

WEST ALLIS

NATIONAL AVENUE CORRIDOR STRATEGIC PLAN

JUNE 27, 2016

ACKNOWLEDGMENTS



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THE WHOLE CORRIDOR IS THE BIG IDEA.

1	WHY THIS PLAN FOR WEST ALLIS	5
2	CORRIDOR HISTORY & CONDITIONS	6
3	MARKET ANALYSIS SYNOPSIS	20
4	CIVIC ENGAGEMENT	34
5	CIRCULATION	42
6	RE/DEVELOPMENT, REHABILITATION & RE/INVESTMENT	68
7	DESIGN & RE/DEVELOPMENT TARGET INVESTMENT AREAS	80
	WEST SECTION	
	LINCOLN PLAZA	84
	BECHER CORNERS	86
	HONEY CREEK CROSSING	90
	EAST SECTION	
	RAILROAD GARDENS	92
	HICKS TERRACE	96
	LIBRARY COMMONS	98
	VETERANS PARK	100
	MARKET SQUARE	102
8	DECISIONS & ACTIONS	104

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

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

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.

“ [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



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

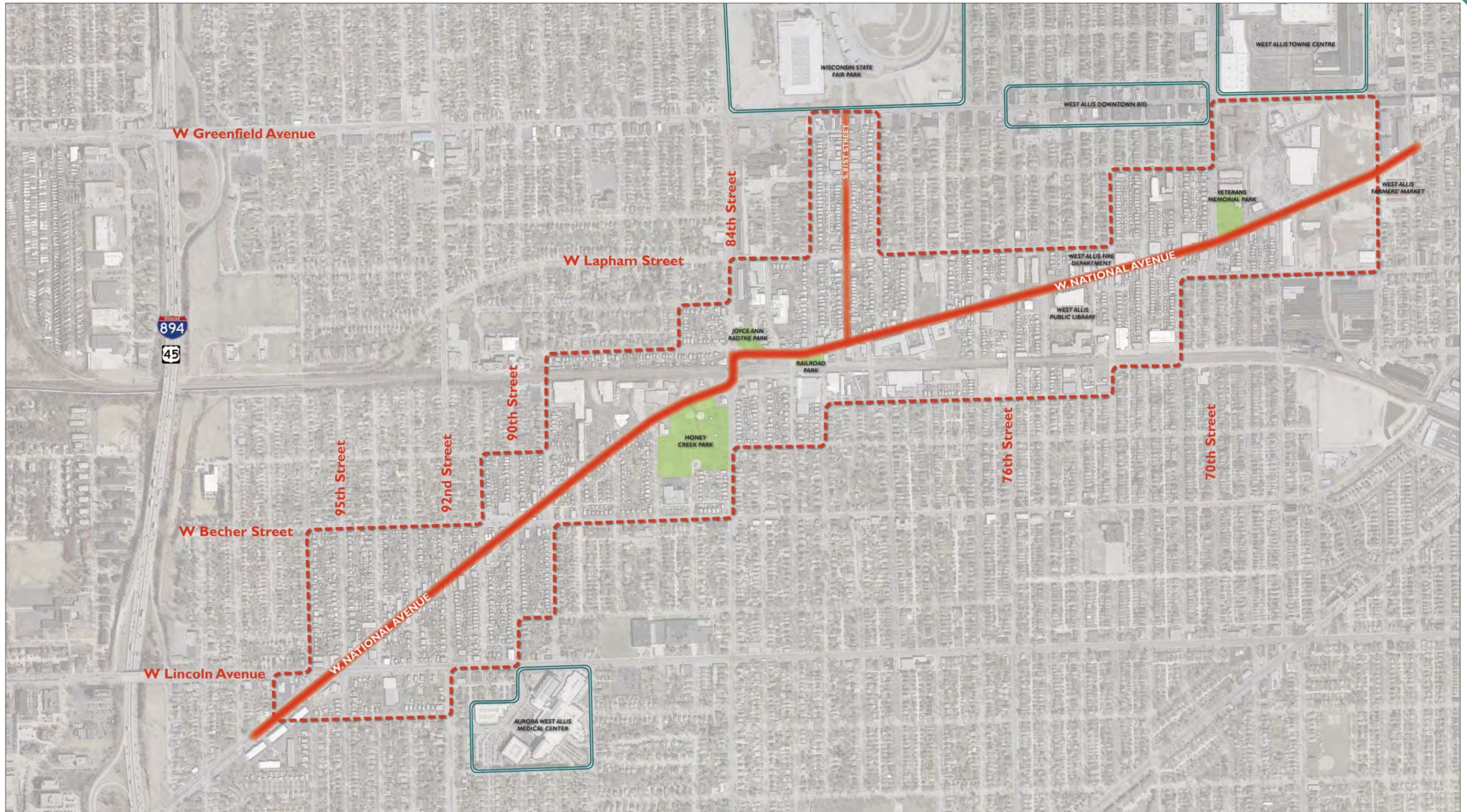


Figure 2. Landmarks in proximity to the National Avenue corridor.

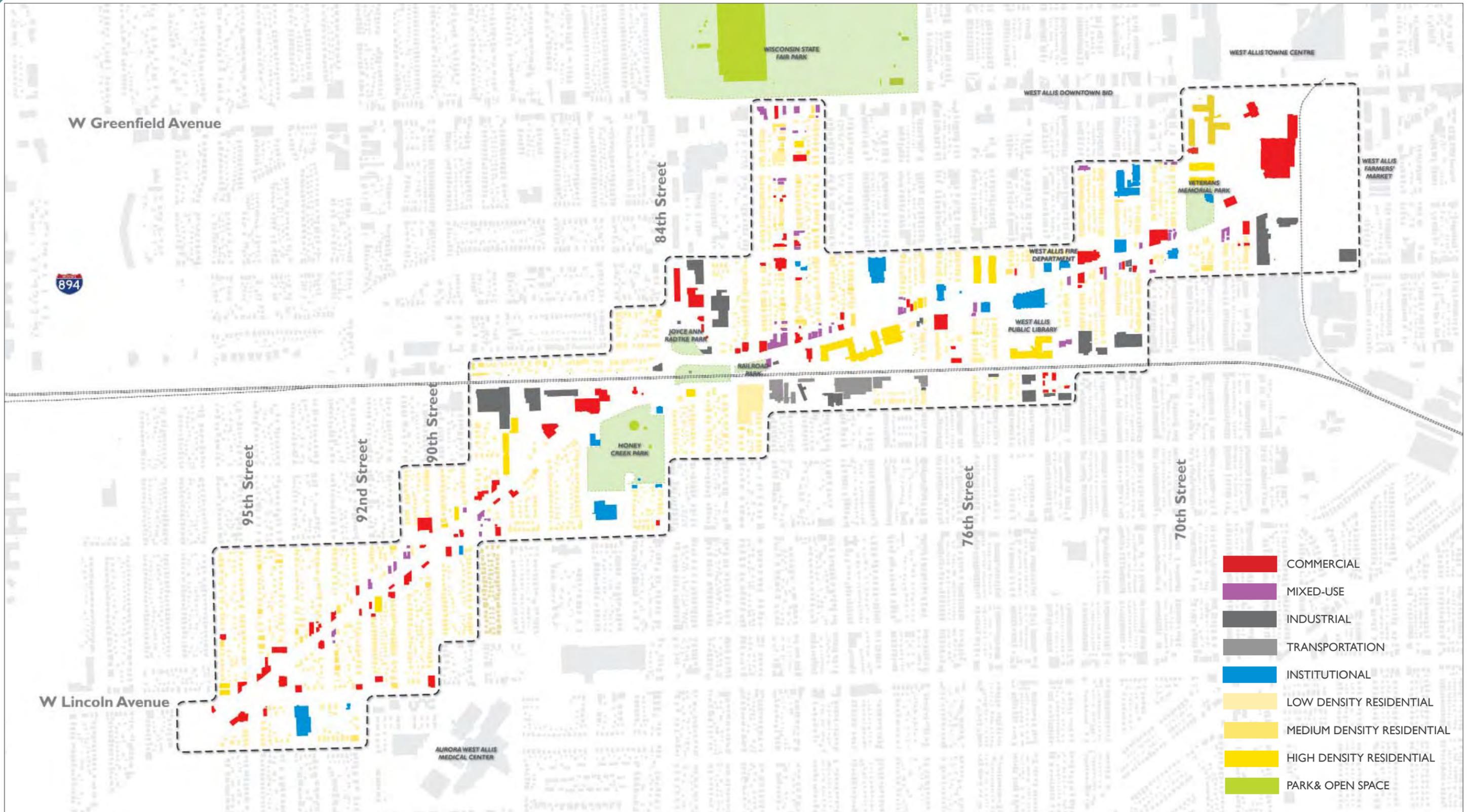


Figure 3. Existing land use in the National Avenue corridor.

Land uses as of January 2015.

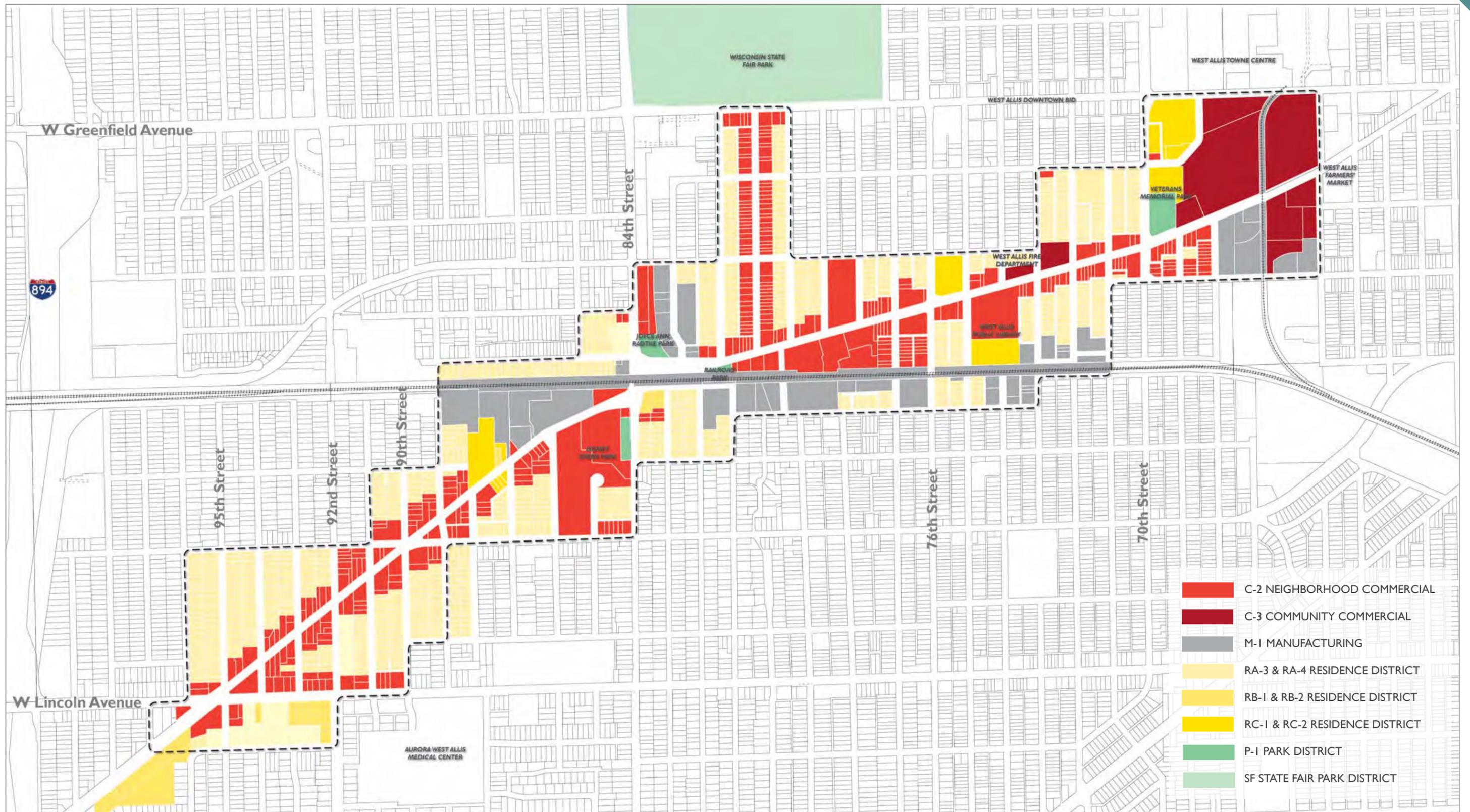


Figure 4. Existing zoning in the National Avenue corridor.

Zoning as of January 2015.



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.

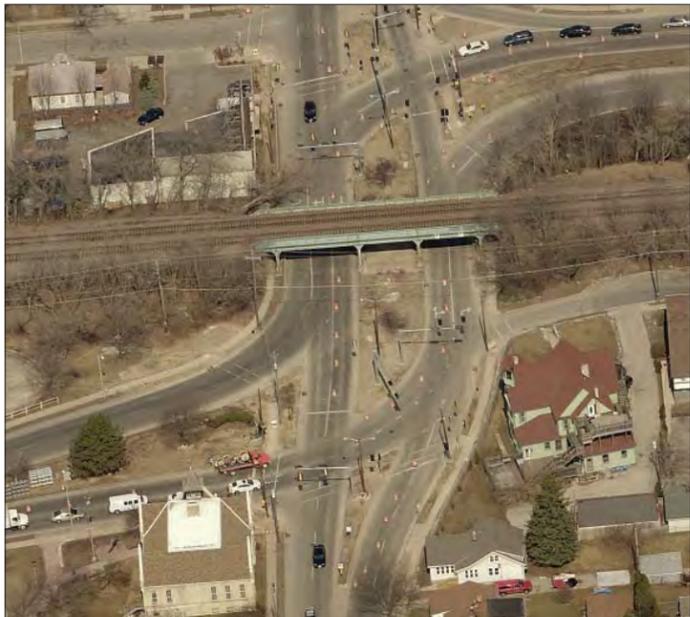


Figure 16. Railroad bridge over S. 84th Street - 'The Big Split'

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



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

(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 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.

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

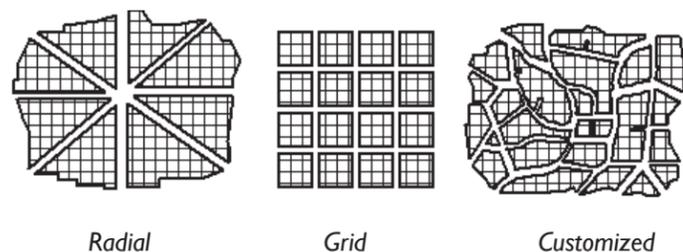


Figure 17. Examples of street patterns. Source: United States Army. Web: Accessed May 29, 2015.

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

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 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.

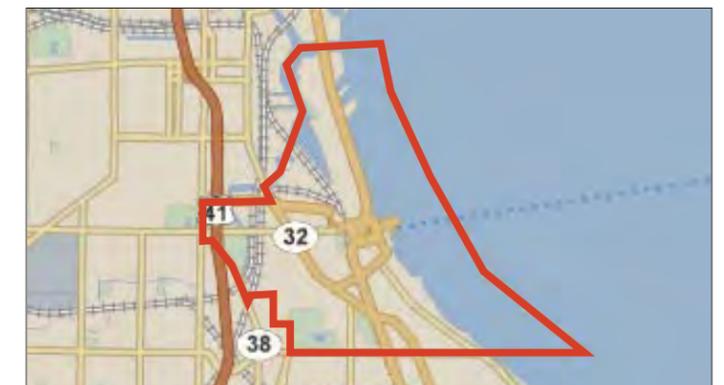


Figure 19. Areas of Census Tract analysis of National Avenue in West Allis and Kinnickinnic Avenue in the Bay View neighborhood of Milwaukee.

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%

Housing Stock	West Allis National Avenue		Bay View Kinnickinnic Avenue	
	#	%	#	%
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	

Employment by Industry	West Allis National Avenue		Bay View Kinnickinnic Avenue	
	#	%	#	%
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

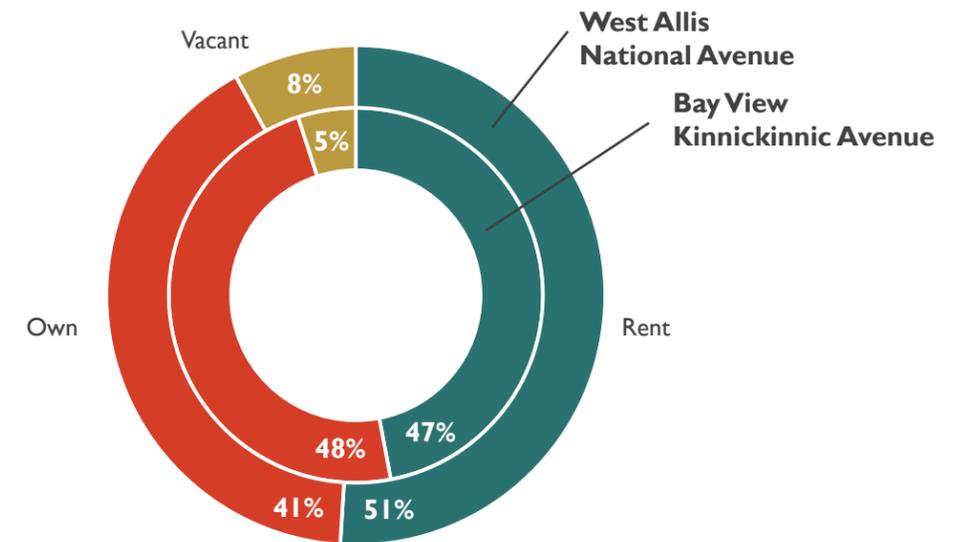


Figure 21. House tenure in the Census Tracts surrounding National Avenue and Kinnickinnic Avenue. Source: American Community Survey, 2009-2013, Policy Map.

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.

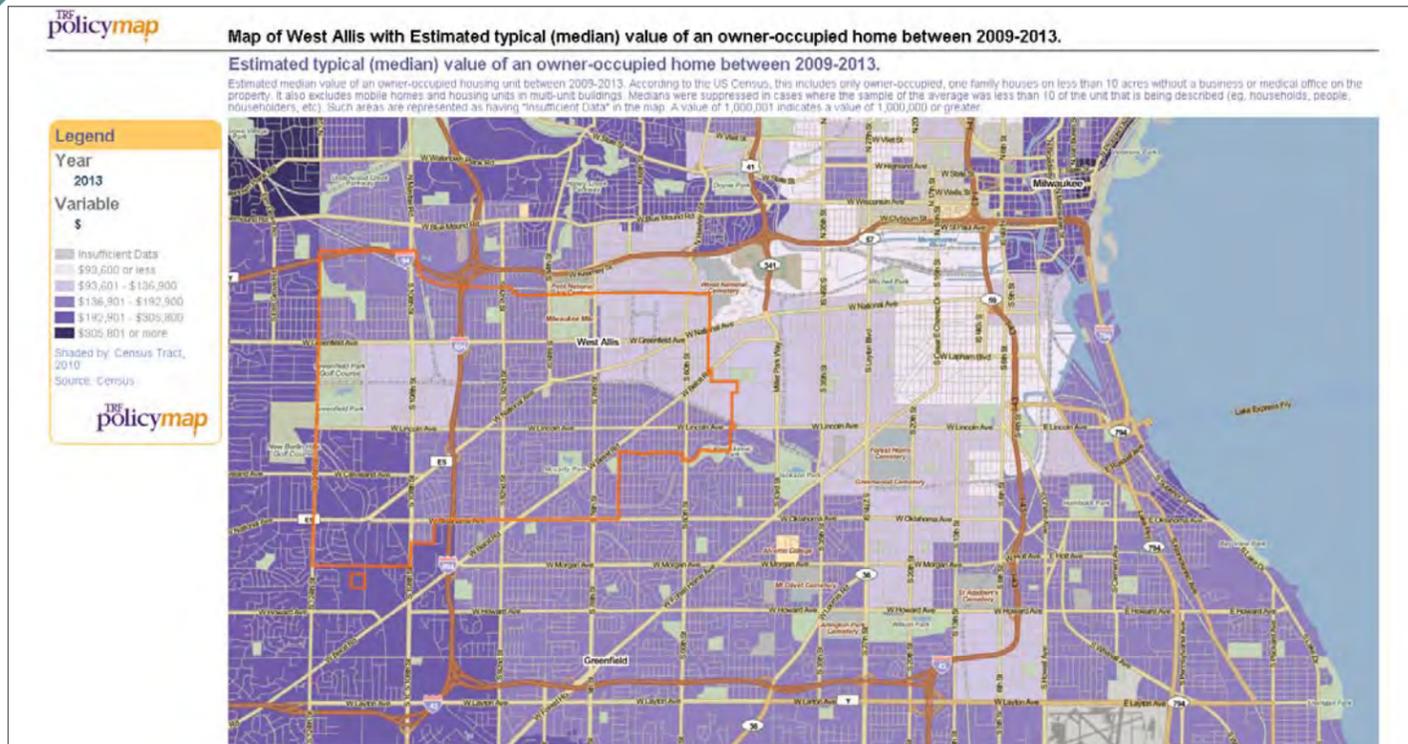


Figure 23. Estimated typical (median) value of an owner-occupied home between 2009-2013.

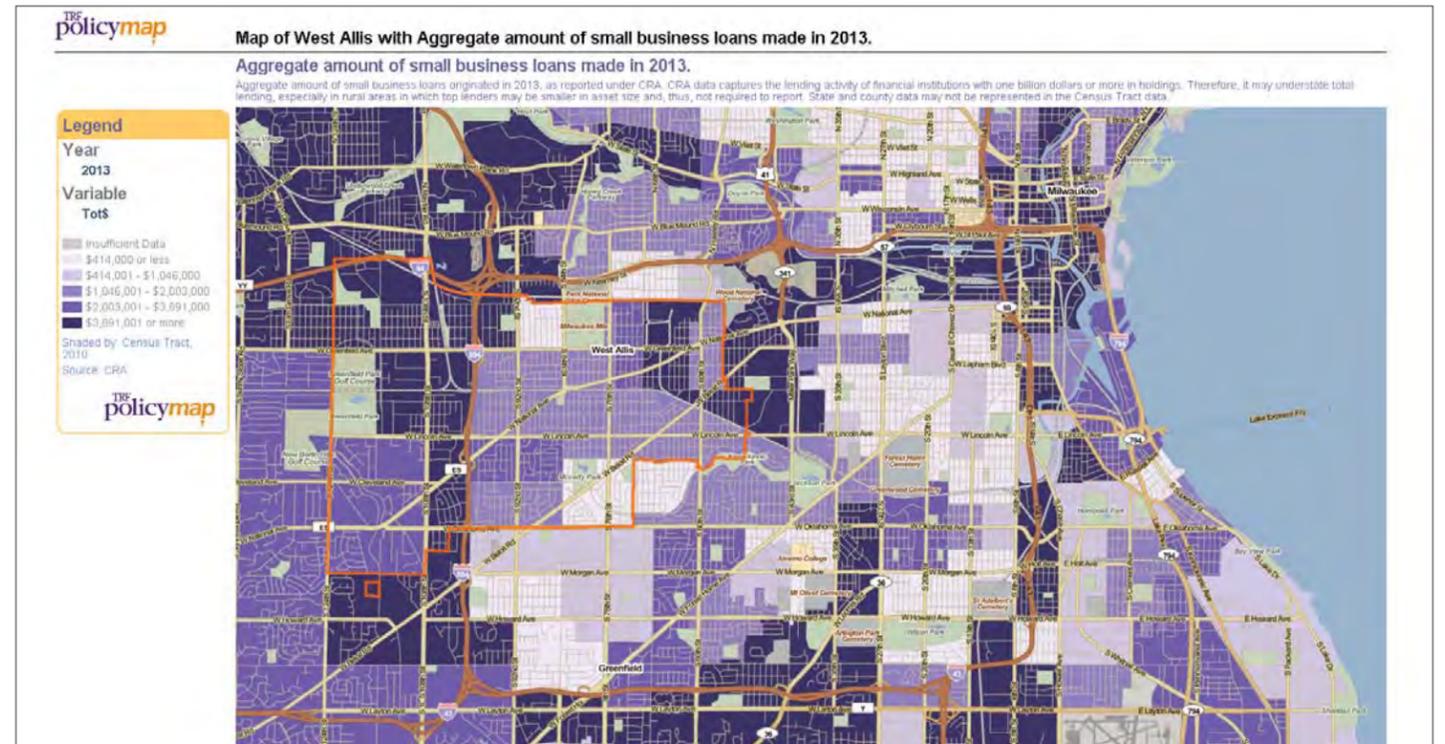


Figure 25. Aggregate amount of small business loans made in 2013.

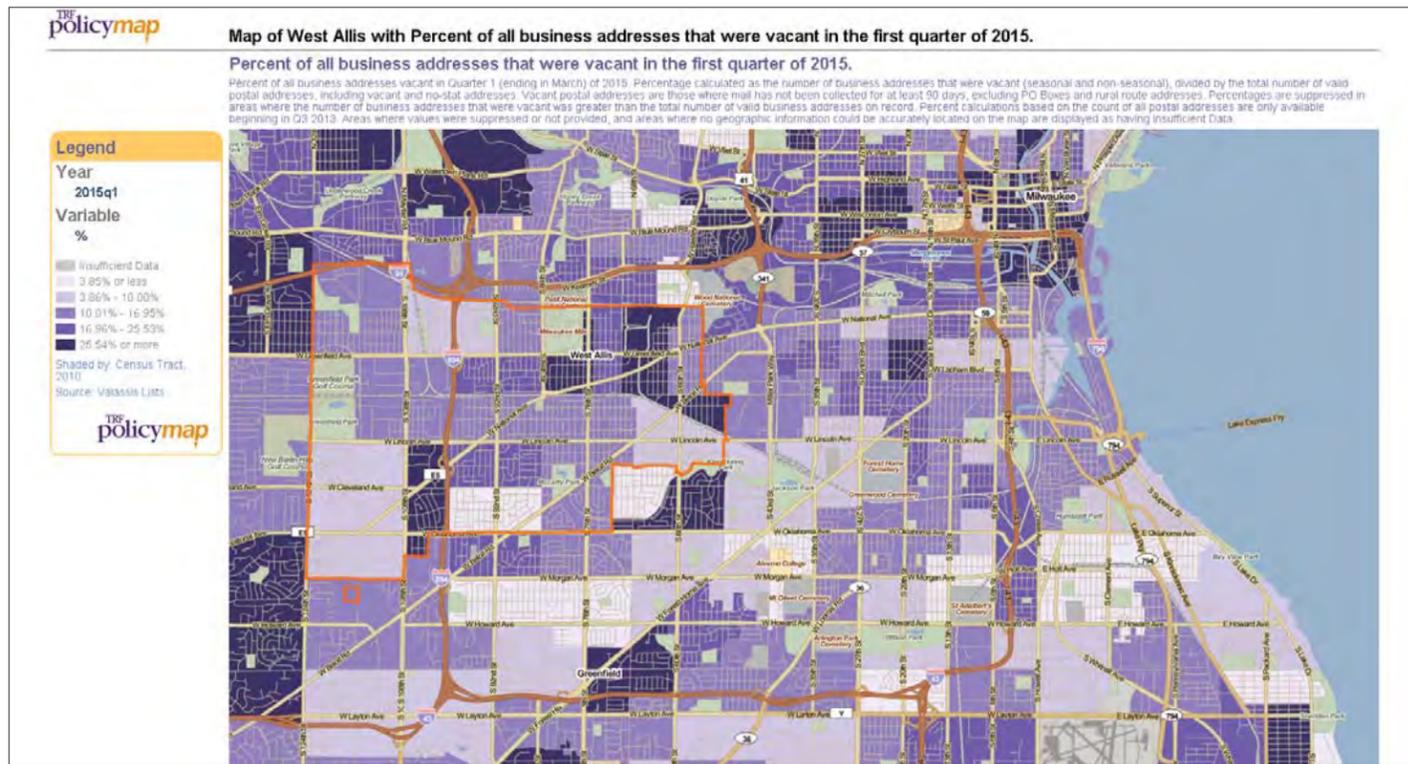


Figure 24. Percent of all business addresses that were vacant in the first quarter of 2015.

