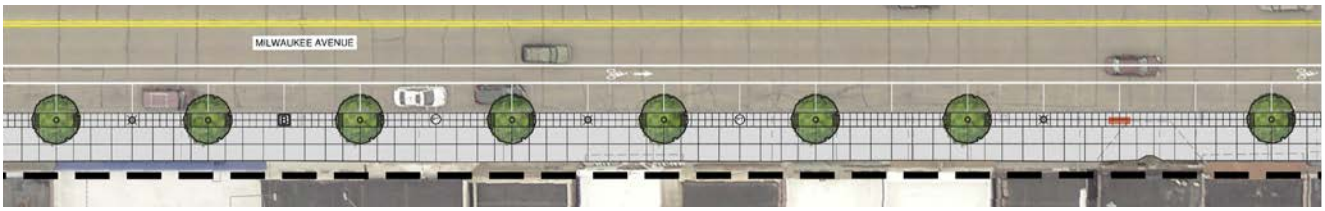
As part of a plan to foster continued revitalization and identity for the National Avenue corridor, GRAEF prepared a corridor plan that includes an economic market analysis, an analysis of the right-of-way with a complete streets plan, an analysis of the corridor focusing on re/investment opportunities, and eight target investment areas. In addition to overall plan development, GRAEF was responsible for public involvement, including a kickoff meeting for constituent neighborhoods and business owners, and interviews with key business owners, property owners, developers, and real estate brokers familiar with the corridor.

Urban Design & Transportation Plan | GRAEF created an illustration of the development potential for eight target investment areas that would serve as catalysts. The illustration included building footprints, street design concepts, parking, streetscape options, public space options, and related features needed to represent a distinctive, long-term vision for the corridor.

Redevelopment, Rehabilitation, Re/investment & Branding | National Avenue allows for a limitless range of site-specific changes and interventions. Corridor plans often fall back on the recommendation that such decisions are "best left to the market" including: property owners, tenants, investors, developers, assessors, appraisers, various government staff, and abutting neighbors. To address this complex circumstance this study offers specific recommendations, as a starting point, for individual properties, that incorporate re/development, rehabilitation, business investment and/or branding.

Milwaukee Avenue Streetscape Design Services

Client: City of South Milwaukee | South Milwaukee, WI



As an inner-ring suburb of the city of Milwaukee, the City of South Milwaukee recognized a need to update not only its comprehensive plan, but also its economic development and downtown revitalization strategies. The GRAEF team worked closely with the City's staff, Plan Commission, Downtown Advisory Committee, and Common Council to create a customized action plan to jump-start community revitalization. GRAEF's work included a conceptual master plan for South Milwaukee's downtown, as well as final design, construction documents, specifications, and cost estimates. The process included community engagement, coordination with We Energies and the railroad, and assistance with surveying, the bid process, and construction administration. The project will be constructed in 2020.

The streetscape will include accent paving, new trees, site furnishings, lighting with integrated banner arms, and other specialty landscape features to enhance the historic character and contemporary uses and reinvestment in South Milwaukee's downtown. Planning and design for downtown plaza spaces was also included, to be implemented as a future phase of construction in downtown after Milwaukee Avenue is completed.

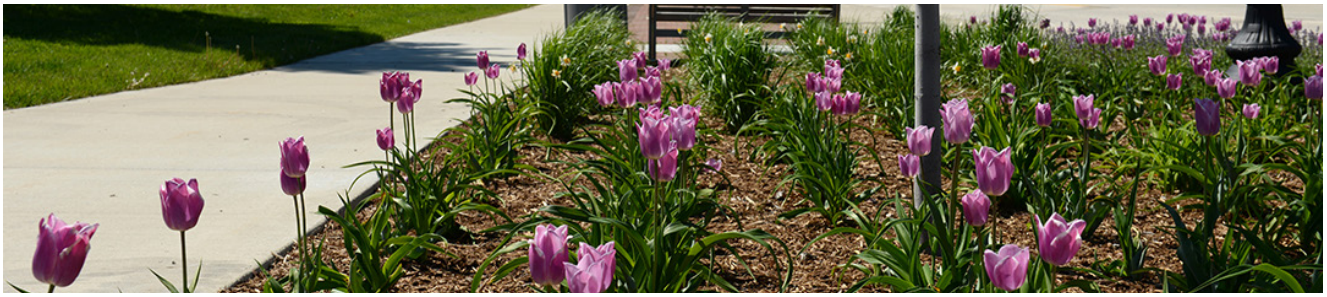
Additional projects for the City have included the Comprehensive Plan Update, a Downtown Plan, Redevelopment Guide, and Ongoing Economic Development Services.

Services

Landscape Architecture
Urban Planning
Public Involvement
Traffic Engineering
Electric Engineering
Site/Civil Engineering
Survey

City of St. Francis Streetscape Master Plan

Client: City of St. Francis | St. Francis



Services

Landscape Architecture

City Branding

GRAEF landscape architects worked with the City Department of Public Works in order to develop a streetscape master plan for six of the city's major roadways. One major portion of the master plan was to develop general streetscape design guidelines as an outline for future roadway improvements including: pedestrian safety improvements, enhancements for the pedestrian zones, updated street lighting, recommendations for street trees and ornamental plantings and the creation of a new City identity in the form of new gateway monuments, signage elements and custom identifiers. A thematic seasonal banner program was proposed as well as the development of new, custom city-wide road name signs.

Another component of the master plan involved detailed analysis of the existing conditions for each roadway corridor and the application of the design guidelines in the form of a final master plan for each. Here, general design recommendations regarding where to apply each of the appropriate guidelines were graphically portrayed.

Village Gateway & East Capitol Drive Streetscape

Client: Village of Shorewood | Shorewood, WI

Services

Landscape Architecture

Public Involvement

Village Branding

Traffic Engineering

Site/Civil Engineering

Structural Engineering

Awards

WisDOT Excellence in Highway and Bridge Design, 2012

ASCE Engineering Achievement, 2012

ACEC WI Engineering Excellence, 2013

WIASLA Award of Honor, General Design, 2012

GRAEF landscape architects and traffic and roadway engineers redesigned the streetscape, developed gateway and village branding elements, and designed adjacent pocket parks and plazas for 1.3 miles of roadway on East Capitol Drive. Another key element of the project was the redesign of a bridge carrying the Oak Leaf Trail over Capitol Drive.

The complex nature of this project required a public involvement process, coordination with the Village of Shorewood's various design control committees, and coordination with agencies such as the Milwaukee County Parks and WisDOT.

New streetscape amenities include accent paving, site furnishings, roadway and pedestrian lighting, and specialty landscape features which reflect the historic character of this district and help accentuate this 'green' and unique corridor. Pedestrian safety was at the forefront of our design recommendations and included improved pedestrian crosswalks, roadway bump-outs, bike lane accommodations, improved hardscape systems and enhanced lighting to improve the pedestrian experience.

Stormwater management was also a priority for the project. GRAEF provided detailed alternatives to the Village and ultimately provided a series of decorative bio-filtration features at key locations along the corridor.

Central City Master Plan

Client: City of Waukesha | Waukesha, WI

Award

2012 APA-WI Award for Planning

This innovative, award-winning plan addressed the combined future of Waukesha's downtown along with three critical urban neighborhoods. It contains not only a broad vision but detailed action plans with recommended physical interventions.

History

Waukesha was once an historic resort community with one of the most charming and intricate downtowns in Wisconsin. Today, it represents the type of community that forms the backbone of the urban Midwest – a mid-tier city with all of the requisite components to create a great urban place for the next generation. This plan builds on Waukesha's recent successes and points the way toward a major urban renaissance for the next generation.

Goals

The plan establishes the overall vision for the Downtown and establishes nine key goals regarding the creation of complete streets, residential diversity, economic vitality, revitalization of three neighborhoods and creating memorable arterial pathways.

Implementation

The plan includes detailed urban design concepts linked to the goals and an specific implementation plan addressing the roles and resources of multiple city agencies and the private sector.

Complete Streets "Master Plan"

A key component of the plan is the integration of new development with details for pedestrian, bicycle, and vehicular circulation. The first step in implementation has been the creation of a comprehensive street master plan.

Drexel Town Square Streetscape

Client: City of Oak Creek | Oak Creek, WI

Drexel Town Square is a new mixed-use town center on the 85-acre site of the former Delphi automotive parts factory in Oak Creek, a Milwaukee suburb lacking its own 'downtown.' The development houses civic, retail, office, health care, open space and residential uses. Centrally located in front of the new city hall and library, the heart of the project is the town square plaza with custom seating elements, accent plantings, an outdoor performance area, and a splash pad. The Town Square will be the site of exciting public events such as farmers' markets, holiday celebrations, outdoor concerts, winter ice skating, and more.

GRAEF played a central role on the project from the initial conceptual design all the way through plaza and public roadway construction. Some key streetscape design elements are:

- Custom pass-through gateway structure located at the project's main entrance.
- Modular concrete pavers within the roadway terrace areas and key crosswalk locations.
- New decorative LED lighting with streetscape banners and electrical receptacles for holiday lighting.
- Street trees planted in structural soils and decorative 'paver grates'.
- New site furnishings including benches, trash/recycling receptacles, bike racks and custom-designed raised planters.

Stormwater best management practices were at the core of the design philosophy and the following elements were included on the project: Permeable pavers at the Town Square on-street parking, bio-infiltration basins along the central parkway, and the development of a large "wetland park" featuring restored wetlands, multiple wet and dry stormwater basins, native plantings, walking paths, wetland boardwalks, custom stone benches and interpretive signage.

Awards

Sustainable Development Guide: 2013 APA-WI Award for Innovations in Planning

2015 Eureka Award – *The Business Journal*

Services

Landscape Architecture

Streetscape

Brownfields Grant Assistance

Public Participation

Sustainable Development Guide

Site/Civil Engineering

East Troy Economic Development Services

Client: Village of East Troy | Location: East Troy, WI

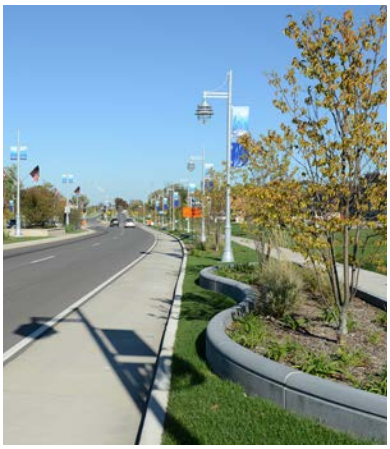
The Village of East Troy is in midst of a renaissance, gaining momentum and leveraging investment in its unique Village Square and in its new City-owned business park. The Village's businesses, property others, elected officials, staff, and other stakeholders are highly proactive in making improvements and leveraging investment throughout the village.

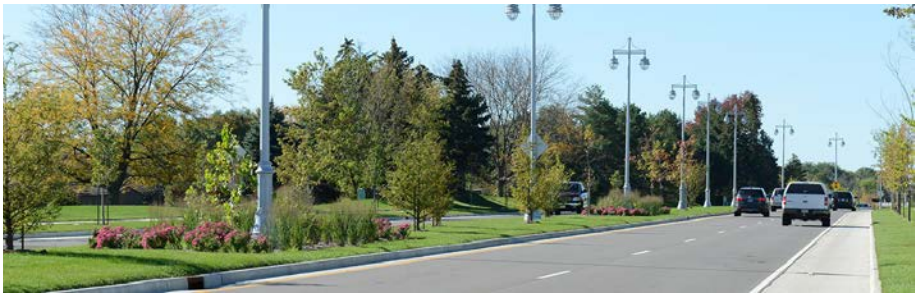
The Village of East Troy engaged with GRAEF to collaborate on strategic planning for economic development, the implementation of the strategic plan, business recruitment efforts, revitalization and new development programs, and assisting with funding opportunities for economic development throughout the Village. The GRAEF team adds value by adding capacity and working closely with the community to spur economic development in a variety of scales in the Village Square, the business park, and primary commercial corridors and gateways from the freeway, and on various catalytic scattered sites throughout the village.

- Business Recruitment & Growth – GRAEF works closely with the Village to explore the potential for new businesses to locate in the Village's business park, in addition to working with local community businesses to scale up to create more jobs and investment. This includes spatial planning and TIF incentive planning and negotiating.
- Business Park marketing – GRAEF created marketing materials for the Village's business park that also highlight significant amenities throughout the village that can benefit new or growing businesses
- Strategic Economic Development Planning – GRAEF worked closely with the Village Board and other community economic development stakeholders to develop and strategic plan and identify key initiatives to be pursued to increase the tax base, private investment, job creation, and maximizing tourism potential.
- Community Development Authority formation & staffing – GRAEF worked closely with the Village Board, staff, and other stakeholders in the formation of the new CDA. Now that the CDA has begun, GRAEF staffs the monthly meetings, and works with the Executive Director on implementation of special area planning, outreach, investment opportunities and planning for redevelopment in key areas of the village.

Janesville Road Corridor Streetscaping Plan

Client: City of Muskego | Muskego, WI





GRAEF Planners worked extensively with the community of Muskego and stakeholders to develop a context sensitive streetscape plan and construction documents as an element of the Janesville Road widening project.

The 2.5 mile corridor was evaluated and divided into five districts to respond to the adjacent neighborhood character. Each of these districts received a customized street section, streetscape treatment, and intersection design that responds appropriately to neighboring residential or commercial environments. A specific 'collection' of streetscape furnishings, colors, pavement patterns and textures, plant materials and lighting were developed from various alternative palettes. Throughout the corridor, the streetscape design employs a vegetated median, detached sidewalks and lighting on each side of the roadway, and shade trees. The streetscape design within commercial districts receives more intense treatment through the use of raised median planters, pedestrian lighting, special pavements and street furnishings. Gateway features are also introduced at highly visible locations along the corridor.

GRAEF Planners also created several development plan alternatives for the Town Center area of the corridor.

STH 83 Village of Mukwonago

Client: WisDOT SE Region | Location: Mukwonago, WI

Services

WisDOT Design Standards

Fast Track Design

Roadway Rehabilitation

Topographic Survey

Public Involvement Plan

Environmental Document

Design Reports

Preliminary and Final Roadway Plans

Final PS&E Documents

GRAEF provided preliminary and final design services for the resurfacing of STH 83 from the Mukwonago River Bridge to Lincoln Avenue in the Village of Mukwonago. This preventive maintenance resurfacing project involves an HMA overlay of the existing roadway and adjoining gutter. Base patching will be performed in pavement areas showing signs of significant deterioration. The existing guardrail terminals at the bridge over the Mukwonago River will be replaced with new energy absorbing terminals. Existing pedestrian ramps will be updated at multiple locations throughout the project limits, and roadway signing and pavement marking will be replaced.

This project was awarded through the WisDOT Master Contract due to the fast-track design needed to be sure this project could be complete prior to the start of a more complex reconstruction project located north of the city limits. The project was awarded on December 8, 2009 and was completed for a March 16, 2010 Final PS&E, resulting in a duration of less than 4 months.

GRAEF's 2019 standard rate sheet:

PROFESSIONAL SERVICES FEE SCHEDULE

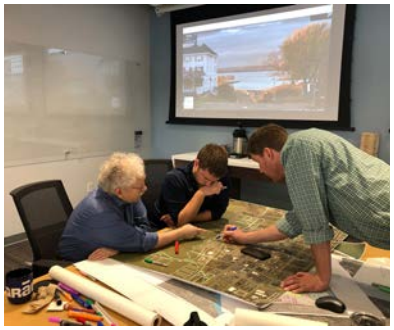
CLASSIFICATION	RATE
Professional (P1)	$ 111.00
Professional (P2)	$ 123.00
Professional (P3)	$ 139.00
Professional (P4)	$ 153.00
Professional (P5)	$ 167.00
Professional (P6)	$ 178.00
Senior Professional (P7)	$ 190.00
Group Manager (P8)	$ 200.00
Senior Group Manager (P9)	$ 215.00
Technician/Inspector (T1)	$ 75.00
Technician/Inspector (T2)	$ 98.00
Technician/Inspector (T3)	$ 111.00
Senior Technician /Inspector (T4)	$ 123.00
Senior Technician/Inspector (T5)	$ 134.00
Senior Technician/Inspector (T6)	$ 143.00
Survey Crew - 1 Person	$ 145.00
Survey Crew - 2 Person	$ 210.00
Administrative	$ 78.00

Automobile travel will be billed at the current federal rate of 58 cents per mile.
Survey vehicles will be billed at 75 cents per mile.
LIDAR scanner will be billed at $150/hour.
Unmanned Aircraft System (UAS) will be billed at $75/hour.
Expenses such as travel and supplies will be billed at actual cost.
Contracted services and consultants will be billed at cost plus 5 percent.

Overview of Typical Scope of Work & Relevant Rate Sheets

Hourly Rates

For Mukwonago, and many of our clients, the issue is not the cost of one hour but the economic value of the benefits. GRAEF's clients get a very high value for each hour we work – especially on problems that are complex, not easily defined, and come from years of multiple, unsolved difficulties. A typical scope of services includes a broad set of tasks tailored for each client. There is no one-size-fits-all. Each scope must be customized. Within this context, our services always include the following scope items:



a) Understanding the history & conditions

How did the current problems evolve? What actions occurred? What worked and what failed? Have local trends been stable or erratic? What are the broad regional market trends and demographic shifts? Last, but not least, what are the critical physical conditions for both the built and natural environments?

b) Defining concepts to be discussed

Rarely do communities encounter a problem that has not occurred (at least in part) somewhere else. What, if any, solutions have been identified? What applicable concepts has our planning team seen both within the Midwest as well as other parts of the country? The answers to these questions to reveal ideas that can help find new and innovative solutions.

c) Engaging multiple sectors of the community

We employ multiple tools for learning from, as well as communicating with, community, downtown, and business stakeholders. These techniques include workshops, interactive surveys, focus groups, and, when feasible, many one-on-one conversations. These tasks occur throughout the process: first, to understand the community; second, to make sure solutions are on track; and last to pave the way for effective implementation.

d) Considering actions for implementation

Implementation must be considered throughout the process. Ideas imply actions and actions have costs. Good design concepts and good implementation actions are literally two sides of one coin. We emphasize "actions" throughout the process, in each part of our scope.

e) Design iterations

Design solutions become better only through a process of reiteration. At the beginning we discuss design concepts to find the issues and values of the community. Towards the middle of the process we use design iterations to narrow down the choices for all the detailed components of a solution. At the end we focus on one option as the starting point for the next steps. Typically, the design process requires three iterations, each with increasing levels of specificity.

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Section 2

Proposal

Approach & Project Understanding – Dimensions of the Problem

The Issues are not Simple

The problems facing Mukwonago did not arise overnight. These issues evolved as the result of incremental changes and decisions over several decades. No one action will be the solution. We view this problem as having four dimensions. Each of these dimensions (and potential approaches) is diagrammed on the following pages.

Dimension 1 – Communication, Wayfinding, Safety, & Branding

Mukwonago sees the symptoms of the problem in terms of signage, wayfinding, and branding. "Fixing" each symptom may not provide a long-term solution. The same dilemmas may rise again. Mukwonago needs a process for ongoing actions that resolve these issues over time and sustain good solutions. To do this we will:

- Treat new signs as landmarks – not just utilities. We advocate patterns of signage using recognizable rhythms and concepts.
- A design "suite" or "palette" can work well if it provides flexibly for different businesses and harmony to create an integrated feeling.
- Show multiple options as we have done in other communities.

Dimension 2 – Circulation & Access

Circulation will be the lifeblood of Mukwonago's downtown. People, customers, visitors, residents – all must be able to move freely and comfortably among various activities. Just making it utilitarian, however, does not make it successful. To do this we will explore:

- Linking key pedestrian pathways – going beyond safety to making the connections friendly and significant.
- Maximizing use of all movement, including scooters and bicycles.
- Making parking lots visually appealing. These areas must be designed as part of overall site concepts.

Dimension 3 – Placemaking & Visual Character

Village centers must feel like a unique, integrated experience. Some communities create a single village square or plaza. While this may be possible in the long run for Mukwonago, the challenge today is to find a different way to make a "place". Fortunately, the conversion of multiple streets – viewed by most traffic engineers as a liability – can also be a major visual asset if it is designed effectively. To do this we will explore several concepts that can help make a "public place:"

- Emphasizing the corners as positive visual landmarks.
- Celebrating each corner and make them all memorable.
- Using the difference between the various street connections in a way that shows feels continuous and intuitive.
- Find ways to "echo" the downtown concept in surrounding areas.
- Integrating placemaking, community + economic development to enhance downtown activities.

Dimension 4 – Built & Natural Environments

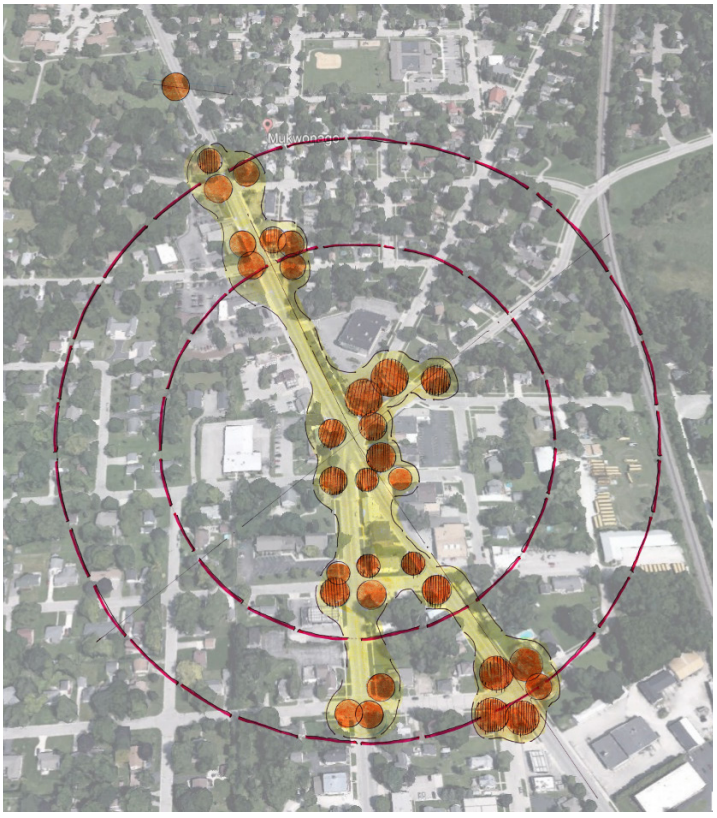
Mukwonago has great environmental resources. Signage must go beyond letting people know where environmental features are located. The downtown should contain its own natural environments that act as "lead-ins" establishing expectations of the features nearby. To do this: Show the links to nature (more than just a sign).

- Make access clear, easy, and fun.
- Create small natural features near the downtown.

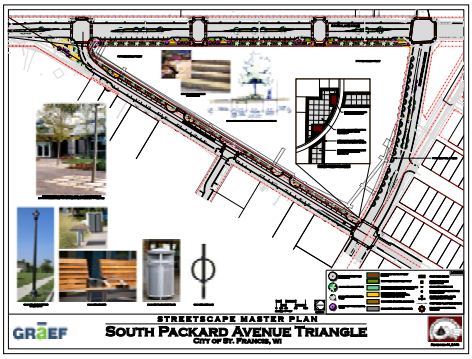
All Movements Matter

Built and Natural Environment

Signs and Landmarks



Visual Character



Task 1: Kick off process – confirm goals

Mukwonago has invested considerable time, thought, and resources in establishing the Downtown Strategic Plan. Our first step is to "download" this knowledge in a workshop style meeting with staff and stakeholders. All the current goals and recommendation's need to be confirmed and, if needed, revised to reflect current thinking.

Task 2: Existing conditions – understanding the history

Our first analysis is not about numbers. It is about the community. How did Mukwonago get to its current dilemma? What solutions were tried? What worked and what failed? Markets and demographics are also considered, but as part of a broad overview of social and economic conditions. Last, but not least, what are the critical physical conditions for both the built and natural environments.

Task 3: Precedent study

Usually the community has already identified potential solutions they have seen elsewhere. At the same time our planners have reviewed many concepts both within the Midwest and other parts of the country. We use these concepts to reveal ideas to be evaluated as a basis for finding fitting and innovative solutions.

Task 4: Community engagement, workshop, & website

We have multiple tools for learning from, as well as communicating with, community stakeholders. We use workshops, interactive questionnaires, focus groups, and, when feasible, one-on-one conversations. These tasks need to occur throughout the project to ensure buy-in, consensus, and a strong design for Mukwonago's village center.

Task 5: Defining more detailed action plans

Implementation must be considered throughout the process. Ideas imply actions and actions have costs. Good design concepts and good implementation actions are literally two sides of one coin. We emphasize both throughout the process.

Task 6: Final design iterations

Multiple options will be shown sequentially at different points in the process. At the beginning we discuss design concepts to find the issues and values of the community. Towards the middle of the process we use design iterations to narrow down the choices for all the detailed components of a solutions. At the end we will focus on the starting points for the next steps. This component of the work includes specifics regarding streetscape element placement with:

- A style suite/palette showing appropriate design locations
- Signage placement recommendations
- Specifics regarding signage components and design

Project Schedule

The key milestones for the schedule will be negotiated with the Village as part of the initial contract. At this time, we anticipate the following schedule (based on the assumption that a final signed contract will be established by January 1, 2020).

January 2020

1. Kick off process – confirm goals
2. Existing conditions - understanding the history

February 2020

3. Precedent study
4. Community engagement, workshop, and website

March 2020

5. Defining more detailed action plans

April 2020

6. Final design iterations

Project Budget

The total project budget for this work is $30,000. In addition, our contract usually includes options for amended scopes and additional work at the rates shown on our rate sheet.

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Section 3

References & Samples

References & Samples

References

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Project: National Avenue Corridor Strategic Action Plan

Work Samples

Work Samples for the following projects can be found in the digital copy of this proposal:

- National Avenue Corridor Strategic Action Plan
- City of Waukesha Downtown Integrated Street Master Plan

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Work Plan Examples

- National Avenue Corridor Strategic Action Plan
- City of Waukesha Downtown Integrated Street Master Plan

WEST ALLIS

NATIONAL AVENUE CORRIDOR

STRATEGIC PLAN

JUNE 27, 2016

ACKNOWLEDGMENTS

City of West Allis Property Owners, Businesses, & Residents

City of West Allis Common Council

Michael Czaplewski - 1st District
Vincent Vitale - 1st District
Cathleen Probst - 2nd District
Martin Weigel - 2nd District
Gary Barczak - 3rd District
Michael May - 3rd District
Thomas Lajsic - 4th District (President)
Dan Roadt - 4th District
Rosalie Reinke - 5th District
Kevin Haass - 5th District

City of West Allis Plan Commission

Mayor Dan Devine, Chair
James Hoerig, Vice Chair
Wayne Clark
Jon Keckeisen
Jim Lisinski
Ronald Rieboldt
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Tanya Fonseca – Planner

Aaron N. Gruen, Esq., Principal
Debra Jeans, Principal
Andrew Ratchford, Senior Analyst

UrbanAssets

Melissa Huggins, AICP, Principal
Zia Brucaya, Associate Planner
Emma Schumann, Assistant Planner

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THE WHOLE CORRIDOR IS THE BIG IDEA.

1

“This part of the city is where I grew up. It is a huge corridor for us. If we have people outside of our community using these streets, it’s important that it reflects the values of the city.”

EXECUTIVE SUMMARY

Following the approval of the “West Allis National Avenue Corridor Strategic Plan,” the Common Council can organize its efforts and invest time in eight, benefit-yielding actions. The Council can either lead or share lead responsibilities to support development or redevelopment opportunities, civic engagement, and market development.

1. Designate eight “Corridor Target Investment Areas,” created by the Common Council, that make key regulations and subsidies more flexible. (Chapter 6: Re/Development, Rehabilitation & Re/Investment)
2. Prioritize the co-location of investments in Target Investment Areas in order to provide tangible impacts in visible areas. Focus co-located investments in targeted areas, or phase the award of façade grants to focus investment geographically. (Chapter 6: Re/Development, Rehabilitation & Re/Investment)
    - » Select 2 or 3 areas as “first” projects depending upon the level of interest and enthusiasm from investors, developers, and businesses.
    - » Consider the creation of a new BID, or an expansion of the existing Greenfield Avenue BID to the east end of National Avenue, to foster leadership and investment in the Corridor.
3. Combine funds into a new, targeted investment loan pool program that provides City staff with a large and flexible financial resource to aid new and existing businesses, particularly in the first key target investment areas. (Chapter 6: Re/Development, Rehabilitation & Re/Investment)
4. Utilize existing TIDs, and consider new TIDs along National Avenue, to fund public improvements in the areas of National Avenue not currently served by related funding or lending programs. (Chapter 3: Market)
    - » Consider expanding TID 9 to offer funding options to a broader geographic area. (Chapter 6: Re/Development, Rehabilitation & Re/Investment)
5. Foster physical, programmatic, and marketing improvements for the local school system that would attract families to the National Avenue area. (Chapter 4: Civic Engagement)
6. Allocate line items in the municipal budget adjacent to the budgets for basic maintenance (specifically within the CDA and the City budgets) for high-design rehabilitation of City-owned buildings. (Chapter 6: Re/Development, Rehabilitation & Re/Investment)
7. Incentivize adaptive reuse projects on National Avenue by considering a competition to recruit “pop up” [and thereby longer-term] business.” (Chapter 6: Re/Development, Rehabilitation & Re/Investment)
8. Consider approving additional liquor licenses to attract more high-quality, full-service restaurants to the National Avenue Corridor. (Chapter 6: Re/Development, Rehabilitation & Re/Investment)

WHY THIS PLAN FOR WEST ALLIS

1

WHY THIS PLAN?

The City of West Allis has committed a full-scale set of resources to the National Avenue corridor. **Here's why.**

CORRIDOR INVESTMENT REQUIRES PERSON-TO-PERSON NEGOTIATION

Dollars beget more dollars. To create an outstanding environment along National Avenue, business and property owners need to reinvest. To reinvest, business and property owners need 1) a professional team who can work with them directly, and b) a fixed, visible investment by the City. The City's level of investment on planning and design will determine, to a large extent, the level of private reinvestment in the corridor. There is no "one size fits all" solution to garnering community buy-in. This important project will require proactive and regular communication.

CORRIDOR PLANNING REQUIRES BLOCK-BY-BLOCK URBAN DESIGN FOR LANDSCAPE, STREETSCAPE, AND ARCHITECTURE

Commercial corridors are the seams of the community. National Avenue is a connector, a thoroughfare, and should be recognized as a destination. To be a destination, the character of National Avenue must be uniformly welcoming. National Avenue is one of the few east-west corridors that offers a strong connection between downtown and Highway 45 in lieu of Interstate 94. Plans for rehabilitation, redevelopment, and reinvigoration must be carried out simultaneously and with a high level of detail in order for the corridor to be a top destination – economically and sociologically – for community members and visitors.

CORRIDOR INFRASTRUCTURE REQUIRES MULTIPLE, LONG-TERM PUBLIC INVESTMENTS

Cost-effective capital and operational decisions require good planning. Like planning for retirement, planning and redesigning key commercial corridors requires a) thinking comprehensively and long term, b) diversifying investments, and c) most importantly, setting aside funds early in life. Corridor planning also requires front-end investments that ensures a viable place for community members to access goods and services, now and in the future.

CORRIDOR PLANNING REPRESENTS A SMALL INVESTMENT WITH BIG RETURNS

Nearly the entire National Avenue corridor in West Allis, from 95th Street on the west to 68th Street on the east, will be re-envisioned through this planning and design work. Choosing to prolong the planning and design work for one of the three areas would severely limit making equitable investment decisions for business owners, property owners, and community members. Comprehensively investigating the corridor now will allow the City of West Allis to holistically implement identified solutions, and confidently execute decisions based on a complete analysis.

WHY THIS PLAN FOR WEST ALLIS?

Plans are developed to attract and preserve resources. Plans are devised so that a group of people can demonstrate a clear vision, and use those resources to bring to bear that vision. Contemporary plans should be founded on extensive research, and publish only summaries of the research so as not to diminish the importance of forthcoming actions that must be taken. Plans shouldn't ignore realities, whether they be advantageous or disadvantageous; these plans should exploit those realities through an honest identification of assets (macro and micro). Contemporary plans should have an inherent capacity to be the road map – the critical work plan or business plan – for one party or a set of parties. **The sum of the aforementioned plans, in essence, constitute the intended structure of this National Avenue Corridor Strategic Plan.**

"Why this plan is different" is demonstrated through a couple of lenses:

1. it is structured as a work plan for the City and its partners to increase the cultural and economic vitality of National Avenue, which other City plans were not designed [or commissioned] to tackle,
2. it covers a tailored land area within the community not previously explored at this level of depth, and
3. it focuses on site-by-site interventions – economic, physical, and social – which offer solutions tailored to the specific nature of each site.

The City of West Allis has undoubtedly brought to bear many plans over the last several decades. In recent years, the most visible of its plans is the 2030 Comprehensive Plan. The National Avenue Corridor Strategic Plan, by contrast, plays a critical role that the 2030 Comprehensive Plan cannot. Aside from a sheer difference in geographic area (specific to a corridor versus a citywide focus), the National Avenue Corridor Strategic Plan is a critical precursor to planned roadway reconstruction on two segments of the corridor.

2

CORRIDOR HISTORY & CONDITIONS

> “[National Avenue] is more than just a street or traffic pattern. It’s what people recognize West Allis as.”

- **Corridor length: 1.9 miles**
- **Drive to downtown Milwaukee: ~17 minutes**
- **National Avenue traffic counts: 9,600 – 17,000 cars / day**

PROJECT OVERVIEW & LOCATION

National Avenue has been a keystone in the social and economic history of West Allis. Built before there were cars, National Avenue continues to connect homes, businesses, and institutions across several neighborhoods. Today, however, this major urban corridor faces some new challenges.

- How do we attract new owners and patrons to ensure a vibrant business corridor?
- What is needed to transform the physical and architectural appearance of properties?
- What identity can be grown in the area to foster a unique business district?
- What amenities do resident and business owners need in the Corridor and surrounding neighborhoods?

This Plan seeks to tackle these challenges for the 1.9 mile-long National Avenue Corridor.

The National Avenue Corridor – only a 17 minute drive to the heart of downtown Milwaukee via National Avenue and S. 1st / Water Street – will always be an essential economic artery of the city of West Allis. Positive momentum has continued in recent years, including the construction of the Heritage Senior Living apartments and PyraMax Bank, the development of the new West Allis Skate Park, and the attraction of unique restaurants like Braun’s, Butch’s Pub & Eatery, and Chef Paz.

Between S. 68 and S. 95 Streets, the Corridor is embedded within dense residential development. It is home to various food and retail destinations, essential services, and government institutions, all while serving as a major east/west transportation route (where people move by car, bus, foot, and bicycle).

Two opportunities prompted this Plan. First, from interested business and property owners to elected officials, the National Avenue Corridor is recognized as an area in need of a vision to grow and build upon recent investments in order to procure success and stability. No existing plan for the City of West Allis covers this Corridor at that kind of depth. Second, a future street reconstruction project planned in 2018 (between S. 70 and S. 76 Street and between S. 92 and S. 95 Street) furthers an opportunity to design a Corridor that improves the overall business, neighborhood, and travel experience. Corridor planning must precede the roadway reconstruction in order for the City and community to viably manage change along the Corridor.

For any vision to be successful in transforming a neighborhood or business corridor, community input and support are essential. The actions, interventions, and design decisions in this Plan stem directly from the interviews, meetings, and open houses conducted during Plan development.

Figure 1. West Allis, National Avenue and the study area of National Avenue in the regional context.

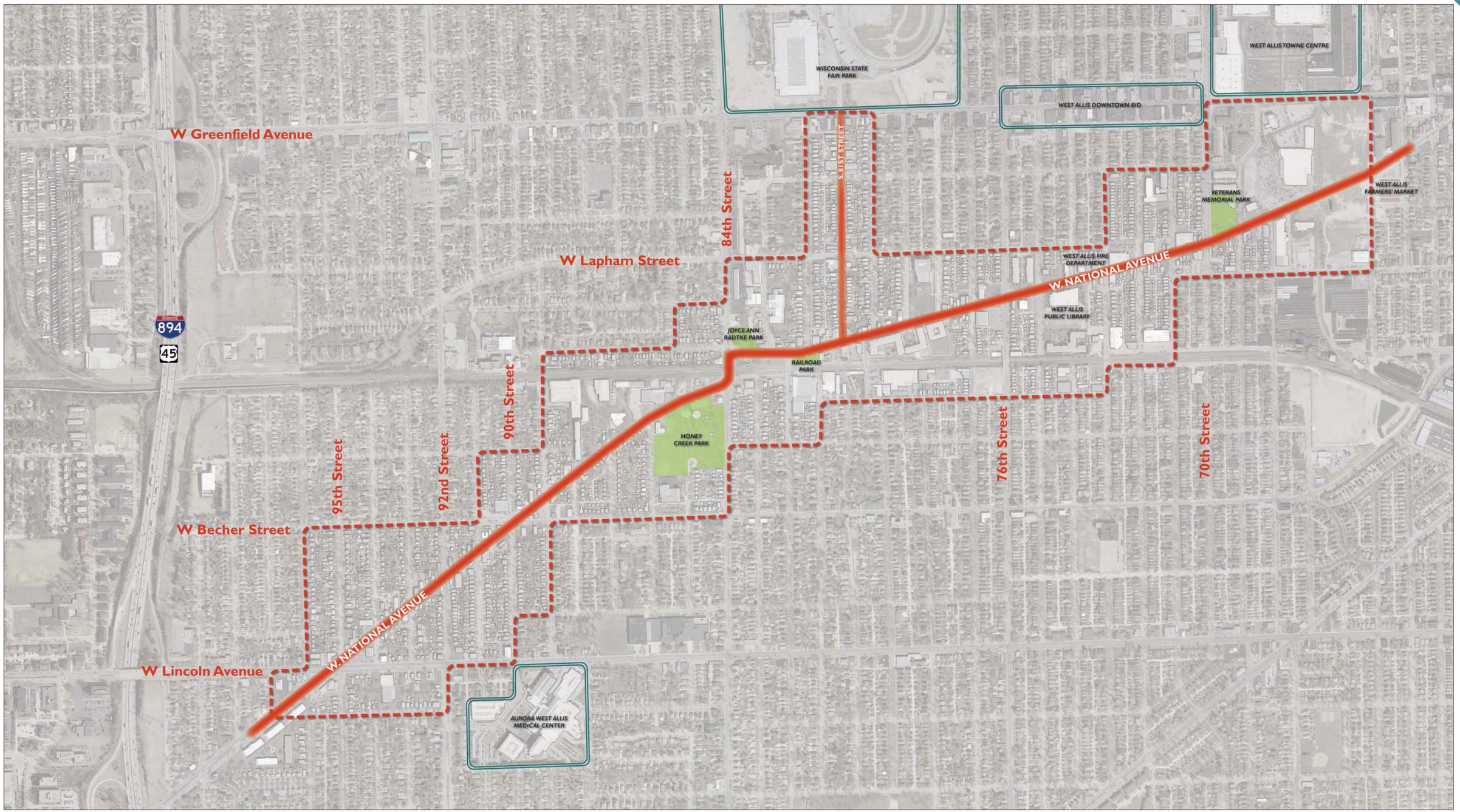
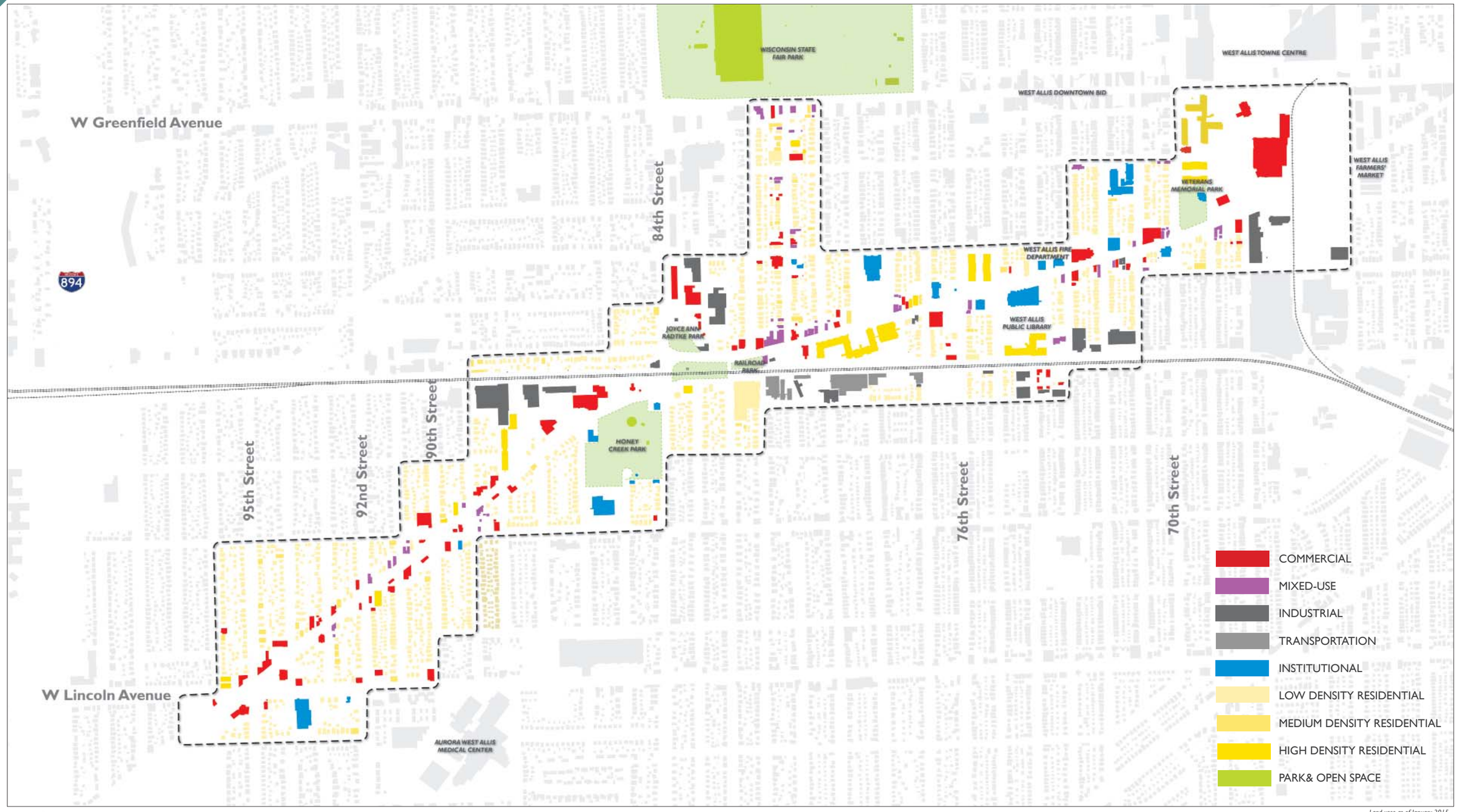


Figure 2. Landmarks in proximity to the National Avenue corridor.



Land uses as of January 2015.

Figure 3. Existing land use in the National Avenue corridor.

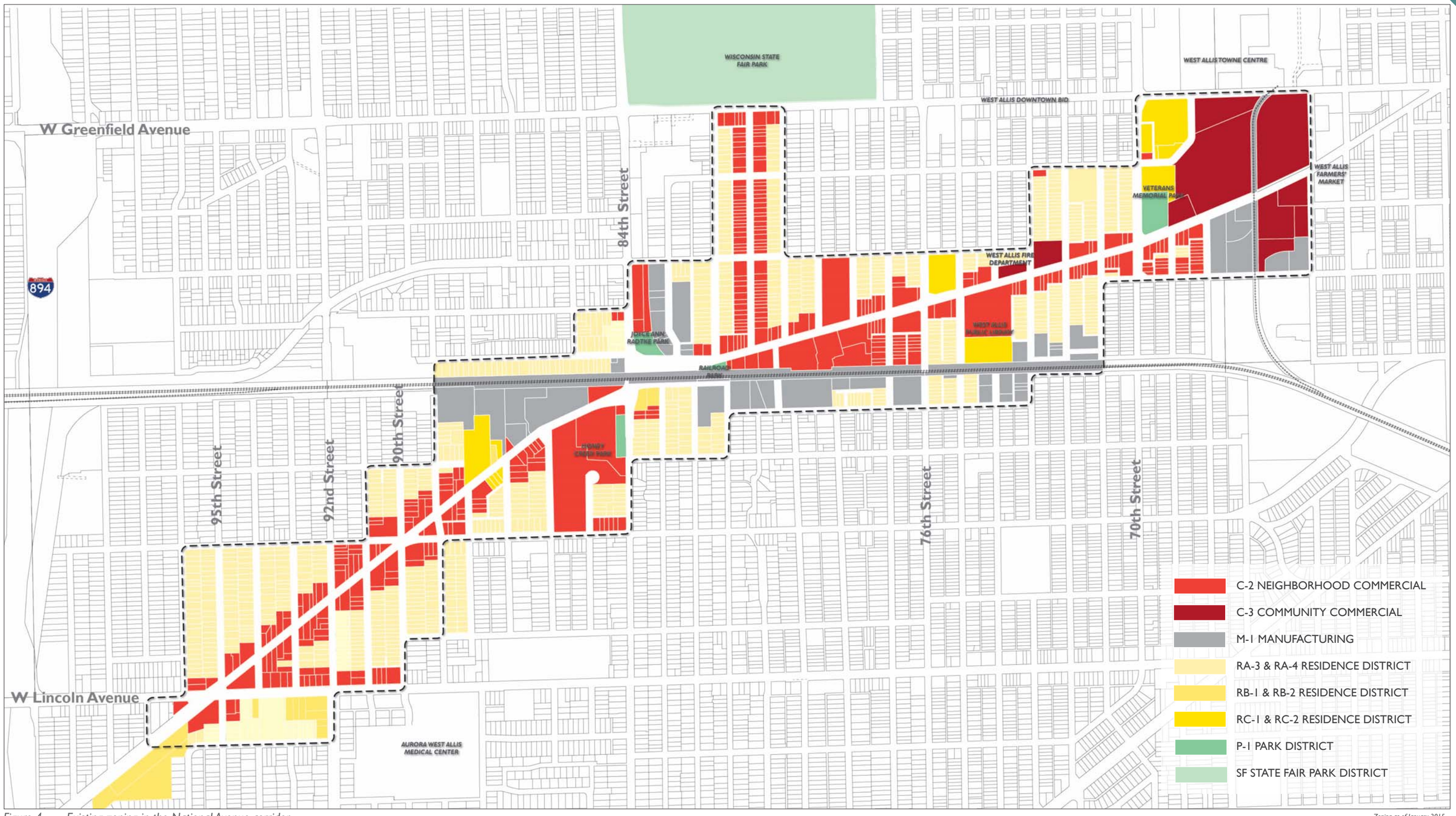


Figure 4. Existing zoning in the National Avenue corridor.

Zoning as of January 2015.

2

Pre-1830 Potawatomi and Menomonee Indian settlement

1835 Honey Creek Settlement

1850s Mukwonago Plank Road established

1876 National Soldier's Home opened

1880 Village of North Greenfield incorporated (present day West Allis)

Chicago Northwestern Railroad line from Milwaukee to Madison

1887 1st platted subdivision

1891 Wisconsin State Fair is established

Milwaukee Motor Railway Company extends streetcar line to the National Soldier's Home

1894 Streetcar is extended to State Fair via Greenfield Avenue

1900 Streetcar extended on National Avenue

Allis Chalmers began construction on new plant (later being the largest employer in the State at the time)

1902 Mukwonago Plank Road becomes National Avenue

1907 City of West Allis Incorporation

Post WWII Interstate Highway System

Streetcar system is retired

Figure 5. Timeline of influences and development of National Avenue.

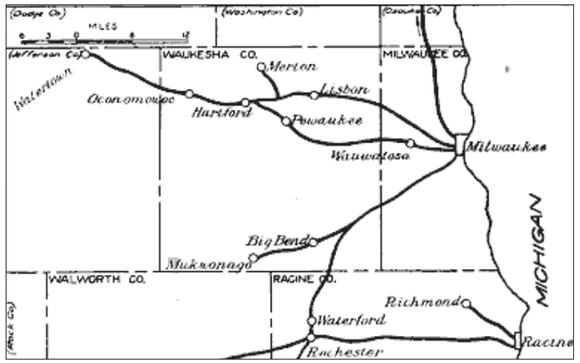


Figure 6. Plank roads in the southeastern Wisconsin following 1850. All plank roads connected interior points with lake ports.

Source: Muchka, Albert. West Allis. Charleston, SC: Arcadia, 2003.

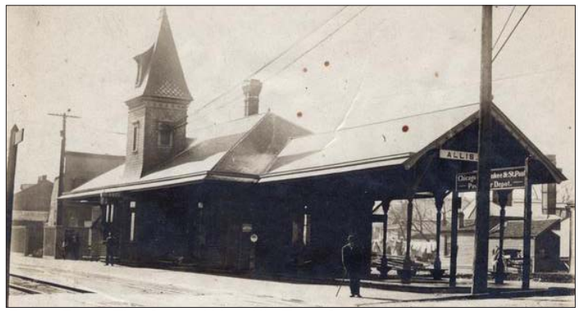


Figure 7. The former West Allis Train Station.

Source: Muchka, Albert. West Allis. Charleston, SC: Arcadia, 2003.

Figure 8. Engraving of the National Home for Disabled Volunteer Soldiers (Northwestern Branch) – opened in 1867. The entrance off of the eastern end of the Mukwonago Plank Road (Elizabeth Street in the City of Milwaukee) later National Avenue, is depicted in the lower left corner.

Source: Muchka, Albert. West Allis. Charleston, SC: Arcadia, 2003.

HISTORICAL DEVELOPMENT

The Corridor varies substantially along its four mile length through West Allis (1.9 miles of which are in the project area for this Plan). Most people probably view National Avenue as an even longer corridor running from the east side of Walker's Point, through West Allis, out to New Berlin. Consequently, revitalizing the National Avenue Corridor in West Allis requires viewing this remarkable street as a series of distinct places and experiences – socially, economically, and visually.

National Avenue, like many other traditional arterials, began as a significant transportation corridor extending from an urban center to rural areas and other urban centers in the region. Initially known as the Mukwonago Plank Road beginning in 1848, the road was central to life in the Honey Creek Settlement with many businesses providing services and lodging to travelers and farmers using the road.

The private Mukwonago Plank Road Company failed in 1902. The route from Hawley Road (S. 60th Street) to the Milwaukee County line was designated a county trunk highway. The National Avenue name, adopted in Milwaukee after the National Soldier's Home opened in 1867, was eventually extended through the new Village of West Allis and continued its growth as a major artery in the region. [1]

[1] Whitbeck, Ray Hughes. *The Geography and Economic Development of Southeastern Wisconsin.* (Madison: State of Wisconsin, 1921).

Figure 9. During the late 19th century, businesses began populating National Avenue from 78th Street to 84th Street. These buildings served as inns, shops, post office, local library, town hall, and entertainment. The North Greenfield Hotel and Poiron Hall were popular stops for Milwaukeeans heading to the Waukesha lakes.

Source: Muchka, Albert. West Allis. Charleston, SC: Arcadia, 2003.

After more than a century, National Avenue remains as a critical part of the metropolitan and regional circulation system. Like many historic arterials, the character of the street is determined not by its right-of-way and traffic lanes but by the nature of the development that defines its visual, social, and economic condition.

Like many similar traditional arterials, there has been a challenge by competing patterns of development, especially in suburban areas along suburban arterials. More specifically, auto-dependent patterns of development on wider arterials created an entirely different mode of movement, visual character, and social and economic behaviors. As the suburban arterial gained prominence older urban arterials (like National Avenue, North Avenue, Kinnickinnic Avenue, Lincoln Avenue, etc.) found themselves reshaped by owners, businesses, and local governments that had little choice but to adopt the auto-oriented arterial.

Nonetheless the older arterials survived due to their inherent sustainability as effective urban components of a rich, diverse, and ultimately more humanized mode of community change. Several specific features of traditional arterials represent their historic (and now contemporary) value as an urban asset. Ironically, these are the same features that are usually absent from suburban auto-oriented arterials.

Figure 10. Older sections of West Allis were lined with wooden sidewalks and were later replaced with concrete in the 1930s, c. 1920.

Source: Muchka, Albert. West Allis. Charleston, SC: Arcadia, 2003.

GRAIN AND TEXTURE OF BUILDINGS, USES & ACTIVITIES

Perhaps the key feature of traditional arterials is their finer grain of development and business located on smaller lots. In the case of National Avenue, this is evident especially west of S. 84th Street. This finer grain means that one block might have ten to twenty different business or structures. Not all remain as economically or socially viable. However, at any one time on these arterials, there are always several land uses that thrive and provide a continuous pattern of experience and activity. For many investors and real estate professionals, small lots that remain over decades of activity present a major barrier of land assembly and acquisition. Without a large lot, typical of suburban areas, a larger auto-oriented use is deemed 'impossible'. This has induced patterns of land acquisition that create suburban land patterns. Even the small so-called outlots in suburban shopping centers are 200 feet wide (the equivalent of five or six older lots).

The Corridor has some blocks where only one or two uses occupy an entire street face - essentially a characteristic of suburban development. While these uses may seem appropriate (and more easily converted into uses similar to suburban lots) they are, in fact, the street faces that usually have the least amount of pedestrian activity.

OWNERSHIP AND BUILT-IN DIVERSITY

The varied grain and texture has been perceived by some as a liability, making it difficult to combine lots and create larger parcels. Today, however, diverse ownership represents a major asset, almost guaranteeing long-term diversity of uses on each block. This diversity supports multiple activities, variation in daytime and nighttime activity, multiple visual images, a sense of both tradition and innovation. It keeps the street lively and virtually assures the necessary level of multiple activities that make a street into a memorable place.

ACTIVATING STREETS

Today almost all planners and local government recognize the need to make streets "friendly" to pedestrians. However, a pedestrian-friendly street does not guarantee a pedestrian "active" street. Without a significant demographic base, there are no active streets or public places. This is especially evident in suburban communities that try, often without success, to manufacture a higher level of activity without much abutting density. Perhaps the most well-known local example is Bayshore Town Center, which itself includes many residential units and is adjacent a significant number of homes in Whitefish Bay. In contrast, older urban arterials, like the National Avenue Corridor, have a built-in, ready-made density in all of the surrounding blocks. As noted previously, this is one of the most primary assets of older urban arterials that can be leveraged to create high-value corridors. The issue is attracting the right mix of people, both daytime and nighttime, and then spurring a set of responsive uses to kick-start the revitalization.

TRANSIT AND CIRCULATION

Historically, National Avenue was the primary access route for West Allis, linking the community to both the east and west. It has been sustained for more than a century. While it now is used primarily by private automobiles, its functional roots lie in its role as a public transit arterial first for horse-drawn vehicles and followed by streetcars.

Today, long-term revitalization of older urban arterials requires high levels of access and multiple effective choices including, walking, bicycling, driving, parking, and transit. Characteristics include the following:

» Drive times to other areas in the metropolitan area are convenient as is access to the freeway system.

» Bicycling connections are possible, and can be improved with routes, signage, and adoption of Bublr bike sharing.

» The existing transit service on National Avenue is not the most conducive of corridor development. Continuous movement from the Corridor to downtown and/or the east side requires at least one transfer. Other arterials that have seen a resurgence of value (Kinnickinnic and Oakland Avenues, for example) provide direct access to downtown and the upper east side, which supports connectivity to jobs, education, and entertainment. National Avenue does not currently have this asset.

» Parking is currently accommodated in a variety of ways including street parking, side parking, and a variety of off-street lots. This pattern seems to be effective. In the future, strategic retention of on-street parking and the principles of shared parking for lots can be increased.

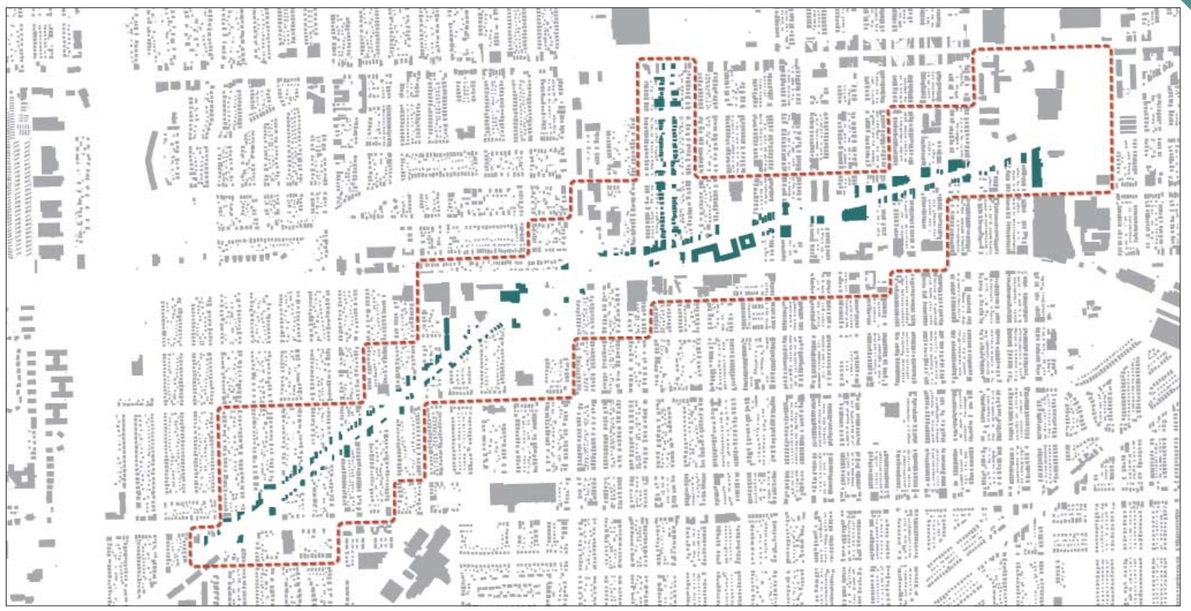


Figure 11. Figure ground of National Avenue portraying building coverage and the sawtooth building pattern.

Figure 12. Image of transit and circulation in West Allis in the 20th century.

Source: Muchka, Albert. West Allis. Charleston, SC: Arcadia, 2003.

URBAN FORM – THE BIG SPLIT

Within West Allis, the National Avenue Corridor contains two very distinct components – east and west of S. 84th Street. Specifically, the 84th Street dividing line is the result of many years of incremental changes and development decisions which, today, create a distinct division clearly evident both visually and experientially. The split is the result of the compounding impact of the rail lines, rail bridge, street alignments, diverse land use and development characteristics in all four corners, and lack of smooth connectivity for people walking, and the improbability of creating a strong street edge continuity. Nonetheless, this intersection can become an important, even iconic, location that celebrates the transition from one section of National to another. From a design perspective, it can be viewed as a place where two parts of a larger composition come together.

Figure 16. Railroad bridge over S. 84th Street - 'The Big Split'

URBAN FORM – THE SAWTOOTH

One of the most unique, charming, and confounding features of the National Avenue Corridor is the pattern of front yards created by the cross-cut geometry of the street – referred to here as the "sawtooth". This form creates visual interest and diversity throughout the Corridor. Conventional principles of "New Urbanism", coupled with some of the concerns of real estate brokers, suggest that this condition is problematic because it (a) does not create uniform street façades that parallel the street with a consistent "build-to" line and (b) sometimes creates difficulties for land assembly and efficient building footprints. On the contrary, it creates a visual pattern that cannot be easily copied on other streets (thereby making National Avenue unique) and an opportunity for building owners to create innovative features in the street yards and in building architecture.

LEARNING FROM COMPARABLE ARTERIALS

Throughout the region, older urban arterials are experiencing a strong resurgence, especially those that are evolving in the older inner-ring suburbs. This can be seen in several arterials that stretch from inside Milwaukee to abutting communities:

» Oakland Avenue extending to Shorewood

» Kinnickinnic extending to St. Francis

» North Avenue extending to Wauwatosa

The revitalization of all these corridors follows the unique assets and liabilities of the surrounding communities. Oakland and Kinnickinnic are linked to transit corridors that tie into downtown Milwaukee. North Avenue is linked at the east to major employment centers and some environmental features (Lake Michigan and the Menomonee River). The issue for the Corridor is to find and exploit the inherent assets of nearby employment and unique visual features while overcoming some of the liabilities (such as the lack of a direct transit link to downtown).

Figure 14. Sawtooth pattern of development on National Avenue. Source: Google.

Figure 15. North Avenue in Wauwatosa, Bel Air Cantina.

Figure 13. The radial street pattern of metropolitan Milwaukee.

NATIONAL AVENUE: A PROMINENT PLACE IN THE RADIAL STREET PATTERN OF MILWAUKEE

Countless cities around the globe were settled with a radial street pattern – a layout of prominent travel routes that move outward from an urban center like spokes on a wheel. Various factors can be attributed to the use of this radial street pattern in specific places; in Milwaukee, the radial streets offered the "as the crow flies" connection to other regional hubs. The local radial streets are (or were) almost entirely namesakes of the regional hub to which they traveled: Appleton, Beloit, Mukwonago – later renamed National Avenue (for the National Soldier's Home), and the like. The history in our radial street pattern is robust as a standalone; the history of features and places adjacent to these radial streets makes them all the richer.

In 1989, two authors remarked on Milwaukee's radial streets as a key feature of urban design practice before the interstate came to be: "Land and movement in Milwaukee, as in so many American cities, are organized by a uniform street grid. The two exceptions to the overall scheme are the radial streets that remain as vestiges of intercity travel before the construction of freeways (Chicago Avenue, Fond du Lac Avenue, Green Bay Avenue, and so forth) and a grid of arterials at one-mile intervals that have been widened to concentrate and facilitate vehicular movement at higher speeds."[2] In essence, radial streets like National Avenue are actually hallmarks of our region: they are tributes to our earlier form of commerce that fostered growth and activity in the interstitial space between major market centers.

Following the grand shift from horse-drawn carriages to motorized vehicles, many of the radial streets of the Milwaukee region became the natural hosts for streetcar travel and general public transportation. Commerce along these corridors became inextricably linked to the high volume of customers traveling at a speed conducive to accessibly patronizing local businesses. When the volume, frequency, and pace of customer traffic changed alongside the next wave of transportation, our local radial streets perhaps felt the loss exponentially greater than other corridors. Those able to foster 21st century vibrancy have become shining stars in the region. Almost to a fault in our local contemporary vernacular, there is a constant highlight of S. Kinnickinnic Avenue as the hotbed of microeconomic and cultural success. Yet National Avenue, too, has a prominent place in the radial street pattern of Milwaukee. Few radial streets in the region connect directly, near both termini, to interstates while maintaining the feel and function of an intimate and cohesive street. National Avenue does precisely that, and through this Plan, can foster additional infill activity that makes the Corridor a standout place in the region.

[2] Wayne Attoe and Donn Logan. *American Urban Architecture: Catalysts in the Design of Cities*. (London: University of California Press, 1989).

NATIONAL AVENUE AMIDST THE RANGE OF RADIAL STREETS (AND 'SUCCESSFUL' CORRIDORS)

In order to comprehend National Avenue's existing strengths, and forthcoming successes, analyzing comparable corridors offers new perspective. National Avenue falls among the list of "radial streets." These radial streets include:

- Appleton Avenue
- Atkinson Avenue
- Beloit Avenue
- Fond du Lac Avenue
- Forest Home Avenue
- Green Bay Avenue
- Hopkins Avenue
- Kinnickinnic / Packard / Chicago Avenues
- Lisbon Avenue (the extension of Walnut Street and Pleasant Street)
- National Avenue (previously Mukwonago Avenue)
- Teutonia Avenue

Figure 17. Examples of street patterns.
Source: United States Army. Web: Accessed May 29, 2015.

The contemporary perception of these streets (particularly when traversing the first and second ring of Milwaukee neighborhoods) is generally bleak. Long-time residents of the region often dismiss the economic and cultural value along these corridors, stating that their vibrancy left long ago. This perception has bled into the minds of brokers, developers, and realtors – those individuals who have the capability (and responsibility) not only to market these corridors, but also convince the bankers, investors, and underwriters as to the security of their mortgages and investments. It is downward spiral sadly generated largely by the talk.

BUSINESS IMPROVEMENT DISTRICTS ON RADIAL STREETS

Concretely, what these radial streets lack in the 21st century are some of the accessible tools for small- and large-scale investments. Perhaps the most evident example of this lies in the list of current Business Improvement Districts (BIDs). For Milwaukee alone, which is home to the lion's share of linear mileage along these radial streets, only five aforementioned radial streets have Business Improvement Districts, two of which share a BID. All but Kinnickinnic Avenue BID are centered at key intersections:

- BID #16 "West North Avenue"
  North Avenue / **Lisbon** Avenue
- BID #32 "North Avenue Fond du Lac MarketPlace"
  North Avenue / **Fond du Lac** Avenue
- BID #44 "**Kinnickinnic** Avenue"
- BID #29 "**Atkinson** / Capitol / **Teutonia** – ACT"

NEIGHBORHOOD IMPROVEMENT DISTRICTS IN PROXIMITY TO RADIAL STREETS

Neighborhood Improvement Districts (NIDs), as another example, have only more recently been explored in the Milwaukee region. The Washington Park and Sherman Park neighborhoods of Milwaukee only proposed their NID in 2012 and 2013 respectively, so many onlookers are waiting with baited breath to see the results. The Washington Park NID boundary incorporates part of Walnut Street and Lisbon Avenue and overlaps with BID #16. The Sherman Park NID boundary does not incorporate any of the aforementioned radial streets.

Stepping aside from this list, the City of West Allis has often heard, anecdotally from residents and investors, that National Avenue could be the next "Kinnickinnic Avenue," "North Avenue" (associated with specific segments), or "Oakland Avenue." Because of this constant commentary, part of the charge of this Plan is to highlight what makes those corridors great, why they are regarded highly, and what tools they have to support economic stability. These highlights are provided in a subsequent section. However, it should be noted here that these corridors are all BIDs: BID #44, BID #16, and the Shorewood BID, respectively.

'MAIN STREET' PROGRAMS ON & IN PROXIMITY TO RADIAL STREETS

The Wisconsin Main Street Program has limited participation in the Milwaukee area; however, it has spurred great success in the two areas of Milwaukee County that utilize the program. These two areas include the Downtown West Allis BID (since 2001) and North Avenue Fond du Lac MarketPlace BID #32 (since 2013).

COMMERCIAL DISTRICT ORGANIZATION INCREASES RESOURCES ACCESS

Because BIDs, "Main Streets," and NIDs so often provide the social connections needed to garner information and resources, owners and occupants along these radial streets must search diligently to find, and procure, business and lending resources (like the Small Business Administration (U.S. SBA), Wisconsin Women's Business Initiative Corporation (WWBIC), banks and credit unions, micro-finance institutions, and nontraditional lending sources). So is the case for National Avenue. However, this brief observation makes neither BIDs, "Main Streets," or NIDs a silver bullet for economic and cultural vibrancy. Rather, this observation demonstrates a simple fact: most of the fellow radial streets have no improvement district of any kind, yet the three corridors considered to be 'successes' and those to which National Avenue should liken itself in fact all have Business Improvement Districts.

2

CASE STUDY: NATIONAL AVENUE IN COMPARISON TO KINNICKINNIC AVENUE

National Avenue in West Allis is frequently compared to Kinnickinnic Avenue in Bay View, given similar development character and age. Additionally, many are quick to point out that not so long ago (the 1990s), the economic conditions of Kinnickinnic Avenue in Bay View were not all that different from the conditions of National Avenue in West Allis today.

Using the U.S. Census Bureau's American Community Survey from 2009-2013, all corridor-adjacent census tracts were selected to conduct a basic demographic comparison of these two commercial districts. By coincidence, 14 census tracts were selected along each corridor, thus providing a similar residential population along each corridor. The census tracts adjacent to the National Avenue Corridor are home to approximately 14,353 people and in Bay View, along Kinnickinnic Avenue, approximately 14,002 people. Both corridor-adjacent populations have been stable – the population change along National Avenue between the 2000 Census and the 2009-2013 American Community Survey has been -0.06%, while the percent change along the Kinnickinnic Avenue corridor is 0.62%. Milwaukee County's population has grown by 1.1%, as a point of comparison.

It is a common observation that National Avenue at present day may be similar to the economic conditions of Kinnickinnic Avenue in the 1990s. Most noteworthy of Kinnickinnic Avenue's transformation is the strong community leadership through the Bay View Business Association and the Business Improvement District (BID) that has focused collaboration and resources and fostered ownership and a strong desire to reinvigorate the corridor.

KEY SIMILARITIES BETWEEN NATIONAL & KINNICKINNIC

- **Age Breakdown**
- **Family Composition**
- **Housing stock, generally**
- **Housing tenure**
- **Age and quality of housing stock**
- **Traffic counts**

KEY DIFFERENCES BETWEEN NATIONAL AVENUE & KINNICKINNIC AVENUE

- **Business Improvement District participation on Kinnickinnic Avenue**
- **Higher property values in Bay View**
- **Commercial vacancies on National Avenue**
  - National Avenue has a commercial vacancy rate of 24%, while Kinnickinnic Avenue's commercial vacancy rate is 13% (based on an average of the last six quarters)
- **Age Breakdown**
  - Although both corridor populations are very similar, the population of working age residents in Bay View is slightly higher by 684 residents. West Allis has 427 more youth under the age of 18 and 608 more residents that are 65 and older.
- **Employment**
  - Residents employed living adjacent to National Avenue in West Allis have higher rates of employment in manufacturing and construction, in addition to a slightly higher number employed in health care and social services.
  - In contrast, a higher number of residents living adjacent to Kinnickinnic Avenue in Bay View are employed in educational services and professional, scientific and technical services.
- **Household Income**
  - Household incomes of residents of the National Avenue Corridor are generally lower than the household incomes of residents of the Kinnickinnic Avenue corridor.
  - Residents of the National Avenue Corridor have higher representation of the all the income brackets between "Less than $25,000 and "$35,000-$49,999."
  - Residents of the Kinnickinnic Avenue corridor have higher representation of all of the income brackets between "$50,000-$74,999" and "$150,000+. "

	West Allis National Avenue		Bay View Kinnickinnic Avenue	
Population	14,353		14,002	
Age	**#**	**%**	**#**	**%**
Under 5	912	6%	739	5%
Under 18	3,149	22%	2,722	19%
Working Age (18-64)	9,507	66%	10,191	73%
Aging (65+)	1,697	12%	1,089	8%
Household Income	**#**	**%**	**#**	**%**
Less than $25,000	2,367	34%	1,425	22%
$25,000 - $34,999	773	11%	655	10%
$35,000 - $49,999	1,466	21%	1,221	19%
$50,000 - $74,999	1,253	18%	1,456	22%
$75,000 - $99,999	526	8%	894	14%
$100,000 - $124,999	311	5%	384	6%
$125,000 - $149,999	109	2%	181	3%
$150,000 or more	73	1%	302	5%
Family Composition	**#**	**%**	**#**	**%**
Families	3,086	100%	2,739	100%
Married with Children	879	28%	748	27%
Single with Children	666	22%	500	18%
Single Female with Children	532	17%	367	13%
Other Families	1,541	50%	1,491	54%
Households	6,878		6,518	

Sources: American Community Survey, 2009-2013.

Figure 18. Demographic comparisons of National Avenue and Kinnickinnic Avenue in 2013.

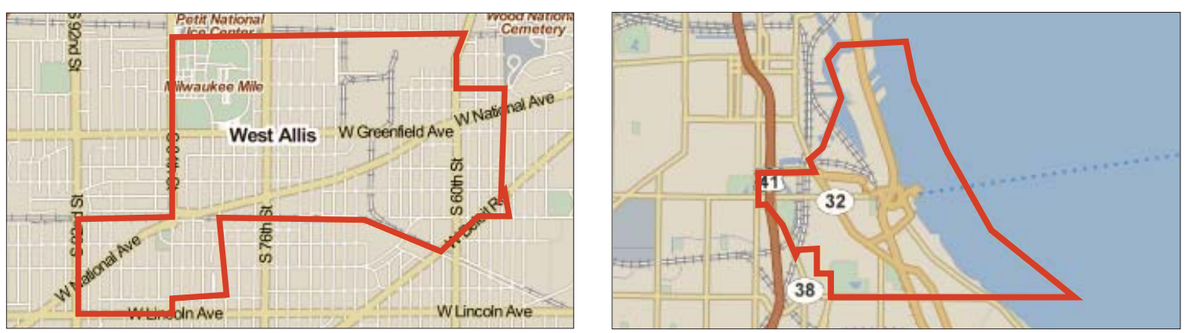


Figure 19. Areas of Census Tract analysis of National Avenue in West Allis and Kinnickinnic Avenue in the Bay View neighborhood of Milwaukee.

Source: Policy Map.

	West Allis National Avenue		Bay View Kinnickinnic Avenue		Milwaukee County	
Postal Address Vacancies (average of last 6 quarters)	#	%	#	%	#	%
Commercial	212	24%	56	13%	6558	21%
Residential	318	4%	291	4%	24,472	6%

	West Allis National Avenue		Bay View Kinnickinnic Avenue	
Housing Stock	#	%	#	%
Single Family Detached	2,512	34%	2,727	40%
Single Family Attached	263	4%	355	5%
2-Unit Homes and Duplexes	2,217	30%	2,370	34%
Units in Small Apartment Buildings	1,699	23%	1,040	15%
Units in Large Apartment Buildings	801	11%	342	5%
Mobile Homes or Manufactured Housing	0	0%	41	1%
Total	6,875		7,492	

	West Allis National Avenue		Bay View Kinnickinnic Avenue	
Employment by Industry	#	%	#	%
Accommodation & Food Services	658	9.3%	748	8.9%
Administrative and Support	332	4.7%	503	6.0%
Agriculture, Forestry, Fishing and Hunting	26	0.4%	35	0.4%
Arts, Entertainment, and Recreation	195	2.8%	282	3.4%
Educational Service	306	4.3%	975	11.6%
Finance, Insurance, Real Estate and Rental and Leasing	264	3.7%	448	5.3%
Health Care and Social Assistance	1,091	15.5%	917	10.9%
Information	148	2.1%	276	3.3%
Manufacturing	1,296	18.4%	978	11.6%
Management of Companies and Enterprises	27	0.4%	6	0.1%
Other Services	429	6.1%	446	5.3%
Professional, Scientific, and Technical Services	303	4.3%	806	9.6%
Public Administration	123	1.7%	297	3.5%
Retail Trade	755	10.7%	904	10.7%
Construction	567	8.0%	302	3.6%
Transportation and Warehousing, and Utilities	301	4.3%	384	4.6%
Wholesale Trade	229	3.3%	121	1.4%
Total	6,392		7,680	

Sources: American Community Survey, 2009-2013, Policy Map, Valassis Lists.

Figure 20. Demographic comparisons of National Avenue and Kinnickinnic Avenue in 2013.

HOUSING TENURE IN CENSUS TRACTS ADJACENT TO WEST ALLIS' NATIONAL AVENUE & BAY VIEW'S KINNICKINNIC AVENUE, 2013

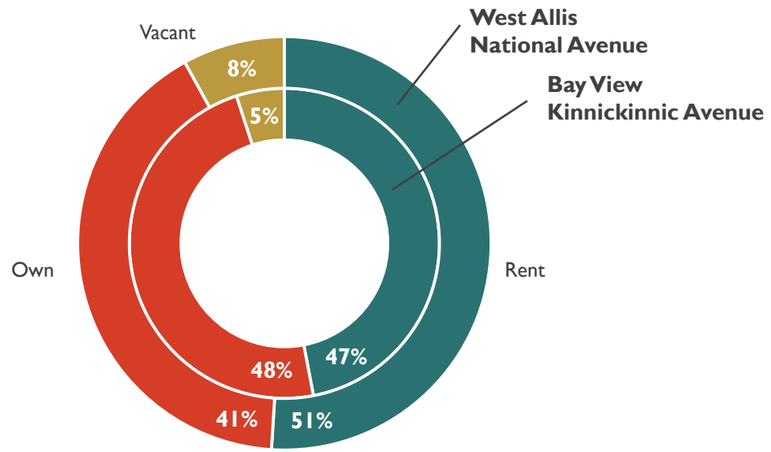


Figure 21. House tenure in the Census Tracts surrounding National Avenue and Kinnickinnic Avenue.
Source: American Community Survey, 2009-2013, Policy Map.

Comparable Arterial Segments	Association or group dedicated to business district improvement	Assets that attract new residents	Small scale façade features & adornments	Do the surrounding demographic conditions support a local "café" and restaurant culture?
National Avenue (West Allis)	No	Parks, downtown	Some	Yes, but it has not emerged
Kinnickinnic Avenue (Bay View)	Yes	Parks, downtown	Yes	It does now
North Avenue (Wauwatosa)	Yes	Lakefront, transit, millennial subculture	Yes	It does now
Oakland Avenue (Shorewood)	Yes	Housing stock, transit, UWM	Yes	It does now

Figure 22. Comparative street character considerations.

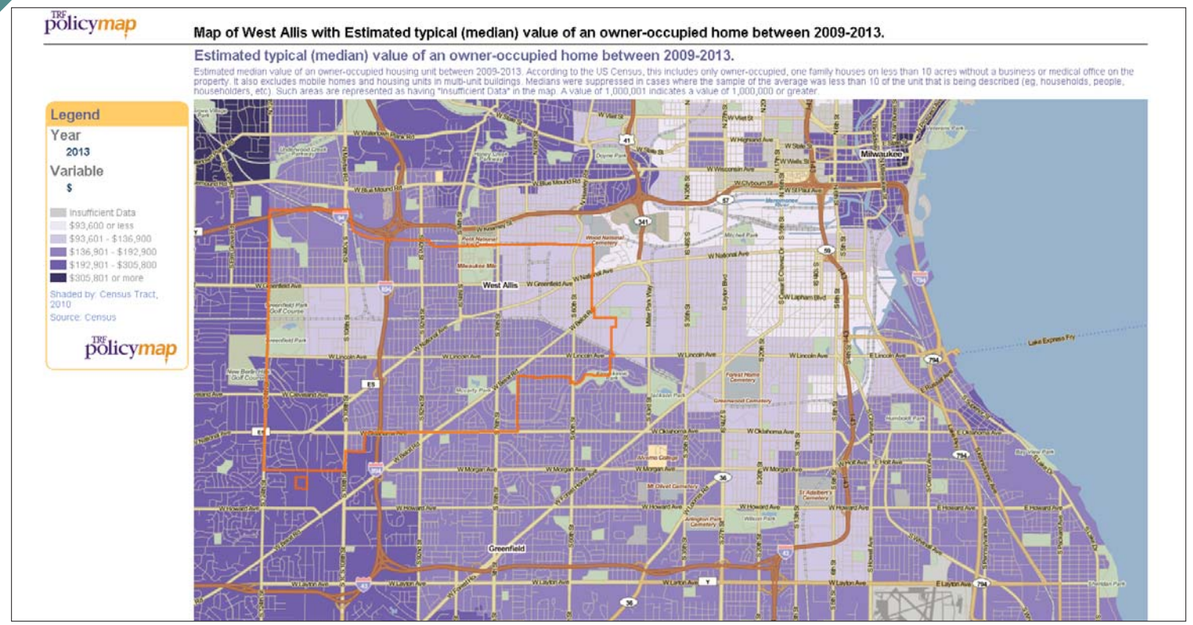


Figure 23. Estimated typical (median) value of an owner-occupied home between 2009-2013.

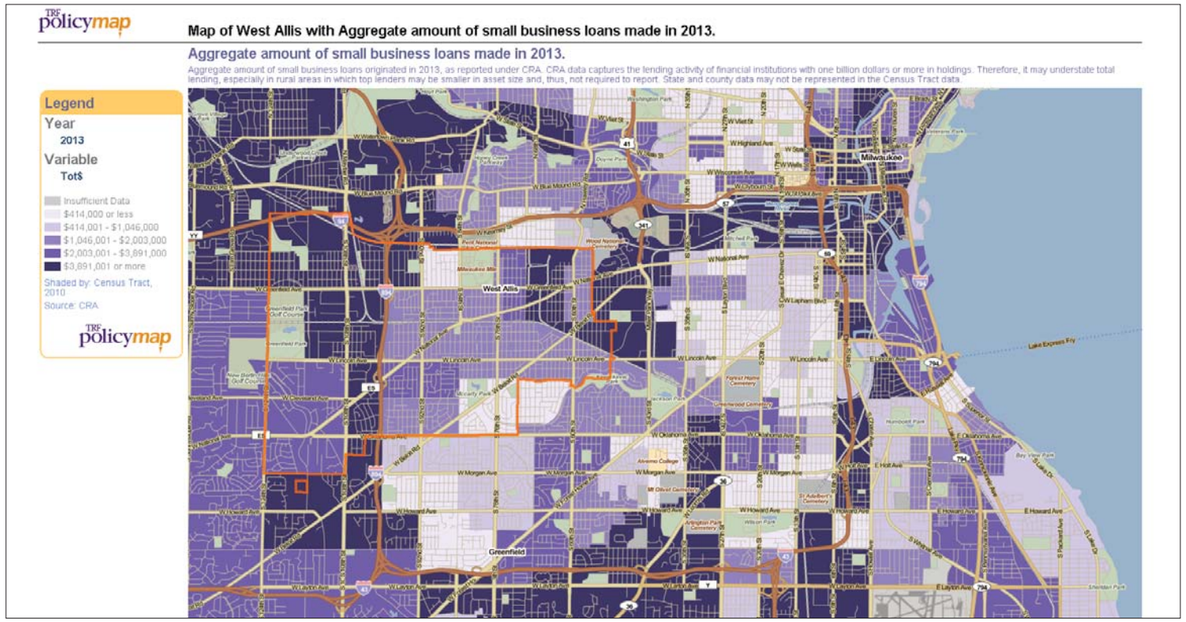


Figure 25. Aggregate amount of small business loans made in 2013.

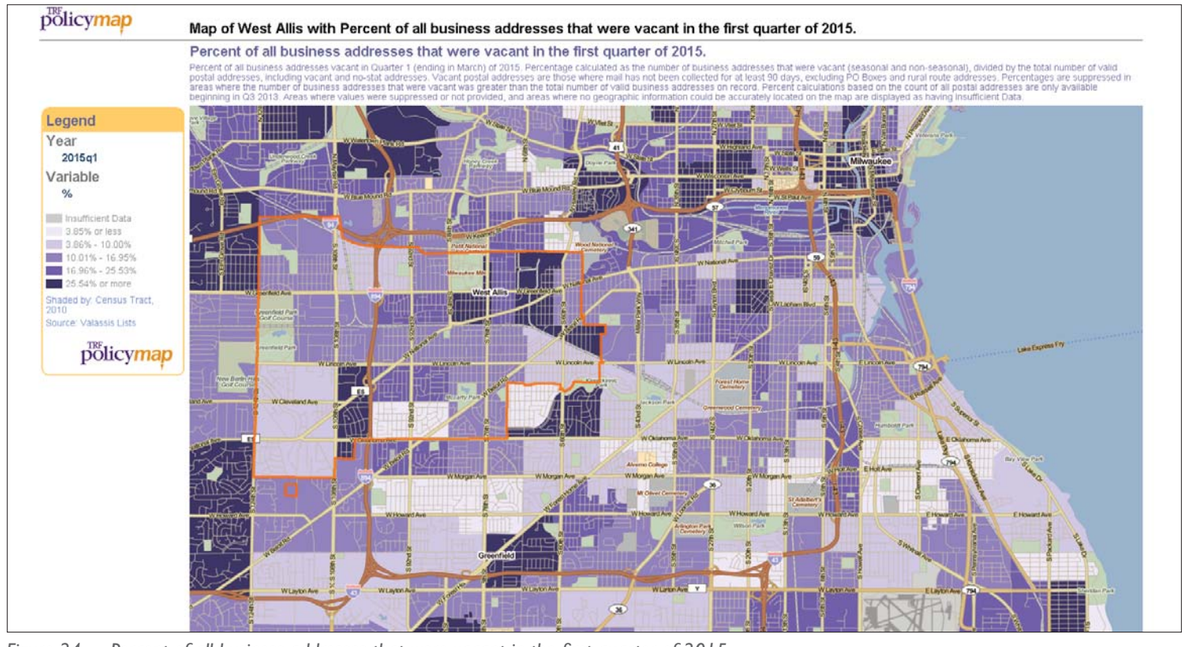


Figure 24. Percent of all business addresses that were vacant in the first quarter of 2015.

Source: Policy Map.

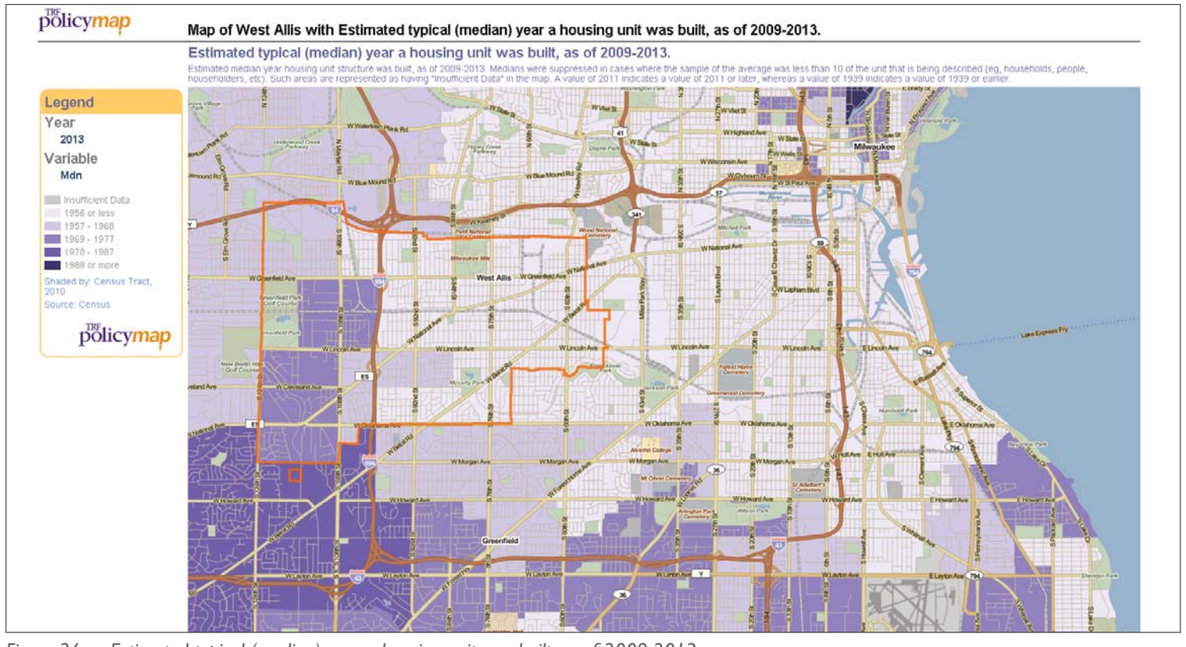


Figure 26. Estimated typical (median) year a housing unit was built, as of 2009-2013.

