



VOLUME TWO:  
Policies and Recommendations



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## CHAPTER 2.1: LAND USE

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This Chapter is intended to guide land use decision-making in the City over the next 20 years. Long-range land use planning allows municipalities to phase and guide development in a manner that maintains community character, protects sensitive environmental features, and directs public and private investments to appropriate areas of the City. Land use planning also enables the City to identify lands well-suited for specific purposes such as parks, municipal facilities, and major employment areas.

This chapter contains future land use demand projections, an analysis of land supply, and a compilation of goals, objectives, policies and recommended programs to guide future land use decisions in Wauwatosa over the planning period. This chapter also includes a map illustrating the City's desired future land use pattern.

### PROJECTED LAND USE DEMAND

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Chapter Three of Volume One of this *Plan* includes information on land supply in the City. Future development in Wauwatosa will primarily occur as redevelopment, with some scattered infill development occurring on the City's few remaining vacant parcels. An analysis of future land demand in the City is presented below, with projections presented in five-year increments in Figure 3.2 for proposed future land uses.

Land use projections are based on the following data and assumptions:

- ◆ **2005 to 2030 population change:** For planning purposes, it was assumed that the City's 2030 population is will be 54,039, or an additional 7,775 people (see the Issues and Opportunities chapter in Volume One of this *Plan* for population projection methodology).
- ◆ **Projected number of new households in 2030:** Using the City's 2025 projected average household size of 2.2 people per household, there will be a projected 3,534 additional households in the City by the year 2030.
- ◆ **Residential Density:** It was assumed that future residential development in the City would occur at an average density of 30 dwelling units per gross acre. This assumes that some residential development would occur at densities closer to 15-20 dwelling units per acre, and some development would occur at 60+ dwelling units per acre, depending on where in the City the development is located.
- ◆ **Non-residential development ratio:** The ratio of future non-residential to residential land demand was assumed to be 50 percent of total land available for development and redevelopment over the planning period (estimated at about 480 acres). In 2008, the City's ratio of residential to non-residential (commercial, office, industrial) was 72 percent residential and 28 percent non-residential. However, based on an analysis of sites potentially available for redevelopment/infill development over the planning period and the City's desired future land use pattern, it was estimated that future development on available land would consist of a more even ratio of residential to non-residential uses.

**FIGURE 2.1-1: LAND DEMAND PROJECTIONS IN FIVE-YEAR INCREMENTS**

	2005-2010	2010-2015	2015-2020	2020-2025	2025-2030	Total 2005-2030
Projected number of new residents <sup>1</sup>	1,555	1,555	1,555	1,555	1,555	7,775
Projected number of new housing units (+2.5% vacancy rate) <sup>1, 2</sup>	725	725	725	725	725	3,625
Total residential acreage demand	24	24	24	24	24	120
Total new non-residential acreage demand (incl. commercial, office, and industrial land uses)	24	24	24	24	24	120
<b>Total residential and non-residential land use demand</b>	48	48	48	48	48	<b>240</b>

<sup>1</sup> Numbers have been rounded

<sup>2</sup> Based on an average household size of 2.2 persons per household.

### **LAND SUPPLY VERSUS DEMAND**

Based on the analysis above and the population projections included in Volume One of this *Plan*, land demand for new development/redevelopment over the next 20-25 years is projected to be roughly 240 acres (see the Issues and Opportunities chapter in Volume One of this *Plan* for population projection methodology). The supply of land available to accommodate this demand mostly includes areas appropriate for redevelopment, as well as a few remaining infill areas and lands open for development on the Milwaukee County Grounds. An analysis of potential redevelopment sites yields an estimated 480 acres of developable/redevelopable land in the City, not including lands in the northeast quadrant of the County Grounds. Although these lands are likely to become available for redevelopment over the planning period, market conditions, the decisions of property owners, and various other unforeseeable factors will ultimately determine their future availability. Therefore, having a land supply in excess of projected land demand is a desirable situation, as it will ensure greater flexibility and opportunities for development projects to occur. In addition, the dynamic nature of the regional economy and the presence of major regional employment and commercial centers in the City may result in an underestimation of land demand.

Because there is no longer any agricultural land located within the City, and it is anticipated that there will not be any in the future (other than community gardens located on the County Grounds), the quantity of agricultural land is projected to remain the same.