Source: Policy Map.

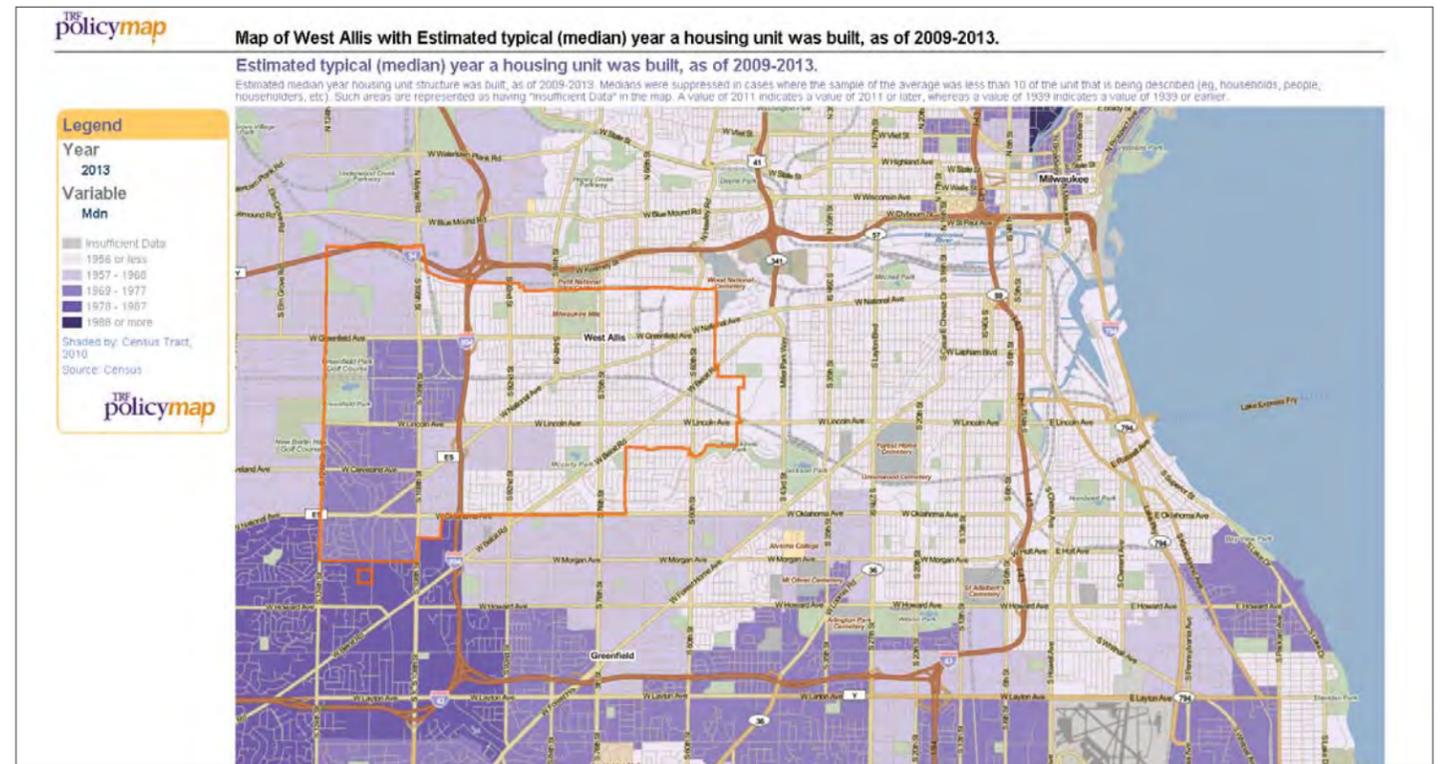


Figure 26. Estimated typical (median) year a housing unit was built, as of 2009-2013.

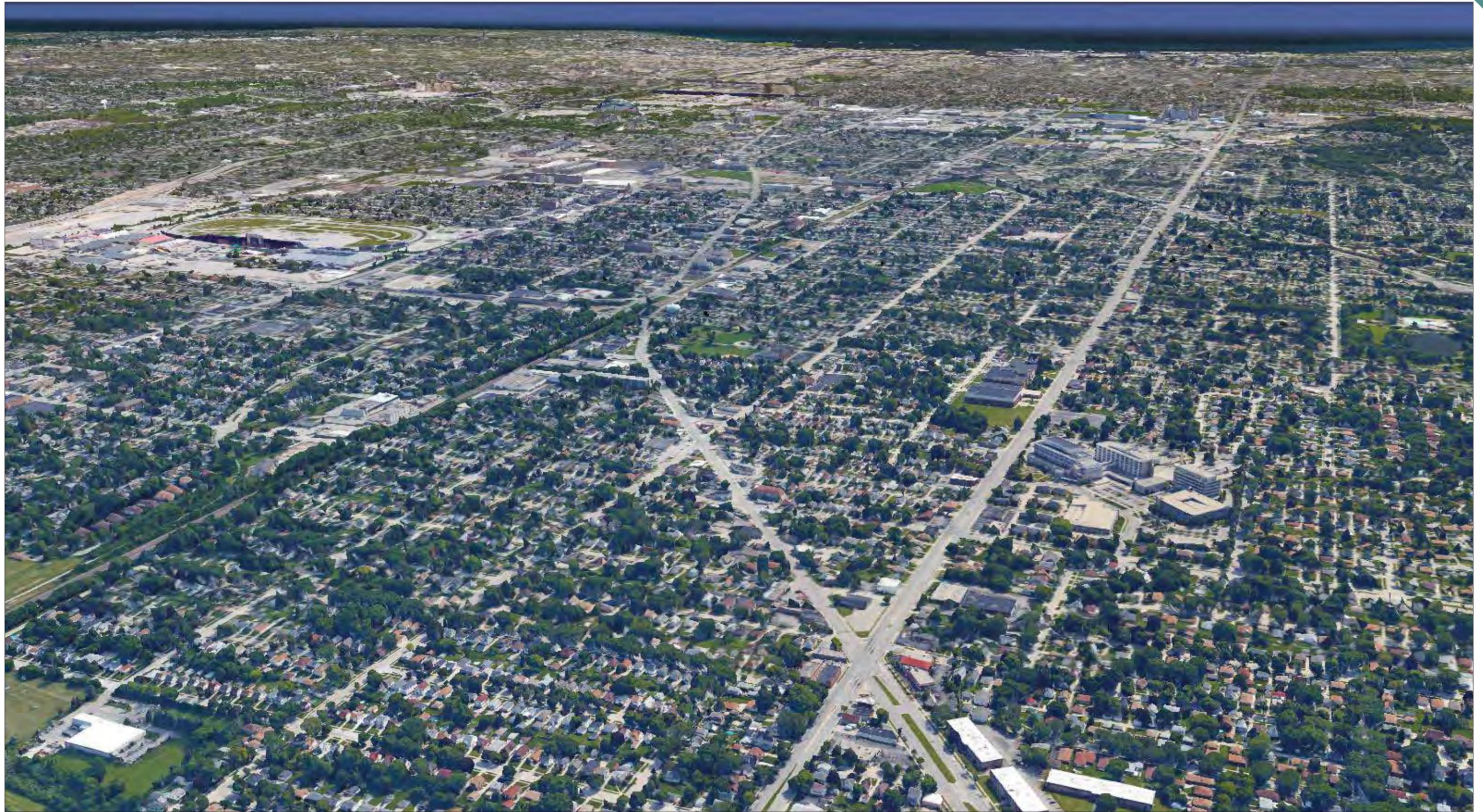


Figure 27. Aerial view of the National Avenue corridor and adjacent neighborhoods.

Source: Google Earth, 2015.

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.



Figure 28. Around the Corner episode showcasing West Allis.

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).



Figure 29. West Allis Historical Society (former 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 30. Greenfield Avenue's West Allis A La Carte logo.



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



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 its location on S.90th Street and National Avenue in 2013. Its 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 its 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. Approximately 18 parcels in the study area include automotive service related uses. At least nine businesses related to auto repair, service, and sales are located in the study area including Big Boyz Mufflers, 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.

“ 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! ”

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.



Figure 39. Inventory of commercial and industrial properties on National Avenue – see Table I 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.

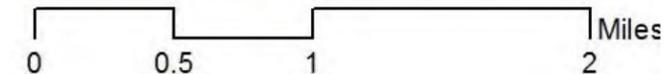
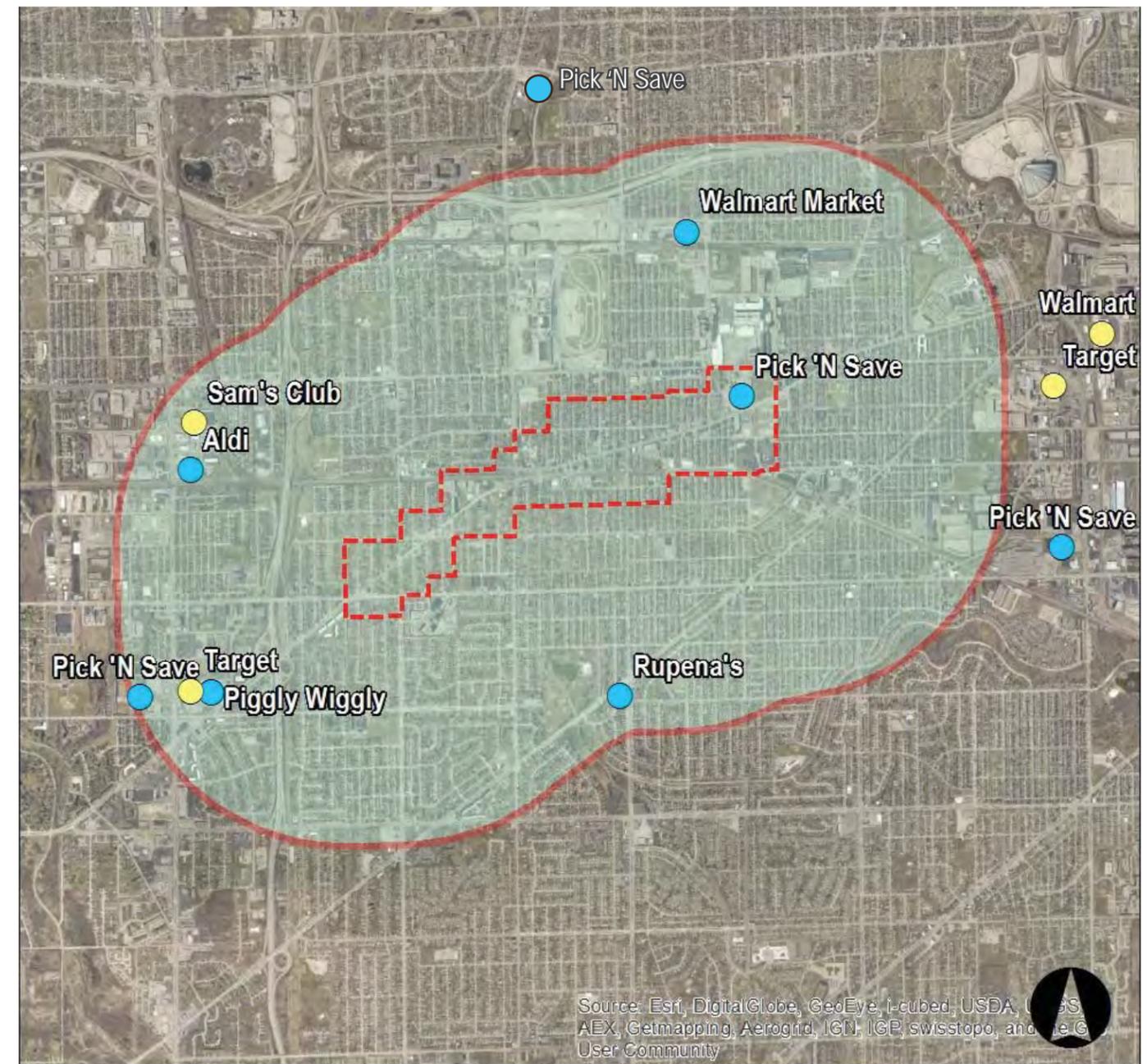
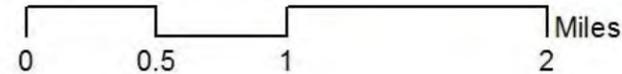
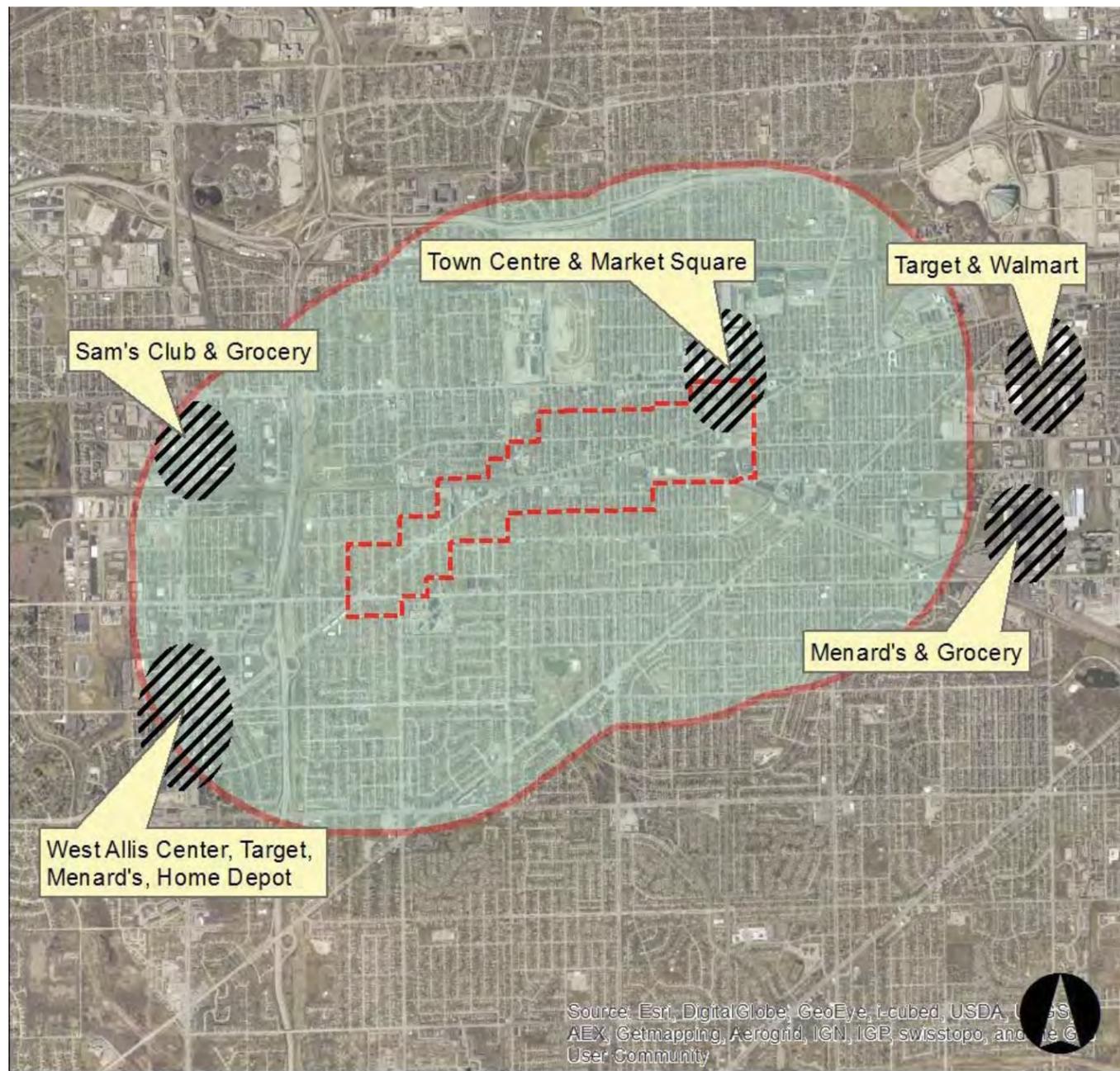


Figure 40. Map of neighborhood- and community- serving retail supply

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.

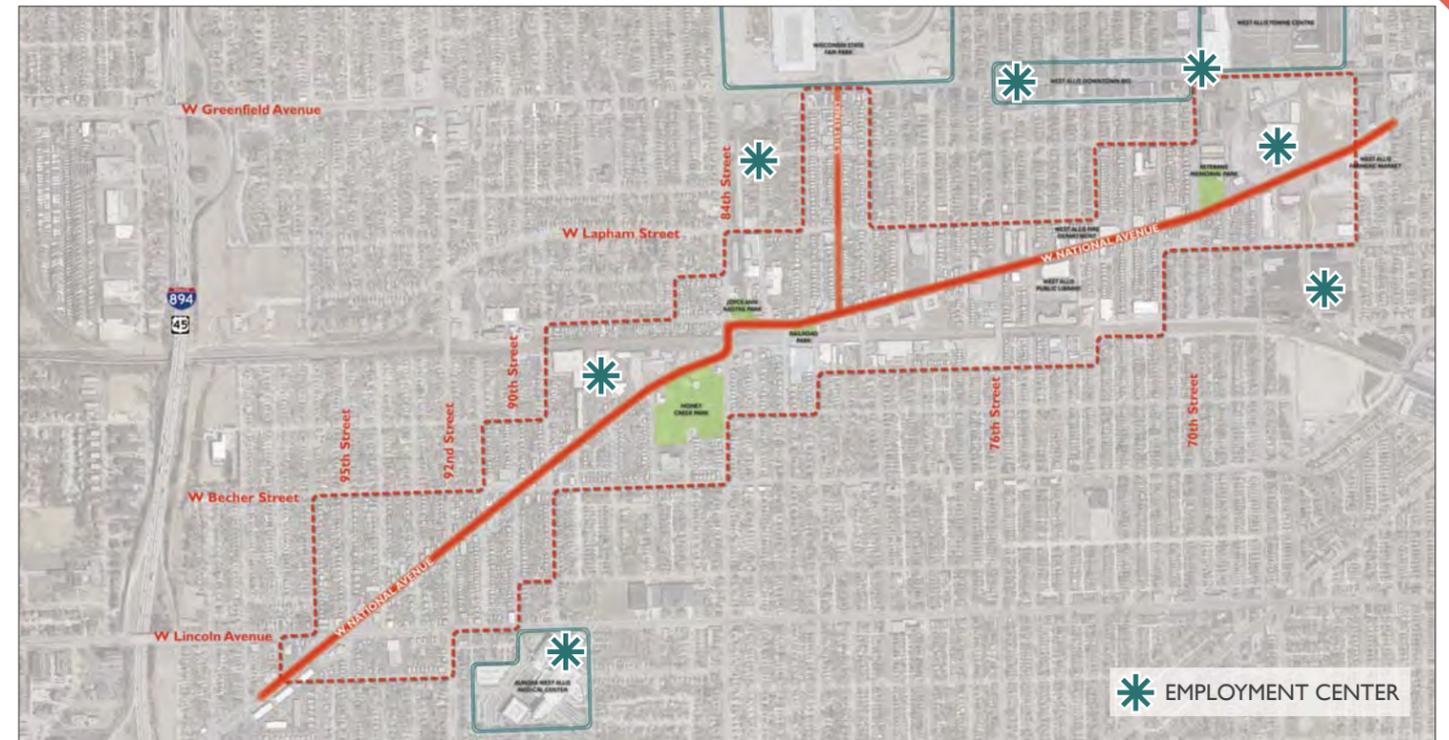


Figure 42. Employment centers along the National Avenue corridor.

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.

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.

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

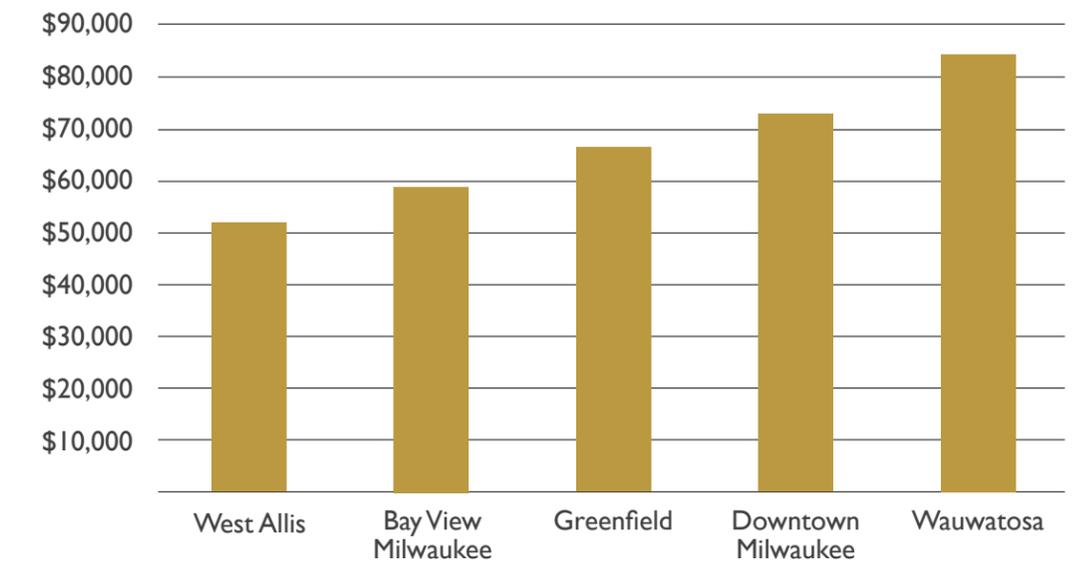


Figure 43. Average household income for West Allis and communities in broader housing market.

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	
	Count	%	Count	%
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 Units ¹	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 Households¹

	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 70 th & 76 th	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. 108 th 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. 108 th 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. 108 th 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. 108 th 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. 108 th St.	1994	29,920		-	
Sam's Club	1540 S. 108 th 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

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'

“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.”



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@jm.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.”



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.

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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 58. WHY DO YOU TRAVEL THE NATIONAL AVENUE CORRIDOR?