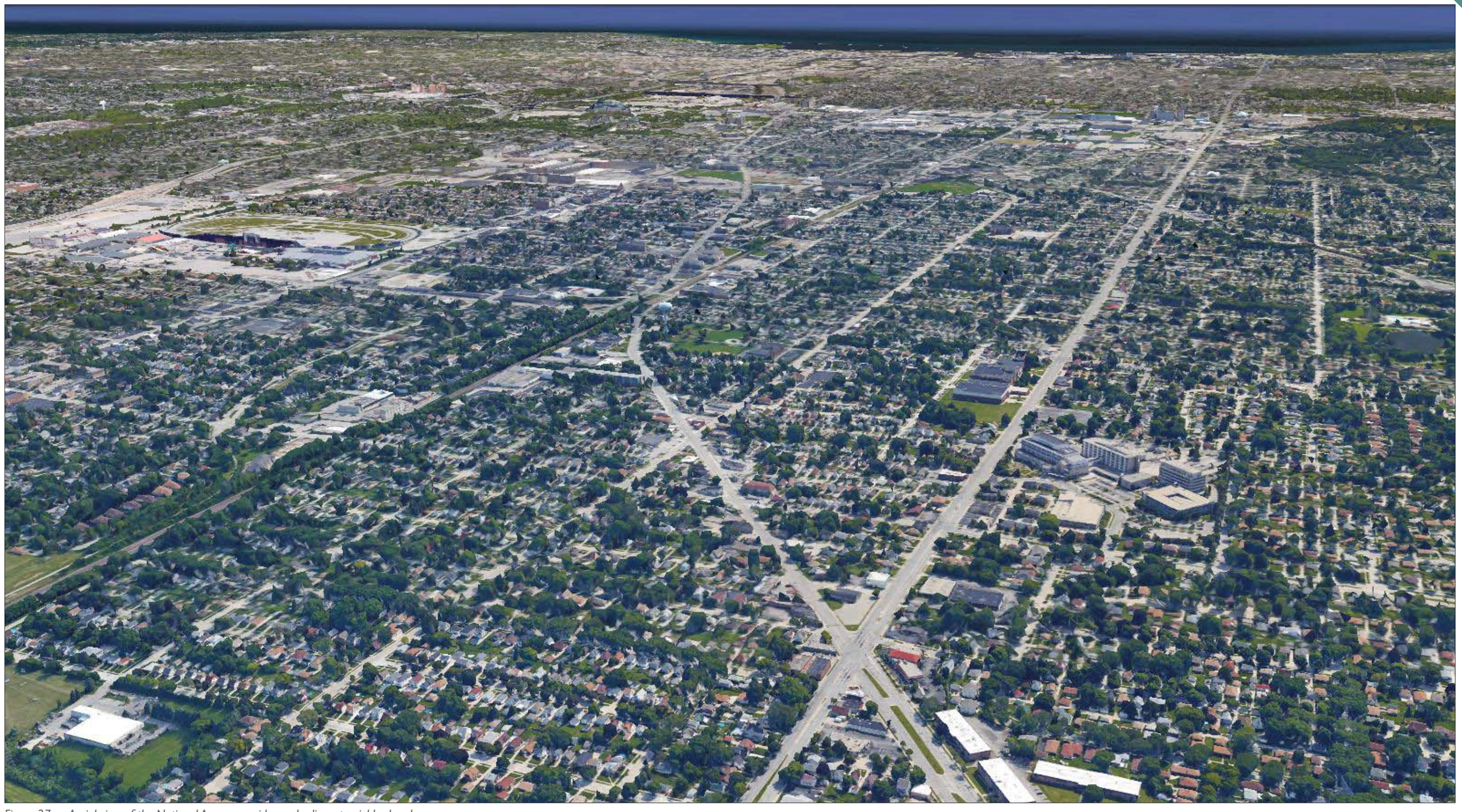


Figure 27. Aerial view of the National Avenue corridor and adjacent neighborhoods.

Source: Google Earth, 2015.

2

EXISTING SUCCESSFUL EVENTS RELEVANT TO NATIONAL AVENUE

EVENTS IN VETERANS PARK

Popular events currently take place in Veterans Park. Due to the park's positioning on National Avenue, opportunities to increase activity and investment in the park could be sought to draw more attention to the corridor in general. Existing events include:

- **Memorial Day Celebration**
- **Independence Day Fireworks & Parade**
- **Summer Music in the Park**
  - West Allis and partners host numerous family-friendly summer concert series at Veterans Park. Community input and local precedents indicate that there is demand for more music and movie events in the parks, including "Jazz in the Park," "Chill on the Hill," and "Bike-In Movies."

EVENTS AT THE FARMERS MARKET

National Night Out

National Night Out is an annual crime prevention event sponsored by Aurora West Allis Medical Center. It is designed to strengthen neighborhood spirit, and promote crime and drug prevention awareness. Activities include a community festival with many fun activities for kids and adults as well as neighborhood block parties. In July 2015, the event was held at the Farmers Market, and represents an opportunity to begin additional programming not in conflict with the Farmers Market.

WISCONSIN STATE FAIR

While West Allis plays host to the Wisconsin State Fair, coordinated events with local commercial establishments could be pursued to draw attention to West Allis and its role in the State Fair leading up to, and after, the fair to bolster community pride and market attractions and opportunities in West Allis to all the fair visitors.

WEST ALLIS HISTORICAL SOCIETY EVENTS

Settler's Weekend

Organized by the City of West Allis Historical Commission and held at the Historical Society Grounds at S. 84 Street and National Avenue, this annual event highlights the history of West Allis up to becoming a city in 1906. The weekend could be expanded to include a more comprehensive history of the National Avenue Corridor and adjacent neighborhoods, including marketing residential and commercial opportunities and success stories.

Thirsty History Van Tour

Offered in 2014, this tour focused on memories of the tavern businesses in West Allis and included a tour of the sites, beginning at the West Allis Historical Society Museum. Given the increasing interest of beer culture and lore locally and regionally, such an event could be expanded and marketed heavily.

Doors Open Milwaukee

An annual event hosted by Historic Milwaukee, Inc., Doors Open Milwaukee is an opportunity to market West Allis creatively to the metro area. The West Allis Historical Society Museum currently participates by showcasing the former 5th District School (Garfield School).

Participation could be expanded given the strong interest in exploration of the region's unique neighborhoods and sites. Each year the event expands to allow new sites and types of events and tours. For instance, some neighborhoods choose to even showcase residential neighborhoods and local amenities as a way to market available properties – residential and commercial.

INCREASED PARTNERSHIP WITH WEST ALLIS DOWNTOWN EVENTS

The Greenfield Avenue Business Improvement District, West Allis Downtown, organizes several highly successful events in West Allis that attract visitors from the wider region. Opportunities to build on and grow these events in all the commercial corridors of West Allis could be pursued throughout the year to encourage and increase destination events and commercial uses. These events range from the West Allis Classic Car Show, Halloween Hunt, Christmas on the Avenue, the Tree Lighting Ceremony & Christmas Parade.

West Allis A La Carte

West Allis A La Carte is a street festival along Greenfield Avenue from S. 70th Street to S. 76th Street that occurs the first Sunday in June to showcase the Downtown West Allis business district and bring the West Allis community outside for activities for all ages, from face painting and music to food vendors. West Allis A La Carte is organized by the Downtown West Allis Business Improvement District. Local businesses, organizations and institutions vend on Greenfield Avenue. In 2014, 120 vendors and 6,000 people were in attendance.

Figure 31. Example of an interactive public art / civic input project, "I WISH THIS WAS", used in commercial corridors.

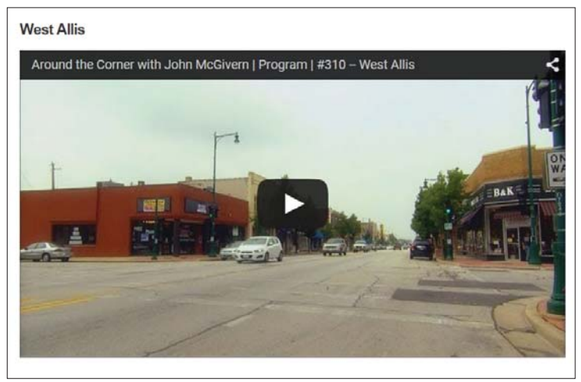


Figure 28. Around the Corner episode showcasing West Allis.

Figure 29. West Allis Historical Society (former Garfield School).

West Allis
A LA CARTE

Figure 30. Greenfield Avenue's West Allis A La Carte logo.

Figure 32. Greenfield Avenue's annual Classic Car Show.

SPOTLIGHT: PLACEMAKING EVENTS AND INTERVENTIONS TO INCREASE IDENTITY, INTERACTION & INVESTMENT

TRANSFORM KEY UNDERUTILIZED SPACES RIGHT AWAY TO SHOW CHANGE IS POSSIBLE

Creating quick and affordable interventions is a method to test ideas and create multi-use public destinations that emerge out of a series of small-scale, inexpensive improvements that occur incrementally. Generally, the idea is to focus on key underutilized spaces (often historic or buildings with local vernacular that represent community values) that visitors can use right away. This can include unique, site-specific events, and pop-up uses or stores in empty storefronts to jump-start use and increase activity.

EMBRACE TEMPORARY > PERMANENT USE OF VACANT STORE FRONTS

Corridors such as National Avenue that offer affordable rents and empty commercial properties with unique character are in a strong position to maximize existing assets. These assets can be paired with incentives in the first year or two in targeted areas to jump-start occupancy. Tools and methods are generally implemented to inspire local creativity and encourage short-term use, while fostering and incentivizing long-term entrepreneurial activity. This energy can encourage property owners to get creative and market corridor assets, such as authentic character and affordable rents that will attract burgeoning entrepreneurs.

Employing a place-by-place strategy for each district to transform an entire corridor over time can be started by building on existing successful spaces with activity and connecting to nearby opportunities to increase foot traffic and activity. While such strategies can be criticized for being short-term or sometimes band-aid fixes, these can be instrumental in jump starting long-term changes.

LEVERAGE LOCAL PARTNERS THAT HAVE GREAT INVOLVEMENT IN THE COMMUNITY

Increasing partnerships and collaboration with existing West Allis and metropolitan institutions can result in more authentic places and successfully mobilized activity. Such partnerships are an opportunity to showcase amenities, projects, neighborhoods, community, and housing stock available for homeownership.

Figure 33. The prize of the Business Plan Competition in Silver City.

FOSTER BUSINESS PLAN COMPETITIONS ON NATIONAL AVENUE

Layton Boulevard West Neighbors (LBWN) created a business plan competition to strengthen the development of the Silver City neighborhood along National Avenue in Milwaukee. The corridor features many multi-cultural restaurants, bars and retail destinations. In partnership with Impact Seven, LBWN restored the foreclosed commercial property at 3519 W. National Avenue for an entrepreneur looking for a live/work retail space with a unique and compelling business plan. The winner of the competition, Our Daily Salt, a maker of artisan wood kitchen products, provided input in the final design of the space, and received a prize package worth about $13,000, including financial assistance, three months of free rent, and legal/technical assistance.

In 2011, the owner of the National Café created a competition to sell the restaurant for $100 to one of many serious applicants willing to agree to 11 promises that the buyer/owner would be required to meet. The chosen buyer, a local unemployed chef, still owns and operates the cafe and has added a successful catering business.

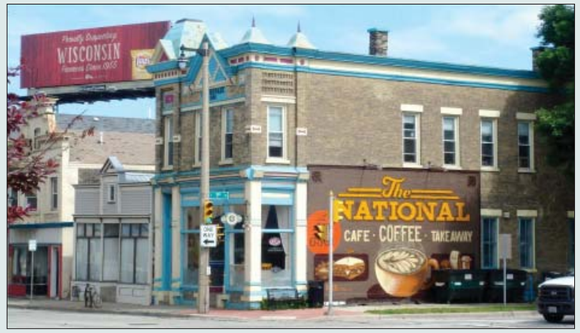


Figure 36. National Café in Walker's Point, recently sold for $100.

Figure 34. Temporary use of an empty storefront on Mitchell Street.

EMPLOY A 'LISTENING TO NATIONAL' EFFORT

Listening to Mitchell was created in 2013-2014 by two Milwaukee artists in partnership with the Mitchell Street Business Improvement District to highlight the corridor's and adjacent residents' diverse stories and history, unique offerings, and amenities.

As part of the project, an empty storefront was used to showcase hundreds of stories about the corridor. The artists spent 20 months meeting business owners, visitors and residents of the corridor, and recorded in-depth interviews. Additionally, a phone number was provided throughout the corridor for visitors to listen to stories while touring the area, and to submit stories of their own.

Figure 37. Call-in storytelling on Mitchell Street, Milwaukee.

Figure 35. Interactive "Cripplebush" Ghost Tour in Brooklyn, NY.

CONSIDER A 'NATIONAL GHOST TOUR'

The Cripplebush Ghost Tour leads participants through the Brooklyn, NY neighborhoods of Williamsburg and Greenpoint (once known as "Cripplebush") by the names of their landmarks. All around the neighborhood (and in cities generally) streets and public spaces are named after local landowners, real estate speculators, politicians, artists, and activists – people we aspire to be, people we forgot long ago. Through educational and entertaining guided and self-guided experiences, participants directly engaged with local history, explored spaces in new ways, and interacted with friends and strangers. The tour included a chalked path to follow, automated text messages, a ghostly tour guide, historic tidbits about the people behind the names of streets and other "official" sites with events.

TRY A 'NATIONAL AVE PEDESTRIAN TOUR'

A painted pedestrian timeline self-guided tour provides visitors of New York City's historic Governor's Island with a tour of the island's full history in an approximately 90 minute walk.

Figure 38. Low-cost interactive historical walking tour in New York City.

3

MARKET ANALYSIS SYNOPSIS

> "I think [National Avenue] should be attempting to draw people from outside. It should be a destination."

Strengths:

- **Dense Housing / Retail Mix**
- **Centrality & Accessibility in Region**
- **Affordable Housing & Commercial Space**

Unmet Retail Demand by Residents & Workers:
125,100 square feet

INTRODUCTION & PURPOSE

This section of the report includes substantial excerpts (with minor modifications) from the report entitled **"Market Research and Strategic Policy Actions to Support Revitalization And Enhancement Of National Avenue"** prepared in April 2015 by Gruen Gruen + Associates (GG+A). In addition to evaluating potential market demands, GG+A also identified strategic actions and policy recommendations to facilitate the revitalization and enhancement of National Avenue. To do this, GG+A analyzed a variety of data sources and conducted primary research, including, but not limited to the following:

1. Conducted interviews with property owners, developers, real estate brokers, restaurant operators, staff, public officials, and operators of the Downtown West Allis business improvement district,
2. Analyzed demographic and income characteristics of primary market area households,
3. Prepared purchasing power estimates for retail goods and services,
4. Converted estimates of purchasing power or retail demand into estimates of the supportable amount of on-the-ground retail space,
5. Obtained estimates of the supply of retail space, and identified the relationship between estimated retail space demand and supply,
6. Identified the inventory and performance of active or relatively new residential housing developments,
7. Analyzed demographic and income characteristics of the types of households with potential demand for multi-family housing and household turnover,
8. Estimated the potential scale of demand for National Avenue housing from the current sources of demand within the primary market area,
9. Estimated the potential scale of an untested source of demand if a new development could be packaged with an enhanced Farmers Market and concentration of specialty food and eating and dining uses to establish the Six Points neighborhood as a preferred location for renters from households working in Brookfield, Wauwatosa, Downtown Milwaukee, or elsewhere along the Interstate-94 corridor seeking new quality product in an urban, walkable environment at lower prices than available in Downtown Milwaukee, Wauwatosa, and Brookfield,
10. Analyzed office space market data and interviewed office space brokers including the broker which leased the Summit Place business park, the City's largest office development,
11. Synthesized the results of the primary and secondary research and analysis and field inspections in order to reach conclusions about demand for retail, residential, and office space, and
12. Identified strategic action recommendations for subsequent planning, marketing, and enhancement implementation.

FINDINGS

Retail

1. The National Avenue Corridor is surrounded by a dense household base and a significant amount of neighborhood- and community-serving retail centers. The study area is generally between well-established neighborhood- and community-serving retail agglomerations to the west and east. These locations provide a relatively complete supply of neighborhood and community and value-oriented retail shopping alternatives in various retail center formats. A relatively complete supply of necessity retail (e.g. grocery and drug store) offerings also exists within or near these core shopping locations. This limits the geographic trade area from which necessity-type and neighborhood retail uses along the National Avenue Corridor will draw sales.
2. The majority of vacant retail space in West Allis is located in ground floor retail spaces outside of the Downtown business improvement district (BID) and in several small strip size retail centers. Larger-size grocery-anchored neighborhood and community shopping centers in West Allis have limited vacancies. (Larger-sized retail centers have greater competitive strength because of size, tenant mix, and the ability to induce convenient multi-purpose shopping trips that smaller freestanding or strip centers cannot readily duplicate). Significant vacant ground floor retail space remains available for lease in West Allis commercial corridors.
3. The primary source of demand for retail uses along the relatively distinct National Avenue submarket originates from West Allis households. The local market area is currently estimated to include approximately over 27,000 households and approximately 38,000 workers.
4. Local market area households and workers currently generate approximately 1,185,000 square feet of neighborhood or necessity and convenience-oriented retail space demand. The total supply of necessity/convenience/neighborhood retail space within the local market area is estimated at approximately 1,060,000 square feet. Accordingly, the local market area is estimated to be nearly in balance between the supply and demand of retail space. The results of our quantitative supply-demand analysis are consistent with interview findings suggesting that the local retail market is highly competitive and that larger retail nodes with a greater mix of tenants including anchor tenants are in a position to maintain market dominance. Smaller strip centers, freestanding retail space, and building space along the National Avenue Corridor not integrated and linked with other commercial uses have lower rents, higher turnover and vacancy rates than larger and integrated retail centers in the local market area. Rents for existing older retail space on National Avenue are low and have been low for an extensive period.

Apartment

1. Primary advantages of a West Allis location for apartment uses include:
   a. centrality and accessibility to other parts of the region,
   b. a short commute to local employment, and
   c. low rents that appeal to price sensitive renters.
2. In addition, the Farmers Market is an advantage, especially for nearby apartment uses, and could become a more magnetic and synergistic draw for apartment and eating and dining uses.
3. The only new apartment supply constructed in

West Allis in the past nine years includes the 38-unit 92nd Commons in two two-story buildings completed in 2014, and the 178-unit Six Points, four-story building completed in 2006.

4. Based on an analysis of the demographic determinants of demand for new, larger-scale apartment units, potential demand from existing primary sources of apartment renters attributable to housing turnover and replacement and growth in the number of West Allis households is estimated to be less than 100 units per year for West Allis as a whole.

5. The ever evolving, sought after Bay View neighborhood offers a compelling price advantage to Downtown Milwaukee. The interviewees frequently cited the Bay View neighborhood as a potential model for the revitalization of National Avenue. Like West Allis, Bay View has an industrial, 'blue collar" past, and a highly affordable existing housing stock. Low rents have served to incubate Bay View with interesting stores and eating and drinking establishments. Unlike Bay View, however, the study area does not adjoin Downtown Milwaukee and Lake Michigan. If National Avenue, especially the portion nearest the Farmers Market, could be similarly positioned as an emerging neighborhood with a mix of uses, product features, amenities, and social ambiance to offer a significant "value proposition" in the manner of Bay View while also offering a central and accessible location, it may be possible to attract households working along the Interstate 94 corridor looking for new product in an authentic urban, walkable neighborhood at a price discount to the established residential locations of Brookfield, Wauwatosa, and Downtown Milwaukee.

6. Approximately 18 percent of an estimated 21,300 renter households with incomes between $50,000 and $75,000 in West Allis, Greenfield, Brookfield, Wauwatosa, West Milwaukee, and Milwaukee are estimated to move within Milwaukee County in a given year. If two percent of the estimated 4,500 renter households which move in a given year could be attracted to National Avenue, this would equate to demand for 90 apartment units.

Office

1. According to office market data from RFP Commercial, Inc., the West Allis submarket has experienced a decline in its peak vacancy rate during the recession of over 20 percent in 2009 to a still high 12.4 percent at the end of 2014, down from over 19 percent in 2013. Year-to-year office space absorption has varied from negative in 2008, 2009, and 2012 to strongly positive in 2011 to negligible in 2013 and improving to 65,000 square feet in 2014. Gross rents for office space in West Allis are the lowest of any Milwaukee submarket at $16-$18 per square foot.

2. Interviews with leading brokers and property owners of buildings on National Avenue and review of office space performance indicate National Avenue is not a preferred office space location. National Avenue does not provide clustering advantages for office space users. A long-time owner of a 50,000 square-foot building on National Avenue whose former business occupies 10,000 square feet of space at a rental rate of less than $7 per square foot has experienced persistently high rates of vacancy (20 percent or higher).

3. Interviews with building owners and real estate brokers indicate that medical office users have not evidenced interest in vacant space at the senior housing development Berkshire East, the ground floor space on Six Points or other buildings near the Heritage West Allis Assisted Living facility. While the Heritage West Assisted Living facility would like to have a rehabilitation medicine facility nearby, it currently obtains service providers on site or its residents leave the premises for needed services.

In 2010, West Allis was home to 19,208 Millennials — those born between 1980 and 2005.

CONCLUSIONS & RECOMMENDATIONS

1. **Encourage the development of National Avenue as a destination for multi-cultural and other unique, authentic restaurants.**

   » The affordability and accessibility of National Ave continues to have the ability to attract and create unique advantages for restaurants and business owners who specialize in multicultural cuisines and goods and service. These factors attracted the Peruvian restaurant, Chef Paz, to it's location on S.90th Street and National Avenue in 2013. It's good reputation in West Allis and authentic menu offerings has caught the attention of customers from Milwaukee, more specifically younger patrons, who now make up about 40% of it's customer base, according to reports from the owner.

2. **Explore the designation and support of a "restaurant row," which needs to be placed in a highly-visible location with landscaping and signage techniques that serve to attract residents and workers as well as travelers through National Avenue.**

   » One restaurant by itself cannot serve to attract a significant number of patrons from an extended area. A cluster of restaurants (a "row"), however, can typically penetrate a deeper area because consumers have the added confidence that if they cannot get into one restaurant, other options will be available. A cluster of restaurants can also engage in greater promotional activity.

   » Generational food preferences are changing the culinary landscape - stimulating the proliferation of burgeoning dining experiences (food trucks, farmers markets, non-chain restaurants). Perhaps Generations Y's fascination with food is one of the defining characteristics of this eat-and-tweet generation. The Farmers Market and the addition to multi-cultural restaurants to National Avenue can be expected to increase the appeal of National Avenue as a hub of activity with mixed use offers. While outside the formal study area at 6501 West National Avenue, the Farmers Market, especially, if extended beyond the current season of May to November, could serve as an important draw or amenity for renters considering the "Six Points" neighborhood, located on National Avenue, just outside the formal study area.

   » The Farmers Market coupled with the addition of unique and nontraditional eating and dining options in a restaurant row, will help create a social environment appealing to customers from around the region looking for authenticity and a place to congregate. This in turn will improve the locational appeal and offerings of National Avenue, more specifically the Six Point neighborhood for apartment renters.

3. **Attempt to attract a small grocery and/or drug store to the National Avenue study area to capture the dense purchasing power available, improve the appeal of the study area as a residential location, and help generate sales spillover to adjoining or nearby businesses.**

   » The local market area is dense (as indicated in the approximation of over 27,000 households and approximately 38,000 workers). Larger size grocery-anchored and community-shopping centers in West Allis have limited vacancies. Our interviews suggest a grocery store or drug store at S. 76th Street and National Avenue. Note however that although Pick 'n Save is located less than one mile away at S. 70th Street and Greenfield Avenue, there is not as much convenience and grocery store supply competition as on the west side of West Allis. The S. 76th Street and National Avenue location is in a central part of the corridor surrounded by a dense household base from which it may be possible to capture residents and workers traveling along the corridor, and also serve the convenience shopping needs of residents of nearby senior housing projects.

4. National Avenue contains a number of automotive repair and service uses. Approcimately 18 parcels in the study area inlcude automotive service related uses. At least nine businesses related to auto repair, service, and sales are located in the study area including Big Boyz Mufflesr, Expert Care, West Allis Auto Body, Walton's Auto Body, Mufflers Plus, and Advance Auto Parts. These uses have been attracted because of the availability of low cost space and ability to obtain the necessary approvals to operate automotive repair and service uses in locations on National Avenue. Recent use changes indicate automotive-related uses continue

to be attracted. **Assuming these uses continue, the City can work with property owners and businesses to enliven the façades and grounds of such properties.** The City can also help investigate how local financial institutions and workforce development programs could structure loan programs designed for the needs of local auto repair and service businesses (and the owners of such properties), especially to the extent that changes can improve the overall function of these businesses in the Corridor.

5. A consumer shopping pattern shift from the purchase of goods to the purchase of services and experiences has occurred. Food- and service-related uses, including medical services, are driving demand growth for neighborhood and community shopping center space. The optimal tenant mix for National Avenue will continue to evolve in favor of retailers, restaurants, and service providers that do not directly compete with the Internet. Consistent with this consumer shopping pattern shift, fitness, fast casual restaurants, drug stores, small-format grocery concepts and service providers are examples of potential space user candidates.

» The demographic determinants of demand within the existing local market area suggest a relatively limited market demand for new apartment uses. Therefore, it would be prudent **to concentrate future market rate multi-story apartment product near the Six Points and Farmers Market area to create a critical and synergistic mass of apartment units and eating and drinking and retail uses near the newest office space in West Allis**. Market rate, higher-density new apartment products are still pioneering uses in the National Avenue Corridor, which does not yet have a well-established image as a preferred residential location. At this point in the evolution of National Avenue, the importance of creating market rate housing relates less to potential market demand than it does to the establishment of a desirable locational image – that it is "cool" to live in National Avenue. **A larger-scale vertical product will entail market risk and can be anticipated to require subsidies given the prevailing low rents and higher costs with multi-story product. One test marketing option to reduce risk is to investigate whether any of the large employers in Summit Place or healthcare institutions in the vicinity would commit to reserving a number of units for their employees.**

6. **Given more building space exists within National Avenue than commercial uses can be expected to support, and that some of the space is competitively obsolete, the City should encourage property conversions to residential uses or live-work uses.** Attracting younger populations who tend to marry later and have fewer children, will be a primary market for both multi-family rental housing and attractively-priced for-sale housing. Given the higher costs and risks associated with higher-density, multi-story rental product, an infill row house type product or adaptive reuse of existing buildings has the advantage of being smaller-scale, susceptible to phasing or expansion over time.

7. **Coordinate with property owners and schools to have the windows in vacant space display artwork, and consider hosting a local competition to improve corridor building façades.** Enlivening the street edge within these vacancies is one way for visitors to discover West Allis and connect to the community through art displays. Secondly, hosting a local competition offers a method to connect owners and investors throughout the National Avenue Corridor. This idea is not new to the region, and has proven successful along corridors with similar neighborhood characteristics. Providing a small cash pool to incentivize the competition is a helpful kickstart.

"Having a median housing rent in West Allis of $743 per month presents a strong value proposition for workers."

RECOMMENDED POLICY ACTIONS

In addition to the specific economic investment strategies noted previously, there are also supportive, overall policy changes that must be considered.

1. **Reduce, incrementally, the amount of retail zoning along National Avenue.** Like most suburban communities, West Allis has designated most of the land along its National Avenue arterial for commercial uses. National Avenue has an excess supply of land and building space allocated for retail uses. By reducing the amount of property zoned for commercial uses, the City will stimulate stronger performance within its focused, designated retail areas.

2. **Do not require all buildings in the corridor to include ground-floor commercial space.** This requirement for the Six Points Apartments has resulted in persistently high vacant ground floor space or less than ideal tenants in the complex. Other residential-oriented developments with persistent ground-floor vacancy include the Six Points East Condominiums and The Berkshire.

3. **Focus the highest intensity of uses at key intersections and nodes, and concentrate the highest multi-story development outside just the formal study area on National Avenue at the "Six Points" neighborhood.**

4. **Develop residential housing. Residential development is crucial to National Avenue revitalization in two fundamental ways.** First, it is the basic component that will reduce the amount of property available along National Avenue for commercial uses. Second, more housing will provide a larger local audience to support the commercial and entertainment uses. While the Heritage West Allis Assisted Living complex and Sunrise Apartments senior housing on National Avenue serve the needs of the low- and moderate-income elderly and replaced obsolete or excess land uses, the developments have not improved the locational image of West Allis, have not generated positive spillover to nearby properties and businesses and have not served to stimulate additional development. Perhaps part of the reasoning for this de facto lack of spillover is that the adjacent uses do not cater to elderly occupants who require amenities within an accessible range and development pattern. Therefore, a **broader range of smaller-scale, housing types including live-work and rowhouse-townhome, and small-lot single-family products should be encouraged to appeal to younger-aged households on infill sites and to replace obsolete properties on National Avenue.**

5. **Identify opportunities to make new amenities and services available along National Avenue such as parks and recreational offerings, including bicycle and jogging paths that link with nodes of denser development.** Doing so could help create the connective tissue for the aforementioned elderly population that is isolated from daily amenities. Ideally, implementation of these features should be in conjunction with the removal of obsolete building space (i.e. including portions of buildings and/or accessory structures).

6. **Consider a retail and restaurant incentive program to help secure new retail, restaurant, and service businesses to fill vacant properties.** As a natural part of the regional "Food and Beverage, or FaB" movement, and subsequently as part of a Healthy Food Financing model, the restaurant industry may easily attract specific funding sources not previously utilized along National Avenue. One approach for the City to support is to provide a subsidy for working capital, tenant improvements, equipment, etc. based on the square footage of business operations in the form of a forgivable loan, provided the businesses stay in operation for a certain period of time. An additional option is for the City to arrange the provision of consulting assistance in terms of design, merchandising and marketing techniques, including window messaging and improved display systems, floor plans, lighting, signage, or advertising or other promotional activities for all retail and service operations in the Corridor. Current City partners who could be involved include WWBIC, Milwaukee7, and FIRE.

EXCERPTS & ADDITIONAL ANALYSIS

The economic analysis provides considerably more detail and insight. The following list from the table of contents indicates the full range of additional topics. Following this list, several key components of the analysis have been excerpted.

1. Retail Market Reconnaissance
2. Introduction And Purpose
3. Competitive Advantages And Disadvantages For Retail Uses Along Corridor
4. Locational Context And Review Of Area Retail Supply
5. Primary Market Area Definition
6. Existing And Future Supply Of Retail Space In The Primary Trade Area
7. Retail Demand In West Allis And Relationship Between Retail Supply And Demand In Primary Market Area
8. Estimated Demand For Neighborhood Retail Space Within Primary Market Area
9. Relationship Between Estimated Retail Supply And Demand
10. Residential Market Reconnaissance
11. Factors Shaping Apartment Demand
12. Newer Apartment Supply
13. Examples Of Older Or Smaller Apartment Supply
14. Future Supply Of Apartments
15. Estimates Of Apartment Demand From Existing Market And Potentially Cultivated Market
16. Demographic Determinants Of Current Sources Of Demand Suggest Limited Support For New Market-Rate Rental Housing
17. Estimate Of Demand Due To Potential Household Growth
18. Estimate Of Demand From Household Turnover Or Unit Replacement
19. Potentially Cultivated Renter Household Market
20. Appendix A West Allis Retail Supply
21. Appendix B Demographic Characteristics Of Housing Units

EXCERPT: COMPETITIVE ADVANTAGES AND DISADVANTAGES FOR RETAIL USES ALONG CORRIDOR

Competitive **advantages** associated with the National Avenue Corridor include the following:

- The Corridor has close proximity to a dense household and employment base, and therefore, daytime population demand for convenience and necessity retail goods, services, and food options during the workday and commute.
- The Corridor provides excellent accessibility to major freeways and arterial roads and connections to other parts of the Milwaukee region.
- From the point-of-view of space users, low rents and sale prices will permit the formation of unique stores and restaurants operated by local entrepreneurs.
- Events such as the West Allis Farmers Market are quite popular and generate visits near the east end of National Avenue, just outside the formal study area.

> **"I would love to see more businesses that would attract families and pedestrians. There's a lot of residential areas around here."**

Competitive **disadvantages** of the National Avenue Corridor for retail use, or factors that discourage potential retail demand include the following:

- The locational image of the environment along the Corridor is a "hodge-podge" of commercial, industrial, and automotive uses in addition to residential, civic, and retail uses with some properties poorly maintained and visually unappealing.
- The study area contains some under-maintained building space and grounds.
- The study area lacks a significant office space, cultural, and entertainment base that would help generate demand for restaurant, service, and retail uses.

EXCERPT: EXISTING AND FUTURE SUPPLY OF RETAIL SPACE IN THE PRIMARY TRADE AREA

The majority of ground floor retail space in West Allis is located in the Downtown business improvement district (BID) along Greenfield Avenue between S. 70th and S. 76th Streets. The BID Executive Director indicated the Downtown has a four percent vacancy rate comprised of about 4,800 square feet of space in four locations. This implies the total amount of space in the Downtown BID is approximately 120,000 square feet. The BID Executive Director indicated that the vacancy rate has fallen from a high of about 16 percent during the height of the recession. Recent tenants that have located Downtown include Aggie's Bakery and Café, RC Vintage Antiques, The Chalk Studio (furniture restoration with chalk paint), Kepis & Dream Catchers, and Exclusive Fits. The Downtown's low rents and sales prices have attracted these unique tenants some of whom have looked at locations in Bay View and the Historic Third Ward where rents are higher.

Outside of the Downtown BID, however, the vacancy rate of ground floor retail space is high and includes the Six Points Apartments and Six Points East Condominiums, all located on Greenfield Avenue. These two locations have had vacant retail space for extended time periods. According to the property owners and leasing agents with whom the Consultant Team spoke, the vacant spaces have generated little to no interest from prospective tenants.

Three primary grocery anchored centers are located in West Allis, three of which are located on West Allis' west side near or on Highway 100 and one (Market Square) located in the central part of West Allis on Greenfield Avenue:

- Market Square (Pick 'n Save grocery anchor);
- Piggly Wiggly Plaza (Piggly Wiggly grocery anchor);
- West Allis Center (Pick 'n Save grocery anchor); and
- Crestwood Commons (Aldi grocery anchor).

Another large community size center, West Allis Towne Center, is located in central West Allis at S. 69th Street and Greenfield Avenue. The 326,000-square-foot center is anchored by Kmart, Burlington Coat Factory, and Dollar Tree. Collectively, these four shopping centers total 983,000 square feet of space. The total vacancy rate is relatively low with only about 47,000 square feet of space available, for a vacancy rate of nearly five percent.

In regards to future supply: according to a leading area retail broker and City staff, no retail developments are currently proposed or planned within West Allis. Yet, during plan development in 2015, the City received applications for new restaurant locations on National Avenue. These applications, when approved, should allow for new retail development to be visible along the Corridor in 2016 and beyond.

> **"Millennials do live here. If you want to live in an urban area and cut your commute in half, you live here. If your spouse works in Waukesha, and you work downtown, live in West Allis!"**

Figure 39. Inventory of commercial and industrial properties on National Avenue – see Table 1 for more detail.

Land uses as of January 2015.

Table 1: Inventory of Commercial and Industrial Uses in the National Avenue Corridor Study Area

Property Type	Parcels	Land Area	
		Acres	% of Total
Automotive			
Auto Repair	14	3.87	3.58
Gas / Service Station	3	1.06	0.98
Use Car Sales	1	0.41	0.38
Subtotal Automotive	18	5.34	4.94
Retail & Restaurants			
Big-Box Retail	1	1.05	0.97
Community Shopping Center	1	10.06	9.3
Convenience Shopping Center	1	1.09	1.01
Retail	19	5.25	4.85
Fast Food Restaurant	2	0.95	0.88
Sit Down Restaurant	1	0.38	0.35
Tavern / Grill / Gentlemen's Club	7	1.6	1.48
Subtotal Retail & Restaurants	32	20.38	18.84
Commercial Services			
Banks / Lending Institutions	4	4.54	4.20
Funeral Home	1	0.36	0.33
Day Care Center	2	0.41	0.38
Veterinary Clinic	1	0.27	0.25
Subtotal Services	8	5.58	5.16
Mixed-Use			
Retail / Apartments / Office	32	4.45	4.11
Tavern / Grill & Apartments	11	1.7	1.57
Subtotal Mixed-Use	43	6.15	5.68
Industrial			
Manufacturing	28	38.91	35.96
Warehouse	16	7.73	7.14
Warehouse / Office Flex	5	4.53	4.19
Subtotal Industrial	49	51.17	47.30
Office			
Medical Office	6	2.78	2.57
Office Building	11	5.61	5.19
Subtotal Office	17	8.39	7.75
Vacant / Minimal Improvements	32	11.18	10.33
TOTAL	**199**	**108.19**	**100.00**

Sources: City of West Allis, Gruen Gruen + Associates

LOCATIONAL CONTEXT AND REVIEW OF AREA RETAIL SUPPLY

The primary geographic market area for retail space along the corridor is a function of the visibility and access factors reviewed above, the trade areas currently served by existing neighborhood and community shopping centers in West Allis, and the competing supply of shopping alternatives available beyond West Allis. A significant amount of retail space exists on Highway 100 on the west side of West Allis. Another significant node of retail space is located along Miller Park Way in West Milwaukee to the east of the City of West Allis. This newer node of retail development was built beginning in the mid 2000's as part of a large redevelopment effort in the Village of West Milwaukee and now includes Target, Walmart, Pick 'N Save, Menard's, and Office Max along with many chain restaurants and other service and retail stores.

Three existing full-size grocery stores are located in West Allis including two Pick 'n Save stores and Piggly Wiggly. Aldi also has a store in West Allis. Target and Sam's Club are also located in West Allis. Just outside of the boundaries of West Allis, a relatively complete supply of grocery offerings exists south and east of West Allis. Pick 'n Save, Target, and Walmart are all located in West Milwaukee along Miller Parkway. Pick 'n Save is located on S. 76th Street in Greenfield south of West Allis. Walmart has a neighborhood market located north of West Allis in Milwaukee.

Table 1 shows the summary of commercial and industrial land uses within the National Avenue corridor study area. The corridor contains about 108 acres of commercial and industrial land as classified by the Assessor. Industrial and office uses comprise about 54 percent of the current land use inventory. Retail and service-type uses and mixed-use properties (i.e., apartments over retail or office) comprise a relatively small amount, 32 acres, of land in the study area.

EXISTING SUPPLY OF RETAIL SPACE IN WEST ALLIS, EXCLUDING STUDY AREA

Table 2 summarizes the total amount of retail space in West Allis, exclusive of the building space on the National Avenue study area corridor. Appendix A in the full report contains a more detailed summary of the supply of anchored and non-anchored space in West Allis.

> "I would put in another restaurant in West Allis. I could do it downtown, but I want to do it in West Allis."

Table 2: Existing Supply of Retail Space within West Allis, Excluding Study Area

Type of Space	Rentable Space # Square Feet	Vacancy # Square Feet	Vacancy Rate %	Annual Asking Rent $ / Square Foot
Ground Floor Retail[1]	137,500	22,300	16.2	$7 - 12
Grocery-anchored neighborhood & Large Community Centers	983,000	47,500	4.8	$10 - 16
Strip Centers	143,000	36,700	25.7	$15 - 17
Free-standing Retail	587,800	85,000	14.5	-
Total	**1,851,300**	**191,500**	**10.3**	

[1] Not including amount of building space on the National Avenue corridor.

Sources: Loopnet; http://rgpt.com/property/west-allis-towne-centre; Gruen Gruen + Associates.

Our interviews suggest a grocery store or drug store could be attracted at S. 76th Street and National Avenue.

Figure 40. Map of neighborhood- and community- serving retail supply

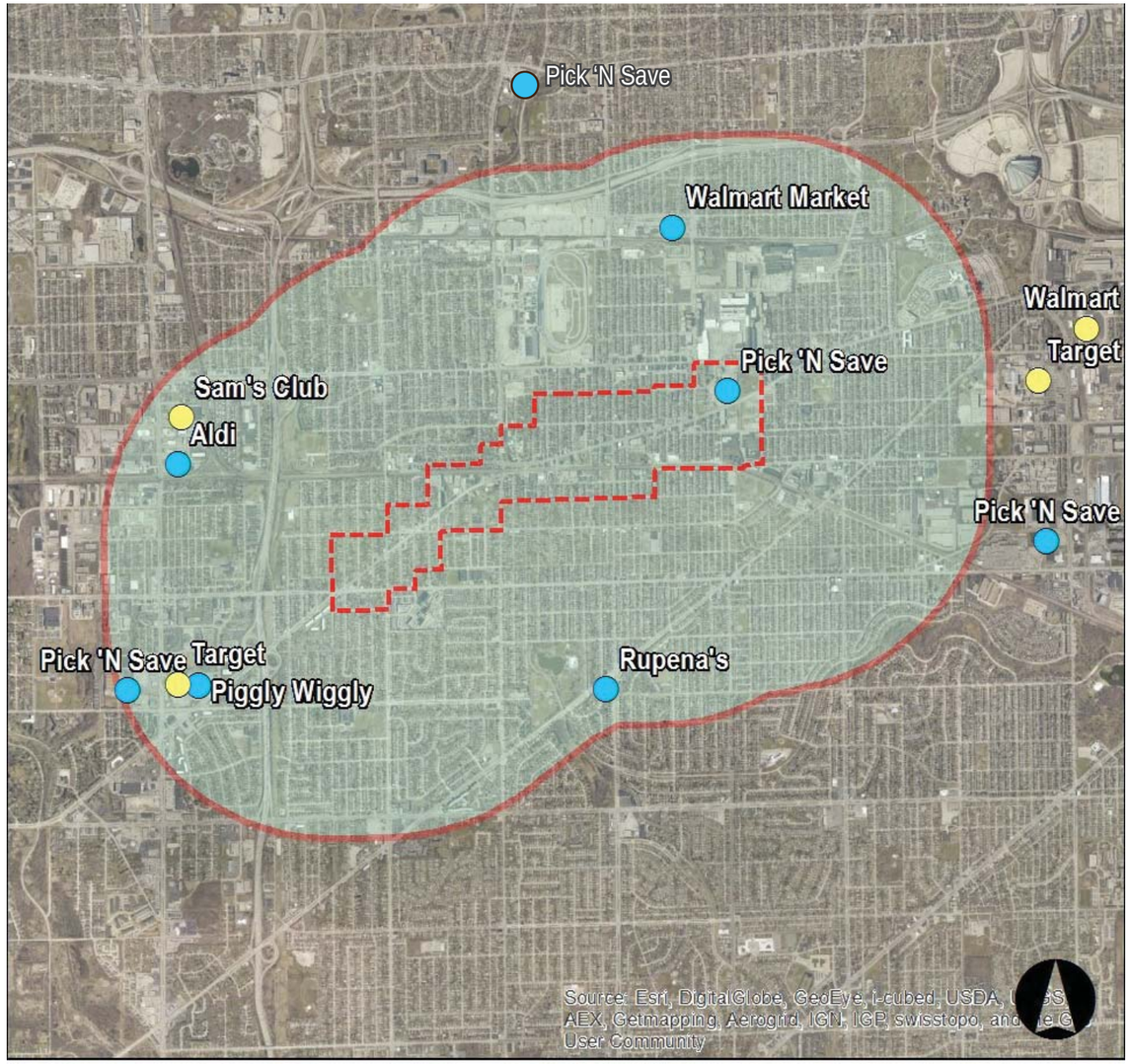


Figure 41. Local grocery store supply.

EXCERPT: ESTIMATED DEMAND FOR NEIGHBORHOOD RETAIL SPACE WITHIN PRIMARY MARKET AREA

GG+A obtained demographic, housing, and employment data for the primary market area in order to estimate the current retail demand of trade area households and workers. GG+A also reviewed secondary survey data concerning the retail expenditure patterns of workers near their place of employment. The estimates of retail demand summarized in Table 3 are presented in terms of expenditure potential and the amount of on-the-ground retail space the identified demand is able to support.

Based upon demographic estimates available from the U.S. Census Bureau, the West Allis local market area is currently estimated to contain approximately 27,200 households and over 60,000 residents. The average household income in 2013 approximated nearly $52,000. This equates to total available household income within the primary market area of about $1.4 billion. Applying a retail expenditure rate of 15 percent of income for necessity-type goods (based upon a review of the 2013 Consumer Expenditure Survey for households), the total retail expenditure potential of primary market area households is estimated at approximately nearly $212 million.

Based upon employment data available from the U.S. Census Bureau's Longitudinal Employer-Household Dynamics program, West Allis includes approximately 42,700 jobs. Nearly 90 percent of workers employed in West Allis do not reside within West Allis (i.e. they commute in). Assuming that 38,300 non-local workers employed in the local market area spend an average of $15 dollars per day on food and other necessity-type goods during their workday or commute, the total retail expenditure potential of local area workers is estimated at over $143 million. This estimate of demand may be optimistic (the daily per capita spending assumption reflects an estimate drawn from International Council of Shopping Centers survey data for office, rather than industrial, workers).

The total combined expenditure potential of local market area households and workers is estimated at $355 million. In order to convert estimates of expenditure potential or purchasing power into estimates of supportable on-the-ground retail space, an assumption must be made as to the average sales-per-square-foot thresholds needed for tenants to viably operate and landlords to obtain high enough rents to amortize development costs and provide a satisfactory return on investment. Based upon our interviews, reported retail space rents, and the sales performance characteristics of tenants and typical neighborhood shopping centers reviewed above, we use an annual sales per-square-foot threshold requirement of $300 per square foot. This implies that primary market area households and workers currently support approximately 1,185,000 square feet of neighborhood retail space. Consistent with interviews suggesting that workers employed in the market area constitute an important source of retail sales, workers are estimated to generate approximately 40 percent or 478,000 square feet of current demand.

The total combined expenditure potential of local market area households and workers is estimated at $355 million.

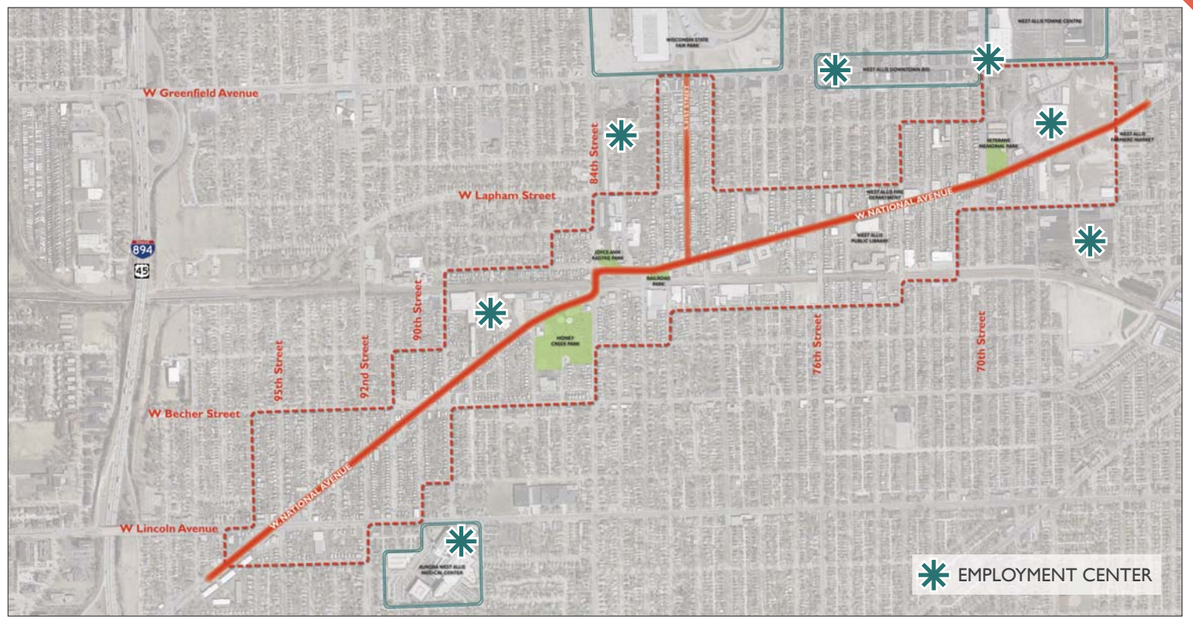


Figure 42. Employment centers along the National Avenue corridor.

Table 3: Estimated Demand for Neighborhood Retail Space in West Allis Primary Market Area

Potential Demand (2015):	
Total Households	27,185
Average Household Income	$51,963
Total Available Income	$1,412,614,200
Expenditure Potential @ 15% Expenditure Rate[1]	$211,892,100
Retail Space Demand Attributable to Households[2]	706,300 square feet
Total Workers	38,300
Average Annual Expenditure Per Worker[3]	$3,750
Expenditure Potential	$143,625,000
Retail Space Demand Attributable to Workers[2]	478,800 square feet
Total Retail Space Demand	**1,185,100** square feet

[1] Based on 2013 household retail expenditure rate of 14.7 percent of before-tax income for necessity-type goods (e.g. groceries, food away from home, personal care products and services, housekeeping supplies, prescription drugs and healthcare supplies, personal services, etc.).

[2] Expenditure potential is converted to space demand based on an average sales threshold of $300 per square foot.

[3] Based on the International Council of Shopping Center's 2011 office working spending survey ("Office-Worker Retail Spending in a Digital Age"), assumes average daily expenditures for food and other necessity-type goods of $15 per worker and 250 work days per year.

Sources: U.S. Census Bureau; Bureau of Labor Statistics; International Council of Shopping Centers; City of West Allis; Gruen Gruen + Associates.

Table 4: Estimated Balance Between Neighborhood Retail Space Demand and Supply Within West Allis Primary Market Area

	# Square Feet
Retail Space Demand	1,185,100
Existing Retail Supply:	
Freestanding Retail[1]	607,000
Neighborhood & Community Shopping Centers[2]	453,000
Total	1,060,000
Unmet Demand (Supply Surplus)	**125,100**

[1] Includes Target, Sam's Club, and freestanding drug stores, and former Pick' n Save grocery store. Also includes commercial building space estimates for Downtown of 120,000 square feet and 180,000 square feet for National Avenue.

[2] Includes Market Square shopping Center, Piggly Wiggly Plaza, Aldi Center, and Pick 'N Save and Walgreen's in West Allis Center and 86,479-square-foot Kmart in West Allis Towne Center because it carries necessity items and limited grocery items.

Sources: U.S. Census Bureau; Bureau of Labor Statistics; International Council of Shopping Centers; City of West Allis; Gruen Gruen + Associates.

3

EXCERPT: FACTORS SHAPING APARTMENT DEMAND

The interviews with apartment and senior housing property owners, developers, property managers, and leasing agents suggest that primary advantages of a West Allis location for apartment uses include:

» centrality and accessibility to other parts of the region,

» a short commute to local employment, and

» low rents that appeal to price sensitive renters.

The Farmers Market could be a more magnetic and synergistic draw for apartment and eating and dining uses.

Primary disadvantages relate to a locational image and limited base of services and amenities that do not serve to attract higher-income, renter-of-choice households.

Another disadvantage from the point-of-view of landlords relates to high property taxes, which given the low obtainable gross rents equates to low obtainable net rents.

Consistent with the results of the interviews, rental rates and incomes of households are lower for West Allis than other locations in the broader housing market. Figure IV-1 shows West Allis lies on the bottom rung of household income ladder compared to Greenfield, Wauwatosa, Downtown Milwaukee, and the Bay View neighborhood in Milwaukee.

EXCERPT: NEWER APARTMENT SUPPLY

The only new apartment supply constructed in West Allis in the past nine years includes the 38-unit 92nd Commons in two two-story buildings completed in 2014, and the 178-unit Six Points, four-story building completed in 2006. Other newer apartment projects outside the primary market area include The Enclave in Wauwatosa and Dwell in the Bay View neighborhood of Milwaukee, both built in 2012. No new apartment projects have been added in Greenfield since 2005.

92ND STREET COMMONS

The developer of 92nd Street Commons purchased and demolished two single-family homes in 2013 and completed construction of two 2-story 19-unit buildings in 2014 (for a total of 38 units). The site of 2.2 acres cost $150,000 to assemble (The purchase price equates to $1.56 per square foot of land). The buildings have no common spaces. About one-half of the units come with attached parking garages. One bedroom units range from 695 square feet to 829 square feet with asking rents of $850 to $980 per month ($1.18 to $1.22 per square foot per month). Two bedroom units range from 950 to 1,232 square feet with asking month rents of $1,050 to $1,149 ($0.93 to $1.10 per square foot). The building has attained a high occupancy, attracting renters who work in the vicinity such as at Aurora West Allis Medical Center and the VA Medical Center. The central location, accessibility to other locations in the Milwaukee region, private entrances, home-like product, and newness of the project at a lower price than other new developments in the broader area are primary advantages. The primary supply competition is older product in West Allis.

SIX POINTS

The original developer purchased from the City of West Allis about 10 years ago the approximately four acre site for $400,000 ($2.30 per square foot of land) on which the developer constructed 178 units and 7,000 square feet of retail space. The unit mix includes 35 percent (65) one bedroom, one bath; 50 percent two bedrooms, two baths; and 15 percent two bedroom, one bath units. The development includes 160 underground parking spaces with monthly rents of $50 per space. The asking monthly rents for the 65 one bedroom units ranging in size from 675 to 1,000 square feet are approximately $900 to $1,000 ($0.99 per square foot to $1.33 per square foot). The asking monthly rents for the 113 two bedroom units ranging from 1,080 to 1,320 square feet are $1,129 to $1,300 ($0.98 to $1.05 per square foot). The current occupancy is 98 percent. While there is no waiting list, the one bedroom units are in higher demand than the two bedroom units.

The development has appealed to younger (25-45-years-old), smaller-sized, relatively price sensitive households. The advantages of the project include a central location accessible to other parts of the region, which is appealing to two adult worker households whose members may work in differing parts of the region. For example, according to the current owner, a new tenant includes one household member which works in Brookfield while the other member works in Downtown Milwaukee. Other tenants work for local employers, including the VA Medical Center. Prospective tenants may also consider locations elsewhere in West Allis, Wauwatosa, Greenfield, or Downtown Milwaukee. The development offers a similar amenity package but at lower rents than available in alternative newer, multi-story product outside of West Allis.

Table 5: Size of Potential Market for New Market Rate Multi-Family Development Attributed to Turnover of Existing Households in Broader Region[1]

Existing Renter Households with Annual Incomes Between $50,000 and $74,999	21,300
Annual Turnover Rate of Renter Households[2]	21%
Estimate of Market Rate Renter Households Which are Likely to Move in a Given Year	4,500

[1] Figures have been rounded. Includes households in West Allis, Greenfield, Brookfield, Wauwatosa, West Milwaukee, and Milwaukee.

[2] Based on geographic mobility of renter-occupied households in Milwaukee County who moved within County in past year.

Sources: U.S. Census Bureau, 2013 American Community Survey; Gruen Gruen + Associates.

FIGURE IV-1: Average Household Income for West Allis & Communities in Broader Housing Market

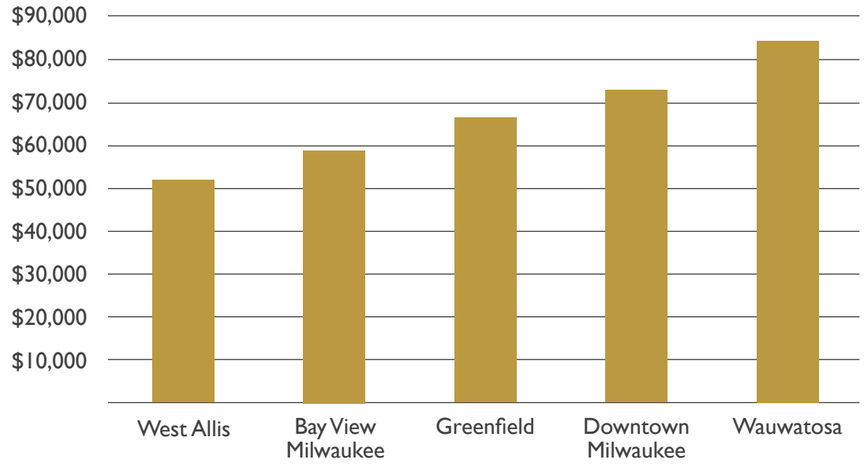


Figure 43. Average household income for West Allis and communities in broader housing market.

OTHER NEWER PROJECTS OUTSIDE PRIMARY MARKET AREA

Other new supply of apartments units built over the past few years include The Dwell in the Bay View neighborhood and The Enclave in Wauwatosa. Both projects built in 2012 leased up within six months of initial opening. Current occupancy for The Dwell is 100 percent. Rents at these two projects are significantly higher than for similar size units of the two newest West Allis projects. In addition, The Dwell in the Bay View neighborhood obtains rents which are approximately 30 percent higher than similar size units at 92nd Street Commons or Six Points in West Allis.

EXCERPT: EXAMPLES OF OLDER OR SMALLER APARTMENT SUPPLY

Interviews with owners of smaller, older buildings on National Avenue indicate that the tenants in the upper floor apartments above ground floor commercial space have tended to be "blue collar" who work in the local area. One building on National Avenue whose owner occupies the ground floor space has four tenants in the four apartment units above the ground floor space. One tenant works in the construction trades. One tenant has occupied the apartment for 20 years. Two of the tenants receive government assistance. The $625 per month rent obtained for the approximately 750 to 800 square-foot apartment units equates to a range of $0.78 to $0.83 per square foot per month. (The landlord pays the costs of heating the units).

An owner of another building on National Avenue has three vacant store fronts and four upper floor apartments with three of the apartments units of approximately 800 square feet rented to tenants paying $500 per month or approximately $0.63 per square foot per month. (The landlord pays the costs of heating the units).

West Allis has several older larger apartment projects including French Quarter, Lincoln Crest, Garden Pool, and Autumn Glen (which collectively total 770 units). Monthly rents range from $650 to $760 for one-bedroom units and $775 to $885 for two-bedroom units. Current occupancy levels are high with Lincoln Crest's leasing representative reported the property is currently 99 percent leased and French Quarter's leasing representative reporting a current occupancy level of 95 percent.

EXCERPT: FUTURE SUPPLY OF APARTMENTS

No specific projects are planned or proposed in West Allis, although the City is seeking to attract additional apartment development adjoining the Six Points development. Greenfield has two sites, a 25-acre former park-and-ride property near West Loomis Road and I-894/43 and the 42-acre former Chapman School site off South 84th Street and West Layton Road both of which are planned for future mixed-use redevelopment. The Greenfield Planning Commission recently approved for the developer Cobalt Partners a rezoning for the mixed-use development on the Chapman School site.

Other future supply of multi-family rental units outside the primary market area includes projects in Wauwatosa and the Bay View neighborhood in Milwaukee. A project planned at the former Faust Music property in Milwaukee's Bay View neighborhood by Dermond Property would include 72 units of micro, studio, and one- and two-bedroom apartments. According to the developer, the micro units are planned to be around 400 square feet to meet demand from renters who want to live alone in higher-end units but pay monthly rent below $1,000. The majority of units would be one-bedroom units. Wired Properties LLC and Milhaus Development have recently announced plans to buy a six-acre site and demolish industrial buildings to build over 300 new apartment units in the Bay View neighborhood. Wauwatosa also has several projects planned or under construction that will add over 1,600 new apartment units.

Table 8 (on next page) shows apartment rents for existing projects in West Allis, Wauwatosa, and the Bay View neighborhood of Milwaukee. With the exception of the Six Points Apartments in West Allis, the other three projects have been built in 2012 and 2014. The Wauwatosa and Bay View projects are outside of the primary market area from which renter households are currently likely to be attracted but are shown as examples of the rents that are obtained in higher income, more desirable residential locations. Bay View located south of Downtown Milwaukee, near Lake Michigan has been repeatedly cited as a potential model example for West Allis of an eclectic gentrifying area with "blue collar feel" that appeals to "creative class" households which cannot afford rents in Downtown Milwaukee, but want an urban, highly accessible environment. The Bay View neighborhood has attracted unique specialty stores and restaurants including the long time award winning Serbian Three Brothers restaurant, HoneyPie, Orange Gallery, Café Lulu, and Goodkind along its commercial corridors.

For the entire City of West Allis, it is estimated that approximately 4,800 existing households meet the following criteria: (a) currently rent housing in West Allis or Greenfield; (b) possess annual incomes at or above $50,000; and (c) include no children under the age of 18 in the household. The average annual turnover rate of renter households in West Allis is estimated at approximately 18 percent. We estimate that approximately half of the turnover of existing renter-occupied housing in the primary market area will generate potential demand for new market rate multi-family development of about 70 to 75 units per year. Assuming that the City of West Allis can capture up to 30 percent of annual demand for new market rate apartment units attributable to replacement demand or turnover results in an estimate of annual demand of over 20 units. We use 30 percent as potential capture for West Allis because Greenfield has higher average household income and higher proportion of renter-occupied housing units with higher household income. With the potential redevelopments planned, the City of Greenfield may capture a higher share of demand for new units especially from higher-income renter households already located in Greenfield.

Table 6: Number of Housing Units by Tenure and Type of Structure for City of West Allis

Type of Structure	Owners		Renters	
SF-detached	12,789	86.6%	1,316	10.6%
SF-attached	396	2.7%	581	4.7%
MF small (<20 units)	1,135	7.7%	7,184	57.8%
MF med (20-49 units)	126	0.9%	1,589	12.8%
MF large (50+ units)	0	0.0%	1,698	13.7%
Mobile Home	319	2.2%	20	0.2%
Boat, RV, Van, etc.	0	0.0%	32	0.3%
Total Occupied	14,765	100.0%	12,420	100.0%

Sources: U.S. Census Bureau, 2013 American Community Survey; Gruen Gruen + Associates.

Table 7: Incomes of Renter-occupied Housing Units for City of West Allis and City of Greenfield

Household Income %	West Allis	Greenfield
Less than $34,999	60	46
$35,000 to $49,999	18	21
$50,000 to $74,999	15	20
$75,000 to $99,999	5	8
$100,000 or more	2	5
Total	100	100

Sources: U.S. Census Bureau, 2013 American Community Survey; Gruen Gruen + Associates.

If two percent of the estimated 4,500 renter households which move in a given year could be attracted to National Avenue, this would equate to demand for 90 apartment units.

In speaking with business owners in 2015, one of their biggest issues during prior years was the decrease in walk-in customer traffic. Attracting new households is one contributor to reverse this trend.

Table 8: Existing Newer Market Rate Apartment Projects in or Near Primary Market Area

Name / Location	Year Built	Number of Units (#)	Type of Units1	Unit Sizes (# Sq. Ft.)	Monthly Rents ($)	Monthly Rents ($ Per Sq. Ft.)	Occupancy (%)	Unit Features / Amenities
PRIMARY MARKET AREA								
92nd Street Commons, West Allis	2014	38	1/1 2/2	695 – 829 950 – 1,232	850 – 980 1,050 – 1,149	1.22 – 1.18 1.10 – 0.93	100	Unit washer/dryer; garages; private entry
Six Point Apartments, West Allis	2006	178	1/1 2/2	675 – 1,000 1,080 – 1,320	899 – 999 1,129 – 1,299	1.33 – 0.99 1.05 – 0.98	98	Underground parking, unit washer/dryer, fitness center, clubhouse
OUTSIDE BUT NEAR PRIMARY MARKET AREA								
Dwell Bay View	2012	70	Studio 1/1 2/2	568 700 - 900 1,184 915 – 1,132 1,057	970 1,100 – 1,300 1,490 1,650 1,500	1.71 1.57 – 1.44 1.26 1.46 – 1.80 1.42	100	Underground parking, unit washer/dryer, clubroom
Enclave Wauwatosa	2012	186	1/1 2/2 3/2	646 – 930 1,280 1,349 – 1,513	990 – 1,500 1,565 – 2,000 2,130 – 2,235	1.54 – 1.61 1.22 – 1.56 1.58 – 1.48	99	Underground parking, business center, game room, outdoor pool, unit washer/dryer, granite countertops

[1] First figure refers to number of bedrooms and second figure refers to number of bathrooms.

Sources: Trike Property Management; Miller Marriott Custom Homes, LLC; Gruen Gruen + Associates.

Table 9: Potential Annual Demand/Absorption for New Market Rate Multi-Family Development in West Allis Attributed to Turnover of Existing Households[1]

	Primary Market Area
Existing Renter Households with Annual Incomes Exceeding $50,000	4,800
Percent of Existing Renter Households with No Children Under the Age of 18	17%
Estimate of Market Rate Renter Households with No Children Under the Age of 18	800
Annual Turnover Rate of Renter Households	18%
Estimate of Market Rate Renter Households (with No Children Under 18) that are Likely to Move in a Given Year	140 – 150
Potential Annual Demand/Absorption for New Market Rate Multi-Family Apartment Development in Primary Market Area[2]	70 – 75
Potential Total Demand that Could be Captured in City of West Allis between 2015 and 2025[3]	200 – 220

[1] Figures have been rounded.

[2] Estimate that 50 percent of potential annual demand in primary market area may be candidates for new market rate multi-family apartments in the primary market area.

[3] Assumes City of West Allis could capture up to 30 percent of potential annual demand of 70 to 75 units for new market rate apartment units.

Sources: U.S. Census Bureau, 2013 American Community Survey; Gruen Gruen + Associates.

Table 10: Neighborhood Shopping Centers, Freestanding Retail and Ground Floor Retail in West Allis

Center Name	Location	Year Built	Building Space # Square Feet	Anchors	Occupancy %	Annual Rent $ per Square Foot
GROUND FLOOR RETAIL						
Downtown BID	Greenfield between 70th & 76th	NA	120,000	-	96	$7 - $8
Six Points Apartments	6516 W. Greenfield	2006	2,500	-	0	
Six Points East Condominiums	6330 W. Greenfield	2008	15,000	-	0	
NEIGHBORHOOD, COMMUNITY, AND STRIP RETAIL CENTERS						
West Allis Towne Center	6900 W. Greenfield	1987	326,271	Burlington Coat Factory, Kmart, Party City, Xperience Fitness, Dollar Tree, Ross Dress for Less	97	
Market Square	6731-6765 W. Greenfield	1989	132,451	Pick 'n Save	79	$10-$12 MG
West Allis Center	2625 S. 108th St.		384,981	Kohl's, Menard's, Marshall/HomeGoods, Pick 'n Save, Walgreen's	100	
Piggly Wiggly Plaza	10230-10288 W. National	1973	81,307	Piggly Wiggly	85	$12 - 15 NNN
Crestwood Commons	Hwy 100 & Mitchell		58,000	Aldi, Hobby Town USA	66	$13-$16 NNN
River Bend Shopping Center	7500 W. Oklahoma		44,138	CVS, Snap Fitness		
Lincoln Plaza	2223 – 2271 S. 108th St.	1984	39,065	H&R Block	81	$16-17 NNN
West Allis National Plaza	11064-11112 W. National	1985	27,604			
Plaza 108	1469 S. 108th St.		18,000		72	$15 NNN
Shoppes at 100	Hwy 100 & National Ave.	2005	14,200	Starbucks, Jimmy John's	100	
FREESTANDING RETAIL						
Michael's	11135 W. National	2004	24,236		-	
Target	2600 S. 108th St.	2006	130,066		-	
Home Depot	11071 W. National	1997	113,827		-	
Office Max	10707 W. Cleveland	1960	27,967		-	
Dunham's Sports	2550 S. 108th St.	1994	29,920		-	
Sam's Club	1540 S. 108th St.	1999	129,395		-	
Former Pick 'n Save	1111 W. Greenfield	1983	84,894	Pick 'n Save recently closed store	0	
Walgreen's	6101 W. Greenfield	2008	14,490		-	
Walgreen's	10725 W. Greenfield	1998	13,905		-	
CVS	9220 W. Greenfield	1958	19,140		-	
TOTAL			**1,851,357**		**-**	

Sources: City of West Allis Assessor; Commercial Property Associates; Loopnet; http://rgpt.com/property/west-allis-towne-centre/; Gruen Gruen + Associates.

SPOTLIGHT: BUILDING ON WEST ALLIS MEMORIAL HOSPITAL & MILWAUKEE REGIONAL MEDICAL CENTER

Through partnership with the West Allis Memorial Hospital and the Milwaukee Regional Medical Center, a program to encourage and incentivize hospital employees to patronize local businesses and live in the surrounding neighborhoods could be created. Although hospitals can bring significant activity to a neighborhood, hospital employees often do not patronize local businesses or live in the neighborhood. Such a program could market the community to hospital employees by providing business directories, and housing resources, including rental and home ownership opportunities.

Similar models are employed in Milwaukee and Madison successfully as Healthy Neighborhood Initiatives. In Milwaukee, the Healthy Neighborhood Initiative is organized and funded by the Greater Milwaukee Foundation and could be explored for future participation. Examples of these local programs include:

- The Tower Hill neighborhood in Waukesha, partnering with Waukesha Memorial Hospital
- The Sherman Park neighborhood in Milwaukee, partnering with St. Joseph Hospital
- The Greenbush and Vilas neighborhoods in Madison, partnering with Meriter Hospital

A Healthy Neighborhood Initiative in partnership with West Allis Memorial Hospital could be used to create or expand neighborhood engagement and revitalize the surrounding neighborhoods and National Avenue. Employees could be encouraged to utilize local services, patronize shops, and live in the community long-term. Through partnerships with additional organizations, such as neighborhood associations and non-profits, resources could be provided to strengthen the neighborhood and commercial corridors. These resources could focus on financial wellness, homeownership, home renovation, and community re/investment, and resident leadership to strengthen the surrounding neighborhoods and commercial corridors.

Programming & Incentives:

- Homeownership classes
- Forgivable loans
- Employer matching grants
- Down payment and closing cost assistance

RECOMMENDATIONS FOR MARKET ANALYSIS:
economic investments, programs, and policies

RETAIL

M1	Build the brand of National Avenue as a dining destination, featuring a variety of cuisines – particularly authentic locally-based, non-franchise restaurants in line with the existing local restaurant base.
M2	Develop a retail and restaurant financial incentive program, tailored toward business owners living in or near West Allis, that helps to secure new retail, restaurant, and service businesses to fill vacant properties and feature outdoor dining.
M3	Attract a small footprint grocery and/or drug store to an existing building (or new construction) in the National Avenue corridor to capture the area's dense purchasing power.
M4	Fund public improvements in the areas of National Avenue not currently served by related funding or lending programs.
M5	Agglomerate along the Corridor the artistic resale, antique, and vintage retail operations.
M6	Unveil the building exterior at 67th and National and promote interest in the structure.

RESIDENTIAL

M7	Preserve and improve the existing housing surrounding National Avenue.
M8	Attempt to reduce risk in creating new residential, multi-family developments by investigating whether any of the large employers in Summit Place, West Allis Memorial, or health care institutions in the vicinity would commit to a) reserving a number of units for their employees, and/or b) creating an incentive program to live near those places of work.
M9	Encourage a broader range of smaller-scale housing types including live-work, rowhouse-townhome, and small-lot single-family products to appeal to younger-aged households on infill sites and to replace obsolete properties on National Avenue.

Implementation details are located in Chapter 8.

Figure 44. Aerial of National Avenue and surroundings in 1937.

Source: Milwaukee County Aerial Photography.

4

CIVIC ENGAGEMENT

> **“This part of the city is where I grew up. It is a huge corridor for us. If we have people outside of our community using these streets, it’s important that it reflects the values of the city.”**

OVERVIEW

Civic engagement is integral for the future of National Avenue, not only to increase activity along the corridor, but to strengthen the level of re/investment and pride in National Avenue and West Allis as a whole.

During the planning process for this Plan, the Consultant Team organized a series of input formats to learn from residents, business owners, employees, City staff, community leaders, developers, brokers and elected officials. These events included an:

- **Online Survey** for the community
  Input included in this section and in the actions
- **Interviews** with Brokers and Developers
  Input included in the market analysis and in the actions
- **Interviews** with Common Council Alderpersons
  Input included in this section and in the actions
- **Open house** for the West Allis community
  Input included in this section and in the actions
- **Focus groups** with business owners, community leaders and City staff
  Input included in this section and in the actions
- **Workshops** with City staff
  Input included in the actions

HIGHLIGHTS OF ALL STAKEHOLDER INPUT

The Corridor is a series of districts
Focus on physical improvements and creating destinations.

‘Stallis’ is an opportunity
Change internal and external perception and image of the corridor and West Allis.

Commercial & Residential Organization is key
Increase business and residential community leadership.

Housing stock is quality & affordable
Seek opportunities to improve and increase investment in housing stock and homeownership.

OPEN HOUSE SUMMARY

Before the announcement of the March 5, 2015 open house, the consultant team worked with City staff to identify multiple public outreach methods in order to obtain higher attendance numbers for the meeting. In addition to posting the meeting on the City’s website, the consultant team created hard copy posters and postcards and distributed them to all businesses along the corridor and to major institutions near the corridor, namely the library, fire department, senior center, senior housing complexes, grocery stores, churches, and schools. The consultant team also asked each Council member to spread the word in their respective districts in the most suitable communication method they deemed appropriate. This resulted in announcements of the meeting via Facebook, Twitter, LinkedIn, online media outlets, and word-of-mouth at neighborhood association gatherings.

The open house held on March 5, 2015 at the West Allis Public Library offered a convenient and accessible meeting location within the project area on National Avenue. Over 60 people attended the public meeting that included a strong mix of residents, business owners, elected officials, and city staff. The room was organized into three areas with different topics including Transportation, Visual Appearance, and Economic Development/Redevelopment Opportunities. Each area included a large map of the corridor, images with potential ideas for the corridor, and starting questions to spark comments from attendees. Below are some of the comments received during the open house:

TRANSPORTATION

- Keep pedestrian safety as a priority, as pedestrian-friendly street design is desired (especially to accommodate senior residents)
- Address traffic concerns during school drop-off and pick-up hours along the corridor
- Improve lighting (appearance and quality)
- Look for opportunities to increase the number of off-street parking spaces
- Employ bike lanes over shared bike/auto lanes

VISUAL APPEARANCE

- Provide more ‘family features’ at city parks (similar to Hart Park)
- Celebrate the ‘industrial history’ of West Allis
- Install more ‘green’ (vegetation) along the corridor
- Build upon the activity generated at the skate park on 84th Street
- Give facelifts to corridor buildings, as they look ‘run down’ and could use a facelift

ECONOMIC DEVELOPMENT/REDEVELOPMENT

- Attract more Millennials to the corridor (by providing tailored housing and activities)
- Build upon the existing local restaurants with the concept of a ‘restaurant row’
- Make National Avenue a destination, rather than an area to pass through
- Continue the thought of increasing density in the Corridor – it is ‘OK’

Figure 45. Example of stakeholder input at the March 5, 2015 National Avenue Corridor Open House.

OPEN HOUSE:
Organization

1. TRANSPORTATION – COMPLETE STREET
   - ✓ Streetscape, Multi-modal Design
2. VISUAL APPEARANCE
   - ✓ History, Architecture
3. ECONOMIC DEVELOPMENT & REDEVELOPMENT OPPORTUNITIES
   - ✓ Priority Opportunity Areas, Business Retention & Recruitment

Please make your way to each table and provide feedback. Thank you!

West Allis National Avenue Corridor Study

Public Open House
West Allis Public Library, Constitution Room
7421 W National Ave, West Allis, WI 53214
5:30 – 7:30 PM, Thursday, March 5th

You are invited to join neighbors and other members of your community at the kickoff **Public Open House** for the **National Avenue Corridor Study**. This meeting is an opportunity for you to provide input on transportation improvements, urban design and streetscape improvements, areas of opportunity, and plans for business and economic development.

Input from West Allis community members is critical to ensure that the National Avenue Corridor Study is planned for the benefit of all residents and stakeholders. Please share this invitation with your friends and neighbors!

Please take our survey on the National Avenue Corridor Study! Access the survey through typing the link (below) or by scanning the QR code (below) with your smart phone.

https://www.surveymonkey.com/r/NationalAve

Additional information on the National Avenue Plan can be located at:

www.westalliswi.gov/nationalavenue

Questions? Contact the City of West Allis Planning Department:
Shaun Mueller, Senior Planner • (414) 302-8470 • smueller@westalliswi.gov

Figure 46. National Avenue Corridor Open House materials.

Staff photo by Jane Ford

Residents and West Allis officials took part in the National Avenue corridor vision session last week at the public library.

Upgrades for National Avenue mulled by public

Visioning session draws curious business owners

By JANE FORD-STEWART
jford@jrn.com

West Allis — A dazzling array of possibilities for what National Avenue could become greeted the many West Allis residents, business owners and city officials who came to last week's National Avenue corridor open house and visioning session.

Sidewalk flower gardens enclosed by an ornate black wrought iron fence, a green painted bicycle lane and a shelter for a bike rack and even a small forest of slender trees uplighted from the ground were among the dozens of possibilities visitors considered.

They spoke with city and representatives from GRAEF, the engineering firm that is helping the city pull ideas together to form a vision for the corridor.

Feedback valuable

Lawrence Witzling, principal-in-charge on the project for GRAEF, was pleased with the input he and others received.

"Residential development is more likely than we thought," he said. And half a dozen people asked for more restaurants and some gave ideas for how to do more to attract new families, he said. Talking to the people involved is always valuable.

"I've been doing this since 1976, and it never fails," he said. "I leave with some good ideas that I never had before."

Feedback from the open house will be incorporated into the final plan that is expected to be finished in July. The proposed plan will go to the plan commission and common council where there will be additional opportunities for public input.

Portions of National Avenue will be rebuilt in 2018, and West Allis officials were asking everyone to brainstorm about how the thoroughfare could be improved.

The idea isn't to change its character, but to see what might be done to enhance it, keep businesses and make living there more pleasant, said Patrick Schloss, community development manager.

Restaurants, shops

Mary Donnelly, owner of Donnelly Chiropractic at 73rd Street and National Ave., said as she left the open house, "I would like to see a small restaurant and small business walking community."

"I'd like to see people be able to walk for lunch," Donnelly said.

Candy Tischer who lives at

Please see NATIONAL, Page 4

Figure 48. Media coverage of the March 5, 2015 Open House.

"The Farmers' Market is the gem of West Allis. People come from all over to buy from it."

CITY AT THE CENTER
WEST ALLIS

Wisconsin Award for Municipal Excellence

NEWS RELEASE
For immediate release:
February 16, 2015

For more information:
Shaun Mueller
(414) 302-8470

CITY OF WEST ALLIS TO HOST OPEN HOUSE TO DISCUSS CONCEPTS FOR NATIONAL AVENUE CORRIDOR

Public Invited to Attend

West Allis, Wis. – The City of West Allis invites local residents and business owners to an open house on Thursday, March 5, 2015 from 5:30 to 7:30 p.m. in the Constitution Room of the West Allis Public Library located at 7421 W. National Ave. in West Allis. At the open house, attendees will be asked to share feedback and insights regarding the City's planning process and issues for the National Avenue Corridor.

Guided by the support and vision of local Alderpersons, the future reconstruction of National Avenue in 2018, between S. 70th St. and S. 76th St. and between S. 92nd St. and S. 95th St., is providing a unique opportunity for the City and key stakeholders to analyze the larger corridor – from S. 68th to S. 95th St. – and develop a plan that increases the customer base for local businesses, even during construction, and recruits new businesses to fill vacancies.

To assist with this process, the City has hired GRAEF, a local engineering and planning firm, alongside key subconsultants, to analyze the physical and market condition of the area, gather local input through various platforms and develop a plan for the corridor that will improve the overall business and neighborhood experience of the area.

"We have a great opportunity to redefine the National Avenue Corridor," said West Allis Mayor, Dan Devine. "We need a vision and a plan for National Avenue to build upon recent investments and identify and capitalize on opportunities along one of the City's most essential economic arteries."

In partnership with the City, GRAEF and its team will consider how the City can support, retain, and attract residents and businesses to create a more vibrant corridor. The plan will address what can be done to transform the physical and architectural appearance of properties along the corridor in order to define the area as a unique business district.

The open house will offer a dynamic session for residents, property owners, and business owners. It will include a number of tables at which attendees can provide their feedback informally on transportation along the corridor, including bicycling, walking, driving and parking, the visual appearance of the corridor, including streetscape, building appearances and public spaces, and business development opportunities. Feedback from attendees will be incorporated into the final plan prepared by GRAEF. The plan, anticipated to be complete in July 2015, will be submitted to the City Plan Commission and Common Council for review and approval, at which time there will be additional opportunities for public input.

For more information about the National Avenue Corridor Plan and to sign up for e-mail updates, visit www.westalliswi.gov/nationalavenue.

# # #

Figure 47.

4

INPUT FROM THE CITY OF WEST ALLIS NATIONAL AVENUE ONLINE SURVEY

50 respondents

Figure 49. **BREAKDOWN OF SURVEY RESPONDENTS**

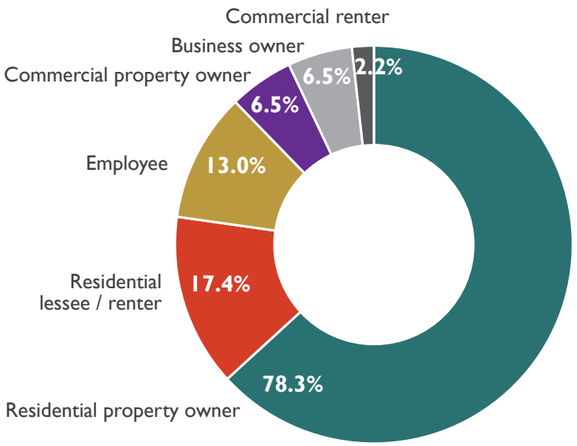


Figure 50. **HOUSEHOLD INCOME OF SURVEY RESPONDENTS**

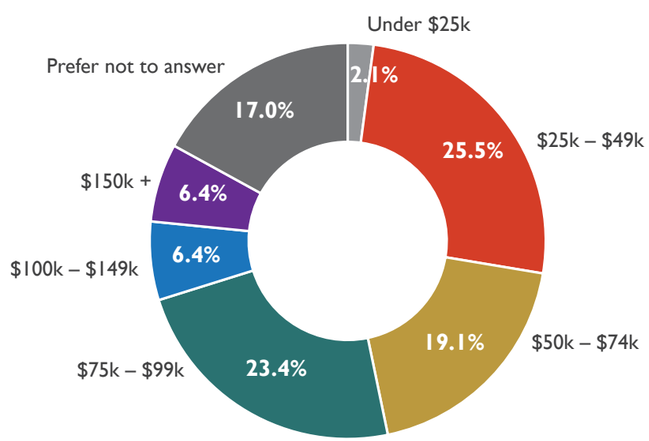
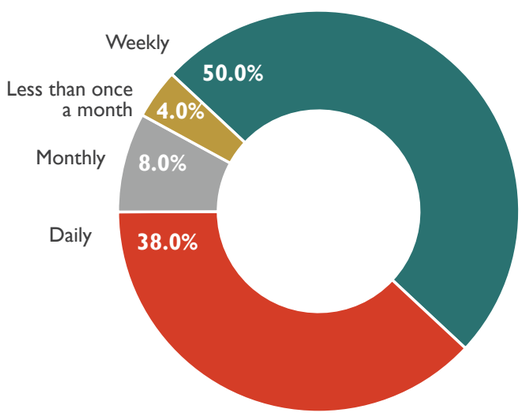


Figure 51. **FREQUENCY OF VISITS TO NATIONAL AVENUE**



> **"Without working together there is no vision."**

Figure 52. **MOST DESIRABLE TRAITS OF THE NATIONAL AVENUE CORRIDOR:**

Figure 53. **LEAST DESIRABLE TRAITS OF THE NATIONAL AVENUE CORRIDOR:**

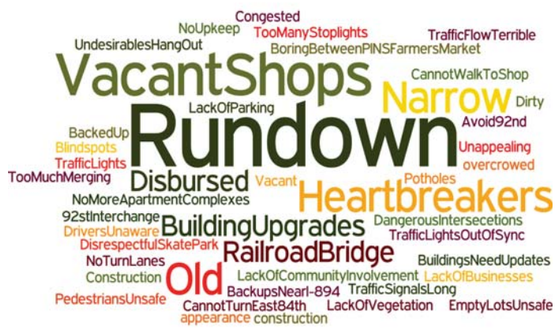


Figure 54. **INTERSECTION(S) OR PORTION(S) OF THE NATIONAL AVENUE CORRIDOR WITH MAJOR CONCERNS:**

Figure 55. **SIGNIFICANT OPPORTUNITIES WITHIN THE NATIONAL AVENUE CORRIDOR:**

Figure 56. **PHYSICAL CHANGES, TYPES OF BUSINESSES OR OTHER LAND USES DESIRED:**

Figure 57. **THE BIGGEST CHALLENGES FACING THE NATIONAL AVENUE CORRIDOR:**

Figure 58. **WHY DO YOU TRAVEL THE NATIONAL AVENUE CORRIDOR?**

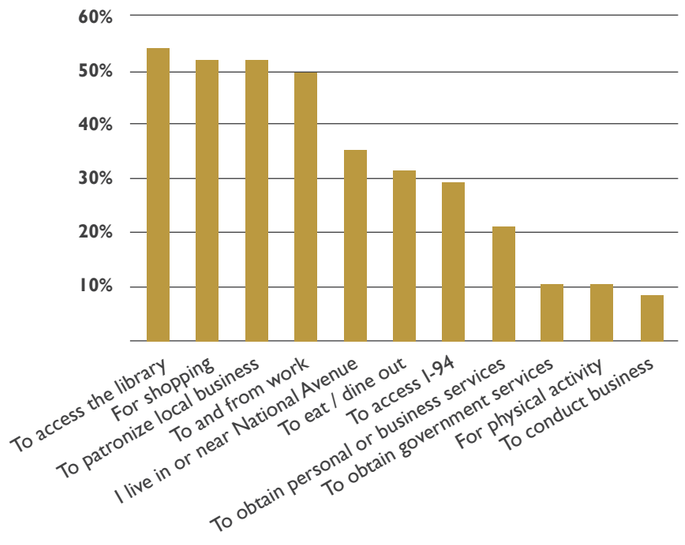
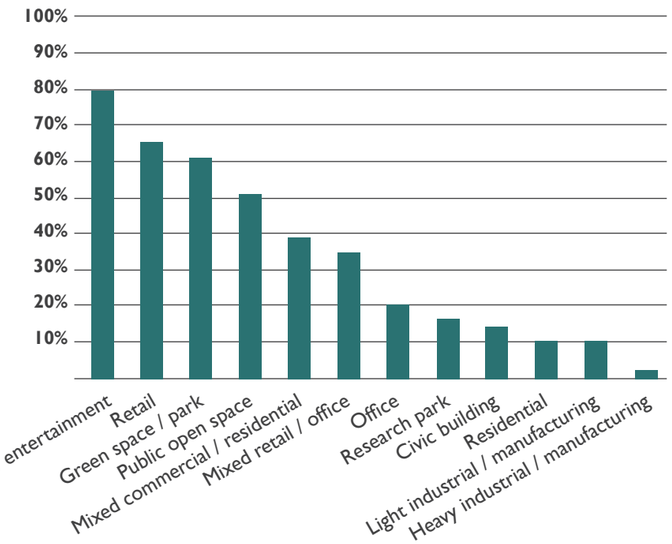


Figure 59. **WHAT TYPE OF DEVELOPMENT(S) WOULD YOU LIKE WITHIN THE NATIONAL AVENUE CORRIDOR?**



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FOCUS GROUPS & THEMES OF DISCUSSION

The Consultant Team conducted stakeholder focus groups for the West Allis National Avenue Corridor Strategic Plan on Friday, March 20, 2015. Attendees included representatives from:

- West Allis/West Milwaukee Chamber of Commerce
- Braun's Power House
- PyraMax Bank
- City of West Allis
- Suzzette's Hair 4 You
- West Allis Senior Center
- Jordan Evangelical Lutheran Church
- City of West Allis Health Department
- The Wedding Centre
- Chef Paz
- Resident
- West Allis-West Milwaukee School Board
- West Allis Commission on Aging

FUTURE LAND USES?