It is projected that future non-residential development will be predominately commercial and office uses, with very little new large-scale industrial development.

The Future Land Use map and the policies and recommendations detailed below suggest how the City can accommodate future land use demand based upon the supply of land that is potentially available for development.

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## **FUTURE LAND USE GOALS, OBJECTIVES, AND POLICIES**

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### **Overall Land Use Goal:**

**Plan for a future land use pattern that accommodates the City's future population and job growth, preserves the character of the City's neighborhoods, encourages well-planned and attractive development, helps maintain property values, minimizes land use conflicts, and advances environmental sustainability.**

### **Overall Land Use Objectives:**

1. Support land uses and development projects that enhance the character of existing neighborhoods and complement surrounding land uses.
2. Continue to enforce property maintenance codes to maintain neighborhood quality and property values.
3. Prohibit incompatible land uses from locating within or adjacent to residential neighborhoods.
4. Encourage greater development densities and intensities and mixed land uses, particularly in areas that may be served by mass transit.
5. Ensure that a desirable balance and distribution of land uses is maintained throughout the City.
6. Explore opportunities for areas of transition and shared use among City and regional institutions and the City's neighborhoods.
7. Advance the strategic redevelopment of key parcels and areas in the City to help achieve the City's desired future land use pattern and character.
8. Actively encourage/promote infill development, redevelopment, and rehabilitation opportunities throughout the City.
9. Promote and encourage a greater variety of housing types throughout the City that will serve the needs of the future population.
10. Continue to provide all residents with access to public park lands and open space areas, and gathering places. Ideally providing safe pedestrian access to these facilities.
11. Continue to enforce quality design standards for buildings, landscaping, signage, exterior lighting, building materials, and parking lots.
12. Encourage the preservation of the City's existing housing stock.

### **Overall Land Use Policies:**

1. Follow the land use recommendations mapped and described in this *Plan* when reviewing new rezoning requests and making detailed land use decisions.
2. Following the adoption of this *Plan*, prepare a complete update to the City's Zoning Ordinance to better address infill development, redevelopment, and the increasingly urban character of the City, and to more effectively achieve the City's overall land use vision and goals.
3. Ensure that future development on the Milwaukee County Grounds supports the City's vision for this area of the community, advances the City's important role in the regional economy, and has a positive impact on the surrounding neighborhoods and the City as a whole.
4. Ensure logical transitions between potentially incompatible land uses. Whenever possible, avoid locating potentially conflicting land uses adjacent to each other. Where necessary, buffer potentially incompatible uses through landscaped buffers, open space uses, or less intensive uses.

5. Encourage a broader diversity of housing types in the City to meet the needs of young professionals, retirees, and seniors, including the provisions of high-density, multi-story residential in strategic locations.
6. Preserve and enhance the historic character of the Village by encouraging historic preservation, restoration, and adaptive reuse, as well as compatible new development and redevelopment projects.
7. Consider future land use patterns and development intensities that facilitate and complement alternative forms of transportation, including commuter rail, bus rapid transit, walking, and biking.
8. As density increases, strive to accommodate the increased demand for public services and facilities such as parks.
9. Promote land use patterns and development practices that advance environmental and social sustainability.
10. Continue to require that all proposed development projects submit a detailed site plan, building elevations, landscape plan, lighting plan, grading/stormwater management plan, and signage plan prior to development approval.
11. Create new opportunities to promote and facilitate walking and biking, including the ongoing development of neighborhood-oriented businesses and services.
12. Promote concentrated mixed-use development in specific areas of the City, such as along State Street.
13. Continue to strongly encourage shared driveway access, shared parking spaces, and coordinated site plan designs particularly along North Avenue and Mayfair Road.

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## FUTURE LAND USE POLICIES AND RECOMMENDATIONS

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This section of the *Plan* is intended to guide land use and development in the City through the year 2030.

Map 2.1-1, the Future Land Use map, is the centerpiece of this chapter and illustrates the City's desired land use direction. Map 2.1-1 was prepared based on an analysis of a variety of factors, including overall development trends, location and availability of infill and redevelopment sites in the City, public and property owner input, and this City's overall vision for the future (see the Issues and Opportunities chapter of Volume One of this *Plan*).