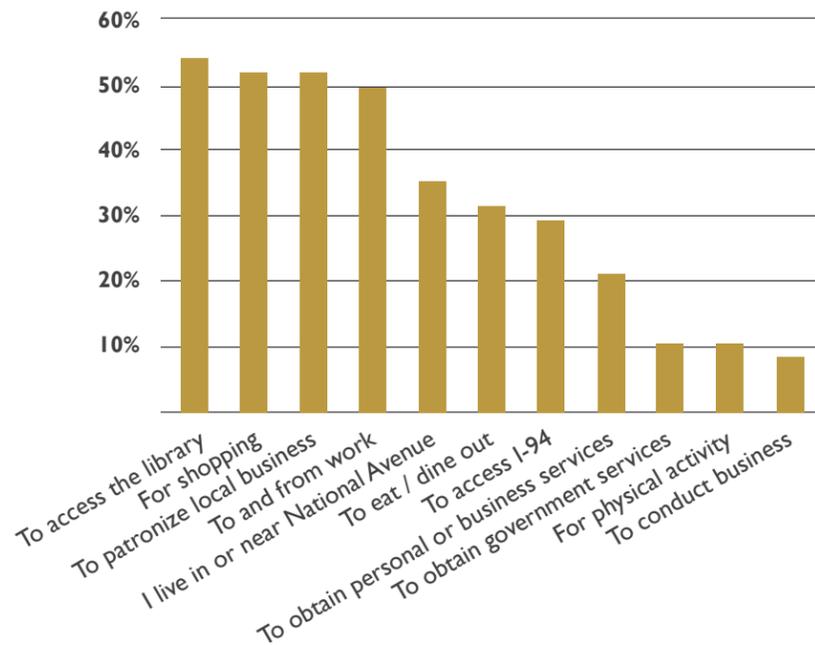


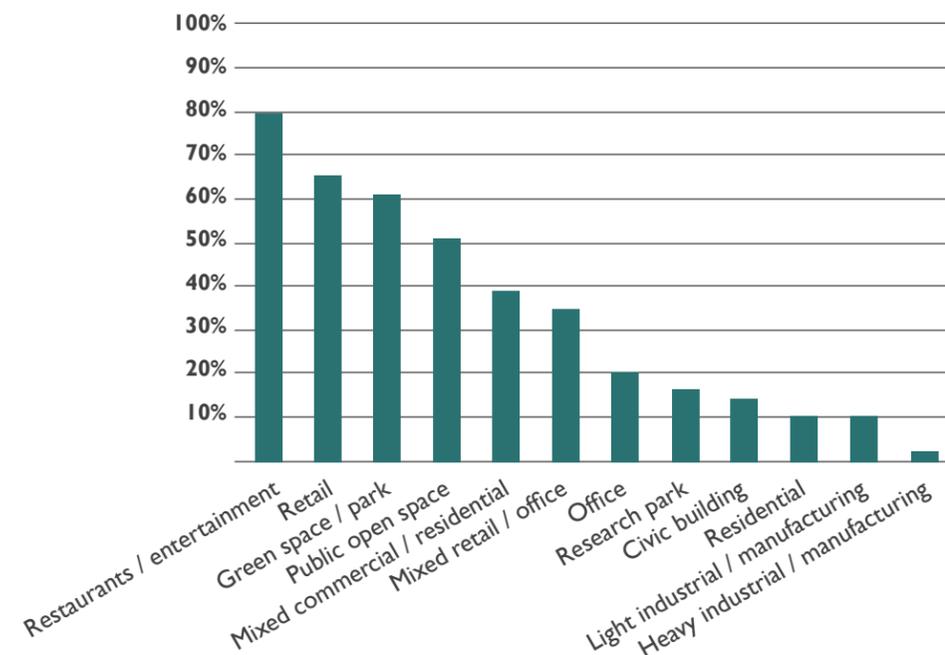
Figure 56. PHYSICAL CHANGES, TYPES OF BUSINESSES OR OTHER LAND USES DESIRED:



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



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



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
- » Suzette'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



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

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

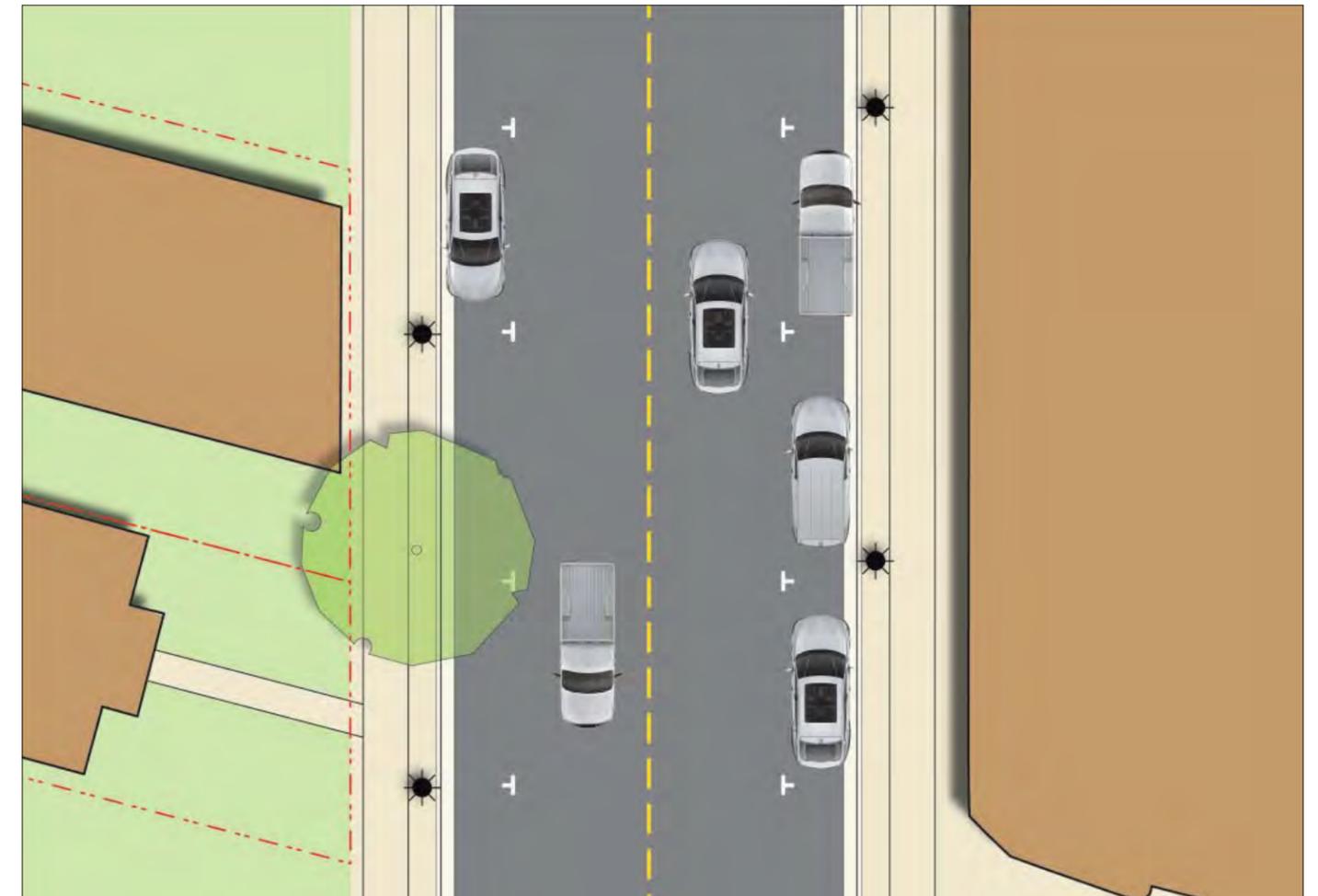


Figure 62. EXISTING National Avenue plan view.

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

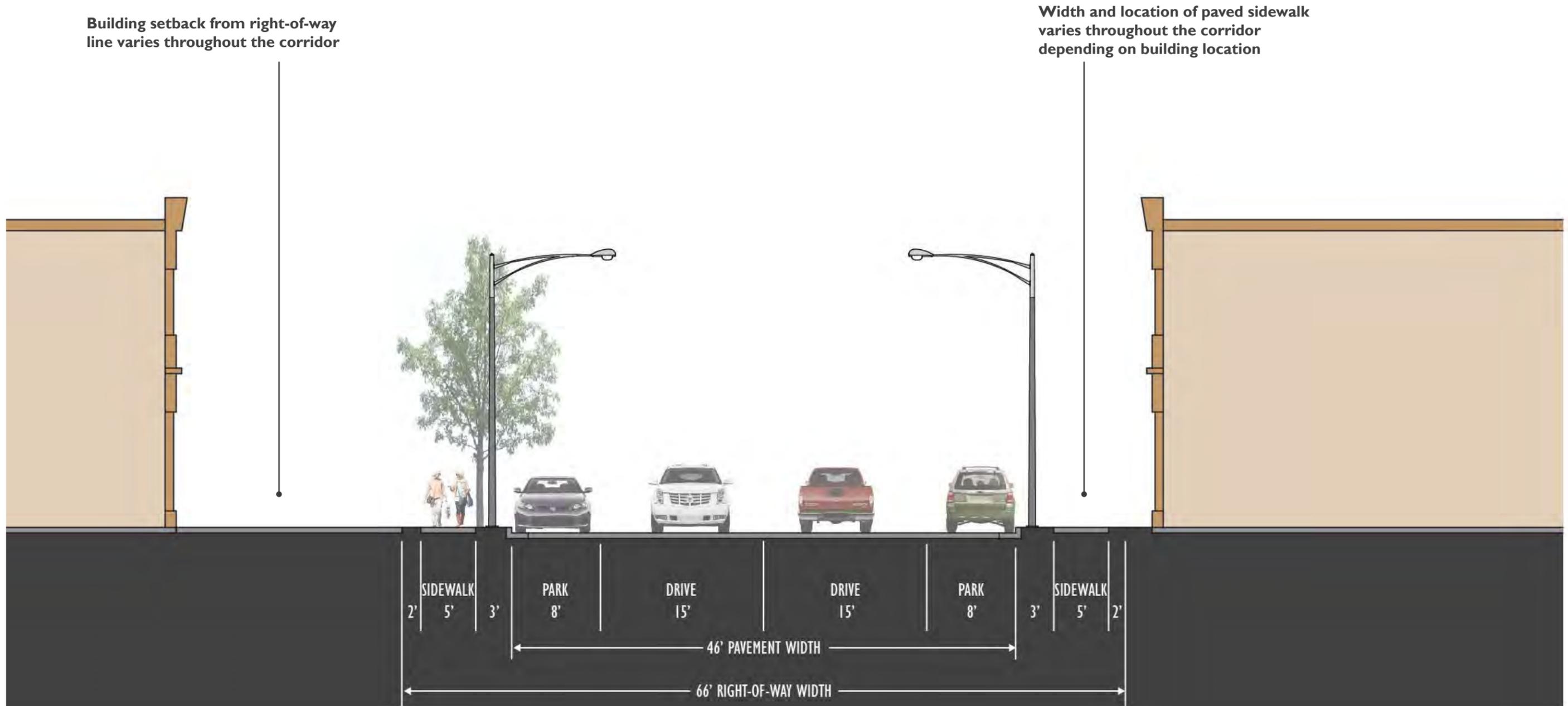


Figure 63. EXISTING National Avenue cross section.



Figure 64. Existing off-street parking locations.

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

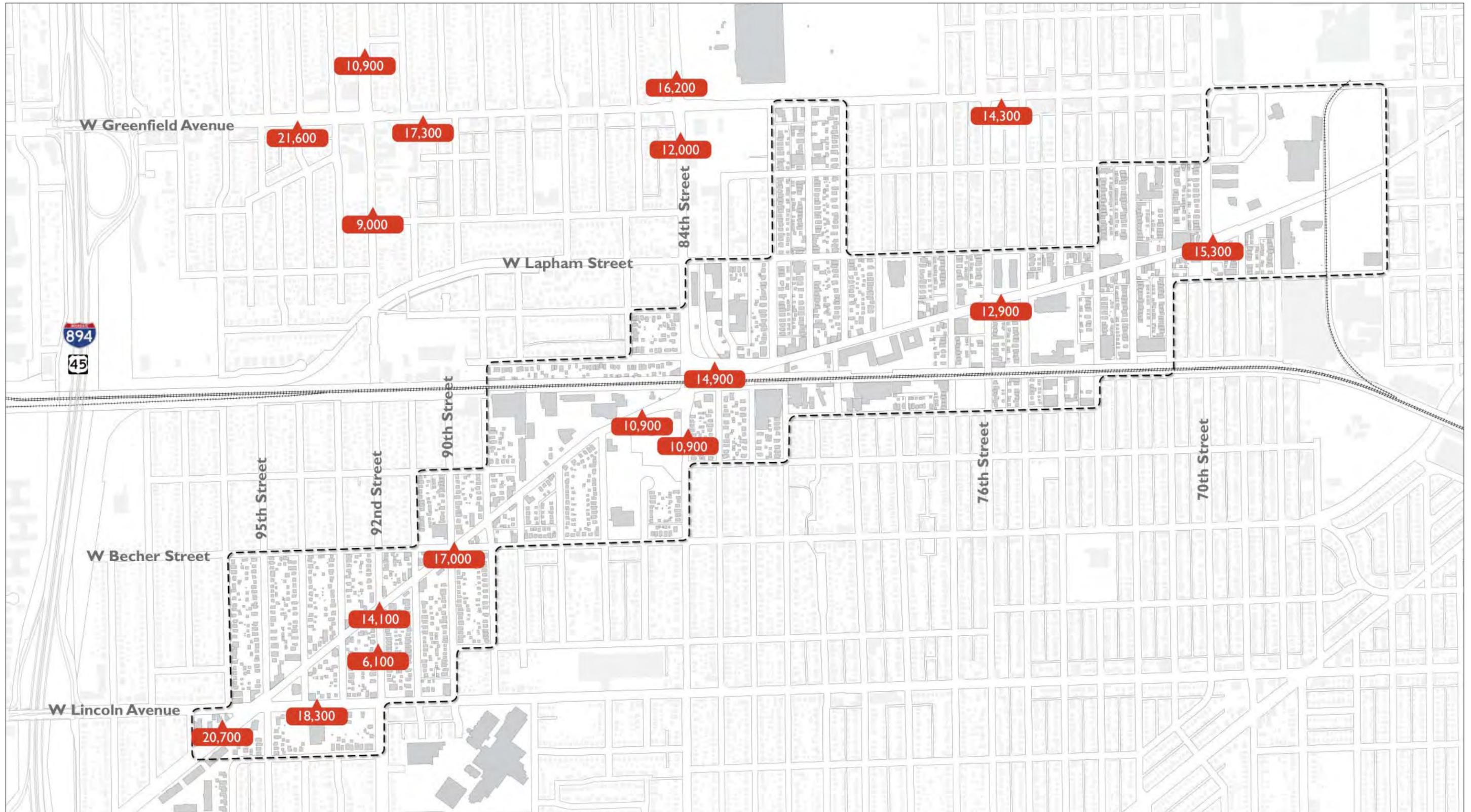


Figure 65. Annual average daily traffic counts.

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

ALTERNATIVE TRANSPORTATION DIAGRAMS

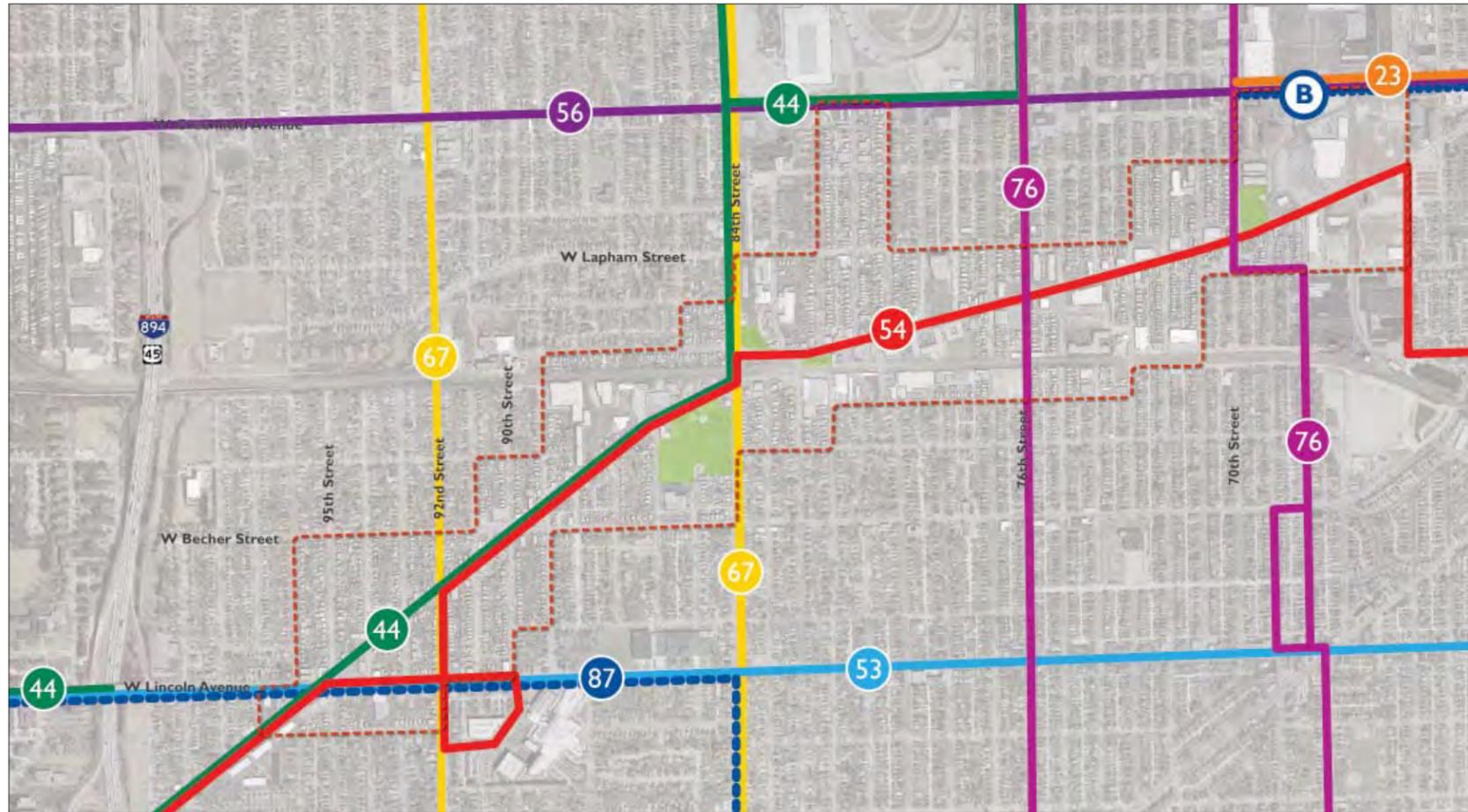


Figure 66. Milwaukee County Transit System bus routes.

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.

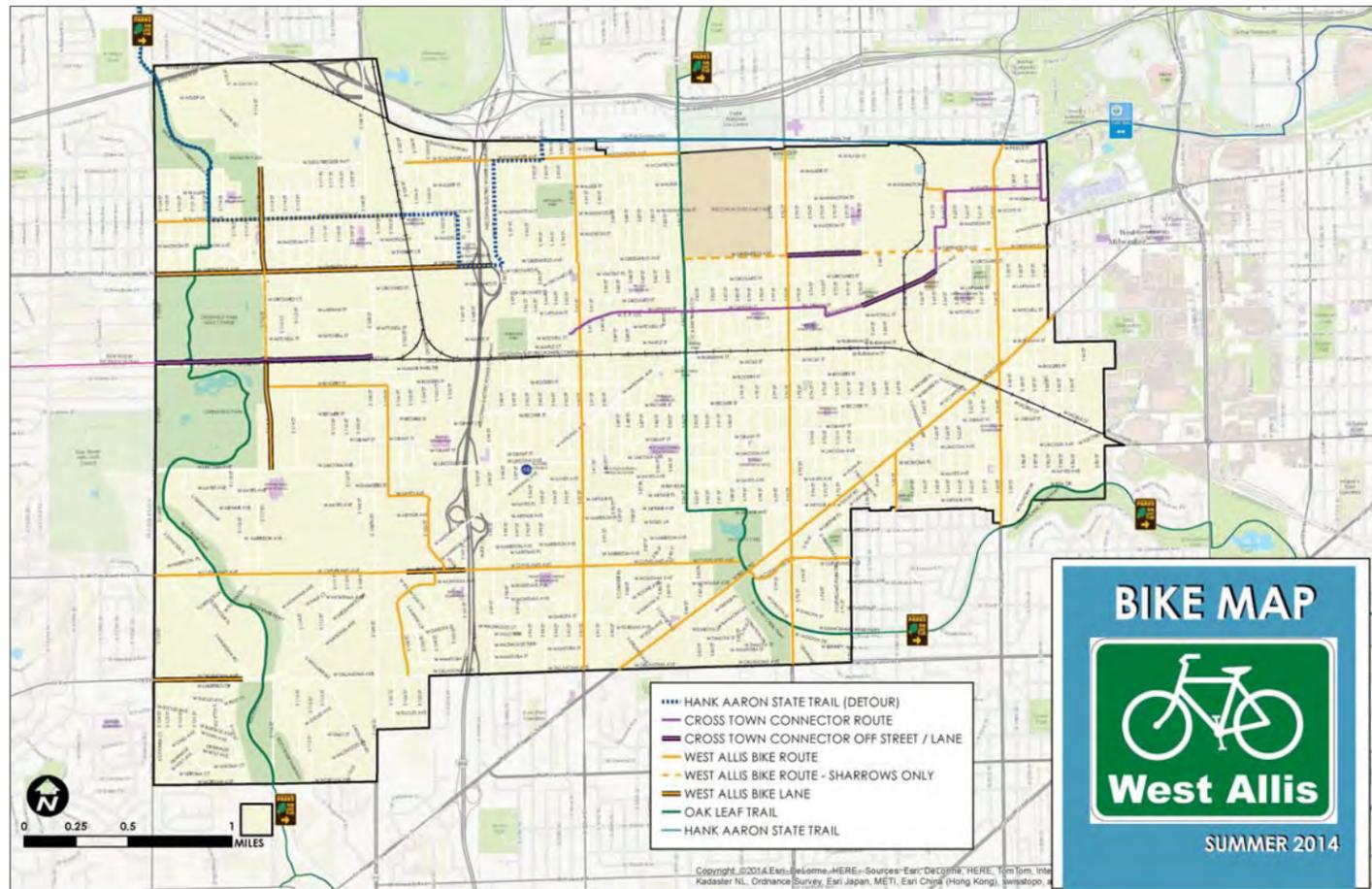


Figure 68. Existing bike routes & amenities.

Source: City of West Allis, accessed May 2015.

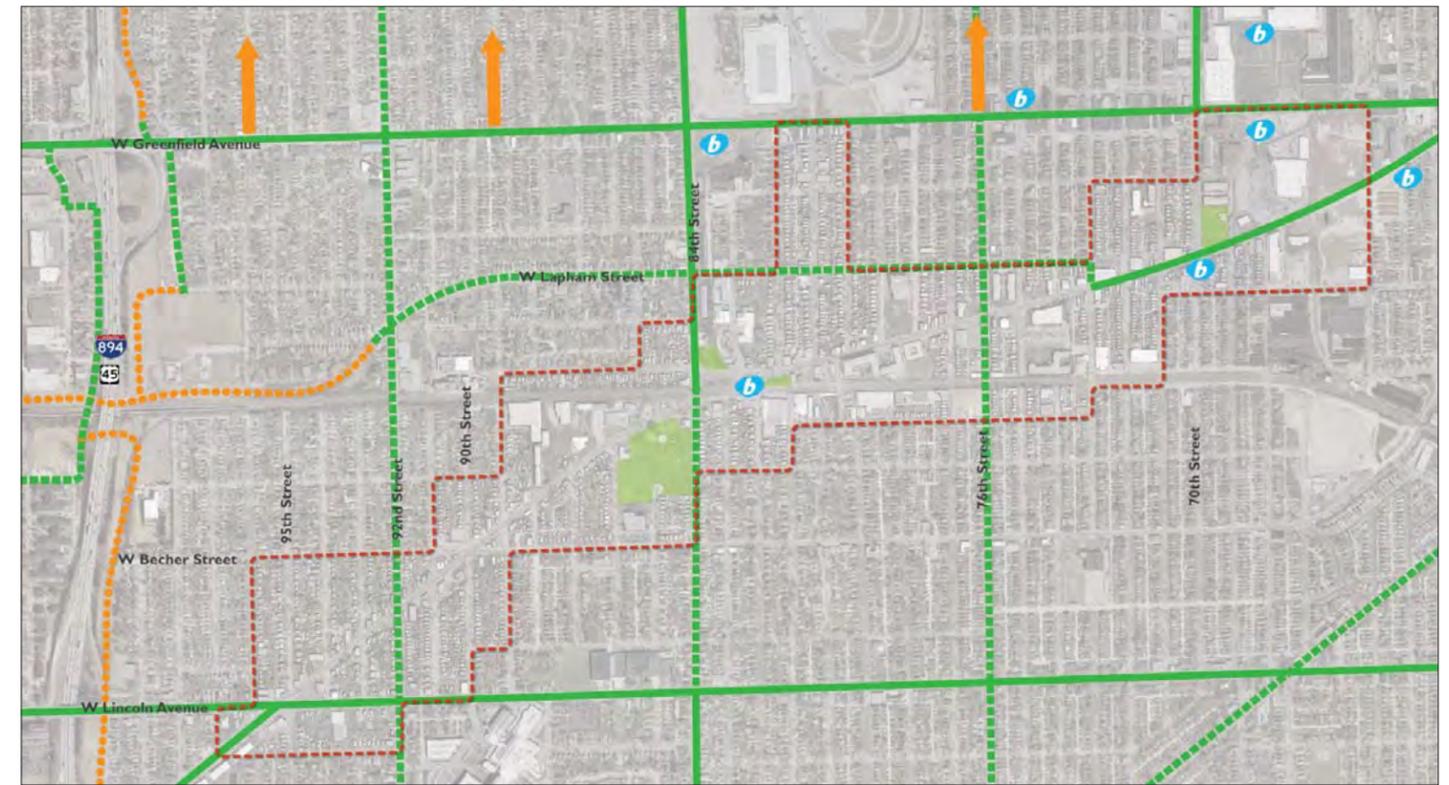
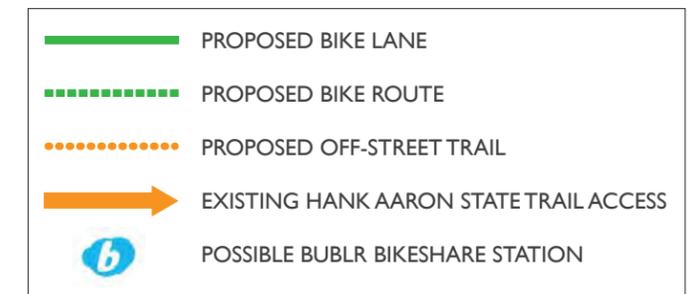


Figure 69. Proposed bike routes & amenities.

Source: City of West Allis, accessed May 2015.



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	□		
3.0 Bicycle	3.1 Conventional Bike Lane ³	■	
	3.2 Green Colored Pavement	○	
	3.3 Bike Route Signs	●	
ROADWAY ZONE	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

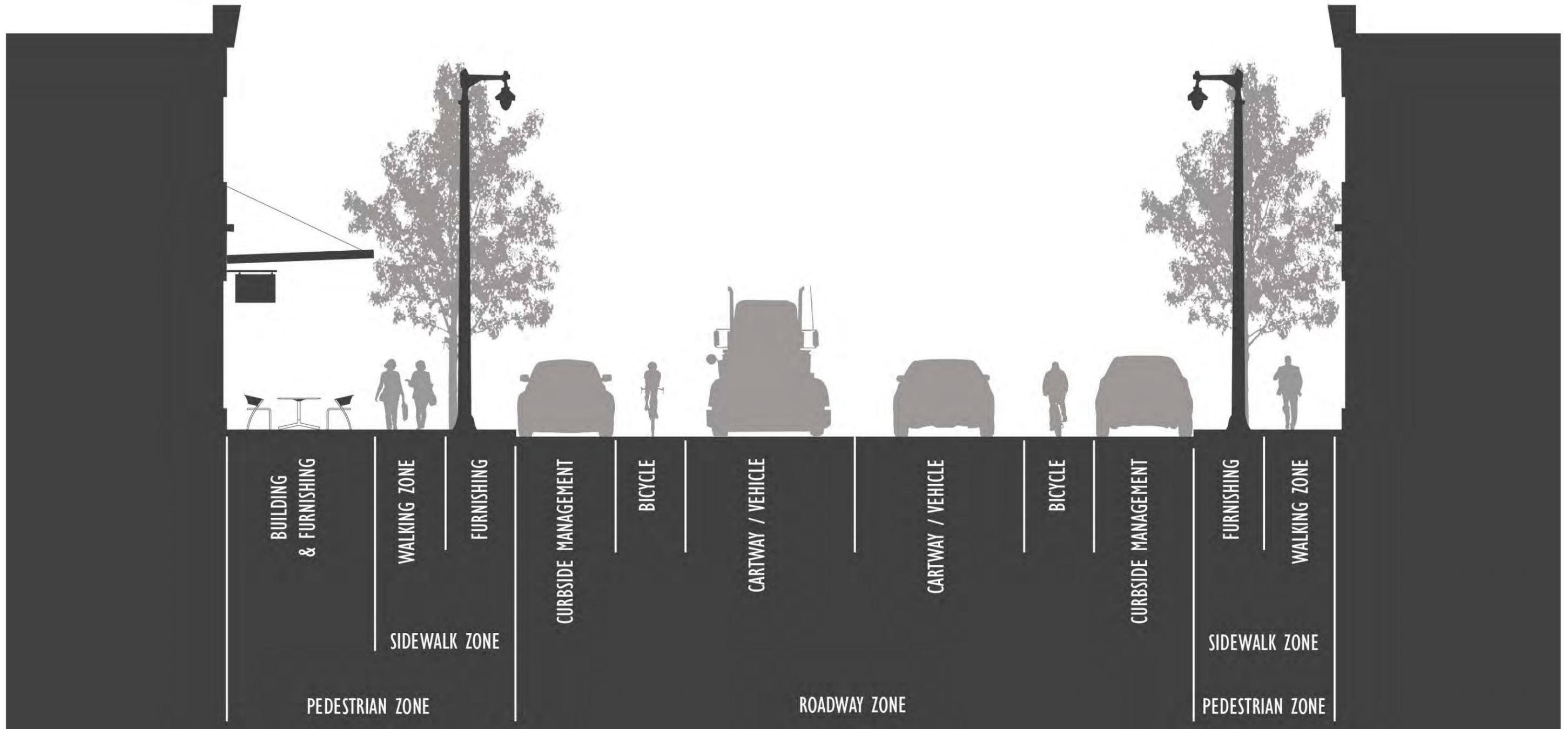


Figure 70. Cross section diagram that shows the components of a complete street.