- Opposition to low-income housing
- Opposition to new senior housing
- Opposition to heavy industrial
- Opposition to automotive repair shops
- Opposition to fast food
- Interest in mid-density development
- Increase businesses that remain open past 5:00 PM
- Diversify housing options – townhouses, condos, lofts, apartments
- Encourage and incentivize shared parking

FUTURE STREETSCAPE?

- Bump-outs
- Green space
- Benches
- Boulevard down National Avenue
- Parklets/pedlets
- Bump out in front of Chef Paz
- Public art and murals

BRANDING THE CORRIDOR?

- Brand the Corridor with nodes, not as a cohesive corridor
- Reflect the values of the residents
- Create design standards (e.g., no rope lights in windows)
- Create a PR campaign

CUSTOMER TRENDS?

- Majority travel by automobile
- Come from all over the Milwaukee area and nearby neighborhoods

PERCEPTIONS OF CITY OF WEST ALLIS?

- Perception that the City is not welcoming to new businesses
- Increase marketing of façade grant or other financial assistance programs
- Perception of unnecessary fees to business owners

LOCAL MODELS?

- North Avenue in Wauwatosa
- Walker's Point in Milwaukee
- Cedarburg historic district
- Silver City on National Avenue

ECONOMIC DEVELOPMENT TOOLS?

- Market funding programs (TIF, BID and Main Street programs, *façade*, business, home rehab grants and loans) and opportunities for new business improvement districts (BIDs) and neighborhood improvement districts (NIDs).
- Recruit desired businesses tailored for modest-income individuals and families and offer relocation grants in target investment areas

INCREASE ACTIVITY?

- Activity in Honey Creek Park – Partnerships between School District, City, and the Historical Society
- Movies, Jazz, "Chill on the Hill" new playgrounds, splash pads, in parks – in Honey Creek and Veterans Park
- Create public square(s)
- Create a beer garden in a highly-visible place

AREAS OF FOCUS?

- Student crossing at S. 80th Street and National Avenue
- Past S. 84th Street is largely concrete - focus on streetscape
- Cannot turn left at the S. 84th Street and National Avenue intersection
- Redevelopment opportunity across from Heritage Housing and Lincoln School
- West of Honey Creek Park
- Accidents at National Avenue and S. 71st Street
- Vacant storefronts by S. 78th Street
- Block east of Lincoln School
- High crime in duplexes and triplexes adjacent to the Senior Center
- Façades on Chinese restaurant, flower shop, muffler shop around S. 92nd Street
- No sidewalk near Railroad Park, just a bench and sign
- Curve under S. 84th Street is dangerous
- Burned down Hobby Shop is undevelopable due to traffic signal. Creates a vehicle-pedestrian conflict.
- Businesses around S. 78th Street lack parking on weekend nights.
- Pedestrian improvements to connect the Restaurant Row district (Becher Corners) to the West Allis Memorial Hospital.
- Historical landmarks and retro / vintage character by modernizing and creating destination places
- Strategic investments to draw attention and market the area during increased traffic with the I-94 detours

STRENGTHS – WEAKNESSES – OPPORTUNITIES –THREATS (SWOT) ANALYSIS OF NATIONAL AVENUE CORRIDOR FROM FOCUS GROUPS

STRENGTHS
influenced by the City

- Farmer's Market, which was developed in the 1930s and has historic designation
- Veteran's Park
- Historic gas station on National Avenue and 76th Street (pagoda)
- Historic school house/Historical Center on 84th Street
- Allis Theater
- Five Points
- Skateboard park
- LaFollette Park and Veteran's Park are very active

WEAKNESSES
influenced by the City

- Lack of destinations (compared to Beloit Road, Greenfield Avenue)
- West Allis does not have a sense of what it wants to be (e.g., Wauwatosa or Bay View)
- Old, rundown bars contribute to the negative image of West Allis
- No traffic controls at several intersections. Poses threats to pedestrian safety.
- Businesses lack adequate parking (perceived)
- Pick 'n Save is the only grocery store (along the Corridor)
- "Polka in the Park" is dated compared to "Chill on the Hill," "Jazz in the Park" and movie screenings
- No sidewalk near Railroad Park, just a bench and sign

CHALLENGES
influenced by others

- Vacant buildings
- Buildings in disrepair
- Demolishing buildings with character and replacing with small and big box commercial buildings
- Schools along the corridor; any new development should ensure students' safety.
- Crowding around Farmer's Market
- Too much traffic to safely accommodate bicycles
- Vehicles driving in parking lanes
- Speeding along corridor and near schools
- Seniors walk to Pick 'n Save, Walgreen's, shopping district. Speeding vehicles pose a threat.
- High crime at Pick 'n Save
- MCTS buses idle near Pick 'n Save
- "Stallis" is worn as armor by some, rejected by others
- SEWRPC and WisDOT planning to convert National Avenue to four lane road
- Road configuration does not permit a 42-foot semi to unload at small businesses
- Department of Public Works' plowing around bump outs
- Bump outs would be filled once plows come through; business owners would have to dig, unless funding was put toward a dedicated staffer and plow
- Some businesses want stoplights at every corner, some do not. Abundance of stoplights on Greenfield Avenue creates start-stop issues, squeaking tires.
- Terraces on south side of road don't get sun. Several businesses have applied for permits to pave over terrace.

OPPORTUNITIES
influenced by others

- Proximity to Downtown Milwaukee
- "Historic West Allis" with re-purposed buildings
- Attract recognizable businesses (e.g., Sendik's, Colectivo)
- Concept and ethnic restaurants
- More patios
- "Restaurant Row" presents opportunity for new development
- Volleyball and other activities along National Avenue
- Program space near West Allis Public Library and Honey Creek Park
- Build on cluster of public services between 70th Street and 76th Street
- Businesses that attract families and pedestrians
- Young families are moving in, renovating houses
- "Restaurant Row"
- Lots of space available for redevelopment
- Community gardens at schools
- Cultural center similar to Milwaukee Youth Arts Center
- Shuttle between businesses
- Make 70th Street to the skate park more walkable
- Children's district
- "If you build it, they will come"
- World market concept with Farmer's Market vendors in off season
- Youth center on Becher Street near Franklin School
- Infill development with higher density
- Murals (see Waukesha)
- National Avenue is the oldest road in Wisconsin
- Planned Bus Rapid Transit (BRT)
- Pedestrian areas near the Library between 84th Street and 78th Street, near Veteran's Park
- Bikeshare
- Specialties like a butcher shop, ice cream shop will keep locals in West Allis rather than driving to Wauwatosa or Waukesha for entertainment
- Appeal to millennials – "Cut your downtown commute in half, live in West Allis"
- Get the "second" location of a well-known restaurant (e.g., The Horny Goat, Odd Duck)

Figure 60. SWOT Analysis from the National Avenue Corridor Strategic Plan focus groups.

RECOMMENDATIONS FOR CIVIC ENGAGEMENT:
employers, businesses, property owners, residents

E1	Interview major area employers (e.g. Johnson Controls, West Allis Memorial Hospital, MRMC, MATC) to identify critical gaps in local offerings for their employees, and thereafter pursue retail opportunities (such as within Becher Corners – Restaurant Row).
E2	Hire a professional marketing team to redesign West Allis promotional materials, and distribute to developers, property owners, and investors.
E3	Brand each Target Investment Area as reinvestment and development.
E4	Foster physical, programmatic, and marketing improvements for the local school system that would attract families to the National Avenue area.
E5	Encourage residents and property owners to create a stronger Google index of images for National Avenue by sharing artistic photos of the corridor with the #WestAllisNationalAvenue hashtag, and by marketing the community online through Yelp, Local First, and others.
E6	Create street festivals on National Avenue.
E7	Create a partnership between the City, Shorewest, Housing Resources, Inc., and Rebuilding Together Greater Milwaukee – e.g. "Live West Allis", and designate a prime contact to work with residents (citywide, with an initial focus around National Avenue) to a) rehabilitate the interiors and exteriors of residential structures, and b) market West Allis to potential residents.
E8	Designate a City staff member to work closely on marketing and communications with the budding neighborhood groups/associations surrounding National Avenue: i.e. President Heights, Woodlawn Manor, Honey Creek Settlement, Henderson Park, City Center, and Six Points. Promote the city's use of Nextdoor.com to connect residents.

Implementation details are located in Chapter 8.

Figure 61. Photos from the March 5, 2015 Open House.

5

CIRCULATION

> “It’s a concrete jungle out there. We need more green.”

EXISTING CONDITIONS

In terms of circulation, the National Avenue Corridor currently provides access for pedestrians, cyclists, transit riders, and drivers. For cyclists, the Corridor is not identified as an existing or proposed bicycle route (see figures in the subsequent pages), yet it still offers informal room for cyclists to ride the Corridor. For transit riders, Milwaukee County Transit System (MCTS) routes 44 and 54 operate [partially and fully, respectively] along National Avenue. For drivers, the Corridor provides at least one lane of traffic in either direction, and select places for on- and off-street parking.

The continuity of each type of access along the National Avenue Corridor is what can be drastically improved from today’s conditions. As a pedestrian, the Corridor is home to segments devoid of retail activity and rhythmic places to rest, observe, or meet. For cyclists, accommodations or designations could provide for a stronger riding experience. This section seeks to address improvements to this continuity for all categories of travelers.

The diagrams to the right include an existing plan and cross section that show the typical dimensions from S. 76th – S. 70th Street. The 46’ pavement width and 66’ right-of-way width is fairly uniform throughout the entire corridor from S. 95th Street to S. 68th Street. Associated features of this “typical dimension” of National Avenue include:

- Desires a stronger identity
- Could provide a stronger pedestrian experience
- Could provide more holistic pedestrian experience
- Needs increased activity
- Has a ‘narrow’ feeling in the walking zone
- Has inadequate lighting (dim)
- Offers little greenery (trees, planters)
- Needs increased engagement with adjacent buildings

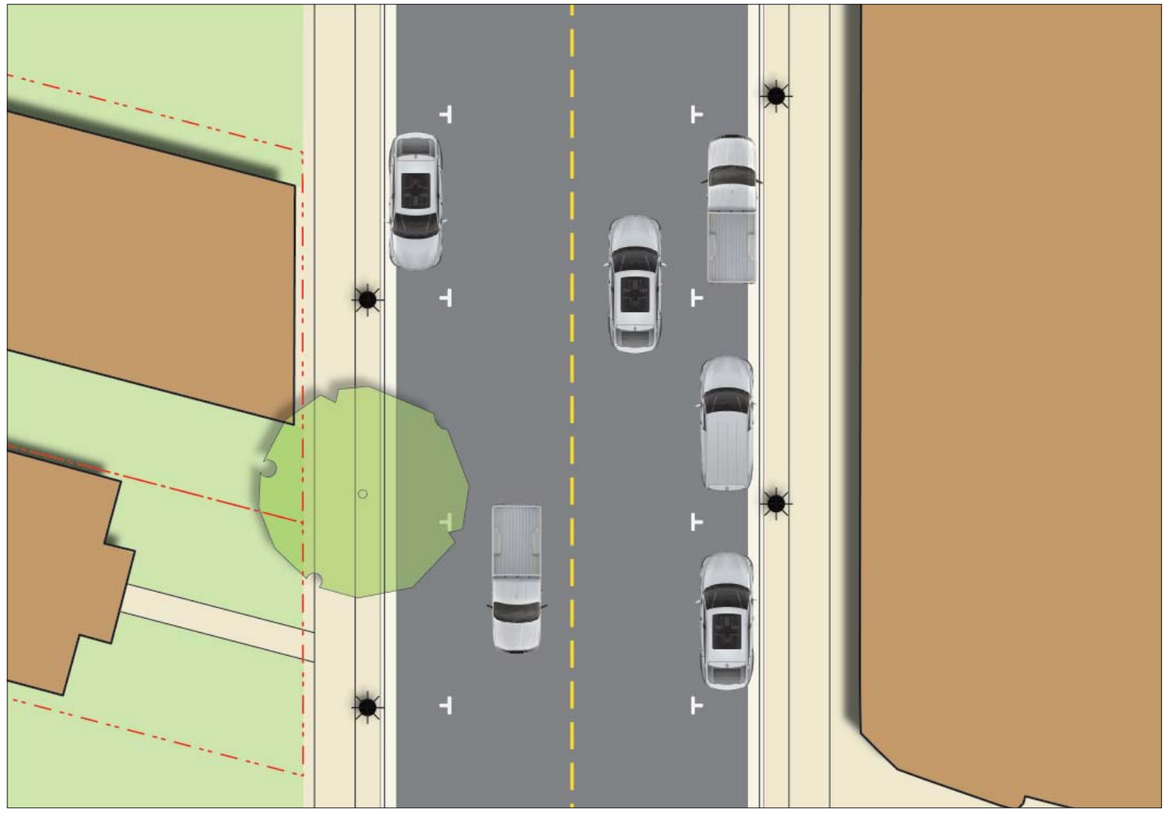


Figure 62. EXISTING National Avenue plan view.

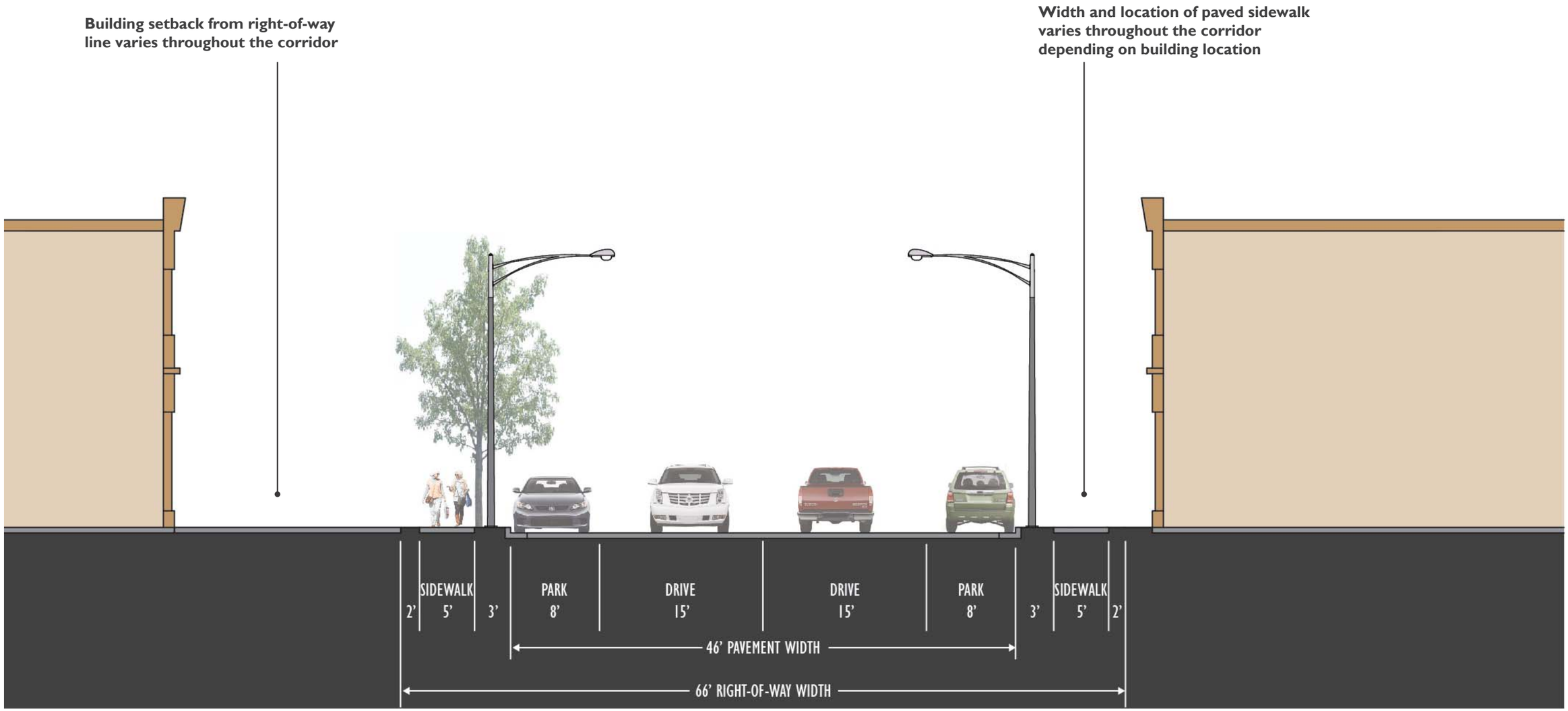


Figure 63. EXISTING National Avenue cross section.

Figure 64. Existing off-street parking locations.

Parking as of May 2015.
Sources: City of West Allis and MMSD.

WISDOT AVERAGE DAILY TRAFFIC COUNTS

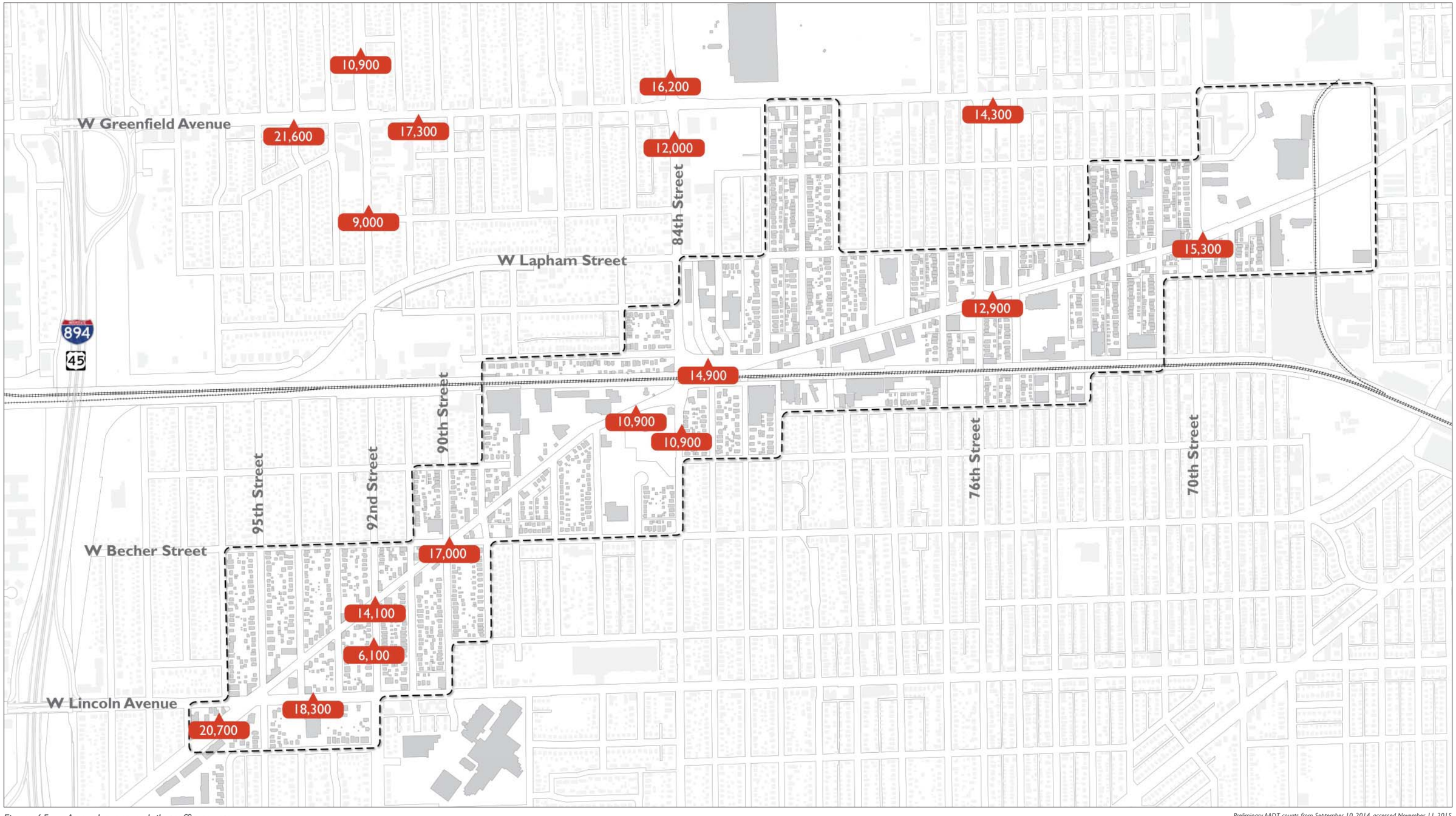


Figure 65. Annual average daily traffic counts.

Preliminary AADT counts from September 10, 2014, accessed November 11, 2015.
Source: WisDOT.

ALTERNATIVE TRANSPORTATION DIAGRAMS

Figure 66. Milwaukee County Transit System bus routes.

Source: Milwaukee County Transit System, accessed May 2015.

Figure 67. Existing bus stops along National Avenue offer minimal pedestrian amenities such as benches, a shelter, or wide standing space to wait for the bus.

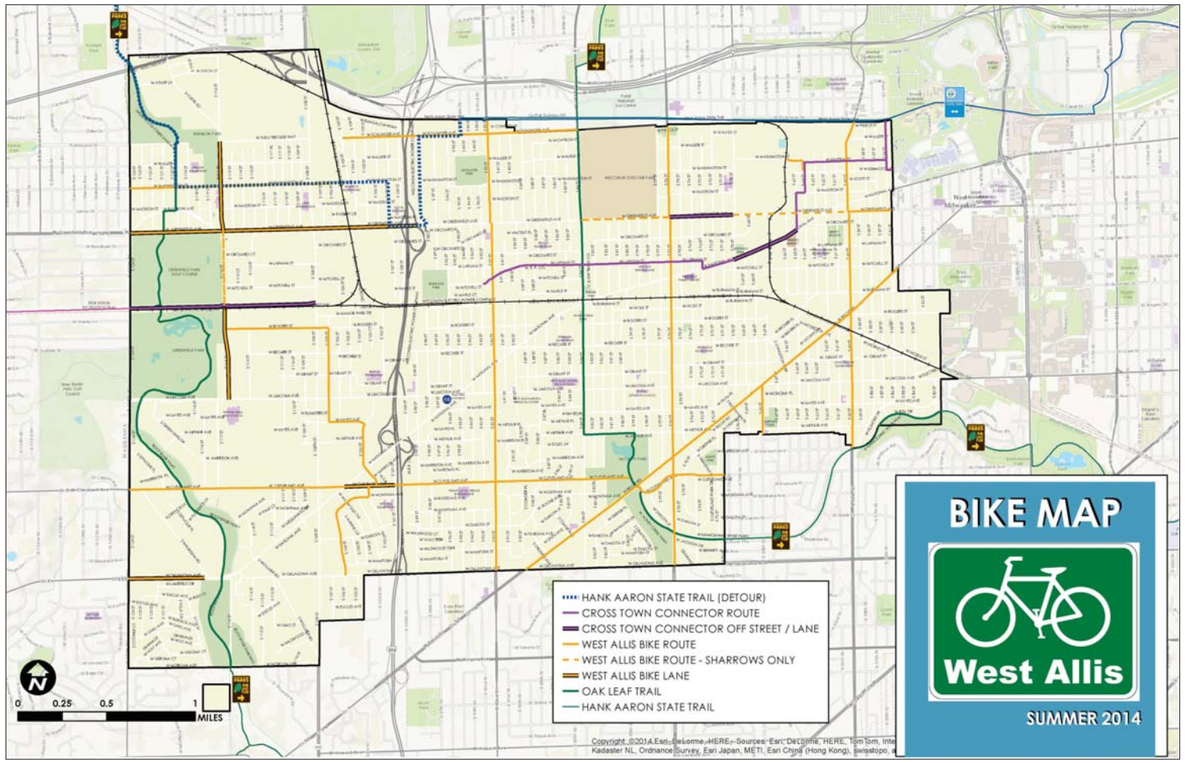


Figure 68. Existing bike routes & amenities.

Source: City of West Allis, accessed May 2015.

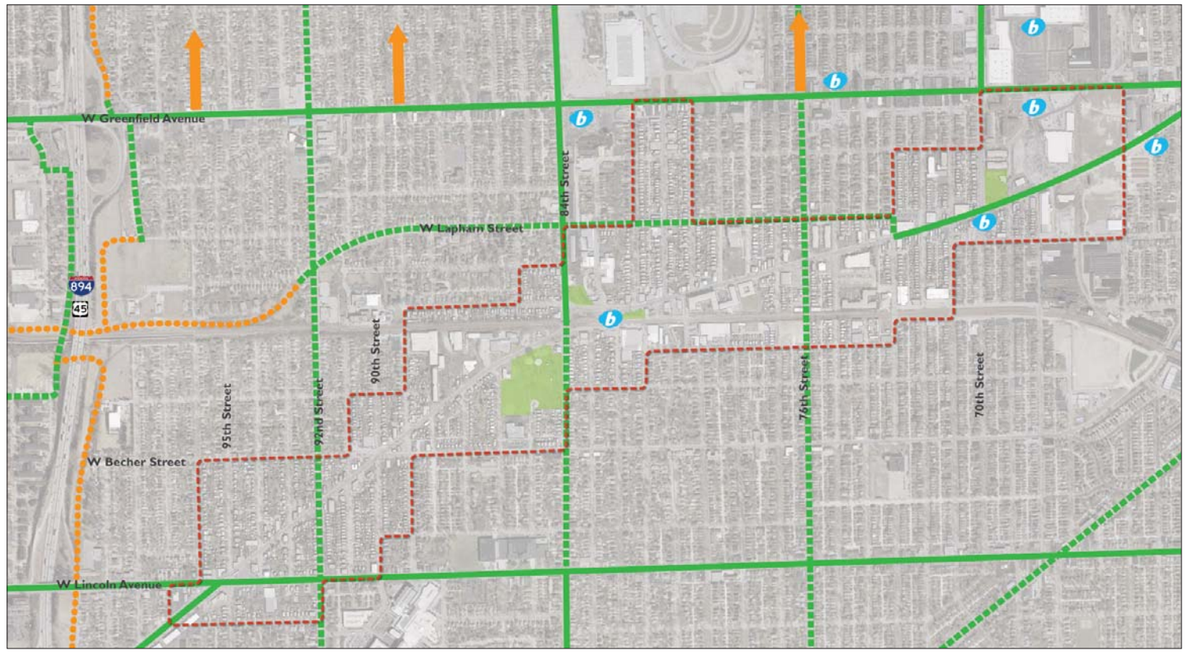


Figure 69. Proposed bike routes & amenities.

Source: City of West Allis, accessed May 2015.

PROPOSED BIKE LANE

PROPOSED BIKE ROUTE

PROPOSED OFF-STREET TRAIL

EXISTING HANK AARON STATE TRAIL ACCESS

POSSIBLE BUBLR BIKESHARE STATION

COMPLETE STREET – COMPLETE CORRIDOR

The design of a complete street considers the interaction of several different roadway users, elements of street design, and surrounding land uses. **To ensure that each of these elements are considered during current and future street reconstruction projects along National Avenue, this plan identifies six complete street "components" that make up the public right-of-way.** The table to the right lists the components along with their applicability to National Avenue. The end of this chapter also includes definitions and possible locations for the majority of these elements as part of the streetscape design.

Taking it a step further, this plan seeks to look at the complete 'corridor', which means that design consideration must not stop at the right-of-way, but encompass all elements outside of the right-of-way as well (buildings, behind-building parking lots, alleys, etc.).

Complete Street Design Matrix

	Street Component		Design Treatment	National Avenue
PEDESTRIAN ZONE	1.0 Sidewalk Zone	1.1	Pedestrian Zone Width	10' minimum
		1.2	Walking Zone Width	5' minimum
	2.0 Buildings & Furnishings	2.1	Building Zone Width[1]	varies
		2.2	Façade Zone	●
		2.3	Furnishing Zone Width	3' minimum
		2.4	Bicycle Parking	■
		2.5	Lighting	●
		2.6	Benches	■
		2.7	Sidewalk Cafés	○
		2.8	Street Trees	■
		2.9	Planters	□
		2.10	Stormwater Planters	○
		2.11	Street Furniture	■
		2.12	Architectural Features[2]	□
ROADWAY ZONE	3.0 Bicycle	3.1	Conventional Bike Lane[3]	■
		3.2	Green Colored Pavement	○
		3.3	Bike Route Signs	●
	4.0 Curbside Management	4.1	On-Street Parking[4]	■
		4.2	Loading Zones	■
		4.3	Transit Stops	■
		4.4	Alternative Uses of Parking Lanes	○
		4.5	Stormwater Management[5]	□
	5.0 Cartway/Vehicle	5.1	Lane Width	11' minimum
		5.2	Medians[6]	○
	6.0 Intersection Design	6.1	Marked Crosswalks	●
		6.2	Curb Bump Outs	■
		6.3	Pedestrian Refuge Islands	■
		6.4	Bike Boxes	□
		6.5	Decorative Intersections[7]	□

Legend

- ● Required
- ■ High Priority – include if geometry permits
- □ Priority
- ○ Appropriate – in limited circumstances

[1] Private property
[2] Information kiosks, trellis, artwork, gateway elements
[3] 5' striped lane
[4] 7' width minimum
[5] Biofiltration
[6] Only where existing medians exist
[7] Recommended at key intersections 70th, 71st, 75th, 76th, 81st, 84th, 90th, 92nd, 95th

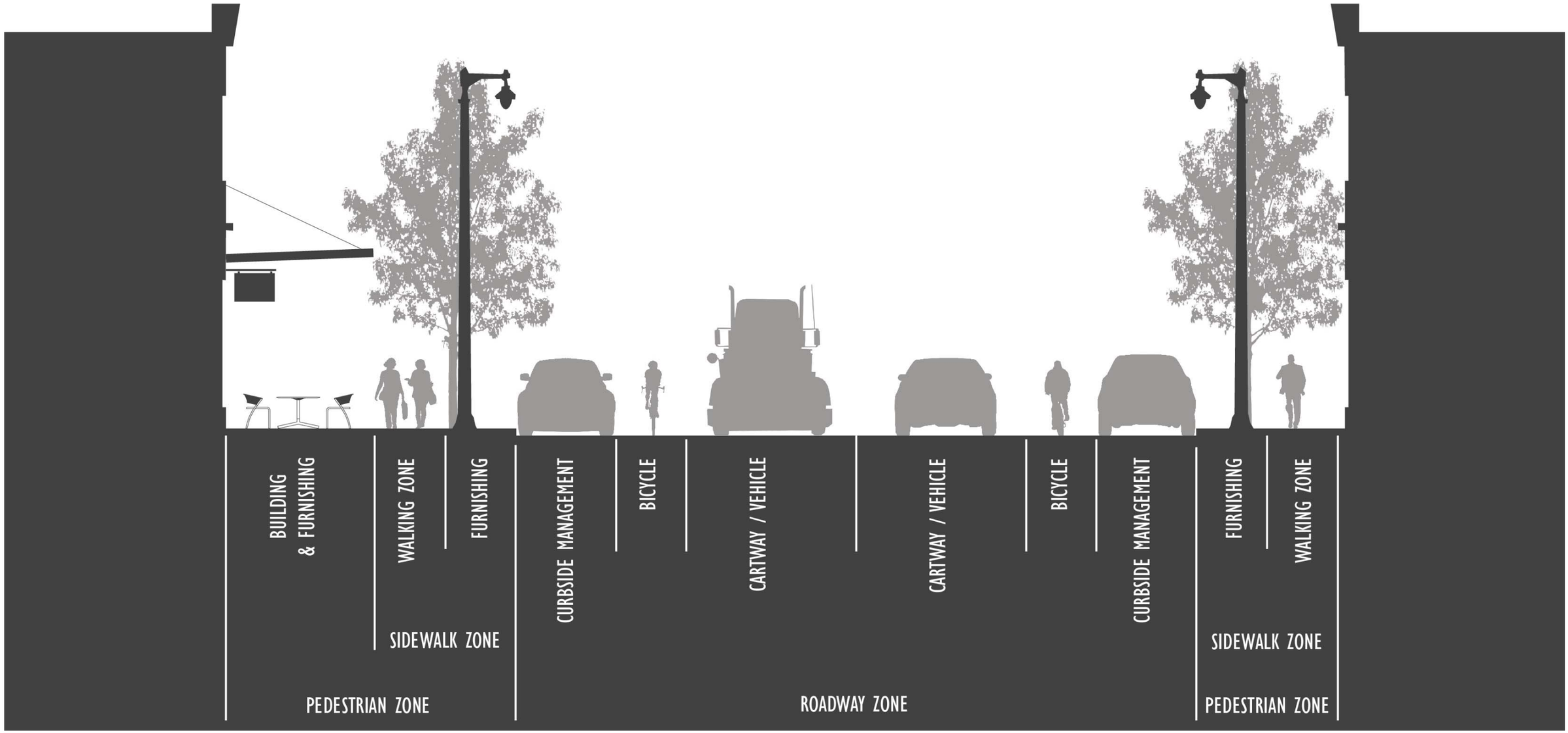


Figure 70. Cross section diagram that shows the components of a complete street.

CONCEPTUAL CROSS SECTION

The following two pages include conceptual cross sections that show two variations of the possible dimensions from S. 76th – S. 70th Street. These cross sections are meant to serve as a guiding concept for roadway and pedestrian zone improvements throughout the entire corridor. Associated features of this "possible dimension" of National Avenue include:

- Addition of bike lanes (if feasible)
- Wider pedestrian walking zone (where feasible)
- Curb bump-outs (where appropriate)
- Decorative terrace paving
- New decorative lighting fixtures
- Increased greenery (trees and planters)
- Street amenities such as benches, bike racks, litter receptacles and kiosks
- Outdoor cafés/seating on private properties

The possible street features listed above would encourage the following:

- New identity through enhanced streetscape
- Welcoming pedestrian experience
- New and strengthened businesses (long-term)

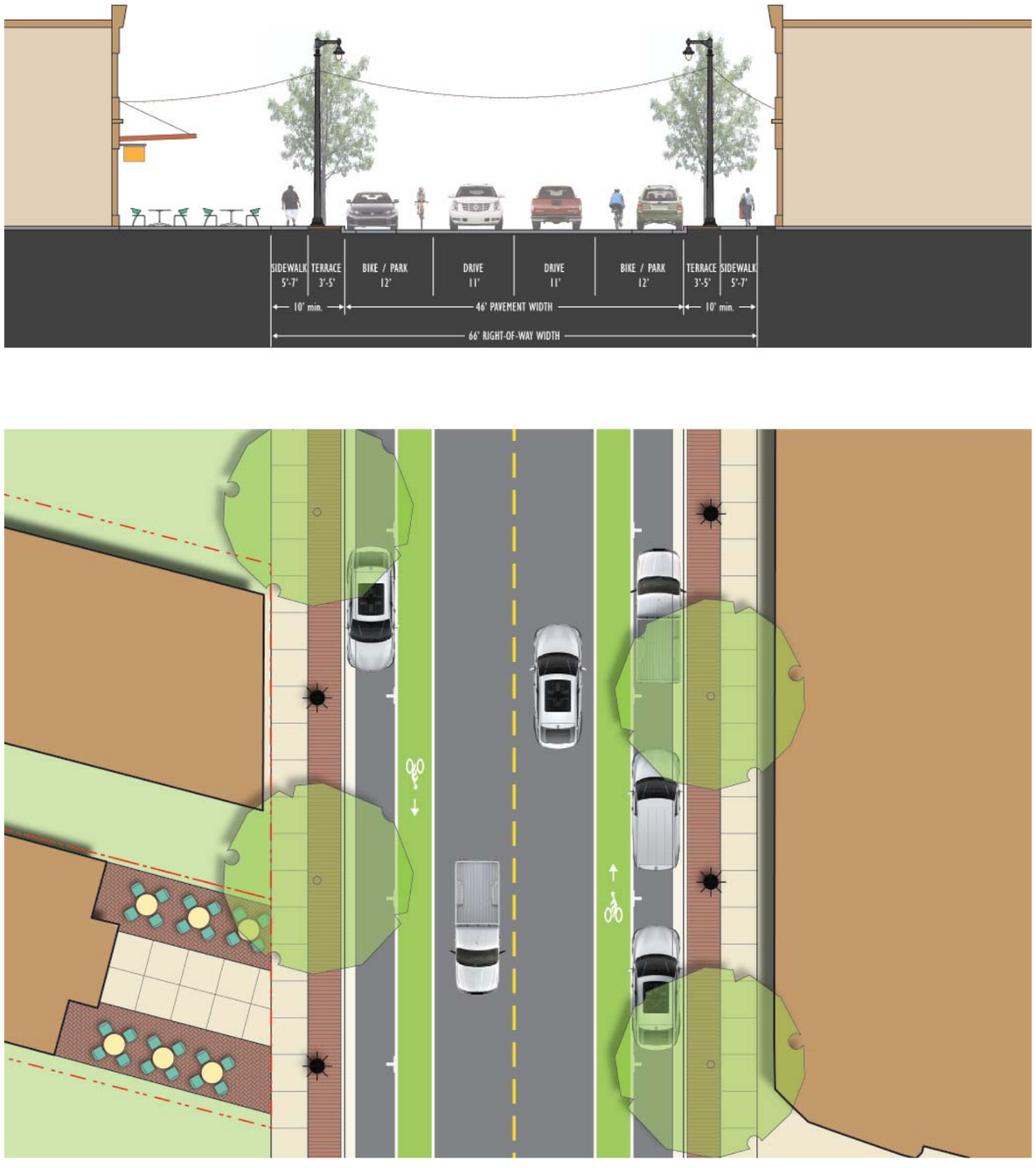
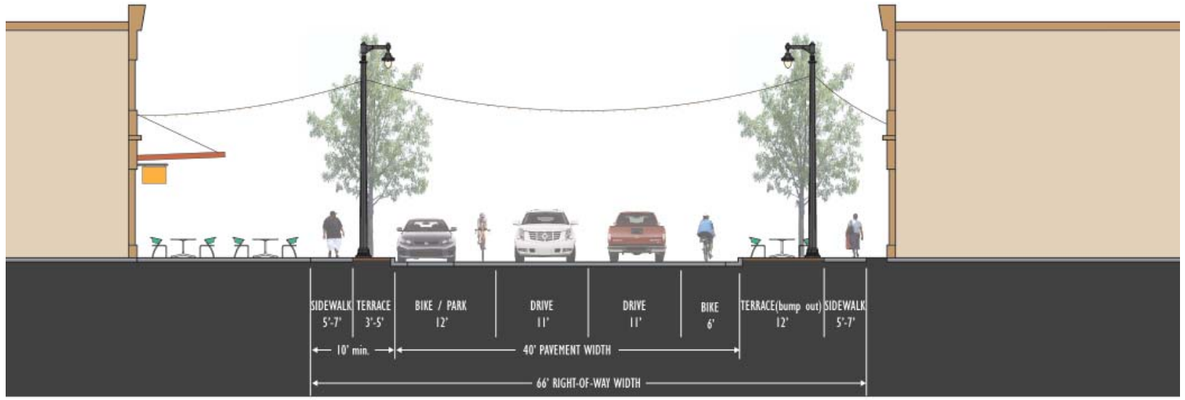


Figure 71. Conceptual National Avenue plan view and cross section.



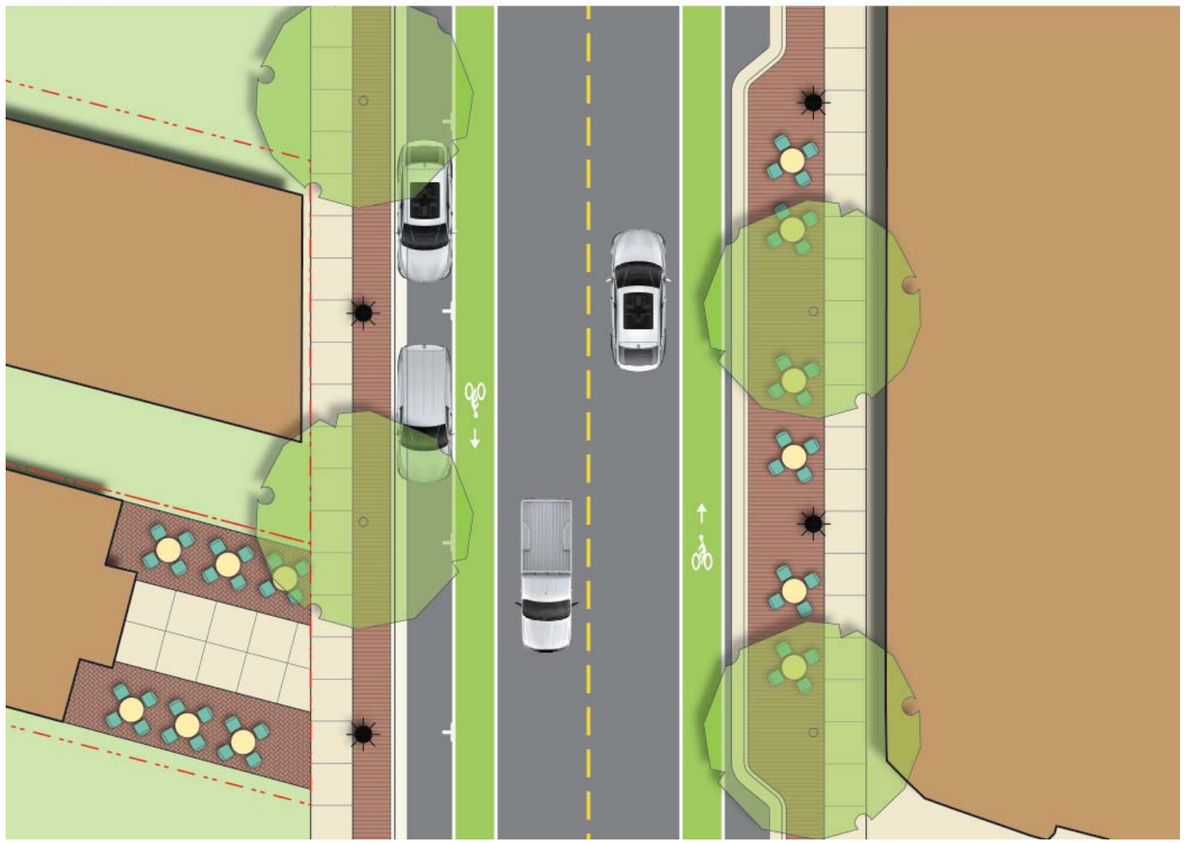


Figure 72. Conceptual National Avenue plan view and cross section (with curb bump out).

Figure 73. Example of mid-block curb bump out with planters and seating elements (Silver Spring Drive, Whitefish Bay).

Figure 74. Terrace space design could utilize plank-style paving that hearkens back to the original wood-plank sidewalks that once lined National Avenue.

5

POTENTIAL NATIONAL AVENUE ROADWAY & PEDESTRIAN ZONE IMPROVEMENTS

The future street reconstruction project planned in 2018 (between S. 70th and S. 76th Street and between S. 92nd and S. 95th Street) furthers an opportunity to design a Corridor that improves the overall business, neighborhood, and travel experience. Corridor planning must precede the roadway reconstruction in order for the City and community to viably manage change along the Corridor. While street reconstruction is only occurring in the specific segments listed to the right, the following pages provide potential roadway and pedestrian zone improvements for the entire corridor, not just reconstruction areas. This is done in order to provide a unified, long-term vision for the entire length of National Avenue.

Diagrams on the following pages provide a block-by-block, diagrammatic analysis of potential roadway and pedestrian zone improvements. Potential right-of-way (R.O.W.) acquisition is discussed at each block and is based upon examination of existing roadway conditions, building setbacks, land use, and sidewalk widths. R.O.W. acquisition mentioned in the following pages falls within the range of 2'-10' depending on the existing block characteristics. Potential acquisition suggested for a specific block may also include a slight shift in the roadway in order to create widened pedestrian zones. Shifts in the roadway from block to block are no greater than 4' and would not be evident to travelers.

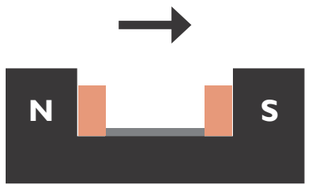
These diagrams should serve as a starting point for discussions regarding current and future street reconstruction along the National Avenue Corridor.

Figure 75. WisDOT road reconstruction areas in relation to the entire National Avenue Corridor Strategic Plan boundary.

POTENTIAL NATIONAL AVENUE ROADWAY & PEDESTRIAN ZONE IMPROVEMENTS BETWEEN S. 95TH & S. 91ST – DRIVING WEST TO EAST

A

POTENTIAL R.O.W. ACQUISITION

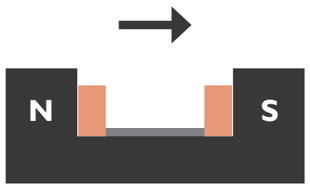


- Right-of-way acquisition may be considered on the south side of National Avenue in order to accommodate widened sidewalk zones[1] on both sides of the street
- Highly visible branding elements such as gateway signage and banners should be located at this intersection to mark the entry into the corridor

1 *See complete street diagram on page 49 for 'sidewalk zone' definition*

B

POTENTIAL R.O.W. ACQUISITION

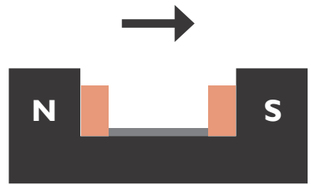


- Right-of-way acquisition may be considered on the south side of National Avenue in order to accommodate widened sidewalk zones[1] on both sides of the street
- Activation of private, sawtooth spaces adjacent to the building located at the southwest corner of S. 93rd Street and National Avenue should be encouraged

1 *See complete street diagram on page 49 for 'sidewalk zone' definition*

C

POTENTIAL R.O.W. ACQUISITION

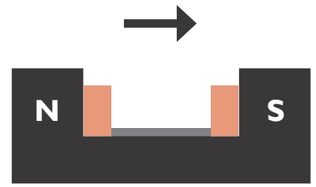


- Right-of-way acquisition may be considered on the south side of National Avenue in order to accommodate widened sidewalk zones[1] on both sides of the street
- Redevelopment opportunity located on the south side of National Avenue
- Gateway plaza located at the SE corner of National and 92nd

1 *See complete street diagram on page 49 for 'sidewalk zone' definition*

D

POTENTIAL R.O.W. ACQUISITION



- Right-of-way acquisition may be considered on the south side of National Avenue in order to accommodate widened sidewalk zones[1] on both sides of the street
- Redevelopment opportunity located on the south side of National Avenue
- Enhanced crosswalk materials recommended for intersection of S. 92nd Street and National Avenue

1 *See complete street diagram on page 49 for 'sidewalk zone' definition*

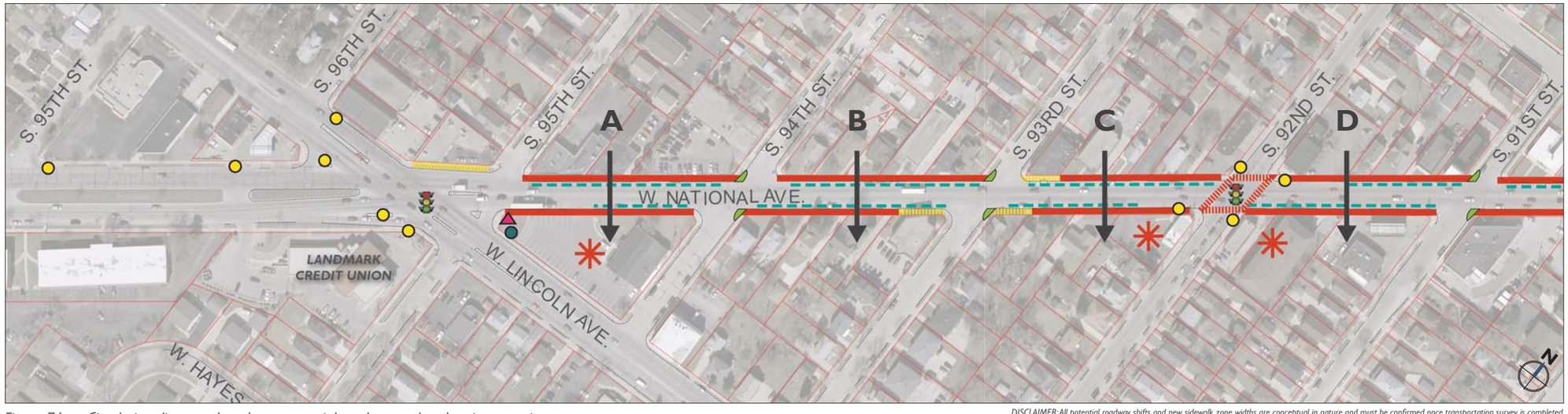


Figure 76. Circulation diagram that shows potential roadway and pedestrian zone improvements.

DISCLAIMER: All potential roadway shifts and new sidewalk zone widths are conceptual in nature and must be confirmed once transportation survey is completed.

LEGEND

- Potential R.O.W. acquisition
- Existing sidewalk zone (10')
- Widened sidewalk zone (~11'-12')
- On-street parking
- Bump out
- Redevelopment opportunity site
- Traffic signal
- Bus stop
- Potential bike share station
- Wayfinding signage
- Major intersection

5

POTENTIAL NATIONAL AVENUE ROADWAY & PEDESTRIAN ZONE IMPROVEMENTS BETWEEN S. 91ST & S. 84TH – DRIVING WEST TO EAST

E

POTENTIAL R.O.W. ACQUISITION

- Existing building frontage and site characteristics make R.O.W. acquisition difficult
- Removal of on-street parking on the south side of National Avenue should be considered in order to accommodate widened sidewalk zones[1] on both sides of the street
- Existing off-street parking lots reduces demand for on-street parking spaces
- Activation of private, sawtooth spaces should be encouraged, especially restaurants and bars

1 *See complete street diagram on page 49 for 'sidewalk zone' definition*

F

POTENTIAL R.O.W. ACQUISITION

- Existing building frontage and site characteristics make R.O.W. acquisition difficult
- Removal of on-street parking on the south side of National Avenue should be considered in order to accommodate widened sidewalk zones[1] on both sides of the street
- Existing off-street parking lots reduces demand for on-street parking spaces
- Enhanced crosswalk materials recommended for intersection of S. 90th Street and National Avenue
- Creation of pedestrian plaza/street should be explored for the portion of S. 89th Street east of Magoo's Bar & Grill[2]
- Highly visible branding elements such as banners and kiosks should be located in this area to call attention to the different restaurants, bars and businesses located within the 3-block radius

1 *See complete street diagram on page 49 for 'sidewalk zone' definition*
2 *See Urban Design Concepts on page 87*

G

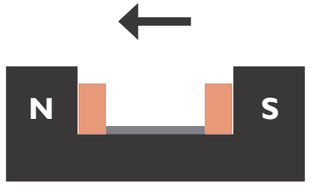
POTENTIAL R.O.W. ACQUISITION

- Existing building frontage and site characteristics make R.O.W. acquisition difficult
- Removal of on-street parking on the north side of National Avenue should be considered in order to accommodate widened sidewalk zones[1] on both sides of the street

1 *See complete street diagram on page 49 for 'sidewalk zone' definition*

H

POTENTIAL R.O.W. ACQUISITION

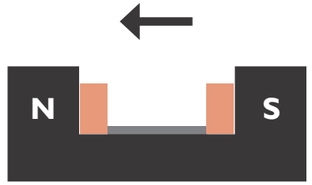


- Right-of-way acquisition may be considered on the north side of National Avenue in order to accommodate widened sidewalk zones[1] on both sides of the street

1 *See complete street diagram on page 49 for 'sidewalk zone' definition*

I

POTENTIAL R.O.W. ACQUISITION

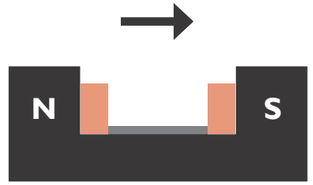


- Right-of-way acquisition may be considered on the north side of National Avenue in order to accommodate widened sidewalk zones[1] on both sides of the street
- Redevelopment opportunity located on the north side of National Avenue[2]

1 *See complete street diagram on page 49 for 'sidewalk zone' definition*
2 *See Urban Design Concepts on page 91*

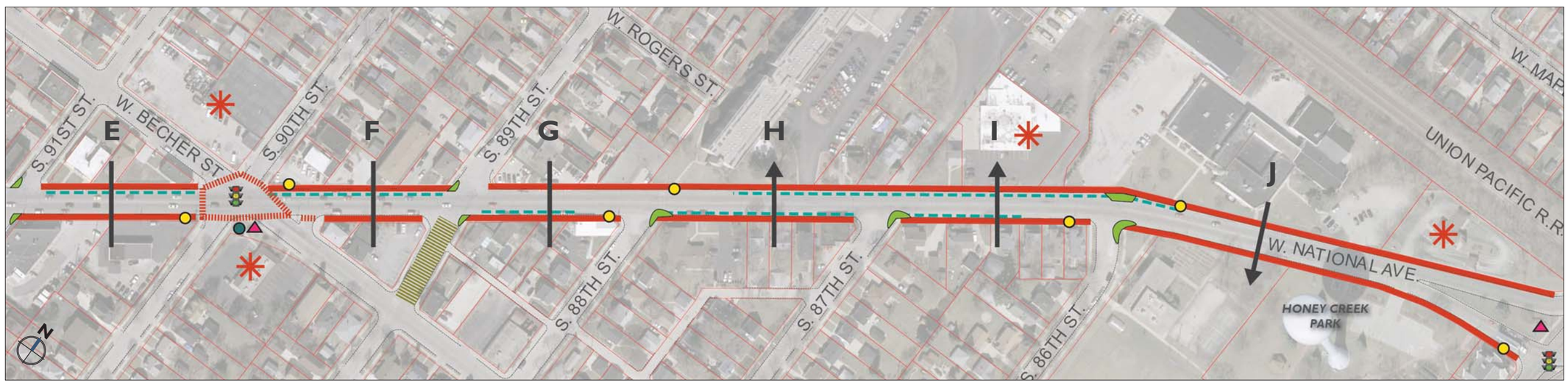
J

POTENTIAL R.O.W. ACQUISITION



- Right-of-way acquisition may be considered on the south side of National Avenue in order to accommodate widened sidewalk zones[1] on both sides of the street
- Redevelopment opportunity located on the north side of National Avenue[2]
- Traffic calming measures such as curb bump outs, paving treatment and flashing pedestrian crosswalk signals should be explored for the intersection of S. 86th Street and National Avenue

1 *See complete street diagram on page 49 for 'sidewalk zone' definition*
2 *See Urban Design Concepts on page 91*



LEGEND

- Potential R.O.W. acquisition
- Existing sidewalk zone (10')
- Widened sidewalk zone (~11'-12')
- On-street parking
- Bump out
- Redevelopment opportunity site
- Traffic signal
- Bus stop
- Potential bike share station
- Wayfinding signage
- Major intersection

Figure 77. Circulation diagram that shows potential roadway and pedestrian zone improvements.

DISCLAIMER: All potential roadway shifts and new sidewalk zone widths are conceptual in nature and must be confirmed once transportation survey is completed.

POTENTIAL NATIONAL AVENUE ROADWAY & PEDESTRIAN ZONE IMPROVEMENTS BETWEEN S. 84TH & S. 77TH – DRIVING WEST TO EAST

K
POTENTIAL R.O.W. ACQUISITION

- Roadway may be shifted south in order to accommodate a widened sidewalk zone[1] on the north side of the street
- Creation of a pedestrian zone on the south side of National Avenue through the creation of a plaza, green spaces and amenities[2] should be considered
- Highly visible branding elements such as gateway signage and banners should be located at this intersection to mark the entry into the corridor

1 *See complete street diagram on page 49 for 'sidewalk zone' definition*
2 *See Urban Design Concepts on page 93*

L
POTENTIAL R.O.W. ACQUISITION

- Roadway may be shifted south in order to accommodate a widened sidewalk zone[1] on the north side of the street
- Creation of a pedestrian zone on the south side of National Avenue should be designed to provide safe, pedestrian connections between skate park and Railroad Park[2]

1 *See complete street diagram on page 49 for 'sidewalk zone' definition*
2 *See Urban Design Concepts on page 93*

M
POTENTIAL R.O.W. ACQUISITION

- Existing building frontage and site characteristics make R.O.W. acquisition difficult
- Removal of on-street parking on the south side of National Avenue should be considered in order to accommodate widened sidewalk zones[1] on both sides of the street
- Redevelopment and refurbishing opportunity located on the south side of National Avenue[2]

1 *See complete street diagram on page 49 for 'sidewalk zone' definition*
2 *See Urban Design Concepts on page 93*

N
POTENTIAL R.O.W. ACQUISITION

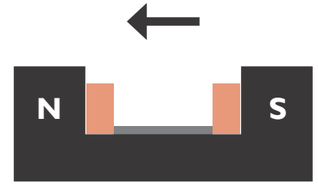
- Existing building frontage and site characteristics make R.O.W. acquisition difficult
- Removal of on-street parking on the south side of National Avenue should be considered in order to accommodate widened sidewalk zones[1] on both sides of the street
- Enhanced crosswalk materials recommended for intersection of S. 81st Street and National Avenue
- Pedestrian and vehicular wayfinding signage should direct people to destinations north on S. 81st Street

1 *See complete street diagram on page 49 for 'sidewalk zone' definition*

O
POTENTIAL R.O.W. ACQUISITION

- Existing building frontage and site characteristics make R.O.W. acquisition difficult
- Retaining on-street parking for this block is encouraged to provide additional parking supply to any future development at blocks M and N

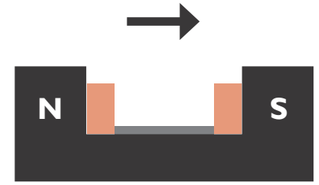
P
POTENTIAL R.O.W. ACQUISITION



- Right-of-way acquisition may be considered on the north side of National Avenue in order to accommodate widened sidewalk zones[1] on both sides of the street

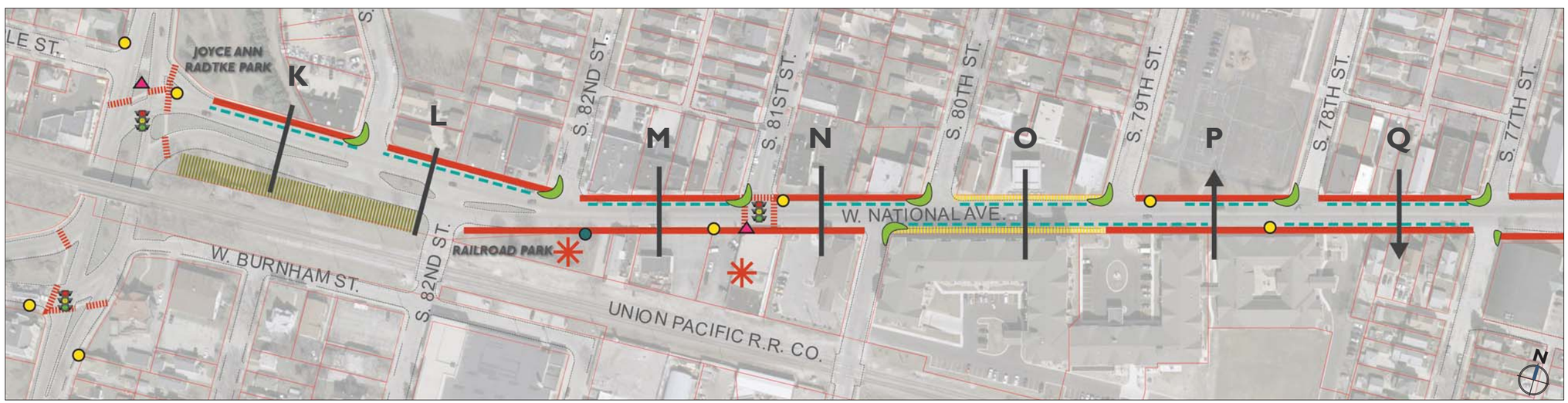
1 *See complete street diagram on page 49 for 'sidewalk zone' definition*

Q
POTENTIAL R.O.W. ACQUISITION



- Right-of-way acquisition may be considered on the south side of National Avenue in order to accommodate widened sidewalk zones[1] on both sides of the street

1 *See complete street diagram on page 49 for 'sidewalk zone' definition*



LEGEND

- Potential R.O.W. acquisition
- Existing sidewalk zone (10')
- Widened sidewalk zone (~11'-12')
- On-street parking
- Bump out
- Redevelopment opportunity site
- Traffic signal
- Bus stop
- Potential bike share station
- Wayfinding signage
- Major intersection

Figure 78. Circulation diagram that shows potential roadway and pedestrian zone improvements.

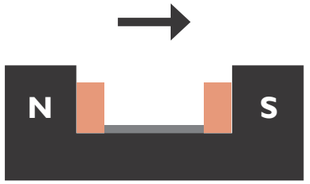
DISCLAIMER: All potential roadway shifts and new sidewalk zone widths are conceptual in nature and must be confirmed once transportation survey is completed.

5

POTENTIAL NATIONAL AVENUE ROADWAY & PEDESTRIAN ZONE -IMPROVEMENTS BETWEEN S. 77TH & S. 70TH – DRIVING WEST TO EAST

R

POTENTIAL R.O.W. ACQUISITION

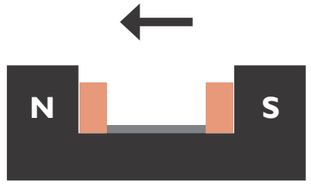


- Right-of-way acquisition may be considered on the south side of National Avenue in order to accommodate widened sidewalk zones[1] on both sides of the street
- Enhanced crosswalk materials recommended for intersection of S. 76th Street and National Avenue
- Redevelopment opportunity located on the south side of National Avenue[2]
- Pedestrian and vehicular wayfinding signage should direct people to key destinations

1 *See complete street diagram on page 49 for 'sidewalk zone' definition*
2 *See Urban Design Concepts on page 97*

S

POTENTIAL R.O.W. ACQUISITION

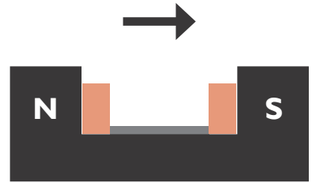


- Right-of-way acquisition may be considered on the north side of National Avenue in order to accommodate widened sidewalk zones[1] on both sides of the street
- Enhanced crosswalk materials recommended for intersection of S. 76th Street and National Avenue
- Redevelopment opportunity located on the south side of National Avenue[2]
- Explore the removal of the right-turn slip lane and replace with pedestrian plaza & signage

1 *See complete street diagram on page 49 for 'sidewalk zone' definition*
2 *See Urban Design Concepts on page 99*

T

POTENTIAL R.O.W. ACQUISITION

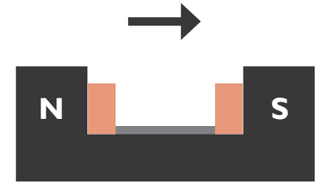


- Right-of-way acquisition may be considered on the south side of National Avenue in order to accommodate widened sidewalk zones[1] on both sides of the street
- Widened sidewalk zone on the north side of National Avenue creates an attractive street edge for any future re/development on adjacent parcels
- Enhanced pedestrian zone on the south side of National Avenue through the creation of different plazas, green spaces and amenities[2]

1 *See complete street diagram on page 49 for 'sidewalk zone' definition*
2 *See Urban Design Concepts on page 99*

U

POTENTIAL R.O.W. ACQUISITION



- Right-of-way acquisition may be considered on the south side of National Avenue in order to accommodate widened sidewalk zones[1] on both sides of the street
- Potential roadway shift to the south may begin no closer than 80' west of S. 73rd Street
- Enhanced pedestrian zone on the south side of National Avenue through the creation of different plazas, green spaces and amenities
- Enhanced pedestrian zone opportunity located on the south side of National Avenue[2]

1 *See complete street diagram on page 49 for 'sidewalk zone' definition*
2 *See Urban Design Concepts on page 99*

V

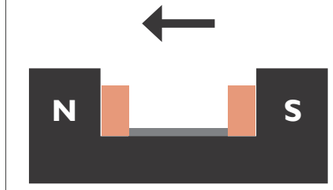
POTENTIAL R.O.W. ACQUISITION

- Existing building frontage and site characteristics make R.O.W. acquisition difficult
- Removal of on-street parking on the north side of National Avenue should be considered in order to accommodate widened sidewalk zones[1] on both sides of the street
- Extended bump-out should be considered to provide additional greenery and pedestrian space
- Pedestrian spaces should be encouraged on private property either in front of or along the sides of buildings

1 *See complete street diagram on page 49 for 'sidewalk zone' definition*

W

POTENTIAL R.O.W. ACQUISITION

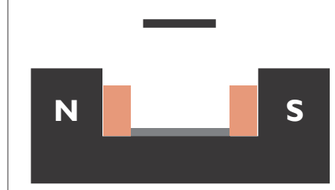


- Right-of-way acquisition may be considered on the north side of National Avenue in order to accommodate a widened sidewalk zone[1] on both sides of the street
- Mid-block bump out shown on the south side of National Avenue is strongly encouraged. This would create an enhanced pedestrian space for streetscape amenities and plantings (pedlet may be alternative to permanent bump out) on an existing narrow sidewalk zone

1 *See complete street diagram on page 49 for 'sidewalk zone' definition*

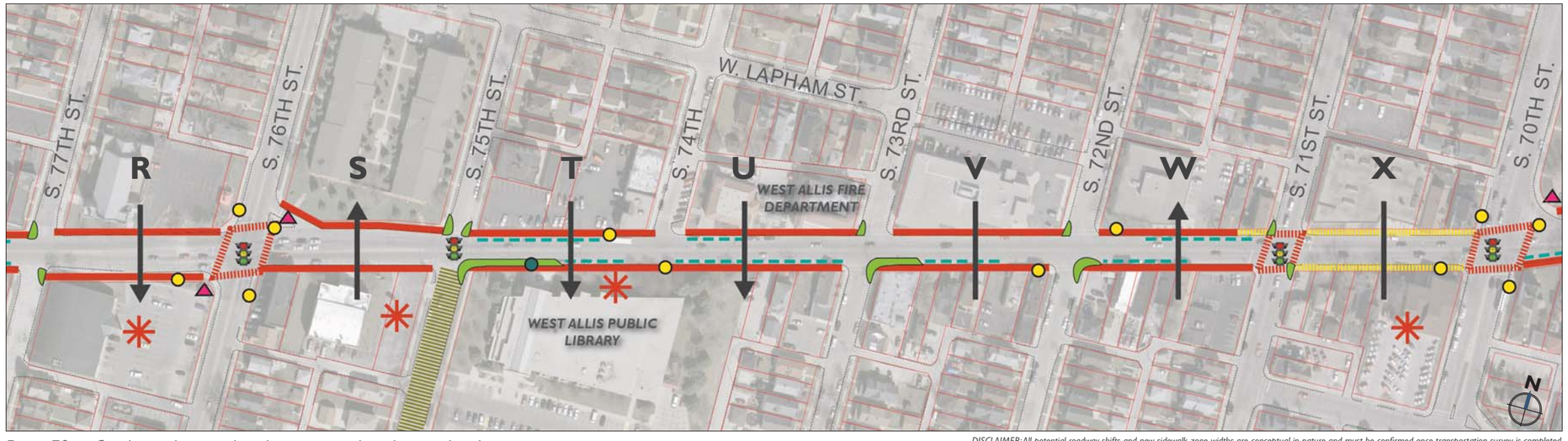
X

POTENTIAL R.O.W. ACQUISITION



- Existing building frontage and site characteristics make R.O.W. acquisition difficult
- Redevelopment opportunity located on the south side of National Avenue[1]
- Enhanced crosswalk materials recommended for the intersections of S. 71st and 70th street with National Avenue

1 *See Urban Design Concepts on page 101*



LEGEND

- Potential R.O.W. acquisition
- Existing sidewalk zone (10')
- Widened sidewalk zone (~11'-12')
- On-street parking
- Bump out
- Redevelopment opportunity site
- Traffic signal
- Bus stop
- Potential bike share station
- Wayfinding signage
- Major intersection

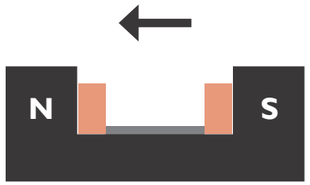
Figure 79. Circulation diagram that shows potential roadway and pedestrian zone improvements.

DISCLAIMER: All potential roadway shifts and new sidewalk zone widths are conceptual in nature and must be confirmed once transportation survey is completed.

POTENTIAL NATIONAL AVENUE ROADWAY & PEDESTRIAN ZONE IMPROVEMENTS BETWEEN S. 70TH & S. 66TH – DRIVING WEST TO EAST

Y

POTENTIAL R.O.W. ACQUISITION



- Right-of-way acquisition may be considered on the north side of National Avenue in order to accommodate widened sidewalk zones[1] on both sides of the street
- Enhanced crosswalk materials recommended for intersection of S. 70th Street and National Avenue
- Enhanced pedestrian zone on the north side of National Avenue through the creation of different plazas, green spaces and amenities[2]

1 See complete street diagram on page 49 for 'sidewalk zone' definition
2 See Urban Design Concepts on page 101

Z

POTENTIAL R.O.W. ACQUISITION

- Existing roadway and pedestrian zones are encouraged to remain as they currently exist[1]
- Trucking turning movements via 68th Street should be considered when evaluating the construction of curb bump-outs

1 See complete street diagram on page 49 for 'sidewalk zone' definition

YY

POTENTIAL R.O.W. ACQUISITION

- Existing roadway and pedestrian zones are encouraged to remain as they currently exist[1]
- Redevelopment located on the south side of National Avenue should embrace pedestrian activity that encourages movement from the Farmer's Market to the blocks west of 68th Street.

1 See complete street diagram on page 49 for 'sidewalk zone' definition

ZZ

POTENTIAL R.O.W. ACQUISITION

- Existing roadway and pedestrian zones are encouraged to remain as they currently exist[1]
- Redevelopment opportunity located on the south side of National Avenue[2]
- Highly visible branding elements such as gateway signage and banners should be located at this intersection to mark the entry into the corridor

1 See complete street diagram on page 49 for 'sidewalk zone' definition
2 See Urban Design Concepts on page 103

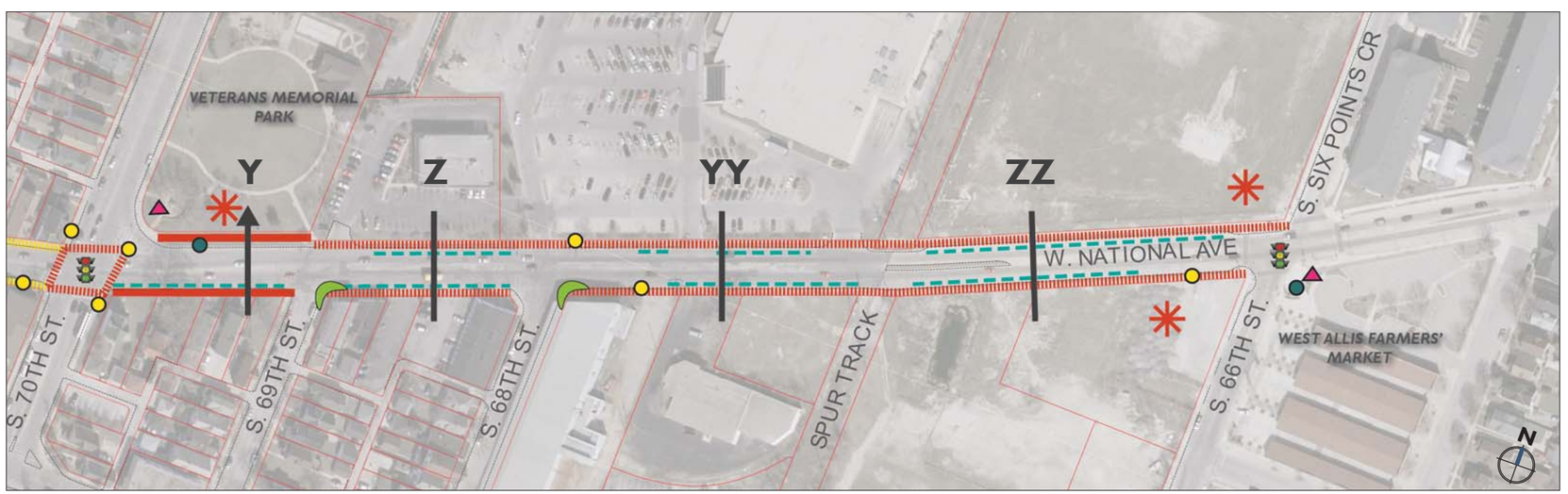


Figure 80. Circulation diagram that shows potential roadway and pedestrian zone improvements.

DISCLAIMER: All potential roadway shifts and new sidewalk zone widths are conceptual in nature and must be confirmed once transportation survey is completed.

LEGEND

- Potential R.O.W. acquisition
- Existing sidewalk zone (11')
- Widened sidewalk zone (~11'-12')
- On-street parking
- Bump out
- Redevelopment opportunity site
- Traffic signal
- Bus stop
- Potential bike share station
- Wayfinding signage
- Major intersection

5

COMPLETE STREET DESIGN – STREETSCAPE

As part of the unified, long-term vision for the entire length of National Avenue, streetscape design was explored at the conceptual level as part of the planning process. Streetscape design was influenced by existing conditions and by future redevelopment opportunities along the corridor. The design for National Avenue is meant to provide an overall identity for the corridor while allowing for individual places or nodes along the Corridor to have their own brand (see chapter 7 for identification of potential branding nodes).

Streetscape design components are broken down into the complete street elements listed earlier in this chapter (p.48). In addition, the entire National Avenue Corridor has been identified to receive either a 'Type A' or 'Type B' design treatment. Type A (Urban) treatment includes high quality and quantity of design elements such as brick paver terraces, pedestrian-scaled lighting, and higher quantities of benches, bike racks, planter pots and trash receptacles. Type B (Parkway) treatment includes elements such as grass terraces and concentration of benches, bike racks and trash receptacles only at major intersections. Type A treatments are focused around existing and future commercial areas while Type B treatments are focused around non-commercial areas. The elements described on the following pages represent the combined input from residents, business owners, City staff and public officials.

Figure 81. Streetscape design treatment level and major intersection identification.

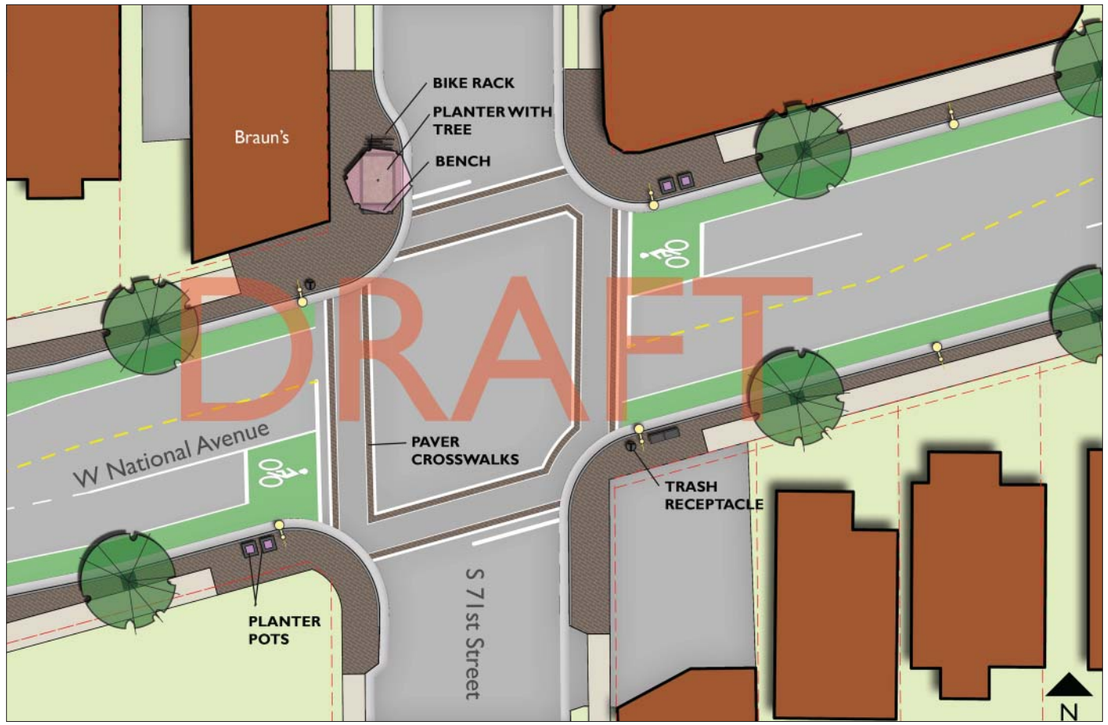


Figure 82. Example of Type A streetscape treatment.

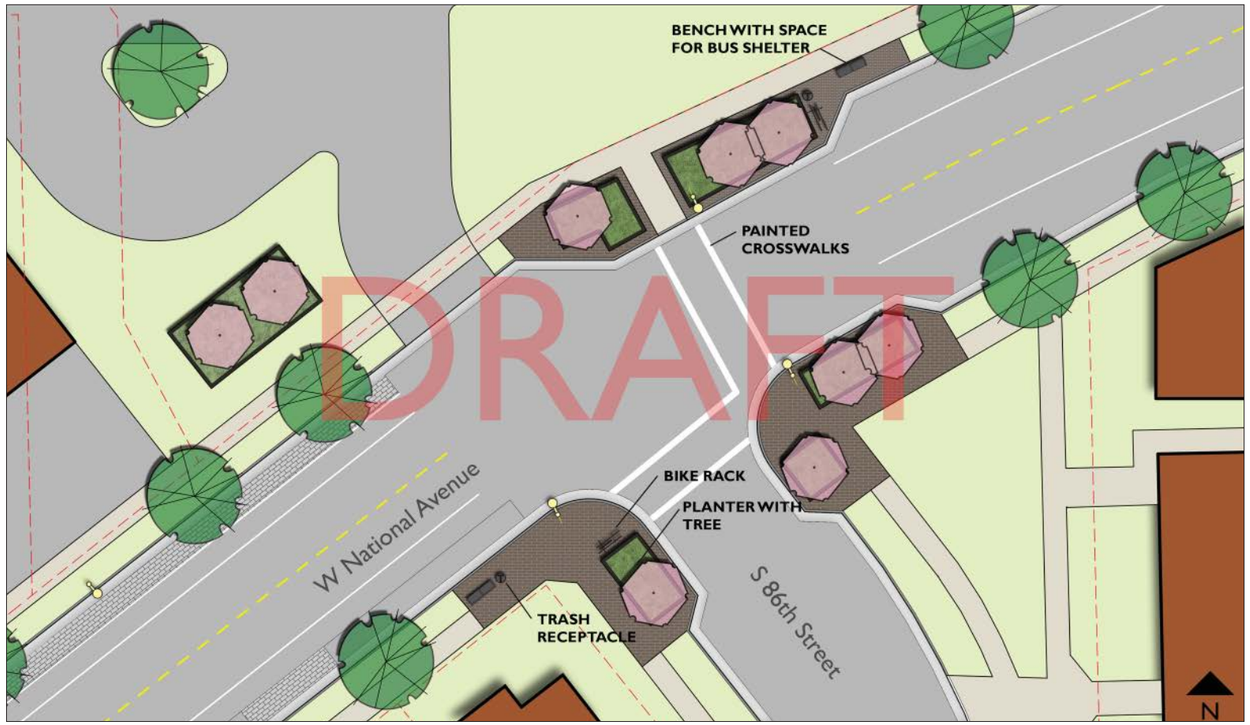
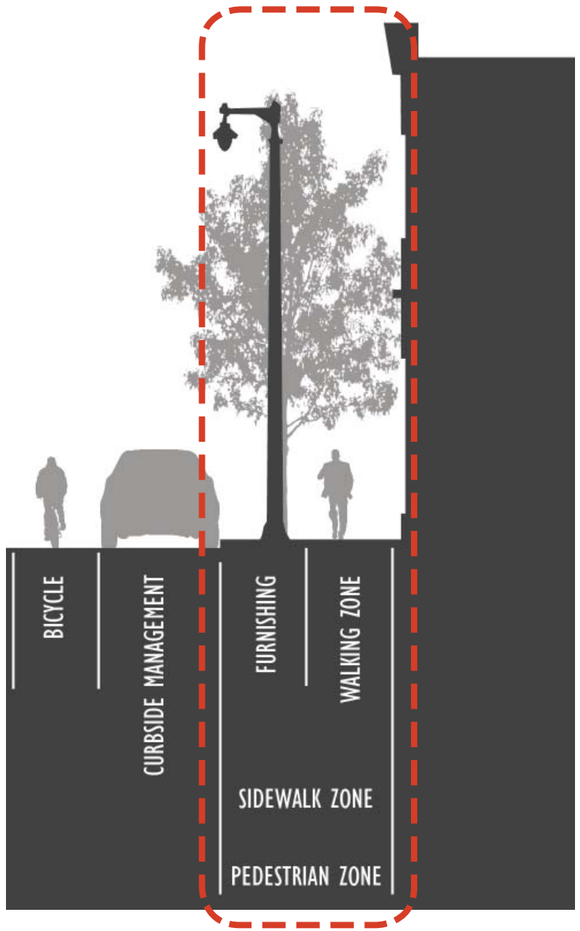


Figure 83. Example of Type B streetscape treatment.



PEDESTRIAN ZONE

1.0 SIDEWALK ZONE

1.1 PEDESTRIAN ZONE WIDTH

» Pedestrian zone includes:

» The frontage zone – the section of the sidewalk that functions as an extension of the building.

» The walking zone (detailed in 1.2).

» The building/furnishing zone, which includes sidewalk cafés, sandwich boards, bike racks, bike share stations, bus stops, signage, lighting, and street trees.

» Sidewalk standards should accommodate higher anticipated pedestrian volumes and provide ample space for an expanded frontage zone, including street furniture, such as trash receptacles, bus stops, signage, and bike share stations.

» The sidewalk zone includes a terrace space that will be widened along most areas along National Avenue as part of the 2015 road reconstruction project. The design of this terrace space should receive two different types of treatment depending on the location along the corridor (see figure 76).

» Type A treatment includes brick pavers that should be designed with plank-style, linear pavers to reflect the historic past of National Avenue as a wood-plank road (see image to the left).

1.2 WALKING ZONE WIDTH

» Sidewalks should be at least 5 feet wide, 6 feet when abutting a building – to meet ADA requirements and large enough for two people to walk side by side.

» Property values are strongly associated with walkability in nearly all metropolitan areas.

2.0 BUILDINGS & FURNISHINGS

2.1 BUILDING ZONE WIDTH

» The structure and the façade of the building fronting the street, as well as the space immediately in front of and adjacent to the building.

2.2 FAÇADE ZONE

» The design of the street-facing building elevations. See 'Façade Design Guidelines' on the following page.

2.3 FURNISHING ZONE WIDTH

» The section of the sidewalk between the curb and the through zone in which street furniture and amenities, such as lighting, benches, newspaper kiosks, utility poles, tree pits, and bicycle parking are provided. See 2.4-2.14 for more detailed recommendations.

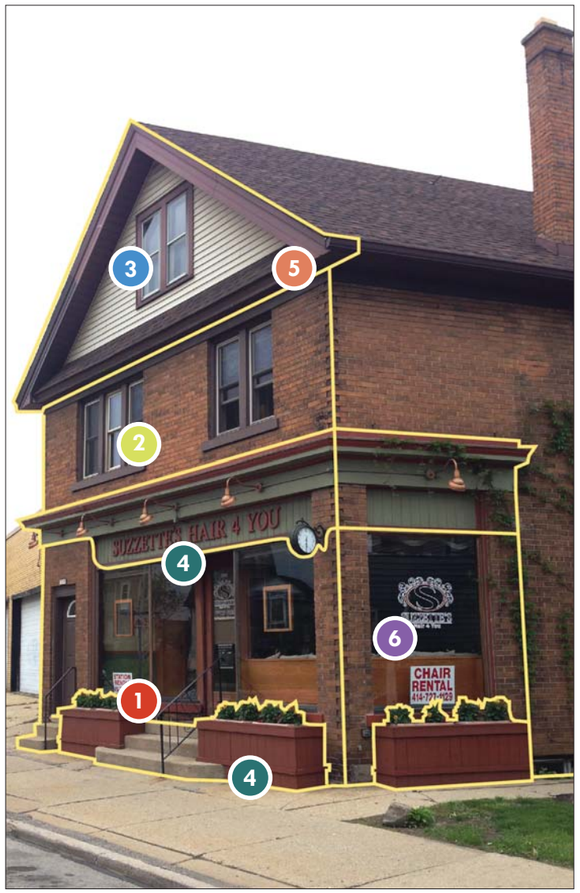
2.4 BICYCLE PARKING

» Bicycle parking that is protected and highly visible is helpful in encouraging the utilization of bike lanes and help create destinations that attract users to the corridor and visit businesses and other corridor amenities.

» Bike racks should be located at street bump-outs or within the terrace space and positioned parallel with the back of curb. This prevents bikes from sticking into the street or the pedestrian walking zone.

» If not located at bump-outs, bike racks should be positioned between the regular rhythm of street trees and light poles.

» Bublr bike sharing stations should be positioned at high activity areas along the corridor including 68th St., 70th St., the library, Railroad Park, 90th St., and 95th St.