The Future Land Use map and related policies described below should be used as a basis to update the City's regulatory land use tools, such as the Zoning Ordinance and Map. They should also be used as a basis for all public and private sector development decisions, including rezonings, conditional use permits, land divisions, and decisions regarding the use of public finance tools such as Tax Increment Financing. Changes in land use to implement the recommendations in this *Plan* will generally be initiated by property owners and private developers. In other words, this *Plan* does not automatically compel property owners to change the use of their land.

The City shares its borders with five other communities and is comprised of large areas of land owned by Milwaukee County, including the parkways and the Milwaukee County Grounds. The City is also traversed by several State and Federal highways. Therefore, implementing many of the land use recommendations in this *Plan* will be greatly aided by intergovernmental cooperation, with opportunities described more fully in the Intergovernmental Cooperation chapter of Volume Two of this *Plan*. The goals, objectives, policies, and programs specified in the other chapters of Volume Two are also intended to supplement and complement the policies and programs identified in this Land Use chapter. As such, to aid decision makers in using this *Plan* as a comprehensive decision guide, many of the policies and programs below have been cross referenced with other chapters of Volume Two of this *Plan*.

Each of the future land use categories shown on Map 2.1-1 is described below. Each description summarizes where that type of land use should be promoted in Wauwatosa, the appropriate zoning districts to implement

that category, policies related to future development in areas designated as that category, and overall approaches for achieving the City's vision for the future.

## **Residential Future Land Use Categories**

### **1. Single Family Residential**

**Description:** This future land use category is intended primarily for single-family detached residences. Small public and community facility uses such as parks, schools, churches, and stormwater facilities may also be located within this category. This category has been mapped on Map 2.1-1 in the City's predominately single family neighborhoods.

**Policies and Programs:** The following policies and programs are recommended for this future land use category in areas on Map 2.1-1 where this category is shown:

- a) When considering future rezoning requests, the existing City zoning districts appropriate to implement this future land use category include the "AAA" Single-Family Residence District and the "AA" Single-Family Residence District. However, the City intends to update its Zoning Ordinance following the adoption of this *Plan*.
- b) Continue to enforce property maintenance codes to maintain the quality of the City's existing residential neighborhoods.
- c) As opportunities arise, continue to locate community facilities such as schools, parks, churches, trails, and other community gathering places in neighborhoods.
- d) Amend the zoning ordinance as necessary to ensure that redevelopment and infill development in Single Family Residential areas complements the character and scale of existing homes while still allowing for reinvestments in existing neighborhoods.
- e) Work with property owners and neighborhood associations to preserve the character of the City's homes and neighborhoods.

### **2. Two-Family/Townhouse Residential**

**Description:** This designation is primarily intended for single-family detached residences, two-family residences such as duplexes, and attached single family residences with individual entries (e.g. townhomes). Small public and community facility uses such as parks, schools, churches, and stormwater facilities may also be located within this category. This future land use category is shown on Map 2.1-1 mostly in areas where this type of residential development existed at the time this *Plan* was prepared.

**Policies and Programs:** The following policies and programs are recommended for this future land use category in areas on Map 2.1-1 where this category is shown:



*Example of Two-Family/Townhouse Residential*

- a) When considering future rezoning requests, the existing City zoning districts most appropriate to implement this future land use category include "BB" Two-Family Residence District and the Residential

Planned Development District. However, the City intends to update its Zoning Ordinance following the adoption of this *Plan*.

- b) Continue to enforce property maintenance codes to maintain the quality of the City’s existing residential neighborhoods.
- c) As opportunities arise, continue to locate community facilities such as schools, parks, churches, trail systems, and other community meeting places in neighborhoods.
- d) Ensure that redevelopment and infill development in Two-Family/Townhouse Residential areas complements the character and scale of existing homes while still allowing for reinvestments in the City’s neighborhoods.

### 3. Mixed Residential—Moderate Density

**Description:** This future land use category is intended for a variety of residential units, primarily consisting of multiple family residences up to eight units per structure. Single-family detached housing, two-family housing, attached single family residences, and small public and community facility uses such as parks, schools, churches, and stormwater facilities may also be included in areas mapped in this category. New development and major expansions will comply with the design standards included in the Housing and Neighborhood Development chapter of this *Plan*. This future land use category is shown on Map 2.1-1 mostly in areas where this type of development existed at the time this *Plan* was prepared, and on the west side of the City south of the Police Department.