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)

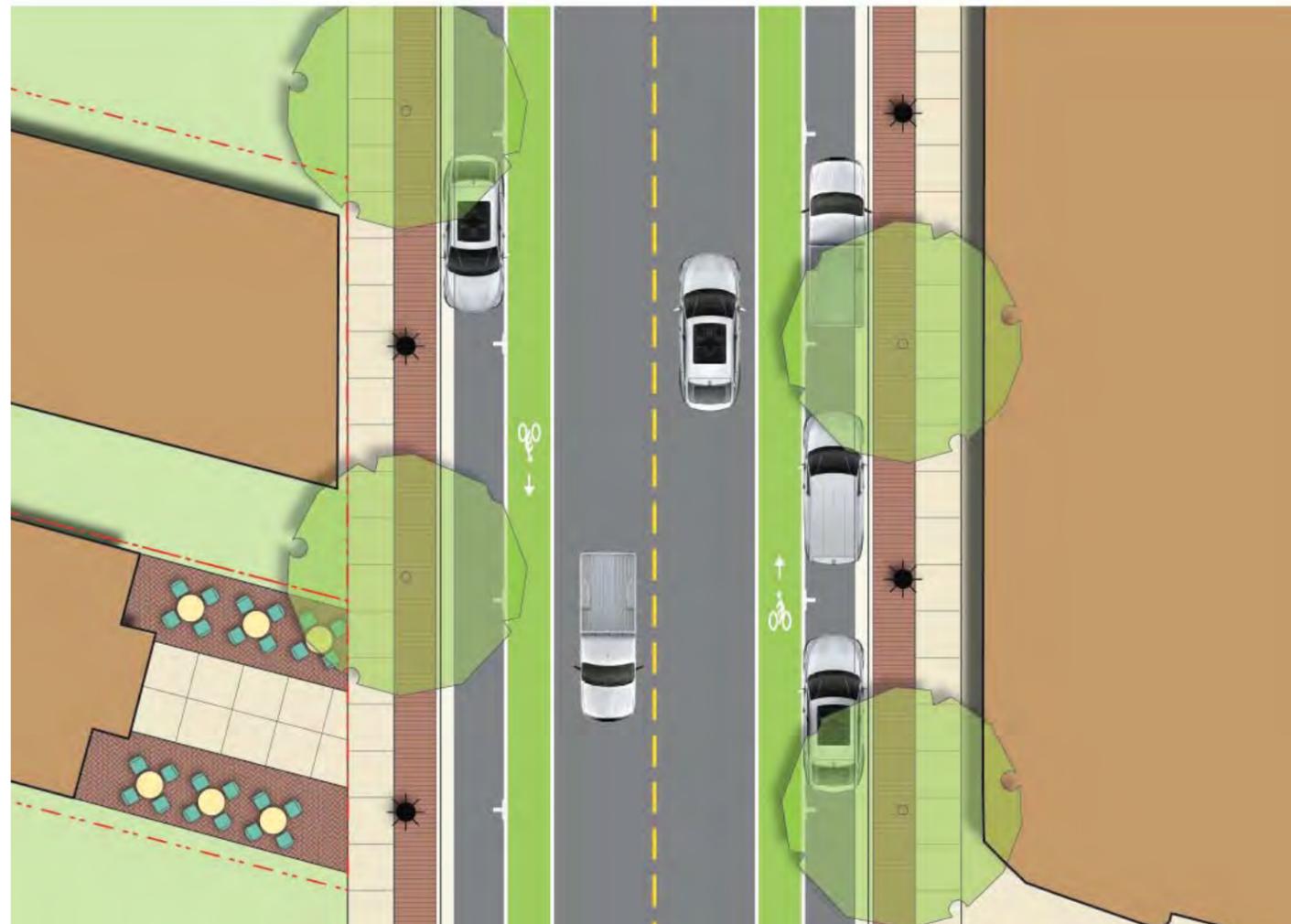
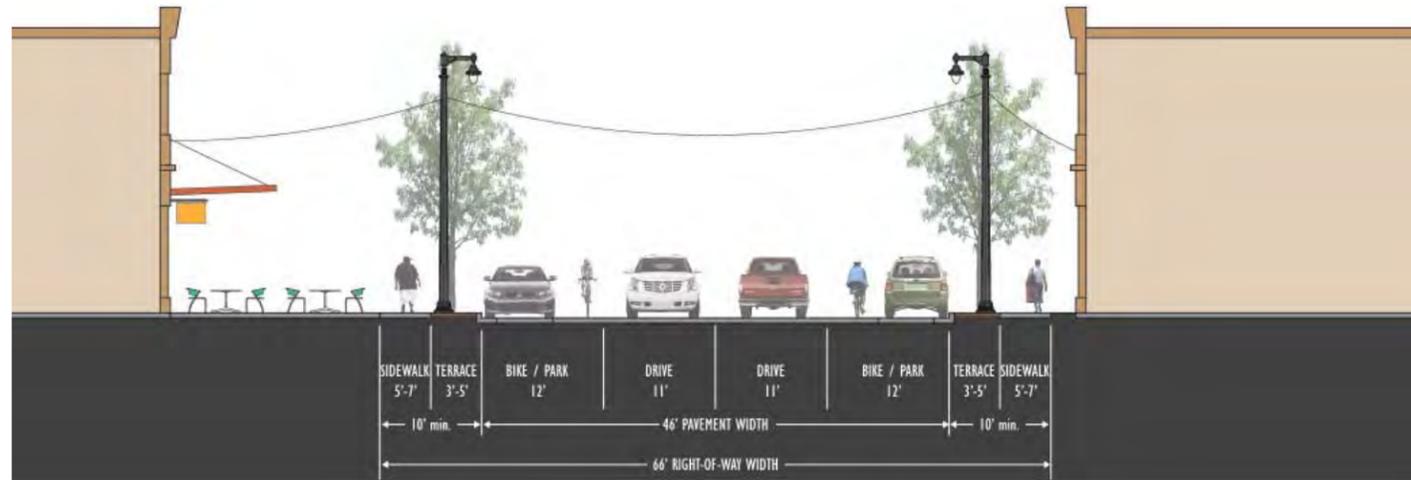


Figure 71. Conceptual National Avenue plan view and cross section.

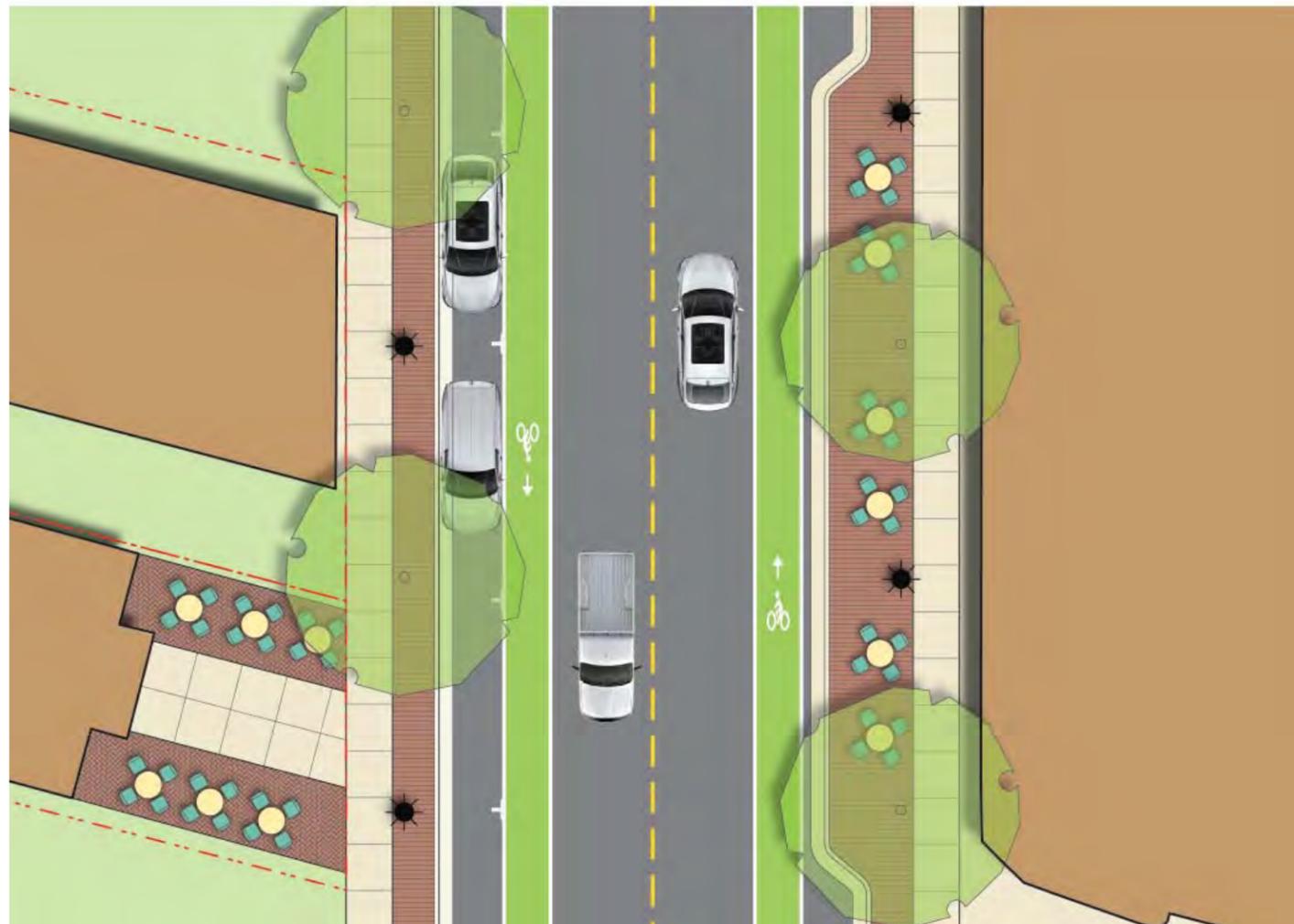
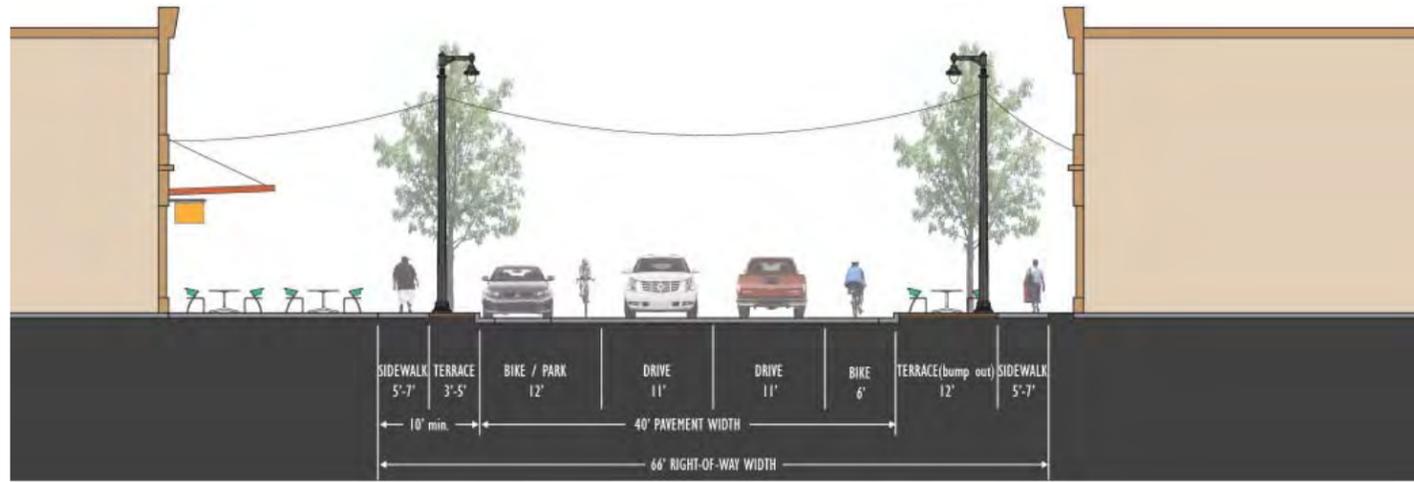


Figure 72. Conceptual National Avenue plan view and cross section (with curb bump out).



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 harkens back to the original wood-plank sidewalks that once lined National Avenue.

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.

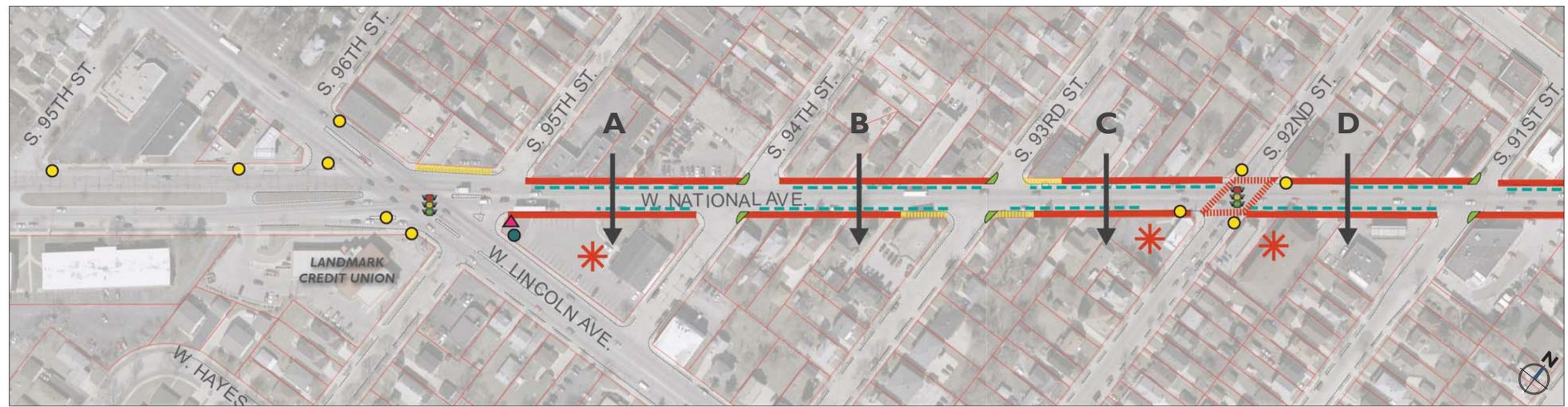
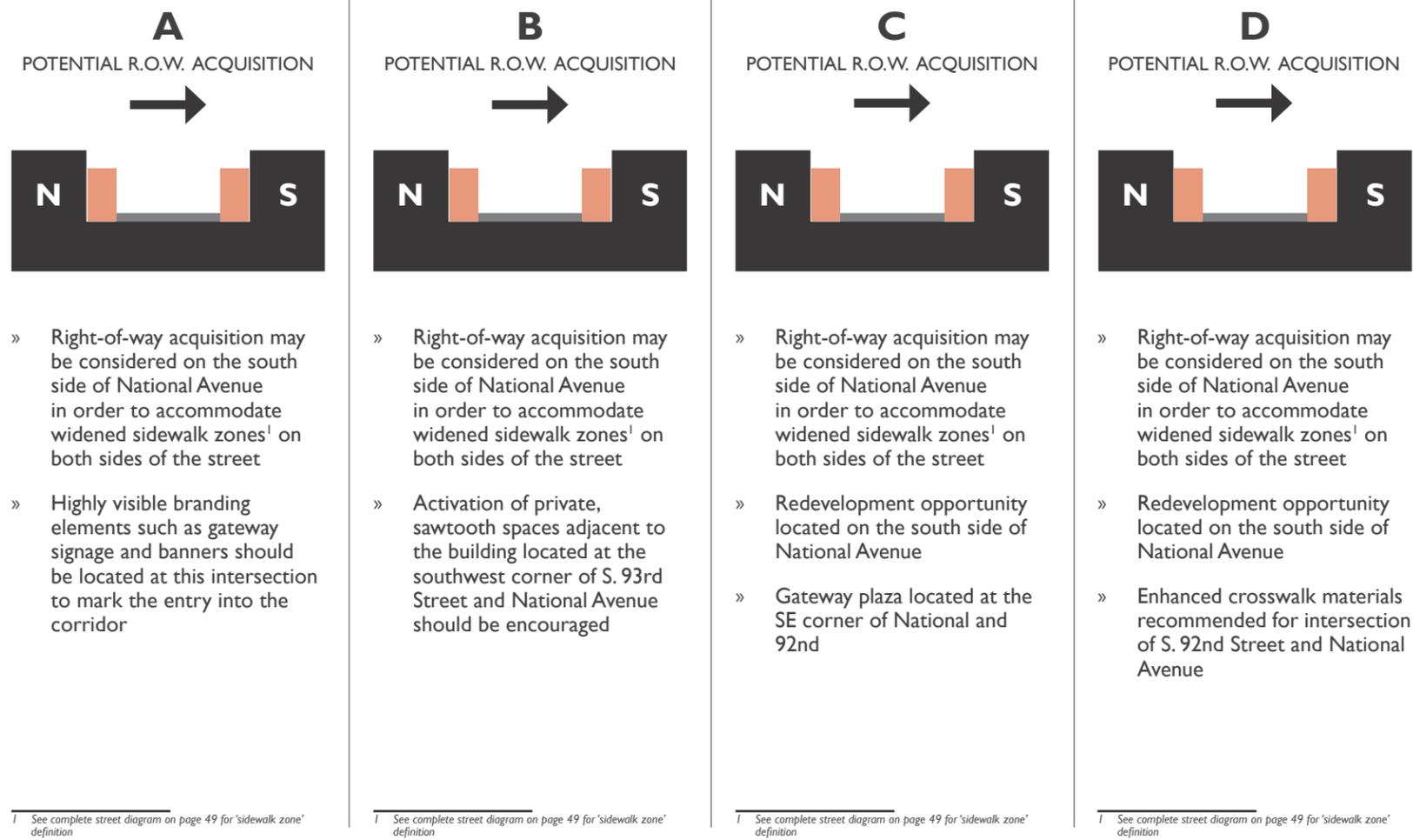
Diagrams on the following pages provide a block-by-block, diagrammatic analysis of potential roadway and pedestrian zone improvements. Potential right-of-way (R.O.W.) acquisition is discussed at each block and is based upon examination of existing roadway conditions, building setbacks, land use, and 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



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 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.

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

E	F	G	H	I	J
POTENTIAL R.O.W. ACQUISITION	POTENTIAL R.O.W. ACQUISITION	POTENTIAL R.O.W. ACQUISITION	POTENTIAL R.O.W. ACQUISITION	POTENTIAL R.O.W. ACQUISITION	POTENTIAL R.O.W. ACQUISITION
<ul style="list-style-type: none"> » 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 zones¹ 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 	<ul style="list-style-type: none"> » 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 zones¹ 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 & Grill² » 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 	<ul style="list-style-type: none"> » 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 zones¹ on both sides of the street 	<ul style="list-style-type: none"> » Right-of-way acquisition may be considered on the north side of National Avenue in order to accommodate widened sidewalk zones¹ on both sides of the street 	<ul style="list-style-type: none"> » Right-of-way acquisition may be considered on the north side of National Avenue in order to accommodate widened sidewalk zones¹ on both sides of the street » Redevelopment opportunity located on the north side of National Avenue² 	<ul style="list-style-type: none"> » Right-of-way acquisition may be considered on the south side of National Avenue in order to accommodate widened sidewalk zones¹ on both sides of the street » Redevelopment opportunity located on the north side of National Avenue² » 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
<small>¹ See complete street diagram on page 49 for 'sidewalk zone' definition</small>	<small>¹ See complete street diagram on page 49 for 'sidewalk zone' definition ² See Urban Design Concepts on page 87</small>	<small>¹ See complete street diagram on page 49 for 'sidewalk zone' definition</small>	<small>¹ See complete street diagram on page 49 for 'sidewalk zone' definition</small>	<small>¹ See complete street diagram on page 49 for 'sidewalk zone' definition ² See Urban Design Concepts on page 91</small>	<small>¹ See complete street diagram on page 49 for 'sidewalk zone' definition ² See Urban Design Concepts on page 91</small>

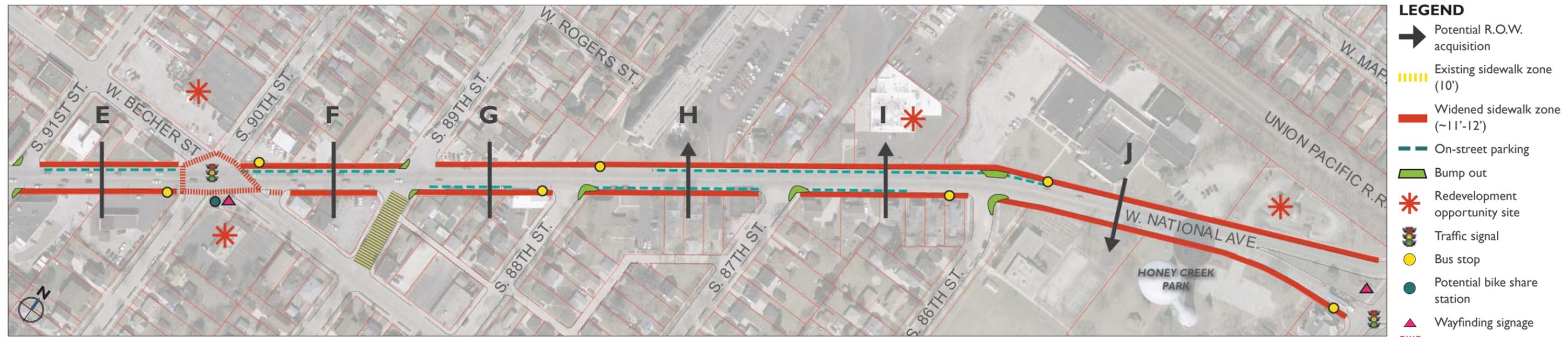


Figure 77. Circulation diagram that shows potential roadway and pedestrian zone improvements.

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

<p>K</p> <p>POTENTIAL R.O.W. ACQUISITION</p>	<p>L</p> <p>POTENTIAL R.O.W. ACQUISITION</p>	<p>M</p> <p>POTENTIAL R.O.W. ACQUISITION</p>	<p>N</p> <p>POTENTIAL R.O.W. ACQUISITION</p>	<p>O</p> <p>POTENTIAL R.O.W. ACQUISITION</p>	<p>P</p> <p>POTENTIAL R.O.W. ACQUISITION</p>	<p>Q</p> <p>POTENTIAL R.O.W. ACQUISITION</p>
<ul style="list-style-type: none"> » Roadway may be shifted south in order to accommodate a widened sidewalk zone¹ 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 amenities² 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 	<ul style="list-style-type: none"> » Roadway may be shifted south in order to accommodate a widened sidewalk zone¹ 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 Park² 	<ul style="list-style-type: none"> » 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 zones¹ on both sides of the street » Redevelopment and refurbishing opportunity located on the south side of National Avenue² 	<ul style="list-style-type: none"> » 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 zones¹ 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 	<ul style="list-style-type: none"> » 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 	<ul style="list-style-type: none"> » Right-of-way acquisition may be considered on the north side of National Avenue in order to accommodate widened sidewalk zones¹ on both sides of the street 	<ul style="list-style-type: none"> » Right-of-way acquisition may be considered on the south side of National Avenue in order to accommodate widened sidewalk zones¹ on both sides of the street
<p>¹ See complete street diagram on page 49 for 'sidewalk zone' definition</p> <p>² See Urban Design Concepts on page 93</p>	<p>¹ See complete street diagram on page 49 for 'sidewalk zone' definition</p> <p>² See Urban Design Concepts on page 93</p>	<p>¹ See complete street diagram on page 49 for 'sidewalk zone' definition</p> <p>² See Urban Design Concepts on page 93</p>	<p>¹ See complete street diagram on page 49 for 'sidewalk zone' definition</p>		<p>¹ See complete street diagram on page 49 for 'sidewalk zone' definition</p>	<p>¹ See complete street diagram on page 49 for 'sidewalk zone' definition</p>

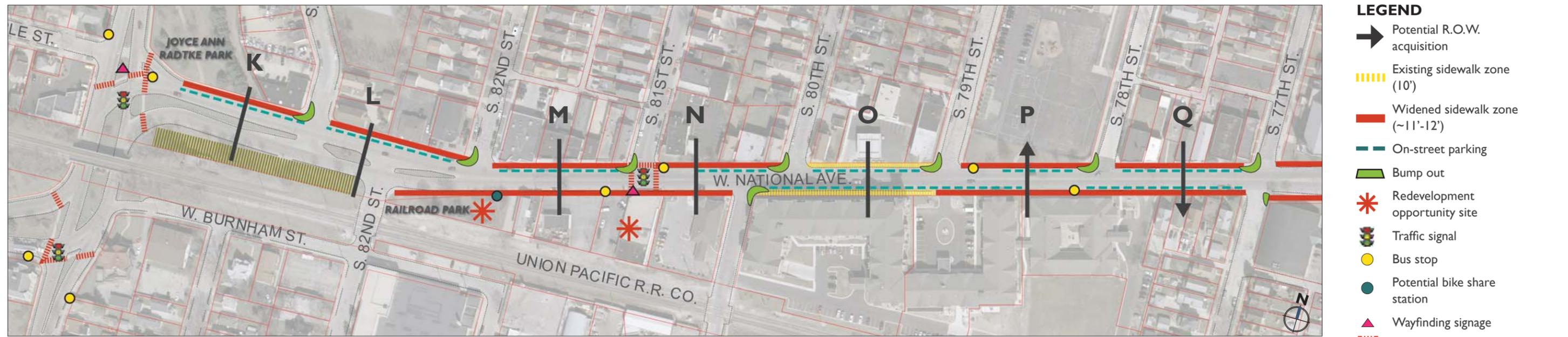


Figure 78. Circulation diagram that shows potential roadway and pedestrian zone improvements.