FAÇADE DESIGN GUIDELINES
(2.2 FAÇADE ZONE)

1 **Zone 1 Façade Base**
The base anchors the building to the ground and is the interface between the building and people. The base of the building includes any exposed basement, all of which should avoid spandrel glass and other non-transparent windows.

2 **Zone 2 Façade Middle**
The middle of a building abstractly communicates the building's function or use. The transition between the middle and the base or the middle and the top of a building is often articulated by the use of contrasting materials, or ornamental elements.

3 **Zone 3 Façade Top**
The top terminates the building against the sky and provides opportunity to create an interesting silhouette and, in conjunction with surrounding buildings, an interesting skyline.

4 **Zone 4 Façade Base Encroachments**
Base encroachments include any element at the base of a building that extend beyond the property line. Elements in this zone may include architectural features, signage, awnings, lighting, and other adornments.

5 **Zone 5 Façade Middle & Top Encroachments**
Middle encroachments include any element about the base of the building that extend beyond the property line. Elements in this zone may include architectural features, bay windows, signage, balconies, awnings, and other embellishments.

6 **Zone 6 Interior Activities**
Interior activities include uses that occur on the private side of a building's façade on the ground floor. This zone is important to ensure a certain amount of activity on the ground floor to enliven the street.

Municipal Code Link: http://www.ecode360.com/WE1900

Façade Grant Link: https://wi-westallis.civicplus.com/DocumentCenter/Home/View/383

2.5 LIGHTING

» Street lighting increases visibility for all street users, including pedestrians, bicyclists, and motorists.

» Lighting also provides the benefit of increasing safety and visibility of businesses and housing along corridors at night.

» Street lighting should come in two forms along the corridor depending on the treatment area (see figure 75).

» Street lighting within Type A areas should include alternating 30' and 15' light poles. The inclusion of 15' light poles supports the walkability of the corridor via a pedestrian design scale. Alternating 15' poles with 30' poles helps reduce the total number of light poles required for the corridor, thus reducing overall costs.

» Street lighting within Type B areas should not require the inclusion of 15' light poles. These areas receive a lower amount of pedestrian activity due to adjacent, non-commercial land use.

» Exterior treatment of light poles should match the color of all other street amenities (benches, bike racks, trash receptacles, etc.).

» All light poles should be equipped with double banner arms and electrical receptacles. Electric receptacles make seasonal lighting convenient.

» Double banner arms allow for one banner to be placed on each side of the same pole. One of these banners should clearly identify 'National Avenue' on a year-round basis. The other banner should act as a local branding banner that can be switched out seasonally. These seasonal banners would vary depending on the area along the corridor.

2.6 BENCHES

» Sidewalk seating provide opportunities to pedestrians to enjoy streets, businesses, wait for transit, and take rests, therefore encouraging walkability and connectivity.

» Benches should be placed at major intersections along National Avenue, especially at existing MCTS bus stops.

» If possible, benches should be grouped with other street amenities such as trees, planters and trash receptacles.

» Exterior treatment of benches should match the color of all other street amenities (light poles, bike racks, trash receptacles, etc.).

2.7 SIDEWALK CAFÉS

» Sidewalks that allow for sidewalk cafés and other amenities can add significant economic value to businesses, increase pedestrian traffic, and improve the street life and amenities to city dwellers.

» Growth of existing sidewalk cafés and creation of new sidewalk seating areas should be embraced (especially around Becher Corners).

2.8 STREET TREES

» Trees provide shade, and have the potential to slow traffic speeds, especially when placed on a curb bump out in line with on-street parking.

» Street trees frame the street and sidewalk, providing rhythm and nature to the life of the street.

» Street trees are recommended within both Type A and Type B treatment areas along the corridor.

2.9 PLANTERS & PLANTER POTS

» Planters are 6" high, precast concrete curbs that can hold a variety of vegetation including small, ornamental trees. These planters should be located at all new curb bump-outs as well as widened terrace spaces along the corridor.

» Planter pots are individual, precast concrete containers that can hold flowers or other small vegetation. Planter pots should be focused within Type A treatment areas and be grouped with seating elements.

2.10 STORMWATER PLANTERS

» Green infrastructure can be used to capture, treat and infiltrate stormwater runoff through landscaped depressions.

» Stormwater planters should be focused at new curb bump-outs.

2.11 STREET FURNITURE

» Other street furniture not previously mentioned (such as trash receptacles), should be focused within Type A treatment areas, grouped with other street amenities, and match the exterior treatment of other amenities.

2.12 ARCHITECTURAL FEATURES

» Architectural features include information kiosks, wayfinding signage, artwork, and other small, physical structures.

» Information kiosks and artwork should be designed at a pedestrian scale and be located at high, pedestrian activity areas along the corridor.

» Wayfinding signage can come in two scales: vehicular and pedestrian. Vehicular gateway signage should be explored at major entry points into the corridor as well as major intersections. Pedestrian wayfinding signage should be focused at high pedestrian activity areas.

VEHICULAR & BICYCLE TRAFFIC ZONE

3.0 BICYCLE

3.1 CONVENTIONAL BIKE LANE

» Bike lanes provided between the other travel lane and the parking lane provide a safe traveling lane for bicyclists. Striped bike lanes aid in slowing vehicular traffic and support the idea of a pedestrian-friendly street.

» Bike lanes are recommended for the entire length of the corridor study area.

3.2 GREEN COLORED PAVEMENT

» Green painted bike lanes clearly designate travel zones meant specifically for bicycles, and should be located at a minimum within conflict areas (i.e. intersections).

» Green bike lanes enhance the visual appearance of the corridor and create an memorable identity/destination effect.

3.3 BIKE ROUTE SIGNS

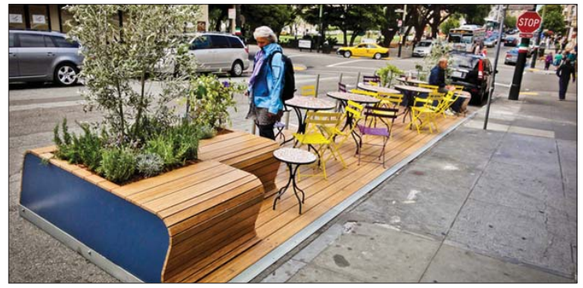
» Signage provides clear route options to bicyclists and reinforces the importance of bike routes to motorists, increasing safety and recognition of transportation alternatives.

4.0 CURBSIDE MANAGEMENT

4.1 ON-STREET PARKING

» Existing on-street parking should be retained where feasible.

» Demarcation of the parking lane is encouraged in order to indicate to drivers how close they are to parked cars.



4.2 LOADING ZONES

» Loading zones are crucial to allow for unloading for local businesses safely and should be retained where they currently exist along the corridor.

4.3 TRANSIT STOPS

» Enhancement of bus stops for transit users and passers-by through the addition of shelters, benches, area maps, plantings, and artwork can strengthen commercial corridors, communities, and transit systems, including increasing transit ridership.

» At a minimum, benches should be added at every bus stop along the corridor. Bus shelters are recommended at major intersections including 92nd, 90th, 84th, 76th, and 70th.

» Exploration of alternative designs for shelters beyond the 'standard' MCTS shelter design is encouraged.

4.4 ALTERNATIVE USES OF PARKING LANES

» Bike corrals typically replace one parking space and can accommodate 12-24 bikes.

» Parklets are public seating platforms that replace anywhere from one to several parking spaces. They serve as gathering places and can complement local stores and institutions.

» Parklets should be positioned in front of high pedestrian activity areas such as restaurants or retail shops.

4.5 STORMWATER MANAGEMENT

» Green infrastructure can be used to capture, treat and infiltrate stormwater runoff through the use of biofiltration, pervious strips, or permeable pavement.

» Green infrastructure slows runoff velocity and cleanses water while recharging the underlying groundwater table.

5.0 CARTWAY/VEHICLE

5.1 LANE WIDTH

» Lane widths along the majority of National Avenue are proposed to be 11 feet.

» Lane widths of 11 feet generally provide adequate safety in urban settings while discouraging speeding.

» Streets narrow in width help promote slower driving speeds, which reduce the severity of crashes.

5.2 MEDIANS

» Traffic medians can add significant appeal to a streetscape and can contribute to slowing traffic, and therefore increasing safety and liveliness to commercial corridors.

» While no new medians are proposed along the corridor, existing medians at 84th Street should consider enhanced landscaping (shown to the left) as well as gateway signage elements.

6.0 INTERSECTION DESIGN

6.1 MARKED CROSSWALKS

» Crosswalks should be designed to provide as much protection and comfort to pedestrians as possible for a successful corridor. Stripes or strong patterns reinforce yielding of vehicles.

» Crosswalks should be striped as wide or wider than the walkway it connects to, in order to facilitate the passage of two groups of people passing each other.

» All signalized intersections should include concrete crosswalks with brick paver outline (see bottom left picture).

» Painted crosswalks boxes (shown to the left, center) or thick white lines should be located at all intersections that are not signalized.

6.2 CURB BUMP OUTS

» Extensions can calm traffic and provide extra space for furnishings and other street amenities, including plantings, bicycle parking, or transit stops.

» Bump outs are recommended for certain corners of all intersections along National Avenue except the following (see pages 53-57 for location diagrams): 95th, 92nd, 90th, 84th, 76th, & 70th.

6.3 PEDESTRIAN REFUGE ISLANDS

» Reduces the exposure time experienced by a pedestrian in the intersection.

» No new refuge island are proposed as part of this project. Existing medians at 84th Street serve as the only pedestrian refuge islands.

6.4 BIKE BOXES

» A designated area at the head of the traffic lane at a signalized intersection.

» Provides a safer way for bicyclists to make left and right turns at signalized intersections.

» Bike boxes are recommended at every signalized intersection within the corridor.

6.5 DECORATIVE INTERSECTIONS

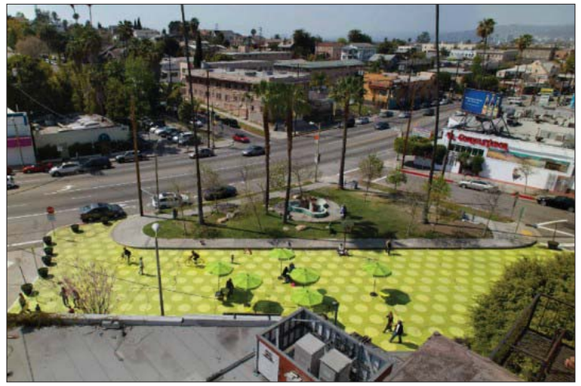
» Decorative intersections are proposed at all major (signalized) intersections along the corridor.

» Decorative intersections include scored concrete intersections with brick paver crosswalks (see 6.1 description to the left).

POCKET PARK & PLAZA IMAGES

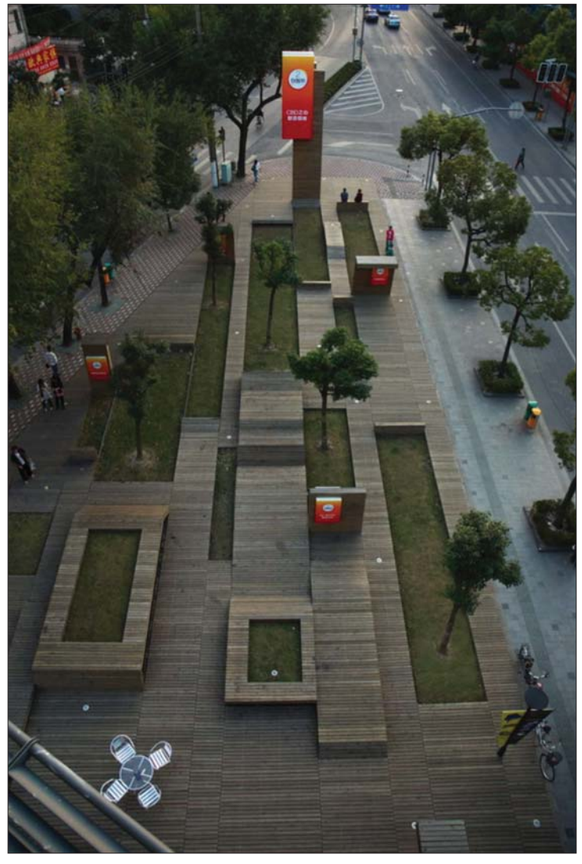
THREE PNC TRIANGLE PARK
Pittsburgh, PA

SUNSET TRIANGLE PLAZA
Silverlake, CA



POCKET PARK BY RAD LAB
San Diego, CA

KIC PARK
Shanghai



RECOMMENDATIONS FOR CIRCULATION:
parking, traffic, pedestrians, bicycles, streetscape

PARKING & TRAFFIC

C1	Utilize pavement markings, install varied materials, and install new signage that highlights clear and easy access to on-street and off-street parking spaces.
C2	Create different pull-in parking options (e.g. head-in angled parking as opposed to parallel parking) in the right-of-way near the Corridor.
C3	Encourage shared parking solutions for new and current business operators, both politically and through regulatory changes, and create a write-up that informs property owners of the benefits of shared parking in West Allis.
C4	Consider, where necessary, acquiring underutilized properties behind commercial properties along National Avenue for off-street parking.
C5	Consider acquisition for additional right-of-way, where feasible, that does not encroach into existing building footprints.

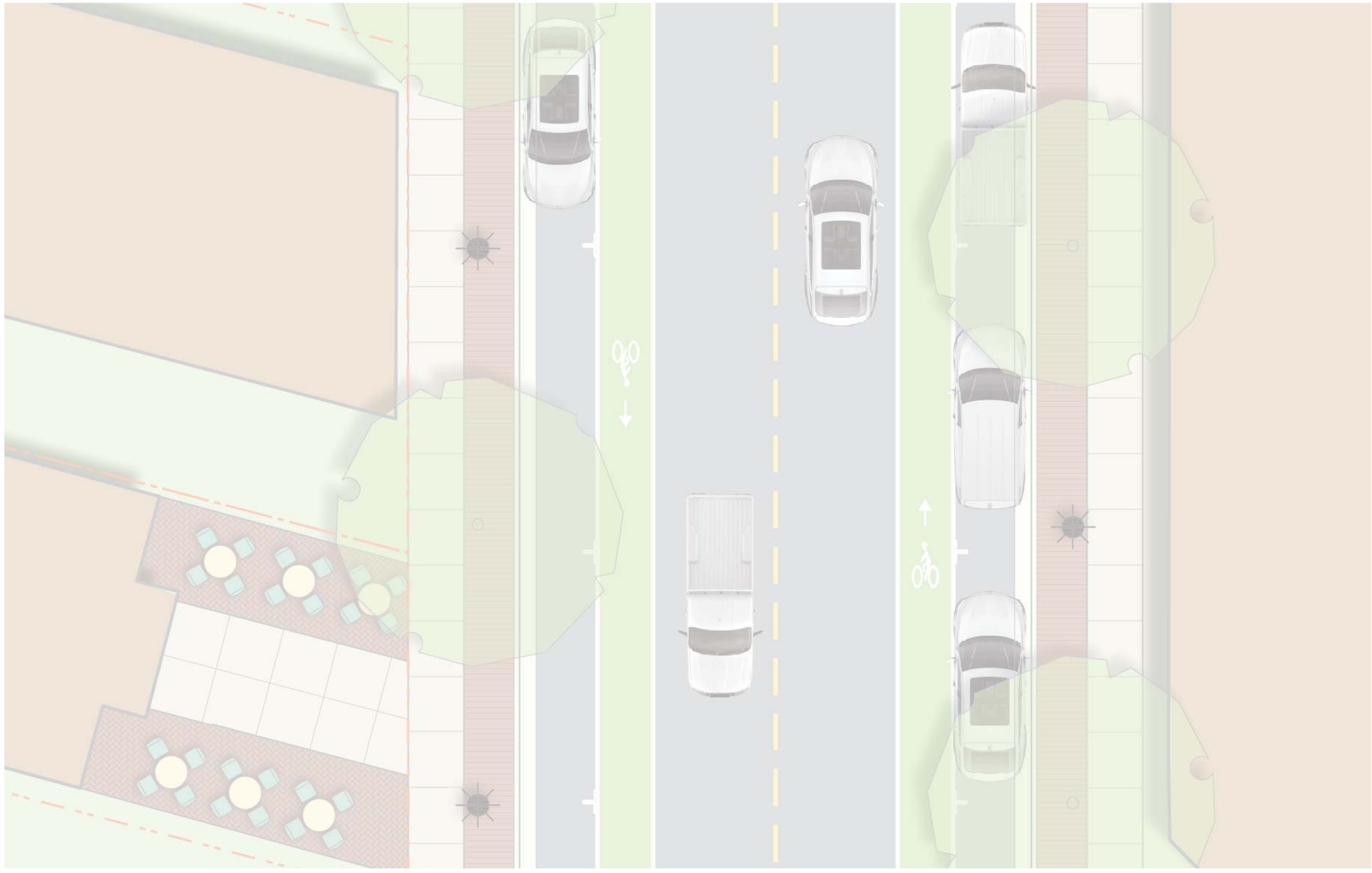
PEDESTRIAN & BICYCLE FACILITIES

C6	Enhance bicycle facilities along the entire length of the National Avenue corridor, namely by adding on-street bicycle accommodations, installing additional bicycle racks within the right-of-way, and installing bike share stations at the identified map locations.
C7	Design a complete street that accommodates all modes of transportation – cars, buses, service shuttles, bicycles, and foot travel.
C8	Incorporate bicycle safety design elements within all roadway redesigns, where practical (such as bike boxes, green pavement, and route signage).
C9	Increase the "Pedestrian Zone" width throughout the corridor through a) the aforementioned right-of-way acquisitions and b) roadway redesigns.
C10	Garner private sector support / sponsorships, and allocate additional City funds, to fund the installation and maintenance of additional bus shelters along National Avenue, including shelters that accommodate solar power, and those uniquely designed by local designers.National Avenue, including shelters that accommodate solar power, and those uniquely designed by local designers.

STREETSCAPE

C11	Provide streetscape amenities along the entire corridor – benches, bike racks, litter receptacles, information kiosks, banners, signage – that improve the overall aesthetics and function of the Pedestrian Zone.
C12	Incorporate the Corridor's history as a highly-traveled plank road into streetscape features, i.e. through signage with an icon resembling the historic views, plank road paving patterns, and information kiosks that highlight historical details.
C13	Install clear, signage for existing off-street parking lots.

Implementation details are located in Chapter 8.



6

RE/DEVELOPMENT, REHABILITATION & RE/INVESTMENT INTERVENTIONS

> “There’s a lot of hope for what it could be. We have a good location, fairly high population density, and a fairly strong tax base to pool resources together to make spaces that are good for the public.”

INTERVENTIONS DIAGRAM

The Corridor allows for a limitless range of site-specific changes and interventions. Often corridor plans fall back on the recommendation that such decisions are “best left to the market” including: property owners, tenants, investors, developers, assessors, appraisers, various government staff, and abutting neighbors. To address this complex circumstance this study offers specific recommendations, as a starting point, for individual properties within five categories of action:

1. **Re/development:** a site susceptible to ‘scraping’ structures for new construction due to the value proposition presented by the site and/or structure.
2. **Rehabilitation:** a site where the exterior of the physical structure needs improvement and the structure should remain due to its contributing value in the Corridor (through architectural character, cultural value, or use value).
3. **Rehabilitation and Business Investment:** a site where the exterior of the physical structure needs improvement, and the business operation may benefit from financial or administrative resources available through the City or its partner institutions (e.g. WWBIC, SBA, FIRE, etc.).
4. **Business Investment:** a site where the exterior of the physical structure displays a maintained state not in need of major improvement, yet where the business operation may benefit from financial or administrative resources available through the City or its partner institutions (e.g. WWBIC, SBA, FIRE, etc.).
5. **[Neighborhood] Branding Opportunity:** residential sites, predominantly along S. 81st Street, that share exterior designs with a specific “slanted roof” architectural character, and yet each display slightly altered embellishments. Connecting National Avenue to State Fair requires a strong 81st Street ‘brand’. These homes, and their shared development histories, could present a unique brand that could make 81st Street a destination connector, thus drawing traffic from State Fair to National Avenue.

ECONOMIC & SOCIAL INTERVENTIONS

The ensuing diagram with these five categories began solely as a representation of economic questions. **Where should dollars be allocated to intervene on this site and improve it? Should investments be focused on wholesale property redevelopment, property rehabilitation, an investment into the business itself, or a hybrid of these?** During this discussion, the concept of the diagram expanded to include social and cultural interventions as well. One example would be that of a neighborhood association that creates a sweat equity “event” to help improve one or two properties. In this type of social intervention, dollars are supplanted by human capital. The person-to-person connection created by such a social intervention is equally, if not more, important than an economic subsidy. As such, this diagram evolved into an “economic, social, and cultural interventions diagram”, or simply, the “Interventions Diagram.”

BASIS FOR FIRST RECOMMENDATIONS

Each of these five categories can be driven by an economic, social, or cultural intervention. Each of these interventions can be applied to properties with different land uses (and different zoning, for that matter) along the Corridor. The five categories are not exclusive to one type of land use.

These recommendations are “starting” points developed by taking a preliminary look at:

- building condition
- building occupancy or vacancy
- business standing with the Wisconsin Department of Financial Institutions

The Consultant Team crafted the site-specific interventions that should occur on key properties throughout the Corridor.

EXCLUSION OF SOME PROPERTIES

Some properties and occupants with apparent or implied stability were not selected for one of the aforementioned five categories. The stability of the Corridor does not constitute the need to intervene on every single property abutting the Corridor. **Properties not highlighted in this Interventions Diagram are not precluded from adopting and carrying out any of these principles.** The drive behind an individual, or group, to change any property for the better is supported throughout this Plan.

INCLUSION OF OTHER RESOURCES

Economic, social, and cultural resources are not the sole responsibility of, nor should they be perceived as limited by, the City of West Allis. The dollars and human capital invested into the Corridor, and the convening power and resource allocation brought to the Corridor, should and will come through all of the parties mentioned in the first paragraph of this section. The list of financial and cultural resources that can be brought to bear in the Corridor is long. Not all of the resources can be outlined in this plan. However, included in this Plan (specifically, in the Decisions & Actions chapter) is a preliminary list of those resources so that readers have a sense of the ‘who’ and ‘how’.

COMBINING PROPERTY-BASED INTERVENTIONS & TARGET SUBAREAS

The Interventions Diagram and the Target Investment Areas diagram (see chapter 7) were created separately but in tandem. Conventional planning often stops at creating large “bubbles” on a map – looking for sizable areas to re/develop, in the hopes of providing the biggest ‘bang for the buck.’ Conducting that exact exercise along the Corridor is still extremely critical for the community – hence the creation of the Target Investment Areas. Unlike conventional planning, however, this Corridor plan goes to the next level of detail – property-by-property to create the Interventions Diagram outlined in this section. Thereafter, the two were reviewed simultaneously to assure that there would be process consistency for those making physical changes where the two diagrams overlap.

In summary, this Interventions Diagram is intended to provide a more nuanced answer when someone asks, “So, what is the plan?”

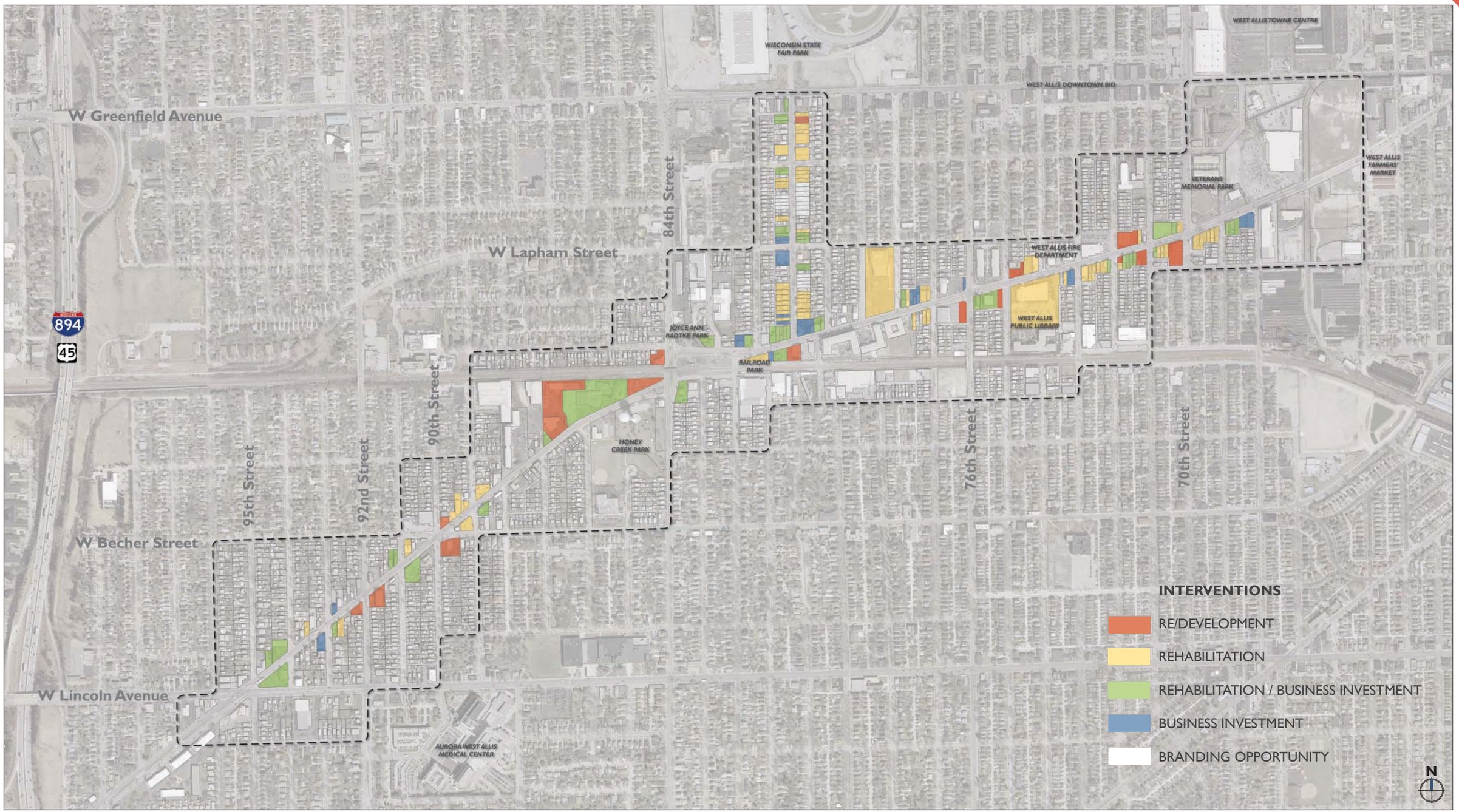


Figure 84. Recommended interventions for properties on National Avenue.

In speaking with business owners in 2015 about facility needs, owners referenced needing transparent, simple, cash incentives to improve their properties, in addition to contractors at the ready who were trained to rehab early 20th century buildings. Owners who previously used the City's façade improvement program spoke highly of the matching grant, and wanted more of their peers to utilize the resource.

Figure 86. A before and after of rehabilitation at 7008 W. National Avenue.

Figure 85. A historic image of 6771 W. National Avenue (upper image), revealing the strong potential of the original façade, still intact underneath the covering (lower image).

Figure 87. 7930 W. National Avenue today, and a historic photo, revealing that the current state of the building is true to the architectural integrity of the structure.

Figure 90. *An example of a structure ripe for rehabilitation, at 7113 W. National Avenue.*

Figure 91. *A mixed use building with ornate detailing exhibits strong potential for rehabilitation at 7730 W. National Avenue.*

Figure 94. *The historic Masonic Temple, at 7515 W. National Avenue.*

Figure 88. *An example of a rehabilitated building at 6430 W. National Avenue.*

Figure 93. *The historic Wadham's Oil and Grease Company Pagoda Gas Station building at 1647 S. 76th Street, at National Avenue. The station is on the list of Registered Historic Places and maintained as a museum display.*

Figure 92. *A mixed use building with strong potential for rehabilitation at 7521 W. National Avenue.*

Figure 89. *An example of a structure with high levels of interest for rehabilitation and adaptive reuse, 8113 W. National Avenue.*

MAKING THE INVESTMENT CHOICE: ASSESSMENTS & TRAFFIC COUNTS

Investors look at several factors when deciding whether or not to 'bite the bullet' and make an investment, or a reinvestment, in real property. For commercial/retail/office investors, two of those factors are the property assessment (not to be confused with property appraisal), and the traffic counts for the vehicular corridor adjacent that property. The assessment map (see next page) and traffic count map (see page 45) illustrate a) tiers of assessed value along and around the National Avenue Corridor from 2014, and b) preliminary AADT (annual average daily traffic) counts at specific points along the National Avenue Corridor (from WisDOT's interactive traffic count map).

Evaluating the assessments and traffic counts can help the community and investors make connections between existing conditions, in terms of assessments and traffic, and the proposed interventions outlined in the Interventions diagram.

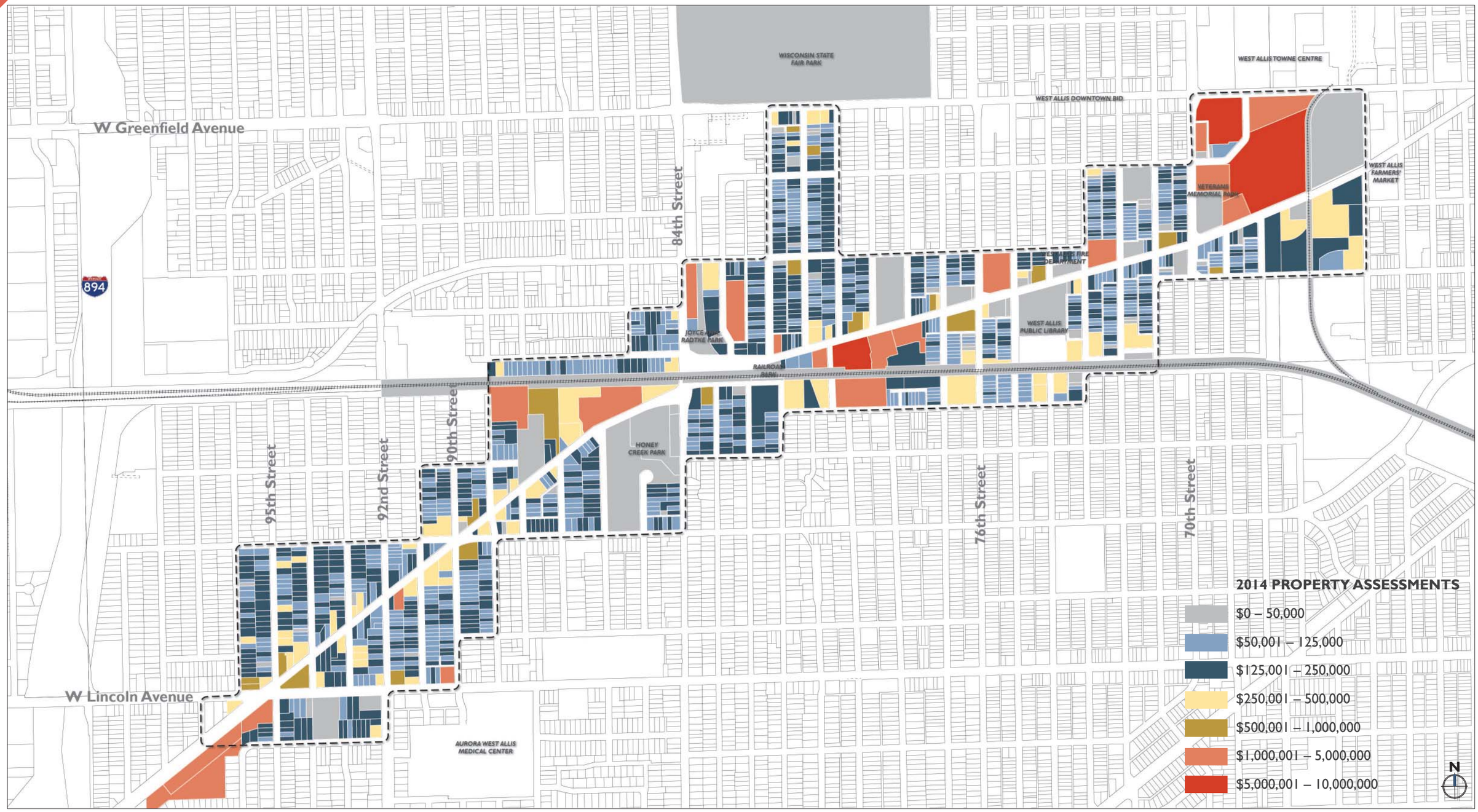


Figure 95. Property assessments in the National Avenue corridor as of 2014.

Source: City of West Allis, 2015.

COMMUNITY REINVESTMENT ACT (CRA)

Census tracts on the east end of National Avenue indicate Moderate Income, meaning that the average income is up to 80% of the Area Median Income. These census tracts are therefore eligible for Community Development Block Grant (CDBG) funding. The Community Reinvestment Act (CRA) was passed by Congress in 1977, in order to ensure and evaluate bank lending to low- and moderate-income Americans.

POOLING LOANS & GRANTS TO MAXIMIZE IMPACT

Like many cities, funding in West Allis often comes from multiple programs – each with different regulations for use, eligibility, administration, and flexibility. Integrated, focused action can become almost impossible. **West Allis should try to break through these barriers to integrated action by creating a "pooled loan/subsidy" program that provides City staff with a large, highly-flexible financial resource to target new and existing businesses.** This loan/grant pool should combine resources from New Markets Tax Credits (NMTC), First-ring Industrial Redevelopment Enterprise (FIRE), general tax revenue, and local banks. East of 84th Street, it could incorporate CRA funds. Overall, the loan pool must be streamlined.

When a target investment area is selected as a focus for reinvigoration, this pool can be used to fund "whatever it takes." For example, this might include a loan to a restaurant for a new kitchen, a grant to the same business for street-side seating and landscape, a façade grant to a neighboring business that needs a small boost, a long-term loan to a residential neighbor for an improved front yard, and a start-up loan for a new entrepreneur whose business would appeal to area families. Individually, finding and administering funds for each of these five tasks would become burdensome almost immediately. Moreover, a typical target investment area could easily require twenty or more tailored investments (some loans, some grants). The idea is for the loan pool to have enough capacity to invest between $500,000 and $1 million into each Target Investment Area over time.

This loan pool should: 1) Be flexible, 2) Offer a partial grant to cover cash shortages, 3) Tie to the market analysis, and 4) Fill the gap of existing programs in West Allis, e.g. build on the façade program. Overall, the key is to reduce the risk of failure in target investment areas. A lack of funding for critical components at the right time can easily hamper the goal and lead to major risks. This type of "all-in" tactic need not be used over the long term, but rather is critical at the start of reinvigorating a target area.

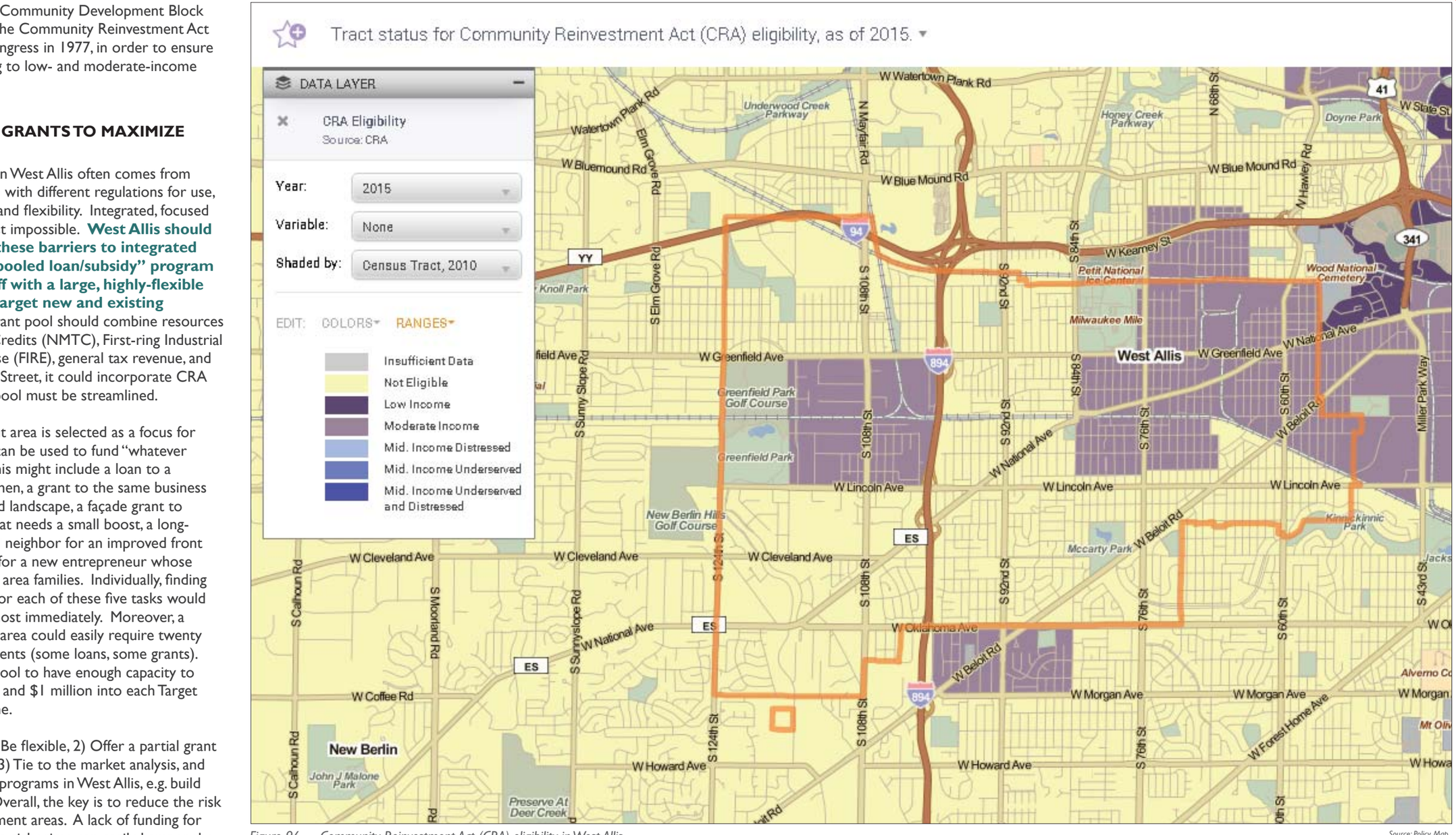


Figure 96. Community Reinvestment Act (CRA) eligibility in West Allis.

Source: Policy Map.

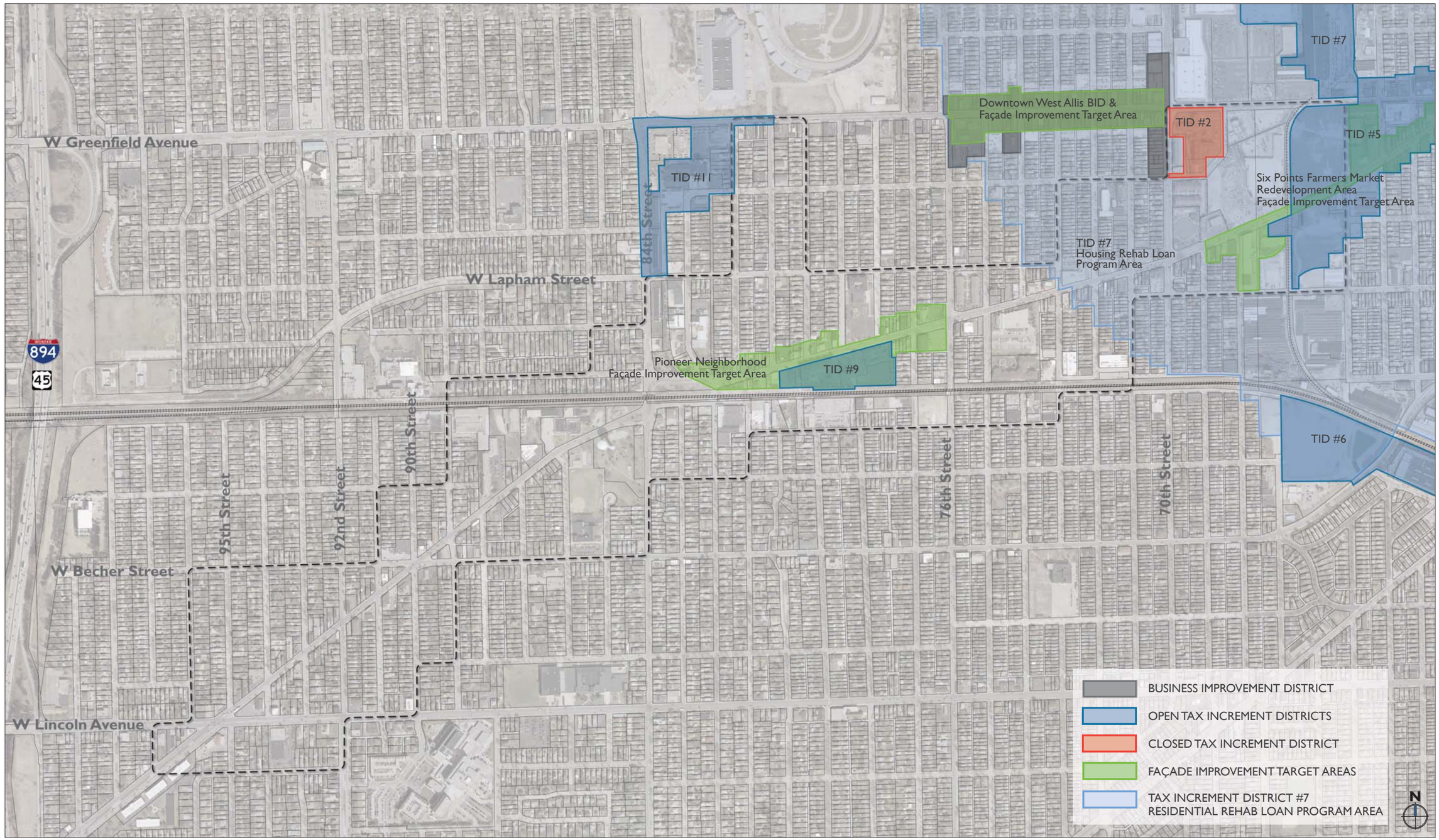


Figure 97. Business Improvement District, Tax Increment Districts and Façade Improvement Target Areas in relation to National Avenue.

EXISTING COMMERCIAL AND HOUSING FUNDING RELEVANT TO NATIONAL AVENUE

Business Improvement District

» Greenfield Avenue between S. 70th and 76th Streets

Commercial Façade Improvement Program [Matching Grant]

» Downtown West Allis: S. 70th Street to S. 76th Street along Greenfield Avenue

» Six Points Farmers Market Redevelopment Area

» Pioneer Neighborhood: S. 76th Street to S. 84th Street along National Avenue

Community Development Block Grant (CDBG) Program

Economic Development Loan Program

Home Buyer Loan Program

Homeowner Rehabilitation Loan Program

Industrial Revenue Bonds

Main Street Program

» Greenfield Avenue between S. 70th and 76th Streets

Microenterprise Program

Rental Rehabilitation Loan Program

Tax Increment Districts

» TID #2 – Veteran's Park (CLOSED)

» TID #5 – Six Points / Farmers Market

» TID #6 – 6520 W. Becher Place

» TID #7 – Summit Place

» TID #9 – Pioneer Neighborhood

» TID #11 – 84th and Greenfield

Tax Increment District Rehab Loans

» For residents living within 1/2 mile of TID #7 – Summit Place

ADDITIONAL REGIONAL & STATE RESOURCES:

Wisconsin and Federal Historic Preservation Tax Credits Program

First-Ring Industrial Redevelopment Enterprise, Inc. (FIRE) – New Markets Tax Credits

West Allis / West Milwaukee Chamber of Commerce

Milwaukee 7 (M7)

Wisconsin Economic Development Corporation (WEDC)

Wisconsin Economic Development Association (WEDA)

Wisconsin Women's Business Initiative Corporation (WWBIC)

Small Business Administration (SBA)

Wisconsin Housing and Economic Development Authority (WHEDA)

Figure 98. Community Development Block Grant (CDBG) program eligible areas in relation to National Avenue.

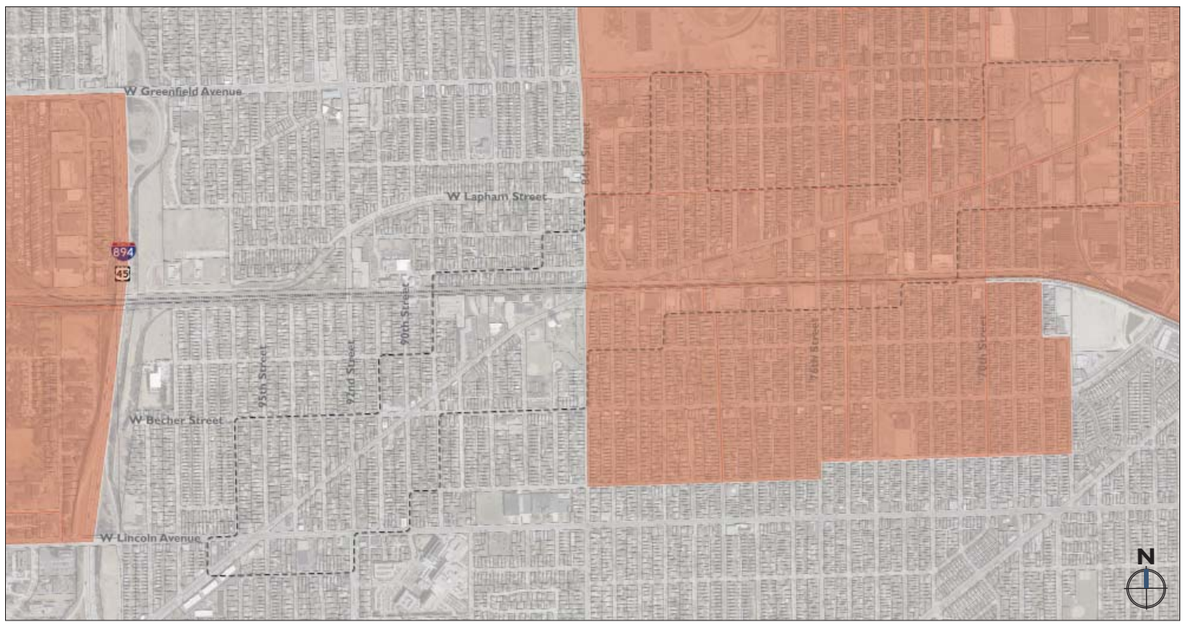


Figure 99. First-Ring Industrial Redevelopment Enterprise (FIRE) New Market Tax Credit eligible areas in relation to National Avenue.

Figure 100. City Property Investments, parcel by parcel, 2009–2015.

Source: City of West Allis, 2015.

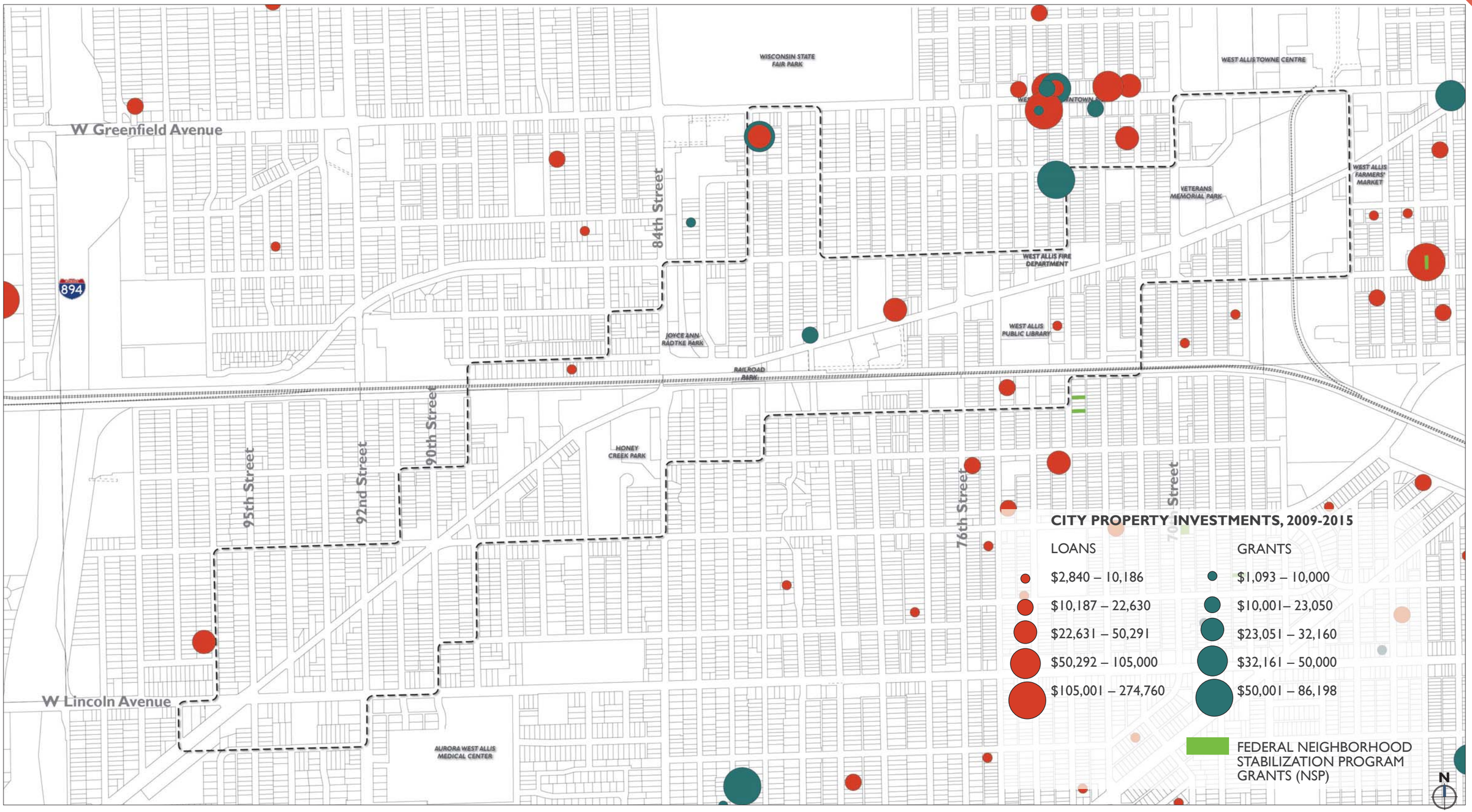


Figure 101. City property investments, by grant and loan amount, 2009-2015.

RECOMMENDATIONS FOR RE/DEVELOPMENT, REHABILITATION & RE/INVESTMENT INTERVENTIONS
reuse, reinvestment, urban design, public places

STAFF ACTIVITY FOR TARGET INVESTMENT AREAS

R1	Designate eight "Corridor Target Investment Areas," created by the Common Council, that make key regulations and subsidies more flexible.
R2	Select 2 or 3 areas as "first" projects depending upon the level of interest and enthusiasm from investors, developers, and businesses.
R3	Facilitate ways for staff to focus resources on the key Target Investment Areas such that available resources are not too thinly spread.
R4	Hire a contractor or consultant, in the short term, who can work with the property owners, to create scopes for improving building façades.
R5	Create and maintain a list of contractors and vendors who provide scoping services for commercial buildings (with a specialty in the same construction period, or year built, as properties along National Avenue), and use that list to connect property owners with high-quality improvement services.
R6	Consider approving additional liquor licenses to attract more high-quality, full-service restaurants to the National Avenue Corridor.

VISUAL IMPROVEMENTS FOR TARGET INVESTMENT AREAS

R7	Focus the highest-valued projects at key intersections with an emphasis on high-intensity uses.
R8	Focus building improvements on restoring original façades by opening up entries, removing siding, returning windows to their original opening and fenestration pattern, installing awnings, preserving signage, adding color, installing landscape, and installing street furnishings.
R9	Coordinate with land owners and occupants to utilize windows in vacant space to display local artwork, upcoming events, and historical tidbits. Consider a small competition and prize for "best" window dressings in the Corridor.
R10	Allocate line items in the municipal budget for high-design rehabilitation of City-owned buildings.
R11	Increase urban greenery or vegetation, preferably native perennials, within "Building/Furnishing" zone.
R12	Create a competitive grant program for property owners to improve their private property landscapes adjacent to the right-of-way.
R13	Focus staff resources on helping business owners improve business image, physical aesthetics and circulation, and business-to-business connections.

Implementation details are located in Chapter 8.

RECOMMENDATIONS FOR RE/DEVELOPMENT, REHABILITATION & RE/INVESTMENT INTERVENTIONS (continued)
reuse, reinvestment, urban design, public places

FINANCIAL & TECHNICAL SUPPORT FOR TARGET INVESTMENT AREAS

R14	Combine funds into a new, targeted investment loan pool program that provides City staff with a large and flexible financial resource to aid new and existing businesses, particularly in the first key target investment areas.
R15	Incentivize adaptive reuse projects on National Avenue by considering a competition to recruit "pop up" [and thereby longer-term] businesses.
R16	Ensure that the first subsidies are for public interest components (such as façade improvements, landscaping, shared parking, etc.)
R17	Provide higher rewards for "first" projects – those first investors who agree to share the risks for re/development in the key target areas.
R18	Redevelop the the Senior Center as a taxable development that offers leasable space for a new, combined senior and community center space.
R19	Consider expanding TID 9 to offer funding options to a broader geographic area.
R20	Focus grants to a geographic cluster.
R21	Sponsor a business plan competition and a dolphin tank for entrepreneurial support. Focus these events and efforts by market sector, e.g. the restaurant industry, to maximize benefits to business owners.
R22	Consider the creation of a new BID, to foster leadership and investment in the Corridor.
R23	Leverage local bank participation through the Community Reinvestment Act for eligible census tracts in West Allis, many of which flank National Avenue.

Implementation details are located in Chapter 8.

7

DESIGN & RE/DEVELOPMENT TARGET INVESTMENT AREAS

URBAN DESIGN & ECONOMIC INVESTMENT SCENARIOS

The concepts proposed on the following pages depict development opportunities that may be viable given current conditions and discussions. These development opportunities include new housing, commercial enterprises, and public amenities.

A key to redevelopment will be the integration of the various elements of doing business in West Allis. Inevitably new developers/investors have to maximize the conditions which work for their economic survival. Often this includes specific parking and circulation issues as well as other constraints. On the other side of the equation the myriad investments must fit together into a recognizable set of districts, neighborhoods and subcomponents. Currently the Corridor suffers from disjointed development which creates a sense of incoherence and fragmentation. Cohesive development does not imply a singular style or use but rather the notion that each piece fits with the next piece – it is an ensemble of elements which creates the character of the place.

Based on the discussions, focus groups, market study, and related observations, the National Avenue Corridor can be segmented into several key target investment areas. They are listed here from west to east (not necessarily in priority order).

- » **LINCOLN PLAZA**
- » **BECHER CORNERS**
- » **HONEY CREEK CROSSING**
- » **RAILROAD GARDENS**
- » **HICKS TERRACE**
- » **LIBRARY COMMONS**
- » **VETERANS PARK**
- » **MARKET SQUARE**

GUIDELINES FOR SETTING UP THE TARGET INVESTMENT AREAS

City staff, the Common Council, and community stakeholders should consider the following guidelines in establishing Target Investment Areas along National Avenue:

1. Build and use a loan pool (Chapter 6) with enough capacity to invest somewhere between $500,000 to $1 million into each Target Investment Area. If the community deems allocating some of the tax levy into this loan pool, the increase in tax base fostered by the investment provides one avenue for return.
2. Designate and approve the Target Investment Areas outlined in this Plan, and promote those area boundaries in the loan pool materials. Consider designating the top 2 Target Investment Areas for immediate focus (e.g. two nearest the two areas of street reconstruction – 95th to 92nd and 76th to 70th) to maximize impact and induce a spirit of competition among areas.
3. Solicit owner interests in making redevelopment, rehabilitation, or investment decisions within the Target Investment Areas, and discuss the loan pool opportunity with those owners.
4. Commit to an investment that sparks a short-term, visible, and viable impact in one of the Target Investment Areas.
5. Calculate and affirm the probable long-term payoff from investing in the Target Investment Areas with the loan pool.
6. Monitor the values and outcomes generated by changes made in the Target Investment Areas, and make adjustments in lending based on discoveries from the monitoring process.

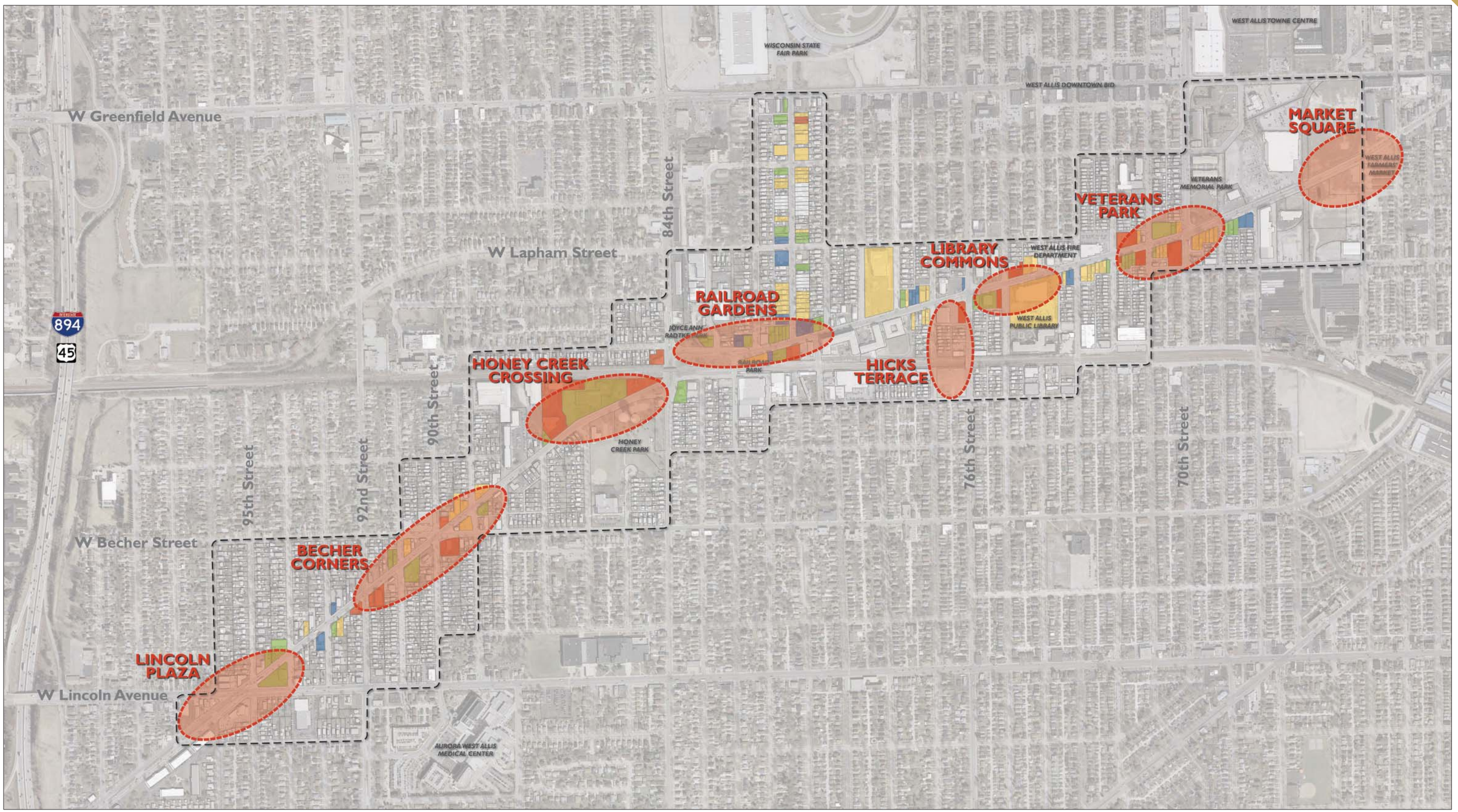


Figure 102. Target Investment Areas diagram.

7

LINCOLN PLAZA (NEAR S. 95TH)

The triangular block created by the alignments of three high-traffic arterials (National Avenue and Lincoln Avenue) offers a high-visibility location in all directions. In addition, this target area has become the major entrance into West Allis from the freeway. The irregular forms of the various lots, however, create unique design problems which must be addressed effectively.

Make a New Apartment Landmark

A new apartment building, at least three stories, should be created at a prominent corner as a landmark feature. This may, for example, require a triangular component to the building as it reaches the apex of one of the triangular lots. It is essential to create high-quality architecture for such a location.

Link to the West

National Avenue continues past the west boundary of this project area. Consequently, some future thought must be given to the design and redevelopment of the corridor west to 124th Street. This section of the corridor reflects the character of suburban arterials with large lots and larger parking fields. The gateway condition created at S. 95th Street while traveling east on National Avenue should send a strong signal that the "suburban "component has ended and the "urban" character has begun.

BECHER CORNERS (NEAR S. 90TH)

The triangle created by Becher Street, National Avenue, and S. 92nd Street creates a target area with high visibility and traffic volumes. Visibility and traffic, in turn, create opportunities for successful businesses, whether it is redevelopment or rehabilitation. Proximity to West Allis Memorial Hospital (WAMH) and ease of access along S. 92nd Street to the Milwaukee Regional Medical Center (MRMC) also represent opportunities to leverage new investment.

Employ the Restaurant Row Concept

One concept that has been used in other corridors involves creating a cluster of restaurants that appeal to different groups. Often referred to as a "restaurant row", this type of change reflects a new image or "brand" for surrounding neighborhoods. A restaurant row can be created with reinvestment in existing businesses, rehabilitation of existing buildings, and new construction. The process needs to be undertaken in phases and in keeping with the character of the area. Restaurants should include places that work for different income groups, types of employees, residents and visitors. Parking changes should include shared parking and changes to regulations that work for businesses and residents.

Link the Residential Market to WAMH and MRMC

The large number of employees from both WAMH and MRMC suggest that a concerted effort to attract them to local residential opportunities can succeed. This is especially true given the lower cost of housing in and around Becher Square and other parts of the corridor. A separate program could be created in which employees receive financial incentives to live or rent in the corridor. The program need only exist long enough to create a critical mass of new residents. This will require close cooperation with WAMH. If successful, a similar program could be offered to employees at the MRMC.

Link the Retail Market to WAMH and MRMC

Many new shops and restaurants thrive in Wauwatosa's downtown, supported, in part, by the large number of employees located in MRMC. Although hospitals contain multiple food service options for employees, spillover demand always occurs and can prompt employees to eat in nearby restaurants.

HONEY CREEK CROSSING (NEAR S. 86TH)

Honey Creek has come to represent the historic center of the community. However, the strong split around the S. 84th Street intersection has made reintegration of the character of each quadrant very difficult. Nevertheless, this area has distinct opportunities which can be emphasized.

Southeast – Rehabilitate and Reuse

The old Victorian Mansion can, at some time, become a valuable visual landmark. This will require the owner to create a viable economic use. In addition, this building can be linked to the structures to the east to create a small, but viable, residential area.

Northwest – Build Business Activity

The northwest triangle offers an excellent opportunity for new, high visibility, development – both rehabilitation and new construction. Many existing buildings are attractive and reflect local history. Parking and circulation can be improved but seem to be adequate. The key will be finding ways to integrate new development and share parking and circulation.

Southwest – Boost Honey Creek Park

The park itself, with the current school and Historical Society's headquarters, represents a great option for improving the Corridor's image. The school may need some reinvestment for circulation and parking. This could be done in a way which improves the appearance of the structure along National Avenue. Improved landscaping and outdoor activities for everyday users in this area's open space could be created including year-round play areas for different age groups, a beer garden, and some smaller event spaces.

RAILROAD GARDENS (NEAR S. 82ND)

The railroad still contributes to the look and feel of West Allis and the Corridor. Historically the rail lines facilitated industrial buildings and jobs. Today, the Corridor includes the legacy of those buildings – some in good condition, others not – and also offers a unique feature (like the sawtooth edge of the street) that can be reinvented in a positive way. The integration of small parks and public spaces in this target area can be a major component to the branding of the Corridor.

Integrate the Railroad, Park & Surrounding Buildings

Many participants in this study echoed the idea of preserving and improving the Railroad Station Park. Safety and security can be addressed through ornamental fencing and similar features. The intent is to create an "everyday" place that can be used by local residents and visitors as a relaxing but visually-engaging site that reflects both historical and contemporary activities in West Allis. At the same time, the buildings and uses directly across the street from the current park can be improved as extensions of the park's character with compatible social and economic activities. This should be done without street closings, but with adequate traffic calming and pedestrian access.

Blend the Skate Park and Business Activity

The success of the skate park suggests that this quadrant can draw attention. The key is to build on the strengths of surrounding buildings with variety of older businesses, lower rents and several auto-oriented establishments. Existing businesses should be strengthened where possible and the visual appeal of building façades and landscape should be improved with contemporary styles and approaches.

Celebrate the Auto-Mechanical Presence in the Corridor

Some of the businesses in this targeted area address auto-oriented activities (repair shops, suppliers, etc.). As suggested in the market analysis, rather than view these businesses as a liability, the City can consider them an asset, attempt to help owners and operators reinvest in their work and begin to brand the area as a district where customers can get a "good deal". Visually, these types of uses can be given a contemporary visual image that reflects the history and creativity of West Allis.

Start an Arts District

The area along S. 81st Street, moving north from National Avenue, includes a variety of buildings and uses that represent a vibrant mixed-use neighborhood. Currently, economic value is low and new uses are not easily attracted given the low visibility and traffic volumes. This condition will not change soon. Consequently, one way to take advantage of these conditions is to encourage a local arts and creativity district. A current comparable project to use as an example is the "ARTery" being developed in the Riverwest and Riverworks areas of Milwaukee.

HICKS TERRACE (NEAR S. 76TH)

Most of the Target Investment Areas directly abut National Avenue. In this area, however, there is a unique opportunity which can be considered part of the Corridor along Hicks Street and S. 76th Street. Specifically, there is a half block of open land which can provide an excellent setting for both a small public park as well as new townhouses. In addition, housing can also be located at the corner of S. 76th Street and National Avenue.

Build Townhouses and Amenities

The site we have referred to as "Hicks Terrace" can be redeveloped with townhouses – a building type that is frequently used in other urban areas and creates some unique advantageous circumstances including an option for a semi-private or semi-public park space, a higher degree of privacy, and contemporary architecture. Similar development can occur further north on S. 76th Street.

Focus Apartments on S. 76th Street

As with other sites along National Avenue, the south side of National Avenue provides an option for smaller redevelopment (possibly just residential) that can be combined with reinvestment and rehabilitation on surrounding lots. This site was also identified by the market study as a prime site for a small grocery or drug store (see page 21).

LIBRARY COMMONS (NEAR S. 75TH)

The Library offers a major catalytic opportunity given its prominence and popularity. However, it has not been utilized as a component of a larger redevelopment and reinvestment strategy. The parking lot is slightly larger than needed (although there are undoubtedly times when it is full). Moreover, the nicely landscaped areas, which need to be preserved, are intended only for viewing (like suburban libraries) and do not include opportunities for significant activities. This Library can follow the lessons from new libraries (both urban and suburban) that have been created as the catalyst for surrounding reinvestment.

Create Major Activity at the Intersection

The specific target for high-visibility activity is the intersection of National Avenue and S. 75th Street. All four corners should include new investment, rehabilitation, or redevelopment that can change the image of this place and begin to view the Library not as an isolated specialized activity, but as an outgoing civic activity that supports new uses and a shared ambiance.

Use the Library to Activate the Area

The Library itself should consider redesigning and re-purposing the surrounding open space. Along the north face, the existing trees can be incorporated and a new system of terraces can be created to develop a small food vendor niche, outdoor reading room (secured), and small toddler playground. The west edge can also be redesigned as a more inviting plaza, while the parking lot could be shared with other uses.

Reuse the Masonic Lodge

The south side of National Avenue west of S. 75th Street can incorporate the Masonic Lodge into a new redevelopment project with a building and public features that intentionally link to activity at the Library.

VETERANS PARK (NEAR S. 70TH)

Veterans Park, as the major green space east of S. 84th Street, does not yet add significantly to the character and activity of the Corridor. Like other civic amenities, it is viewed as an isolated use whose functions are not linked to the street. This can and should be changed in a variety of ways.

Make the Community Center a Focal Point

A new community center could be built in conjunction with private redevelopment along the south side of National between 70th and 71st Street. This center could attract more public users and create events held in conjunction with activities in Veterans Park.

Put New Uses in the Park

The south edge of the park could be enhanced with a small pavilion that facilitates a beer garden along the street edge so summertime users would be seen enjoying themselves next to, and as part of, the Corridor. This feature can be combined with improved landscaping in the park and more appealing entries to activities to the north.

Pump Up the Small Buildings

Smaller buildings along the street edges should be rehabilitated to make them visually appealing. This rehabilitation should be carried out alongside reinvestment in the shops and bars.

MARKET SQUARE (NEAR S. 66TH)

At the far eastern end, the current Farmers Market (regardless of its location outside the study area) still represents a redevelopment pole which can be used as a clear bookend for reinvigorating the east edge of the Corridor. The key to reinvigoration is finding uses which genuinely build up, and forcefully extend, the economic and cultural influence of the Farmers Market. Using the Market as a catalyst was emphasized in both focus groups and in the market analysis. A good example of using a farmers market as a foundation for other activity is the weekly market in Madison around the Capitol.

Make the Four Corners of the Intersection High End Design

Currently the Farmers Market is not intended to promote surrounding business. The types of businesses located near the Farmers Market should be dovetailed with tourism and market users. New development should enliven the northwest and southwest corners of the intersection of National Avenue and S. 68th street, preferably with compatible, mutually-supporting uses. The redevelopment architecture should reflect contemporary design styles.

Brand the Area "Market Town" or "Market Square"

New housing or commercial enterprises could be labeled as part of 'Market Square" or West Allis' "Market Town" neighborhood. This effort should include investment in special programs, events, and advertising. The branding effort should also include the existing housing to the north and the employment centers north of Greenfield Avenue.

7 LINCOLN PLAZA

A

POTENTIAL R.O.W. ACQUISITION

- Right-of-way acquisition may be considered on the south side of National Avenue in order to accommodate widened sidewalk zones on both sides of the street
- Decorative concrete pavement recommended for intersection of S. 95th Street, Lincoln Avenue and National Avenue
- Highly visible branding elements such as gateway signage and banners should be located at this intersection to mark the entry into the corridor

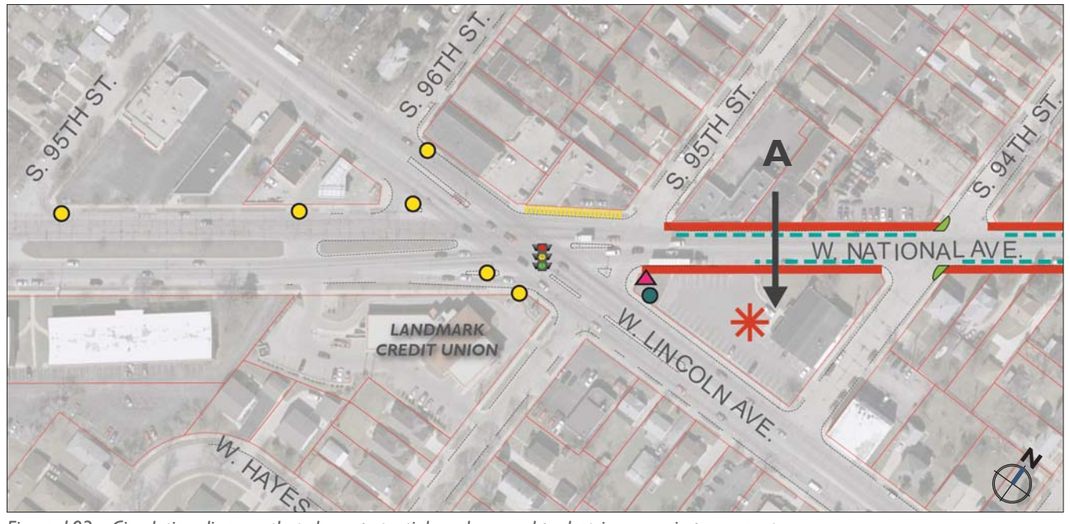


Figure 103. Circulation diagram that shows potential roadway and pedestrian zone improvements.

LEGEND

- Potential R.O.W. acquisition
- Existing sidewalk zone (10')
- Widened sidewalk zone (~11'-12')
- On-street parking
- Bump out
- Redevelopment opportunity site
- Traffic signal
- Bus stop
- Potential bike share station
- Wayfinding signage
- Major intersection

Figure 104. Gateway signage examples. Implementation of community identifiers should be combined with pedestrian spaces such as plazas with plantings and seating.

Lincoln Square, the first target area on the west end, offers an opportunity to create a sense of activity and liveliness though landscaping, outdoor furnishings, and reuse of building sites over time. The goal is to change this from just a complex traffic intersection into a place with landmark recognition and an active periphery of uses. This plan envisions both redevelopment as well as rehabilitation. Many of these buildings represent recent investments and/or longer-term businesses. Consequently, they are not likely to change soon. Nonetheless, as the Corridor becomes more valuable this may be a place that inspires new investment.

Recommendations

a. Add denser landscape to the edges of the parking lots, and install unique signage and streetscape features on the street edge to make these sites more pedestrian friendly and visually interesting. Gateway signage with a plaza should be created at the corner of National Avenue and Lincoln Avenue in tandem with the adjacent roadway reconstruction project.

b. At the end of its useful life, redevelop the building as a major gateway design element. The building can be 3 to 4 stories, with residential above a small amount of retail and a small public plaza facing west.

c. Create an intersection pavement pattern which, in addition to satisfying traffic design standards, also creates a higher-visibility surface that marks the intersection. The City should also consider installing additional crosswalks to handle pedestrian traffic.

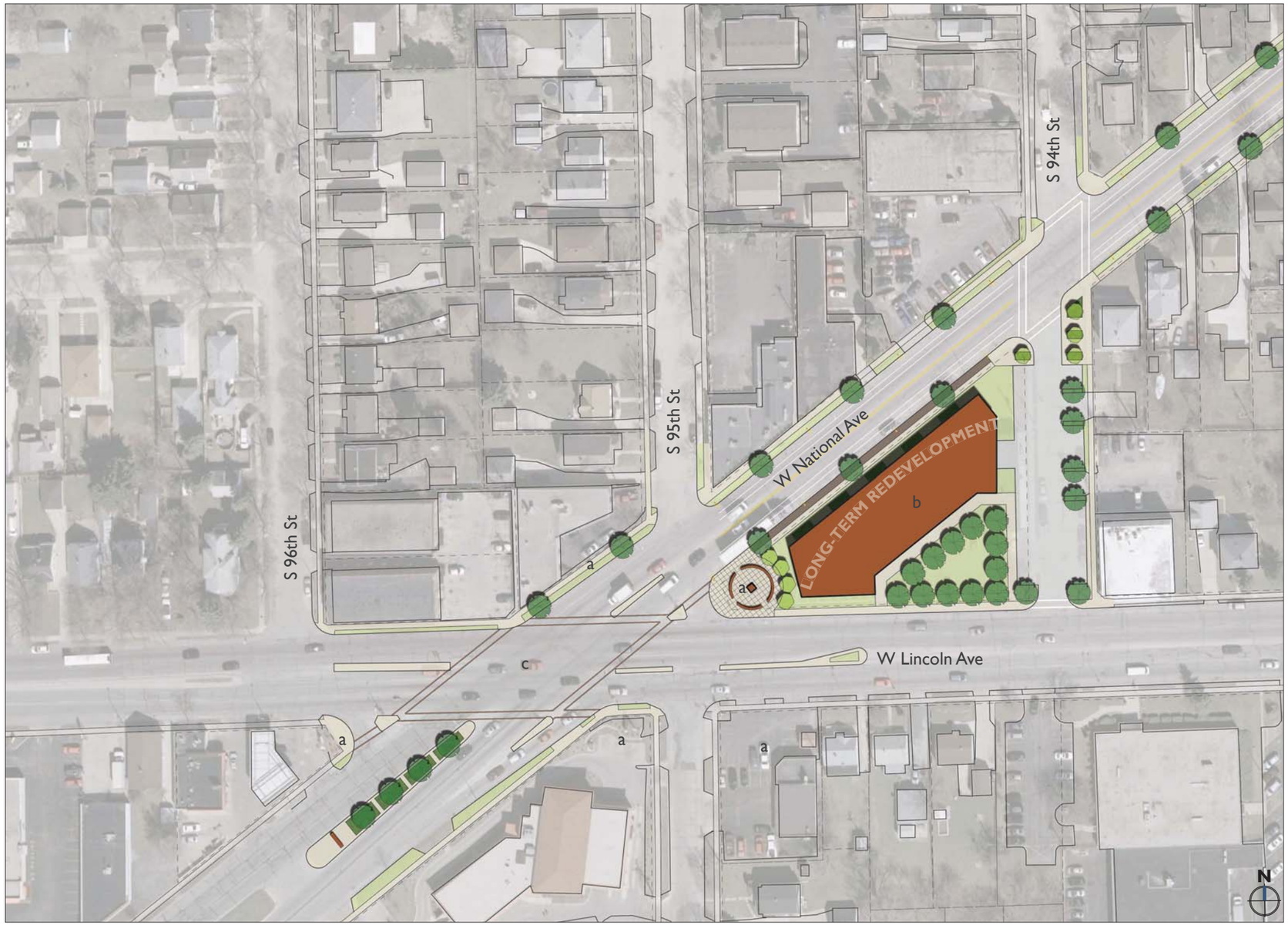


Figure 105. Lincoln Plaza urban design concept.

DISCLAIMER: Roadway lines and lane configurations are conceptual in nature and may not reflect local and state design requirements. Further design development must be pursued to determine feasibility of conceptual designs.

7 BECHER CORNERS

E

POTENTIAL R.O.W. ACQUISITION

- Existing building frontage and site characteristics make R.O.W. acquisition difficult
- Removal of on-street parking on the south side of National Avenue should be considered in order to accommodate widened sidewalk zones on both sides of the street
- Existing off-street parking lots reduces demand for on-street parking spaces
- Activation of private, sawtooth spaces should be encouraged, especially restaurants and bars

F

POTENTIAL R.O.W. ACQUISITION

- Existing building frontage and site characteristics make R.O.W. acquisition difficult
- Removal of on-street parking on the south side of National Avenue should be considered in order to accommodate widened sidewalk zones on both sides of the street
- Existing off-street parking lots reduces demand for on-street parking spaces
- Enhanced crosswalk materials recommended for intersection of S. 90th Street and National Avenue
- Creation of pedestrian plaza/street should be explored for the portion of S. 89th Street east of Magoo's Bar & Grill
- Highly visible branding elements such as banners and kiosks should be located in this area to call attention to the different restaurants, bars and businesses located within the 3-block radius

G

POTENTIAL R.O.W. ACQUISITION

- Existing building frontage and site characteristics make R.O.W. acquisition difficult
- Removal of on-street parking on the north side of National Avenue should be considered in order to accommodate widened sidewalk zones on both sides of the street

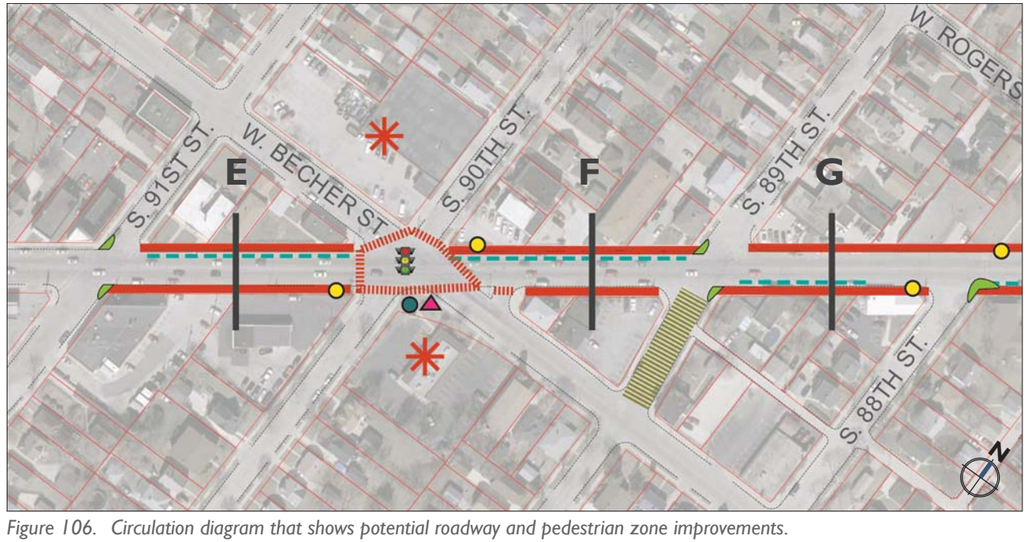


Figure 106. Circulation diagram that shows potential roadway and pedestrian zone improvements.

LEGEND

- Potential R.O.W. acquisition
- Existing sidewalk zone (10')
- Widened sidewalk zone (~11'-12')
- On-street parking
- Bump out
- Redevelopment opportunity site
- Traffic signal
- Bus stop
- Potential bike share station
- Wayfinding signage
- Major intersection

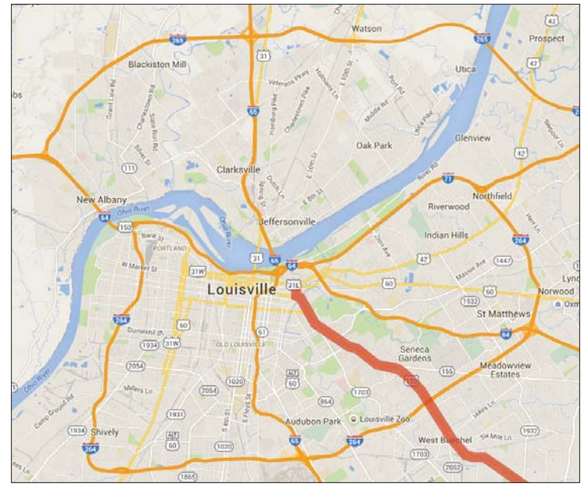


Figure 107. Images above are taken from Bardstown Road in Louisville, KY. As shown in the Google map above, the layout of this corridor is radial in nature (similar to National Avenue). This diagonal configuration results in a high number of sawtooth-type spaces. Louisville has embraced this urban character through a variety of small private/ public spaces in front of retail and commercial uses.

The close proximity and high number of existing restaurants and bars located around the intersection of National Avenue & S. 90th Street make this subarea a likely choice for the "restaurant row" concept. As described previously in the Market Analysis chapter of this report, the concept of a "restaurant row" can become a critical catalyst to the re-branding of National Avenue. These types of uses can become a magnet not only for local residents, but also for persons driving through the community and outside visitors from the region. It would be especially valuable to attract users from the nearby West Allis Memorial Hospital as well as the other large employers in West Allis.

Recommendations

a. Create a new building as part of "Restaurant Row" with high-visibility day/night signage, outdoor furnishings, and a new corner design feature. This would be a multi-story building (3-4 stories with a restaurant at street level).

b. Add landscape, unique signage and streetscape features, including an improved bus stop, on the street edge to make landmark intersections. This includes making significant streetscape/landscape enhancements to the southeast corner of S. 92nd Street and National Avenue.

c. Incentivize owners to create façade improvements, artistic signage and/or night lighting. An information kiosk could be added and the landscape integrated with the parking. In the long run, adaptive reuse of this building should be considered.

d. Redesign the existing street as a significant public place/ plaza with managed parking and a new building that is part of "restaurant row". The public plaza should include high-activity features such as a sand volleyball court.

e. Create a new building as part of "Restaurant Row" with high-visibility, day/night signage, outdoor seating and a unique façade that roughly parallels the street but also creates a distinctive visual landmark. The upper floors (3 to 4 stories total) should be residential.

f. Incentivize owners to create façade improvements, artistic signage and/or night lighting. Tenants of these buildings should be encouraged to add or enhance outdoor displays and/or seating to activate the public space.

g. At the end of its useful life, promote the redevelopment or adaptive re-use of the existing auto shop into a use that strengthens the 'restaurant row' concept (restaurant, eatery, coffee shop, etc.). See Figure 116 on p. 92.

h. At the end of its useful life, redevelop the site to include a new 3-4 story residential building with the possible inclusion of commercial on the ground floor.

Figure 108. Becher Corners urban design concept.

DISCLAIMER: Roadway lines and lane configurations are conceptual in nature and may not reflect local and state design requirements. Further design development must be pursued to determine feasibility of conceptual designs.

7 BECHER CORNERS | 92ND STREET PLAZA

B

POTENTIAL R.O.W. ACQUISITION

- Right-of-way acquisition may be considered on the south side of National Avenue in order to accommodate widened sidewalk zones on both sides of the street
- Activation of private, sawtooth spaces adjacent to the building located at the southwest corner of S. 93rd Street and National Avenue should be encouraged

C

POTENTIAL R.O.W. ACQUISITION

- Right-of-way acquisition may be considered on the south side of National Avenue in order to accommodate widened sidewalk zones on both sides of the street
- Redevelopment opportunity located on the south side of National Avenue
- Gateway plaza located at the SE corner of National and 92nd

Figure 109. Circulation diagram that shows potential roadway and pedestrian zone improvements.