**Policies and Programs:** The following policies and programs are recommended for this future land use category in areas on Map 2.1-1 where this category is shown:



*Example of Mixed Residential—Moderate Density*

- a) When considering future rezoning requests, the existing City zoning districts appropriate to implement this future land use category include the “CC” Four Family Residence District, the “DD” Eight Family Residence District, and the Residential Planned Development District. However, the City intends to update its Zoning Ordinance following the adoption of this *Plan*.
- b) Multi-family residential projects appropriate for the City’s Mixed Residential—Moderate Density category should meet the minimum design standards presented in the Housing and Neighborhood Development chapter of this *Plan*. These standards should be codified in the City’s zoning ordinance update.
- c) Continue to enforce property maintenance codes to maintain the quality of the City’s existing residential neighborhoods.
- d) Explore opportunities for providing unique housing options within Mixed Residential—Moderate Density areas, such as cooperative housing and live/work housing (see the Housing and Neighborhood Development chapter for more details on these types of housing).



#### 4. Mixed Residential—High Density

**Description:** This future land use category is intended for a variety of residential units, primarily consisting of multiple family residences up to roughly 35 units per acre. Single-family detached housing, two-family housing, attached single family residences, smaller-scale multiple family development, and small public and community facility uses such as parks, schools, churches, and stormwater facilities may also be included in areas mapped in this category. New development and major expansions will comply with the design standards included in the Housing and Neighborhood Development chapter of this *Plan*. This future land use category is shown on Map 2.1-1 mostly in areas where this type of development existed at the time this *Plan* was prepared.

**Policies and Programs:** The following policies and programs are recommended for this future land use category in areas on Map 2.1-1 where this category is shown:



*Example of Mixed Residential—High Density*

- a) When considering future rezoning requests, the existing City zoning district appropriate to implement this future land use category is the Residential Planned Development District. However, the City intends to update its Zoning Ordinance following the adoption of this *Plan*.
- b) Multi-family residential projects appropriate for the City's Mixed Residential—High Density category should meet the minimum design standards presented in the Housing and Neighborhood Development chapter of this *Plan*. These standards should be codified in the City's zoning ordinance update.
- c) Continue to enforce property maintenance codes to maintain the quality of the City's existing residential neighborhoods.
- d) Explore opportunities for providing unique housing options within Mixed Residential—High Density areas, such as cooperative housing and live/work housing (see the Housing and Neighborhood Development chapter for more details on these types of housing).

## 5. Multi-Family Residential—Urban Density

**Description:** This future land use category is intended for multi-family residential development, generally characterized by 6 to 15-story buildings, and at densities greater than 35 units per acre. Such buildings may also have ground-floor commercial space. Smaller-scale multi-family developments, and small public and community facility uses such as parks, schools, churches, and stormwater facilities may also be included in areas mapped in this category. New development and major expansions will comply with the design standards included in the Housing and Neighborhood Development chapter of this *Plan*. Approvals for such projects should be granted only after submittal, public review, and City approval of detailed site, landscaping, signage, lighting, stormwater, erosion control, and utility plans, usually part of a Planned Unit Development. This future land use category has been mapped on Map 2.1-1 between the Menomonee River and Harwood Avenue, southwest of the Village.



*Example of Multi-Family Residential—Urban Density*

**Policies and Programs:** The following policies and programs are recommended for this future land use category in areas on Map 2.1-1 where this category is shown:

- a) When considering future rezoning requests, the existing City zoning districts appropriate to implement this future land use category include the Residential Planned Development District and the Business Planned Development District. However, the City intends to update its Zoning Ordinance following the adoption of this *Plan*.
- b) Multi-family residential projects appropriate for the City's Multi-Family Residential—Urban Density category should meet the minimum design standards presented in the Housing and Neighborhood Development chapter of this *Plan*. These standards should be codified in the City's zoning ordinance update.
- c) For Multi-Family Residential—Urban Density projects that have a commercial component, or for multi-family projects that are part of a larger mixed-use development, also follow the policies for Planned Mixed Use included later in this chapter.
- d) Explore opportunities for providing unique housing options within Multi-Family Residential—Urban Density areas, such as cooperative housing and live/work housing (see the Housing and Neighborhood Development chapter for more details on these types of housing).