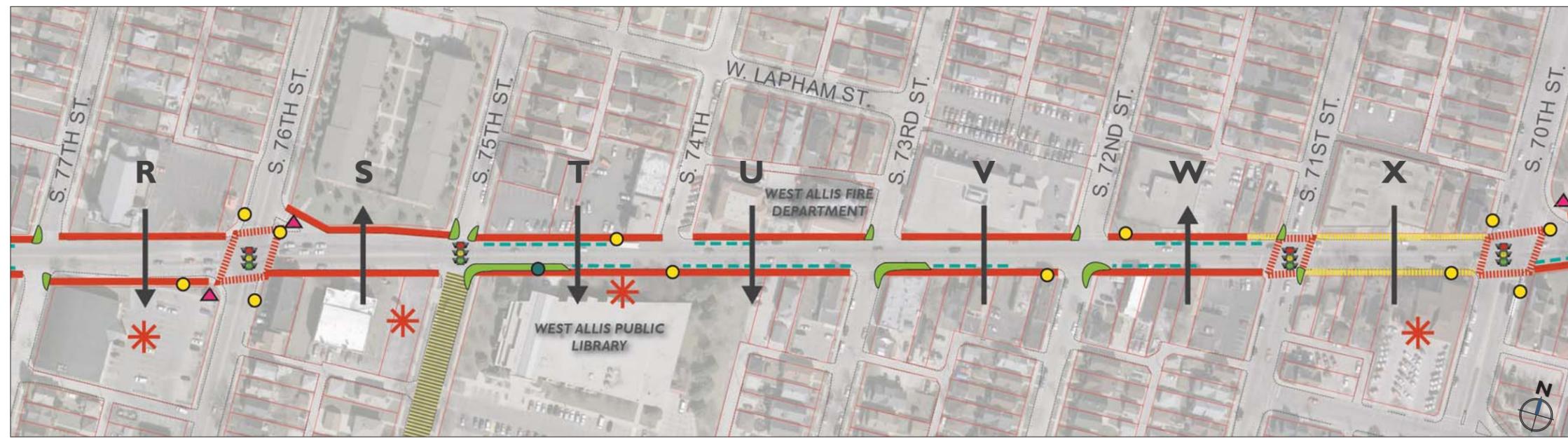
DISCLAIMER: All potential roadway shifts and new sidewalk zone widths are conceptual in nature and must be confirmed once transportation survey is completed.

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

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

R	S	T	U	V	W	X
POTENTIAL R.O.W. ACQUISITION →	POTENTIAL R.O.W. ACQUISITION ←	POTENTIAL R.O.W. ACQUISITION →	POTENTIAL R.O.W. ACQUISITION →	POTENTIAL R.O.W. ACQUISITION —	POTENTIAL R.O.W. ACQUISITION ←	POTENTIAL R.O.W. ACQUISITION —
<ul style="list-style-type: none"> » Right-of-way acquisition may be considered on the south side of National Avenue in order to accommodate widened sidewalk zones¹ 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 Avenue² » Pedestrian and vehicular wayfinding signage should direct people to key destinations 	<ul style="list-style-type: none"> » Right-of-way acquisition may be considered on the north side of National Avenue in order to accommodate widened sidewalk zones¹ 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 Avenue² » Explore the removal of the right-turn slip lane and replace with pedestrian plaza & signage 	<ul style="list-style-type: none"> » Right-of-way acquisition may be considered on the south side of National Avenue in order to accommodate widened sidewalk zones¹ 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 amenities² 	<ul style="list-style-type: none"> » Right-of-way acquisition may be considered on the south side of National Avenue in order to accommodate widened sidewalk zones¹ 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 Avenue² 	<ul style="list-style-type: none"> » 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 zones¹ 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 	<ul style="list-style-type: none"> » Right-of-way acquisition may be considered on the north side of National Avenue in order to accommodate a widened sidewalk zone¹ 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 	<ul style="list-style-type: none"> » Existing building frontage and site characteristics make R.O.W. acquisition difficult » Redevelopment opportunity located on the south side of National Avenue¹ » Enhanced crosswalk materials recommended for the intersections of S. 71st and 70th street with National Avenue
<small>¹ See complete street diagram on page 49 for 'sidewalk zone' definition ² See Urban Design Concepts on page 97</small>	<small>¹ See complete street diagram on page 49 for 'sidewalk zone' definition ² See Urban Design Concepts on page 99</small>	<small>¹ See complete street diagram on page 49 for 'sidewalk zone' definition ² See Urban Design Concepts on page 99</small>	<small>¹ See complete street diagram on page 49 for 'sidewalk zone' definition ² See Urban Design Concepts on page 99</small>	<small>¹ See complete street diagram on page 49 for 'sidewalk zone' definition ² See Urban Design Concepts on page 99</small>	<small>¹ See complete street diagram on page 49 for 'sidewalk zone' definition ² See Urban Design Concepts on page 101</small>	<small>¹ See Urban Design Concepts on page 101</small>



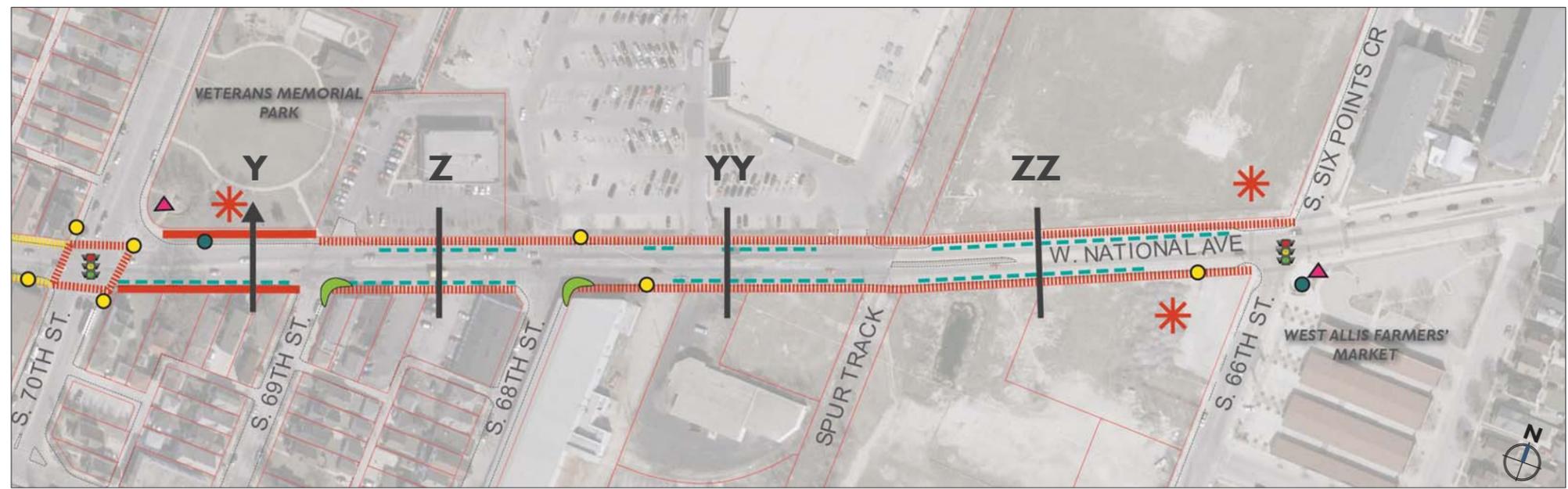
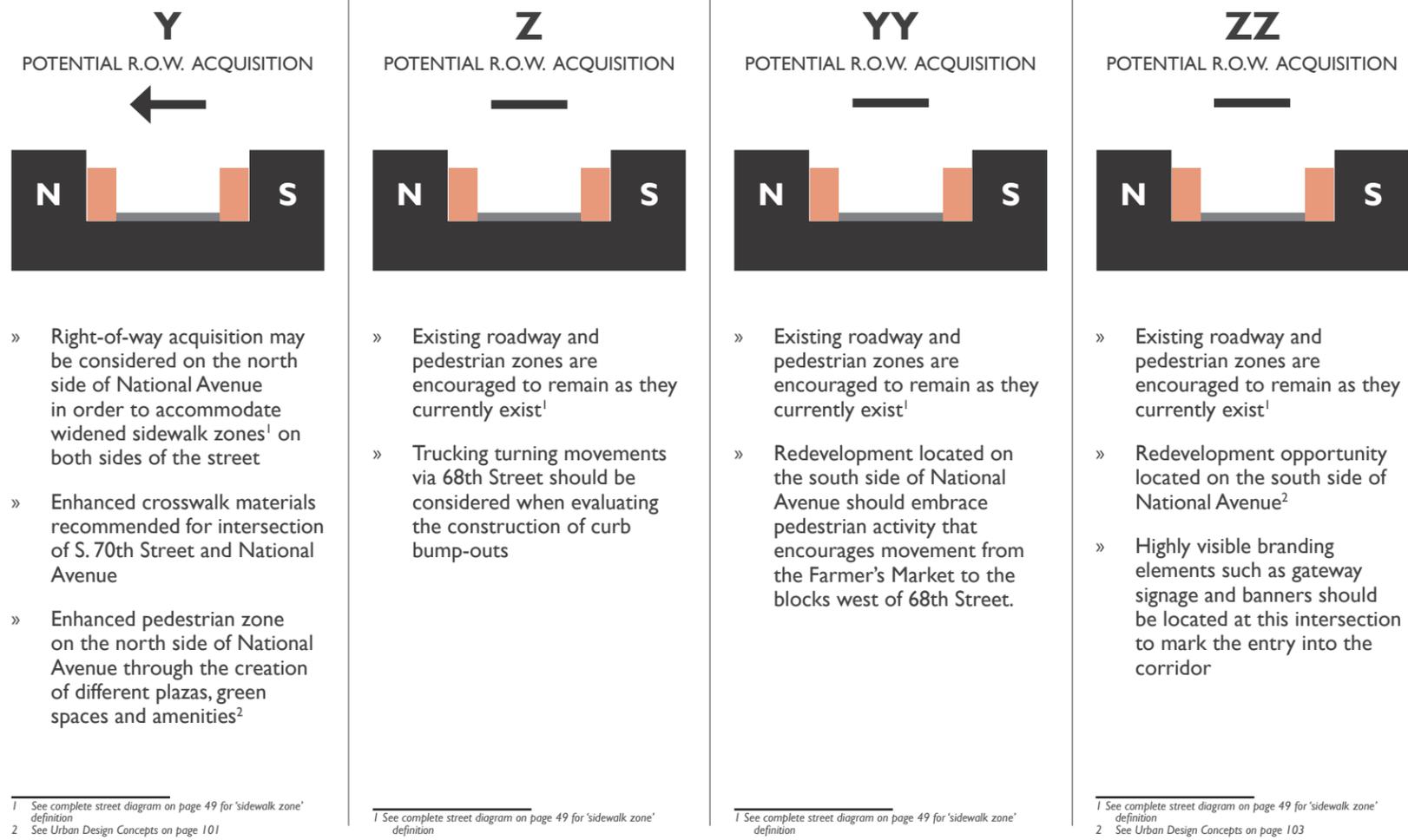
LEGEND

- ➔ 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



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

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.

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.

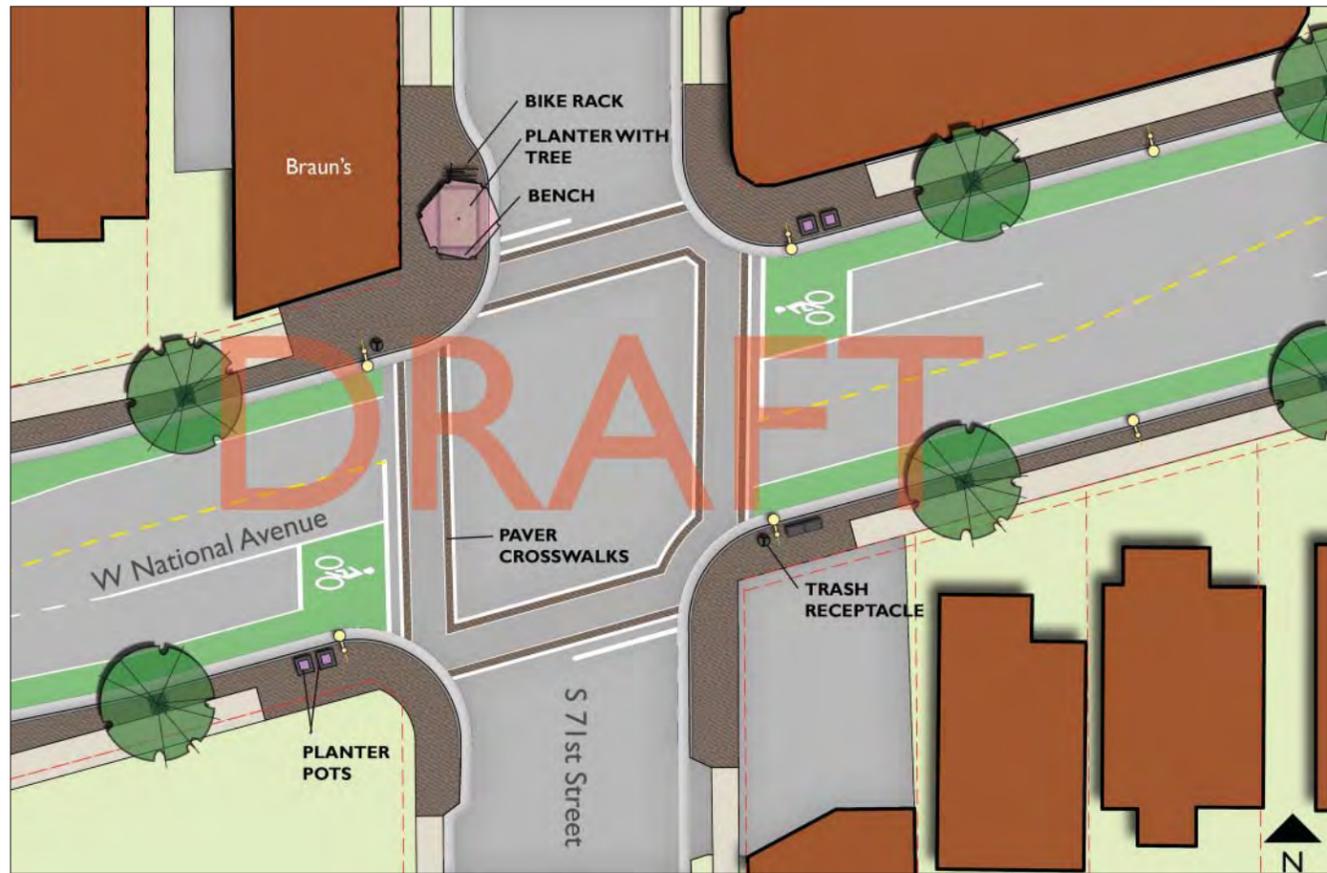


Figure 82. Example of Type A streetscape treatment.

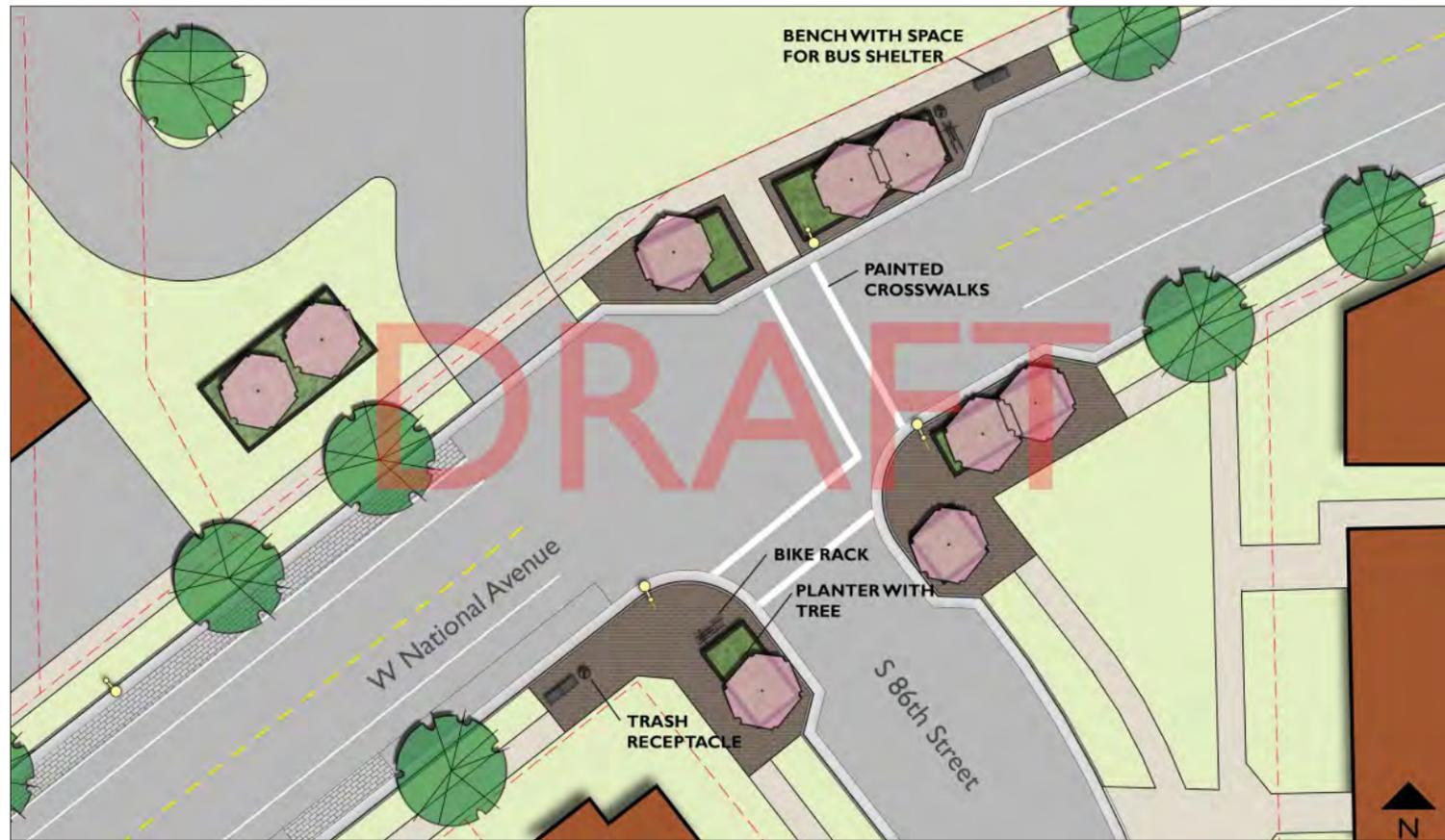
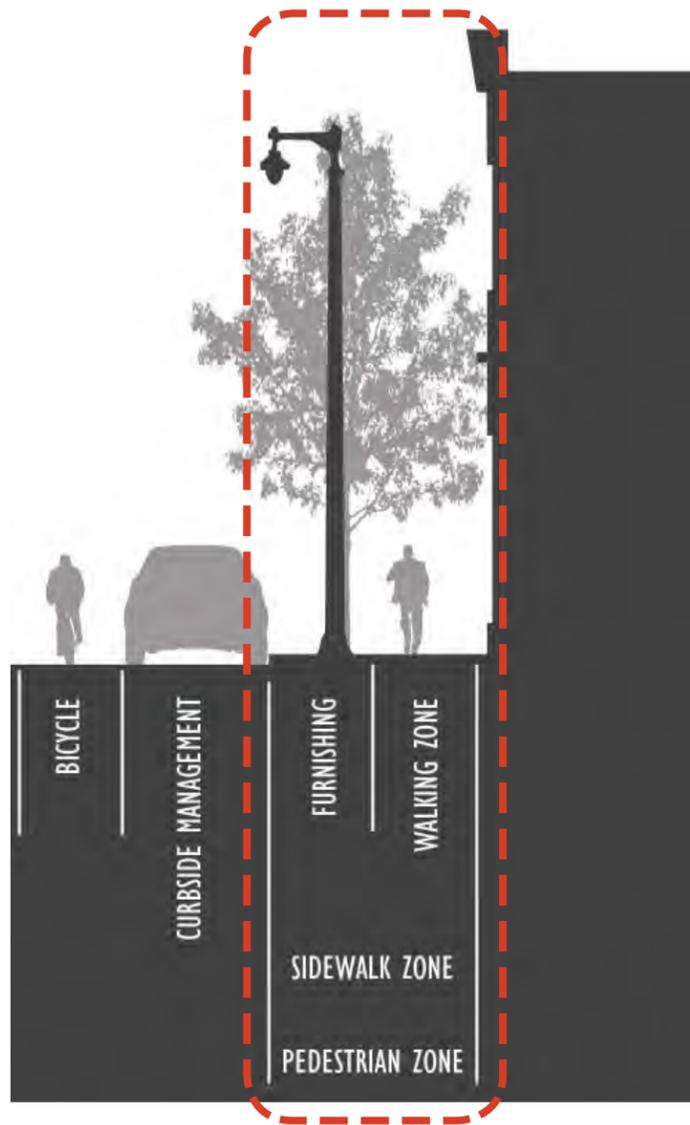


Figure 83. Example of Type B streetscape treatment.



PEDESTRIAN ZONE

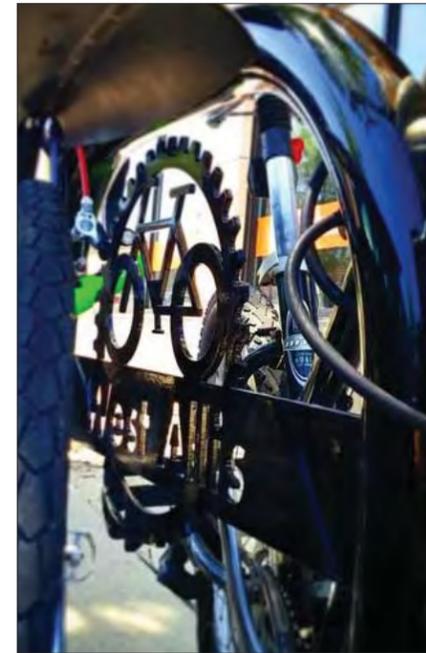
1.0 SIDEWALK ZONE

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.

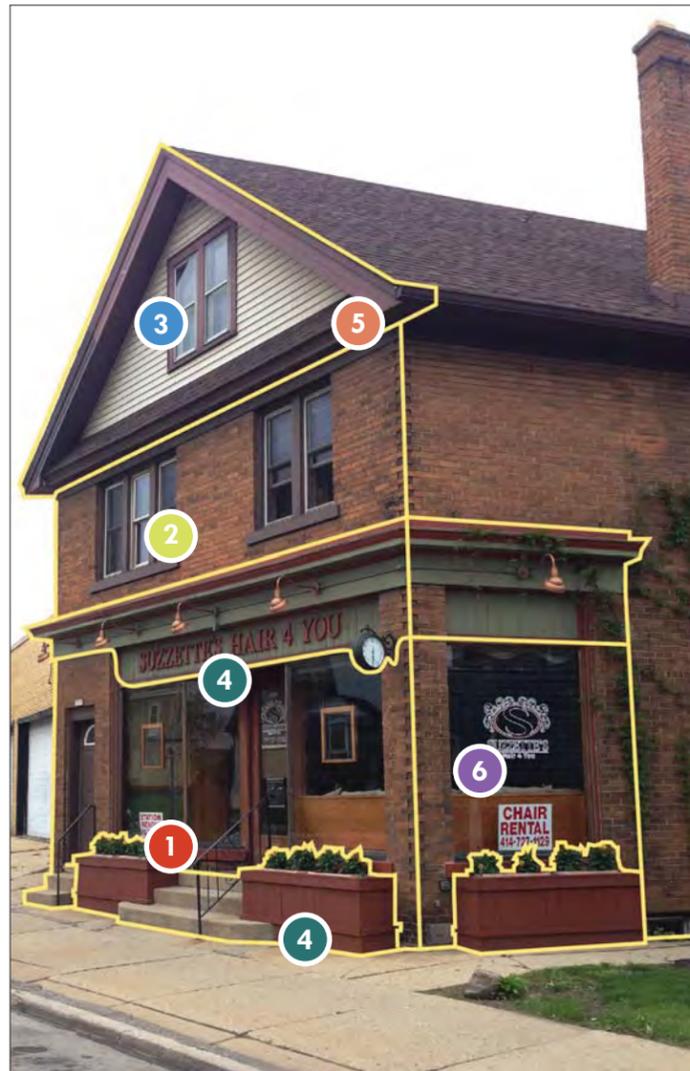
2.3 FURNISHING ZONE WIDTH

- » 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



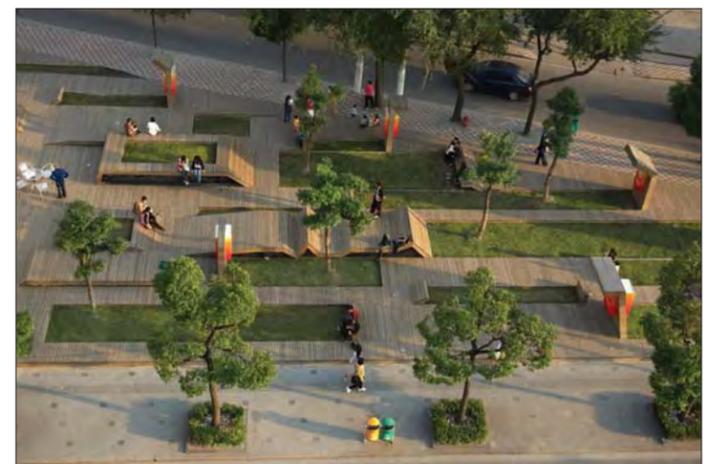
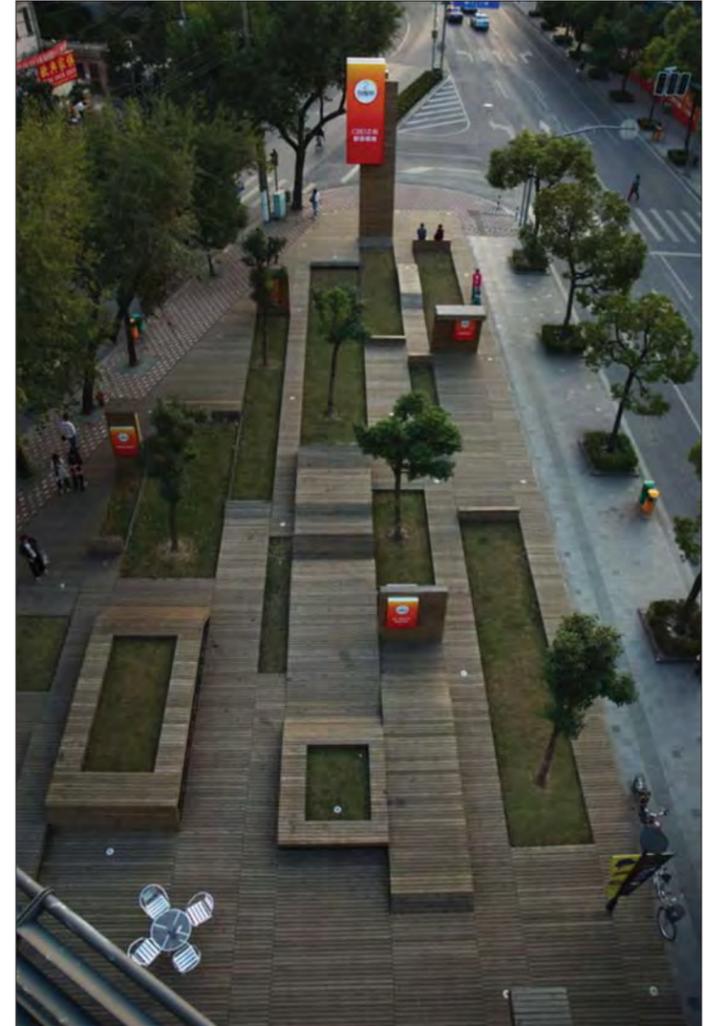
POCKET PARK BY RAD LAB

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.