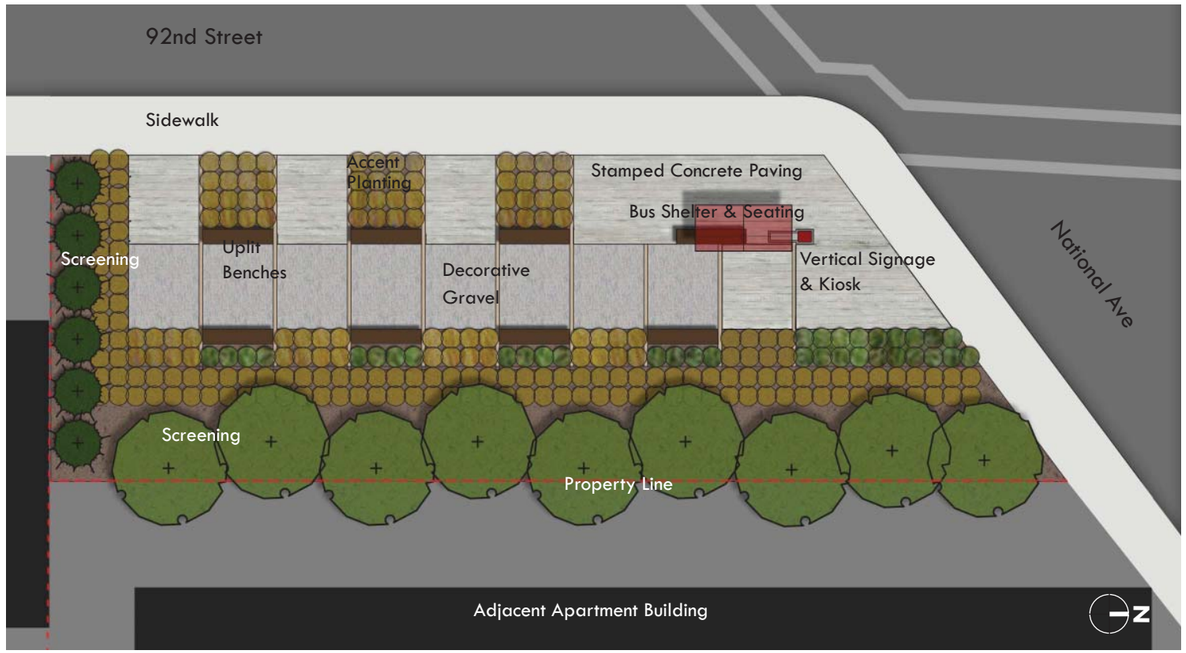


Figure 110. Conceptual site plan showing a new plaza with a variety of planting, paving, seating and artistic design elements.

In an effort to implement change concurrent with this corridor study, the City of West Allis commissioned the consultant team to provide design development for a new plaza located at the southeast corner of National Avenue and 92nd Street. The intersection was identified by the entire project team as a key intersection for development/ redevelopment opportunities due to its high visibility and potential for catalytic growth at adjacent blocks. The City plans to establish a working committee to offer feedback to the consultant team on a final design for the plaza.

Plaza Principles and Recommendations

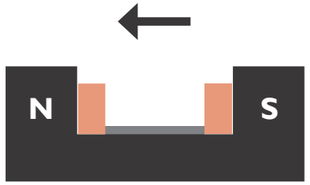
a. Create a public plaza that incorporates the following design elements:
   - Artistic bus shelter
   - Seating elements
   - Screening elements between the plaza and adjacent properties
   - Low-maintenance vegetation and surface treatments
   - Variety of lighting (decorative, interactive, artistic)
   - Iconic branding signage for National Avenue and West Allis

Figure 111. Conceptual rendering of a new 92nd Street Plaza (schematic design only - design development ongoing).

7 HONEY CREEK CROSSING

I

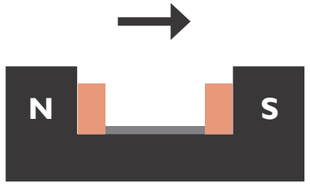
POTENTIAL R.O.W. ACQUISITION



- Right-of-way acquisition may be considered on the north side of National Avenue in order to accommodate widened sidewalk zones on both sides of the street
- Redevelopment opportunity located on the north side of National Avenue

J

POTENTIAL R.O.W. ACQUISITION



- Right-of-way acquisition may be considered on the south side of National Avenue in order to accommodate widened sidewalk zones on both sides of the street
- Redevelopment opportunity located on the north side of National Avenue
- Traffic calming measures such as curb bump outs, paving treatment and flashing pedestrian crosswalk signals should be explored for the intersection of S. 86th Street and National Avenue

Figure 112. The addition of new playground equipment for multiple age groups should be incorporated within existing parks along National Avenue. The image above shows an interactive playground at Hart Park in Wauwatosa.

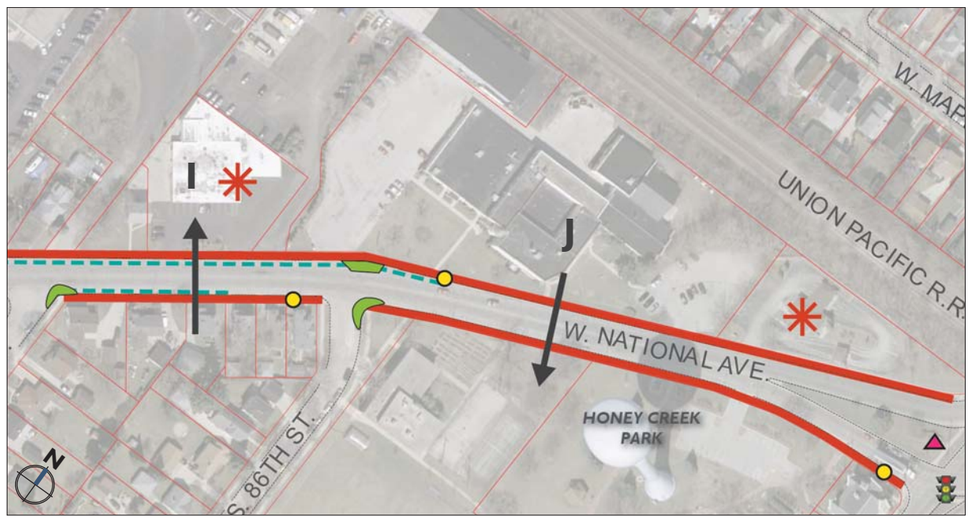


Figure 114. Circulation diagram that shows potential roadway and pedestrian zone improvements.

LEGEND

- Potential R.O.W. acquisition
- Existing sidewalk zone (10')
- Widened sidewalk zone (~11'-12')
- On-street parking
- Bump out
- Redevelopment opportunity site
- Traffic signal
- Bus stop
- Potential bike share station
- Wayfinding signage
- Major intersection

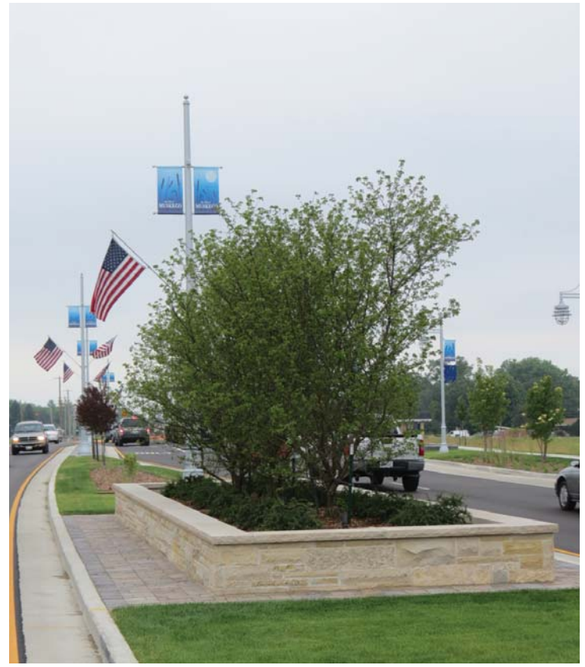


Figure 113. Example of a raised planter within a median and branding.

Honey Creek Commons provides a welcome open feeling of parks and landscape. There is, however, an opportunity to create higher-intensity uses along the north side and maintain some of the character of the architecture while adding new residential uses. Along the south side, the existing school use can be improved with landscape elements and circulation that is complementary to (rather than conflicting with) the overall park use. The historical importance of this park and its relationship to the historical society needs to be amplified and linked to the target area – Railroad Gardens – to the east.

Recommendations

a. Create a new residential court with multifamily units on the street edge and east side with gardens in the middle.

b. Retain and rehabilitate older buildings with improved landscape and parking (possibly shared) on the west and north. Concepts for a business incubator in this facility should be proactively pushed forward.

c. Build a new structure with residential or office space and a landmark feature on the northeast corner - former credit union site (possibly with shared parking).

d. Work with property owners to secure funds for improving landscapes and façades.

e. Add new park features and updated play equipment (this might include a stronger, more visible, garden feature on the north, basketball courts, dog park, etc.). Circulation drives on the south should be revised for busy drop-off times.

f. Connect the south side drive to provide continuous parking and circulation (but avoid cut-through traffic).

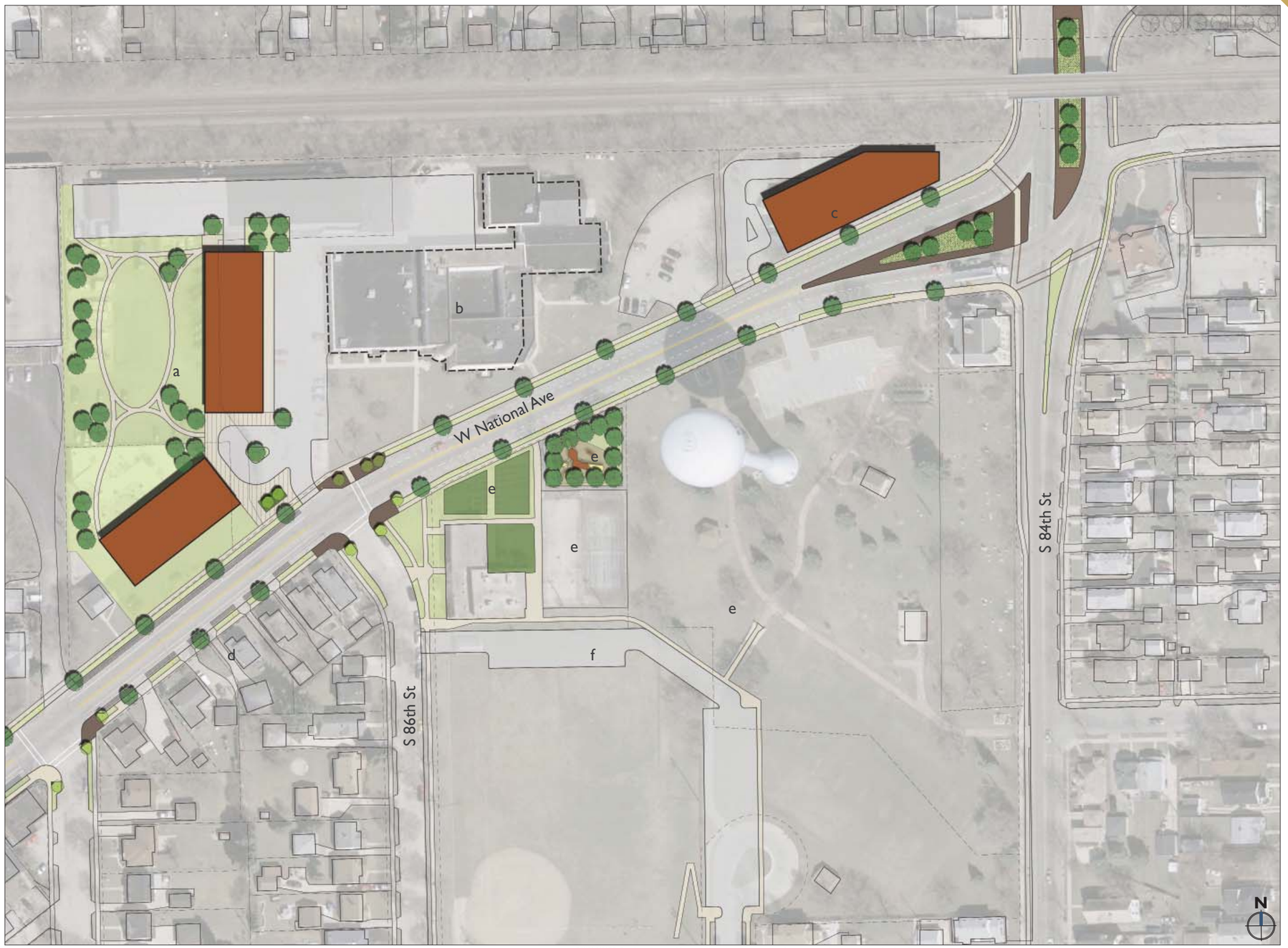


Figure 115. Honey Creek Crossing urban design concept.

DISCLAIMER: Roadway lines and lane configurations are conceptual in nature and may not reflect local and state design requirements. Further design development must be pursued to determine feasibility of conceptual designs.

7 RAILROAD GARDENS

K

POTENTIAL R.O.W. ACQUISITION

- Roadway may be shifted south in order to accommodate a widened sidewalk zone on the north side of the street
- Creation of a pedestrian zone on the south side of National Avenue through the creation of a plaza, green spaces and amenities should be considered
- Highly visible branding elements such as gateway signage and banners should be located at this intersection to mark the entry into the corridor

L

POTENTIAL R.O.W. ACQUISITION

- Roadway may be shifted south in order to accommodate a widened sidewalk zone on the north side of the street
- Creation of a pedestrian zone on the south side of National Avenue should be designed to provide safe, pedestrian connections between skate park and Railroad Park

M

POTENTIAL R.O.W. ACQUISITION

- Existing building frontage and site characteristics make R.O.W. acquisition difficult
- Removal of on-street parking on the south side of National Avenue should be considered in order to accommodate widened sidewalk zones on both sides of the street
- Redevelopment and refurbishing opportunity located on the south side of National Avenue

N

POTENTIAL R.O.W. ACQUISITION

- Existing building frontage and site characteristics make R.O.W. acquisition difficult
- Removal of on-street parking on the south side of National Avenue should be considered in order to accommodate widened sidewalk zones on both sides of the street
- Enhanced crosswalk materials recommended for intersection of S. 81st Street and National Avenue
- Pedestrian and vehicular wayfinding signage should direct people to destinations north on S. 81st Street

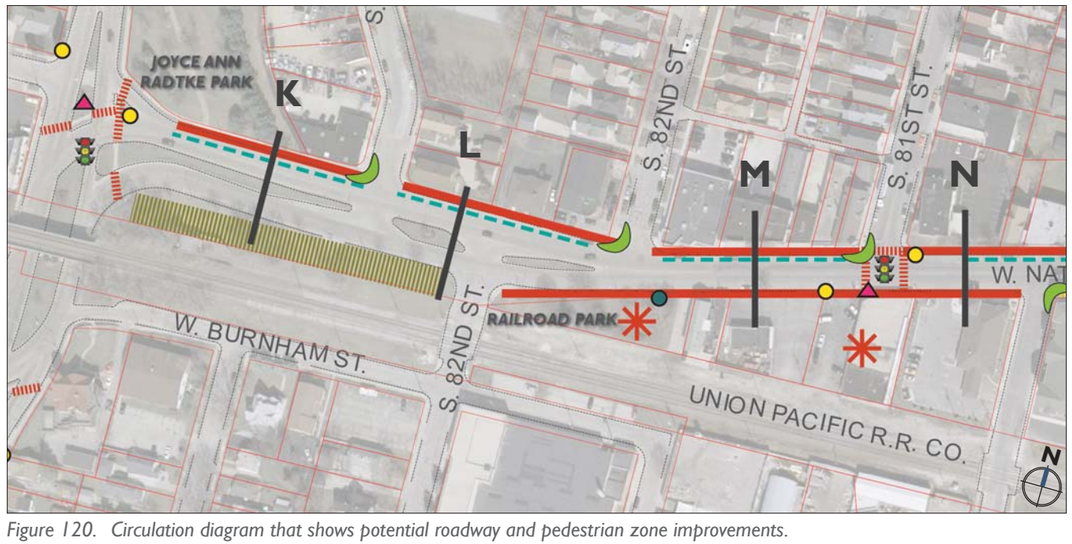


Figure 120. Circulation diagram that shows potential roadway and pedestrian zone improvements.

LEGEND

- Potential R.O.W. acquisition
- Existing sidewalk zone (10')
- Widened sidewalk zone (~11'-12')
- On-street parking
- Bump out
- Redevelopment opportunity site
- Traffic signal
- Bus stop
- Potential bike share station
- Wayfinding signage
- Major intersection

Figure 116. Adaptive re-use of former auto shop example.

Figure 117. Vintage railroad car example.

Figure 118. RR themed elements could be included in the design.

Figure 119. Example of 'garden walk' promenade.

Railroad Gardens provides an opportunity for West Allis to reclaim and reuse a key part of its railroad history. This target area is unlikely to receive a large volume of pedestrians given its location and traffic patterns. However, it can become quite visually appealing with high-quality urban landscape features (like a garden) that contain geometries and components reminiscent of railroads. This concept has been extend to cover a few blocks along National Avenue.

Recommendations

a. Include denser landscaping and park signage on the south edge of the skate park that complements the proposed landscaping in the median and along the south side of National Avenue. The edge should include a raised planter bed with an ornamental edge that matches the south side.

b. Include raised planter beds in the median with an ornamental edge (masonry or metal) and gateway signage for the Corridor. The south side of National Avenue should include a double row of trees (akin to a garden walk) with a strong promenade-like character from S. 84th to S. 82nd Street. The promenade should include benches and lighting. Both sides of the walk should have raised beds with ornamental edges matching the median.

c. Encourage property owners along the north side of National Avenue, through incentives, to create façade improvements, artistic signage and/or night lighting to make the street edge more appealing.

d. Locate a vintage railroad car at the west end of the garden space. The garden should be separated into sections using materials and/or motifs from "railroad" history (such as railroad ties, metal rails, buffer stops, etc.). Garden segments could be different or similar widths, each containing different plant materials (these could, for example, include natural grasses typical of local plant families and histories). The area should include benches and educational elements that describe the history of the railroad and its relationship to West Allis. Parking would be located along the south edge and continued to the east.

e. Buildings on this site could be rehabilitated and reused as a concession facility providing food service to users of the gardens and plaza. This could be year-round or seasonal. Parking would be located on the south edge and link to the lots to the west and east. A small garden-like feature should be included in the northeast corner.

f. A new multi-story building should be developed with 2 to 4 stories of residential uses. The portion of the building facing north on S. 81st Street should contain landmark design features which can be incorporated into the façade or canopy. The street level should include a small garden-like feature that matches the area to the west.

Figure 121. Railroad Gardens urban design concept.

DISCLAIMER: Roadway lines and lane configurations are conceptual in nature and may not reflect local and state design requirements. Further design development must be pursued to determine feasibility of conceptual designs.

7 RAILROAD GARDENS | 81ST STREET CONNECTOR

Figure 122. Circulation diagram that shows potential roadway and pedestrian zone improvements.

Recommendations

a. Extend the family of streetscape elements used along National Avenue along 81st Street to tie the Corridor north to Greenfield Avenue and Wisconsin State Fair Park. Focus streetscape improvements (aesthetic lighting, decorative pavements, branding elements) at each intersection along 81st Street.

b. Provide wayfinding signage at the north and south ends of 81st Street that notify visitors of the proximity to local destinations (restaurants, Wisconsin State Fair Park, parks, etc.).

Figure 123. Intersection design diagram.

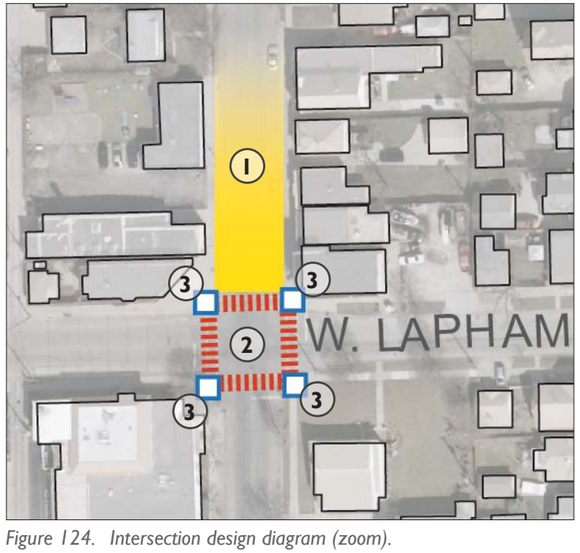


Figure 124. Intersection design diagram (zoom).

Figure 125. Each intersection along 81st Street should include enhanced streetscape treatments in the form of brick paver crosswalks and crosswalk landing areas (left and center image above). Pedestrian wayfinding signage (above right) should be placed at the intersection of both National Avenue and Greenfield Avenue.

Figure 126. The placement of unique lighting (such as hanging string lights) at intersections along 81st Street not only create a memorable streetscape, they also draw attention to retail destinations and better connect pedestrians from Greenfield to National.

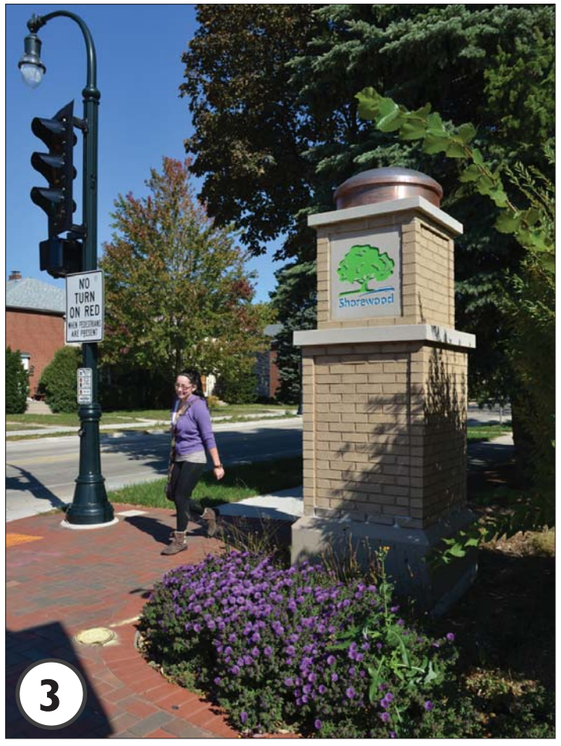
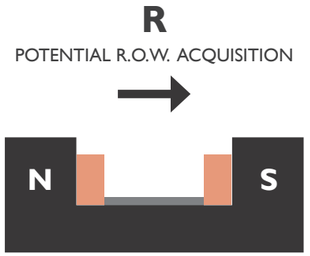


Figure 127. Smaller scaled branding elements (such as the pillars above) help to create an identity for 81st Street and serve as connecting streetscape elements between Greenfield and National.

7 HICKS TERRACE



- Right-of-way acquisition may be considered on the south side of National Avenue in order to accommodate widened sidewalk zones on both sides of the street
- Enhanced crosswalk materials recommended for intersection of S. 76th Street and National Avenue
- Redevelopment opportunity located on the south side of National Avenue
- Pedestrian and vehicular wayfinding signage should direct people to key destinations

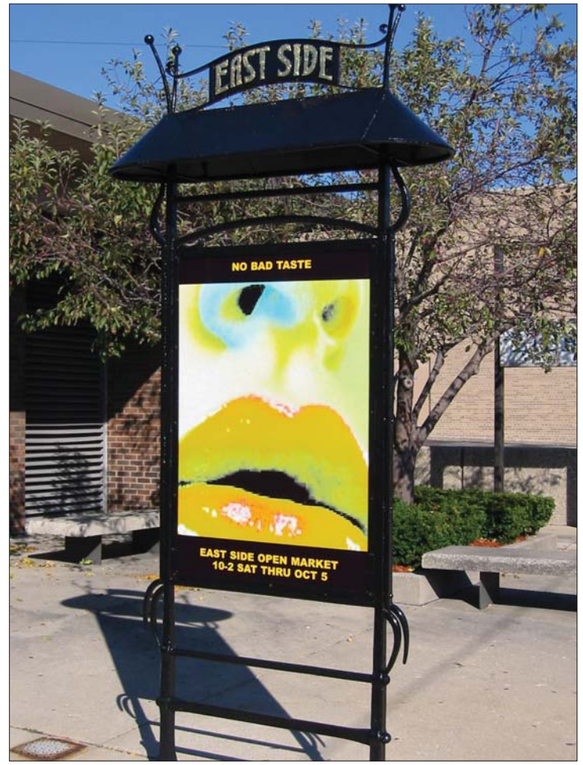
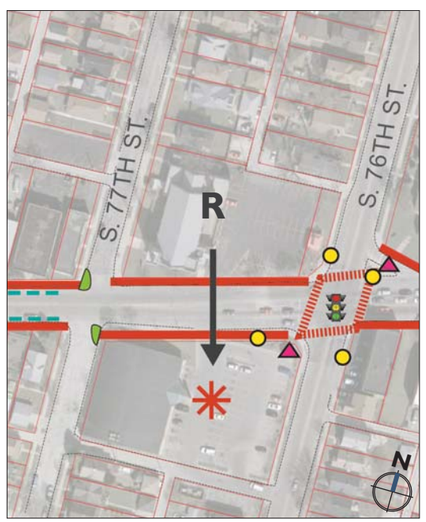


Figure 129. Addition of seating areas and pedestrian amenities such as bike racks, plantings and information kiosks should be located at key intersections along the entire corridor.



LEGEND

- Potential R.O.W. acquisition
- Existing sidewalk zone (10')
- Widened sidewalk zone (~11'-12')
- On-street parking
- Bump out
- Redevelopment opportunity site
- Traffic signal
- Bus stop
- Potential bike share station
- Wayfinding signage
- Major intersection

Figure 128. Circulation diagram that shows potential roadway and pedestrian zone improvements.

Figure 130. Existing historical pagoda at the 76th Street intersection.

Recommendations

a. Along the north side of National Avenue, the church and parking lot remain, but should contain a more pedestrian-friendly landscape in association with the public streetscape. The creation of a plaza with seating and planters should also be focused around the historic pagoda structure.

b. There are two reasonable recommendations for the property directly to the south of National Avenue. First, due to the strong existing ownership and lack of vacancy, this location could remain in its existing configuration with an emphasis on landscaping and wayfinding signage. The building is one of the few original Kohl's food store structures that remains standing throughout the Milwaukee region. Second, due to the high visibility and value of the property, this site could contain a significant redevelopment project that becomes a corner landmark and activates the intersection. As mentioned earlier in this report, the market study suggested that this is a prime location for a small grocery or drug store (see page 21). The redevelopment option would include a 3-5 story mixed-use or residential structure. The building should have an option for commercial space on the ground floor. Parking may or may not be located below grade (approximately 60 vehicles below the building). Parking demand will depend on the type of residential occupancy, rent or sales configuration, and the potential for a TIF-based subsidy. A surface parking lot can accommodate approximate 60 vehicles which can support a ratio of 3 spaces per 1,000 sf of retail and/or 40 to 60 residential units (1.0 to 1.5 spaces per unit).

c. The west side of S. 76th Street should include 2-story townhouse units, approximately 25 feet wide, with front yards, private back yards, and garages located along an alley.

d. The open lot along W. Hicks Street should include townhouses facing a semi-private garden/park space. The townhouses are approximately 25 feet wide, 2 or 3 stories, with front and back yards and garages along the alley. These residential units should be developed with a condominium association or homeowners association to maintain the park area.

e. This internal, semi-private drive should be an active circulation element, possibly a "shared street" with a narrow driveway (or lane), probably one-way traffic, sidewalks, and parallel parking. Such conditions create a more pedestrian-friendly atmosphere. Maintenance would be the responsibility of the homeowners.

f. The park space in the front of the new townhouse should include benches and other amenities for the general public. The park space should include an ornamental fence and plantings along the edges. Entry to the shared park can be managed or controlled by the homeowners or condominium association who may also retain responsibility for maintenance. Alternatively the park can be semi-public in which the City pays for maintenance and keeps the garden entries open during daylight hours and closed at night.

Figure 131. Hicks Terrace urban design concepts.

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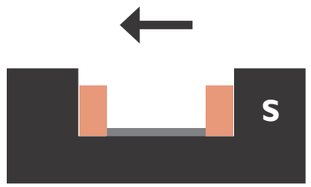
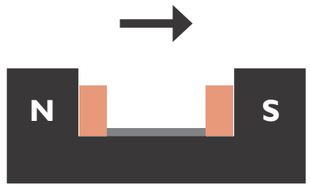
7 LIBRARY COMMONS

S
POTENTIAL R.O.W. ACQUISITION



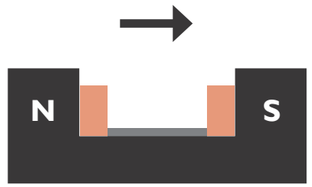
- Right-of-way acquisition may be considered on the north side of National Avenue in order to accommodate widened sidewalk zones on both sides of the street
- Enhanced crosswalk materials recommended for intersection of S. 76th Street and National Avenue
- Redevelopment opportunity located on the south side of National Avenue
- Explore the removal of the right-turn slip lane and replace with pedestrian plaza & signage

T
POTENTIAL R.O.W. ACQUISITION

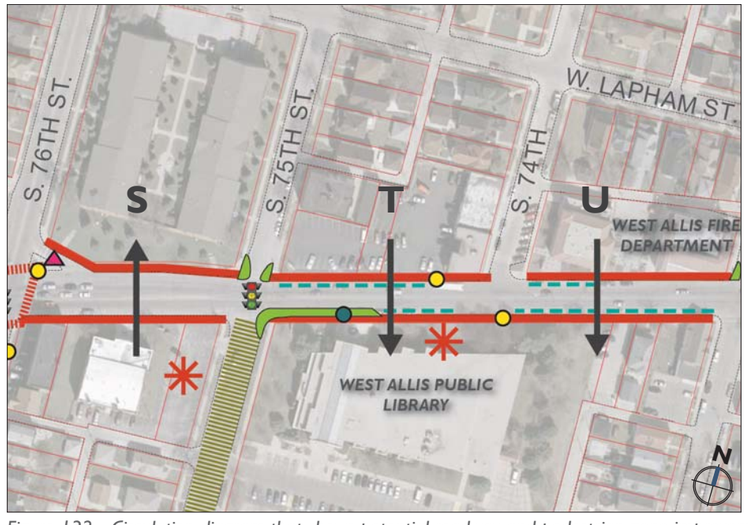


- Right-of-way acquisition may be considered on the south side of National Avenue in order to accommodate widened sidewalk zones on both sides of the street
- Widened sidewalk zone on the north side of National Avenue creates an attractive street edge for any future re/development on adjacent parcels
- Enhanced pedestrian zone on the south side of National Avenue through the creation of different plazas, green spaces and amenities

U
POTENTIAL R.O.W. ACQUISITION



- Right-of-way acquisition may be considered on the south side of National Avenue in order to accommodate widened sidewalk zones on both sides of the street
- Potential roadway shift to the south may begin no closer than 80' west of S. 73rd Street
- Enhanced pedestrian zone on the south side of National Avenue through the creation of different plazas, green spaces and amenities
- Enhanced pedestrian zone opportunity located on the south side of National Avenue



LEGEND

- Potential R.O.W. acquisition
- Existing sidewalk zone (10')
- Widened sidewalk zone (~11'-12')
- On-street parking
- Bump out
- Redevelopment opportunity site
- Traffic signal
- Bus stop
- Potential bike share station
- Wayfinding signage
- Major intersection

Figure 132. Circulation diagram that shows potential roadway and pedestrian zone improvements.

Figure 133. Bell Street Park in Seattle, WA is an example of a street design to feel more like a pedestrian plaza.

The Library is a highly-successful major anchor for National Avenue. As a major civic building, however, it has yet to play a significant role in animating the street or generating higher levels of value and investment along National Avenue. Several possibilities should be considered.

Recommendations

a. The northwest side of this area contains existing housing. This street edge should contain a more pedestrian-friendly landscape in association with the public streetscape.

b. The apartment buildings on the northwest side of this area are consistent with the character of the street and, if possible, funds should be offered to the owner to invest in improving the structure and/or the internal uses.

c. The existing Masonic Lodge is an excellent landmark and should be rehabilitated and reused for a new purpose. It could become offices, retail space, residential, or even an event space. It might also be connected to a proposed new building on the abutting lot to the east.

d. There are two reasonable recommendations for the property directly east of the Masonic Lodge. First, this location could contain a significant redevelopment project that becomes a corner landmark and activates the intersection. This is especially appropriate opposite the Library. The building could be 3- to 5- stories accommodating residential or mixed uses with retail at the corner. The entry along the north side of the building could be configured as a notable visual landmark. Parking for residential could either be located below grade or surface lot behind the building (acquisition of private residential required). For example, a 4-story residential building would probably contain approximately 32 units requiring about 32 to 45 parking spaces during the evening and on weekends. In addition, some of the Library's surface parking could be leased to users of this corner site for evening use. Second, given the historic value of the Masonic Lodge, this site could remain as a parking lot and become well-landscaped surface parking for a transformed use of the Masonic Lodge.

e. The property on the north side of National Avenue directly north of the Library could be redeveloped. The existing business seems successful and the owner/operator may not wish to consider alternatives at this time. However, if the Library and surrounding sites become more active, the owner of the land on the north side of National Avenue might wish to consider some redevelopment. At the very least the north side of National Avenue should contain a more pedestrian-friendly landscape in association with the public streetscape.

f. Some new libraries in Wisconsin have been reinvented as major public destinations – not just for the traditional role of libraries but as part of a new generation of civic gathering places. The Library should consider undertaking changes to its site that create better connections between the building and surrounding open space.

g. Library Commons: Create a highly-designed plaza space on the west side of the library that contains a covered, open-air pavilion that could accommodate warm weather food vendors and/or seating. Make S. 75th Street a managed street that serves as an extension of the adjacent plaza. The street edge could accommodate lunch trucks or similar vendors on some days. The area should contain raised planters with convenient seating walls thus creating a streetscape that is not only attractive to view but could also contain people in small social settings.

h. The landscaped area along the north side of the Library building is envisioned as an occupied terrace, rather than a slope. Existing trees should remain, but a new combination of garden walls, seating, and small-scale features would make this area accessible and attractive to individuals and families. Portions of the terrace should be linked to the Library interior and secured with ornamental fencing to allow for outdoor reading areas.

i. The terrace feature directly in alignment with S. 74th Street should be a more prominent landmark and entry to the terrace. This area would also serve as a pleasant waiting area for the existing bus stop.

j. The northeast corner of the terrace area should contain another entry area including, perhaps, some steps that can provide seating and a small gathering space.

k. Another feature that should be considered along the terrace is a small playground – also enclosed with ornamental fencing – that would attract families with toddlers. The Library should consider creating a new, public entry at the northeast corner of the building. The City should work with transitional housing / shelter providers to address those arriving here with concerns of homelessness.

l. The parking lot to the south is, presumably, filled on some occasions and relatively unoccupied at other times. It might be appropriate to consider this area for uses that would draw more people to the corridor, such as the leased parking noted for residential uses to the west or perhaps an additional residential structure that provides parking within.

Figure 134. Library Commons urban design concept.

DISCLAIMER: Roadway lines and lane configurations are conceptual in nature and may not reflect local and state design requirements. Further design development must be pursued to determine feasibility of conceptual designs.

7 VETERANS PARK

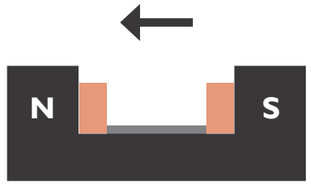
X

POTENTIAL R.O.W. ACQUISITION

- Existing building frontage and site characteristics make R.O.W. acquisition difficult
- Redevelopment opportunity located on the south side of National Avenue
- Enhanced crosswalk materials recommended for the intersections of S. 71st and 70th street with National Avenue

Y

POTENTIAL R.O.W. ACQUISITION



- Right-of-way acquisition may be considered on the north side of National Avenue in order to accommodate widened sidewalk zones on both sides of the street
- Enhanced crosswalk materials recommended for intersection of S. 70th Street and National Avenue
- Enhanced pedestrian zone on the north side of National Avenue through the creation of different plazas, green spaces and amenities

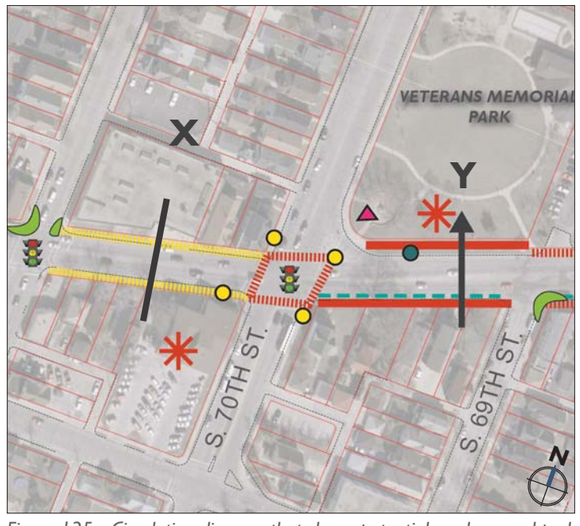


Figure 135. Circulation diagram that shows potential roadway and pedestrian zone improvements.

BEER GARDENS IN METRO MILWAUKEE

Milwaukee County currently operates three permanent beer gardens:

- Estabrook Park (operated by Hans Weissgerbe III / ABC Estabrook, LLC / Old German Beer Hall – beers imported from the Hofbräu Munich Brewery), Hoyt Park (operated by the Friends of Hoyt Park and Pool), and Humboldt Park (operated by Saint Francis Brewing Company).
- The newest of the three beer gardens – Humboldt Park, began in 2014. After a 1-year pilot, Saint Francis Brewing Company began a 5-year contract in 2015. This agreement generates approximately $60,000-65,000 per year for the County and a minimum of $15,000 in improvements to the park pavilion, including pavilion and restroom upgrades. In addition to the annual upgrades, Saint Francis Brewing Company will direct 5 percent of its Humboldt Park revenue to a maintenance fund. The county will receive 20 percent of the gross receipts on food and beverage sales, in addition to 10 percent of all the fees for shows and leagues operated by the vendor. This contract follows the model established in Estabrook Park with the vendor.
- The Milwaukee County Parks Department debuted a traveling beer garden truck in summer 2014 after issuing a request for proposals. These traveling beer gardens are operated by Sprecher Brewing. Last year, 35,000 beers, nearly 6,000 sodas, and about 2,300 root beer floats were sold during the first tour 8-week tour of parks. The program has now has grown to two beer garden trucks – two parks will have stops each week of a sixteen-week tour schedule. At each location, the beer garden will operate for 11 days. The traveling tour is a great way to program County Parks and consider additional permanent beer garden locations throughout the County.
- Greenfield Park in West Allis was included on the traveling beer garden tour on July 15-26, 2015. This served as a pilot and an opportunity for the City to plan for a permanent beer garden along National Avenue.

Figure 136. Milwaukee County's Traveling beer garden

Figure 137. The Traveling Beer Garden at Greenfield Park in West Allis, July 2015. Source: Michael May.

Veterans Park is a major community facility that should anchor new activity and generate increased value. To do this, year-round uses need to be developed and the park needs to be more directly linked to surrounding sites and activities. The park currently hosts several events throughout the year that bring people to the corridor. Additionally it should include some type of facility – such as an outdoor pavilion – that brings more people to the corridor on an everyday basis.

Recommendations

a. The area on the north side of National Avenue between S. 71st and S. 70th Streets contains existing buildings that should remain. The owners of the buildings should seek incentivized reinvestments or improvements. The street edge should contain a more pedestrian-friendly landscape, developed in association with the public streetscape. Expert Auto building should should also look to improve the physical appearance and pedestrian-friendly components (lighting, building materials, seating, etc.).

b. The existing houses on the south side of the street represent an attractive residential use, consistent with the traditional and current character of National Avenue. If they are willing, the owners should be encouraged, through incentive programs, to invest in changes that improve the appearance and/or street yard landscape for these buildings.

c. The existing senior center building at the southwest corner of S. 70th & National Avenue should be considered for a new community center (1 or 2 stories) which might also contain residential units on upper floors. Buildings which combine taxable and non-taxable uses have become more frequent as municipalities strive to find ways to maintain civic activities and while increasing the tax base. One recent local example is the redevelopment of Milwaukee Public Library buildings to provide first-floor civic space and upper-floor residential uses – redevelopments which are often borne from with lasagna financing. Parking for both a community center and residential uses could be accommodated in the surface parking lot south of the building (transformation from public street to parking lot). Residential uses might also include some indoor parking below grade.

d. Beer gardens are making a comeback throughout Milwaukee. However, they are used primarily to activate park areas, not streets. There is a major opportunity here to create an outdoor pavilion along the edge of National Avenue that should become one of the most popular beer garden areas in the metropolitan area. It should be located as close as feasible to National Avenue and include an options for extended seasonal use (such as overhead heating elements).

e. The major open space in the park should be given a much clearer definition with an elliptical row of trees (possibly a double row) reminiscent of picturesque park places in other parts of the metropolitan area. This should also include some additional reinvestment in the existing facility along the northeast circumference of the proposed ellipse.

f. The streetscape along National Avenue that borders the park should be given special attention in terms of the landscape and furnishings to make it more memorable and active.

g. The south side of this block contains existing housing. Owners should be encouraged through incentives to reinvest in the appearance of their buildings and front yards. This street edge should contain a more pedestrian-friendly landscape in association with the public streetscape.

h. Redevelopment of this property should require the new building structure to be positioned at the corner of the site with minimal setbacks. Inclusion of an outdoor seating area to the side of the building is encouraged. Parking should be placed behind the building.

Figure 138. Veterans Park urban design concept.

DISCLAIMER: Roadway lines and lane configurations are conceptual in nature and may not reflect local and state design requirements. Further design development must be pursued to determine feasibility of conceptual designs.

7 MARKET SQUARE

ZZ
POTENTIAL R.O.W. ACQUISITION

- Existing roadway and pedestrian zones are encouraged to remain as they currently exist
- Redevelopment opportunity located on the south side of National Avenue
- Highly visible branding elements such as gateway signage and banners should be located at this intersection to mark the entry into the corridor

Figure 140. The existing West Allis Farmers' Market is a destination for locals and also attracts visitors from across the Milwaukee region.

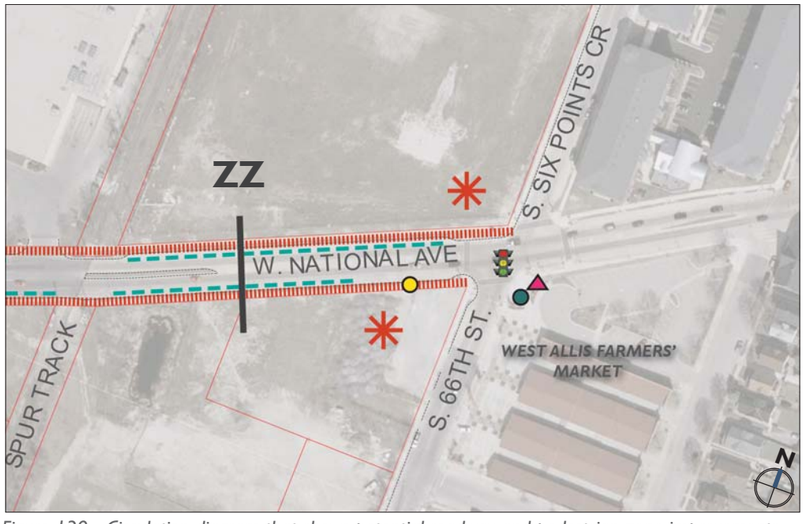


Figure 139. Circulation diagram that shows potential roadway and pedestrian zone improvements.

LEGEND

- Potential R.O.W. acquisition
- Existing sidewalk zone (11')
- Widened sidewalk zone (~11'-12')
- On-street parking
- Bump out
- Redevelopment opportunity site
- Traffic signal
- Bus stop
- Potential bike share station
- Wayfinding signage
- Major intersection

Although it is outside of the study area of this project, several individuals interviewed in focus groups and for the market study identified the Farmers Market as a key opportunity for invigorating the corridor. The Farmers Market has become a great success in the metropolitan area, but it does not animate or add value to the immediate surroundings on a regular basis. The key to adding value is to activate all four corners of the intersection of National Avenue and S. 66th Street with uses that complement the market.

Recommendations

a. The southwest corner of the intersection should accommodate a restaurant or similar function that dovetails with market use – a place where market-goers could have breakfast, lunch or dinner. The building could be one story with parking to the south and west. The parking must be maintained as a public surface lot to provide shared use with the market. If developers are interested in a taller building, that should also be considered appropriate, provided that there was an active year-round street level retail use that complements the market.

b. The northwest corner of the intersection should also contain uses and that dovetails with the market area. Here too, a one-story building or multi-story building is acceptable. An active corner retail use is desirable but not as necessary. However, any surface parking should be required to be shared for surrounding activities.

c. The northeast corner of the intersection is already occupied with apartments. The improvement envisioned here is a small corner seating nook, possibly coupled with public art or other visual landmark.

Figure 141. Market Square urban design concept. diagram.

8

DECISIONS & ACTIONS

How can we make a stronger, more viable National Avenue?

OVERVIEW OF DECISIONS & ACTIONS

Implementation steps are detailed for all of the recommendations, organized by category:

- **MARKET** (chapter 3)
- **CIVIC ENGAGEMENT** (chapter 4)
- **CIRCULATION** (chapter 5)
- **RE/DEVELOPMENT, REHABILITATION & RE/INVESTMENT INTERVENTIONS** (chapter 6)
- **TARGET INVESTMENT AREAS** (chapter 7)

Short-Term, High-Priority Actions are indicated with a check mark. Long-term actions and improvement of the corridor hinges on these actions starting in the near future.

Role and Level of Responsibility are indicated for each recommendation, and includes City staff and Common Council, community or business associations, and land owners.

Recommended Policy or Ordinance Changes are detailed for each recommendation, highlighting actions and decisions to be made to bring the recommendation to fruition.

+

Relationships to Other Projects & Opportunities are highlighted to identify the interconnections with significant districts and level of priority for coordination and success.

Funding Considerations are highlighted for each action to jump-start further research and discussion by staff and local officials.

KEY:

✓ = **Short-term, high-priority action**

Role and Level of Responsibility	
L	= Lead agency / department
S	= Shared lead responsibilities
C	= Coordination role, but not the lead

Policy or Ordinance Change Notes	
1	Create signage guidelines and regulations
2	Incorporate maintenance agreements
3	Revise parking regulations
4	Create redevelopment plan overlay
5	Revise zoning district standards and boundaries
6	Change review or administrative process
7	Use new program or operational procedure

Relationship to Projects and Opportunities	
K	= Key relationship, necessary for success
I	= Important relationship, coordination required

S	= Starting point for funding considerations

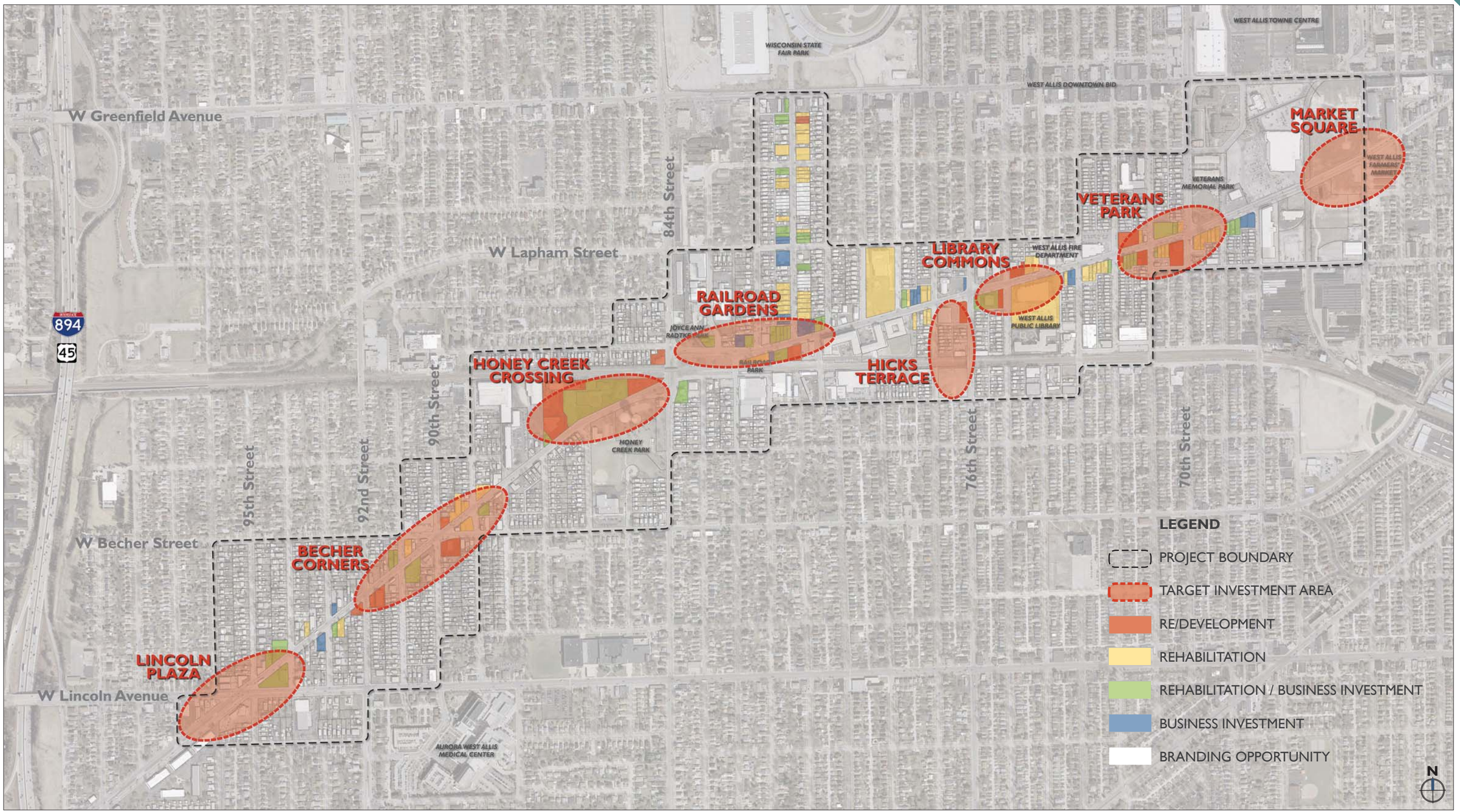


Figure 142. Recommended target investment areas and re/development, rehabilitation, and re/investment interventions.

KEY:

✓ = **Short-term, high-priority action**

Role and Level of Responsibility
L = Lead agency / department
S = Shared lead responsibilities
C = Coordination role, but not the lead

Policy or Ordinance Change Notes
1 Create signage guidelines and regulations
2 Incorporate maintenance agreements
3 Revise parking regulations
4 Create redevelopment plan overlay
5 Revise zoning district standards and boundaries
6 Change review or administrative process
7 Use new program or operational procedure

Relationship to Projects and Opportunities
K = Key relationship, necessary for success
I = Important relationship, coordination required

S = Starting point for funding considerations

MARKET

			Role & Level of Responsibility						Policy or Ordinance change	Relationship to Other Projects & Opportunities					
			City				Partner								
			Planning	Development	Public Works	Common Council	Associations	Land Owners		Farmers Market	WA Memorial Hospital	Milwaukee Mile	Downtown West Allis	Regional – MRMC	I-94 interchange area
RETAIL															
✓	**M1**	Build the brand of National Avenue as a dining destination, featuring a variety of cuisines – particularly authentic locally-based, non-franchise restaurants in line with the existing local restaurant base.	**C**	**C**			**L**	**L**	**7**	**I**	**I**		**I**	**I**	
✓	**M2**	Develop a retail and restaurant financial incentive program, tailored toward business owners living in or near West Allis, that helps to secure new retail, restaurant, and service businesses to fill vacant properties and feature outdoor dining.	**C**	**L**			**C**	**C**	**1,4,5,6,7**						
✓	**M3**	Attract a small footprint grocery and/or drug store to an existing building (or new construction) in the National Avenue corridor to capture the area's dense purchasing power.	**C**	**L**						**I**					
	M4	Fund public improvements in the areas of National Avenue not currently served by related funding or lending programs.	**L**	**S**		**S**									
	M5	Agglomerate along the Corridor the artistic resale, antique, and vintage retail operations.	**S**	**S**				**S**							
	M6	Unveil the building exterior at 67th and National and promote interest in the structure.	**S**	**S**				**S**							
RESIDENTIAL															
	M7	Preserve and improve the existing housing surrounding National Avenue.	**C**	**L**				**C**	**4,5,7**						
	M8	Attempt to reduce risk in creating new residential, multi-family developments by investigating whether any of the large employers in Summit Place, West Allis Memorial, or health care institutions in the vicinity would commit to a) reserving a number of units for their employees, and/or b) creating an incentive program to live near those places of work.	**S**	**S**				**C**	**4,5,7**		**K**			**I**	
	M9	Encourage a broader range of smaller-scale housing types including live-work, rowhouse-townhome, and small-lot single-family products to appeal to younger-aged households on infill sites and to replace obsolete properties on National Avenue.	**S**	**S**				**C**	**4,5,7**						

Further explanations of recommendations are located in Chapter 3.

Sources Controlled by the City or an Organization in the National Avenue corridor															Additional Resources for Consideration																			
Commercial Façade Improvement Matching Grants (CDBG)	Economic Development Loan Program (CDBG)	Community Development Block Grant (CDBG) Funding	First-Ring Industrial Redevelopment Enterprise, Inc. (FIRE)	Microenterprise Program	New Markets Tax Credits	West Allis / West Milwaukee Chamber of Commerce	Tax Increment District Incentives	Tax Increment District Home Rehabilitation Loans	Homeowner Rehabilitation Loans	Rental Rehabilitation Loan Program	Home Buyers Down Payment & Closing Cost Assistance	Home Buyers Loan Program	Potential National Avenue Loan Pool (FIRE + Local Lenders)	General Tax Revenue (Capital Budget)	General Tax Revenue (Operating Budget)	WisDOT funding	Business Improvement District	Main Street Program	U.S. Small Business Administration (SBA)	Wisconsin & Federal Historic Preservation Tax Credits Program	Wisconsin Economic Development Corporation (WEDC)	Wisconsin Housing and Economic Development Authority (WHEDA)	Wisconsin Women's Business Initiative Corporation (WWBIC)	U.S. Dept of HHS - Office of Community Services, CED	Local CDFIs (e.g. IFF)	Fund for Lake Michigan	MMSD Green Infrastructure grant programs	Energy Efficiency Programs	National Center for Safe Routes to School	Visitor's Bureau Room Tax	Foundations	Local Lenders
			S			S	S						S	S	S		S		S		S	S	S	S	S							S
S	S	S	S	S	S	S	S						S		S		S	S	S		S	S	S	S	S						S	S
S	S	S	S	S	S		S						S								S	S	S	S	S							S
							S	S																								
S	S	S	S	S	S	S	S						S				S		S		S		S									
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							S	S	S		S	S									S	S						S				S
			S		S		S	S	S		S	S										S						S				S

CIVIC ENGAGEMENT

KEY:

✓ = **Short-term, high-priority action**

Role and Level of Responsibility	
L	= Lead agency / department
S	= Shared lead responsibilities
C	= Coordination role, but not the lead

Policy or Ordinance Change Notes	
1	Create signage guidelines and regulations
2	Incorporate maintenance agreements
3	Revise parking regulations
4	Create redevelopment plan overlay
5	Revise zoning district standards and boundaries
6	Change review or administrative process
7	Use new program or operational procedure

Relationship to Projects and Opportunities	
K	= Key relationship, necessary for success
I	= Important relationship, coordination required

S	= Starting point for funding considerations

			Role & Level of Responsibility						Policy or Ordinance change	Relationship to Other Projects & Opportunities					
			City				Partner								
			Planning	Development	Public Works	Common Council	Associations	Land Owners		Farmers Market	WA Memorial Hospital	Milwaukee Mile	Downtown West Allis	Regional – MRMC	I-94 interchange area
✓	**E1**	Interview major area employers (e.g. Johnson Controls, West Allis Memorial Hospital, MRMC, MATC) to identify critical gaps in local offerings for their employees, and thereafter pursue retail opportunities (such as within Becher Corners – Restaurant Row).	**S**	**L**			**C**	**C**			**K**	**I**	**I**	**K**	
✓	**E2**	Hire a professional marketing team to redesign West Allis promotional materials, and distribute to developers, property owners, and investors.	**S**	**L**		**L**	**S**								
	E3	Brand each Target Investment Area for reinvestment and development.	**C**	**C**			**L**	**L**							
✓	**E4**	Foster physical, programmatic, and marketing improvements for the local school system that would attract families to the National Avenue area.	**S**	**S**		**S**	**S**				**I**			**I**	
✓	**E5**	Encourage residents and property owners to create a stronger Google index of images for National Avenue by sharing artistic photos of the corridor with the #WestAllisNationalAvenue hashtag, and by marketing the community online through Yelp, Local First, and others.	**S**	**C**		**C**	**C**	**C**							
✓	**E6**	Create street festivals on National Avenue.	**C**	**C**	**C**	**C**	**L**								
	E7	Create a partnership between the City, Shorewest, Housing Resources, Inc., and Rebuilding Together Greater Milwaukee – e.g. "Live West Allis", and designate a prime contact to work with residents (citywide, with an initial focus around National Avenue) to a) rehabilitate the interiors and exteriors of residential structures, and b) market West Allis to potential residents.	**S**	**C**		**L**									
	E8	Designate a City staff member to work closely on marketing and communications with the budding neighborhood groups/associations surrounding National Avenue: i.e. President Heights, Woodlawn Manor, Honey Creek Settlement, Henderson Park, City Center, and Six Points. Promote the city's use of Nextdoor.com to connect residents.	**C**	**L**		**S**	**S**	**S**							

Further explanations of recommendations are located in Chapter 4.

Sources Controlled by the City or an Organization in the National Avenue corridor															Additional Resources for Consideration																			
Commercial Façade Improvement Matching Grants (CDBG)	Economic Development Loan Program (CDBG)	Community Development Block Grant (CDBG) Funding	First-Ring Industrial Redevelopment Enterprise, Inc. (FIRE)	Microenterprise Program	New Markets Tax Credits	West Allis / West Milwaukee Chamber of Commerce	Tax Increment District Incentives	Tax Increment District Home Rehabilitation Loans	Homeowner Rehabilitation Loans	Rental Rehabilitation Loan Program	Home Buyers Down Payment & Closing Cost Assistance	Home Buyers Loan Program	Potential National Avenue Loan Pool (FIRE + Local Lenders)	General Tax Revenue (Capital Budget)	General Tax Revenue (Operating Budget)	WisDOT funding	Business Improvement District	Main Street Program	U.S. Small Business Administration (SBA)	Wisconsin & Federal Historic Preservation Tax Credits Program	Wisconsin Economic Development Corporation (WEDC)	Wisconsin Housing and Economic Development Authority (WHEDA)	Wisconsin Women's Business Initiative Corporation (WWBIC)	U.S. Dept of HHS - Office of Community Services, CED	Local CDFIs (e.g. IFF)	Fund for Lake Michigan	MMSD Green Infrastructure grant programs	Energy Efficiency Programs	National Center for Safe Routes to School	Visitor's Bureau Room Tax	Foundations	Local Lenders
					S	S								S			S															
		S			S									S			S	S														
		S			S									S			S	S														
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CIRCULATION

			Role & Level of Responsibility						Policy or Ordinance change	Relationship to Other Projects & Opportunities					
			City				Partner								
			Planning	Development	Public Works	Common Council	Associations	Land Owners		Farmers Market	WA Memorial Hospital	Milwaukee Mile	Downtown West Allis	Regional – MRMC	I-94 interchange area
PARKING & TRAFFIC															
✓	C1	Utilize pavement markings, install varied materials, and install new signage that highlights clear and easy access to on-street and off-street parking spaces.	L		S	S	C	C	2,3	I	I				
	C2	Create different pull-in parking options (e.g. head-in angled parking as opposed to parallel parking) in the right-of-way near the Corridor.	S		S	S		C	2,3,6	I	I				
✓	C3	Encourage shared parking solutions for new and current business operators, both politically and through regulatory changes, and create a write-up that informs property owners of the benefits of shared parking in West Allis.	L			S		S	2,3,5, 6	I	I				
✓	C4	Consider, where necessary, acquiring underutilized properties behind commercial properties along National Avenue for off-street parking.	C	L	C	S		S	2,3,6	I	I				
✓	C5	Consider acquisition for additional right-of-way, where feasible, that does not encroach into existing building footprints.	S		L	S		C							
PEDESTRIAN & BICYCLE FACILITIES															
✓	C6	Enhance bicycle facilities along the entire length of the National Avenue corridor, namely by adding on-street bicycle accommodations, installing additional bicycle racks within the right-of-way, and installing bike share stations at the identified map locations.	S		S	S				I	I				
✓	C7	Design a complete street that accommodates all modes of transportation – cars, buses, service shuttles, bicycles, and foot travel.	S		S	S	C	C							
✓	C8	Incorporate bicycle safety design elements within all roadway redesigns, where practical (such as bike boxes, green pavement, and route signage).	S		S	S				I					
	C9	Increase the "Pedestrian Zone" width throughout the corridor through a) the aforementioned right-of-way acquisitions and b) roadway redesigns.	S		S	S	C	C							
✓	C10	Garner private sector support / sponsorships, and allocate additional City funds, to fund the installation and maintenance of additional bus shelters along National Avenue, including shelters that accommodate solar power, and those uniquely designed by local designers.	S		S	S				I					
STREETSCAPE															
✓	C11	Provide streetscape amenities along the entire corridor – benches, bike racks, litter receptacles, information kiosks, banners, signage – that improve the overall aesthetics and function of the Pedestrian Zone.	L		S	S	S	S	1,2,3,7						
	C12	Incorporate the Corridor's history as a highly-traveled plank road into streetscape features, i.e. through signage with an icon resembling the historic views, plank road paving patterns, and information kiosks that highlight historical details.	S		S		S	S	1,2,3,7						
	C13	Install clear, signage for existing off-street parking lots.	S		S		S	S	1,2,3,7						

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			S												S	S																		
															S	S																		
			S												S		S	S																
			S				S							S																				
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S	S						S							S	S		S	S															
S	S						S							S	S	S																		

RE/DEVELOPMENT, REHABILITATION & RE/INVESTMENT INTERVENTIONS

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			City				Partner								
			Planning	Development	Public Works	Common Council	Associations	Land Owners		Farmers Market	WA Memorial Hospital	Milwaukee Mile	Downtown West Allis	Regional – MRMC	I-94 interchange area
STAFF ACTIVITY FOR TARGET INVESTMENT AREAS															
✓	**R1**	Designate eight "Corridor Target Investment Areas," created by the Common Council, that make key regulations and subsidies more flexible.	C	C		L			5,6,7	K	K	K			
✓	**R2**	Select 2 or 3 areas as "first" projects depending upon the level of interest and enthusiasm from investors, developers, and businesses.	C	C	C	L		S	5,6,7	K	K				
✓	**R3**	Facilitate ways for staff to focus resources on the key Target Investment Areas such that available resources are not too thinly spread.	S	S	S			S	4,5,6,7						
✓	**R4**	Hire a contractor or consultant, in the short term, who can work with the property owners, to create scopes for improving building façades.	C	L				C	6						
	R5	Create and maintain a list of contractors and vendors who provide scoping services for commercial buildings (with a specialty in the same construction period, or year built, as properties along National Avenue), and use that list to connect property owners with high-quality improvement services.	S	S					6,7						
	R6	Consider approving additional liquor licenses to attract more high-quality, full-service restaurants to the National Avenue Corridor.	S	S		L			6						
VISUAL IMPROVEMENTS FOR TARGET INVESTMENT AREAS															
✓	**R7**	Focus the highest-valued projects at key intersections with an emphasis on high-intensity uses.	S	L		C									
✓	**R8**	Focus building improvements on restoring original façades by opening up entries, removing siding, returning windows to their original opening and fenestration pattern, installing awnings, preserving signage, adding color, installing landscape, and installing street furnishings.	S	S			C	C							
✓	**R9**	Coordinate with land owners and occupants to utilize windows in vacant space to display local artwork, upcoming events, and historical tidbits. Consider a small competition and prize for "best" window dressings in the Corridor.					S	S							
✓	**R10**	Allocate line items in the municipal budget for high-design rehabilitation of City-owned buildings.	C	C	S	S									
✓	**R11**	Increase urban greenery or vegetation, preferably native perennials, within "Building/Furnishing" zone.	C		L										
✓	**R12**	Create a competitive grant program for property owners to improve their private property landscapes adjacent to the right-of-way.	S	S				C							
✓	**R13**	Focus staff resources on helping business owners improve business image, physical aesthetics and circulation, and business-to-business connections.	S	S				C							

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			S				S							S	S																	
			S	S	S	S	S						S	S	S	S	S	S	S			S	S	S								S
	S		S				S						S	S	S																	S
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S			S				S	S							S		S	S					S					S				
S	S	S	S										S				S															

RE/DEVELOPMENT, REHABILITATION & RE/INVESTMENT INTERVENTIONS (continued)

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FINANCIAL & TECHNICAL SUPPORT FOR TARGET INVESTMENT AREAS

			Role & Level of Responsibility: City				Role & Level of Responsibility: Partner		Policy or Ordinance change	Relationship to Other Projects & Opportunities						
			Planning	Development	Public Works	Common Council	Associations	Land Owners		Farmers Market	WA Memorial Hospital	Milwaukee Mile	Downtown West Allis	Regional – MRMC	I-94 interchange area	
✓	**R14**	Combine funds into a new, targeted investment loan pool program that provides City staff with a large and flexible financial resource to aid new and existing businesses, particularly in the first key target investment areas.	**S**	**L**		**S**										
✓	**R15**	Incentivize adaptive reuse projects on National Avenue by considering a competition to recruit "pop up" [and thereby longer-term] businesses.	**C**	**L**		**C**		**C**	**7,8**							
✓	**R16**	Ensure that the first subsidies are for public interest components (such as façade improvements, landscaping, shared parking, etc.)	**C**	**L**				**C**	**7,8**							
✓	**R17**	Provide higher rewards for "first" projects – those first investors who agree to share the risks for re/development in the key target areas.	**C**	**L**				**C**	**7,8**							
	R18	Redevelop the the Senior Center as a taxable development that offers leasable space for a new, combined senior and community center space.		**L**	**S**	**S**										
	R19	Consider expanding TID 9 to offer funding options to a broader geographic area.	**S**	**S**		**S**										
✓	**R20**	Focus grants to a geographic cluster.	**S**			**S**										
✓	**R21**	Sponsor a business plan competition and a dolphin tank for entrepreneurial support. Focus these events and efforts by market sector, e.g. the restaurant industry, to maximize benefits to business owners.		**L**												
✓	**R22**	Consider the creation of a new BID, to foster leadership and investment in the Corridor.	**C**	**C**			**S**	**S**								
✓	**R23**	Leverage local bank participation through the Community Reinvestment Act for eligible census tracts in West Allis, many of which flank National Avenue.		**L**												

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S	S	S	S	S			S			S				S	S		S	S		S	S	S	S			S					S		
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TARGET INVESTMENT AREAS

			Role & Level of Responsibility: City				Role & Level of Responsibility: Partner		Policy or Ordinance change	Relationship to Other Projects & Opportunities					
			Planning	Development	Public Works	Common Council	Associations	Land Owners		Farmers Market	WA Memorial Hospital	Milwaukee Mile	Downtown West Allis	Regional – MRMC	I-94 interchange area
LINCOLN PLAZA (see Chapter diagrams for sites a-c)															
✓	**a**	Add taller landscape to the parking lot edge, unique signage and streetscape features to make these sites more pedestrian friendly and visually interesting. Gateway signage with plaza should be created at the SE corner in tandem with the adjacent roadway reconstruction project.	**S**				**S**	**S**	**1,6,7**						**I**
	b	At the end of its useful life, redevelop the block and include a gateway design element with a small plaza facing west.	**S**	**S**				**S**	**1,6,7**						**I**
	c	Create a higher visibility paving pattern that marks the intersection. Consider more crosswalks to handle pedestrian traffic.	**S**		**S**		**S**	**S**	**1,6,7**						**I**
BECHER CORNERS – RESTAURANT ROW (see Chapter diagrams for sites a-h)															
	a	Create a new building as part of "Restaurant Row" with highly-visibility, day/ night signage, outdoor furnishings ,and a new corner design feature.	**S**	**S**			**S**	**S**	**1,3,5,6,7**		**I**			**I**	**I**
	b	Add landscape, unique signage and streetscape features, including an improved bus stop, on the street edge to make a landmark intersections.	**S**	**S**			**S**	**S**	**1,3,5,6,7**					**I**	**I**
✓	**c**	Incentivize owners to create façade improvements, artistic signage and/or night lighting.	**S**	**S**			**S**	**S**	**1,3,5,6,7**					**I**	**I**
	d	Redesign the existing street as a significant public place/plaza with managed parking and a new building that is part of "restaurant row."	**L**	**C**	**C**		**C**	**C**	**1,2,3,5,6,7**					**I**	**I**
	e	Create a new building as part of "Restaurant Row" with highly visible day/night signage, outdoor seating, and a unique façade. Develop incentives with a restraunt grant or loan program.	**S**	**S**			**S**	**S**	**1,3,5,6,7**		**I**			**I**	**I**
✓	**f**	Incentivize owners to create façade improvements, artistic signage and/or night lighting. Tenants of these buildings should be encouraged to add or enhance outdoor displays and/or seating to activate the public space.	**S**	**S**			**S**	**S**	**1,3,5,6,7**					**I**	**I**
	g	At the end of its useful life, promote the redevelopment or adaptive re-use of the existing auto shop into a use that strengthens the 'restaurant row' concept (restaurant, eatery, coffee shop, etc.).	**S**	**S**			**S**	**S**	**1,3,5,6,7**		**I**			**I**	**I**
	h	At the end of its useful life, redevelop the site to include a new 3-4 story residential building with the possible inclusion of commercial on the ground floor.	**S**	**S**			**S**	**S**	**1,3,5,6,7**		**I**			**I**	**I**

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			Planning	Development	Public Works	Common Council	Associations	Land Owners		Farmers Market	WA Memorial Hospital	Milwaukee Mile	Downtown West Allis	Regional – MRMC	I-94 interchange area
HONEY CREEK CROSSING (see Chapter diagrams for sites a-f)															
	a	Create a new residential court with multifamily units on the street edge and east side with gardens in the middle.	S	S	S			S	4,6						
✓	**b**	Retain and rehabilitate older buildings with improved landscape and parking (possibly shared) on the west and north. Concepts for a business incubator in this facility should be proactively pushed forward.	S	S	S			S	4,6						
	c	Build a new structure with residential or office space and a landmark feature on the northeast corner (former credit union site).	S	S				S	4,6						
✓	**d**	Work with property owners to secure funds for improving landscapes and façades.	C	L					6,7						
	e	Add new park features and updated play equipment (this might include a stronger, more visible, garden feature on the north, basketball courts, dog park, etc.). Circulation drives on the south should be revised for busy drop-off times.	C		L			C							
	f	Connect the south side drive to provide continuous parking and circulation (but avoid cut-through traffic).	C		L			C							
RAILROAD GARDENS (see Chapter diagrams for sites a-f)															
✓	**a**	Include denser landscaping and park signage on the south edge of the skate park that complements the proposed landscaping in the median and along the south side of National Avenue.	C		L										
✓	**b**	Include raised planter beds in the median with an ornamental edge (masonry or metal) and gateway signage for the Corridor. The south side of National Avenue should include a double row of trees (akin to a garden walk) with a strong promenade-like character from S. 84th to S. 82nd Street. The promenade should include benches and lighting. Both sides of the walk should have raised beds with ornamental	C		L										
✓	**c**	Incentivize owners to create façade improvements, artistic signage and/or night lighting.	S	S			C	C							
✓	**d**	Locate a vintage railroad car at the west end of the garden space with dense ornamental planting.	S	S	C		S		7						
	e	Pursue the rehabilitation of the existing building to be reused as a concession for coffee, food, and ice cream with eating areas, with parking on south.	S	S		S			6,7						
	f	Create a new multifamily building with a landmark feature facing 81st Street.	S	S					6,7						
81ST STREET CONNECTOR (see Chapter diagram and images)															
	a	Extend the family of streetscape elements used along National Avenue along 81st Street to tie the Corridor north to Greenfield Avenue and Wisconsin State Fair Park. Focus streetscape improvements (aesthetic lighting, decorative pavements, branding elements) at each intersection along 81st Street.	L		S	S	S	S	1,2,7			I	I		
	b	Provide wayfinding signage at the north and south ends of 81st Street that notify visitors of the proximity to local destinations (restaurants, Wisconsin State Fair Park, parks, etc.).	L		S	S	S	S	1,2,7			I	I		

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			S		S		S	S							S							S			S							
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					S		S	S					S		S						S	S										
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S	S		S				S							S	S		S	S											S			S

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		HICKS TERRACE (see Chapter diagrams, sites a-e)													
✓	**a**	Incentivize the owners to create pedestrian friendly landscape in complementing public streetscape.	**S**	**S**				**C**							
	b	Reuse former Kohl's food store (as an 'icon') or create new street friendly residential development (2-3 stories).	**C**	**L**				**C**	**4,5,6**						
	c	Create small group of townhouse units (garages on alley).	**C**	**L**					**4,5,6**						
	d	Create townhouses in the open lot along W. Hicks Street, facing a park.	**C**	**L**					**4,5,6**						
	e	Create a park space in the front of the new townhouses.	**S**		**S**				**2,4,5,6**						
		LIBRARY COMMONS (see Chapter diagrams for sites a-l)													
✓	**a**	Incentivize the owners to create a pedestrian friendly landscape that complements the public streetscape.	**S**		**S**			**C**	**6,7**						
	b	Incentivize the owner to improve the structure and/or the internal uses.	**S**	**S**				**C**	**6,7**						
	c	Rehabilitate the existing Masonic Lodge for a new purpose (possibly residential) and consider connecting it to a new building to the east.	**C**	**L**				**C**							
	d	Redevelop the site as a 3-5 story mixed use building or create a well landscaped surface parking for users of a repurposed Masonic Lodge.	**C**	**L**				**C**							
	e	Incentivize the owners to create pedestrian friendly landscape in complementing public streetscape. Close curb cut on 75th Street.	**C**	**L**				**C**							
✓	**f**	Consider options for increasing the Library's role as a major pubic destination.	**C**			**L**									
✓	**g**	Create a destination corner plaza that incorporates 75th Street as well as the open space directly west of the Library building.	**C**			**L**									
	h	Change the north side landscape into an a raised terrace attractive to individuals and families.	**C**			**L**									
✓	**i**	Create a terrace feature directly in alignment with 74th street that becomes a more prominent landmark and entry to the terrace.	**C**			**L**									
	j	Design the northeast corner of the terrace as another landmark entry to the terrace.	**C**			**L**									
	k	Create a small playground, enclosed with ornamental fencing on the terrace.	**C**		**C**	**L**									
	l	Manage the parking lot in a way that allows parking for nearby multifamily units or offices.	**L**												

Further explanations of recommendations are located in Chapter 7.

Sources Controlled by the City or an Organization in the National Avenue corridor																Additional Resources for Consideration																
Commercial Façade Improvement Matching Grants (CDBG)	Economic Development Loan Program (CDBG)	Community Development Block Grant (CDBG) Funding	First-Ring Industrial Redevelopment Enterprise, Inc. (FIRE)	Microenterprise Program	New Markets Tax Credits	West Allis / West Milwaukee Chamber of Commerce	Tax Increment District Incentives	Tax Increment District Home Rehabilitation Loans	Homeowner Rehabilitation Loans	Rental Rehabilitation Loan Program	Home Buyers Down Payment & Closing Cost Assistance	Home Buyers Loan Program	Potential National Avenue Loan Pool (FIRE + Local Lenders)	General Tax Revenue (Capital Budget)	General Tax Revenue (Operating Budget)	WisDOT funding	Business Improvement District	Main Street Program	U.S. Small Business Administration (SBA)	Wisconsin & Federal Historic Preservation Tax Credits Program	Wisconsin Economic Development Corporation (WEDC)	Wisconsin Housing and Economic Development Authority (WHEDA)	Wisconsin Women's Business Initiative Corporation (WWBIC)	U.S. Dept of HHS - Office of Community Services, CED	Local CDFIs (e.g. IFF)	Fund for Lake Michigan	MMSD Green Infrastructure grant programs	Energy Efficiency Programs	National Center for Safe Routes to School	Visitor's Bureau Room Tax	Foundations	Local Lenders
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TARGET INVESTMENT AREAS (continued)

KEY:

✓ = **Short-term, high-priority action**

Shading Indicates Major Public Place

Role and Level of Responsibility
L = Lead agency / department
S = Shared lead responsibilities
C = Coordination role, but not the lead

Policy or Ordinance Change Notes
1 Create signage guidelines and regulations
2 Incorporate maintenance agreements
3 Revise parking regulations
4 Create redevelopment plan overlay
5 Revise zoning district standards and boundaries
6 Change review or administrative process
7 Use new program or operational procedure

Relationship to Projects and Opportunities
K = Key relationship, necessary for success
I = Important relationship, coordination required

S = Starting point for funding considerations

			Role & Level of Responsibility						Policy or Ordinance change	Relationship to Other Projects & Opportunities					
			City				Partner								
			Planning	Development	Public Works	Common Council	Associations	Land Owners		Farmers Market	WA Memorial Hospital	Milwaukee Mile	Downtown West Allis	Regional – MRMC	I-94 interchange area
		VETERANS PARK (see Chapter diagrams for sites a-g)													
✓	a	Incentivize the owners to create improvements and a more pedestrian friendly landscape.	S	S				S	1,6,7	I					
✓	b	Incentivize the owners of all 3 duplexes to create improvements to the building exterior or front yard landscape.	S	S				S	1,6,7	I					
	c	Consider creation of a new community center (1 or 2 stories) with private uses, like residential, above.	C		C	L		C	4,6,7	I					
✓	d	Consider creation of a beer garden or similar outdoor dining use along the street.	S	S					2	I					
✓	e	Create a stronger landscape character to the open space in the park.	S	S	S					I					
✓	f	Make the streetscape along National more memorable and active.	S	S	S					I					
✓	g	Incentivize the owners to create improvements to the building exterior or front yard landscape.	S	S				S	1,6,7	I					
	h	Redevelop the site with 1-story retail where the structure is placed along National Avenue with parking behind.	C	L				C							
		MARKET SQUARE (see Chapter diagrams for sites a-d).													
✓	a	Dovetail a restaurant or similar use with market use; mandate shared parking.	C	L	C				2,3,4,5,6	K					
✓	b	Dovetail a restaurant or similar use with market use; mandate shared parking and add kiosk.	C	L	C				2,3,4,5,6	K					
	c	The northeast corner of the intersection is already occupied with apartments. The improvement envisioned here as a small corner seating nook, possibly coupled with public art or other visual landmark such as Corridor signage.	L							K					

Further explanations of recommendations are located in Chapter 7.

Sources Controlled by the City or an Organization in the National Avenue corridor																Additional Resources for Consideration																			
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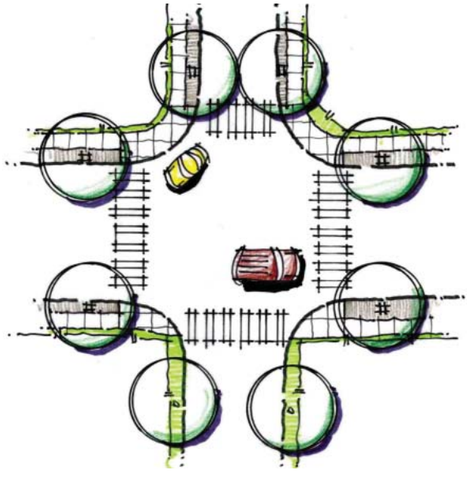
CITY OF WAUKESHA

DOWNTOWN INTEGRATED STREET MASTER PLAN

May 16, 2013



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INTRODUCTION

PURPOSE OF THE PLAN

The Downtown Integrated Street Master Plan is intended to be a guide in the redevelopment of the streets and streetscapes within downtown Waukesha. For a street to be successful in the long term, it must integrate the functional needs of moving cars, trucks, busses, bicycles, and pedestrians while creating a sense of continuity, safety, human scale, and an identity for the community. Additionally, the streetscape must create an environment that reflects the views and character desired by the citizens who live, work or play there. This mission is accomplished through a process that takes a community vision for a corridor or district and makes it a reality through proper planning, design and construction. This plan is to be a summary of how to accomplish the many Goals within downtown Waukesha while promoting its unique Vision and Sense of Place.

PART OF A LARGER CITY MASTER PLAN

The completion of the Downtown Integrated Street Master Plan is part of the larger City of Waukesha – Central City Master Plan. Completion of the Integrated Street Master Plan is Implementation Goal #1 of the plan. The intention of this goal is to create an integrated public place and street master plan that will coordinate and phase all of the actions needed. The framework for the integrated street master plan should incorporate the following components of this goal:

- Define the Downtown "Triangle"
- "Artscape" Main Street
- Streetscape
- Pedestrianization: Streets and Sidewalks
- Transit and Bicycling
- Signage
- Parking
- Redevelopment Integration – Complete Streets

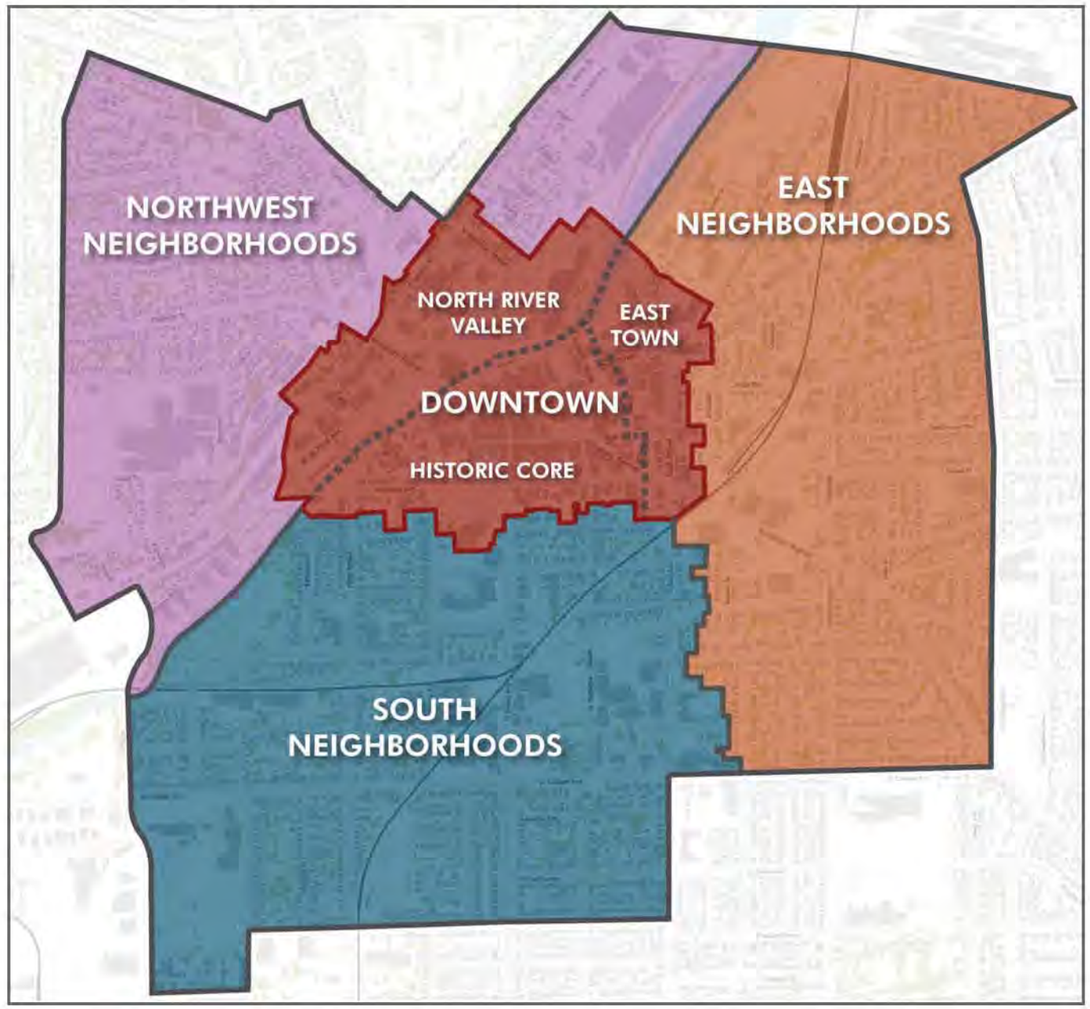
DESCRIPTION OF FOCUS AREA

This implementation plan focus on the Downtown area, which forms the "heart" of the City of Waukesha, providing an urban experience steeped in a long social, cultural, and architectural history. The Downtown is comprised of three unique neighborhoods that are unique in land use, activities and architecture. Generally speaking, the **Downtown neighborhood** includes the triangular area bounded by North Street, Wisconsin Avenue, and East Avenue/ Buckley Street. This area incorporates a variety of development patterns and characteristics (Figure 1 on page 4), including three notable subareas.

The ***Historic Core*** is an area defined by buildings spanning Waukesha's 150+ year history. The area reflects a consistent texture of smaller buildings with some notable exceptions. The architecture includes a wide range of styles and materials. The narrow street patterns are in line with the early development patterns in the City.

Figure 1. *Downtown Waukesha & Central City Waukesha Base Map*

For purposes of this plan, the study area was further subdivided into the Downtown district and three subareas, each of which contains multiple residential neighborhoods (or portions thereof.) These boundaries do not represent jurisdictional areas, although they do match the pattern of perceptions voiced by many participants in the planning process. They are intended primarily as general guidelines to facilitate the organization of goals and recommendations.



East Town is the portion of the Downtown immediately east of the Historic Core and south of the Fox River. Primarily developed over the last 50 years, this area is defined by larger building footprints and slightly less dense development patterns.

North River Valley is located between the Fox River and the northern bluffs, was previously characterized by a mix of industrial and business uses as well as some residential pockets. Today, much of this portion of the Downtown is in transition, with a mix of new development, large parking lots, various smaller historic buildings, and a few blocks of single family homes.

PLANNING PROCESS

The Downtown Integrated Street Master Plan is the result of a combined effort between the consultants, City staff, elected officials, and key stakeholders including residents, business owners, property owners, and investors. Critical components of the multi-phased process involved meetings with the City staff, Business Improvement District, brainstorming sessions, reviews of prior studies, analyses of existing conditions, field observations, and an open house presentation. The consultants used both the knowledge gained through the components listed above as well as the information gathered during the development of the Central City Master Plan to develop a vision for the streets and streetscape within Downtown Waukesha.

Figure 2. *Boundary of Focus Area for Downtown Integrated Street Master Plan*

EXISTING CONDITIONS

Waukesha's Downtown is increasingly recognized for its high-value, high-energy urban life-style. The existing system of Downtown streets reflects multiple decisions regarding traffic, parking, signage, public places, development and streetscape. For an Integrated Street Master Plan to be successful it must balance all of these to account for future functional needs and aesthetic desires.

ROADWAY

The roadways in the Downtown Area are generally comprised of single lane two-way traffic lanes. East North Street and East St. Paul Avenue are opposing one-way streets that are proposed to be converted to two-way streets within the *Central City Master Plan*. The width varies throughout the Downtown with the lanes being the narrowest within the Historic Core. The area does not include dedicated bicycle lanes or bicycle accommodations within the roadways. Most of the roadways are constructed of asphalt with a portion of Gaspar Street being pavers and vary in condition from new to in need of repair. A detailed review of the condition of the streets is included in the implementation section.