## 6. Neighborhood Conservation

**Description:** This future land use category is intended to stabilize the land uses, densities, and lot configurations in existing neighborhoods that are not characterized by a homogenous land use pattern. Within this future land use category, further land divisions, increases in density, or the establishment of more intensive land uses are not permitted and would require an amendment to the Future Land Use map and, in most cases, the zoning map. However, reductions in density, lot size, or land use intensity are permitted. For example, the conversion of a two-flat into a single-family home would be permitted, but a single-family home could not be

converted to a two-flat. This future land use category has been mapped in existing neighborhoods characterized by a mix of housing-unit types.

Policies and Programs: The following policies and programs are recommended for this future land use category in areas on Map 2.1-1 where this category is shown:

- a) When considering future rezoning requests, the existing City zoning districts most appropriate to implement this future land use category include “AA” Single-Family Residential District and the “BB” Two-Family Residential District. However, the City intends to update its Zoning Ordinance following the adoption of this *Plan*.
- b) Continue to enforce property maintenance codes to maintain the quality of the City’s existing residential neighborhoods.
- c) As opportunities arise, continue to locate community facilities such as schools, parks, churches, trail systems, and other community meeting places in neighborhoods.
- d) Ensure that redevelopment and infill development in Neighborhood Conservation areas complements the character and scale of existing homes and maintains the neighborhood’s established land uses, densities, and lot configurations while still allowing for neighborhood reinvestment.
- e) Work with property owners and neighborhood associations to preserve the character of the City’s historic homes and neighborhoods.

## **Non-Residential Future Land Use Categories**

### **1. Planned Commercial**

Description: This future land use category includes moderate to large-scale indoor retail, service, and office buildings on sites with generous landscaping, appropriate lighting, and attractive signage. New development and major expansions will comply with the design standards included in the Economic Development chapter of this *Plan*. This future land use category is shown on Map 2.1-1 primarily along Mayfair Road, along the periphery of the Burleigh Triangle, and in certain locations along Bluemound Road.

Policies and Programs: The following policies and programs are recommended for this future land use category in areas on Map 2.1-1 where this category is shown:

- a) When considering future rezoning requests, the existing City zoning districts most appropriate to implement this future land use category include the “AA” Business District, “AA” Commercial District, and “AA” Professional Office District. However, the City intends to update its Zoning Ordinance following the adoption of this *Plan*.
- b) Control access off of collector streets by limiting the number of and ensuring adequate spacing between access points. Promote cross-access and shared parking between individual developments, and other alternative strategies such as rear access roads to help alleviate congestion and traffic safety problems.
- c) Continue to require that all proposed commercial projects submit a detailed site plan, building elevations, lighting plan, grading/stormwater management plan, landscaping plan, and signage plan prior to development approval.
- d) Ensure that future Planned Commercial development is adequately buffered from residential development areas.
- e) Require the use of high-quality building materials, attractive lighting, and signage. Design standards for commercial development projects will be included in the City’s updated zoning ordinance.
- f) Ensure that access for pedestrians and bicyclists is considered as part of the design of new Planned Commercial areas.
- g) Following the adoption of this *Plan*, consider preparing a unified corridor plan for Mayfair Road to help guide the strategic redevelopment of key sites along this corridor, address roadway safety concerns, guide

the development of a streetscaping and a wayfinding signage, and ensure the viability of business along this corridor during and after Zoo Interchange reconstruction. Such a plan will also allow the City to identify opportunities for combining Zoo Interchange reconstruction with other local projects.

## 2. Neighborhood Commercial

**Description:** This future land use category is intended for small-scale neighborhood supporting retail, service, and office uses that mainly serve the surrounding residents and that preserve and blend with the surrounding residential character through appropriate building scale (typically no greater than 5,000 square feet for a one-story building), building appearance, landscaping, and signage. Neighborhood Commercial uses may include a coffee shop, boutique, small-scale dentist's office, convenience store, or other similar uses. Upper-story residential units may also be allowed within the neighborhood commercial category. This future land use category is shown mostly along North Avenue, but is also scattered throughout the City in commercial nodes that serve adjacent neighborhoods.