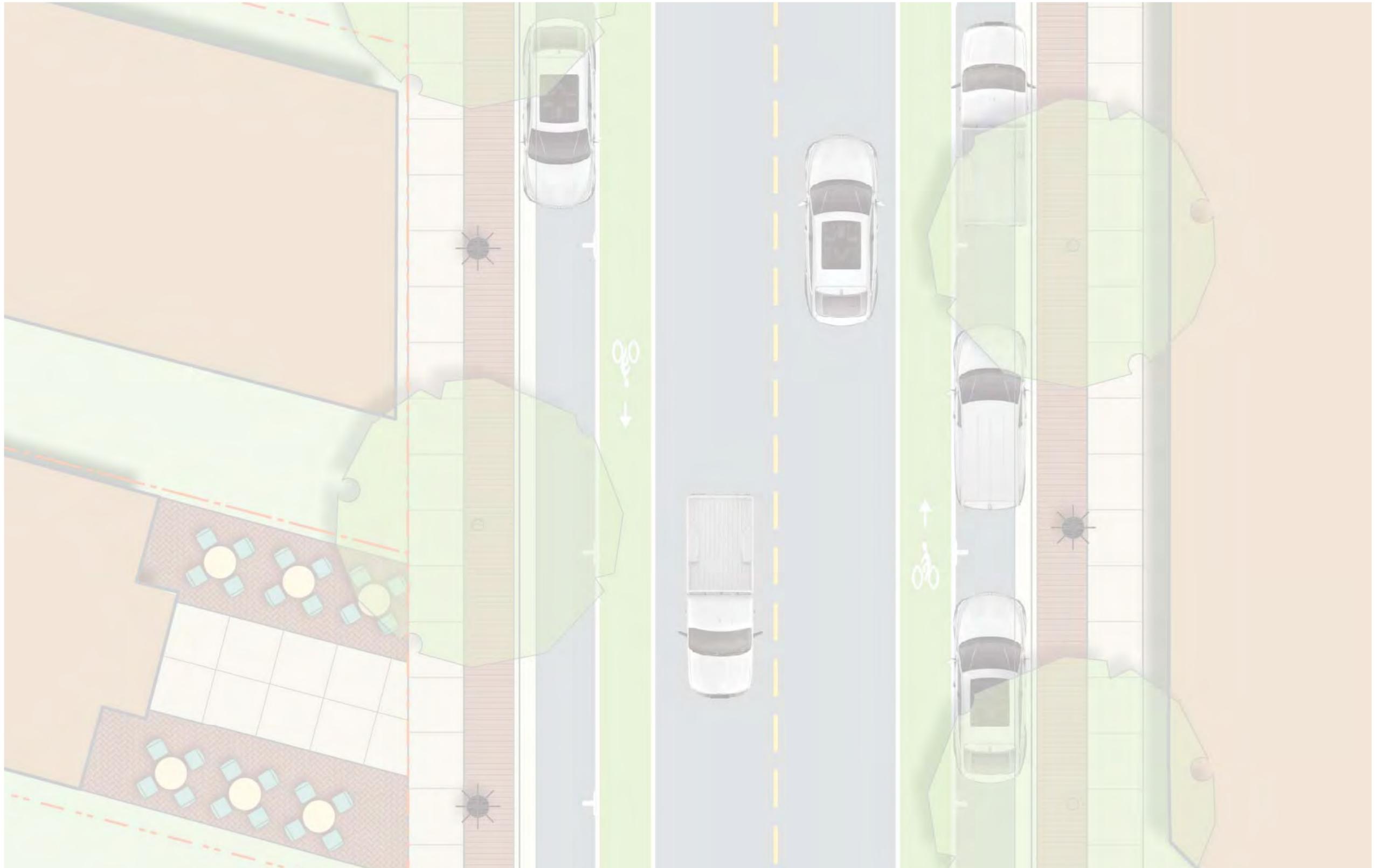
PEDESTRIAN & BICYCLE FACILITIES

- 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?”

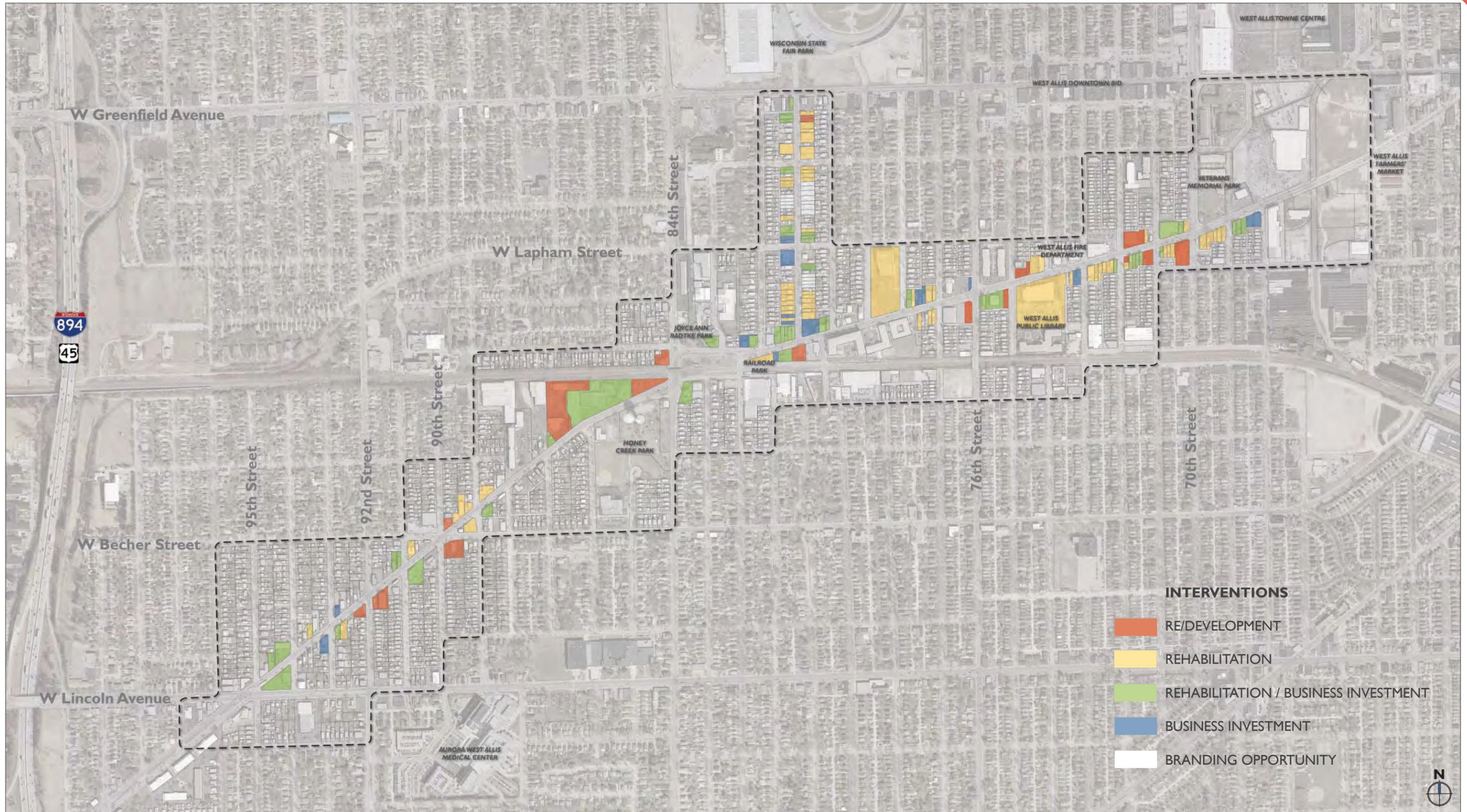


Figure 84. Recommended interventions for properties on National Avenue.



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.



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 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.

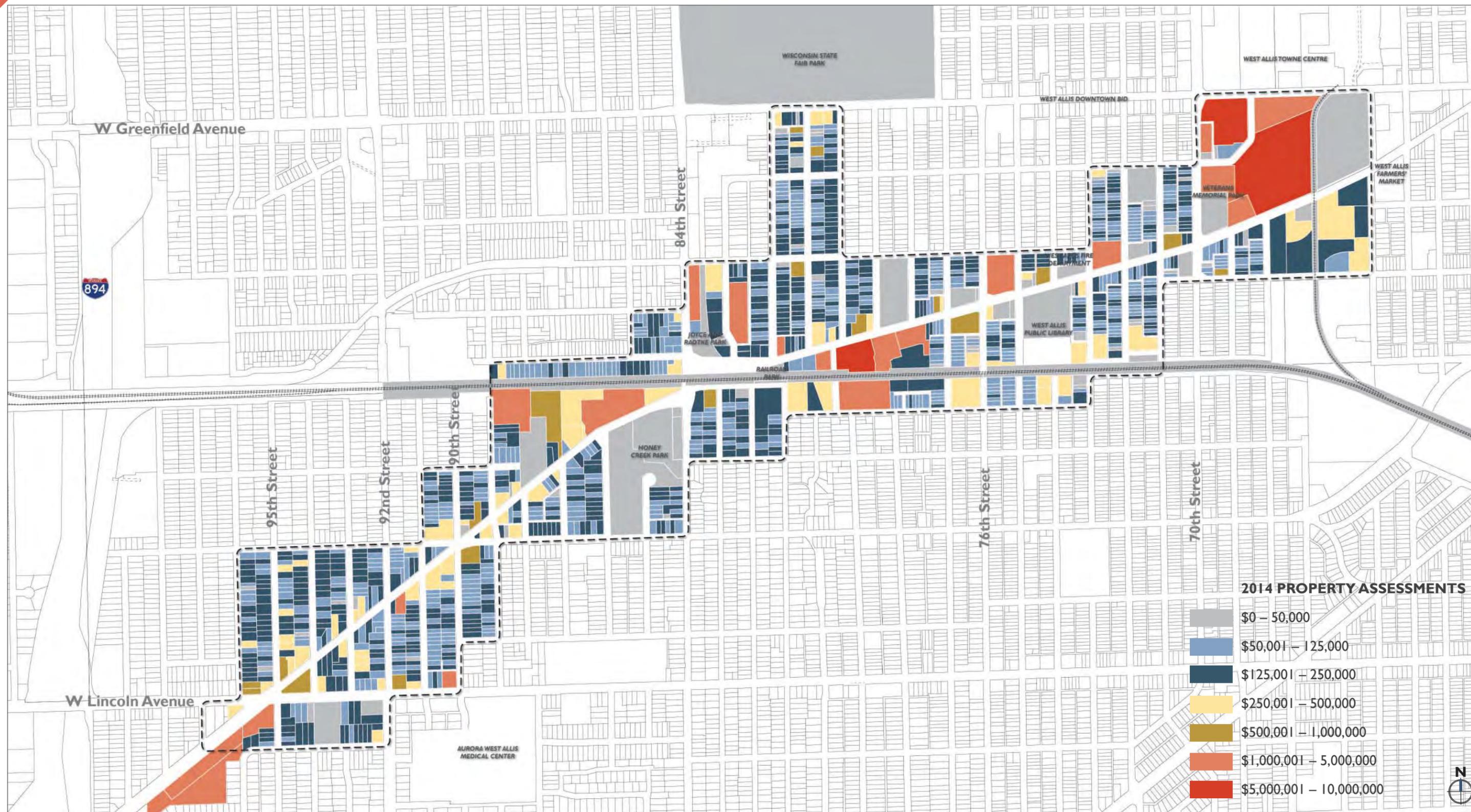


Figure 95. Property assessments in the National Avenue corridor as of 2014.

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.

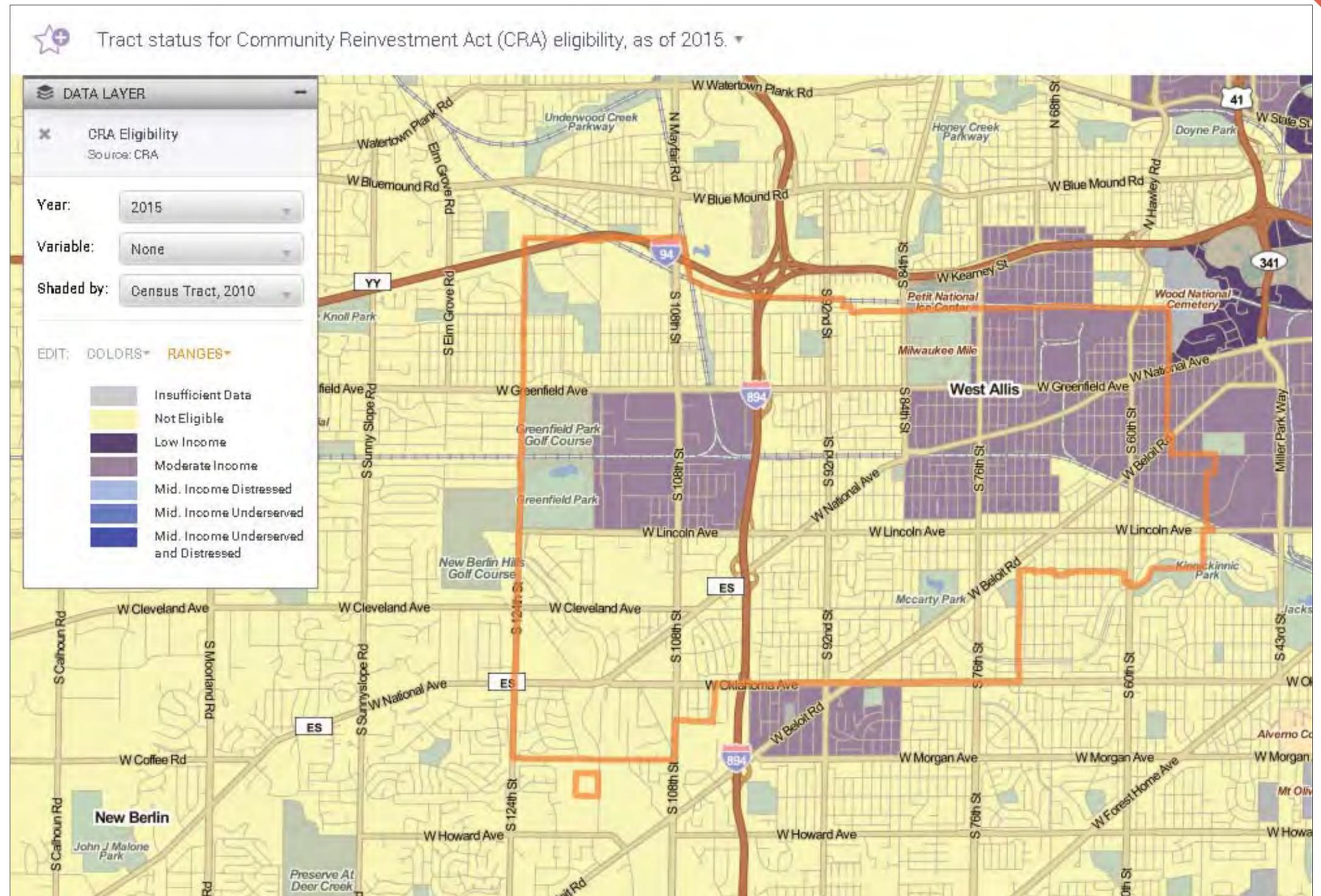


Figure 96. Community Reinvestment Act (CRA) eligibility in West Allis.

Source: Policy Map.

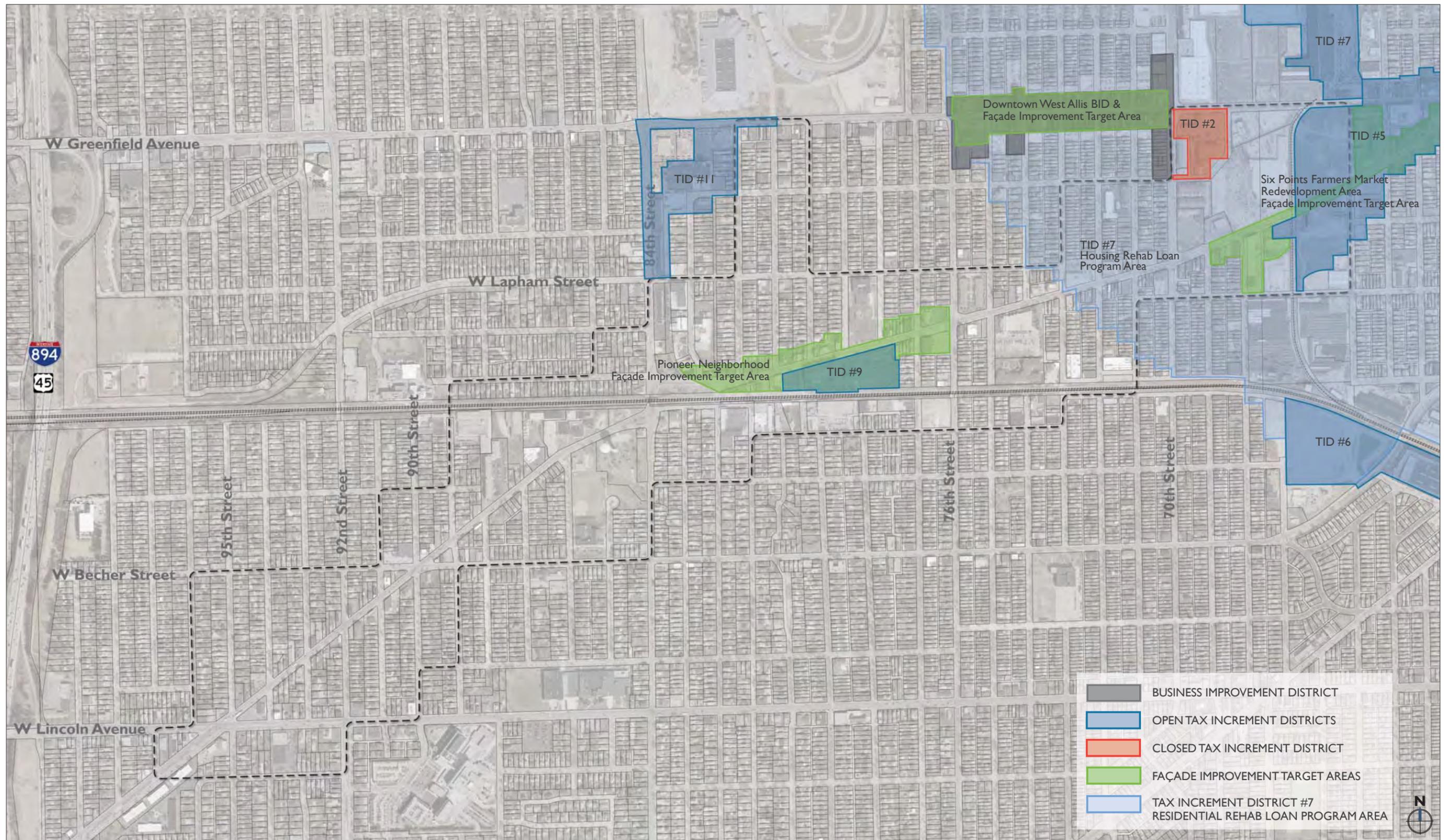


Figure 97. Business Improvement District, Tax Incremental Districts and Façade Improvement Target Areas in relation to National Avenue.

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.

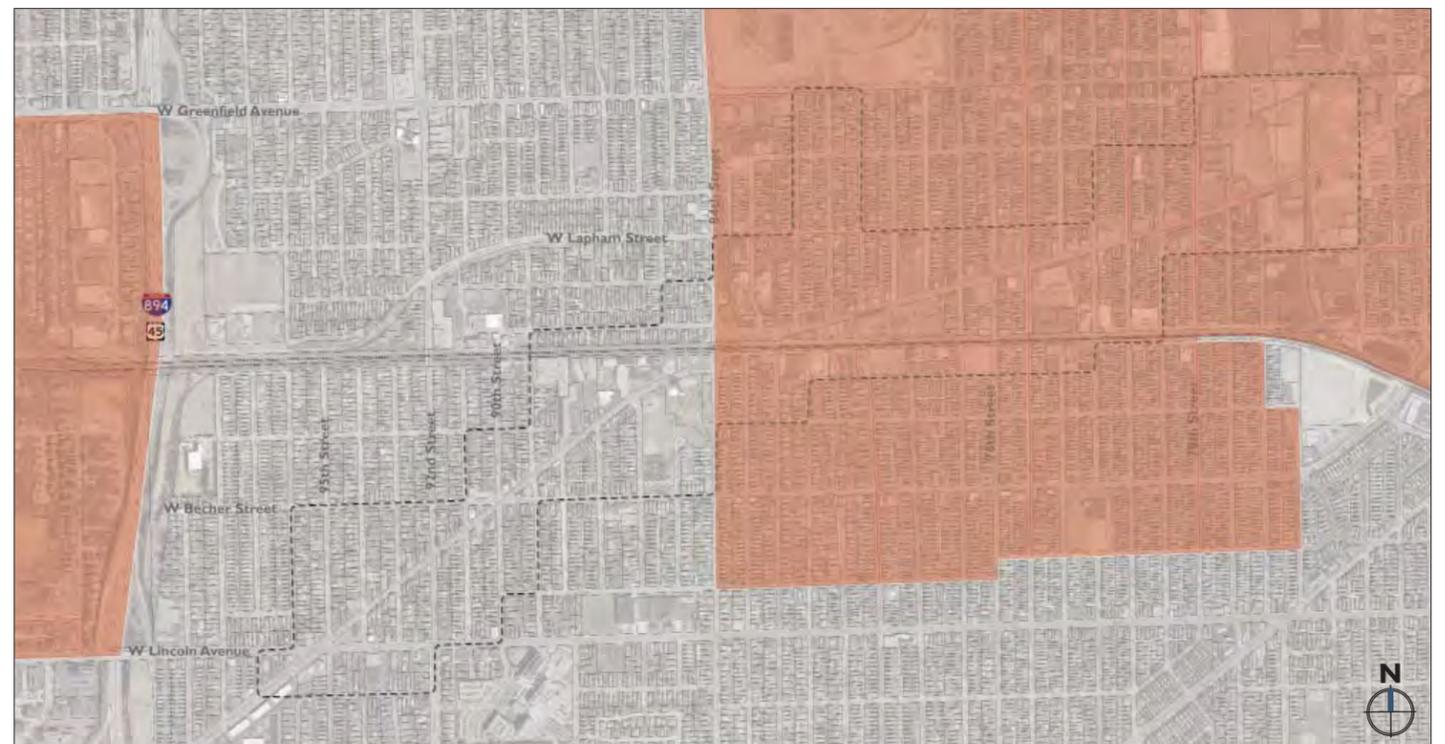


Figure 99. First-Ring Industrial Redevelopment Enterprise (FIRE) New Market Tax Credit eligible areas in relation to National Avenue.



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.

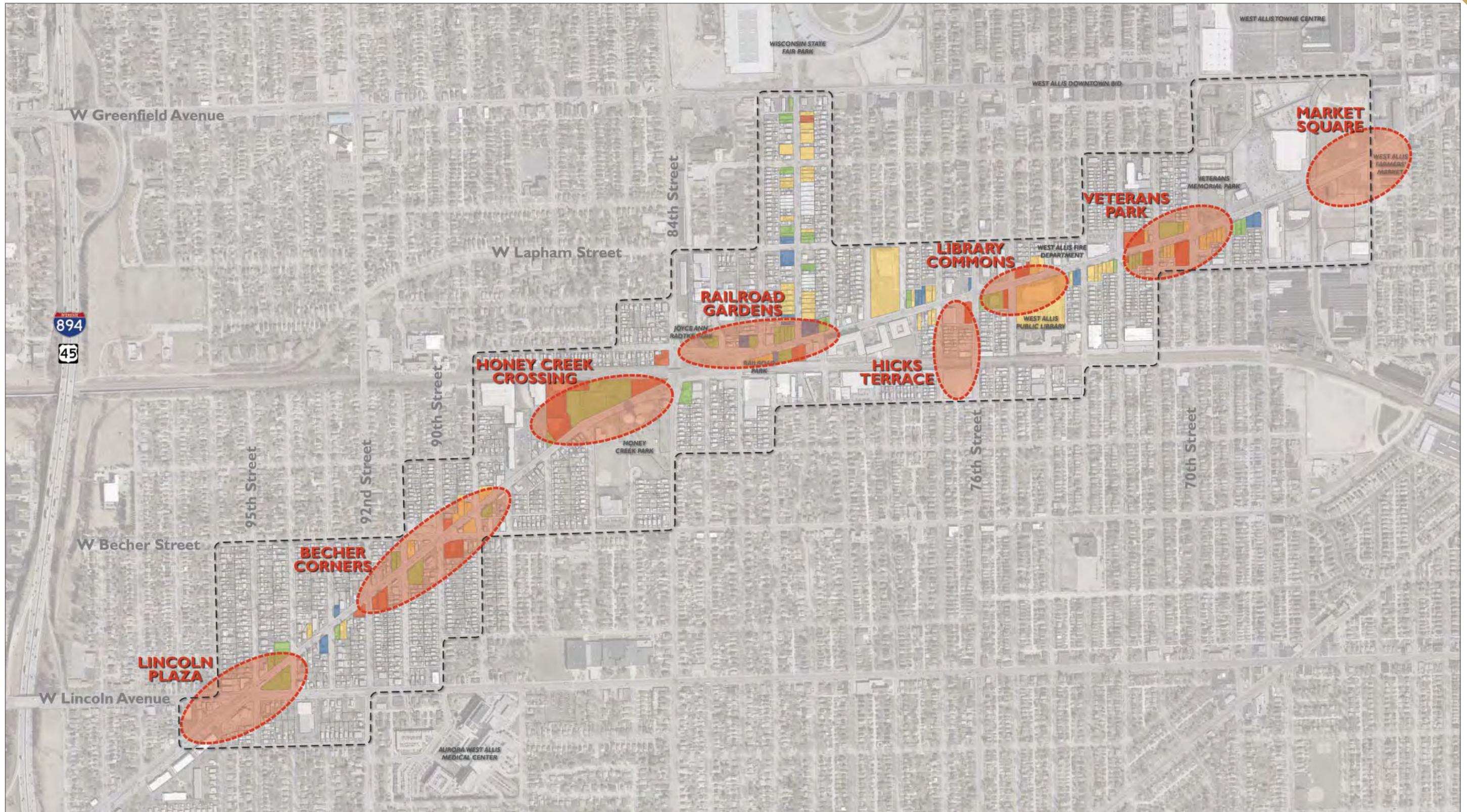


Figure 102. Target Investment Areas diagram.