PARKING

The Downtown area has a wide variety of types of public parking types including on-street angle (45° and 60°) parking, on-street parallel parking, on-street restricted parallel parking, parking lots and parking structures. Overall the Downtown area has 1,865 public parking spaces. The public parking appears to be adequately dispersed throughout the Downtown (figure 12, page 12); however awareness and signage to these locations could be improved. Additionally the Downtown also contains approximately 2,825 private parking spaces.

STREETSCAPE

The streetscape is comprised of the sidewalk and the terrace zone (between the sidewalk and the roadway curb). The width of the streetscape varies throughout the downtown from about 5 feet to about 13 feet, with much of it being about 8 feet in width. Most of the sidewalks are 5 feet in width, thus leaving about 3 feet for a terrace. These narrow streetscapes make it very difficult to add street trees, street furniture, and street amenities or to allow for outdoor dining. Much of the Historic Core has dealt with this by using streetscape bump-outs to locate street trees or seating areas. The existing lighting fixture in place is a consistent style and varies in height depending on its location. However the light itself is currently a mix of High Pressure Sodium and Metal Halide. The City has selected a new LED light to eventually replace all of the light poles and fixtures.

AMENITIES & MATERIALS

The amenities in the area include benches, trash receptacles, bicycle racks and planting pots. Some of the amenities are purchased by the City and others by the Business Improvement District. Most of the benches are the concrete type, which while heavy enough to reduce theft; they don't provide a desirable seating surface. The planting pots are generally round and also made of concrete. The trash receptacles are black ribbon type aluminum single stream receptacles and some of them include rain covers. Portions of the area will have art pieces on display for certain periods of time. Generally speaking, the streetscape amenities are not consistent with each other and as a group, do not reflect the architectural quality of the Downtown.

Most of the roadways and sidewalks are constructed of asphalt or concrete, respectively, however certain areas of roadways, sidewalks and terraces exist that utilize special paving. These included stamped concrete, colored concrete, concrete pavers and brick pavers.

Figure 3. *Downtown Waukesha Birds Eye View*

WAYFINDING/SIGNAGE

Finding Downtown Waukesha or a specific place in Downtown Waukesha can be difficult for first time and intermittent visitors due to confusing and/or lacking signage. Signage on I-94 includes multiple signs for Waukesha, however, only one of the routes leads you directly Downtown. Additionally a lack of "getting closer" signs exists along the approximately 2 mile route to Downtown, which can lead to anxiety for these visitors. Once Downtown these patrons are again confused due to confusing traffic patterns, public parking locations and a lack of wayfinding and signage. Downtown Waukesha is too large of a place for someone to just meet in Downtown. They need to determine a place, event or sub-district within the Downtown. Very little pedestrian oriented wayfinding or signage exists other than small street signs and business names. Signage should remain diverse, but it should address the comprehensive needs for businesses, residents, visitors, employees and others.

BRAND – SENSE OF PLACE

The Downtown is comprised of four distinct areas that are each unique in their own land use, activities and architecture. They include the Historic Core, River Walk, East Town and the North River Valley.

Figure 4. Existing ROW Widths

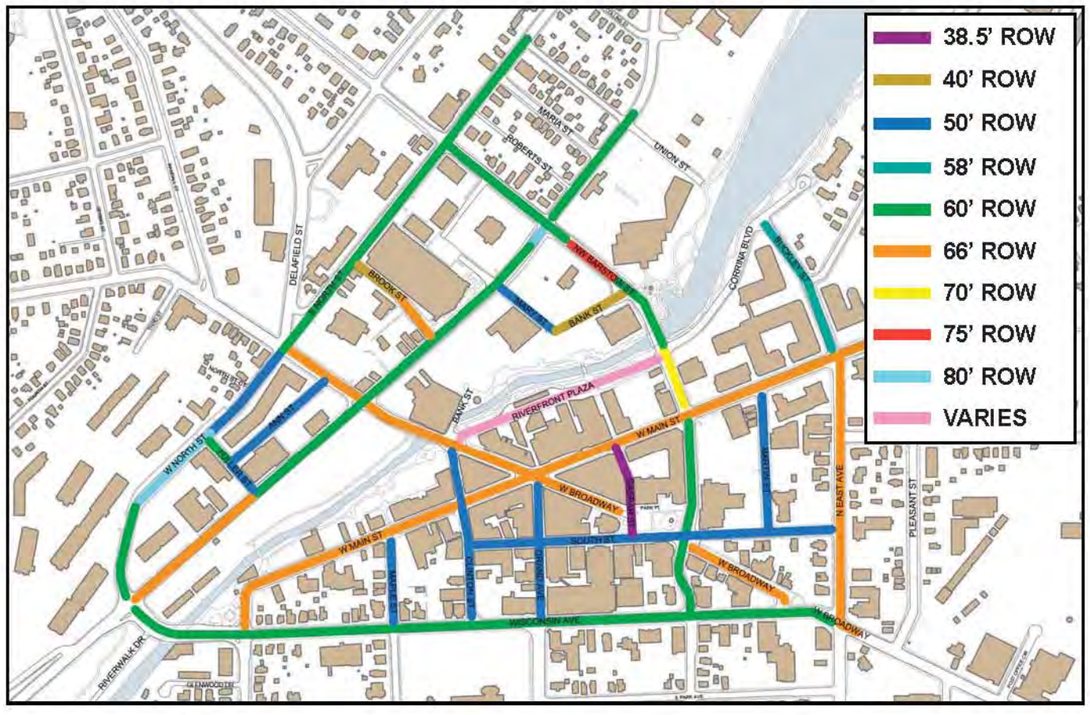
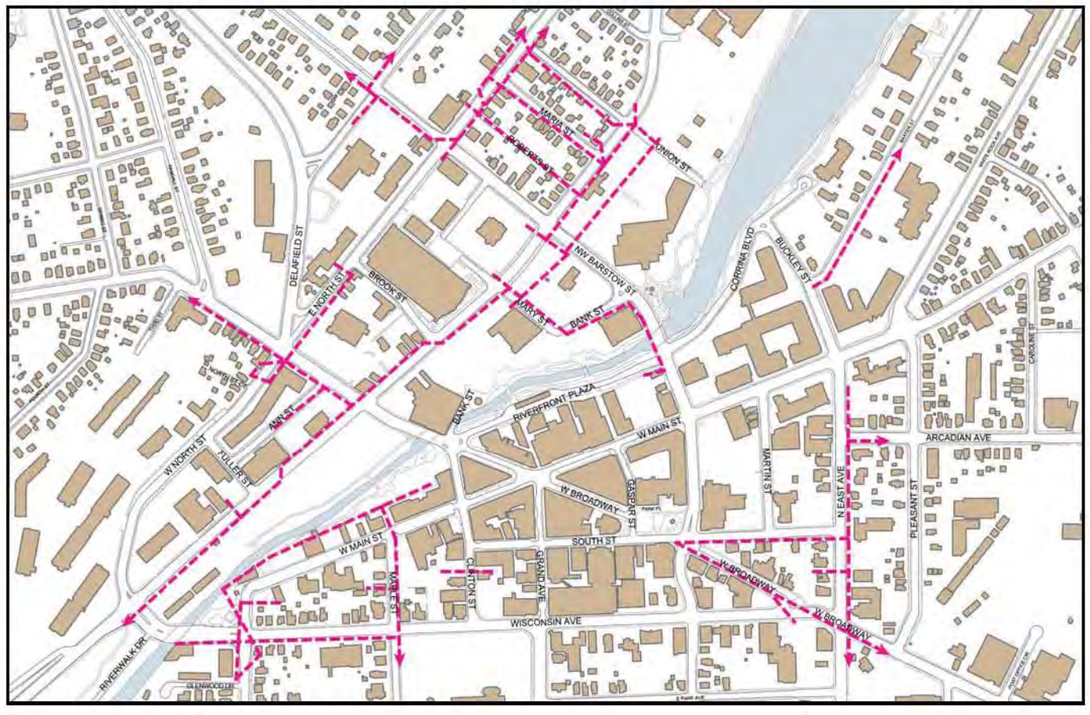


Figure 5. Existing Above Ground Utility Line Locations



EXISTING SITE AMENITIES

Figure 6. Existing Street Lighting

The lighting fixtures come in two pole forms shown below. While the fixtures embrace a historic character, updated lighting is needed within the Downtown area.

Figure 7. Existing Site Furnishings

Existing furnishings such as litter receptacles, benches and planter pots are visibly in poor condition showing rust and cracks.

Figure 8. Existing Landmarks/Monuments/Art

The few existing landmarks shown below should be used as a reference for new gateways at major intersections.

Figure 9. Existing Banners/Wayfinding

Existing banners are inconsistent in type, location, color and brand and do little to assist in wayfinding or establishing a 'place'

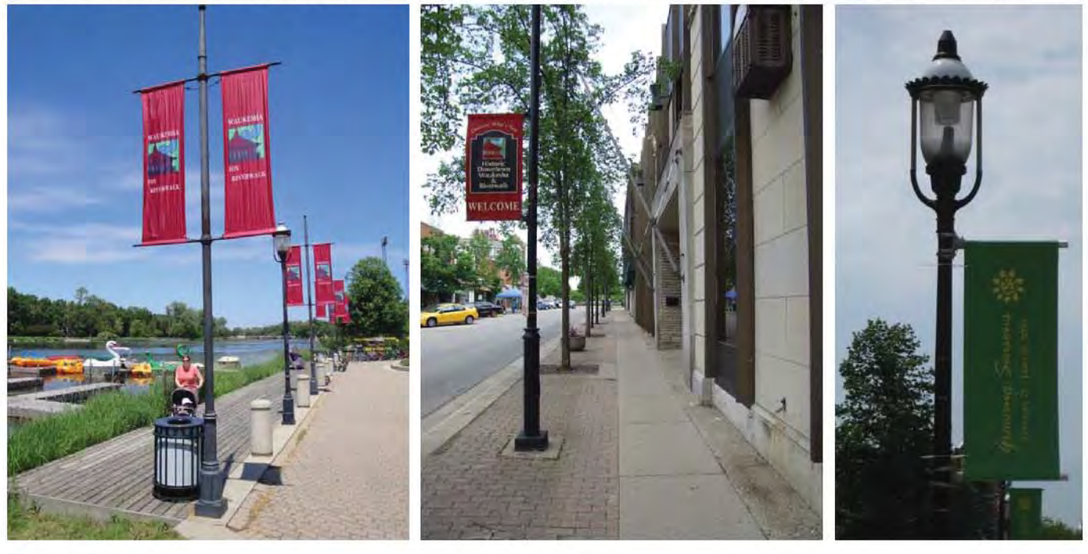


Figure 10. Existing Sidewalks and Terraces

A large number of sidewalks show cracks, brick upheaving, tree roots and an overall damaged appearance.

VISION

CENTRAL CITY MASTER PLAN GOAL - IMPLEMENTATION GOAL #1:COMPLETE STREETS

Text in Black Color = Master Plan goals that the Street Implementation Plan looks to solve

Text in Grey Color = Master Plan goals that are not the focus of the Street Implementation Plan

Completion of the *Integrated Street Master Plan* is part of one of the Implementation Goals as outlined within the *Central City Master Plan.* The Implementation Goals for the Downtown Area are:

- Goal #1 – Complete Streets
- Goal #2 – Residential Community
- Goal #3 – Economic Vitality

The actual implementation of this plan is expected to satisfy the individual goals as outlined below as well as many sub-goals as found within the other implementation goals. The specific goals as they pertain to Goal #1 – Complete Streets

1. *Integrated Street Master Plan*

Create an integrated public place and street master plan that will coordinate and phase all of the actions needed to achieve this goal. The framework for the integrated street master plan should incorporate the other components of this Goal.

2. *Define the Downtown "Triangle"*

2.1 Consider the redesign of specific traffic control features (including potential roundabouts) that define the circulation triangle around the Downtown District.

2.2 Develop streetscape concepts specifically for the outer edge of the Downtown, along the proposed triangle or loop consisting of St. Paul, Barstow, and Wisconsin. This streetscape should accommodate new parking options along the loop, as well as new kiosks and gateway features.

2.3 The traffic loop should include clear signage for entering and leaving the Downtown district, public parking locations, and other important landmarks.

2.4 The traffic loop should include traffic calming features and, in some cases, widened sidewalks or parking lanes.

2.5 Redesign St. Paul and/or North Street as the main entrance to the Downtown, once the thoroughfares are under City jurisdiction. Both St. Paul Avenue and North Street should become 2-way streets that are more pedestrian friendly and support local business activity. This should be combined with a "cross-over" or roundabout near Albert Street. The intersection of St. Paul Avenue and Barstow Street should be revised as a major pedestrian-friendly crossing and landmark. Parallel parking should be located on St. Paul Avenue and North Street to make the streets more pedestrian friendly and to slow traffic as it moves along the edge of the Downtown.

2.6 In the long-term (10 to 20 years), if the Downtown area expands, the "triangle" could be expanded outward to reach Buckley and Union Streets. Such expansion might also invite consideration of an additional bridge connection across the Fox River.

3. *"Artscape" Main Street*

Establish an "artscape" street to attract tourists, visitors, and local residents.

3.1 Establish a special two to three block stretch of a major Downtown street (probably Main Street) as a special "artscape" destination district (Figure 37). If there is sufficient support, the length of this "artscape" corridor could be expanded.

3.2 The new design elements featured in the new street "artscape" should feature both public and private sector investments, including signs, doorways, window displays, bike racks, benches, planters, lighting, and other streetscape and landscape elements.

3.3 Enlist local artists and designers to participate in the creation of the unique design features.

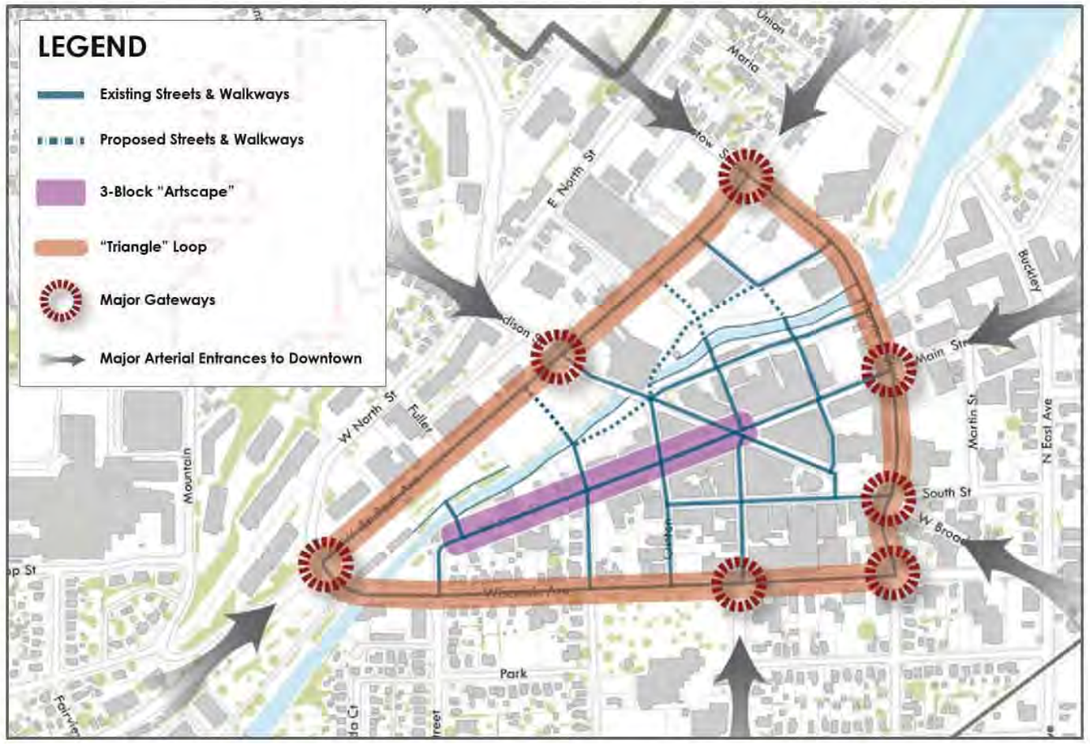
4. *Streetscape*

4.1 Upgrade, repair, and maintain the sidewalk streetscape paving, street lighting, and street furnishings. The streetscape treatments should help reestablish Downtown and the Central City as a safe and attractive pedestrian destination. Waukesha should adopt different strategies and designs for different streets and public places as part the street master plan. Streetscape standards should include some flexibility but the components should harmonize and set a high standard for streets and public places. The streetscape plan should include a palette of typical design treatments for (at minimum) the following three types of street conditions.:

- High activity ***destination*** street (such as Main Street);
- A street primarily devoted to ***service*** activities and with less pedestrian traffic (such as South Street); and
- An ***arterial or collector*** street that is part of the previously described Downtown "triangle" (such as Wisconsin Avenue).

4.2 Add building lighting to a two to four block section of Main Street as part of the "artscape" concept noted previously. If and when there is sufficient support, expand the use of artful building lighting (interior and exterior) throughout the Downtown and public space lighting to create a vibrant street scene and reinforce a sense of security.

Figure 11. Goal 1 - Issues and Opportunities



4.3 Keep trees that are healthy, but consider removal of trees on streets that have a high degree of design detail for retail activity. Encourage fewer, but larger, concentrations of landscaping that will be easier to maintain and will have a more intense visual impact. Set standards for maintaining trees for long term vitality and survival. Encourage private businesses to include smaller landscape elements in their entry ways, storefronts, and on their facades such as planters, hanging flowers pots, window boxes, etc.

4.4 Encourage more graphic arts for daytime and nighttime visual interest. Graphic art should be linked to the individual stores and buildings that create the ambiance of Downtown. Graphic art should be further incentivized as part of window displays, business signage, and public art. The graphics should become a hallmark of the Downtown that attracts visitors and customers, especially in the evenings and during major shopping seasons.

4.5 Where feasible, utility lines should be buried as new streetscape plans are implemented. This may need to be phased incrementally given the higher cost for burying utilities. The selection of streets for the first phase of burying utility lines should be coordinated with other public and private investments to minimize the costs.

4.6 Consider utilizing cost-effective streetscape improvements, including pervious pavement and better bio-filtration systems that control the quantity and improve the quality of stormwater runoff.

5. *Pedestrianization: Streets and Sidewalks*

5.1 Balance the use of streets, sidewalks, and parking areas for all users.

5.2 Consider using "countdown timers" for pedestrian crossings at major signalized intersections to facilitate a more friendly pedestrian experience.

5.3 Improve major pedestrian crossings at key locations near the Riverwalk, including pedestrian access across Barstow Street and Broadway Avenue.

5.4 Consider widening sidewalks on Clinton Avenue as the equivalent of a traffic "diet" and evaluate the possibility of slower two-lane traffic to improve pedestrian quality and safety.

5.5 Continue the closure of streets for major events, but be sensitive to local business needs during this time. Revise guidelines to better balance outdoor dining with pedestrian access and safety.

6. *Transit and Bicycling*

6.1 Establish bike trail connections in locations that will generate customers for local businesses. Explore the expansion of the existing bike trail system into the surrounding neighborhoods in ways that bring customers to Downtown businesses and events.

6.2 Evaluate possible locations for a new bike center, including sites located in or adjacent to public parks/plazas that are also near retail businesses and within reasonable walking distance to places of employment.

6.3 Consider adding shared bike/parking lanes on appropriate streets to help promote safe bicycle access to and through the Downtown.

6.4 Improve maps and signage for bicyclists using trails and seeking connections to Downtown areas and key destinations.

6.5 As a pilot program, install moveable bike racks in one or two parking spaces in the Downtown. Consider a simple system of augmenting bicycle parking by adding devices to signs, streetlights, and other streetscape elements that would allow cyclists to lock their bicycles next to their destination.

6.6 Consider ways to coordinate with recommendations in the City's Bicycle and Pedestrian Plan.

6.7 Create a "U-Pass" for area students to encourage transit use.

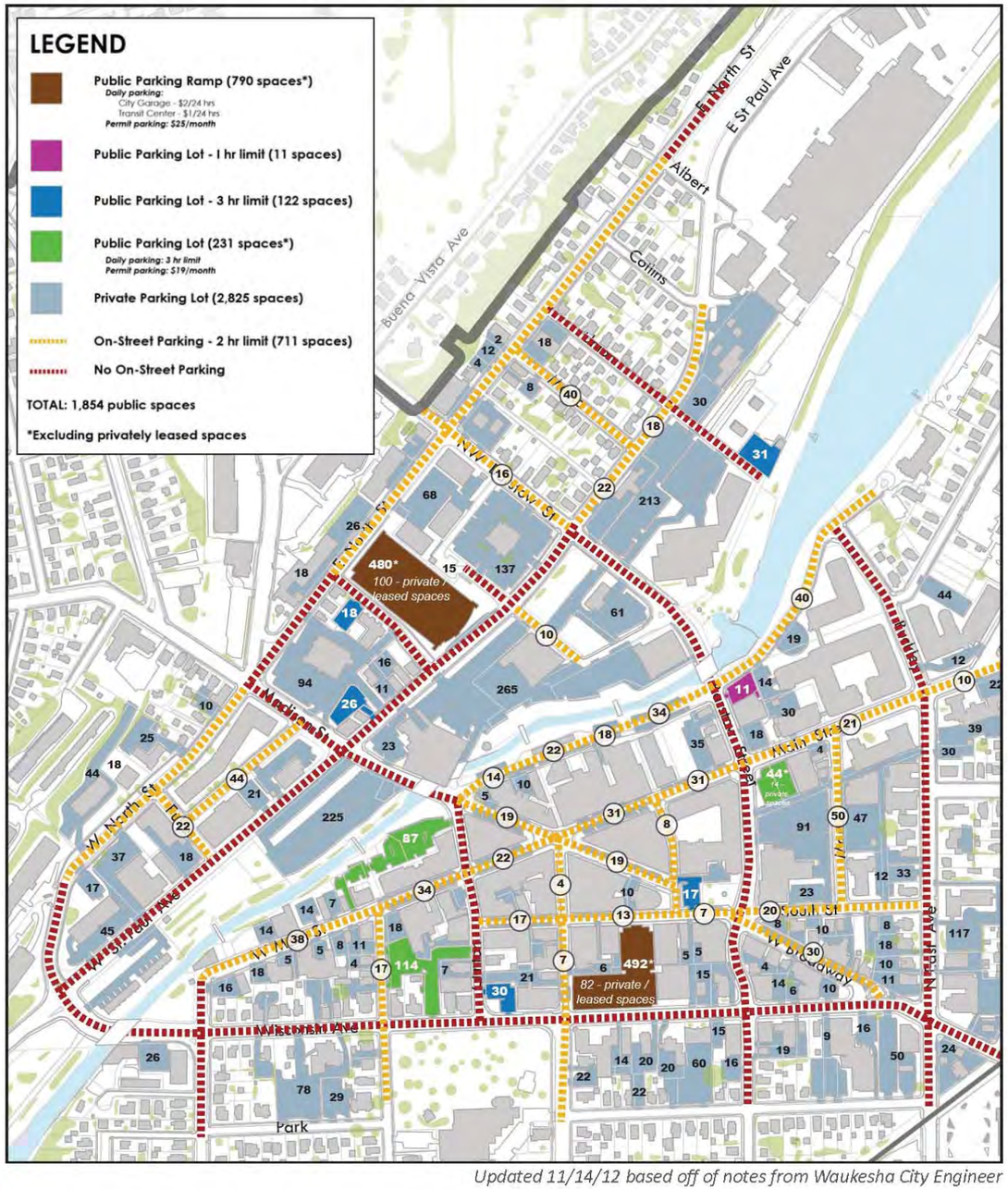
6.8 Coordinate transit routes for easier access to large institutions and major employers.

6.9 Explore a transportation-share system for autos and/or bicycles (such as " Zipcars").

7. *Signage*

7.1 Install kiosks and gateway elements that ring the outer edge of the Downtown triangle in order to define the district and provide critical information to visitors (such as parking availability and proximity to key businesses, destinations, and other important locations). The kiosks or gateway elements should be oriented primarily to drivers but also accommodate pedestrians. Kiosks and gateway elements should make the experience of visiting Downtown easier and more enjoyable. While the design of this system should emphasize one or two visual features that help brand the Downtown, the system should also allow for considerable diversity of expression to accommodate different visual settings and needs.

Figure 12. Downtown Waukesha Parking Analysis: Counts



Updated 11/14/12 based off of notes from Waukesha City Engineer

7.2 Along with the major kiosks and getaway elements, there should be a pedestrian-based "wayfinding system" for visitors after they have left their car or bicycle. This signage should identify businesses, activity clusters, public spaces, and major institutions. These signs should also serve as visual cues and landmarks that strengthen links to the neighborhoods and the Riverwalk.

7.3 Provide flexibility in Downtown sign standards for businesses that will encourage high quality designs, materials, and lighting, but will also create visual diversity and memorable street facades.

7.4 Install clear and distinctive street signs at all intersections and cross-streets. This type of signage is essential to facilitate the experience of first-time visitors, as well as repeat visitors who may be less familiar with the entire Downtown District.

7.5 Include parking information in the signage systems to help drivers simplify the process of finding parking, making it easy to use and remember.

8. Parking

8.1 Conduct a detailed occupancy study for parking usage in all of the parking facilities and lots including the public ramps, on-street parking, and surface lots

8.2 (both public and private). The goals should be to further define the scope of the problems for parking and the efficacy of suggested interventions. Data collection should include parking occupancy by time of day, time of week, season, user type (customer, resident, employee).

8.3 Consider the use of new technologies for parking meters, which have proven successful in other downtown areas. In the long run, as customers become familiar with these systems and their ease of use, they can be extraordinarily effective in managing demand and usage at different times of the day and week, as well as for different types of users. Moreover, the pricing and timing of such parking policies can be modified far more easily than older coin-operated meter systems.

8.4 Consider new concepts for parking regulations and management, such as:

- New types of meters with flexible pricing systems (including market-based pricing) and ease of use
- BID or TIF support of parking ramp operation; consider possible cost/benefit for 1st floor retail
- Overnight parking for residents in downtown by permit
- On-site and off-site kiosks with changing up-to-date availability info
- Better marketing of and wayfinding to parking lots and garages
- Off-peak exceptions to 2-hour parking limits
- Customer validation for waiving parking violations
- Street parking on the proposed outer triangle or loop that is attractive to visitors and other customers exploring the Downtown.
- Seasonal guidelines to allow some on-street parking to be used for outdoor seating in warmer weather and peak times for outdoor dining
- Enforcement of inappropriate use by employees and non-customer users (including, for example, inappropriate DOT employee use near businesses).

8.5 Increase options for shared parking, such as:

- Shared parking options that support increased occupancy rates, 24/7 business, and residential uses
- Pilot leasing programs of private lots for limited sharing at key times
- Additional public/private shared parking arrangements
- Seasonal guidelines to allow some street parking to be used for outdoor events.

8.6 Consider the following actions regarding public parking structures

- Determine a long term plan for the Wisconsin Avenue/South Street garage. If necessary, conduct physical inspection of the City's parking ramp and determine its longevity. If major reconstruction is warranted, explore rebuilding the Municipal Garage with first level retail space. Also, if rebuilding, estimate the cost and value of updating the facades and preventing access from "hidden" entries
- Estimate the need for and possible alternate locations of additional parking garages in the Downtown.

8.7 Consider the following actions regarding public surface lots, and street parking

- A pilot program for electric charging systems in lots (possibly solar)
- Additional on-street parking on Downtown streets where possible
- Acquisition of additional ROW to add on-street parking as redevelopment occurs
- Attractive screening on the street edge of surface parking lots composed of ornamental fencing, masonry, hedges, trees, benches and other landscape elements.

9. Redevelopment Integration — Complete Streets

9.1 Include provisions in the streetscape master plan to guide the redevelopment of adjacent parcels. These provisions should be used as an overlay district, form-based code, or regulating plan that identifies the building types, footprints, activities, and design features that should occur along each street edge.

9.2 Increase flexibility for uses in redevelopment projects, but be more restrictive in terms of form, design features, and the need for active street level uses (including building entrances and windows.)

9.3 Vary redevelopment provisions according to the specific context of the site that:

- Facilitate preservation of historic buildings
- Create the "artscape" along Main Street
- Create the Downtown "Triangle" loop
- Recognize service streets that will not offer higher levels of street activity.

9.4 Ground level uses should promote activity along the street. While small retail shops often represent the idealized form of street level activation, they are not always feasible. Consequently, other techniques should be considered for use in moderation (that is, to accommodate short gaps between higher activity uses), such as:

- Interior spaces for residential structures that have common functions like community rooms, lobbies, or exercise rooms
- Ground level decks, patios, and terraces serving residential uses
- Apartment units with separate street level entries
- Larger commercial structures with multiple entries
- Ornamental gardens with benches and seating
- Graphic displays and murals
- Window displays for off-premises public and private activities.

VISION

DOWNTOWN INTEGRATED STREET MASTER PLAN

For a street to be successful in the long term, it must integrate the functional needs of moving cars, trucks, busses, bicycles, and pedestrians while creating a sense of continuity, safety, human scale, and an identity for the community. Additionally, the streetscape must create an environment that reflects the views and character desired by the citizens who live, work or play there. The vision for the Downtown Area is:

ROADWAY

Movement of pedestrians, vehicles, and cyclists should be balanced and integrated. East North Street and East St. Paul Avenue should be converted to two-way streets within the *Central City Master Plan* and where they intersect a roundabout should be investigated. Improving multi-modal circulation requires changes in streetscape and street design. This might include uncluttering and widening pedestrian walkways (where possible) and new traffic calming features in key pedestrian zones (e.g. schools, parking, public places). Bicycle access to and within the Downtown should be promoted. Where space is available either dedicated bicycle lanes or bicycle accommodations should be utilized. Where the roadways are too narrow, shared vehicle/bicycle lanes can be utilized. The recommendations in the *City of Waukesha – Bicycle and Pedestrian Facilities Plan* should be included in the *Downtown Integrated Street Master Plan.*

PARKING

Parking issues pervade almost all discussions of Downtown value. The primary problem is not the total supply of parking but the distribution and patterns of use. Waukesha needs several types of improvements including: better signage for new visitors and customers; policies that discourage inappropriate use of retail parking by employees, office occupants, and residents; support for new residential parking; and management policies that accommodate the different use patterns for different seasons/events, times of the day, and days of the week.

STREETSCAPE

Where possible the width of the overall streetscape should be maximized to allow for additional development of safe pedestrian circulation, street trees, traffic calming areas and potential outdoor dining areas. Waukesha should continue its commitment to strong, comprehensive maintenance and upgrading of sidewalks, streets, public areas and streetscape elements (lighting, paving, plantings, and amenities). At the same time, activities in streets and public places should be increased, especially through the promotion of convertible streets or parking areas, additional outdoor dining and programs/events.

AMENITIES & MATERIALS

The Downtown Area should develop a palette of unique site amenities and materials that would only be used in the Downtown District. These would include benches, trash receptacles, recycling receptacles, ash management, bicycle racks, lighting, and planting pots. The specialty paving materials should be simplified and consolidated to use one special type to reinforce the branding and decrease maintenance.

WAYFINDING/SIGNAGE

Downtown Waukesha needs improved signage and wayfinding for business identification, advertising, pedestrian and vehicular circulation, parking, and general visual quality. Signage along the major arterials that lead or run adjacent to the Downtown should identify the Downtown. The signs on the collectors that lead to the Downtown should also reinforce that they are on the correct route. Once in the Downtown the major streets should have larger identification signs and public parking areas need to be better highlighted. However, signage needs go beyond conventional vehicular focused wayfinding and recommendations. Changes in signage should help define Downtown as a "distinctive" subarea with clear but permeable borders (that is, signage should be used to define the edges of the Downtown "triangle"). The distinctive districts within the Downtown should also be identified. A pedestrian focused wayfinding system needs to be developed to help visitors with orientation and wayfinding. A free standing digital display kiosk or a mobile wayfinding application would aid visitors to finding their desired locations.

BRAND – SENSE OF PLACE

The Downtown Area of the City of Waukesha is unique in that it that it has many great places, attractions and destinations that attract a wide variety of people. The City as a whole needs one common brand or theme that can be celebrated in all things Waukesha. Additionally the Downtown is quite large to be looked at as one place. It is really comprised of four distinct areas that are each unique in their own land use, activities and architecture. Each of these districts should develop its own unique brand that reflects each individual sense of place, location, history, use and traditions. This brand should be reinforced with wayfinding, signage, gateways and amenities.

Figure 13. Downtown Waukesha Bird's Eye View

N

BIKE FACILITIES PLAN

Figure 14. Proposed bike facilities plan

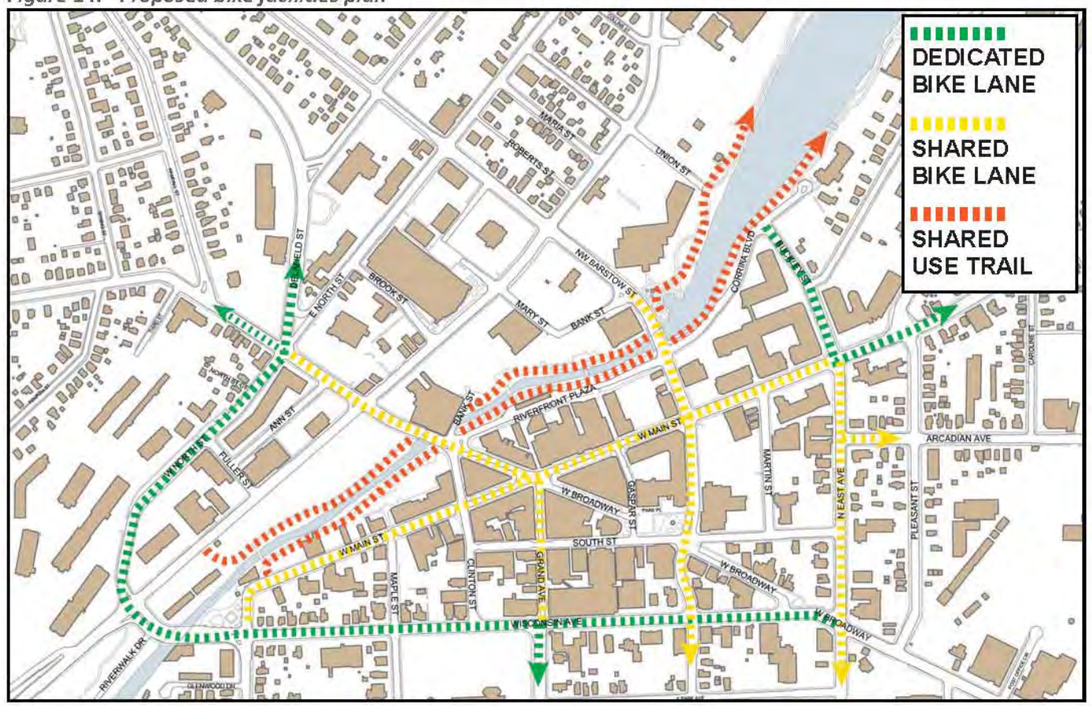


Figure 15. Proposed bike rack locations

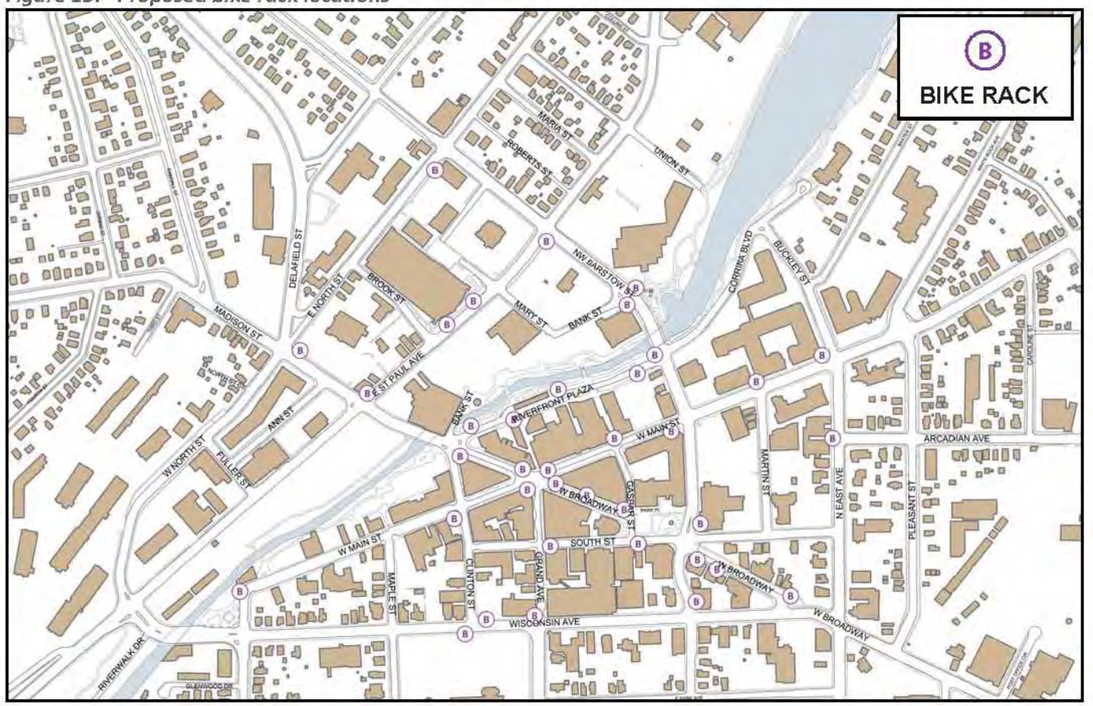
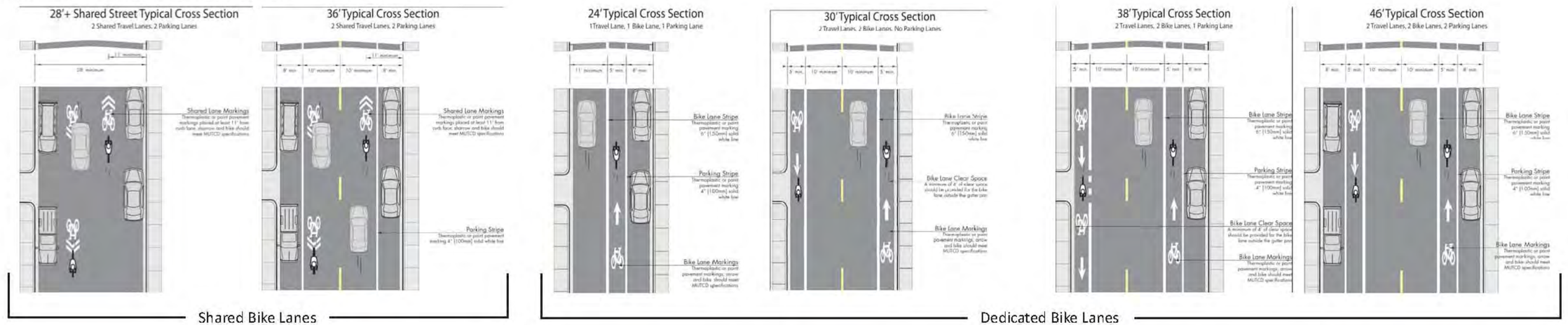


Figure 16. Bike lane configuration options



RIGHT OF WAY WIDTHS

Figure 17. Existing ROW widths

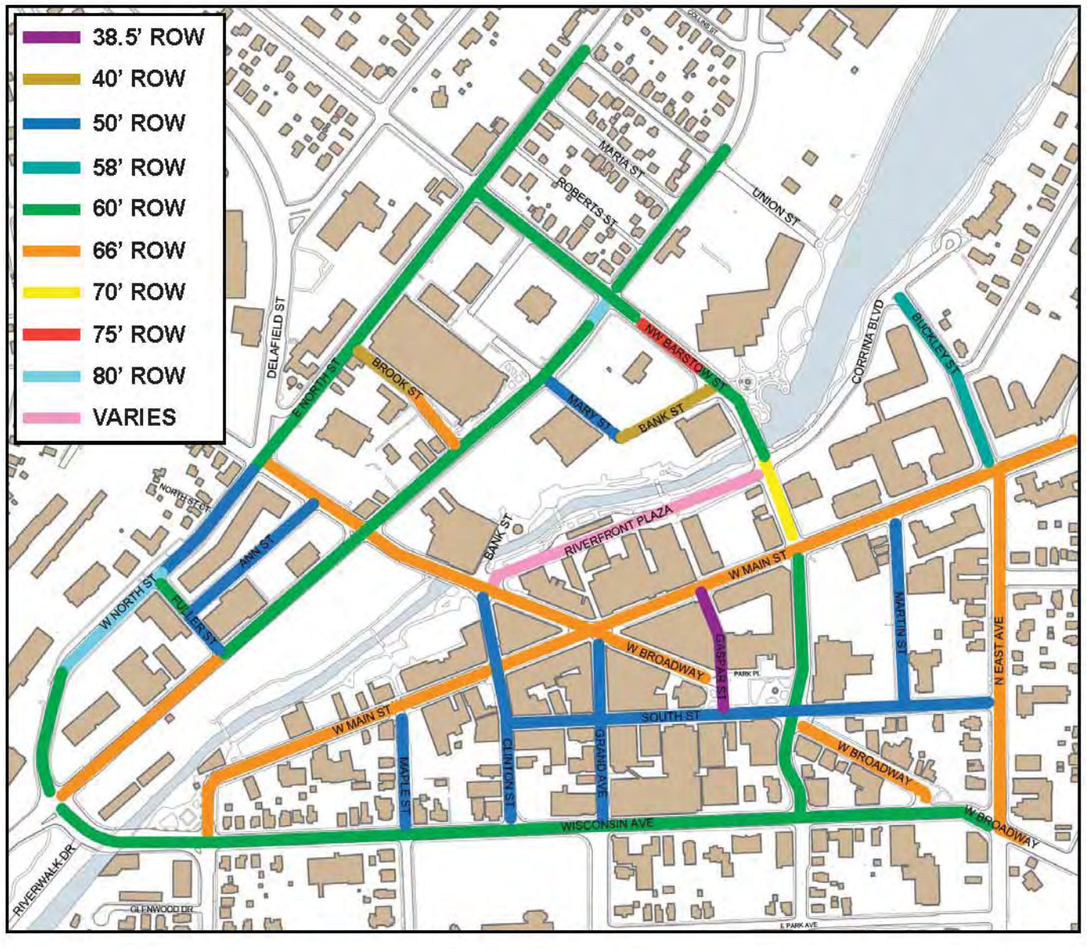
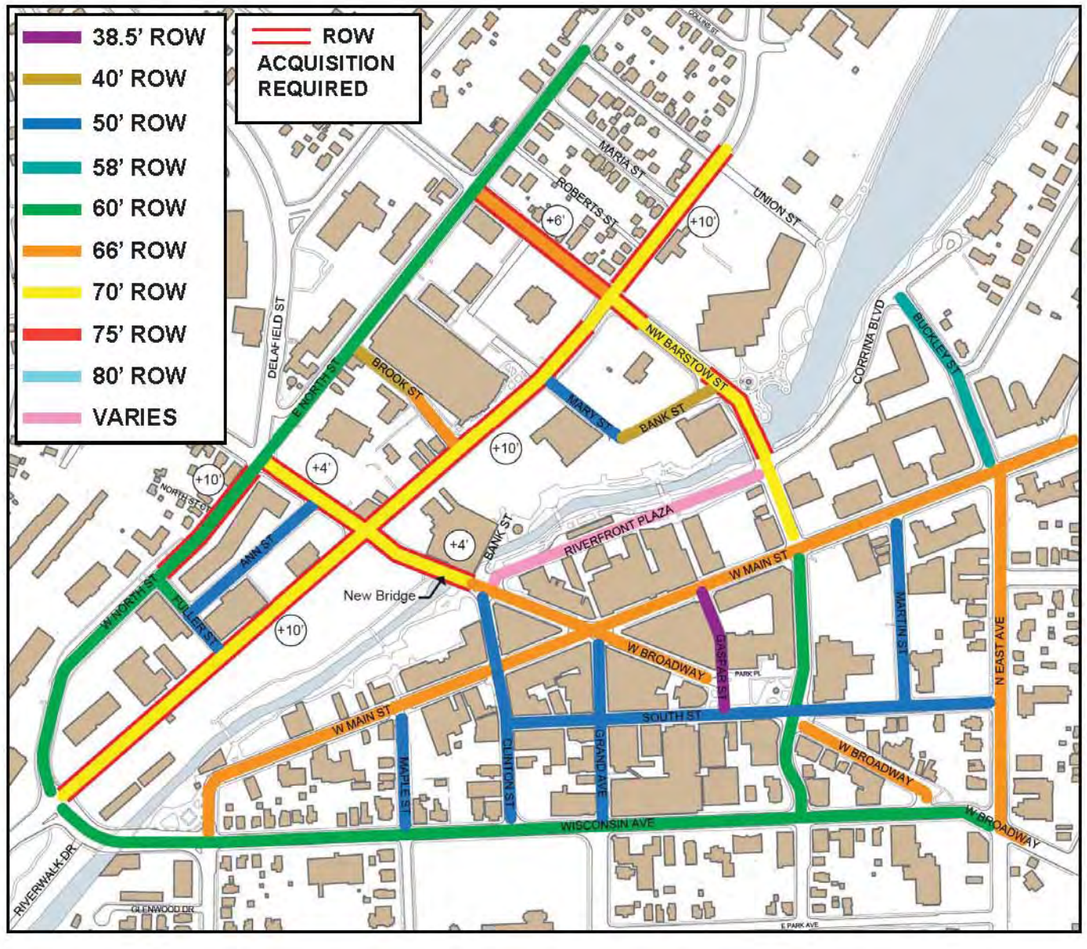


Figure 18. Proposed ROW widths



LANE WIDTHS

SIDEWALK & TERRACE WIDTHS

TERRACE TYPES

PROPOSED STREET TREE LOCATIONS

Figure 19. Proposed driving lane widths

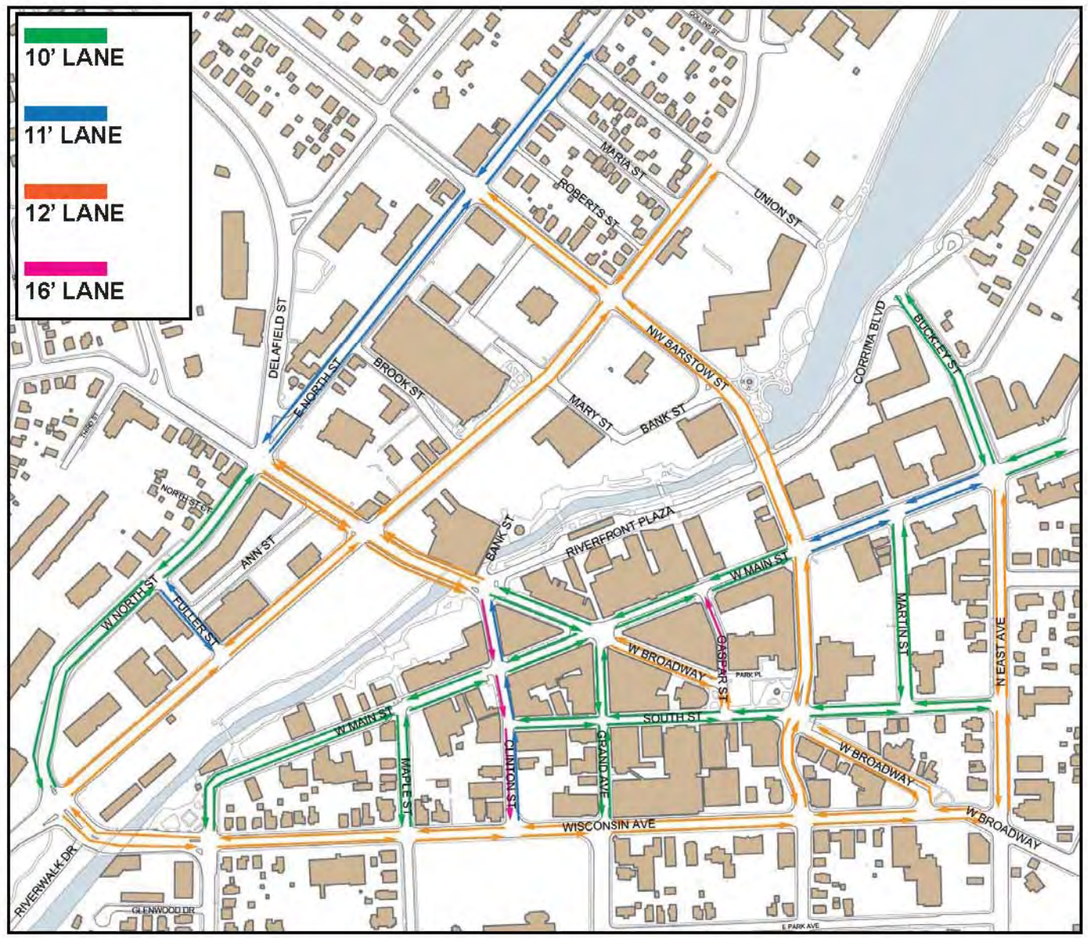


Figure 20. Proposed sidewalk and terrace widths

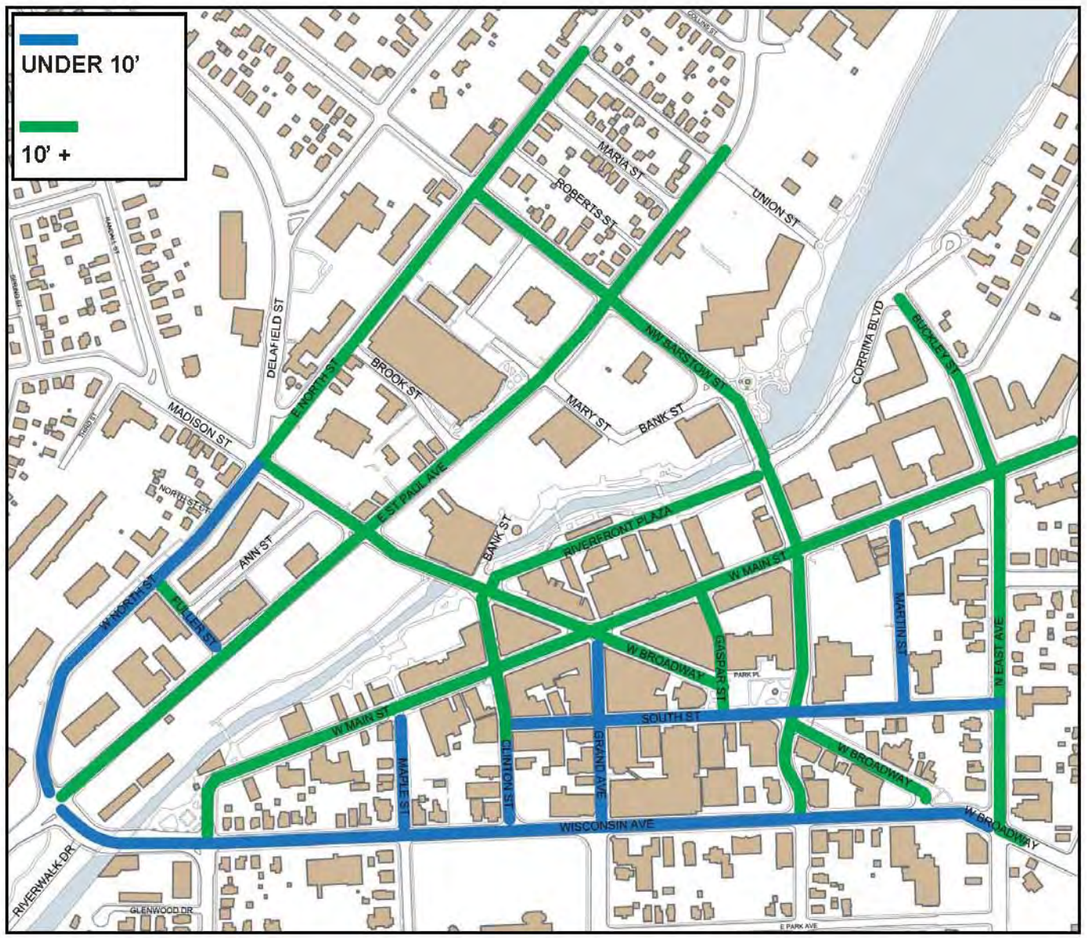


Figure 21. Proposed terrace types

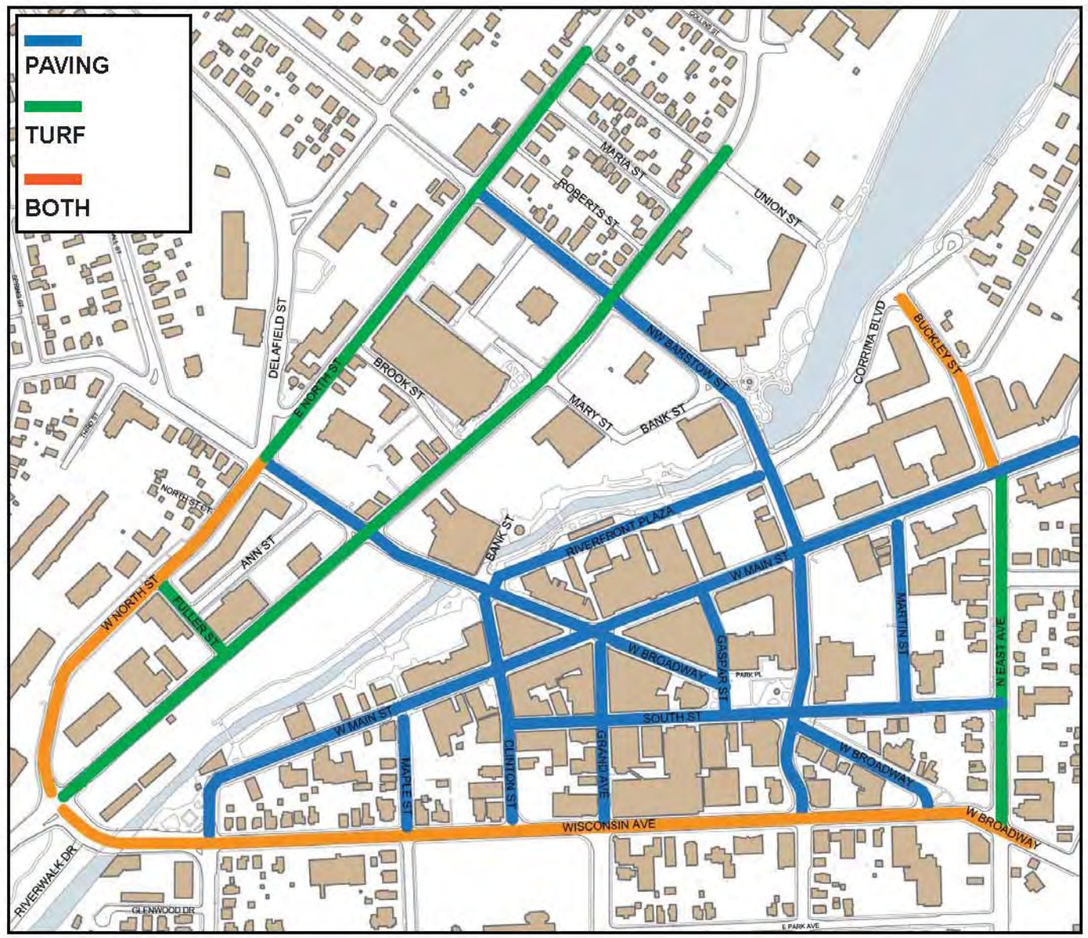
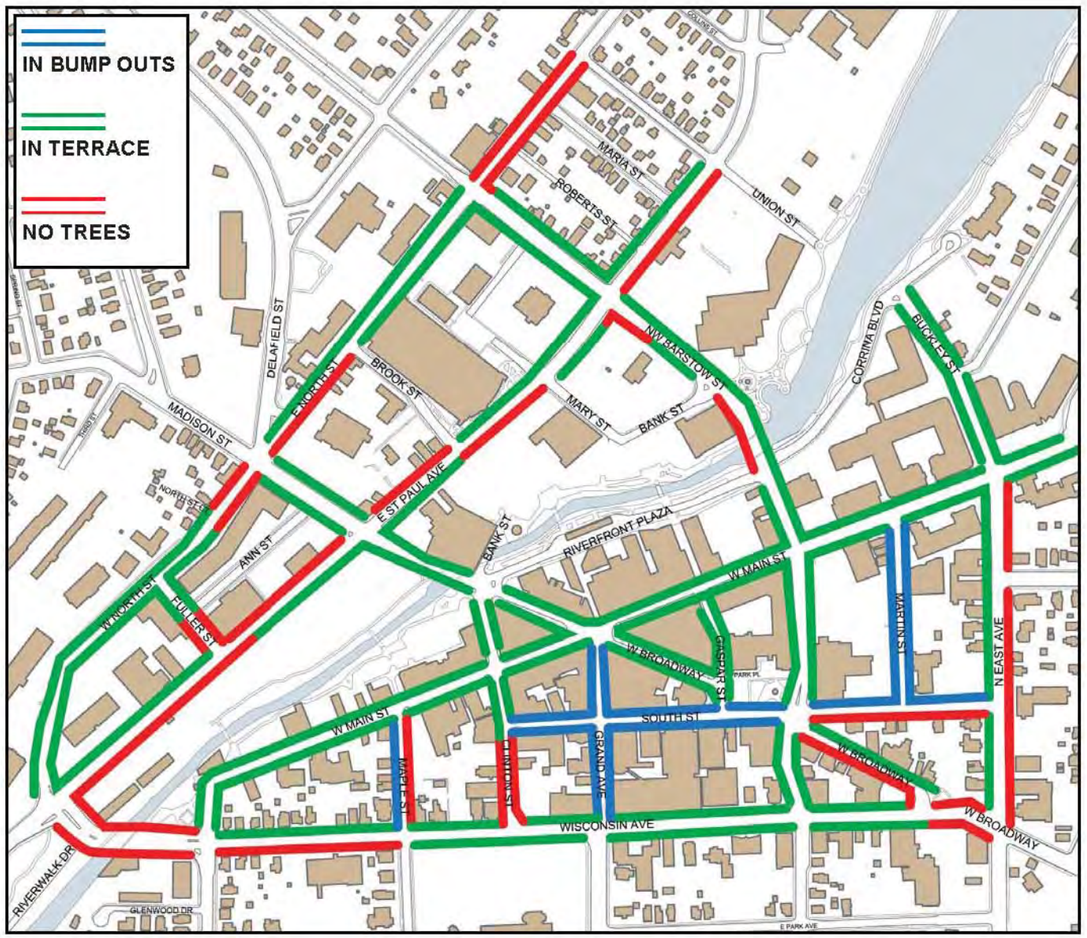


Figure 22. Proposed street tree locations



STREET INTERSECTION TREATMENT

The three types of intersections within downtown include major, minor and standard. The different designations are determined according to the amount of pedestrian and automobile activity as well as visibility.

MAJOR

- Often serve as gateways
- Concrete with brick header used as crosswalk
- Stone paver terraces
- Trees planted within terrace when space allows

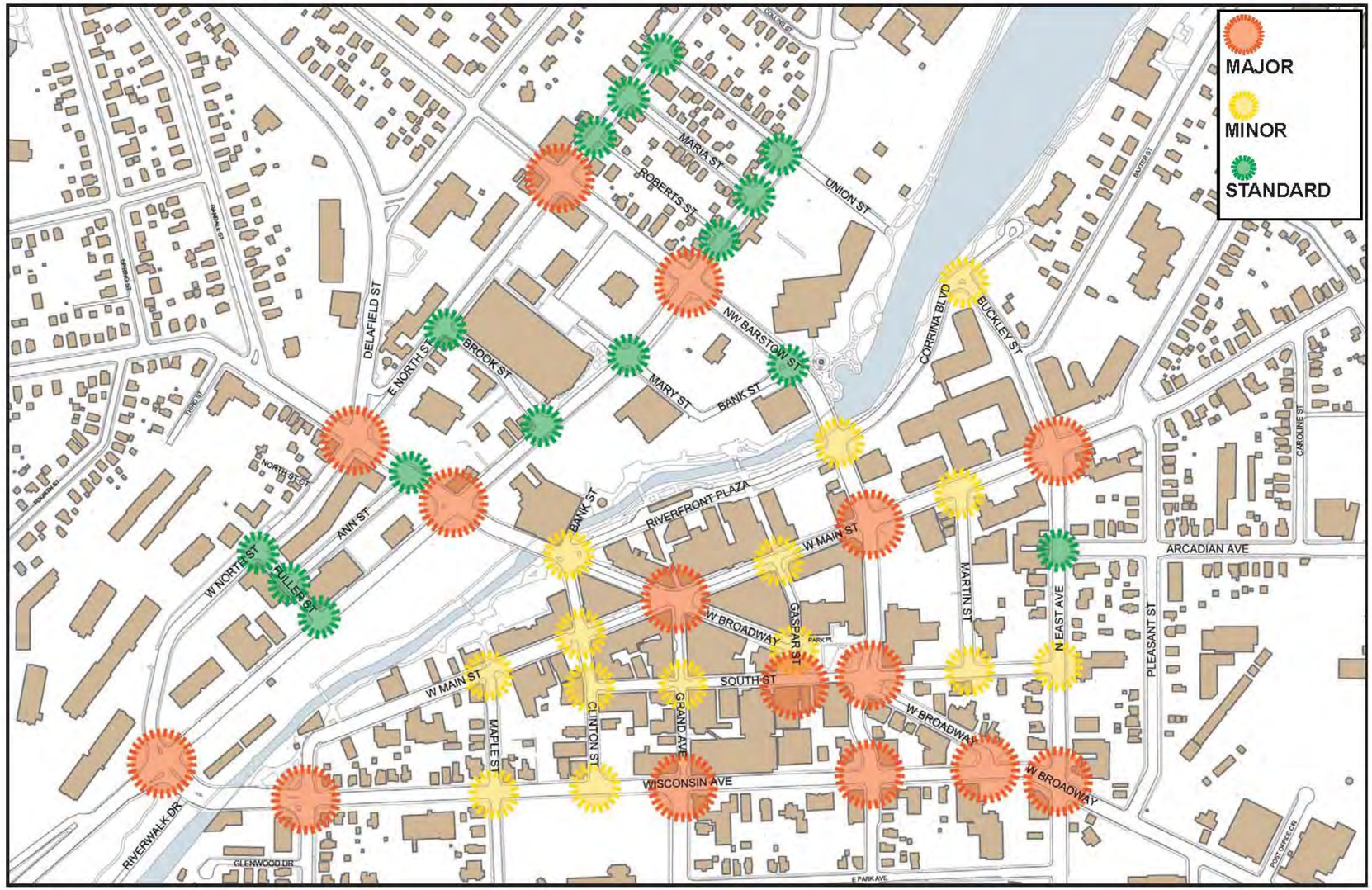
MINOR

- Less trafficked intersections that do not warrant extensive paving treatment
- Painted crosswalks
- Stone paver terraces
- Trees planted within terraces when space allows

STANDARD

- Typical intersection
- Painted crosswalks
- Grass turf terraces
- Trees planted within terrace when space allows

Figure 23. Proposed intersection types



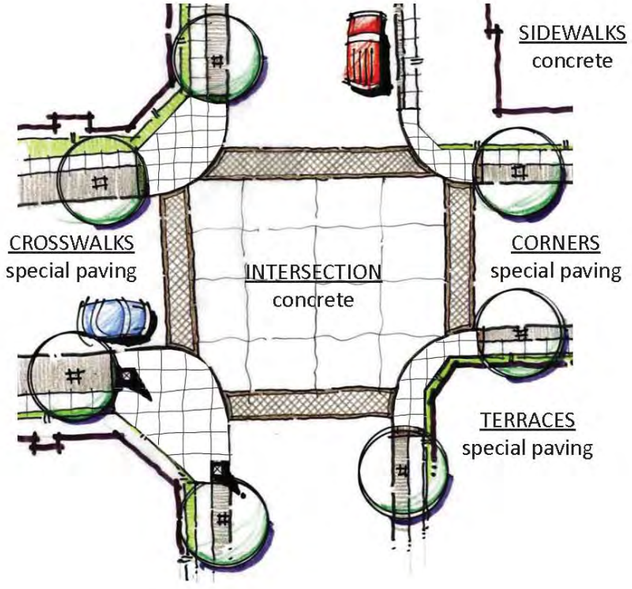
SITE MATERIALS

Concrete paver terraces shown above used for major and minor intersection types

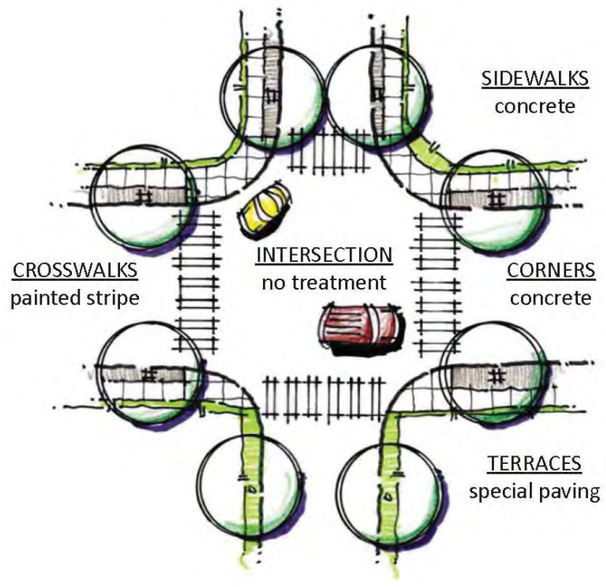
Concrete with brick paver border used for major intersection types. Painted stripes used for all other intersection types.

Trees are planted within either grass or brick paver terraces. At major and minor intersection types, the Paver Grate system shown above should be used as opposed to an exposed steel tree grate.

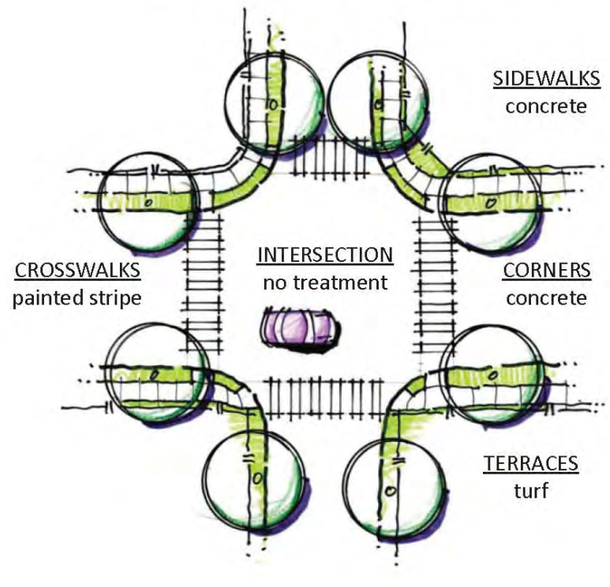
TYPICAL MAJOR INTERSECTION



TYPICAL MINOR INTERSECTION



TYPICAL STANDARD INTERSECTION



KEY INTERSECTIONS

Figure 24. Five Points

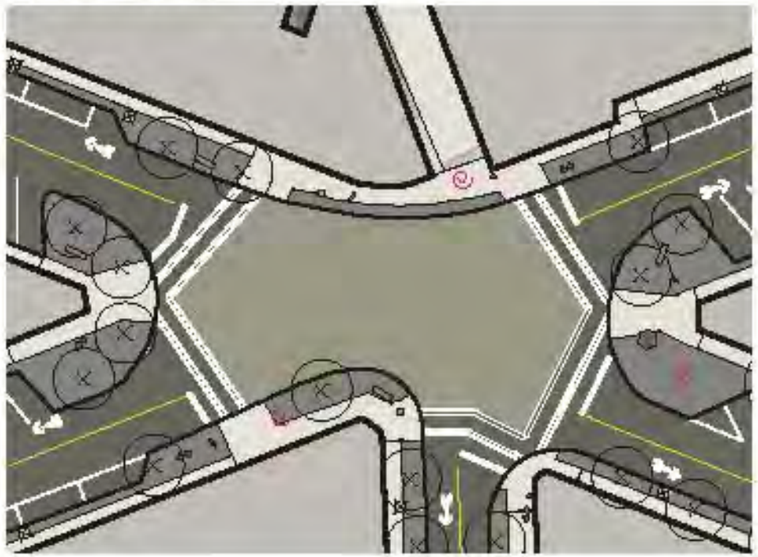


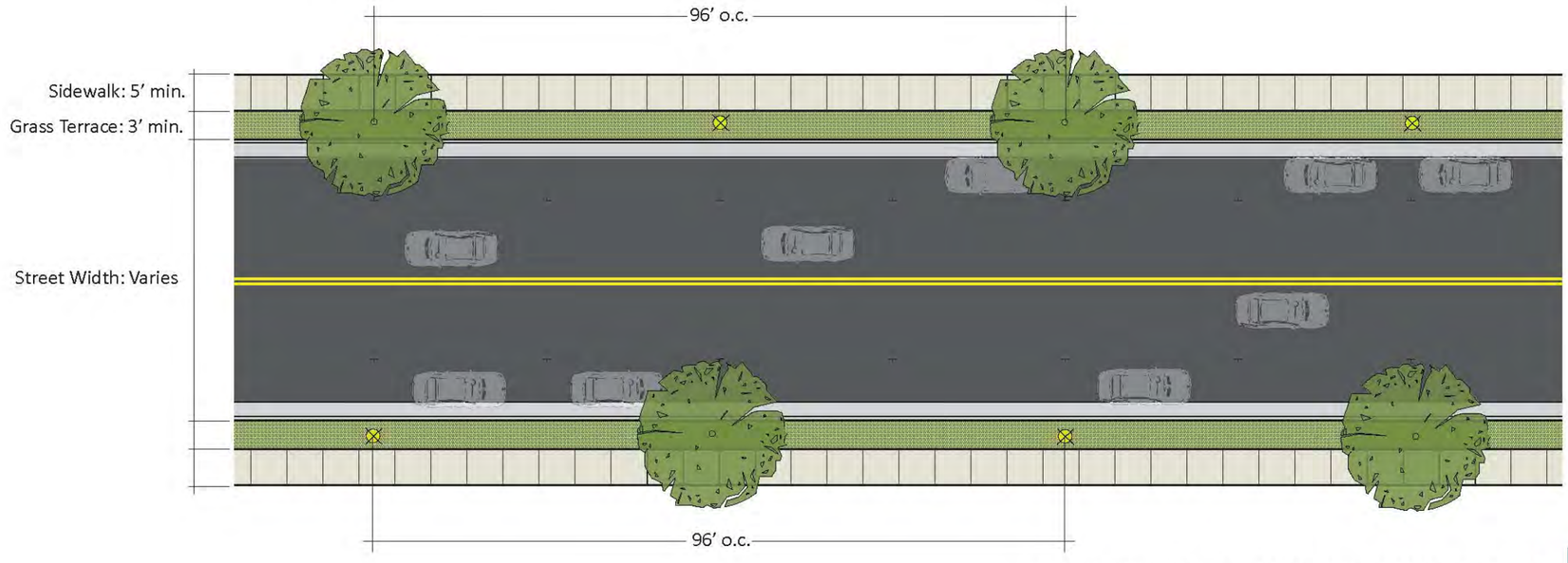
Figure 25. Wisconsin and Barstow

Figure 26. St. Paul, Wisconsin and North

STREET LAYOUT

Figure 27. Urban Street Layout

Figure 28. Typical Street Layout



SITE AMENITIES

Site amenities are an integral component to creating a welcoming streetscape. The following elements are recommended for the Downtown Waukesha Street Implementation Plan:

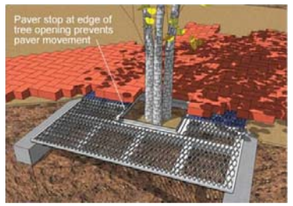
- Planting Pots
- Street Trees
- Benches
- Bike Racks
- Ash Management
- Litter Receptacles
- Lighting
- Streetscape Art
- Sustainability
- Wayfinding Elements
- Gateways
- Banners

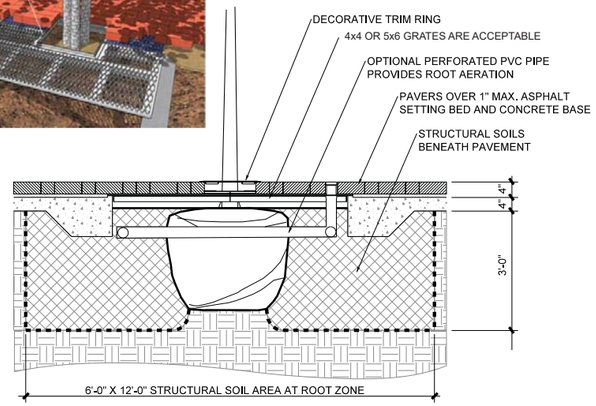
PLANTING POTS

New, Wausau Tile planting pots mixed with the existing Downtown planting pots will help create an attractive streetscape.

STREET TREES

Street trees within the Downtown area will be planted in one of two zones: paved terrace or grass turf terrace. In order to save as much walking space as possible, trees planted within the paved terrace will use the Paver Grate system by Ironsmith shown in the diagrams below.





Urban and Street Tree List			
SYMBOL	BOTANICAL NAME	COMMON NAME	MATURE SIZE
TREES FOR MEDIUM TO LARGE SPACES			
AFS	Acer x freemanii 'Sienna'	Sienna Glen Maple	60'h x 40'w
COP	Celtis occidentalis 'Prairie Pride'	Prairie Pride Hackberry	60'h x 50'w
GTK	Gleditsia triacanthos inermis 'Skyline'	Skyline Honeylocust	45'h x 35'w
GDO	Gymnocladus dioica 'Espresso'	Espresso Kentucky Coffeetree	50'h x 50'w
QBC	Quercus bicolor	Swamp White Oak	50'h x 50'w
QMC	Quercus macrocarpa	Bur Oak	60'h x 70'w
QRB	Quercus rubra borealis	Northern Red Oak	60'h x 50'w
TTS	Tilia tomentosa 'Sterling'	Sterling Silver Linden	40'-50'h x 20'-30'w
ULN	Ulmus japonica x pumila 'New Horizon'	New Horizon Elm	40'h x 25'w
ULR	Ulmus x 'Regal'	Regal Elm	55'-65'h x 45'w
ULT	Ulmus 'Morton Gateway'	Triumph Elm	55'h x 45'w
TREES FOR NARROW SPACES			
AMM	Acer miyabei 'Morton'	State Street Miyabei Maple	30'-35"h x35"w
ANW	Acer truncatum x A. platanoides 'Keithsform'	Norwegian Sunset Shantung Hybrid Maple	35'-45'h x 25'-35'w
AFM	Acer x freemanii 'Armstrong'	Armstrong Freeman Maple	50'h x 25'w
CCL	Corylus colurna	Turkish Filbert	40'-50'h x 15'-30'w
GBL	Ginkgo biloba 'Autumn Gold'	Autumn Gold Ginkgo (male seedless only)	45'h x 25'w
PCC	Pyrus calleryana 'Chanticleer'	Chanticleer Callery Pear	25'-30'h x 15'w
TXS	Taxodium distichum 'Mickelson'	Shawnee Brave Baldcypress	35'h x 20'w
ULF	Ulmus 'Frontier'	Fontier Elm	45'h x 35'w

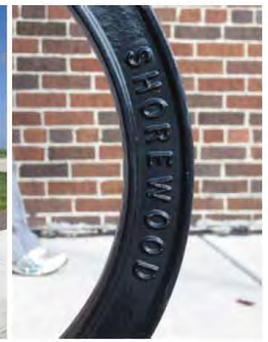
NOTE: Final tree species may be adjusted by the City Forester.

BENCHES

The Trio bench manufactured by Forms + Surfaces will provide pedestrians a place to sit within the streetscape.

BIKE RACKS

The MBR201 Series bike rack manufactured by Maglin provides an elegant branding opportunity through its custom raised lettering option. Bike racks are to be placed only where adequate space allows such as wide terraces, curb bump outs and plazas. Bike racks are to be removable.



ASH MANAGEMENT

Wall mounted Butler Ash Receptacle manufactured by Forms + Surfaces.

LITTER RECEPTACLES

Providing the Victor Stanley Concourse Series Litter Receptacle and Wausau Tile Recycling Container will not only provide a place for trash, but also help unify the streetscape.

LIGHTING

Hagerstown LEDGINE Post Top (TX03) manufactured by Philips Hadco will replace the existing lamp tops throughout Downtown. All lamps will include electrical outlet receptacles to accommodate holiday lighting. Remote receptacles will also be placed at Five Points intersection.

STREETSCAPE ART

New streetscape art will embrace the cultural spirit Waukesha residents and enliven the overall streetscape.

SUSTAINABILITY

Stormwater BMPs and other sustainable opportunities will be incorporated within the Downtown streetscape.

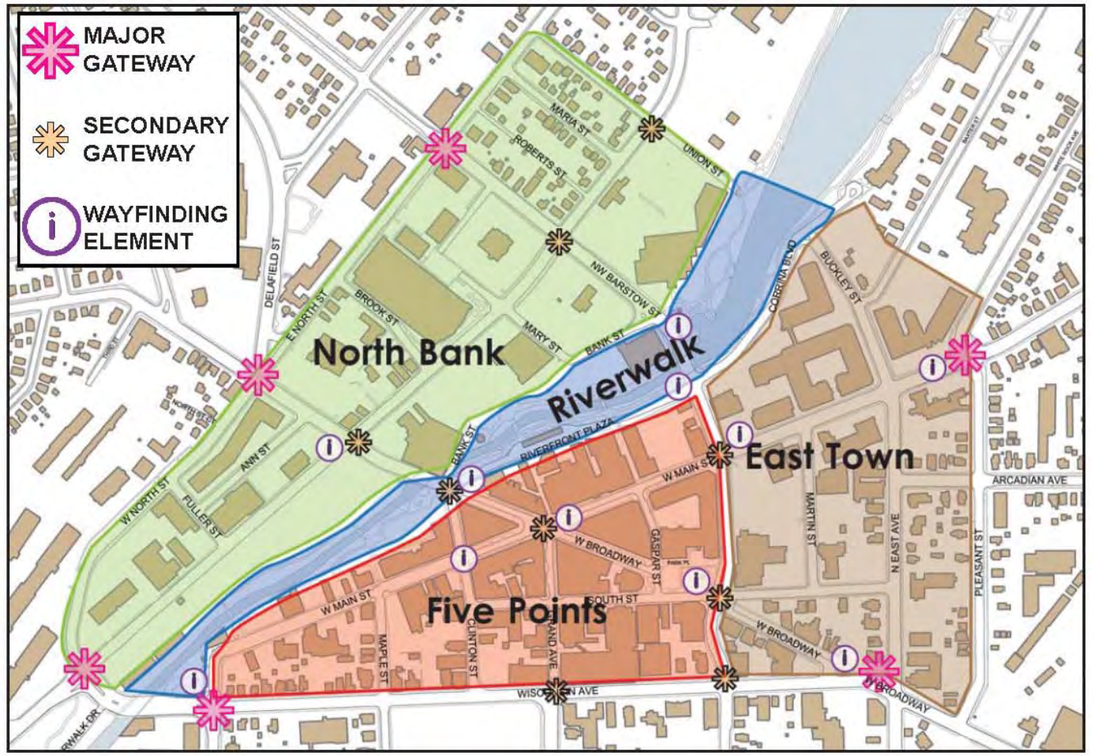
WAYFINDING ELEMENTS

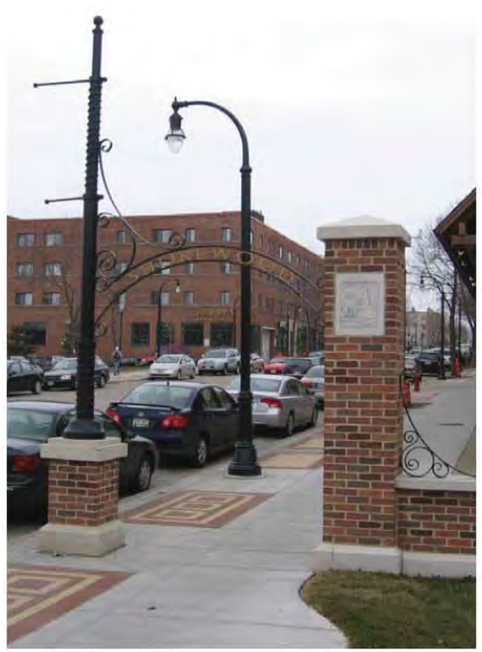
The different scales and variety of wayfinding options for Downtown Waukesha

GATEWAYS

Major and minor gateways will better define the areas of Downtown and welcome visitors.

Figure 29. Wayfinding and gateways





BANNERS

New banners will help define the different districts within Downtown Waukesha. The banners are composed of metal with the option of perforated or painted lettering. Each banner is composed of a different color and may also have an unique logo specific to each district. Seasonal banners may be placed on the opposite side of each wayfinding/branding banner shown below. Specialty banners (locally designed) can be placed on every other light pole that does not have a wayfinding/branding banner (fig. 30).

Wayfinding/Branding Banner Concept

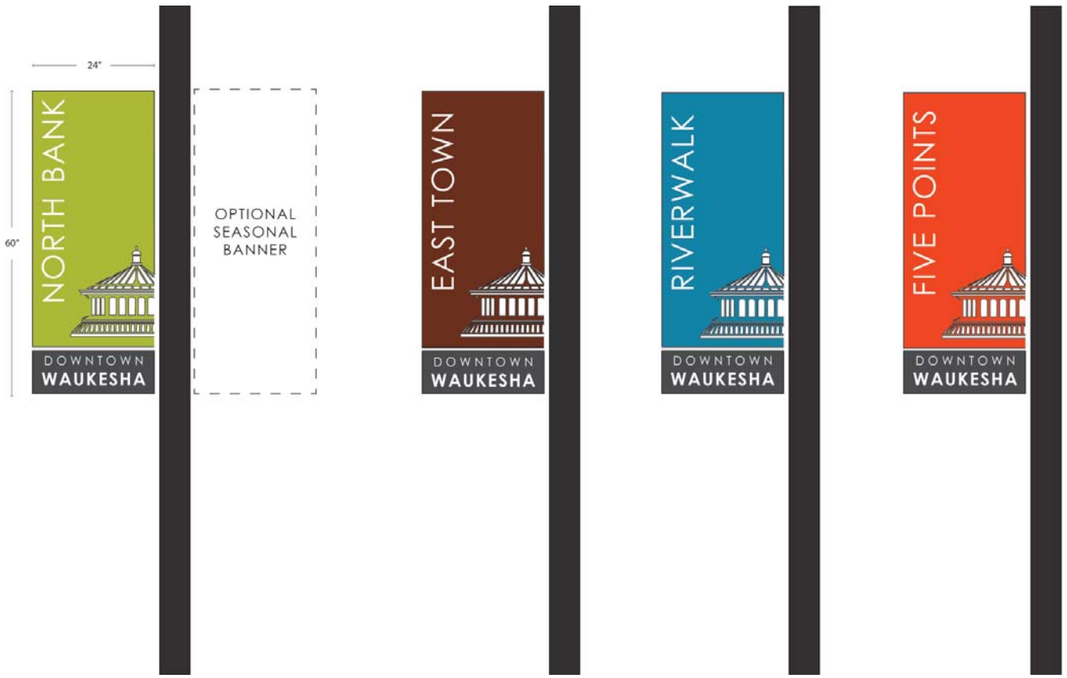
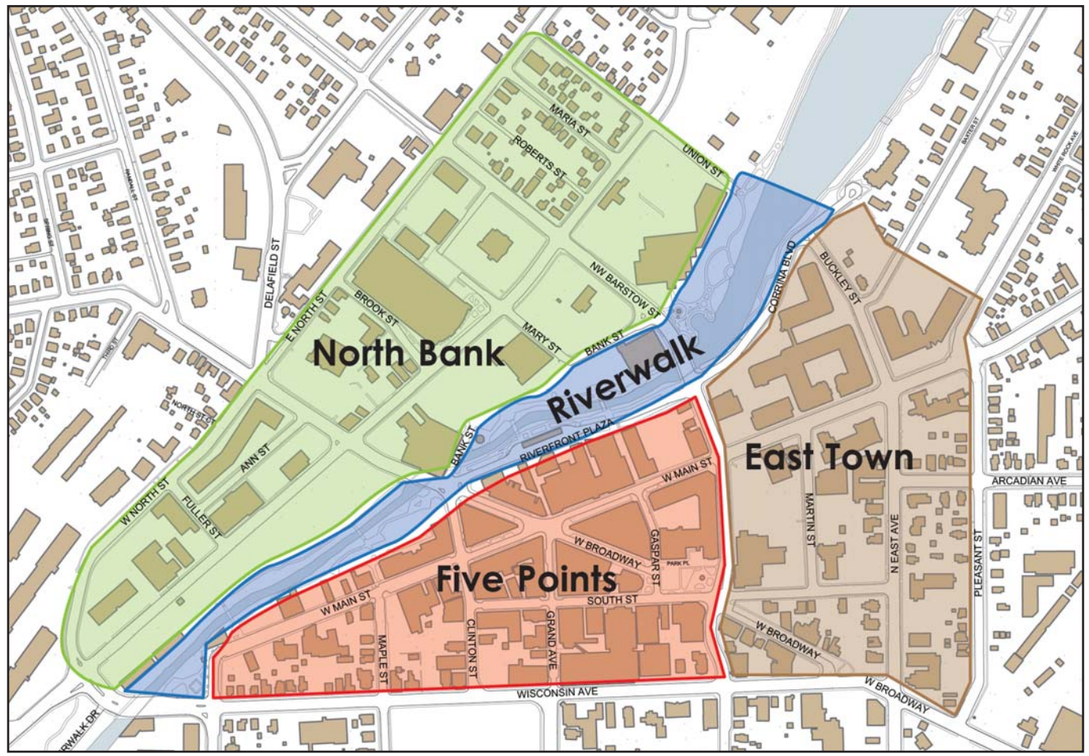


Figure 30. Banner orientation to street

Figure 31. Downtown districts and branding

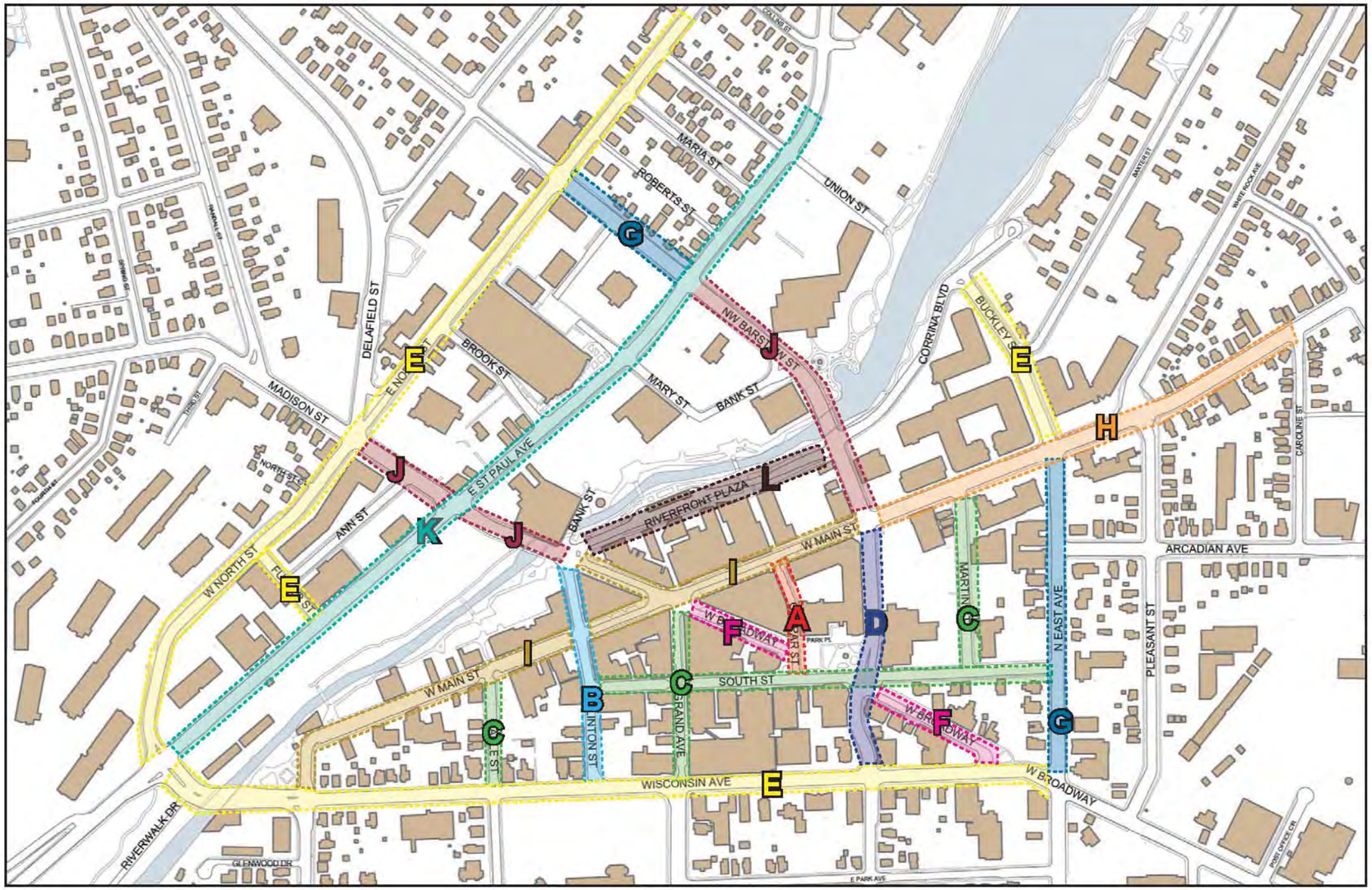


STREET TYPOLOGIES

The following street typologies were developed to balance the needs of the pedestrian and bicyclist while promoting good vehicular circulation and sufficient parking areas.

Figure 32. STREET MASTER PLAN

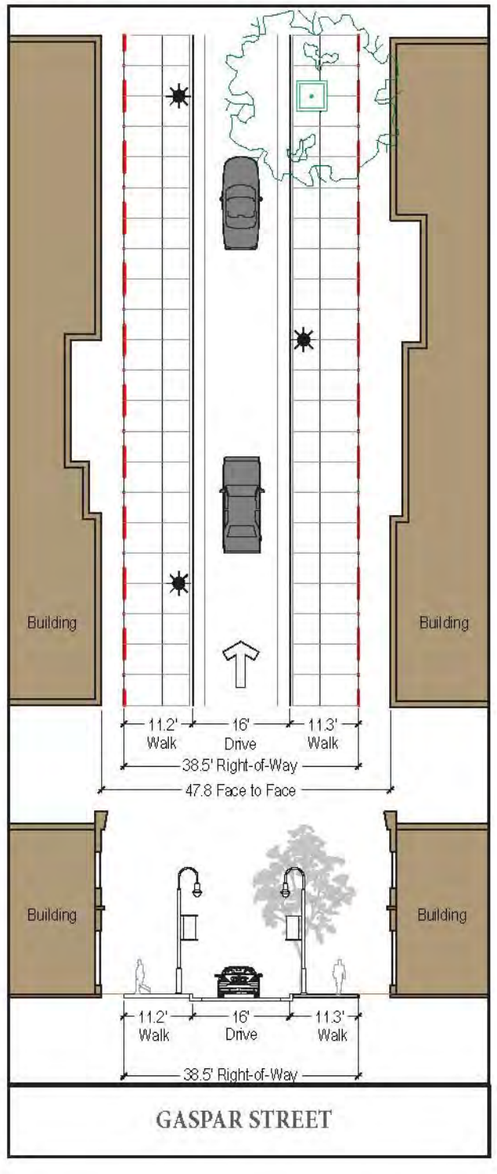
Figure 33. STREET TYPOLOGIES



- A 38.5’ ROW without Parking
- B 50’ ROW without Parking
- C 50’ ROW with Parallel Parking
- D 60’ ROW without Parking
- E 60’ ROW with Parallel Parking
- F 66’ ROW with Angle Parking
- G 66’ ROW without Parking
- H 66’ ROW with Parallel Parking
- I 66’ ROW with Parallel & Angle Parking
- J 70’ ROW without Parking
- K 70’ ROW with Parallel Parking
- L Varying ROW with Parking

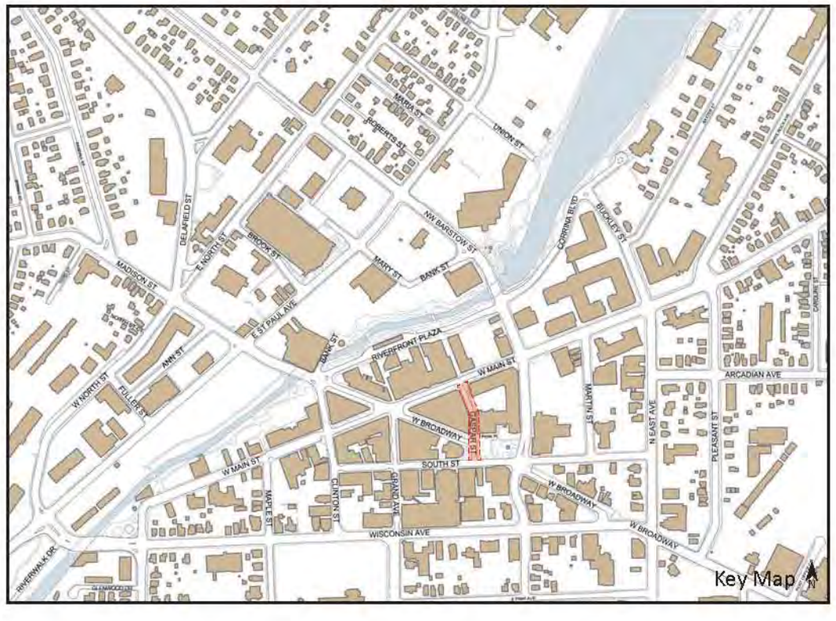
TYPE A: 38.5’ ROW WITHOUT PARKING

Figure 34. Proposed Typical Street Diagram



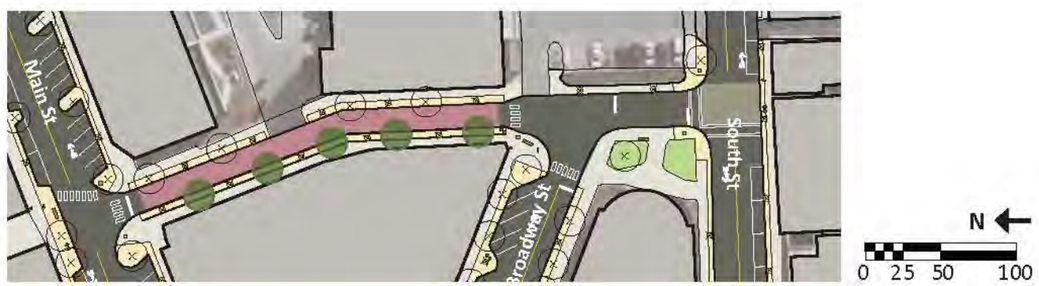
NOTES:

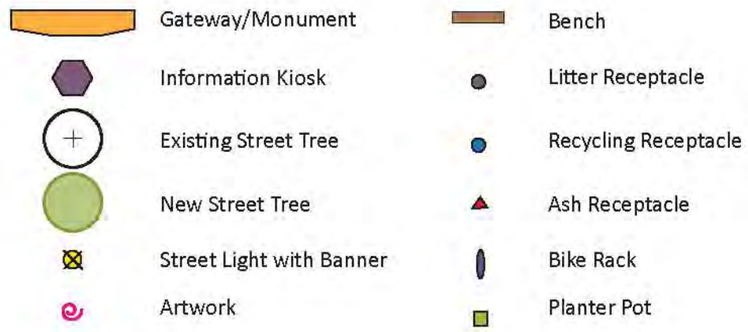
- Street trees located in terrace
- One way street north of Broadway
- Specialty pavers in roadway
- Convertible street utilizing rolled curb & collapsible bollards



GASPAR STREET

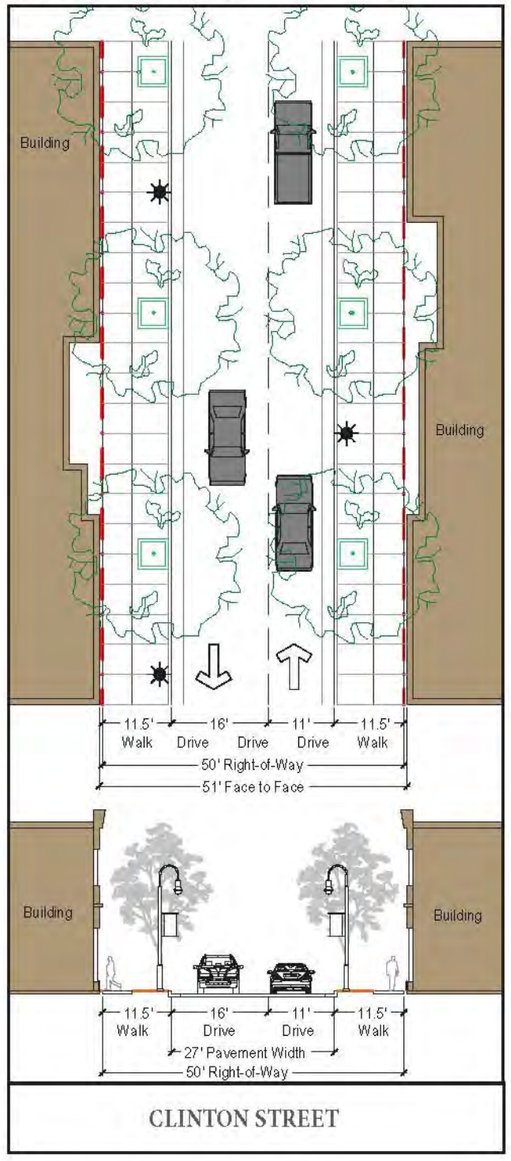
Figure 35. GASPAR STREET PLAN





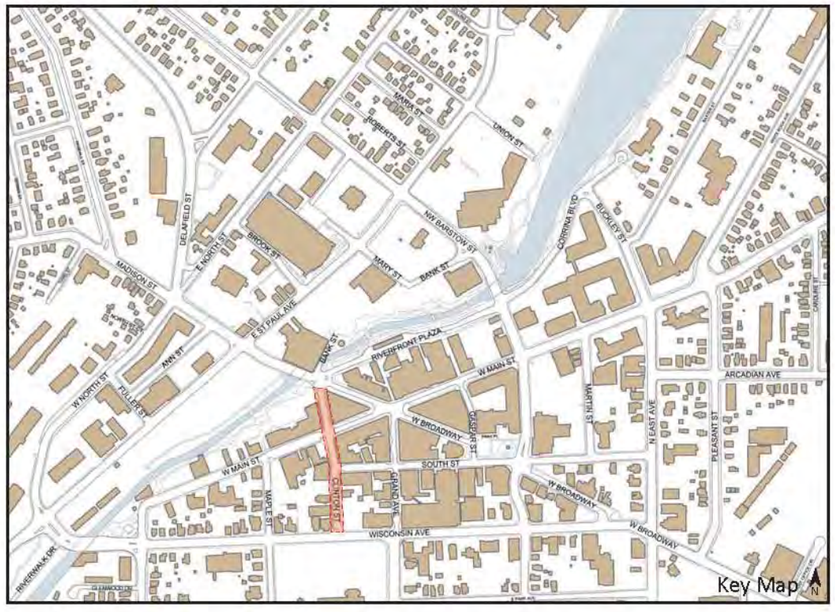
TYPE B: 50' ROW WITHOUT PARKING

Figure 36. Proposed Typical Street Diagram



NOTES:

- Require 1' curb and gutter flange
- Narrow street trees or planting pots
- No street parking allowed



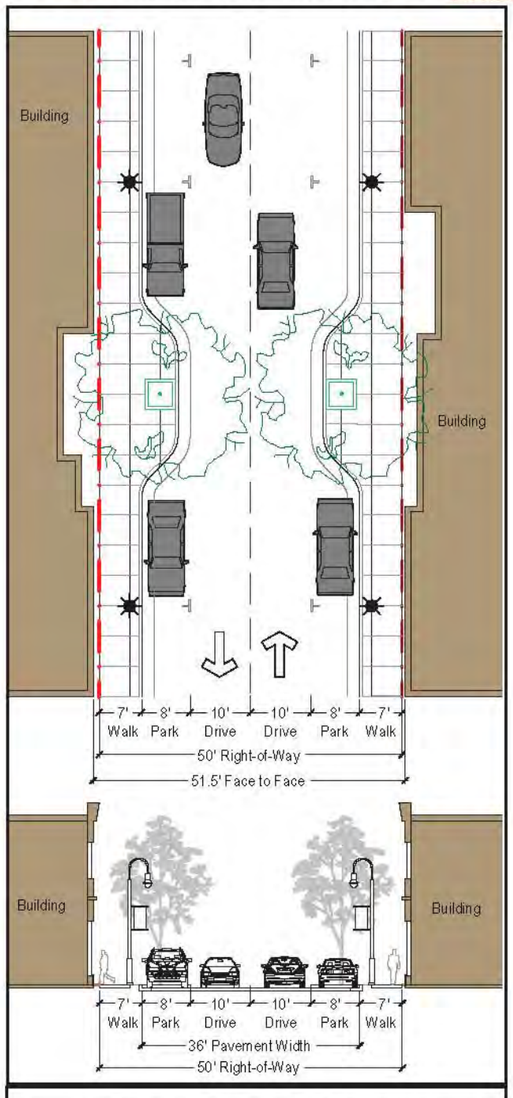
CLINTON STREET

Figure 37. CLINTON STREET PLAN

Gateway/Monument
Information Kiosk
Existing Street Tree
New Street Tree
Street Light with Banner
Artwork
Bench
Litter Receptacle
Recycling Receptacle
Ash Receptacle
Bike Rack
Planter Pot

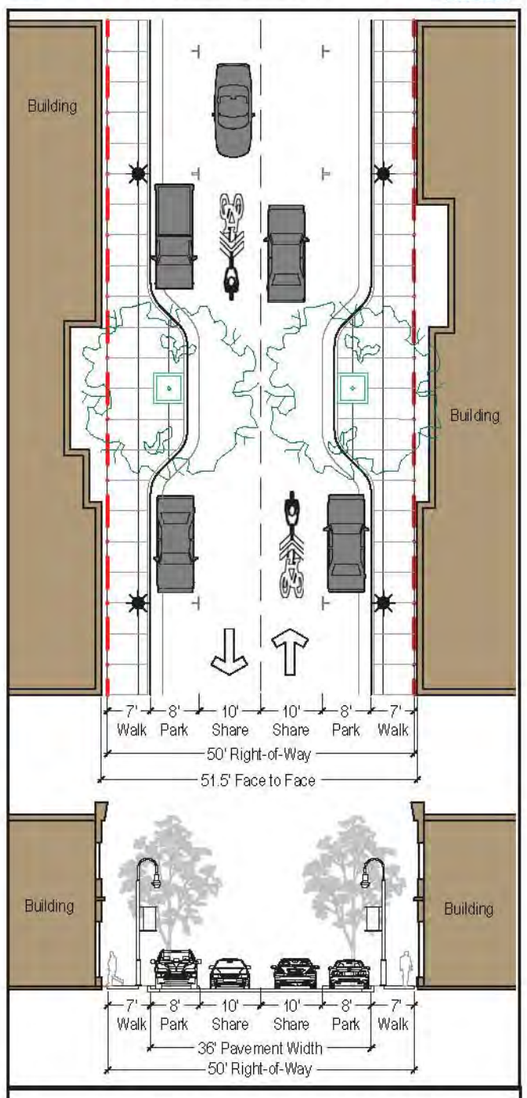
TYPE C: 50' ROW WITH PARALLEL PARKING

Figure 38. Proposed Typical Street Diagram



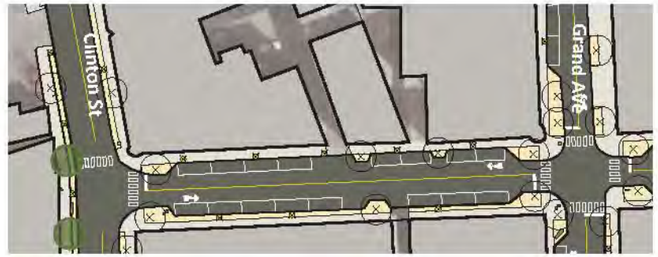
MAPLE AVENUE, MARTIN STREET

Figure 39. Proposed Shared Lane Diagram



GRAND AVENUE, SOUTH STREET

Figure 40. SOUTH STREET PLAN



NOTES:

- Street trees only recommended in bump-outs
- Plantings, sustainable features or dining areas in bump-outs
- Possible mid-block pedestrian crossing at bump-outs
- Shared bike lanes (only on Grand Ave and South St)

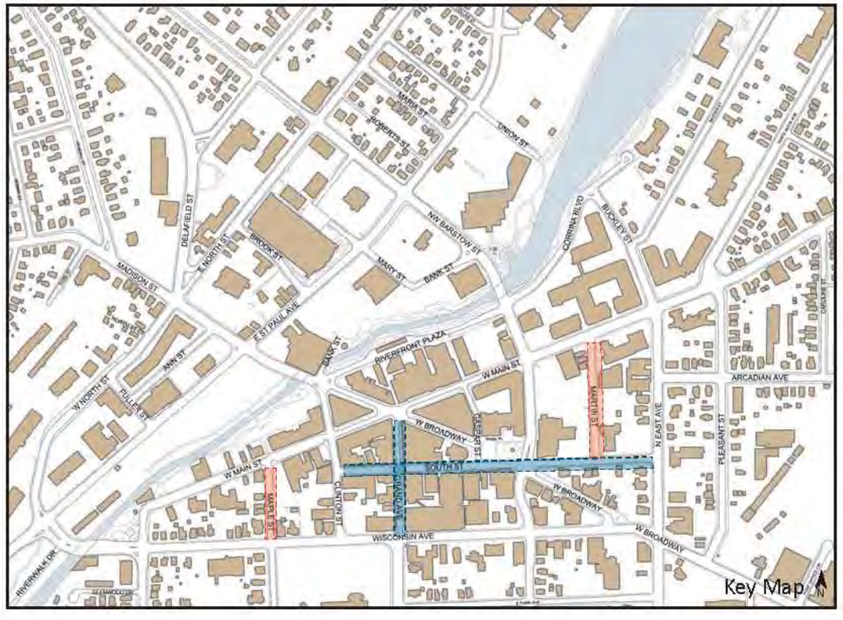


Figure 41. MAPLE AVENUE PLAN

Figure 42. MARTIN STREET PLAN

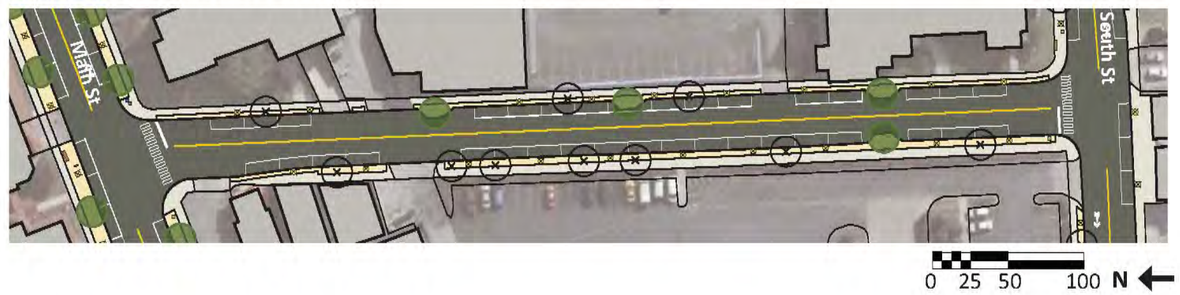
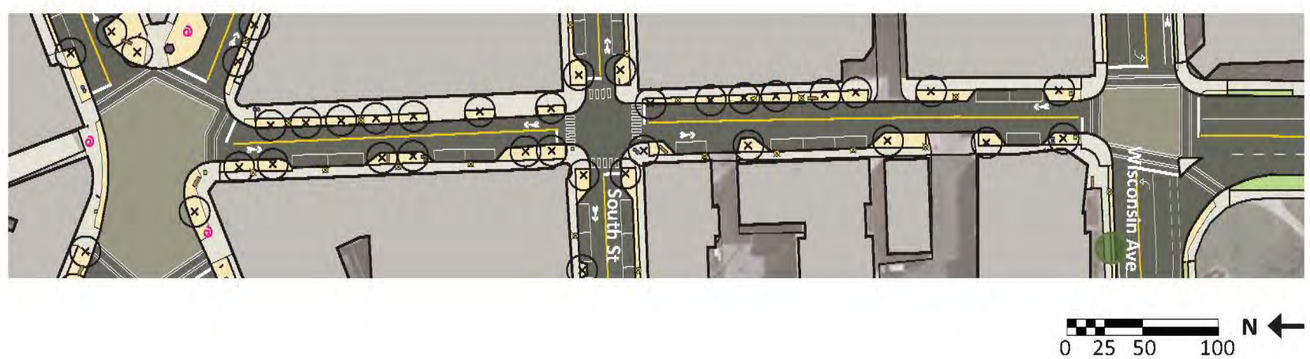


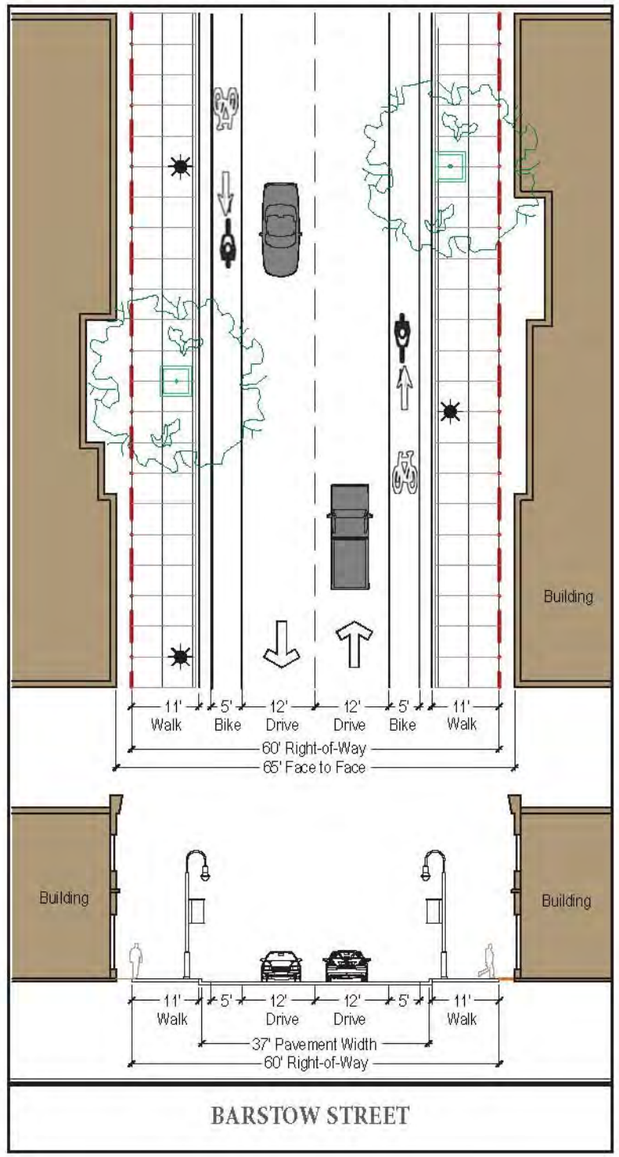
Figure 43. GRAND AVENUE PLAN



- Gateway/Monument
- Information Kiosk
- Existing Street Tree
- New Street Tree
- Street Light with Banner
- Artwork
- Bench
- Litter Receptacle
- Recycling Receptacle
- Ash Receptacle
- Bike Rack
- Planter Pot

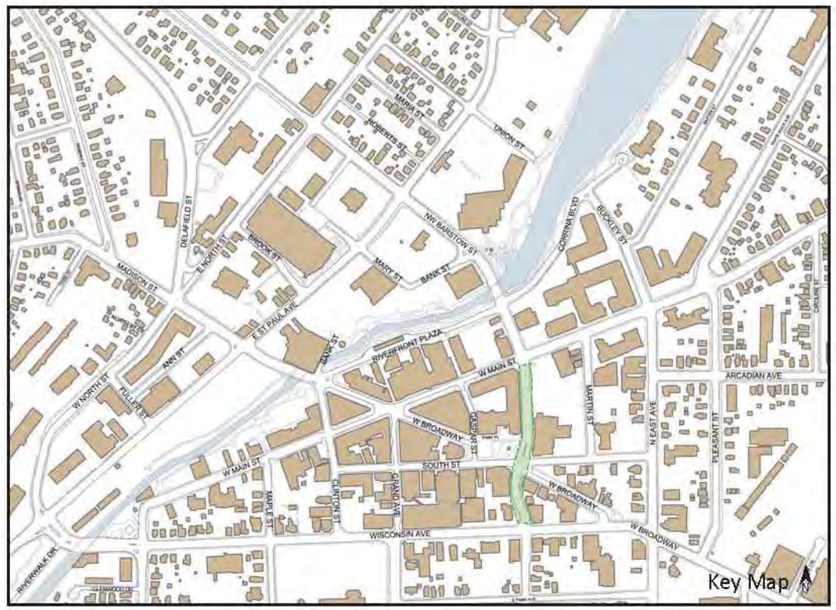
TYPE D: 60' ROW WITHOUT PARKING

Figure 44. Proposed Dedicated Lane Diagram



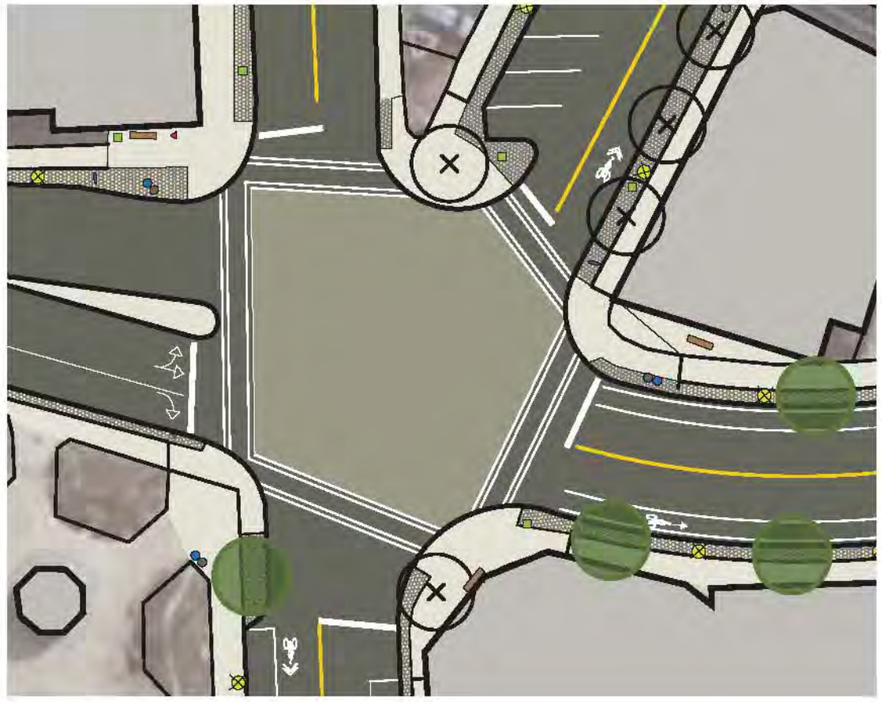
NOTES:

- Walkable terrace on Barstow Street
- Turn lanes at intersections



BARSTOW STREET

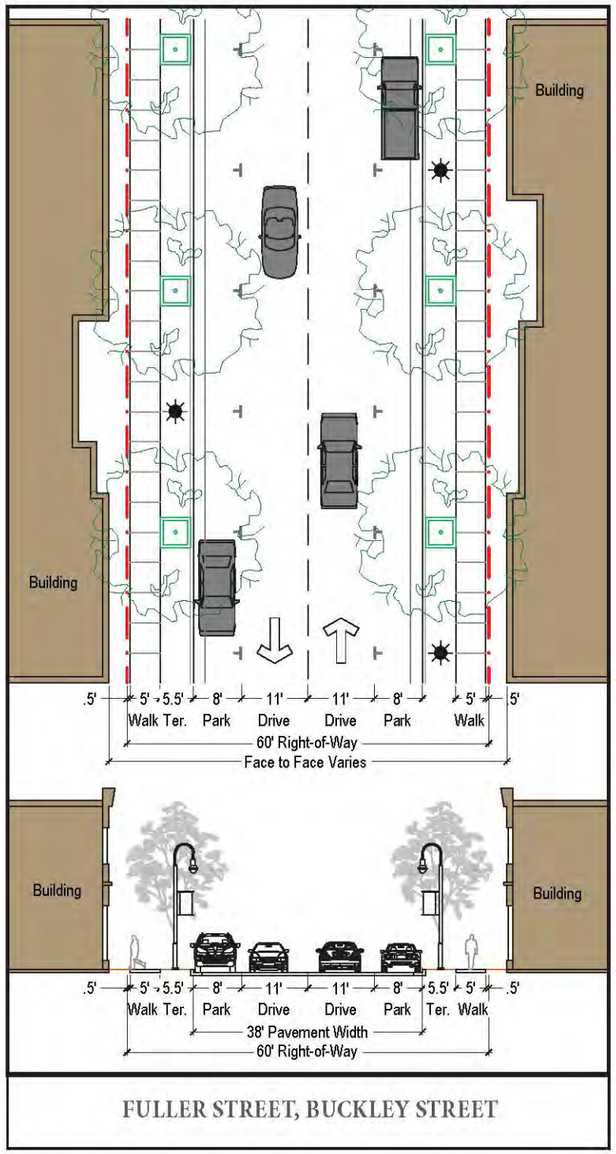
Figure 45. BARSTOW STREET PLAN



Gateway/Monument
Information Kiosk
Existing Street Tree
New Street Tree
Street Light with Banner
Artwork
Bench
Litter Receptacle
Recycling Receptacle
Ash Receptacle
Bike Rack
Planter Pot

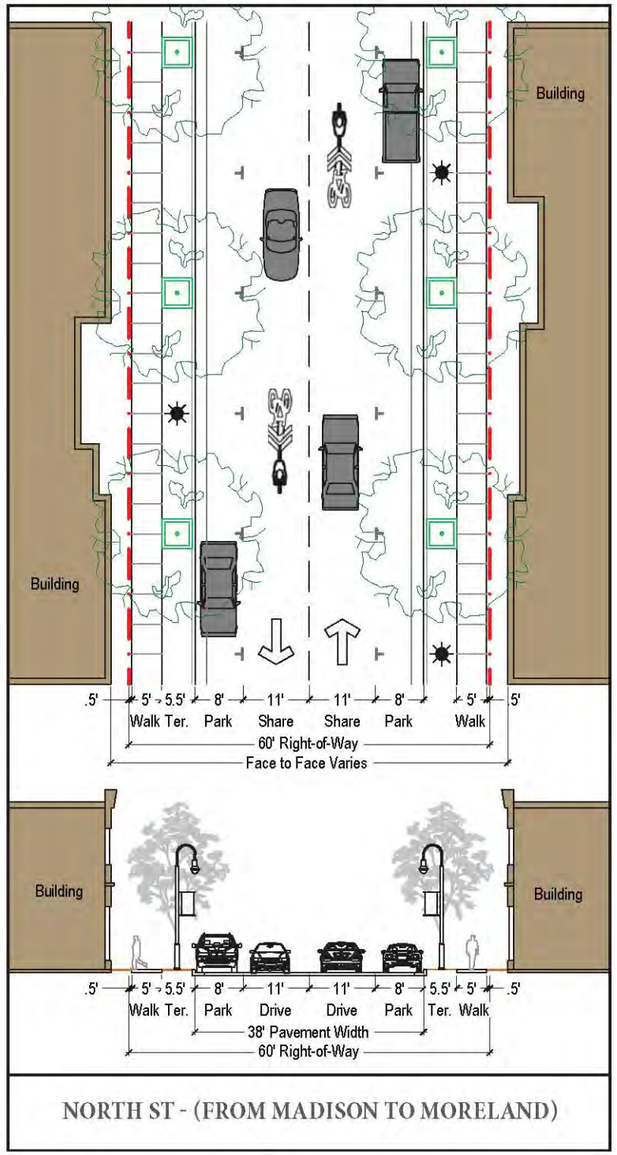
TYPE E: 60' ROW WITH PARALLEL PARKING

Figure 46. Proposed Typical Street Diagram



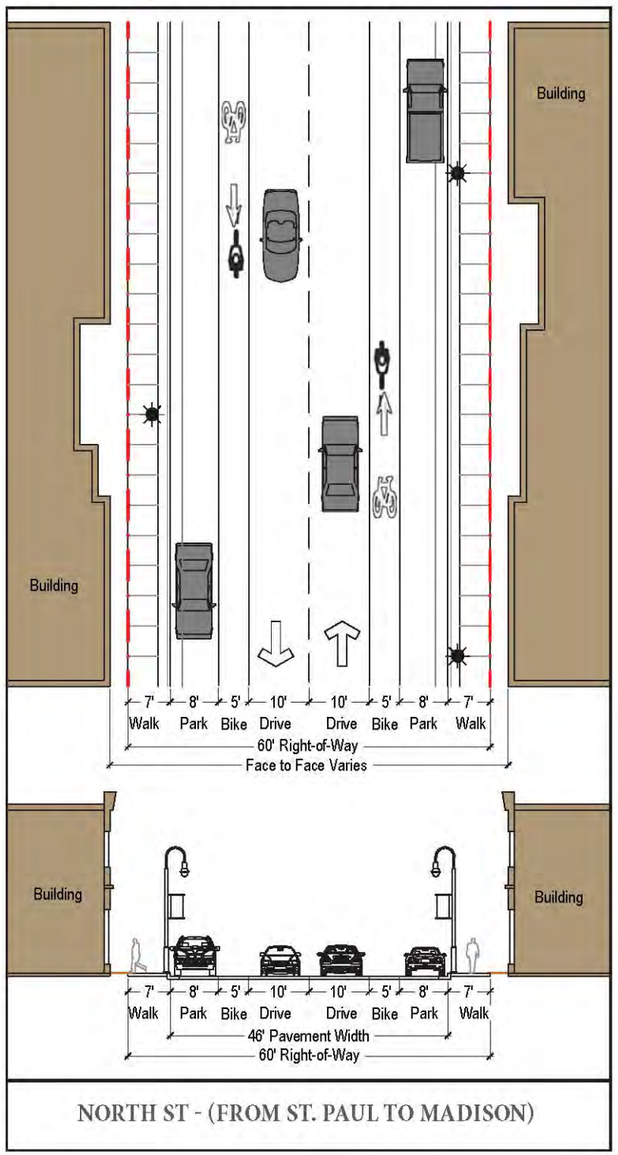
FULLER STREET, BUCKLEY STREET

Figure 47. Proposed Shared Lane Diagram



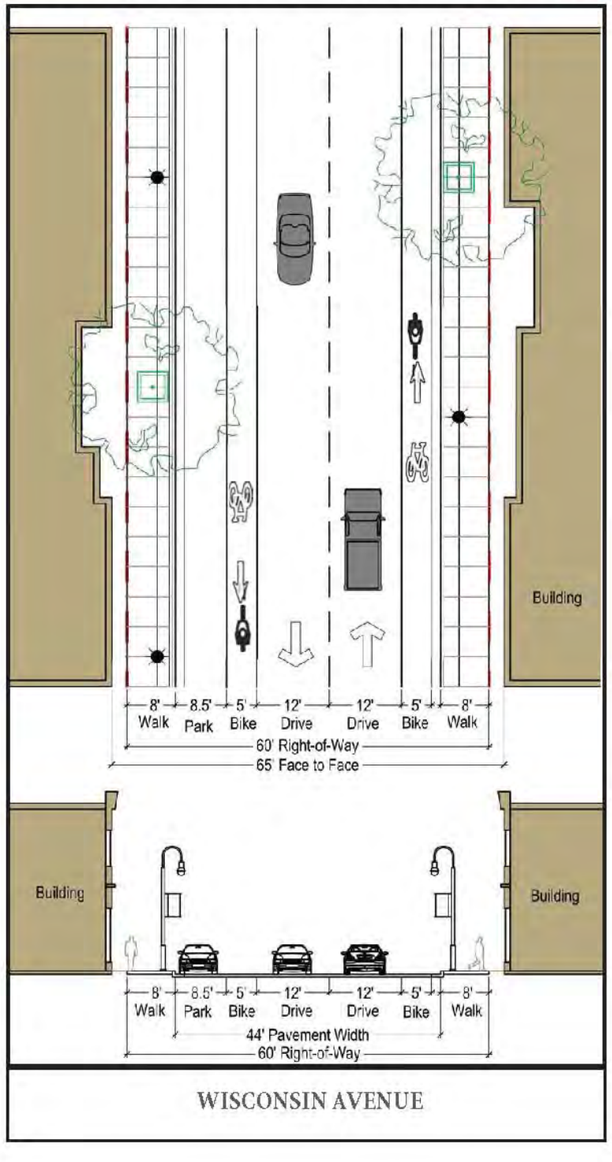
NORTH ST - (FROM MADISON TO MORELAND)

Figure 48. Proposed Dedicated Lane Diagram



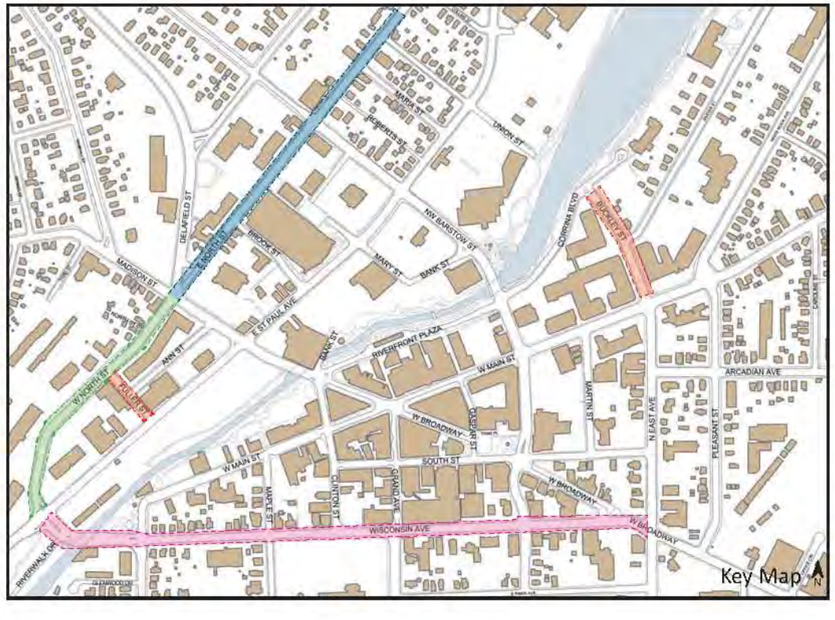
NORTH ST - (FROM ST. PAUL TO MADISON)

Figure 49. Wisconsin Avenue Dedicated Lane Diagram



NOTES:

- Street trees are allowed in terrace (where applicable)
- South end of Fuller transitions to 50' ROW (no terrace space)
- Buckley is 58' ROW (10' driving lanes instead of 11')
- Grass terrace on east side of Buckley
- Grass terrace on south side of Wisconsin Avenue, paved terrace on the north side



TYPE E: 60' ROW WITH PARALLEL PARKING

Figure 50. NORTH STREET PLAN

- Gateway/Monument
- Information Kiosk
- Existing Street Tree
- New Street Tree
- Street Light with Banner
- Artwork
- Bench
- Litter Receptacle
- Recycling Receptacle
- Ash Receptacle
- Bike Rack
- Planter Pot

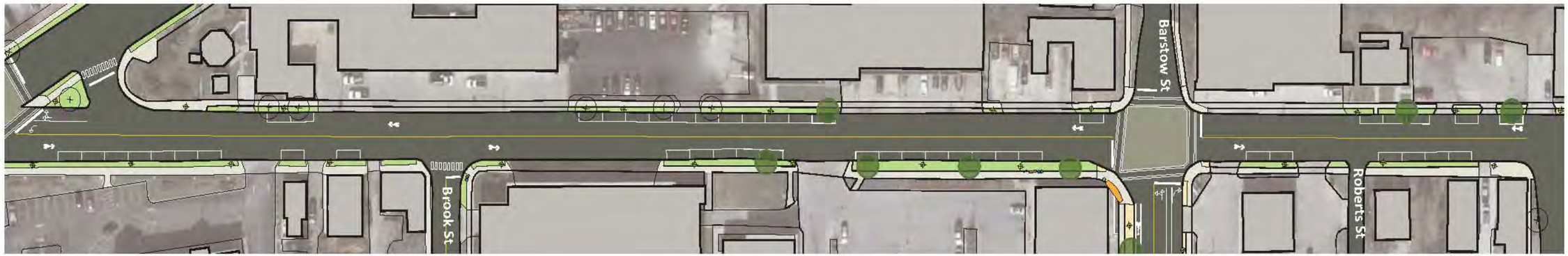


Figure 51. FULLER STREET PLAN

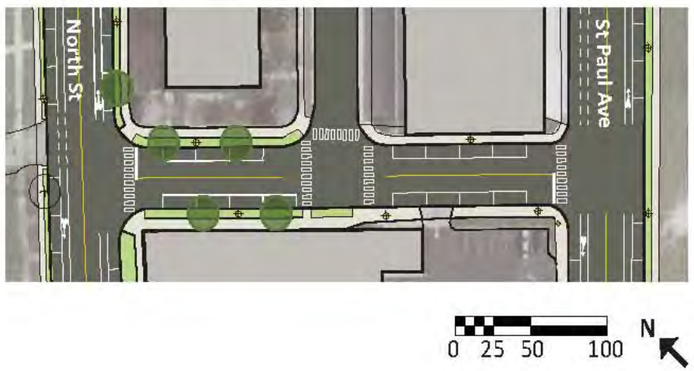


Figure 52. BUCKLEY STREET PLAN

TYPE E: 60' ROW WITH PARALLEL PARKING

Figure 53. WISCONSIN AVENUE PLAN

WISCONSIN AVENUE

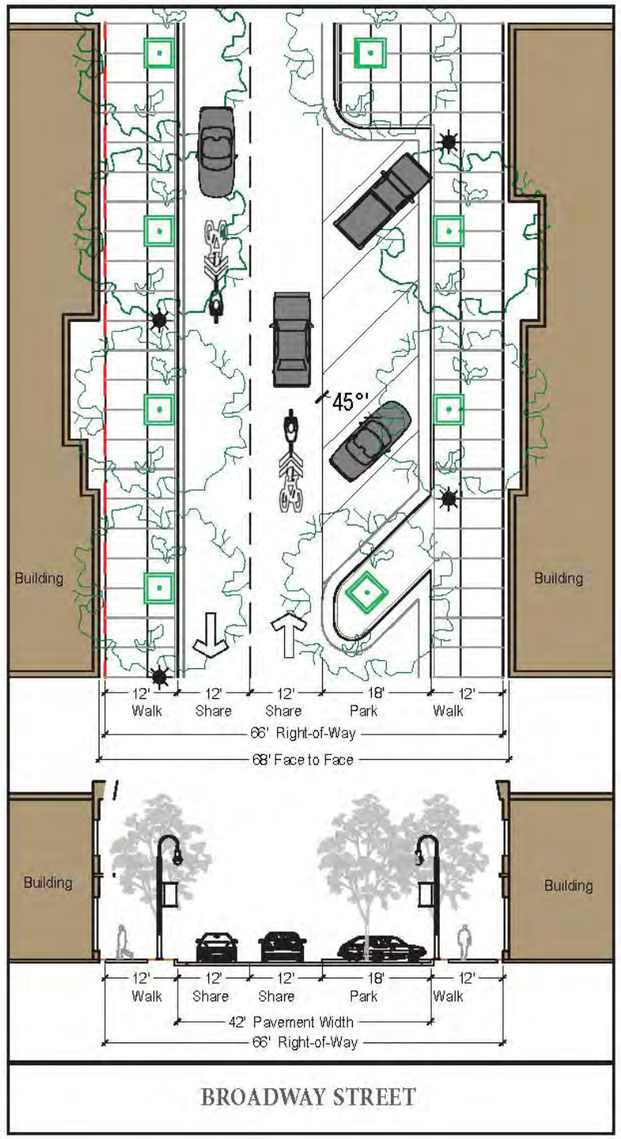
WISCONSIN AVENUE

0 25 50 100 N

- Gateway/Monument
- Information Kiosk
- Existing Street Tree
- New Street Tree
- Street Light with Banner
- Artwork
- Bench
- Litter Receptacle
- Recycling Receptacle
- Ash Receptacle
- Bike Rack
- Planter Pot

TYPE F: 66' ROW WITH ANGLE PARKING

Figure 54. Proposed Shared Lane Diagram



NOTES:

- Street trees can be either in terrace or bump-outs
- Plantings, sustainable features or dining areas in bump-outs
- Requires 1' curb and gutter flange

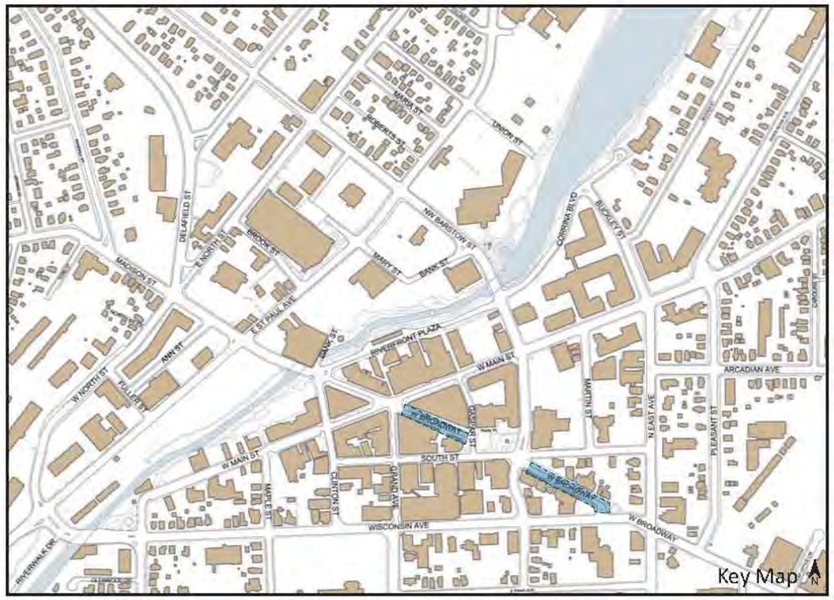
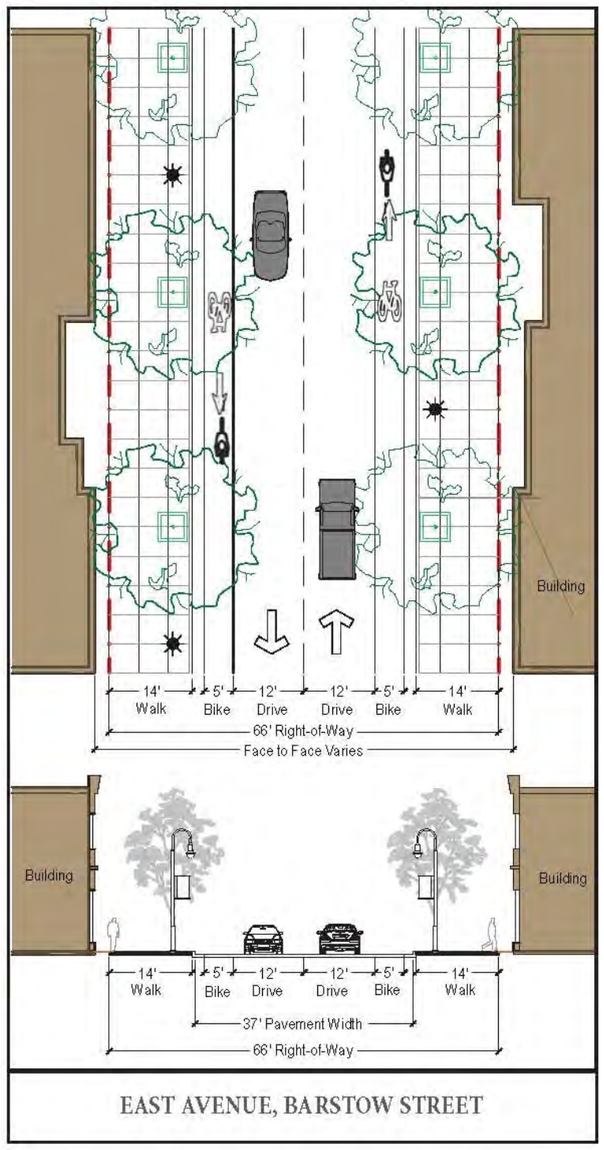


Figure 55. BROADWAY STREET PLAN

TYPE G: 66' ROW WITHOUT PARKING

Figure 56. Proposed Dedicated Lane Diagram



EAST AVENUE, BARSTOW STREET

NOTES:

- Street trees may be used in the terrace
- Grass terrace may be used in some areas

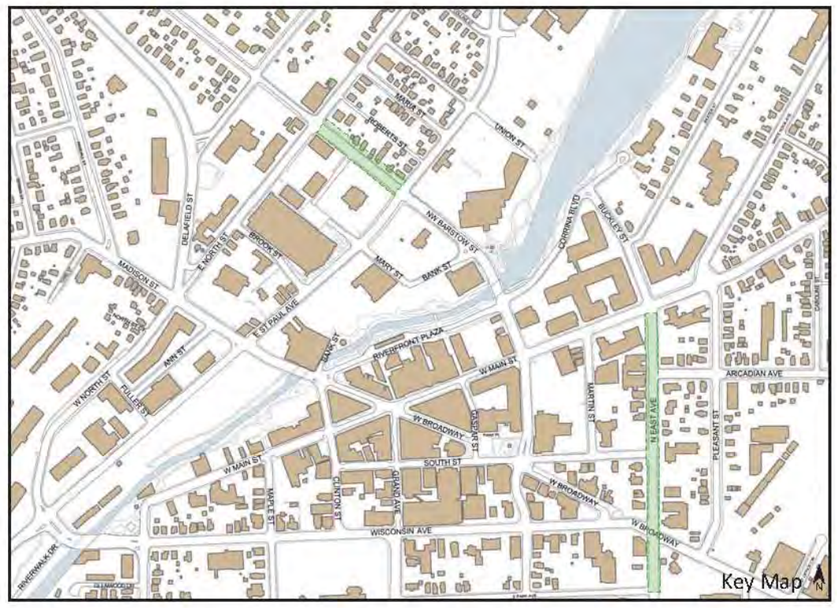
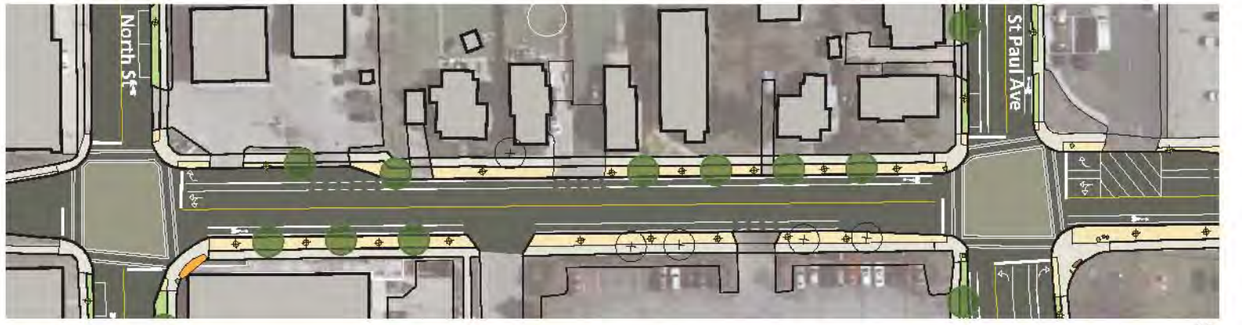


Figure 58. EAST AVENUE PLAN

Figure 57. BARSTOW STREET PLAN

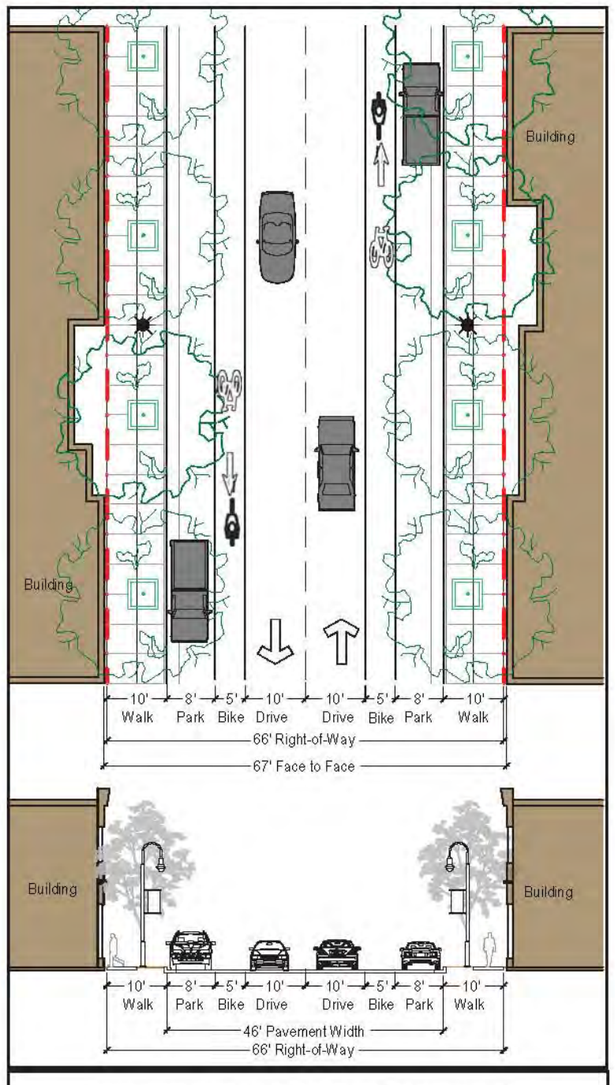


Gateway/Monument
Information Kiosk
Existing Street Tree
New Street Tree
Street Light with Banner
Artwork
Bench
Litter Receptacle
Recycling Receptacle
Ash Receptacle
Bike Rack
Planter Pot

MAIN STREET

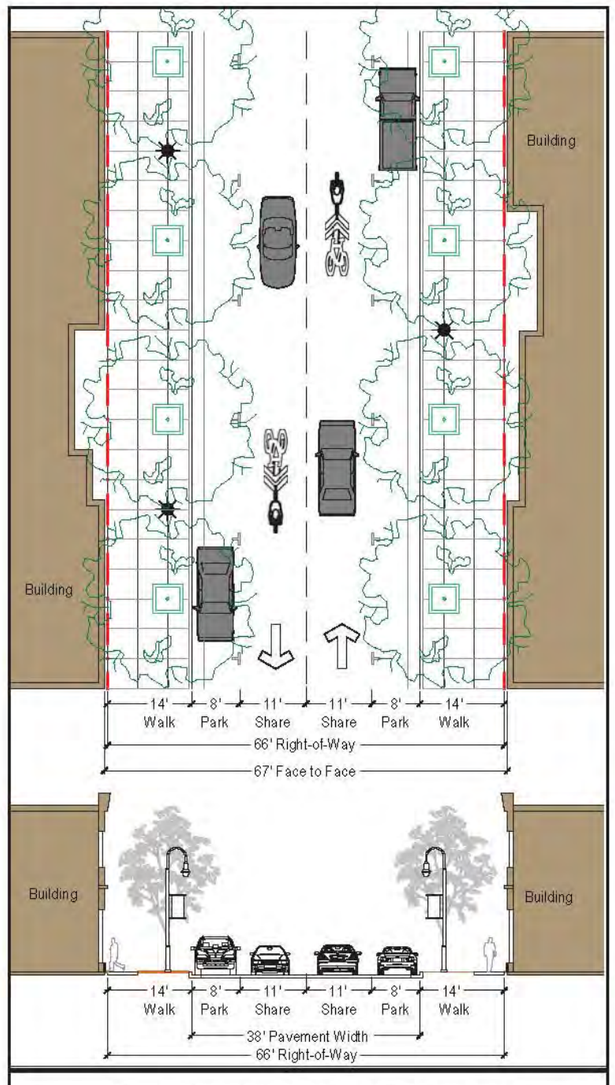
TYPE H: 66' ROW WITH PARALLEL PARKING

Figure 59. Proposed Dedicated Lane Diagram



MAIN STREET (EAST OF EAST STREET)

Figure 60. Proposed Shared Lane Diagram



MAIN STREET (WEST OF EAST STREET

NOTES:

- Bike Plan recommends shared bike lanes on Main Street (west of East Ave) and dedicated bike lanes on Main Street (east of East Ave)
- Street trees can be placed in terrace

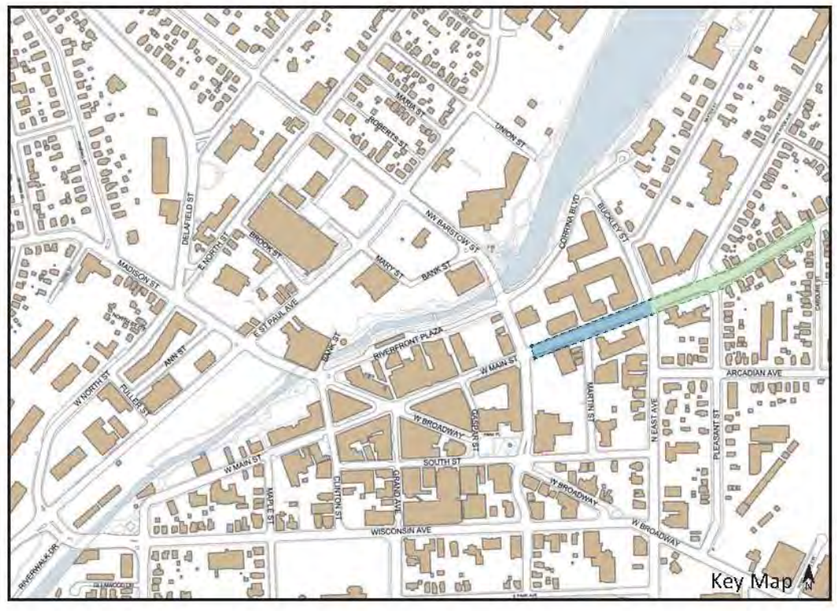
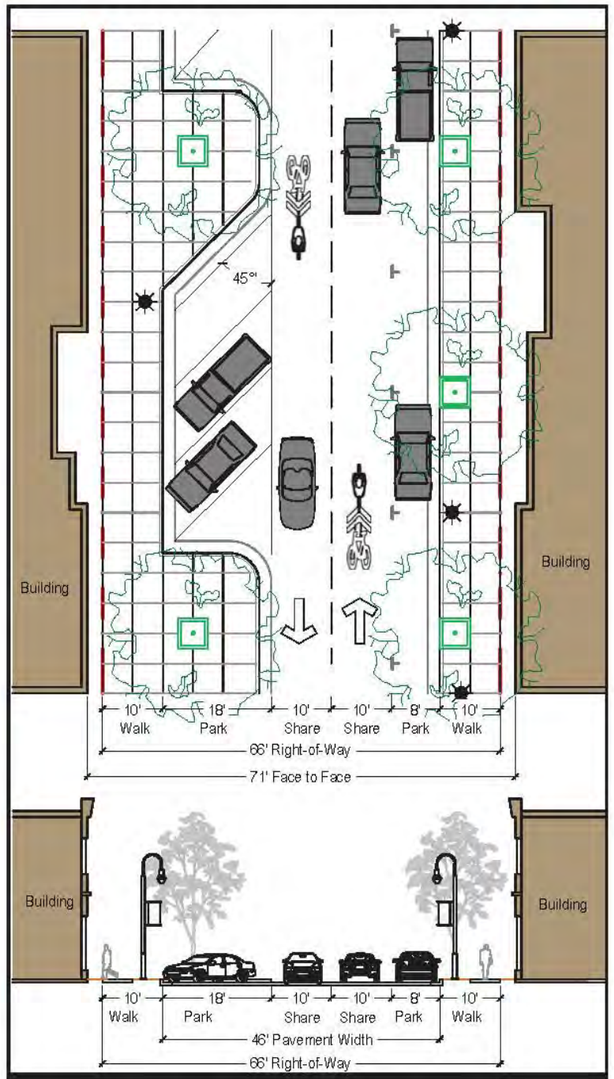


Figure 61. MAIN STREET PLAN (east of Barstow St.)

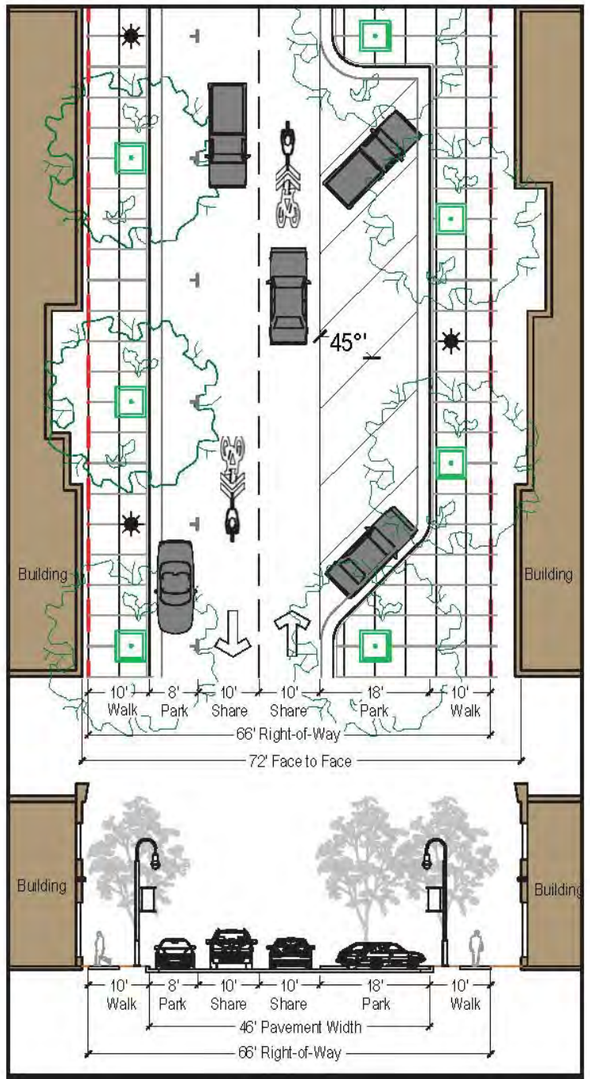
TYPE I: 66' ROW WITH PARALLEL & ANGLE PARKING

Figure 62. Proposed Shared Lane Diagram



MAIN STREET, BROADWAY STREET

Figure 63. Proposed Shared Lane Diagram



MAIN STREET

NOTES:

- Street trees in terrace or with accessible surface treatment or at bump-outs
- Plantings, sustainable features or dining areas in bump-outs

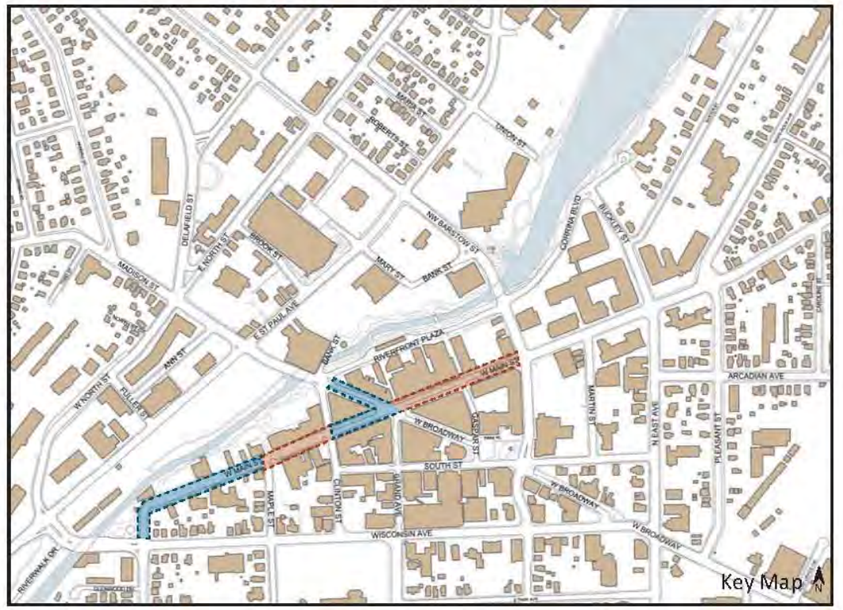
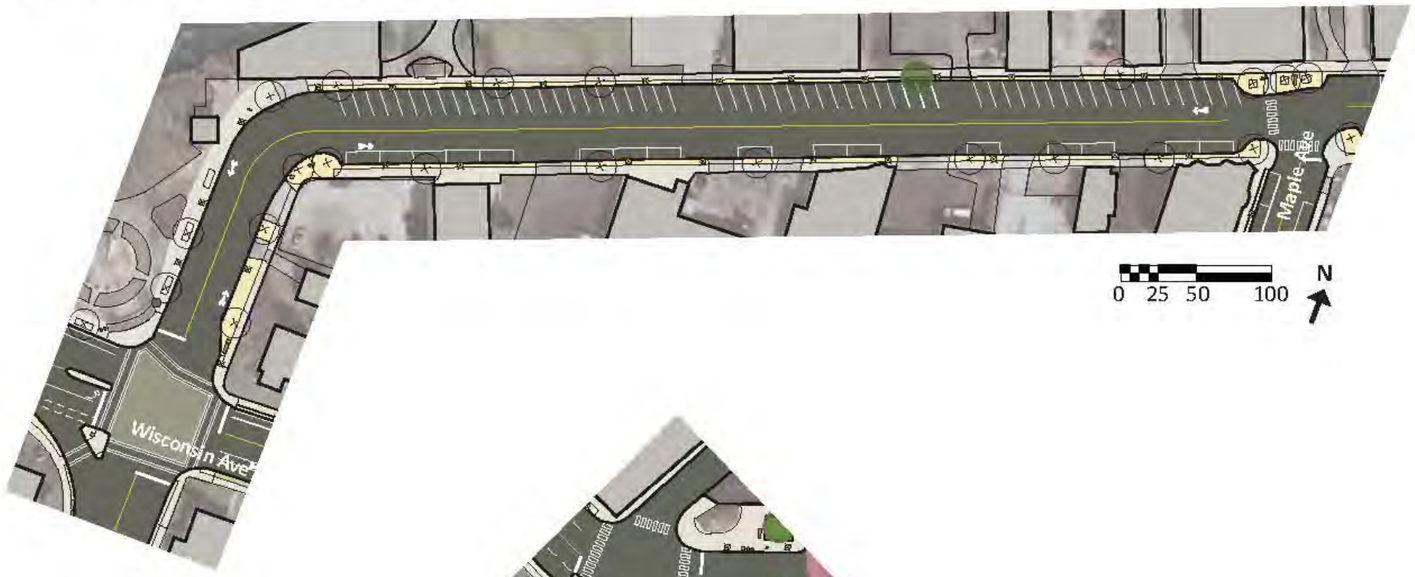


Figure 64. MAIN STREET PLAN (west of Maple)



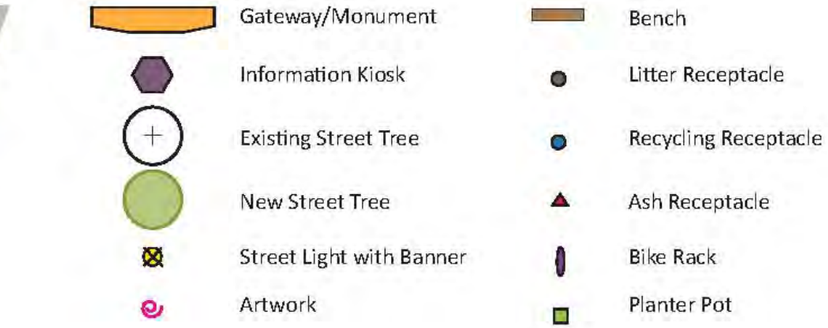
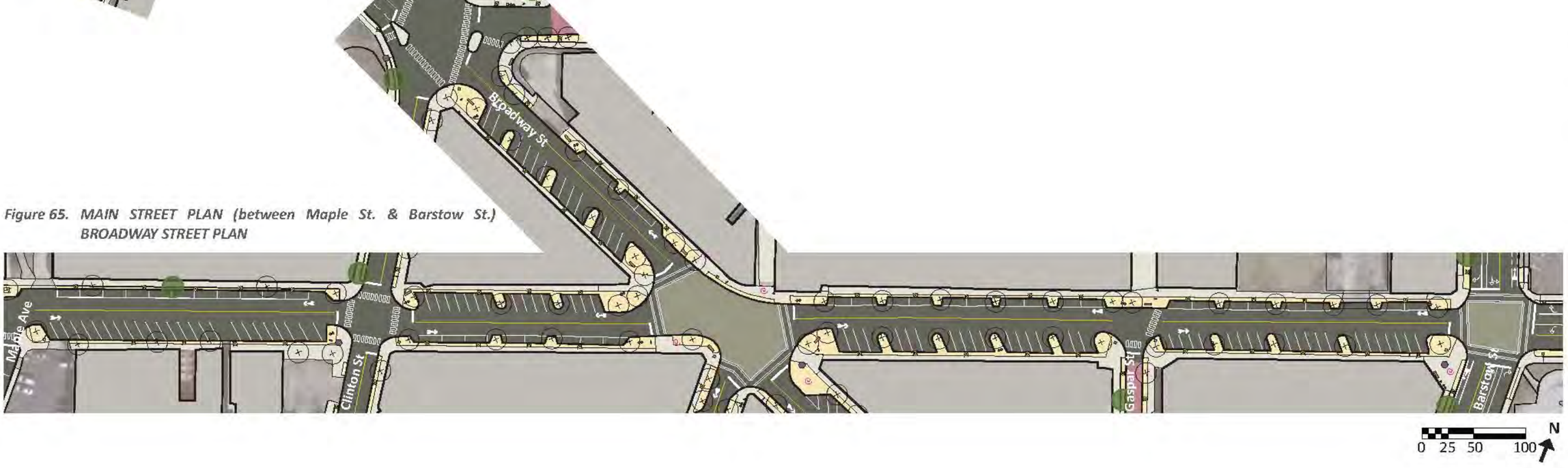
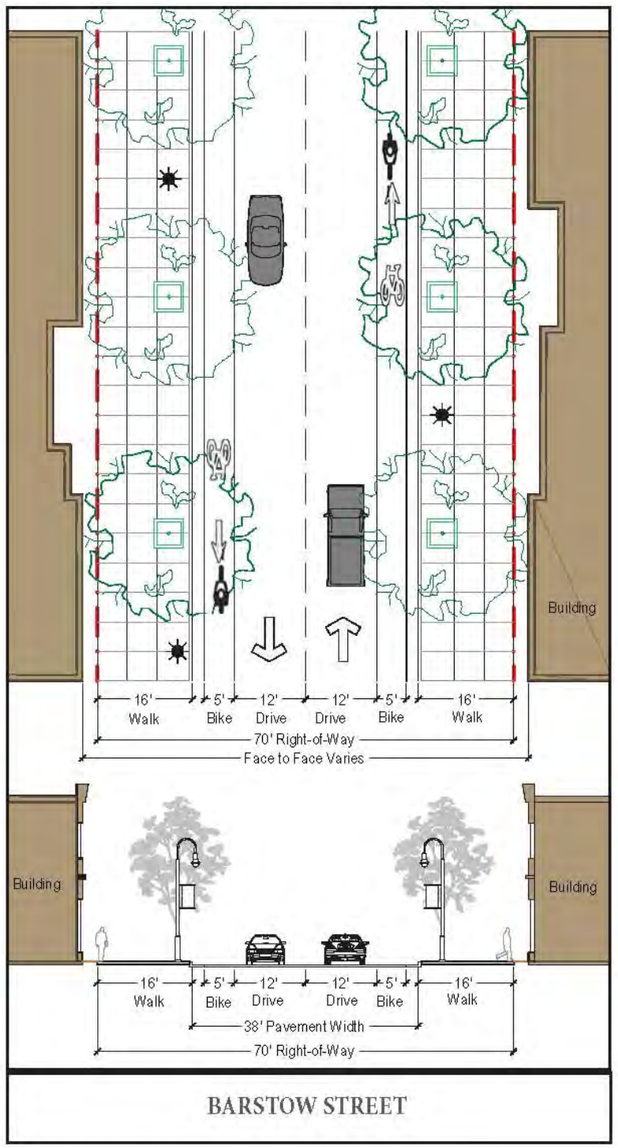


Figure 65. MAIN STREET PLAN (between Maple St. & Barstow St.)
BROADWAY STREET PLAN



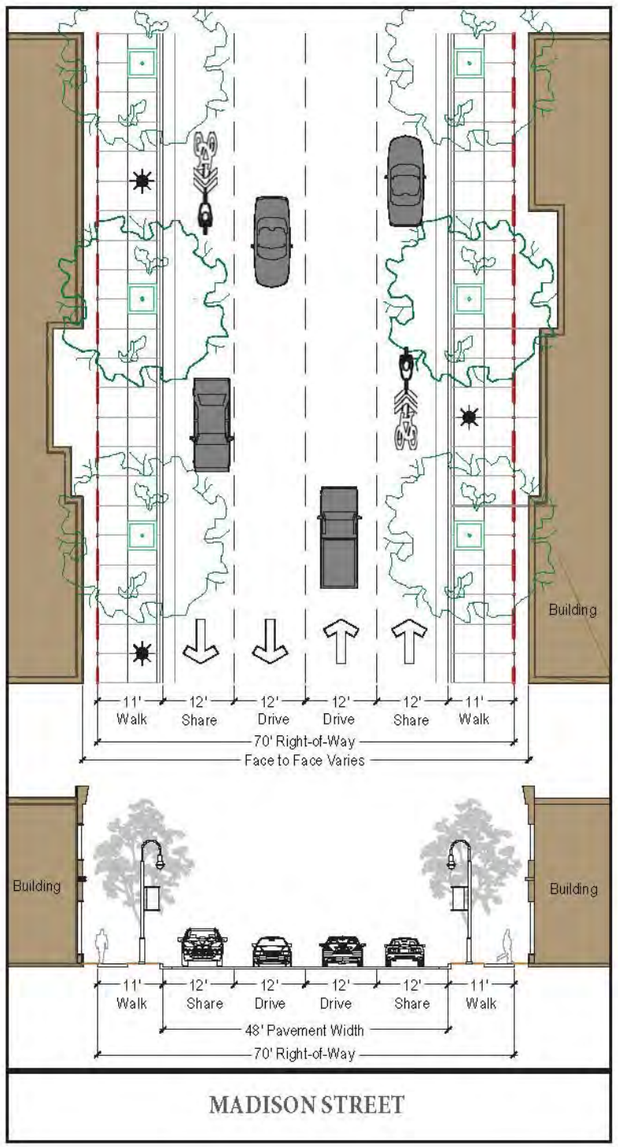
TYPE J: 70' ROW WITHOUT PARKING

Figure 66. Proposed Dedicated Lane Diagram



BARSTOW STREET

Figure 67. Proposed Shared Lane Diagram



MADISON STREET

NOTES:

- Street trees recommended with accessible surface treatment in paved areas
- Some ROW acquisition is required

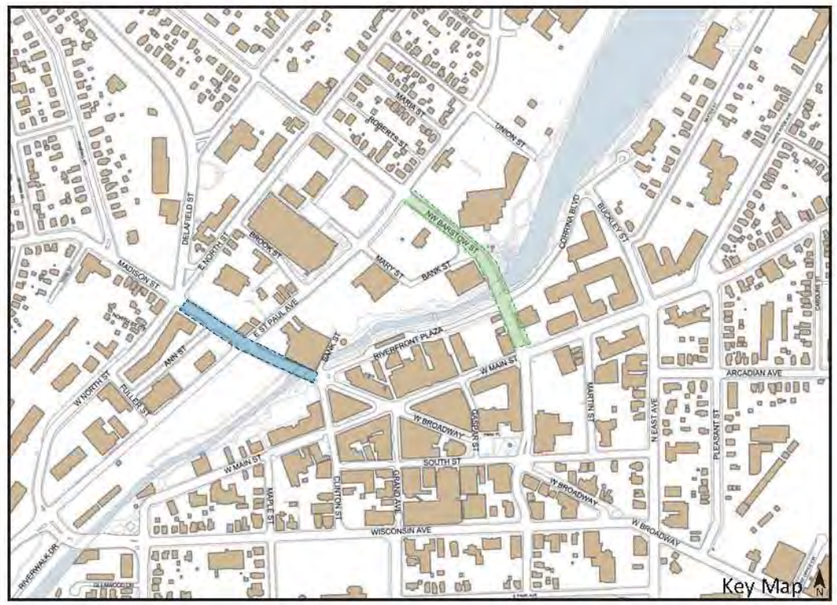
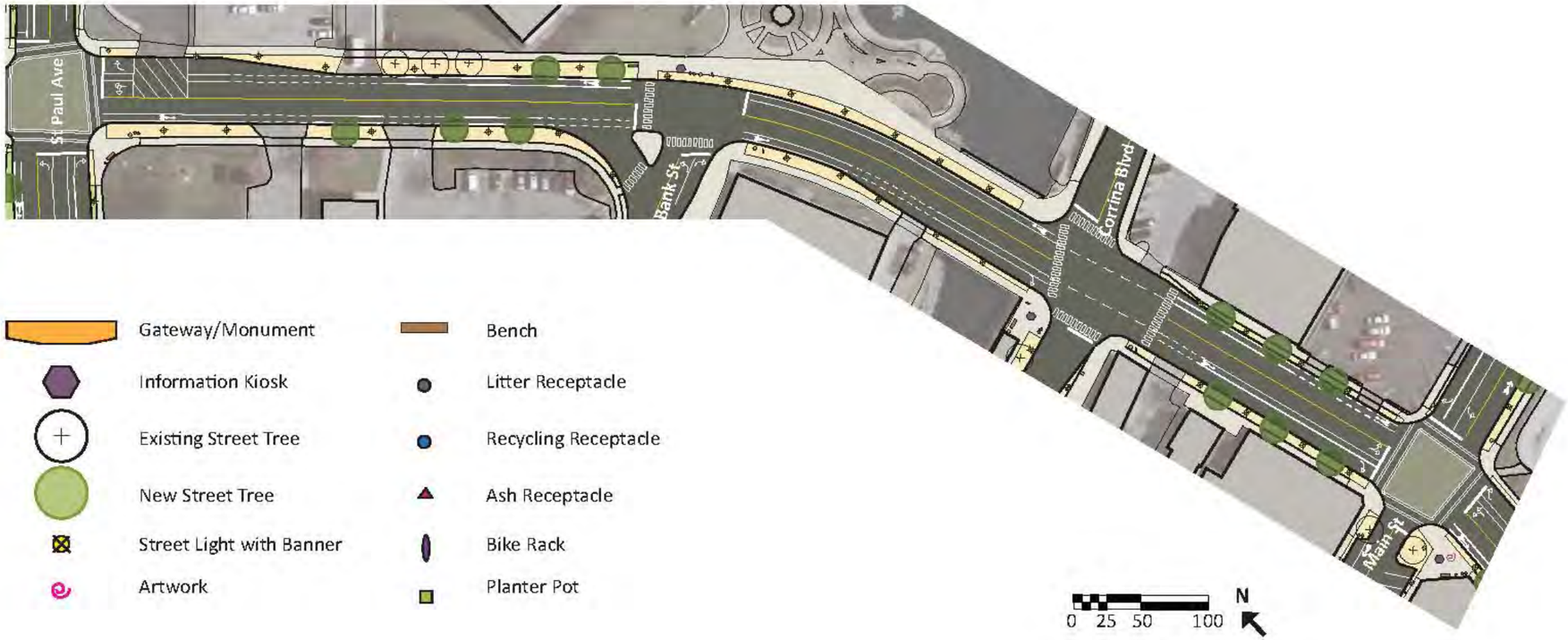


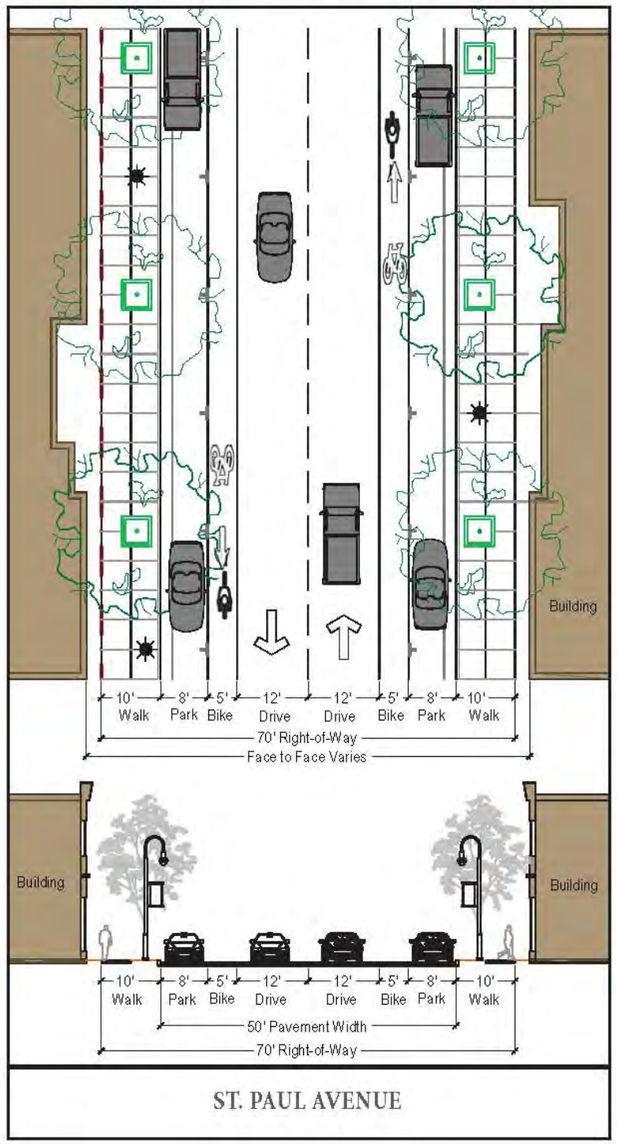
Figure 68. MADISON STREET PLAN (between North St. & St. Paul Ave.)

Figure 69. BARSTOW STREET PLAN (between St. Paul St. & Main St.)