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 repurposing 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.

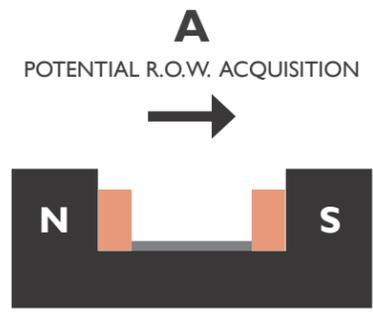
Make the Four Corners of the Intersection High End Design

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.

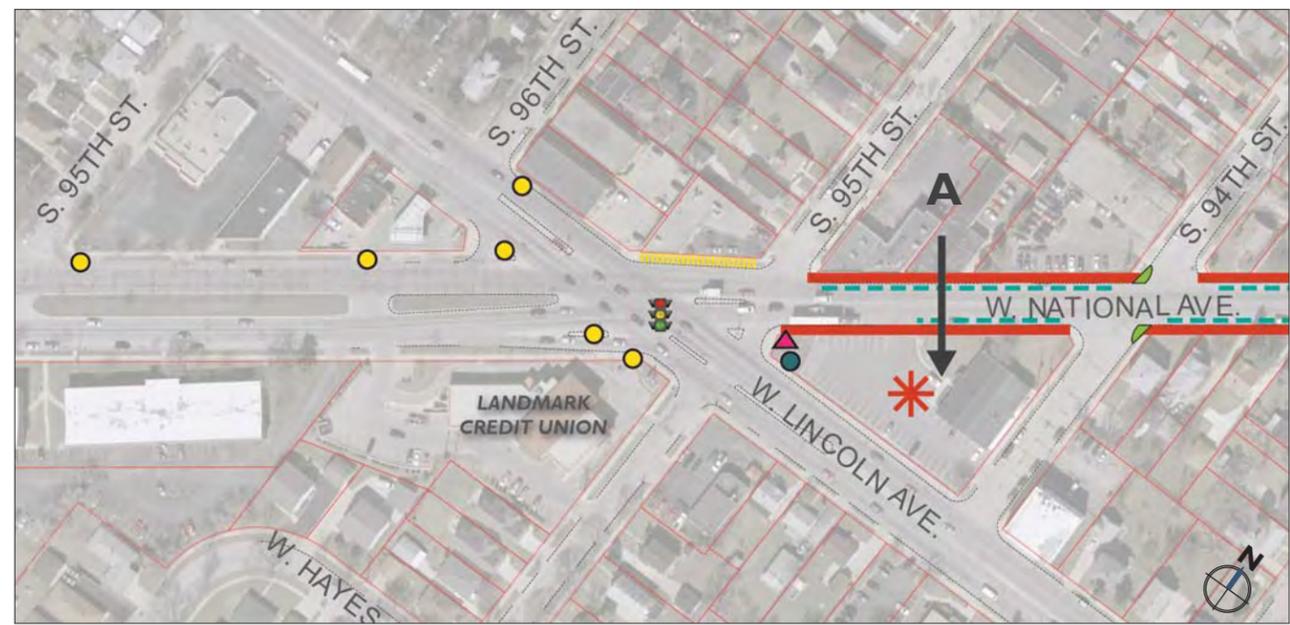
Brand the Area “Market Town” or “Market Square”

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



- » 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



- 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 103. Circulation diagram that shows potential roadway and pedestrian zone improvements.



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 through 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.



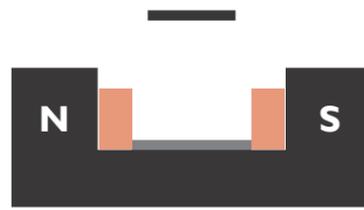
Figure 105. Lincoln Plaza urban design concept.

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

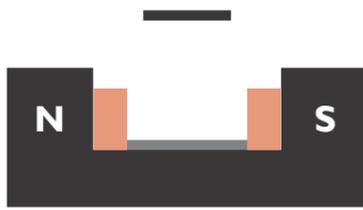
BECHER CORNERS

E
POTENTIAL R.O.W. ACQUISITION



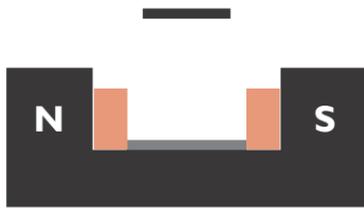
- » Existing building frontage and site characteristics make R.O.W. acquisition difficult
- » Removal of on-street parking on the south side of National Avenue should be considered in order to accommodate widened sidewalk zones on both sides of the street
- » Existing off-street parking lots reduces 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

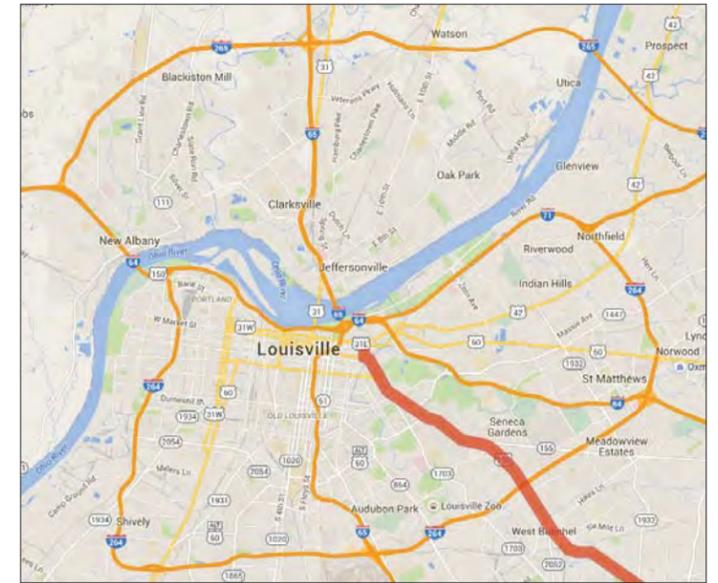


Figure 107. Images above are taken from Bardstown Road in Louisville, KY. As shown in the Google map above, the layout of this corridor is radial in nature (similar to National Avenue). This diagonal configuration results in a high number of sawtooth-type spaces. Louisville has embraced this urban character through a variety of small private/public spaces in front of retail and commercial uses.

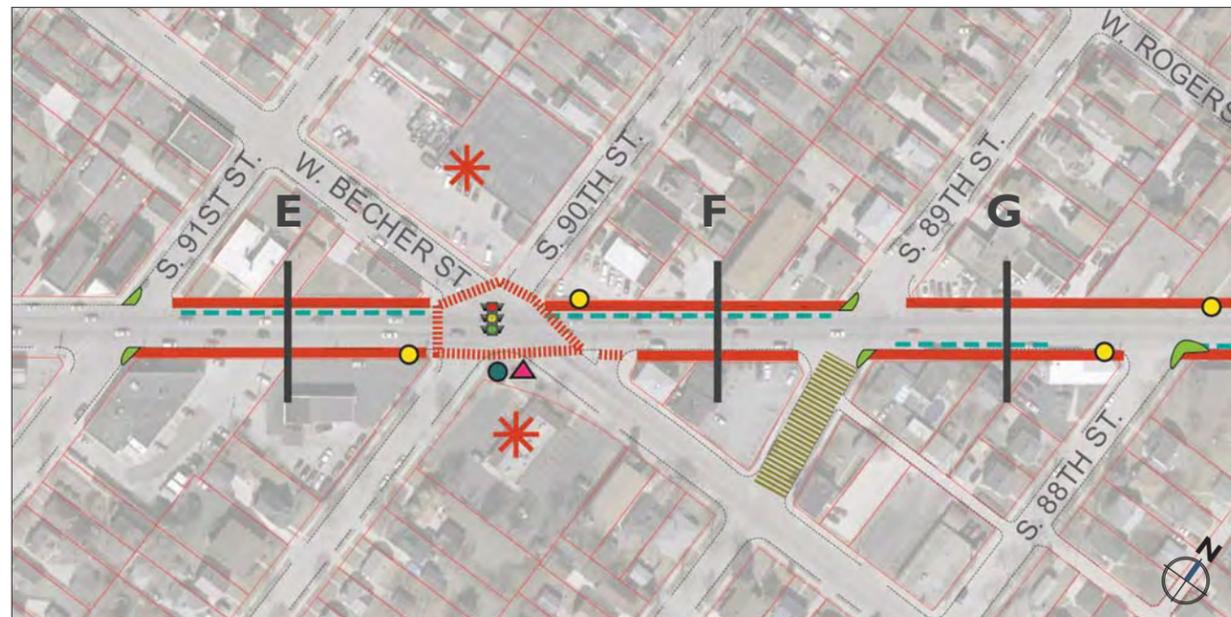


Figure 106. Circulation diagram that shows potential roadway and pedestrian zone improvements.

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

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

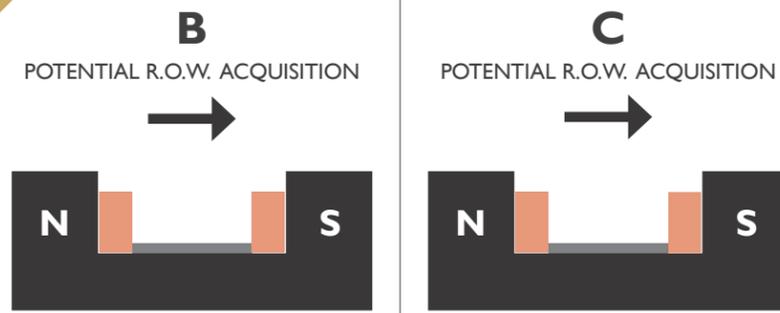
- a. Create a new building as part of “Restaurant Row” with high-visibility day/night signage, outdoor furnishings, and a new corner design feature. This would be a multi-story building (3-4 stories with a restaurant at street level).
- b. Add landscape, unique signage and streetscape features, including 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.

BECHER CORNERS | 92ND STREET PLAZA



- » 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

- » 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.

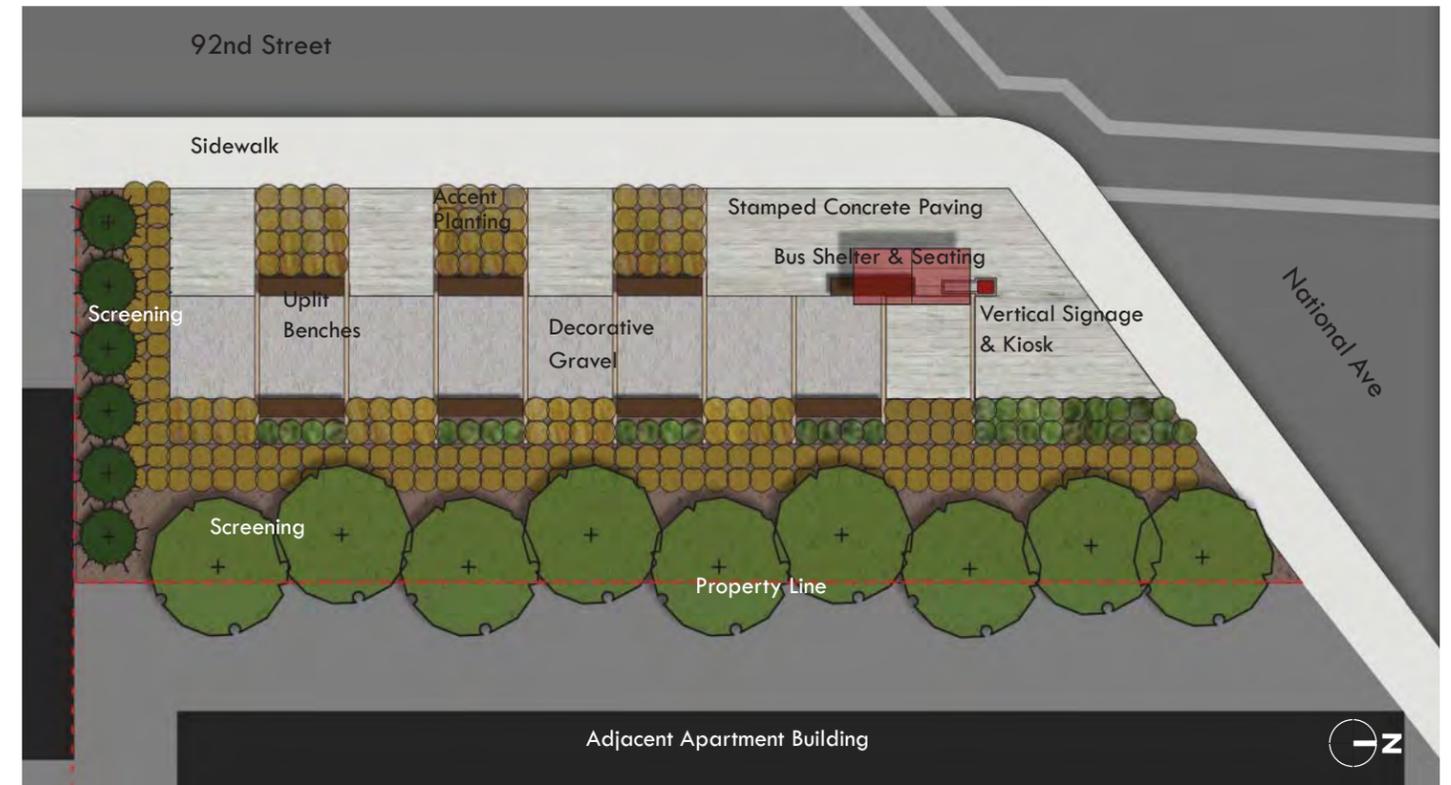


Figure 110. Conceptual site plan showing a new plaza with a variety of planting, paving, seating and artistic design elements.

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

- 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

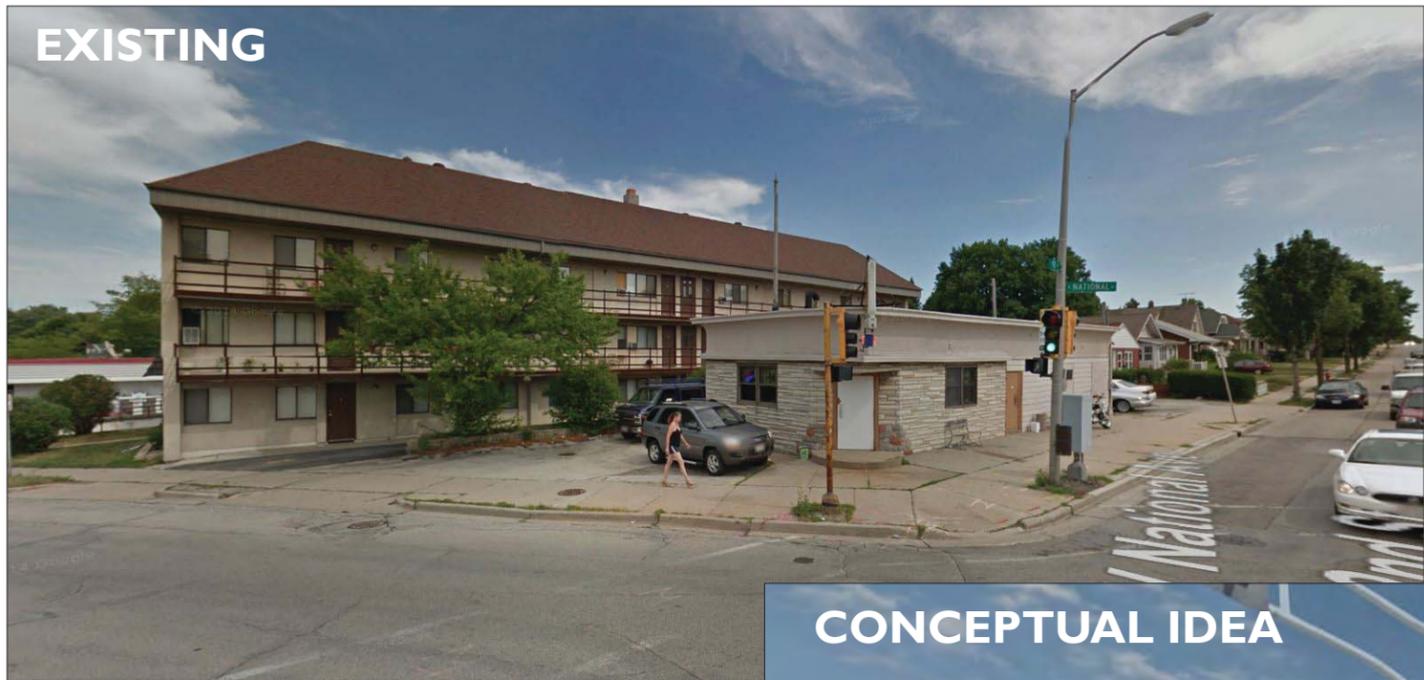
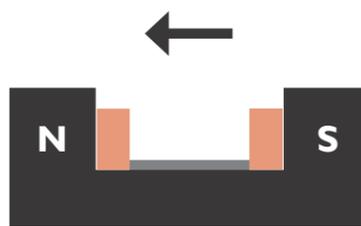


Figure 111. Conceptual rendering of a new 92nd Street Plaza (schematic design only - design development ongoing).

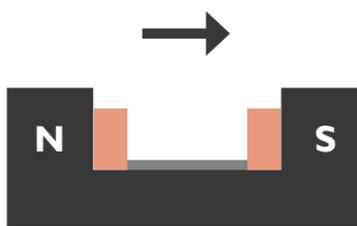
7 HONEY CREEK CROSSING

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.

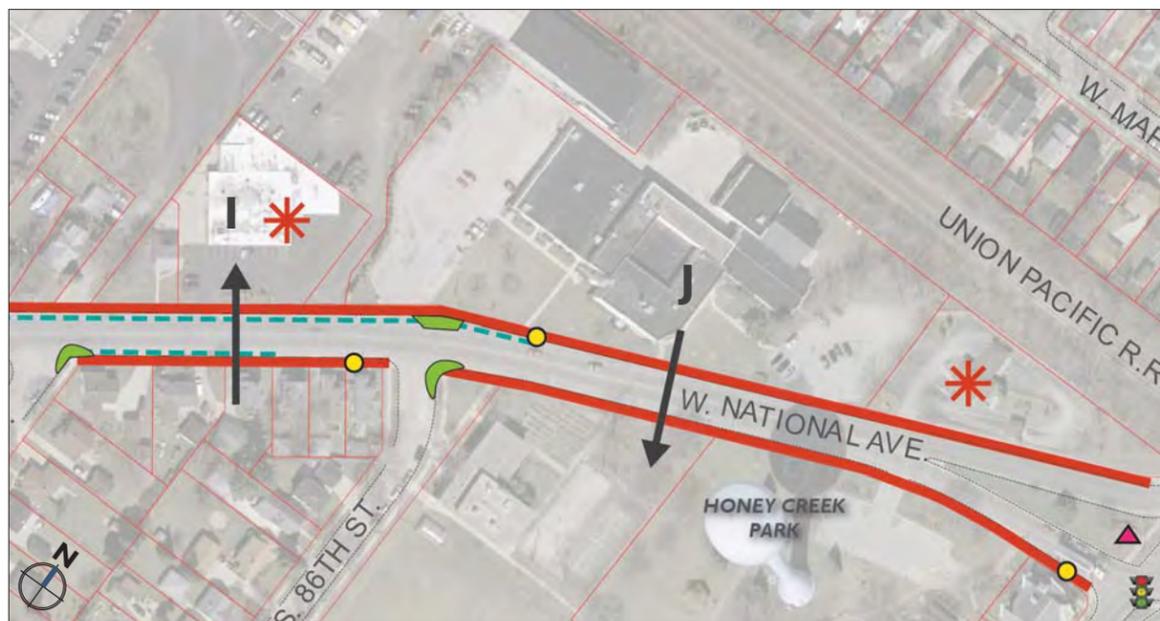


Figure 114. Circulation diagram that shows potential roadway and pedestrian zone improvements.

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

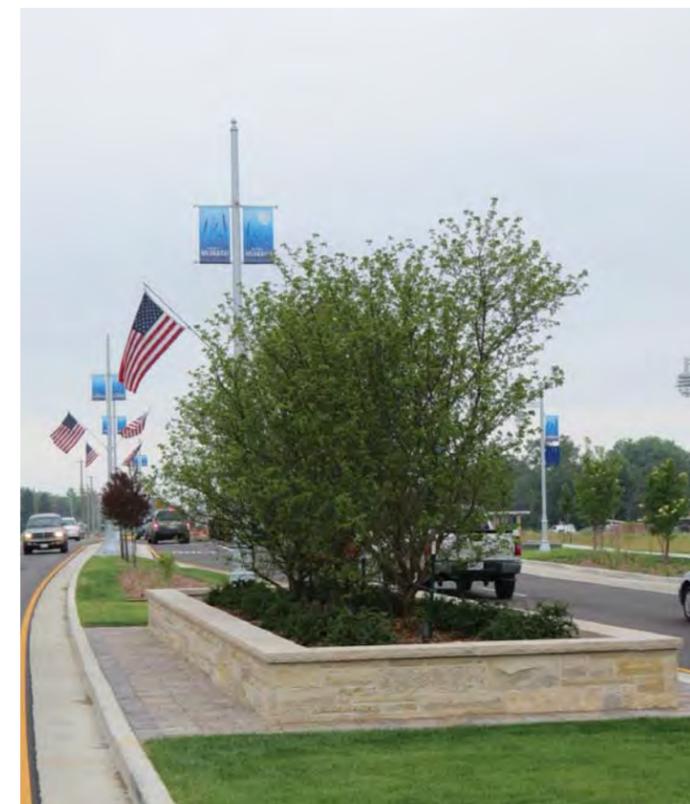


Figure 113. Example of a raised planter within a median and branding.

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	L	M	N
POTENTIAL R.O.W. ACQUISITION	POTENTIAL R.O.W. ACQUISITION	POTENTIAL R.O.W. ACQUISITION	POTENTIAL R.O.W. ACQUISITION
<ul style="list-style-type: none"> » 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 	<ul style="list-style-type: none"> » 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 	<ul style="list-style-type: none"> » 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 	<ul style="list-style-type: none"> » 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 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.

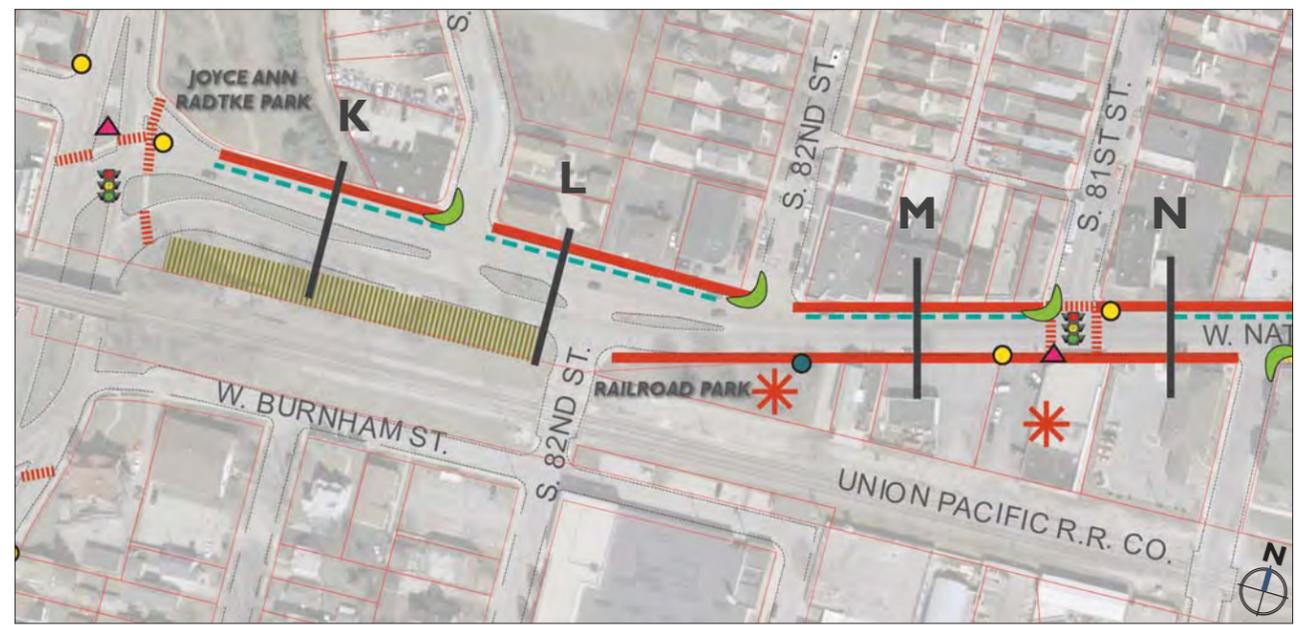


Figure 120. Circulation diagram that shows potential roadway and pedestrian zone improvements.

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 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 extended 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.



Figure 122. Circulation diagram that shows potential roadway and pedestrian zone improvements.

Recommendations

- 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.
- 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.