TYPE K: 70' ROW WITH PARALLEL PARKING

Figure 70. Proposed Dedicated Lane Diagram



NOTES:

- Master Plan recommends parking on St. Paul Avenue between North Street and Albert
- Street trees recommended in grass terrace areas or with accessible surface treatment in paved areas
- Some ROW acquisition is required

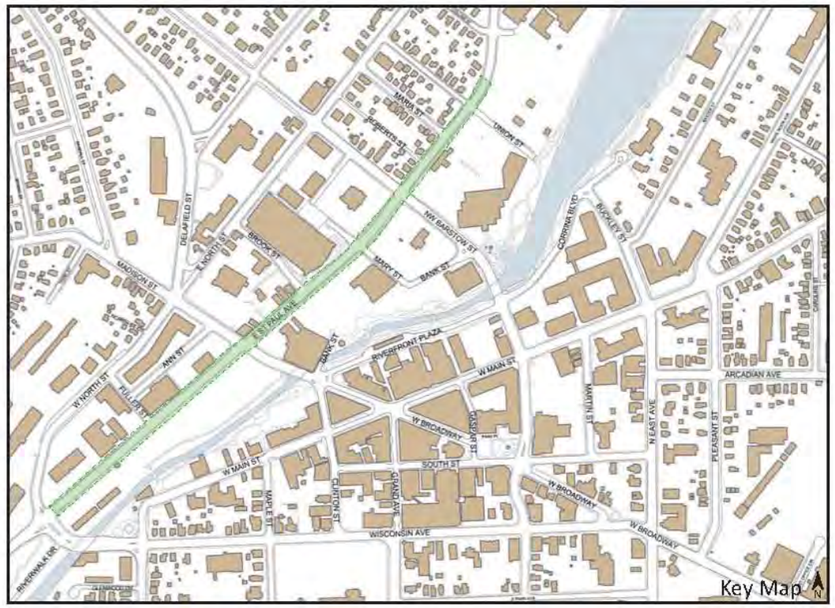
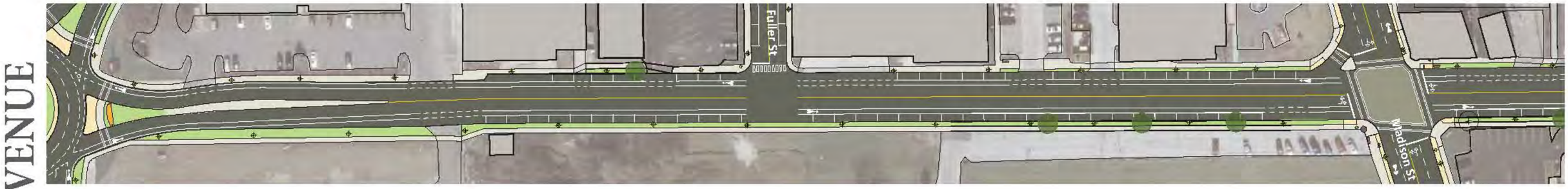


Figure 71. St. Paul and Madison intersection

Figure 72. St. Paul and Barstow intersection

TYPE K: 70' ROW WITH PARALLEL PARKING

Figure 73. ST. PAUL AVENUE PLAN



ST. PAUL AVENUE

- Gateway/Monument
- Information Kiosk
- Existing Street Tree
- New Street Tree
- Street Light with Banner
- Artwork
- Bench
- Litter Receptacle
- Recycling Receptacle
- Ash Receptacle
- Bike Rack
- Planter Pot

TYPE L: VARYING ROW WITH PARALLEL & PERPENDICULAR PARKING

NOTES:

- Specialty paving within street
- Street trees recommended with accessible surface treatment in paved areas
- Flexible programmatic uses

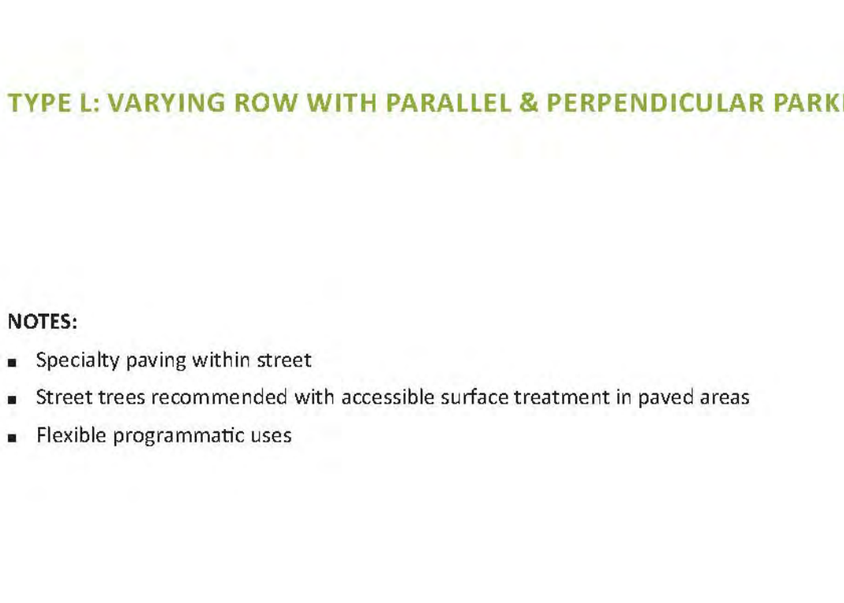
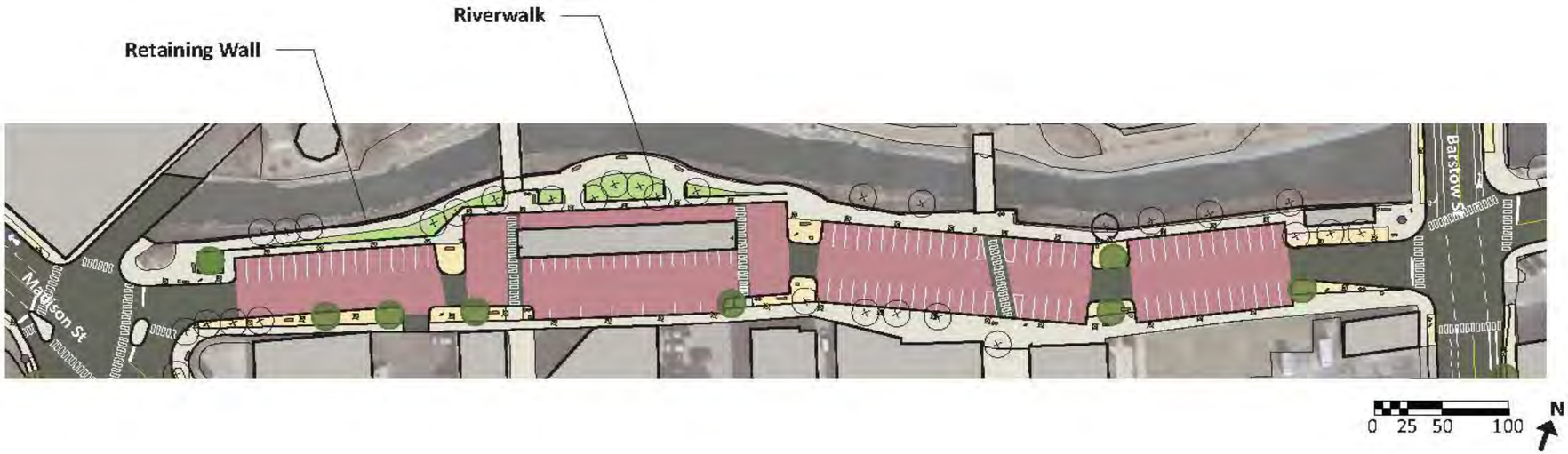


Figure 74. RIVERFRONT PLAZA STREET PLAN



IMPLEMENTATION
HIGH PRIORITY

AREA 1

W. St. Paul Ave. (North – Madison/Broadway)

- Existing asphalt pavement in poor condition: cracks near utilities and at vaults, much alligator cracking
- Sidewalk in bad condition (gravel, broken) or non-existent
- Section adjacent to recently resurfaced segment of St. Paul – sticks out like sore thumb
- Challenge: Fire House located in this segment
- Note: Intersection of St. Paul and Madison/ Broadway not improved with 2012 resurfacing project
- Could use similar traffic control as was used with 2012 resurfacing project.

Optional Additional Segments added due to close proximity to W. St. Paul Ave:

Fuller St (W. St. Paul – W. North)

- This segment is included due to its location adjacent to W. St. Paul Ave. only
- Existing asphalt pavement in decent shape
- Curb in good shape
- Sidewalk ok (tight to building on W. side)

W. North St. (W. St. Paul – Delafield/Madison)

- Area adjacent to recently resurfaced segment of North St
- Existing concrete pavement could be replaced (base patching necessary)
- Large retaining walls (concrete, decorative stone)
- Some recently added ADA ramps
- Could be done if bad section of St. Paul done at same time. Similar traffic control as was used with 2012 resurfacing project.

AREA 2

W. Main Street (Wisconsin – Barstow)

- In general, pavement in good shape
- Bigger concern is appearance of terrace/bump outs/planters/sidewalk – several are damaged or heaving
- Priority street in heart of downtown area
- Construction will require much coordination with local businesses (entrances, driveways, doorway ramps, etc.).
- Construction Option #1 – Maintain 2-way traffic, no-parking on Main Street
    - Phase 1: Remove parking on westbound side of Main Street and repave with asphalt to create temporary travel lane
    - Phase 2: Shift two-way traffic over to existing westbound lane and temporary lane while eastbound lane and streetscape improvements are constructed.
    - Phase 3: Shift eastbound traffic over to newly constructed eastbound lane, maintain westbound traffic on temporary lane while westbound lane is constructed
    - Phase 4: Shift westbound traffic to newly constructed westbound lane and construct westbound parking lane and streetscaping improvements.
- Construction Option #2 - Maintain 1-way traffic on Main Street and detour other direction, keep parking lane and build the roadway half at a time.

AREA 3

Side Streets: Maple, Clinton, Grand (Wisconsin – Main)

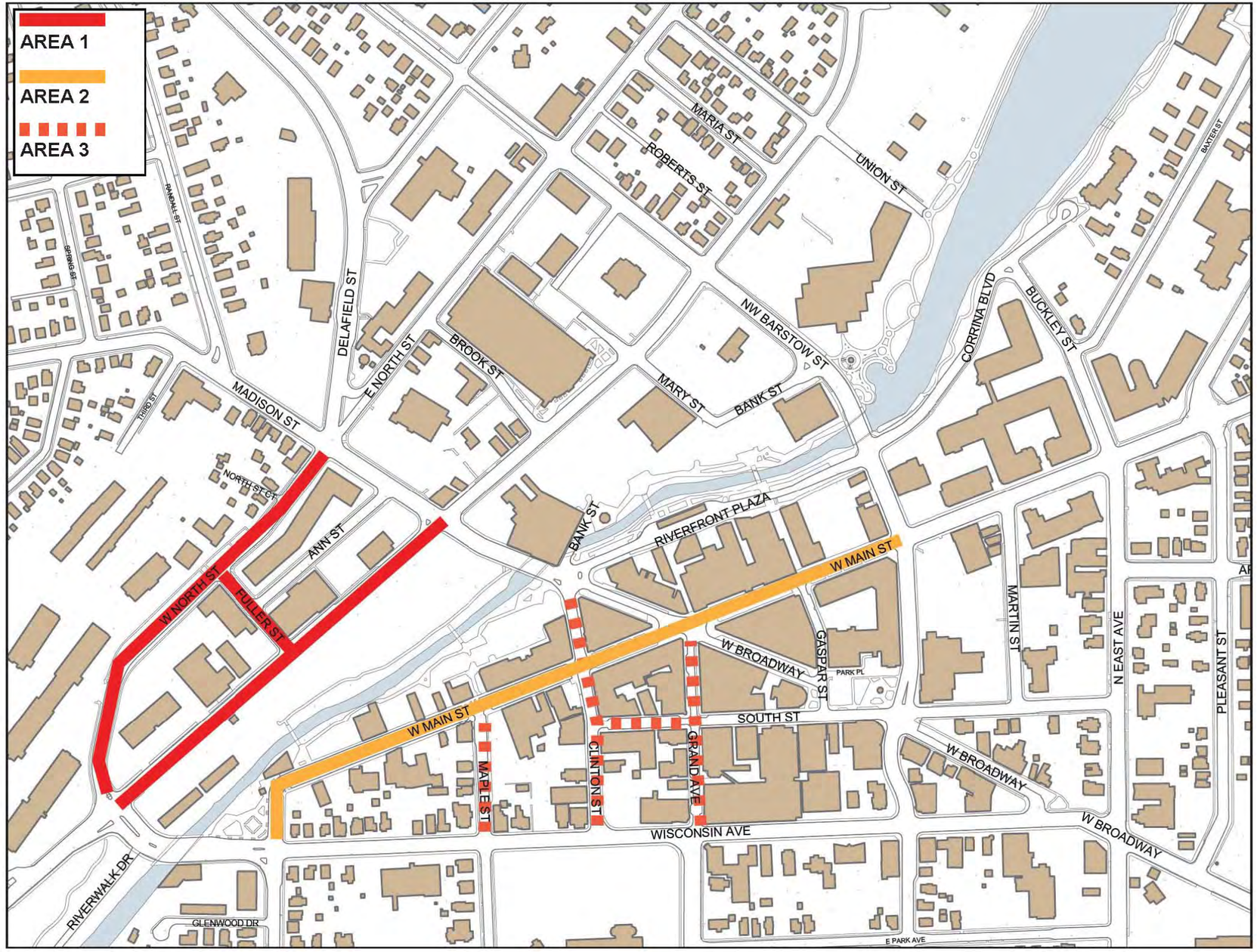
- Existing asphalt pavement bad, many patches and alligator cracking
- Several locations of bad curb, plow damage
- Terrace areas on Grand need improvement
- Located in heart of downtown area

South St (Clinton – Grand)

- Existing asphalt pavement heaving
- Bump outs in poor condition
- Sidewalk sinking – utilities are sticking out of ground
- Plow damage on curb & gutter

Maintain 1-way traffic (maybe 2 depending on typical section)

Figure 75. Phasing-HIGH PRIORITY



MEDIUM PRIORITY

AREA 4: EXISTING CONCRETE ROADWAYS

Madison/Broadway (North St – Clinton)

- Curb & gutter repairs at intersection radii (plow damage?)
- No ADA ramps
- Joint repair and base patching necessary in curb lane. Worse than inside lanes
- Severe cracking at utilities and near bridge
- Sidewalk in relatively good condition, possible spot repairs
- Wider roadway – could shift traffic to maintain 2-way travel during construction

Barstow (E. St. Paul – Wisconsin)

- Existing concrete pavement cracking (seems better condition than Madison though)
- High traffic
- Sidewalk & curb in ok condition
- Wider roadway – could shift traffic to maintain 2-way travel during construction

These areas have similar pavement condition and would require similar maintenance, possibly rehabilitation/resurfacing rather than full reconstruction. Construction work on these roadways would be similar.

AREA 5: EXISTING ASPHALT SURFACE

South St (Grand - East)

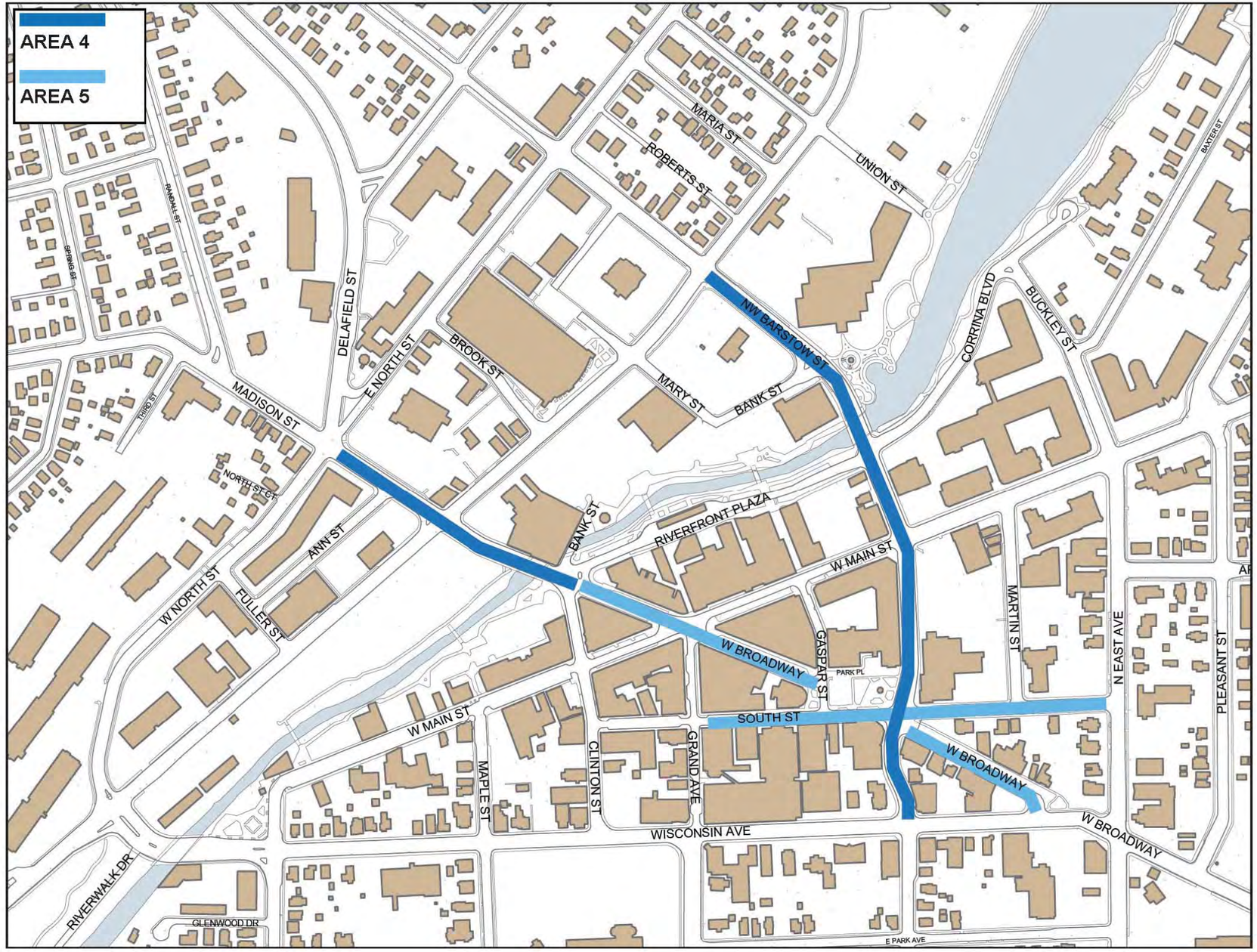
- Existing asphalt pavement ok, could be replaced/ resurfaced
- Sidewalk better in this segment of South St.
- Would be logical to replace this if replacing more damaged section of South Street

Broadway (Clinton – Main/Grand)

- Asphalt pavement, sidewalk, and brick pavers in bump outs in good condition
- Would recommend streetscaping improvements due to location and pedestrian traffic
- No ADA ramps

These areas have similar pavement condition and are in close proximity. Access to businesses from cross streets, if portions were to be closed during construction (ex: Broadway) since some segments are smaller.

Figure 76. Phasing-MEDIUM PRIORITY



LOW PRIORITY

AREA 6:

Gaspar St (South St – Main St)

- Existing pavement consists of brick patterned pavers. Also located on sidewalk. In relatively good condition
- Sidewalks could be updated in locations
- (Could be done when Broadway is constructed)

AREA 7:

These segments are wider and could maintain traffic while built half at a time.

Martin St (South St – Main St)

- Existing asphalt pavement in decent condition
- Existing curb & gutter good
- Existing sidewalk good, few spot repairs
- Terrace area could be improved in areas where sinking occurred
- Low priority due to location – school, low pedestrian traffic

Main St (Barstow– Pleasant)

- Asphalt pavement in good condition, minor cracking
- No bump outs
- Decorative lighting exists
- No ADA ramps
- Sidewalk good, terrace area ok

East Ave (Main – Wisconsin)

- Existing asphalt pavement in good condition, few cracks compared to other streets
- Sidewalk good from Main to South, more repairs needed from South to Broadway

AREA 8:

All streets listed in Area 8 were recently resurfaced or rehabilitated and have some terrace area improvements. The roadway does not need to be updated, only the streetscaping to match what will be done on other streets. These roadways could be done as one project.

E. North St. (Collins – Delafield/Madison)

- Area was resurfaced in 2012
- Corrected bad areas of sidewalk and curb & gutter
- Added colored concrete brick patterned terrace

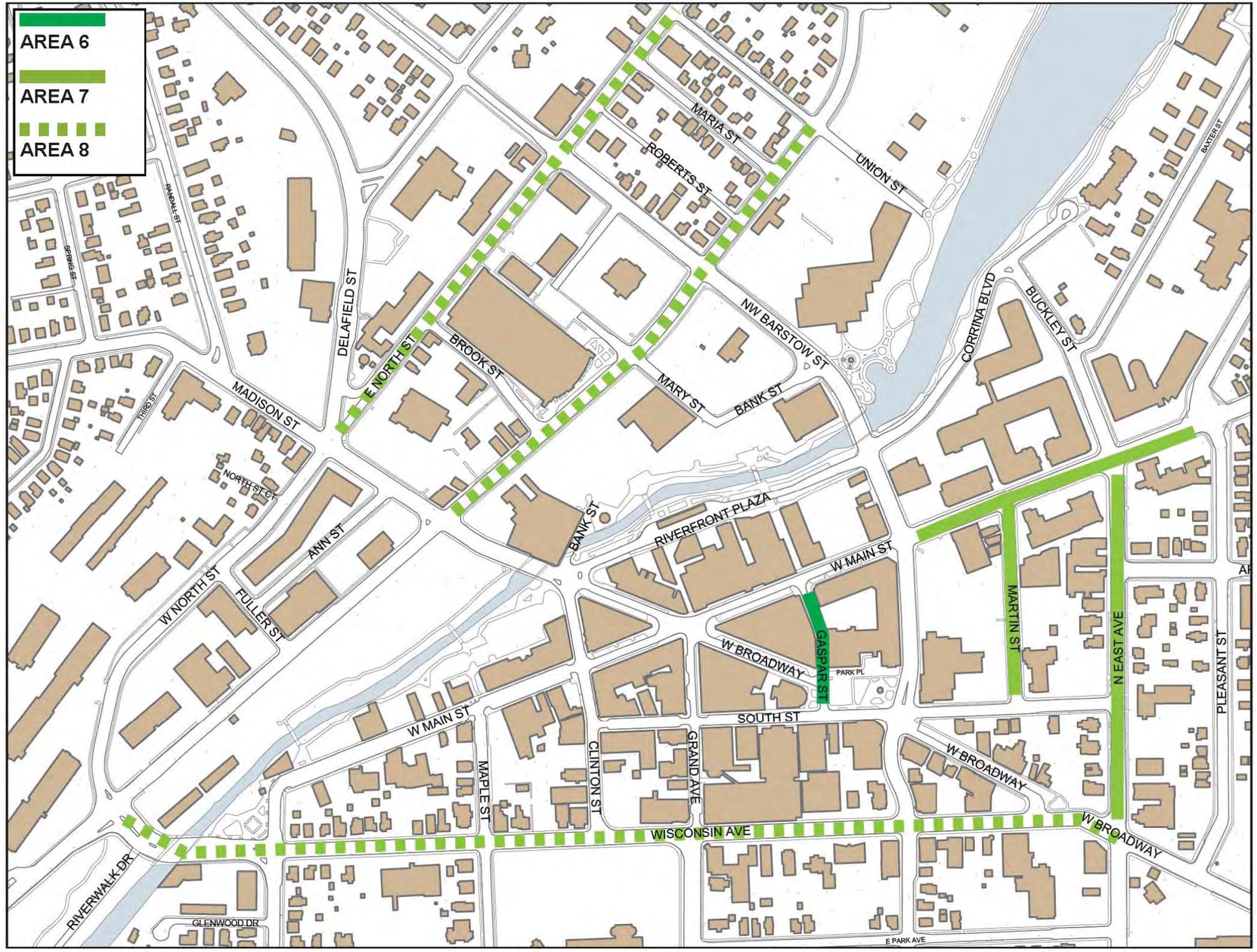
E. St. Paul Avenue (Union – Madison/Broadway)

- Area was resurfaced in 2012
- Corrected bad areas of sidewalk and curb & gutter
- Added colored concrete brick patterned terrace

Wisconsin Avenue (W. St. Paul Ave – East Ave)

- Rehabilitated in 2010 (ARRA project)
- Corrected bad areas of sidewalk and curb & gutter
- Added colored concrete brick patterned terrace
- Waukesha indicated that only streetscaping improvements happen on this street

Figure 77. Phasing-LOW PRIORITY



OVERALL OPINION OF PROBABLE CONSTRUCTION COSTS

Figure 78. Street Type A Cost Estimate

Item #	Description	Qty	Unit	Cost	Total
204.0150	Removing Curb & Gutter	200	LF	$ 2.50	$500.00
204.0155	Removing Concrete Sidewalk	243	SY	$ 4.00	$973.33
205.0100	Excavation Common	230	CY	$ 7.00	$1,609.30
305.0120	Base Aggregate Dense 1 1/4-Inch	202	TON	$ 11.00	$2,222.00
455.0115	Asphaltic Material PG64-22	0.0	TON	$ 100.00	$0.00
455.0120	Asphaltic Material PG64-28	0.0	TON	$ 150.00	$0.00
455.0605	Tack Coat	0	GAL	$ 5.00	$0.00
460.1103	HMA Pavement Type E-3	0	TON	$ 60.00	$0.00
601.0411	Concrete Curb & Gutter 30-Inch Type D	200	LF	$ 10.00	$2,000.00
602.0410	Concrete Sidewalk 5-Inch	2180	SF	$ 3.00	$6,540.00
646.0106	Pavement Marking Epoxy 4-Inch	0	LF	$ 0.70	$0.00
646.0126	Pavement Marking Epoxy 8-Inch	0	LF	$ 1.35	$0.00
	Specialty Pavers in Roadway	1600	SF	$ 18.00	$28,800.00
	Right-of-way		SF	$ 5.00	$0.00
	Category 0010 Subtotal				$ 42,644.63
	Cost Subtotal				$ 42,644.63
	Construction Engineering Subtotal	30%			$ 12,793.39
	COST PER 100' OF ROADWAY	**Total**			$ 55,439.00
NOTES:					
URBAN	TERRACE WIDTH (LEFT) - FEET	5			
URBAN	TERRACE WIDTH (RIGHT) - FEET	5			

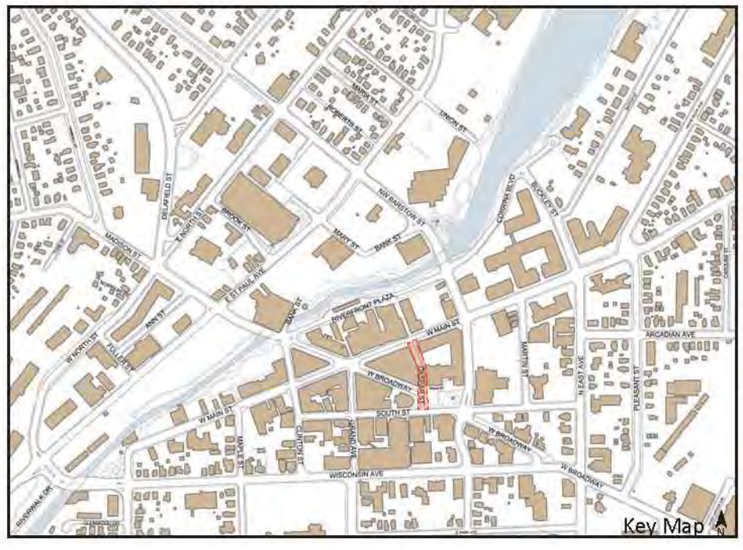
Figure 79. Street Type B Cost Estimate

Item #	Description	Qty	Unit	Cost	Total
204.0150	Removing Curb & Gutter	200	LF	$ 2.50	$500.00
204.0155	Removing Concrete Sidewalk	189	SY	$ 4.00	$755.56
205.0100	Excavation Common	257.4	CY	$ 7.00	$1,801.80
305.0120	Base Aggregate Dense 1 1/4-Inch	262	TON	$ 11.00	$2,882.00
455.0115	Asphaltic Material PG64-22	3.2	TON	$ 100.00	$323.28
455.0120	Asphaltic Material PG64-28	1.6	TON	$ 150.00	$242.46
455.0605	Tack Coat	26	GAL	$ 5.00	$127.78
460.1103	HMA Pavement Type E-3	88	TON	$ 60.00	$5,290.00
601.0411	Concrete Curb & Gutter 30-Inch Type D	200	LF	$ 10.00	$2,000.00
602.0410	Concrete Sidewalk 5-Inch	1600	SF	$ 3.00	$4,800.00
646.0106	Pavement Marking Epoxy 4-Inch		LF	$ 0.70	$0.00
646.0126	Pavement Marking Epoxy 8-Inch		LF	$ 1.35	$0.00
	#N/A		#N/A		$0.00
	#N/A		#N/A		$0.00
	#N/A		#N/A		$0.00
	Right-of-way		SF	$ 5.00	$0.00
	Category 0010 Subtotal				$ 18,722.87
	Cost Subtotal				$ 18,722.87
	Construction Engineering Subtotal	30%			$ 5,616.86
		Total			$ 24,340.00
NOTES:					
URBAN	TERRACE WIDTH (LEFT) - FEET	4			
URBAN	TERRACE WIDTH (RIGHT) - FEET	4			

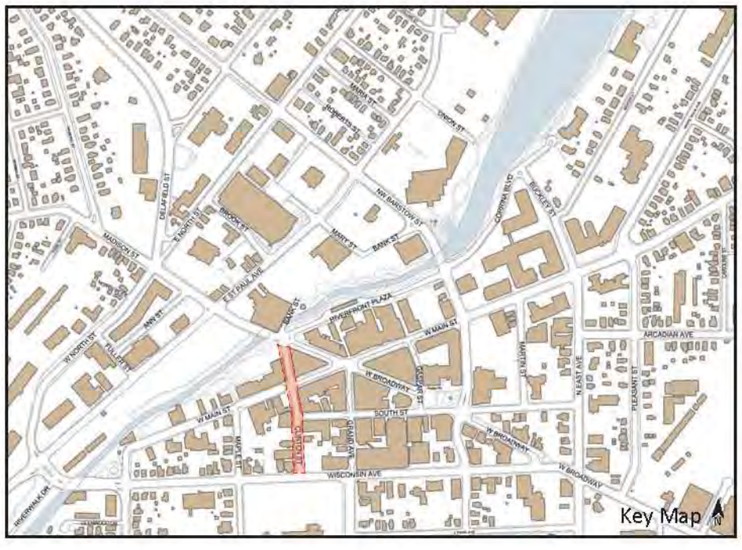
Figure 80. Street Type C Cost Estimate

Item #	Description	Qty	Unit	Cost	Total
204.0150	Removing Curb & Gutter	200	LF	$ 2.50	$500.00
204.0155	Removing Concrete Sidewalk	166	SY	$ 4.00	$662.22
205.0100	Excavation Common	262.9	CY	$ 7.00	$1,840.30
305.0120	Base Aggregate Dense 1 1/4-Inch	299	TON	$ 11.00	$3,289.00
455.0115	Asphaltic Material PG64-22	4.5	TON	$ 100.00	$449.78
455.0120	Asphaltic Material PG64-28	2.2	TON	$ 150.00	$337.33
455.0605	Tack Coat	36	GAL	$ 5.00	$177.78
460.1103	HMA Pavement Type E-3	123	TON	$ 60.00	$7,380.00
601.0411	Concrete Curb & Gutter 30-Inch Type D	200	LF	$ 10.00	$2,000.00
602.0410	Concrete Sidewalk 5-Inch	725	SF	$ 3.00	$2,175.00
646.0106	Pavement Marking Epoxy 4-Inch		LF	$ 0.70	$0.00
646.0126	Pavement Marking Epoxy 8-Inch		LF	$ 1.35	$0.00
	#N/A		#N/A		$0.00
	#N/A		#N/A		$0.00
	#N/A		#N/A		$0.00
	Right-of-way		SF	$ 5.00	$0.00
	Category 0010 Subtotal				$ 18,791.41
	Cost Subtotal				$ 18,791.41
	Construction Engineering Subtotal	30%			$ 5,637.42
		Total			$ 24,429.00
NOTES:					
	TERRACE WIDTH (LEFT) - FEET	4.5	(AVERAGE WIDTH)		
	TERRACE WIDTH (RIGHT) - FEET	3.75	(AVERAGE WIDTH)		

GASPAR STREET



CLINTON STREET



SOUTH STREET - MAPLE AVENUE - MARTIN STREET - GRAND AVENUE

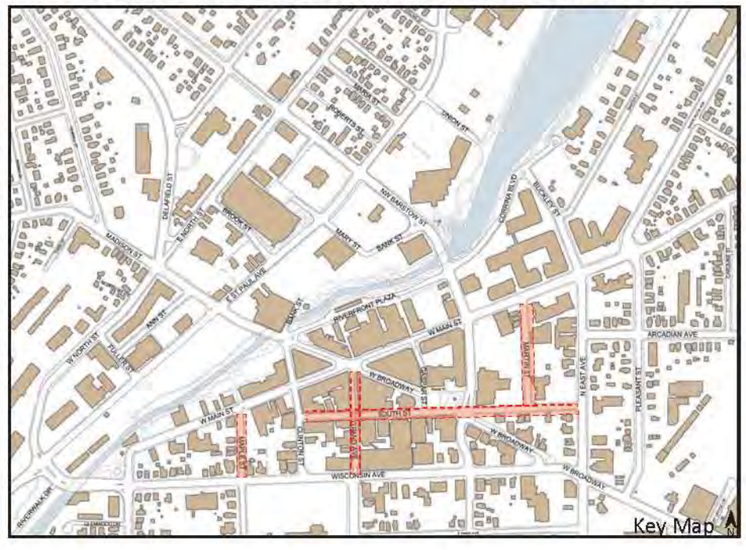


Figure 81. Street Type D Cost Estimate

Item #	Description	Qty	Unit	Cost	Total
204.0150	Removing Curb & Gutter	200	LF	$ 2.50	$500.00
204.0155	Removing Concrete Sidewalk	152	SY	$ 4.00	$608.89
205.0100	Excavation Common	326.7	CY	$ 7.00	$2,286.90
305.0120	Base Aggregate Dense 1 1/4-Inch	343	TON	$ 11.00	$3,773.00
455.0115	Asphaltic Material PG64-22	4.8	TON	$ 100.00	$477.89
455.0120	Asphaltic Material PG64-28	2.4	TON	$ 150.00	$358.42
455.0605	Tack Coat	38	GAL	$ 5.00	$188.89
460.1103	HMA Pavement Type E-3	130	TON	$ 60.00	$7,820.00
601.0411	Concrete Curb & Gutter 30-Inch Type D	200	LF	$ 10.00	$2,000.00
602.0410	Concrete Sidewalk 5-Inch	1900	SF	$ 3.00	$5,700.00
646.0106	Pavement Marking Epoxy 4-Inch		LF	$ 0.70	$0.00
646.0126	Pavement Marking Epoxy 8-Inch		LF	$ 1.35	$0.00
	#N/A		#N/A		$0.00
	#N/A		#N/A		$0.00
	#N/A		#N/A		$0.00
	Right-of-way		SF	$ 5.00	$0.00
	Category 0010 Subtotal				$ 23,713.98
	Cost Subtotal				$ 23,713.98
	Construction Engineering Subtotal	30%			$ 7,114.20
		Total			$ 30,829.00
NOTES:					
	TERRACE WIDTH (LEFT) - FEET	4			
	TERRACE WIDTH (RIGHT) - FEET	4			

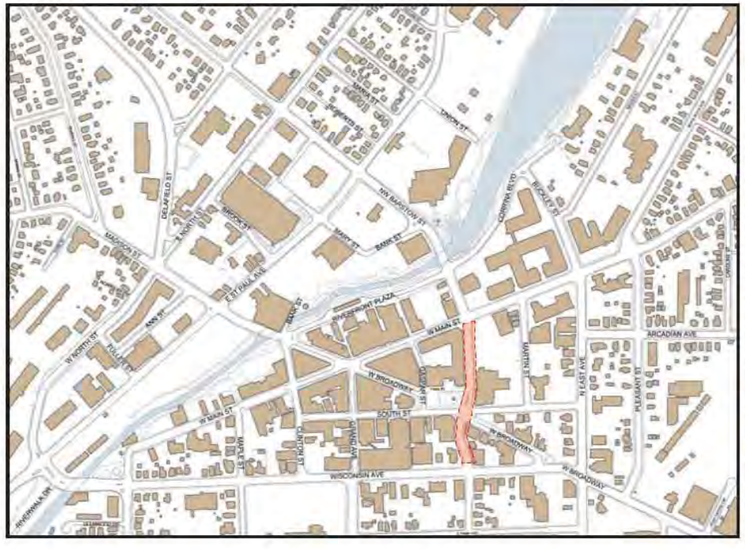
Figure 82. Street Type E1 Cost Estimate

Item #	Description	Qty	Unit	Cost	Total
204.0150	Removing Curb & Gutter	200	LF	$ 2.50	$500.00
204.0155	Removing Concrete Sidewalk	268	SY	$ 4.00	$1,071.11
205.0100	Excavation Common	301	CY	$ 7.00	$2,109.80
305.0120	Base Aggregate Dense 1 1/4-Inch	319	TON	$ 11.00	$3,509.00
455.0115	Asphaltic Material PG64-22	4.8	TON	$ 100.00	$477.89
455.0120	Asphaltic Material PG64-28	2.4	TON	$ 150.00	$358.42
455.0605	Tack Coat	38	GAL	$ 5.00	$188.89
460.1103	HMA Pavement Type E-3	130	TON	$ 60.00	$7,820.00
601.0411	Concrete Curb & Gutter 30-Inch Type D	200	LF	$ 10.00	$2,000.00
602.0410	Concrete Sidewalk 5-Inch	1000	SF	$ 3.00	$3,000.00
646.0106	Pavement Marking Epoxy 4-Inch		LF	$ 0.70	$0.00
646.0126	Pavement Marking Epoxy 8-Inch		LF	$ 1.35	$0.00
	#N/A		#N/A		$0.00
	#N/A		#N/A		$0.00
	#N/A		#N/A		$0.00
	Right-of-way		SF	$ 5.00	$0.00
	Category 0010 Subtotal				$ 21,035.11
	Cost Subtotal				$ 21,035.11
	Construction Engineering Subtotal	30%			$ 6,310.53
		Total			$ 27,346.00
NOTES:					
	TERRACE WIDTH (LEFT) - FEET	5.5			
	TERRACE WIDTH (RIGHT) - FEET	5.5			

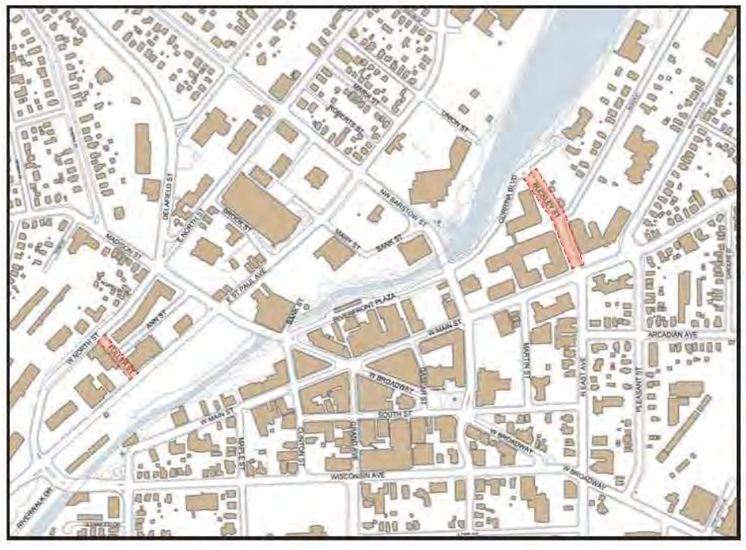
Figure 83. Street Type E2 Cost Estimate

Item #	Description	Qty	Unit	Cost	Total
204.0150	Removing Curb & Gutter	200	LF	$ 2.50	$500.00
204.0155	Removing Concrete Sidewalk	189	SY	$ 4.00	$755.56
205.0100	Excavation Common	345	CY	$ 7.00	$2,417.80
305.0120	Base Aggregate Dense 1 1/4-Inch	326	TON	$ 11.00	$3,586.00
455.0115	Asphaltic Material PG64-22	4.8	TON	$ 100.00	$477.89
455.0120	Asphaltic Material PG64-28	2.4	TON	$ 150.00	$358.42
455.0605	Tack Coat	38	GAL	$ 5.00	$188.89
460.1103	HMA Pavement Type E-3	130	TON	$ 60.00	$7,820.00
601.0411	Concrete Curb & Gutter 30-Inch Type D	200	LF	$ 10.00	$2,000.00
602.0410	Concrete Sidewalk 5-Inch	1200	SF	$ 3.00	$3,600.00
646.0106	Pavement Marking Epoxy 4-Inch		LF	$ 0.70	$0.00
646.0126	Pavement Marking Epoxy 8-Inch		LF	$ 1.35	$0.00
	#N/A		#N/A		$0.00
	#N/A		#N/A		$0.00
	#N/A		#N/A		$0.00
	Right-of-way		SF	$ 5.00	$0.00
	Category 0010 Subtotal				$ 21,704.55
	Cost Subtotal				$ 21,704.55
	Construction Engineering Subtotal	30%			$ 6,511.37
		Total			$ 28,216.00

BARSTOW STREET



FULLER STREET - BUCKLEY STREET



NORTH STREET

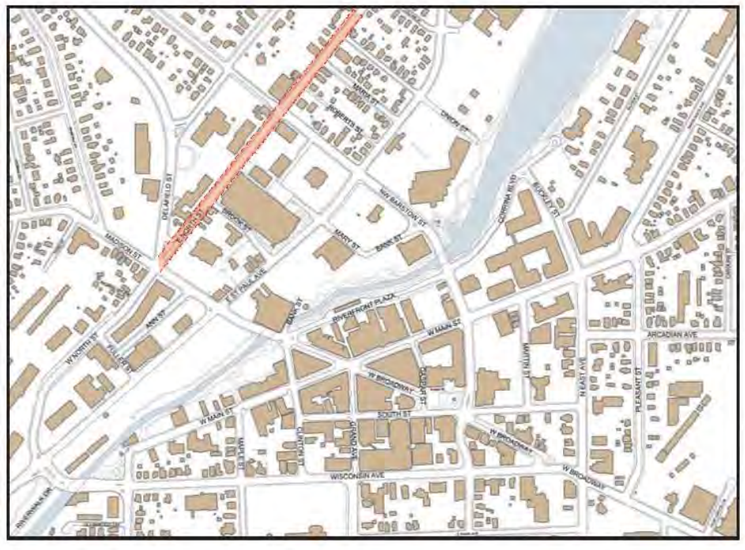


Figure 84. Street Type E3 Cost Estimate

Item #	Description	Qty	Unit	Cost	Total
204.0150	Removing Curb & Gutter	200	LF	$ 2.50	$500.00
204.0155	Removing Concrete Sidewalk	189	SY	$ 4.00	$755.56
205.0100	Excavation Common	345	CY	$ 7.00	$2,417.80
305.0120	Base Aggregate Dense 1 1/4-Inch	361	TON	$ 11.00	$3,971.00
455.0115	Asphaltic Material PG64-22	5.9	TON	$ 100.00	$590.33
455.0120	Asphaltic Material PG64-28	3.0	TON	$ 150.00	$442.75
455.0605	Tack Coat	47	GAL	$ 5.00	$233.33
460.1103	HMA Pavement Type E-3	161	TON	$ 60.00	$9,660.00
601.0411	Concrete Curb & Gutter 30-Inch Type D	200	LF	$ 10.00	$2,000.00
602.0410	Concrete Sidewalk 5-Inch	600	SF	$ 3.00	$1,800.00
646.0106	Pavement Marking Epoxy 4-Inch		LF	$ 0.70	$0.00
646.0126	Pavement Marking Epoxy 8-Inch		LF	$ 1.35	$0.00
	#N/A		#N/A		$0.00
	#N/A		#N/A		$0.00
	#N/A		#N/A		$0.00
	Right-of-way		SF	$ 5.00	$0.00
	Category 0010 Subtotal				$ 22,370.77
	Cost Subtotal				$ 22,370.77
	Construction Engineering Subtotal	30%			$ 6,711.23
		Total			$ 29,083.00
NOTES:					
	TERRACE WIDTH (LEFT) - FEET	3			
	TERRACE WIDTH (RIGHT) - FEET	5			

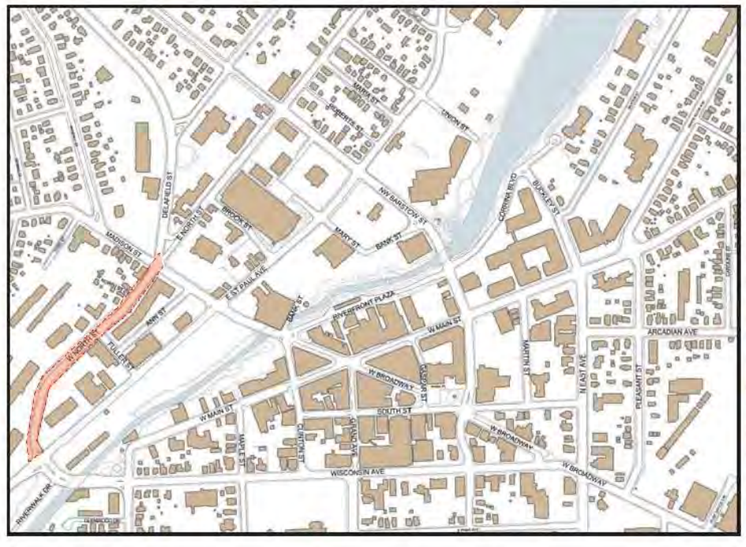
Figure 85. Street Type E4 Cost Estimate

Item #	Description	Qty	Unit	Cost	Total
204.0150	Removing Curb & Gutter	200	LF	$ 2.50	$500.00
204.0155	Removing Concrete Sidewalk	189	SY	$ 4.00	$755.56
205.0100	Excavation Common	345	CY	$ 7.00	$2,417.80
305.0120	Base Aggregate Dense 1 1/4-Inch	361	TON	$ 11.00	$3,971.00
455.0115	Asphaltic Material PG64-22	5.9	TON	$ 100.00	$590.33
455.0120	Asphaltic Material PG64-28	3.0	TON	$ 150.00	$442.75
455.0605	Tack Coat	47	GAL	$ 5.00	$233.33
460.1103	HMA Pavement Type E-3	161	TON	$ 60.00	$9,660.00
601.0411	Concrete Curb & Gutter 30-Inch Type D	200	LF	$ 10.00	$2,000.00
602.0410	Concrete Sidewalk 5-Inch	600	SF	$ 3.00	$1,800.00
646.0106	Pavement Marking Epoxy 4-Inch		LF	$ 0.70	$0.00
646.0126	Pavement Marking Epoxy 8-Inch		LF	$ 1.35	$0.00
	#N/A		#N/A		$0.00
	#N/A		#N/A		$0.00
	#N/A		#N/A		$0.00
	Right-of-way		SF	$ 5.00	$0.00
	Category 0010 Subtotal				$ 22,370.77
	Cost Subtotal				$ 22,370.77
	Construction Engineering Subtotal	30%			$ 6,711.23
		Total			$ 29,083.00
NOTES:					
	TERRACE WIDTH (LEFT) - FEET	3			
	TERRACE WIDTH (RIGHT) - FEET	5			

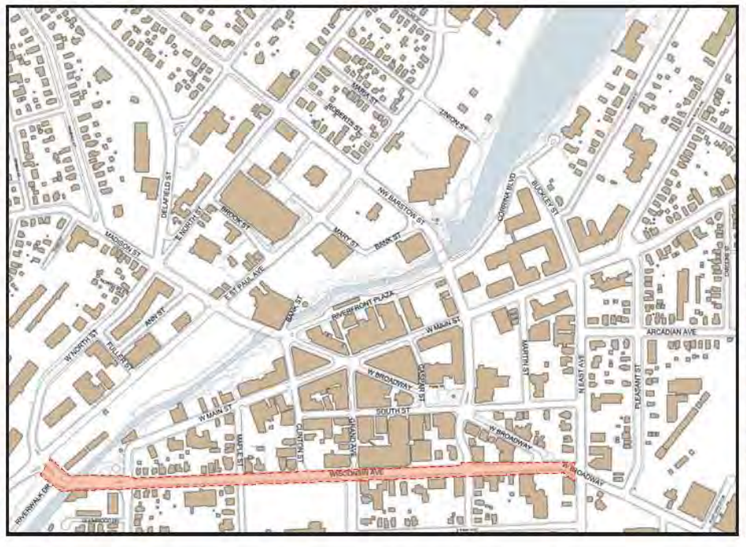
Figure 86. Street Type F Cost Estimate

Item #	Description	Qty	Unit	Cost	Total
204.0150	Removing Curb & Gutter	200	LF	$ 2.50	$500.00
204.0155	Removing Concrete Sidewalk	206	SY	$ 4.00	$822.22
205.0100	Excavation Common	368.5	CY	$ 7.00	$2,579.50
305.0120	Base Aggregate Dense 1 1/4-Inch	363	TON	$ 11.00	$3,993.00
455.0115	Asphaltic Material PG64-22	5.3	TON	$ 100.00	$534.11
455.0120	Asphaltic Material PG64-28	2.7	TON	$ 150.00	$400.58
455.0605	Tack Coat	42	GAL	$ 5.00	$211.11
460.1103	HMA Pavement Type E-3	146	TON	$ 60.00	$8,740.00
601.0411	Concrete Curb & Gutter 30-Inch Type D	200	LF	$ 10.00	$2,000.00
602.0410	Concrete Sidewalk 5-Inch	1600	SF	$ 3.00	$4,800.00
646.0106	Pavement Marking Epoxy 4-Inch		LF	$ 0.70	$0.00
646.0126	Pavement Marking Epoxy 8-Inch		LF	$ 1.35	$0.00
	#N/A		#N/A		$0.00
	#N/A		#N/A		$0.00
	#N/A		#N/A		$0.00
	Right-of-way		SF	$ 5.00	$0.00
	Category 0010 Subtotal				$ 24,580.53
	Cost Subtotal				$ 24,580.53
	Construction Engineering Subtotal	30%			$ 7,374.16
		Total			$ 31,955.00
NOTES:					
	TERRACE WIDTH (LEFT) - FEET	5			
	TERRACE WIDTH (RIGHT) - FEET	5			

NORTH STREET



WISCONSIN AVENUE



BROADWAY STREET

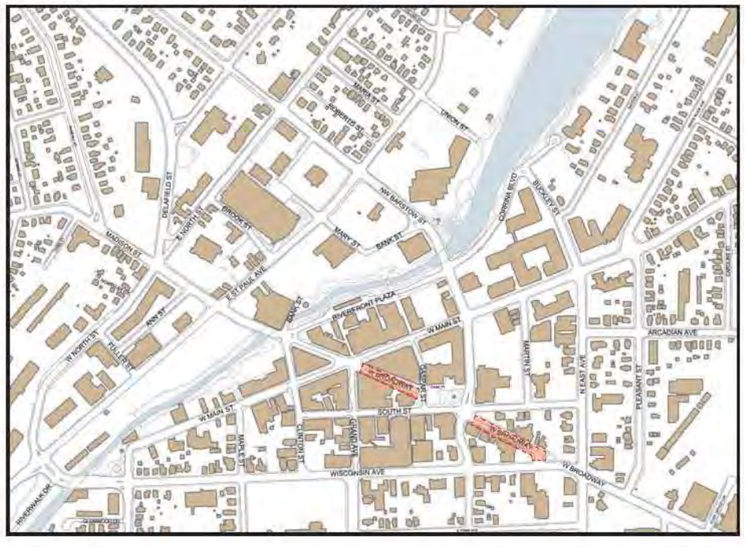


Figure 87. Street Type G Cost Estimate

Item #	Description	Qty	Unit	Cost	Total
204.0150	Removing Curb & Gutter	200	LF	$ 2.50	$500.00
204.0155	Removing Concrete Sidewalk	206	SY	$ 4.00	$822.22
205.0100	Excavation Common	341	CY	$ 7.00	$2,387.00
305.0120	Base Aggregate Dense 1 1/4-Inch	330	TON	$ 11.00	$3,630.00
455.0115	Asphaltic Material PG64-22	4.8	TON	$ 100.00	$477.89
455.0120	Asphaltic Material PG64-28	2.4	TON	$ 150.00	$358.42
455.0605	Tack Coat	38	GAL	$ 5.00	$188.89
460.1103	HMA Pavement Type E-3	130	TON	$ 60.00	$7,820.00
601.0411	Concrete Curb & Gutter 30-Inch Type D	200	LF	$ 10.00	$2,000.00
602.0410	Concrete Sidewalk 5-Inch	1400	SF	$ 3.00	$4,200.00
646.0106	Pavement Marking Epoxy 4-Inch		LF	$ 0.70	$0.00
646.0126	Pavement Marking Epoxy 8-Inch		LF	$ 1.35	$0.00
	#N/A		#N/A		$0.00
	#N/A		#N/A		$0.00
	#N/A		#N/A		$0.00
	Right-of-way		SF	$ 5.00	$0.00
	Category 0010 Subtotal				$ 22,384.42
	Cost Subtotal				$ 22,384.42
	Construction Engineering Subtotal	30%			$ 6,715.33
		Total			$ 29,100.00
NOTES:					
	TERRACE WIDTH (LEFT) - FEET	5.5			
	TERRACE WIDTH (RIGHT) - FEET	5.5			

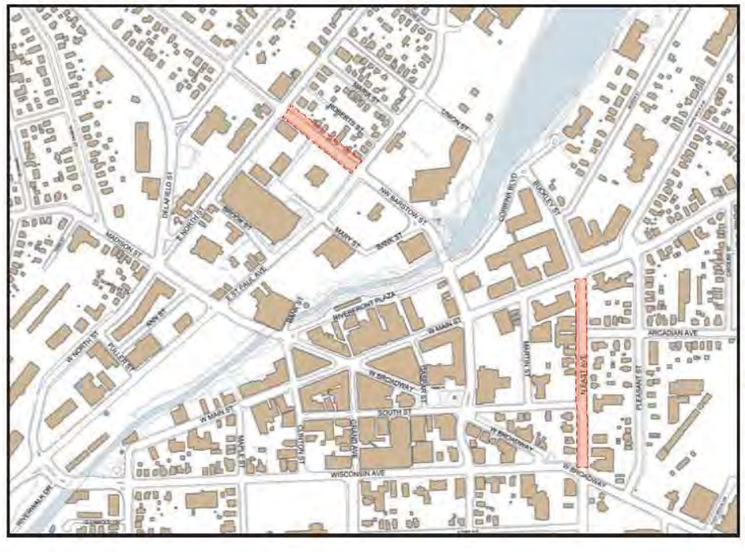
Figure 88. Street Type H1 Cost Estimate

Item #	Description	Qty	Unit	Cost	Total
204.0150	Removing Curb & Gutter	200	LF	$ 2.50	$500.00
204.0155	Removing Concrete Sidewalk	200	SY	$ 4.00	$800.00
205.0100	Excavation Common	349	CY	$ 7.00	$2,440.90
305.0120	Base Aggregate Dense 1 1/4-Inch	383	TON	$ 11.00	$4,213.00
455.0115	Asphaltic Material PG64-22	5.9	TON	$ 100.00	$590.33
455.0120	Asphaltic Material PG64-28	3.0	TON	$ 150.00	$442.75
455.0605	Tack Coat	47	GAL	$ 5.00	$233.33
460.1103	HMA Pavement Type E-3	161	TON	$ 60.00	$9,660.00
601.0411	Concrete Curb & Gutter 30-Inch Type D	200	LF	$ 10.00	$2,000.00
602.0410	Concrete Sidewalk 5-Inch	1400	SF	$ 3.00	$4,200.00
646.0106	Pavement Marking Epoxy 4-Inch		LF	$ 0.70	$0.00
646.0126	Pavement Marking Epoxy 8-Inch		LF	$ 1.35	$0.00
	#N/A		#N/A		$0.00
	#N/A		#N/A		$0.00
	#N/A		#N/A		$0.00
	Right-of-way		SF	$ 5.00	$0.00
	Category 0010 Subtotal				$ 25,080.32
	Cost Subtotal				$ 25,080.32
	Construction Engineering Subtotal	30%			$ 7,524.10
		Total			$ 32,605.00
NOTES:					
	TERRACE WIDTH (LEFT) - FEET	3.5			
	TERRACE WIDTH (RIGHT) - FEET	3.5			

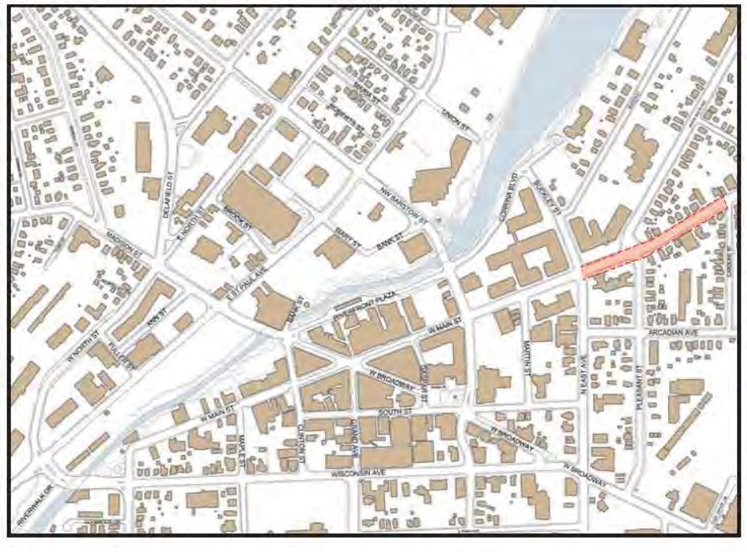
Figure 89. Street Type H2 Cost Estimate

Item #	Description	Qty	Unit	Cost	Total
204.0150	Removing Curb & Gutter	200	LF	$ 2.50	$500.00
204.0155	Removing Concrete Sidewalk	206	SY	$ 4.00	$822.22
205.0100	Excavation Common	369	CY	$ 7.00	$2,579.50
305.0120	Base Aggregate Dense 1 1/4-Inch	323	TON	$ 11.00	$3,553.00
455.0115	Asphaltic Material PG64-22	4.8	TON	$ 100.00	$477.89
455.0120	Asphaltic Material PG64-28	2.4	TON	$ 150.00	$358.42
455.0605	Tack Coat	38	GAL	$ 5.00	$188.89
460.1103	HMA Pavement Type E-3	130	TON	$ 60.00	$7,820.00
601.0411	Concrete Curb & Gutter 30-Inch Type D	200	LF	$ 10.00	$2,000.00
602.0410	Concrete Sidewalk 5-Inch	1100	SF	$ 3.00	$3,300.00
646.0106	Pavement Marking Epoxy 4-Inch		LF	$ 0.70	$0.00
646.0126	Pavement Marking Epoxy 8-Inch		LF	$ 1.35	$0.00
	#N/A		#N/A		$0.00
	#N/A		#N/A		$0.00
	#N/A		#N/A		$0.00
	Right-of-way		SF	$ 5.00	$0.00
	Category 0010 Subtotal				$ 21,599.92
	Cost Subtotal				$ 21,599.92
	Construction Engineering Subtotal	30%			$ 6,479.98
		Total			$ 28,080.00
NOTES:					
	TERRACE WIDTH (LEFT) - FEET	10			
	TERRACE WIDTH (RIGHT) - FEET	7			

EAST AVENUE - BARSTOW STREET



MAIN STREET



MAIN STREET

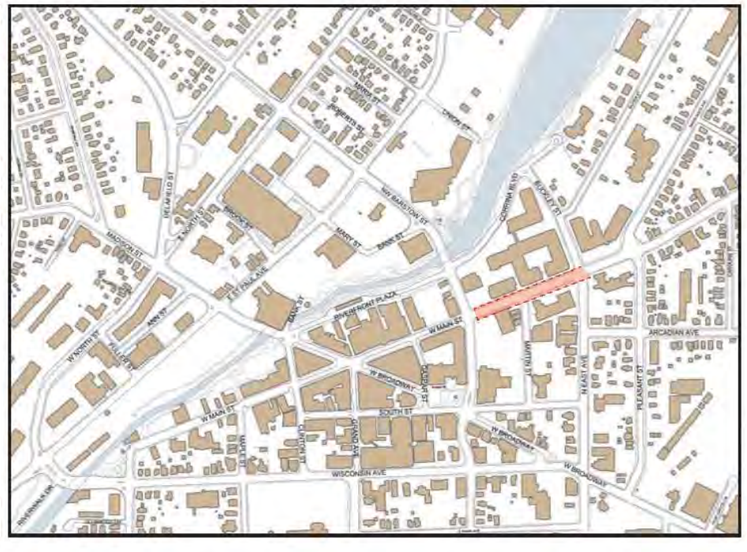


Figure 90. Street Type I1 Cost Estimate

Item #	Description	Qty	Unit	Cost	Total
204.0150	Removing Curb & Gutter	200	LF	$ 2.50	$500.00
204.0155	Removing Concrete Sidewalk	200	SY	$ 4.00	$800.00
205.0100	Excavation Common	349	CY	$ 7.00	$2,440.90
305.0120	Base Aggregate Dense 1 1/4-Inch	396	TON	$ 11.00	$4,356.00
455.0115	Asphaltic Material PG64-22	5.9	TON	$ 100.00	$590.33
455.0120	Asphaltic Material PG64-28	3.0	TON	$ 150.00	$442.75
455.0605	Tack Coat	47	GAL	$ 5.00	$233.33
460.1103	HMA Pavement Type E-3	161	TON	$ 60.00	$9,660.00
601.0411	Concrete Curb & Gutter 30-Inch Type D	200	LF	$ 10.00	$2,000.00
602.0410	Concrete Sidewalk 5-Inch	1900	SF	$ 3.00	$5,700.00
646.0106	Pavement Marking Epoxy 4-Inch		LF	$ 0.70	$0.00
646.0126	Pavement Marking Epoxy 8-Inch		LF	$ 1.35	$0.00
	#N/A		#N/A		$0.00
	#N/A		#N/A		$0.00
	#N/A		#N/A		$0.00
	Right-of-way		SF	$ 5.00	$0.00
	Category 0010 Subtotal				$ 26,723.32
	Cost Subtotal				$ 26,723.32
	Construction Engineering Subtotal	30%			$ 8,017.00
		Total			$ 34,741.00
NOTES:					
	TERRACE WIDTH (LEFT) - FEET	3			
	TERRACE WIDTH (RIGHT) - FEET	3			

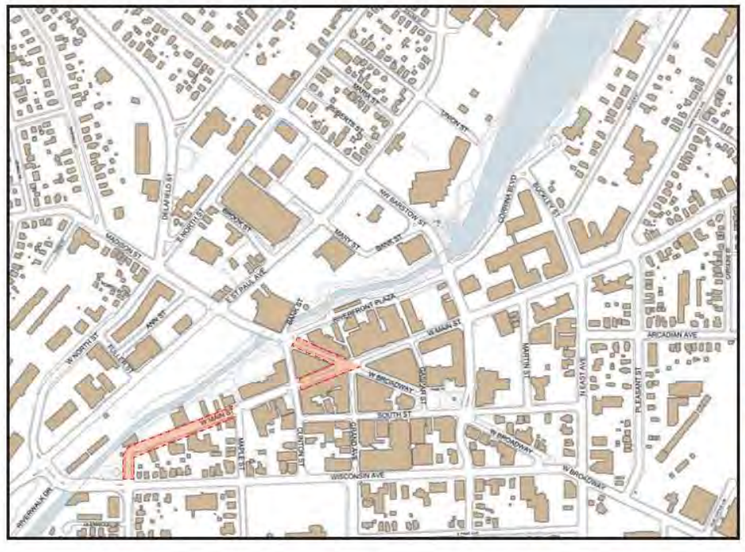
Figure 91. Street Type I2 Cost Estimate

Item #	Description	Qty	Unit	Cost	Total
204.0150	Removing Curb & Gutter	200	LF	$ 2.50	$500.00
204.0155	Removing Concrete Sidewalk	206	SY	$ 4.00	$822.22
205.0100	Excavation Common	369	CY	$ 7.00	$2,579.50
305.0120	Base Aggregate Dense 1 1/4-Inch	400	TON	$ 11.00	$4,400.00
455.0115	Asphaltic Material PG64-22	5.9	TON	$ 100.00	$590.33
455.0120	Asphaltic Material PG64-28	3.0	TON	$ 150.00	$442.75
455.0605	Tack Coat	47	GAL	$ 5.00	$233.33
460.1103	HMA Pavement Type E-3	161	TON	$ 60.00	$9,660.00
601.0411	Concrete Curb & Gutter 30-Inch Type D	200	LF	$ 10.00	$2,000.00
602.0410	Concrete Sidewalk 5-Inch	2000	SF	$ 3.00	$6,000.00
646.0106	Pavement Marking Epoxy 4-Inch		LF	$ 0.70	$0.00
646.0126	Pavement Marking Epoxy 8-Inch		LF	$ 1.35	$0.00
	#N/A		#N/A		$0.00
	#N/A		#N/A		$0.00
	#N/A		#N/A		$0.00
	Right-of-way		SF	$ 5.00	$0.00
	Category 0010 Subtotal				$ 27,228.14
	Cost Subtotal				$ 27,228.14
	Construction Engineering Subtotal	30%			$ 8,168.44
		Total			$ 35,397.00
NOTES:					
	TERRACE WIDTH (LEFT) - FEET	3			
	TERRACE WIDTH (RIGHT) - FEET	3			

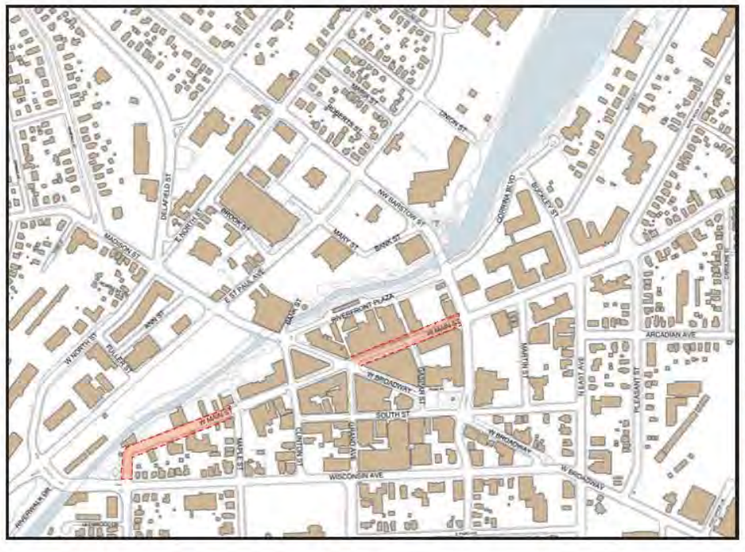
Figure 92. Street Type J1 Cost Estimate

Item #	Description	Qty	Unit	Cost	Total
204.0150	Removing Curb & Gutter	200	LF	$ 2.50	$500.00
204.0155	Removing Concrete Sidewalk	200	SY	$ 4.00	$800.00
205.0100	Excavation Common	364	CY	$ 7.00	$2,548.70
305.0120	Base Aggregate Dense 1 1/4-Inch	319	TON	$ 11.00	$3,509.00
455.0115	Asphaltic Material PG64-22	4.8	TON	$ 100.00	$477.89
455.0120	Asphaltic Material PG64-28	2.4	TON	$ 150.00	$358.42
455.0605	Tack Coat	38	GAL	$ 5.00	$188.89
460.1103	HMA Pavement Type E-3	130	TON	$ 60.00	$7,820.00
601.0411	Concrete Curb & Gutter 30-Inch Type D	200	LF	$ 10.00	$2,000.00
602.0410	Concrete Sidewalk 5-Inch	1000	SF	$ 3.00	$3,000.00
646.0106	Pavement Marking Epoxy 4-Inch		LF	$ 0.70	$0.00
646.0126	Pavement Marking Epoxy 8-Inch		LF	$ 1.35	$0.00
	#N/A		#N/A		$0.00
	#N/A		#N/A		$0.00
	#N/A		#N/A		$0.00
	Right-of-way		SF	$ 5.00	$0.00
	Category 0010 Subtotal				$ 21,202.89
	Cost Subtotal				$ 21,202.89
	Construction Engineering Subtotal	30%			$ 6,360.87
		Total			$ 27,564.00
NOTES:					
	TERRACE WIDTH (LEFT) - FEET	11			
	TERRACE WIDTH (RIGHT) - FEET	11			

MAIN STREET - BROADWAY STREET



MAIN STREET



BARSTOW STREET

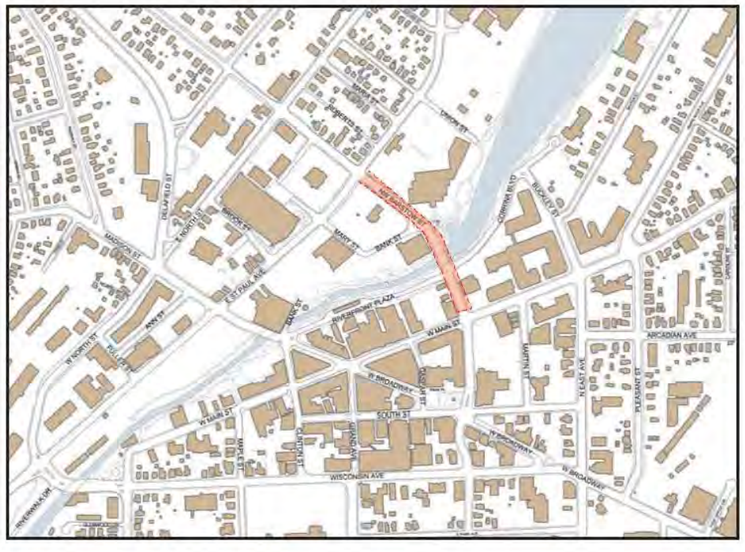


Figure 93. Street Type J2 Cost Estimate

Item #	Description	Qty	Unit	Cost	Total
204.0150	Removing Curb & Gutter	200	LF	$ 2.50	$500.00
204.0155	Removing Concrete Sidewalk	206	SY	$ 4.00	$822.22
205.0100	Excavation Common	341	CY	$ 7.00	$2,387.00
305.0120	Base Aggregate Dense 1 1/4-Inch	330	TON	$ 11.00	$3,630.00
455.0115	Asphaltic Material PG64-22	4.8	TON	$ 100.00	$477.89
455.0120	Asphaltic Material PG64-28	2.4	TON	$ 150.00	$358.42
455.0605	Tack Coat	38	GAL	$ 5.00	$188.89
460.1103	HMA Pavement Type E-3	130	TON	$ 60.00	$7,820.00
601.0411	Concrete Curb & Gutter 30-Inch Type D	200	LF	$ 10.00	$2,000.00
602.0410	Concrete Sidewalk 5-Inch	1400	SF	$ 3.00	$4,200.00
646.0106	Pavement Marking Epoxy 4-Inch		LF	$ 0.70	$0.00
646.0126	Pavement Marking Epoxy 8-Inch		LF	$ 1.35	$0.00
	#N/A		#N/A		$0.00
	#N/A		#N/A		$0.00
	#N/A		#N/A		$0.00
	Right-of-way		SF	$ 5.00	$0.00
	Category 0010 Subtotal				$ 22,384.42
	Cost Subtotal				$ 22,384.42
	Construction Engineering Subtotal	30%			$ 6,715.33
	Total				$ 29,100.00
NOTES:					
	TERRACE WIDTH (LEFT) - FEET	5.5			
	TERRACE WIDTH (RIGHT) - FEET	5.5			

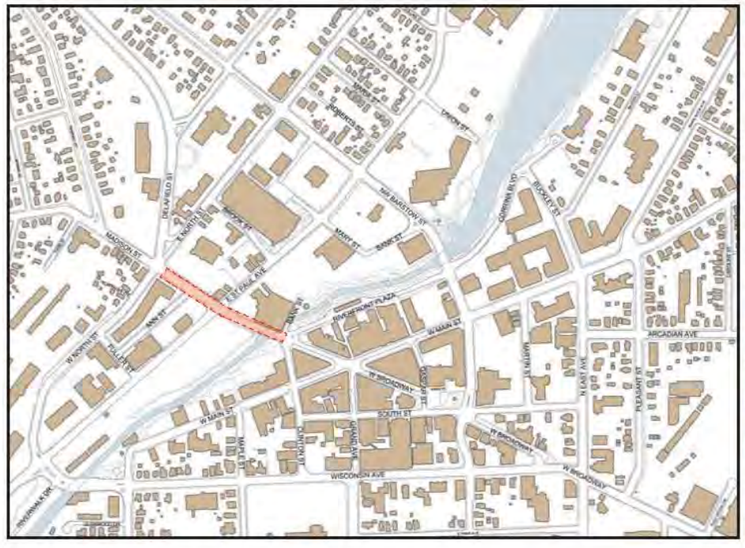
Figure 94. Street Type K Cost Estimate

Item #	Description	Qty	Unit	Cost	Total
204.0150	Removing Curb & Gutter	200	LF	$ 2.50	$500.00
204.0155	Removing Concrete Sidewalk	200	SY	$ 4.00	$800.00
205.0100	Excavation Common	364	CY	$ 7.00	$2,546.70
305.0120	Base Aggregate Dense 1 1/4-Inch	400	TON	$ 11.00	$4,400.00
455.0115	Asphaltic Material PG64-22	6.5	TON	$ 100.00	$646.56
455.0120	Asphaltic Material PG64-28	3.2	TON	$ 150.00	$484.92
455.0605	Tack Coat	51	GAL	$ 5.00	$255.56
460.1103	HMA Pavement Type E-3	176	TON	$ 60.00	$10,580.00
601.0411	Concrete Curb & Gutter 30-Inch Type D	200	LF	$ 10.00	$2,000.00
602.0410	Concrete Sidewalk 5-Inch	1000	SF	$ 3.00	$3,000.00
646.0106	Pavement Marking Epoxy 4-Inch		LF	$ 0.70	$0.00
646.0126	Pavement Marking Epoxy 8-Inch		LF	$ 1.35	$0.00
	#N/A		#N/A		$0.00
	#N/A		#N/A		$0.00
	#N/A		#N/A		$0.00
	Right-of-way		SF	$ 5.00	$0.00
	Category 0010 Subtotal				$ 25,215.73
	Cost Subtotal				$ 25,215.73
	Construction Engineering Subtotal	30%			$ 7,564.72
	Total				$ 32,781.00
NOTES:					
	TERRACE WIDTH (LEFT) - FEET	5			
	TERRACE WIDTH (RIGHT) - FEET	5			

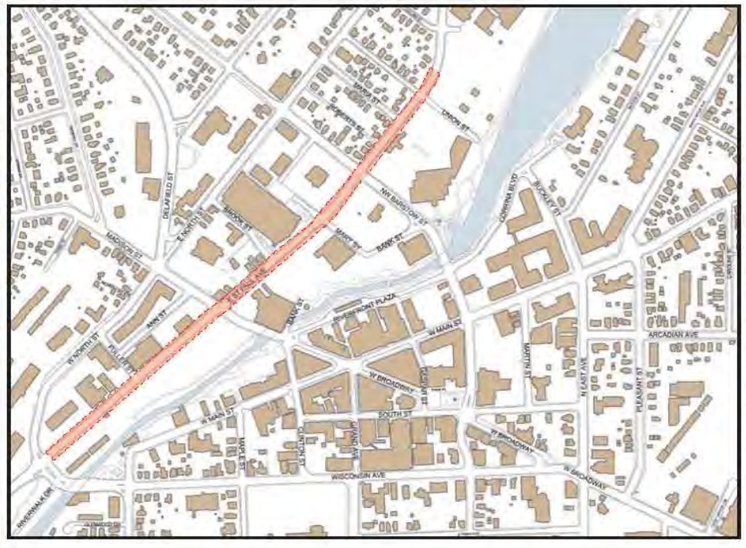
Figure 95. Street Type L Cost Estimate

Item #	Description	Qty	Unit	Cost	Total
204.0150	Removing Curb & Gutter	200	LF	$ 2.50	$500.00
204.0155	Removing Concrete Sidewalk	243	SY	$ 4.00	$973.33
205.0100	Excavation Common	8061.9	CY	$ 7.00	$56,433.30
305.0120	Base Aggregate Dense 1 1/4-Inch	3432	TON	$ 11.00	$37,752.00
455.0115	Asphaltic Material PG64-22	-0.6	TON	$ 100.00	($56.22)
455.0120	Asphaltic Material PG64-28	-0.3	TON	$ 150.00	($42.17)
455.0605	Tack Coat	-4	GAL	$ 5.00	($22.22)
460.1103	HMA Pavement Type E-3	-15	TON	$ 60.00	($920.00)
601.0411	Concrete Curb & Gutter 30-Inch Type D	200	LF	$ 10.00	$2,000.00
602.0410	Concrete Sidewalk 5-Inch	2200	SF	$ 3.00	$6,600.00
646.0106	Pavement Marking Epoxy 4-Inch		LF	$ 0.70	$0.00
646.0126	Pavement Marking Epoxy 8-Inch		LF	$ 1.35	$0.00
	#N/A		#N/A		$0.00
	#N/A		#N/A		$0.00
	#N/A		#N/A		$0.00
	Right-of-way		SF	$ 5.00	$0.00
	Category 0010 Subtotal				$ 103,218.02
	Cost Subtotal				$ 103,218.02
	Construction Engineering Subtotal	30%			$ 30,965.41
	Total				$ 134,184.00
NOTES:					
	TERRACE WIDTH (LEFT) - FEET	5.5			
	TERRACE WIDTH (RIGHT) - FEET	5.5			

MADISON STREET



ST PAUL AVENUE



RIVERFRONT PLAZA

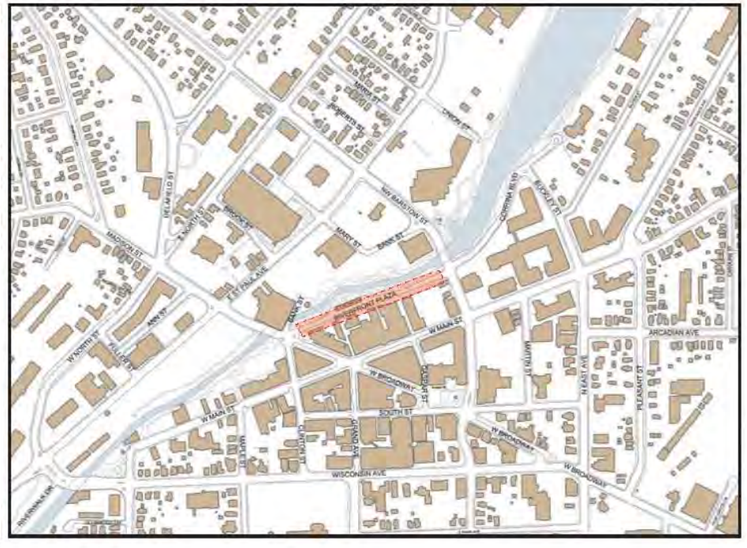


Figure 96. Overall Cost Estimates

SEGMENT NO.	STREET	FROM	TO	SEGMENT LENGTH	STREETSCAPE TYPE	ROADWAY AND SIDEWALK	TERRACE LEFT WIDTH (FT)	TERRACE LEFT TYPE	TERRACE RIGHT WIDTH (FT)	TERRACE RIGHT TYPE	TERRACE
1	GASPAR ST.	W. MAIN ST.	SOUTH ST.	250	A	$55,439	5	URBAN	5	URBAN	$18,700
2	CLINTON ST.	W. BROADWAY ST.	W. WISCONSIN AVE.	714	B	$24,340	4	URBAN	4	URBAN	$14,960
3	MAPLE AVE.	W. MAIN ST.	W. WISCONSIN AVE.	354	C1	$24,429	3	URBAN	3	URBAN	$11,220
4	MARTIN ST.	W. MAIN ST.	SOUTH ST.	588	C1	$24,429	5	URBAN	3	URBAN	$14,960
5	N. GRAND AVE.	W. MAIN ST.	W. WISCONSIN AVE.	556	C2	$24,429	7	URBAN	6	URBAN	$24,310
6	SOUTH ST.	CLINTON ST.	N. EAST AVE.	1449	C2	$24,429	3	URBAN	3	URBAN	$11,220
7	N. BARSTOW ST.	W. MAIN ST.	W. WISCONSIN AVE.	840	D	$30,829	4	URBAN	4	URBAN	$14,960
8	FULLER ST.	W. NORTH ST.	W. ST. PAUL AVE.	274	E1	$27,346	5.5	BOTH	5.5	BOTH	$10,835
9	BUCKLEY ST.	CORRINA BLVD.	E. MAIN ST.	282	E1	$27,346	5.5	URBAN	5.5	TYPICAL	$10,835
10	E. NORTH ST.	MADISON ST.	MORELAND	2227	E2	$28,216	5	TYPICAL	5	TYPICAL	$1,000
11	W. NORTH ST.	MADISON ST.	W. ST. PAUL AVE.	856	E3	$29,083	3	TYPICAL	5	TYPICAL	$800
12	W. WISCONSIN AVE.	W. ST. PAUL AVE.	N. EAST AVE.	3140	E4	$32,082	3	URBAN	3	TYPICAL	$5,910
13	W. BROADWAY ST.	W. MAIN ST.	W. WISCONSIN AVE.	819	F	$31,955	5	URBAN	5	URBAN	$18,700
14	NW BARSTOW ST.	E. NORTH ST.	E. ST. PAUL AVE.	500	G	$29,100	7	URBAN	7	URBAN	$26,180
15	N. EAST AVE.	E. MAIN ST.	W. BROADWAY ST.	1086	G	$29,100	8.5	TYPICAL	8.5	TYPICAL	$1,700
16	E. MAIN ST.	CAROLINE ST.	N. EAST AVE.	467	H1	$32,605	3.5	URBAN	3.5	URBAN	$13,090
17	E. MAIN ST.	N. EAST AVE.	N. BARSTOW ST.	709	H2	$28,080	10	URBAN	7	URBAN	$31,790
18	E. MAIN ST.	W. BROADWAY ST.	W. WISCONSIN AVE.	1854	I1	$34,741	3	URBAN	3.5	URBAN	$12,155
19	W. BROADWAY ST.	RIVERFRONT PLAZA	W. MAIN ST.	292	I1	$34,741	18	URBAN	3	URBAN	$39,270
20	W. MAIN ST.	N. BARSTOW ST.	MAPLE AVE.	1008	I2	$35,397	3	URBAN	3	URBAN	$11,220
21	NW BARSTOW ST.	E. ST. PAUL AVE.	W. MAIN ST.	1014	J1	$27,564	11	URBAN	11	URBAN	$41,140
22	MADISON ST.	E. NORTH ST.	RIVERFRONT PLAZA	653	J2	$33,779	5	URBAN	5	URBAN	$18,700
23	E. ST. PAUL AVE.	UNION ST.	W. WISCONSIN AVE.	3029	K	$32,781	5	TYPICAL	5	TYPICAL	$1,000
24	RIVERFRONT PLAZA	N. BARSTOW ST.	W. BROADWAY ST.	954	L	*	-	-	-	-	*

* NOTE: COST OF SEGMENT NOT BROKEN UP INTO COST PER 100'. TOTAL COST OF ROADWAY AND TERRACE INCLUDED IN "TOTAL SEGMENT COST" COLUMN.

Figure 97. Individual cost per element

AVERAGE COST PER BUMP OUT:	EACH	$100.00
AVERAGE COST MAJOR INTERSECTION:	EACH	$125,000.00
AVERAGE COST MINOR INTERSECTION:	EACH	$50,000.00
AVERAGE COST STANDARD INTERSECTION:	EACH	$25,000.00
AVERAGE RIGHT-OF-WAY COST:	SF	$5.00
AVERAGE COST OF TYPICAL TERRACE:	SF	$1.00
AVERAGE COST OF URBAN TERRACE:	SF	$18.70
AVERAGE COST OF TREE:	EACH	$375.00
AVERAGE COST OF TREE IN PLANTER:	EACH	$800.00
AVERAGE COST OF TYPICAL LIGHT:	EACH	$3,500.00
AVERAGE COST OF URBAN LIGHT:	EACH	$3,500.00
AVERAGE COST OF BANNER:	EACH	$650.00
AVERAGE COST OF PLANTING POTS:	EACH	$600.00
AVERAGE COST OF BENCH:	EACH	$2,500.00
AVERAGE COST OF BIKE RACKS:	EACH	$350.00
AVERAGE COST OF ASH RECEPTACLES:	EACH	$250.00
AVERAGE COST OF LITTER RECEPTACLES:	EACH	$2,000.00
AVERAGE COST OF RECYCLING RECEPTACLES:	EACH	$2,000.00
AVERAGE COST OF INFORMATION KIOSK:	EACH	$3,000.00
AVERAGE COST OF GATEWAY ELEMENT:	EACH	$10,000.00

ADDITIONAL STREETSCAPE AMENITIES

TREE, AND LIGHTING TYPE	NUMBER OF TREES IN 100' SEGMENT (BOTH SIDES OF ROAD)	COST FOR TREES PER 100'	TREE	LIGHTS IN 100' SEGMENT (BOTH SIDES OF ROADWAY)	COST FOR TREES PER 100'	LIGHTING	NUMBER OF BANNERS IN 100' SEGMENT	BANNER	ADDITIONAL STREETSCAPE AMENITIES	NUMBER OF NEW BUMP OUTS	BUMP OUT COST	TOTAL SEGMENT COST
URBAN	4	$3,200	$12,800	4	$14,000	$14,000	8	$5,200	$10,800		$0	$292,348
URBAN	4	$3,200	$12,800	4	$14,000	$14,000	8	$5,200	$6,800		$0	$557,634
URBAN	4	$3,200	$12,800	4	$14,000	$14,000	8	$5,200	$0	2	$200	$240,185
URBAN	4	$3,200	$12,800	4	$14,000	$14,000	8	$5,200	$600	4	$400	$425,647
URBAN	4	$3,200	$12,800	4	$14,000	$14,000	8	$5,200	$25,550		$0	$590,967
URBAN	4	$3,200	$12,800	4	$14,000	$14,000	8	$5,200	$17,150		$0	$1,228,738
URBAN	4	$3,200	$12,800	4	$14,000	$14,000	8	$5,200	$33,400		$0	$933,988
TYPICAL	4	$1,500	$6,000	2	$7,000	$7,000	4	$2,600	$0		$0	$147,360
BOTH	4	$1,500	$6,000	3	$10,500	$10,500	6	$3,900	$3,100		$0	$173,940
TYPICAL	4	$1,500	$6,000	2	$7,000	$7,000	4	$2,600	$7,450		$0	$1,163,964
TYPICAL	4	$1,500	$6,000	2	$7,000	$7,000	4	$2,600	$6,500		$0	$444,974
BOTH	4	$1,500	$6,000	3	$10,500	$10,500	6	$3,900	$43,350		$0	$3,194,699
URBAN	4	$3,200	$12,800	4	$14,000	$14,000	8	$5,200	$35,200		$0	$965,232
URBAN	4	$3,200	$12,800	4	$14,000	$14,000	8	$5,200	$11,200		$0	$492,400
TYPICAL	4	$1,500	$6,000	2	$7,000	$7,000	4	$2,600	$9,650		$0	$608,703
URBAN	4	$3,200	$12,800	4	$14,000	$14,000	8	$5,200	$24,400		$0	$476,784
URBAN	4	$3,200	$12,800	4	$14,000	$14,000	8	$5,200	$16,100		$0	$765,507
URBAN	4	$3,200	$12,800	4	$14,000	$14,000	8	$5,200	$36,350		$0	$2,136,661
URBAN	4	$3,200	$12,800	4	$14,000	$14,000	8	$5,200	$25,650		$0	$384,450
URBAN	4	$3,200	$12,800	4	$14,000	$14,000	8	$5,200	$33,450		$0	$1,129,635
URBAN	4	$3,200	$12,800	4	$14,000	$14,000	8	$5,200	$20,400		$0	$1,227,995
URBAN	4	$3,200	$12,800	4	$14,000	$14,000	8	$5,200	$33,950		$0	$773,341
TYPICAL	4	$1,500	$6,000	2	$7,000	$7,000	4	$2,600	$35,750		$0	$2,578,618
URBAN	4	$3,200	$12,800	4	$14,000	$14,000	8	$5,200	$61,100		$0	$2,111,237
												$23,045,007

BACK COVER (INTENTIONALLY LEFT BLANK)