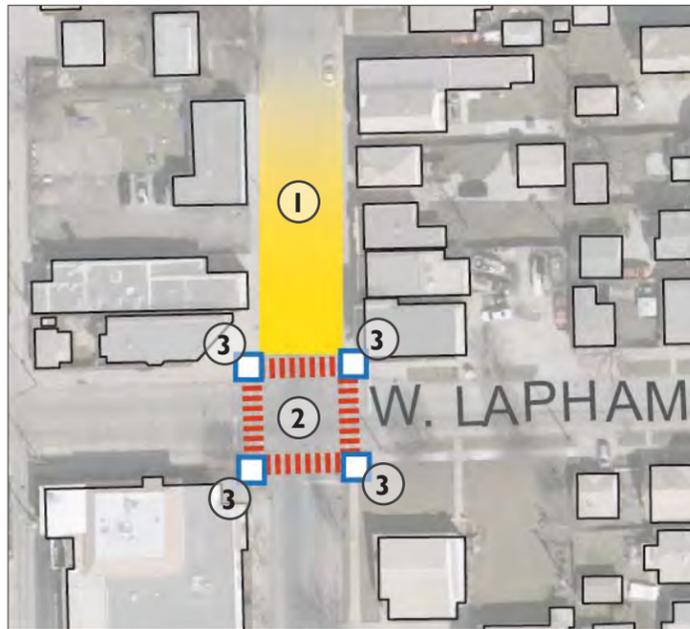


Figure 124. Intersection design diagram (zoom).



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.

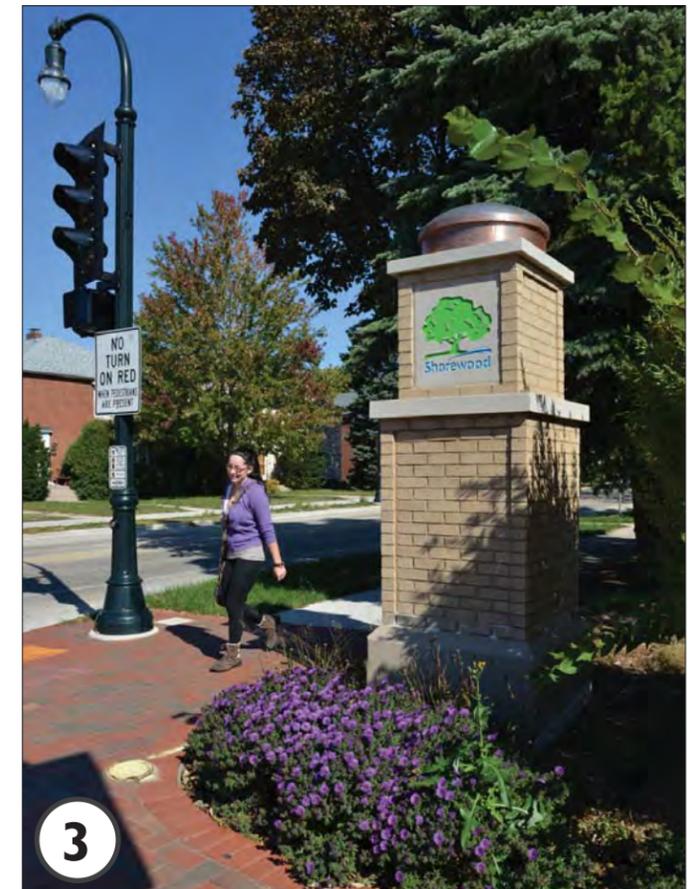
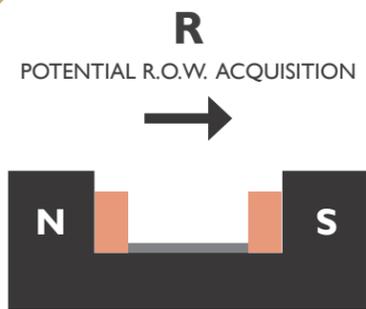


Figure 127. Smaller scaled branding elements (such as the pillars above) help to create an identity for 81st Street and serve as connecting streetscape elements between Greenfield and National.

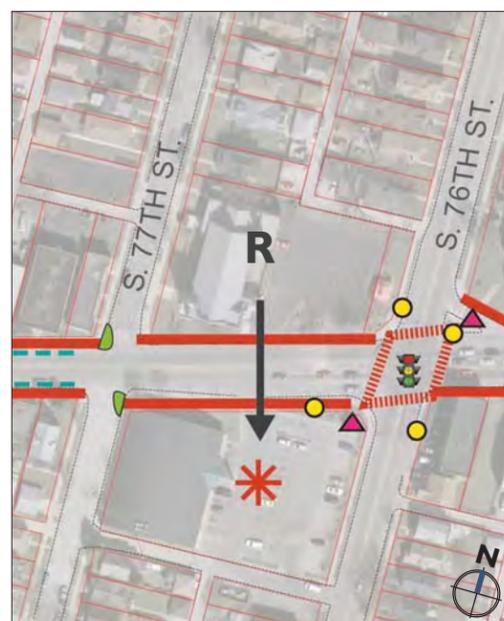
7 HICKS TERRACE



- » 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).

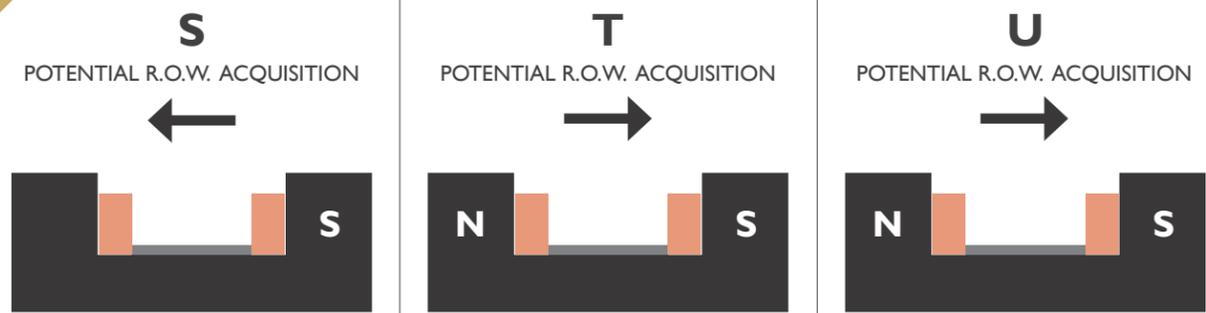
- c. The west side of S. 76th Street should include 2-story townhouse units, approximately 25 feet wide, with front yards, private back yards, and garages located along an alley.
- d. The open lot along W. Hicks Street should include townhouses facing a semi-private garden/park space. The townhouses 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.



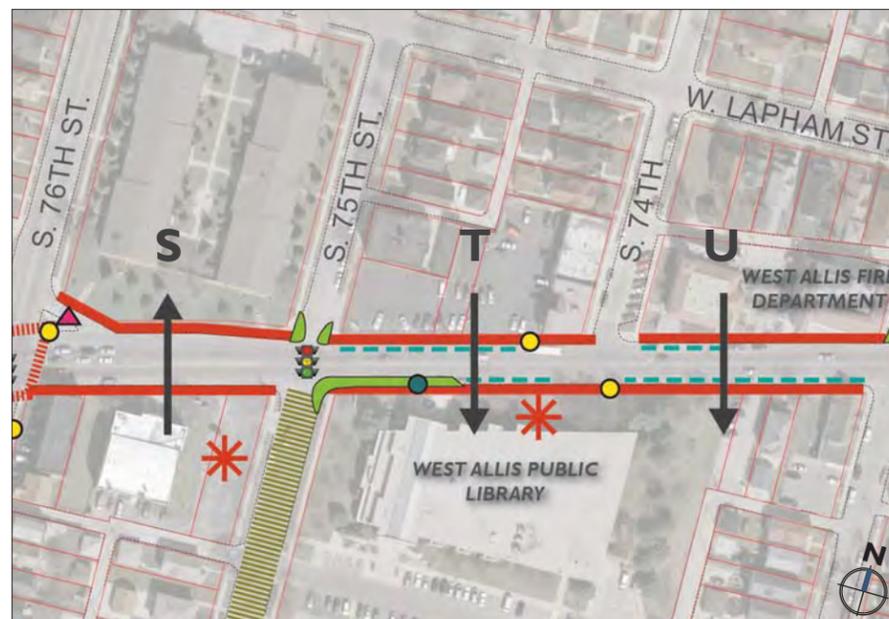
Figure 131. Hicks Terrace urban design concepts.

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 LIBRARY COMMONS



- » 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
- » 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
- » 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

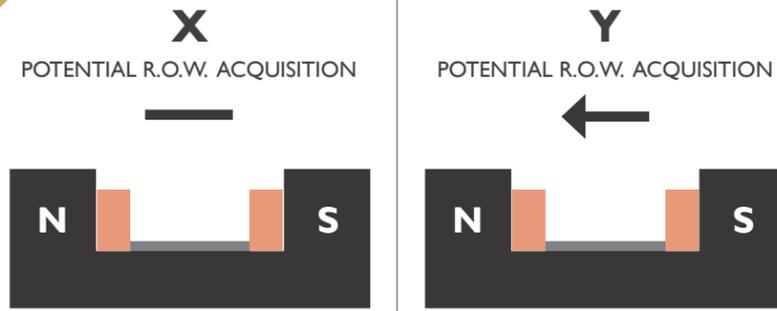
- f. should contain a more pedestrian-friendly landscape in association with the public streetscape.
- f. Some new libraries in Wisconsin have been reinvented as major public destinations – not just for the traditional role of libraries but as part of a new generation of civic gathering places. The Library 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.

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VETERANS PARK



- » 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

- » 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

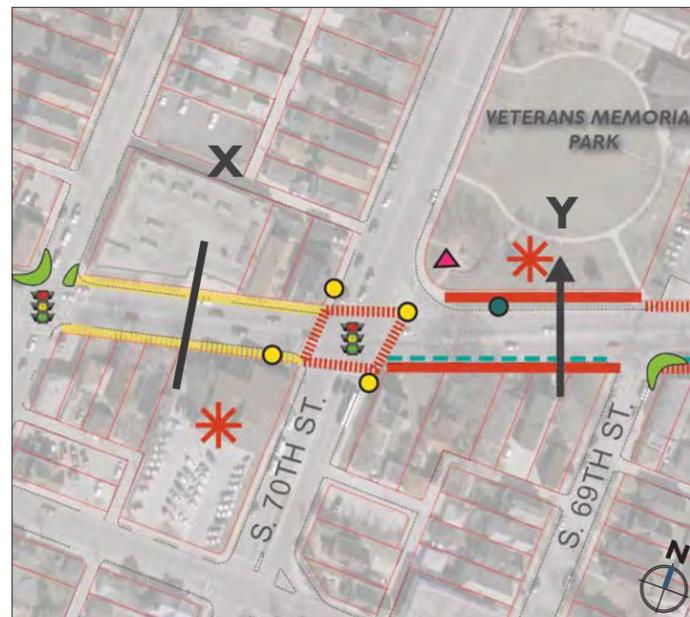


Figure 135. Circulation diagram that shows potential roadway and pedestrian zone improvements.

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

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 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

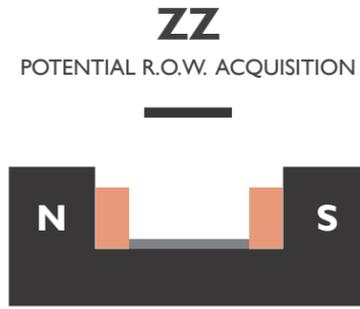
- a. The area on the north side of National Avenue between S. 71st and S. 70th Streets contains existing buildings that should remain. The owners of the buildings should seek incentivized reinvestments or improvements. The street edge should contain a more pedestrian-friendly landscape, developed in association with the public streetscape. Expert Auto building should 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



- » 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

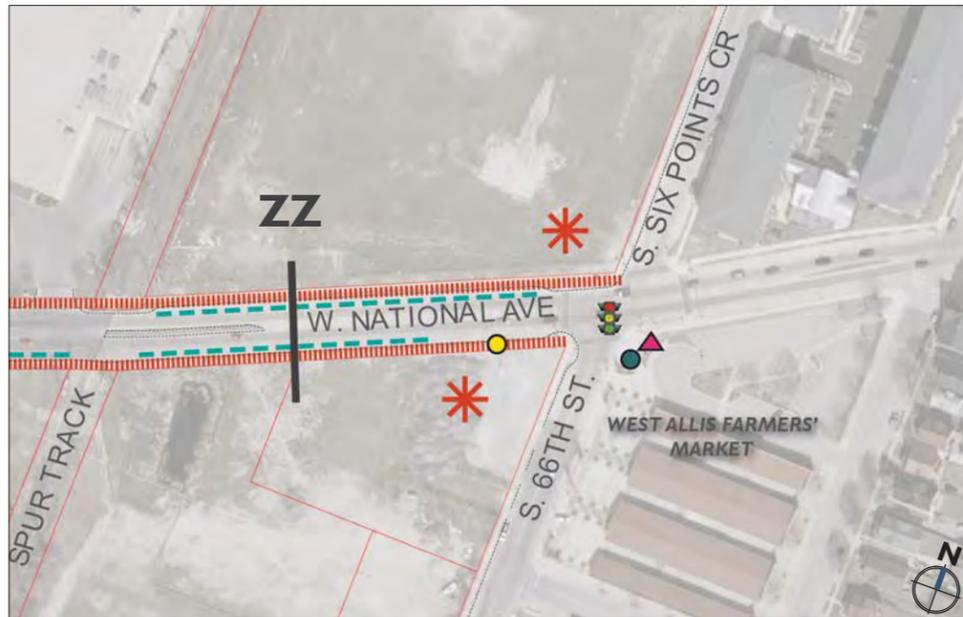


Figure 139. Circulation diagram that shows potential roadway and pedestrian zone improvements.

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



Figure 140. The existing West Allis Farmers' Market is a destination for locals and also attracts visitors from across the Milwaukee region.

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.

LEGEND

-  Areas for re/development
-  Potential building layout
-  Potential parking layout
-  Potential green space

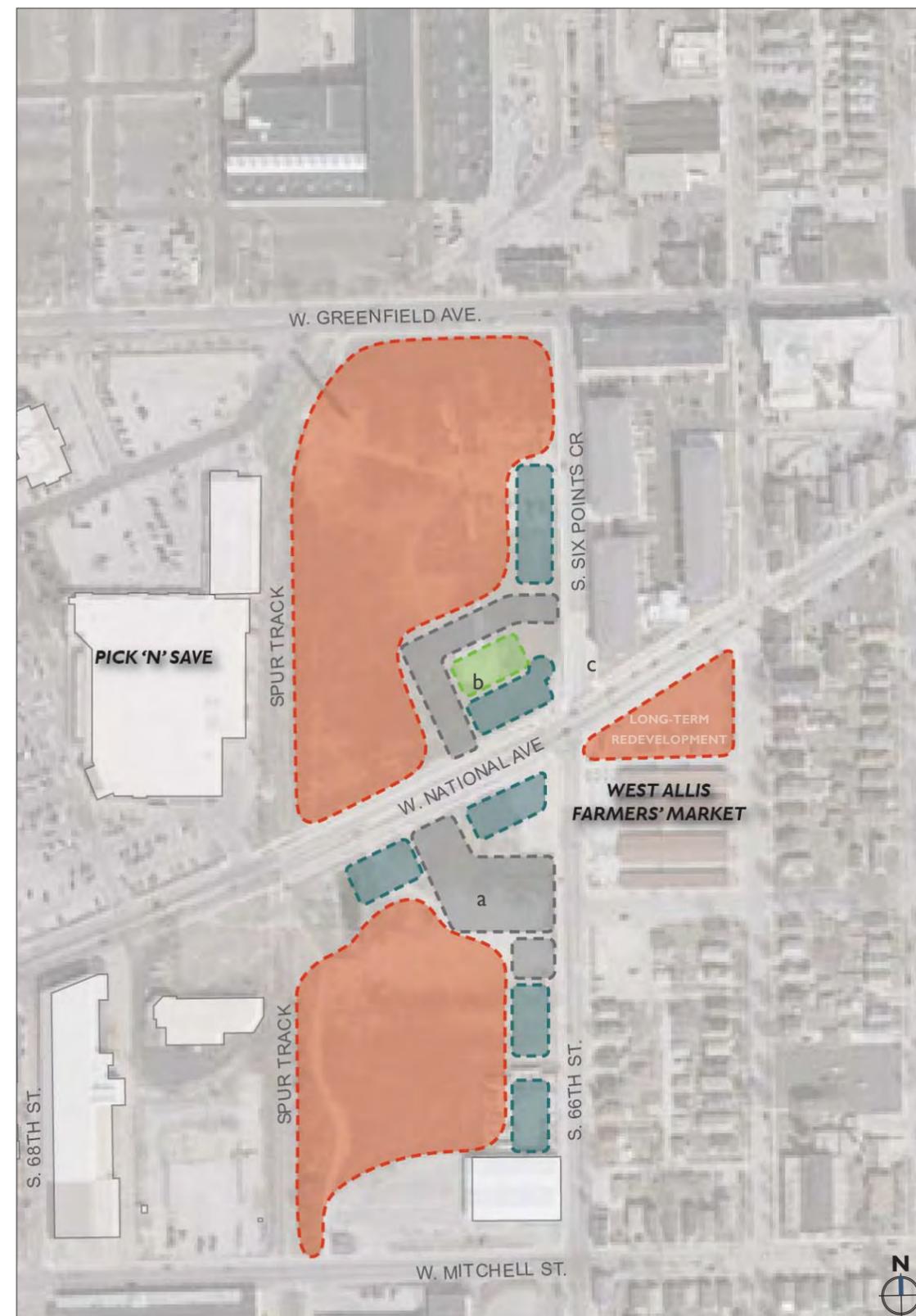


Figure 141. Market Square urban design concept diagram.



DECISIONS & ACTIONS

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

How can we make a stronger, more viable National Avenue?

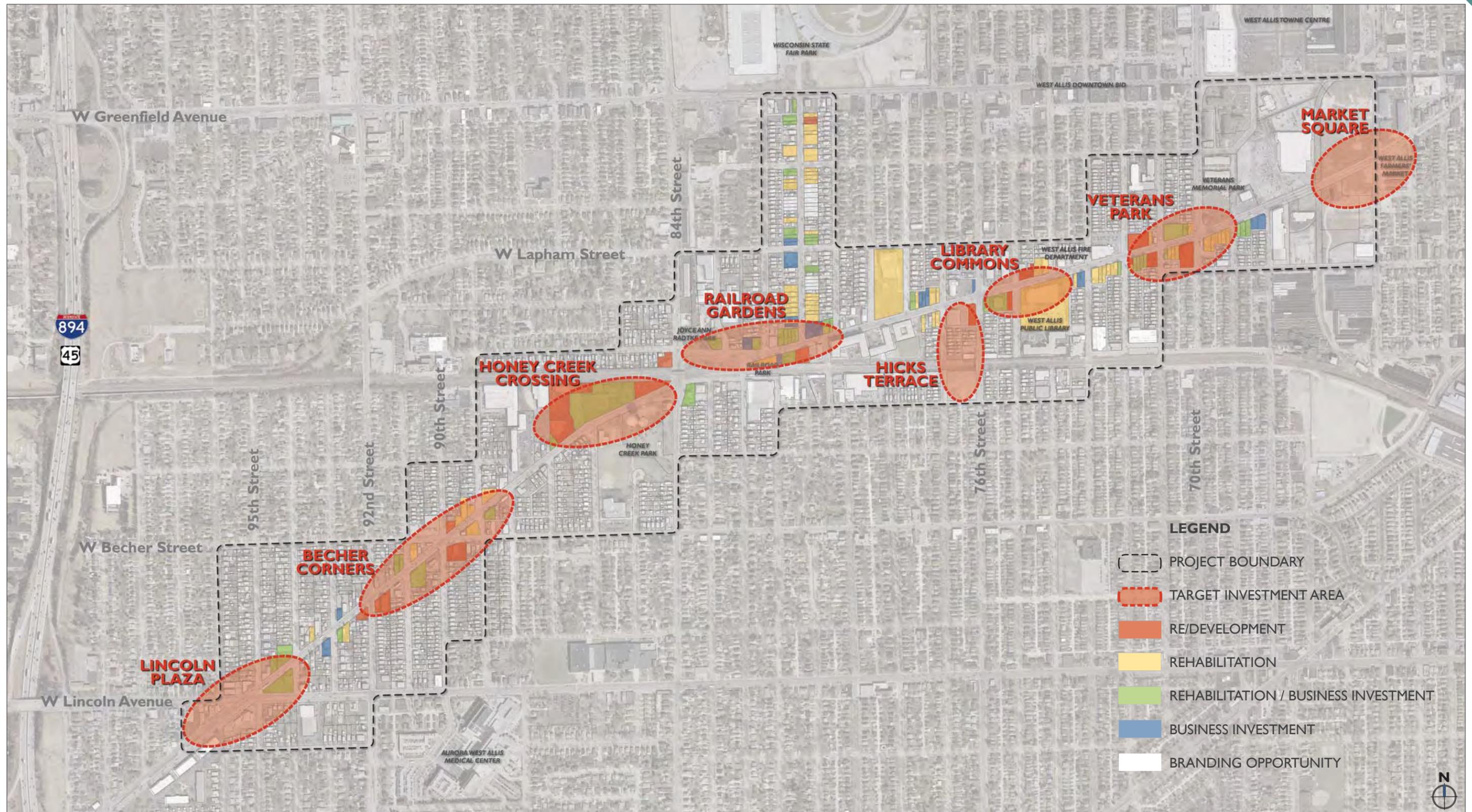


Figure 142. Recommended target investment areas and re/development, rehabilitation, and reinvestment interventions.

MARKET						Role & Level of Responsibility		Policy or Ordinance change	Relationship to Other Projects & Opportunities				
						City			Partner		Farmers Market	WA Memorial Hospital	Milwaukee Mile
Planning	Development	Public Works	Common Council	Associations	Land Owners								

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

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				
✓ 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	
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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		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

CIVIC ENGAGEMENT

Role & Level of Responsibility						Policy or Ordinance change	Relationship to Other Projects & Opportunities					
City			Partner				Farmers Market	WA Memorial Hospital	Milwaukee Mile	Downtown West Allis	Regional – MRMC	I-94 interchange area
Planning	Development	Public Works	Common Council	Associations	Land Owners							

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✓ 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												
✓ 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.

CIRCULATION

PARKING & TRAFFIC

	Role & Level of Responsibility					Policy or Ordinance change	Relationship to Other Projects & Opportunities					
	City			Partner			Farmers Market	WA Memorial Hospital	Milwaukee Mile	Downtown West Allis	Regional – MRMC	I-94 interchange area
	Planning	Development	Public Works	Common Council	Associations	Land Owners						
✓ 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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Further explanations of recommendations are located in Chapter 5.

RE/DEVELOPMENT, REHABILITATION & RE/INVESTMENT INTERVENTIONS

Role & Level of Responsibility						Policy or Ordinance change	Relationship to Other Projects & Opportunities					
City			Partner				Farmers Market	WA Memorial Hospital	Milwaukee Mile	Downtown West Allis	Regional – MRMC	I-94 interchange area
Planning	Development	Public Works	Common Council	Associations	Land Owners							

STAFF ACTIVITY FOR TARGET INVESTMENT AREAS

KEY:

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Role and Level of Responsibility	
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✓	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						

Policy or Ordinance Change Notes	
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VISUAL IMPROVEMENTS FOR TARGET INVESTMENT AREAS

Relationship to Projects and Opportunities	
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✓	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								

Further explanations of recommendations are located in Chapter 6.

RE/DEVELOPMENT, REHABILITATION & RE/INVESTMENT INTERVENTIONS (continued)

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FINANCIAL & TECHNICAL SUPPORT FOR TARGET INVESTMENT AREAS

	Role & Level of Responsibility						Policy or Ordinance change	Relationship to Other Projects & Opportunities									
	City			Partner													
	Planning	Development	Public Works	Common Council	Associations	Land Owners											
✓ 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															

Further explanations of recommendations are located in Chapter 6.

TARGET INVESTMENT AREAS

LINCOLN PLAZA (see Chapter diagrams for sites a-c)

	Role & Level of Responsibility						Policy or Ordinance change	Relationship to Other Projects & Opportunities					
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	Planning	Development	Public Works	Common Council	Associations	Land Owners							
✓ a	S				S	S	1,6,7						I
b	S	S				S	1,6,7						I
c	S		S		S	S	1,6,7						I

BECHER CORNERS – RESTAURANT ROW (see Chapter diagrams for sites a-h)

	Role & Level of Responsibility						Policy or Ordinance change	Relationship to Other Projects & Opportunities					
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	Planning	Development	Public Works	Common Council	Associations	Land Owners							
a	S	S			S	S	1,3,5,6,7		I				I I
b	S	S			S	S	1,3,5,6,7						I I
✓ c	S	S			S	S	1,3,5,6,7						I I
d	L	C	C		C	C	1,2,3,5,6,7						I I
e	S	S			S	S	1,3,5,6,7		I				I I
✓ f	S	S			S	S	1,3,5,6,7						I I
g	S	S			S	S	1,3,5,6,7		I				I I
h	S	S			S	S	1,3,5,6,7		I				I I

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TARGET INVESTMENT AREAS (continued)

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HONEY CREEK CROSSING (see Chapter diagrams for sites a-f)

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	Planning	Development	Public Works	Common Council	Associations	Land Owners							
✓ a	S	S	S			S	4,6						
✓ b	S	S	S			S	4,6						
c	S	S				S	4,6						
✓ d	C	L					6,7						
e	C		L			C							
f	C		L			C							

RAILROAD GARDENS (see Chapter diagrams for sites a-f)

✓ a	C		L										
✓ b	C		L										
✓ c	S	S			C	C							
✓ d	S	S	C		S		7						
e	S	S		S			6,7						
f	S	S					6,7						

81ST STREET CONNECTOR (see Chapter diagram and images)

a	L		S	S	S	S	1,2,7			I	I		
b	L		S	S	S	S	1,2,7			I	I		

Further explanations of recommendations are located in Chapter 7.

TARGET INVESTMENT AREAS (continued)

Role & Level of Responsibility						Policy or Ordinance change	Relationship to Other Projects & Opportunities				
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HICKSTERRACE (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 public 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										

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TARGET INVESTMENT AREAS (continued)

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Planning	Development	Public Works	Common Council	Associations	Land Owners											
VETERANS PARK (see Chapter diagrams for sites a-g)																
✓	a	S	S				S	1,6,7	I							
✓	b	S	S				S	1,6,7	I							
	c	C		C	L		C	4,6,7	I							
✓	d	S	S					2	I							
✓	e	S	S	S					I							
✓	f	S	S	S					I							
✓	g	S	S				S	1,6,7	I							
	h	C	L				C									
MARKET SQUARE (see Chapter diagrams for sites a-d).																
✓	a	C	L	C				2,3,4,5,6	K							
✓	b	C	L	C				2,3,4,5,6	K							
	c	L							K							

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