### **Policies and Programs:**

The following policies and programs are recommended for this future land use category in areas on Map 2.1-1 where this category is shown:

- a) When considering future rezoning requests, the existing City zoning districts most appropriate to implement this future land use category include the Trade District and the "AA" Business District. However, the City intends to update its Zoning Ordinance following the adoption of this *Plan*.
- b) Encourage neighborhood-oriented retail and service businesses in areas that will conveniently serve City neighborhoods and enhance opportunities for residents to walk and bike to their destinations. Consider how Neighborhood Commercial uses can be effectively blended with predominately residential areas.
- c) Continue to require all proposed Neighborhood Commercial projects to submit a detailed site plan, building elevations, lighting plan, grading/stormwater management plan, and signage plan prior to development approval.
- d) In Neighborhood Commercial areas, require the use of high-quality building materials and designs that are compatible with residential areas, including residential roof materials such as shingles; minimum window coverage standards; and acceptable exterior materials such as wood, cement board, vinyl siding, brick, decorative block, stone, and other materials approved by the Plan Commission. Require calm, low-key, and attractive lighting and signage that is compatible with residential areas and pedestrian activity. See guidelines in the Economic Development chapter.



*Neighborhood commercial uses fit in with the character of the surrounding neighborhood*

- e) Ensure that access for pedestrians and bicyclists is considered as part of the design of new Planned Commercial areas.
- f) Consider the preparation of a unified corridor plan for North Avenue to help advance the revitalization of Neighborhood Commercial uses along this corridor. The streetscaping, signage, and overall development character of this corridor will help tie together the east and west sides of the City and function as an important retail and service destination for local residents (also see the Economic Development chapter). Work with the City of Milwaukee to the east and the Village of Elm Grove to the west to plan for continuity along this corridor.

### 3. Office Park

Description: This future land use category is intended for high-quality indoor professional offices; research, development, and testing uses; health care facilities and other institutional uses; and other supporting uses (e.g. day care, health club, bank). New development will have generous landscaping, no outdoor storage, modest lighting, limited or uniform signage, and shared parking, will be organized around common open space features and an internal circulation plan, and will comply with other design standards included in the Economic Development chapter of this *Plan*. This future land use category is mapped on Map 2.1-1 in the western portion of the Milwaukee County Grounds.

Policies and Programs: The following policies and programs are recommended for this future land use category in areas on Map 2.1-1 where this category is shown:

- a) The existing City zoning district that is most appropriate to implement this future land use category is the Research Park Planned Development District. However, the City intends to update its Zoning Ordinance following the adoption of this *Plan*.
- b) Market Office Park areas for research development and testing uses, professional offices, and health care facilities. Discourage manufacturing and warehousing/distribution development in these areas. Development in this future land use category should support and complement existing uses on the Milwaukee County Grounds.
- c) For development occurring adjacent to the Parkway, promote site and building designs that complement and preserve natural features to the greatest extent possible.
- d) Continue to work closely with Milwaukee County to market the County Grounds for the appropriate future uses and to ensure that the City's vision for the County Grounds is being achieved.
- e) Work closely with WisDOT to plan for upgrades to the Zoo Interchange, ensuring that negative impacts to adjacent properties are minimized during construction and that transportation contingency plans are in place. This project may also be used as an opportunity to enhance connectivity within the County Grounds through the provision of bike and pedestrian connections, and to accomplish other aesthetic and community character goals, such as burying infrastructure and utility lines.
- f) Encourage interconnectivity between the northwest and southwest quadrants of the County Grounds and the northeast and southeast quadrants, including bike and pedestrian connections.
- g) When planning for future Office Park development, consider future transit opportunities such as bus rapid transit and commuter rail. Specifically, consider how the design of future development and internal circulation patterns could be used to better accommodate these transit options and to facilitate transit ridership (Also see the Transportation chapter and Map 2.4-1a: Existing and Planned Transportation Facilities).
- h) For future support uses that may be integrated into future Office Park development (e.g. small restaurants, coffee shops, a health club, banks, etc.), also follow the policies and programs for Planned Commercial identified in this chapter.

#### 4. Campus

Description: This future land use category generally applies to the Milwaukee County Grounds east of Highway 45 and is intended to represent a master-planned, cohesive blend of large-scale institutional uses, and related office, research, institutional and educational uses with generous landscaping, shared parking, and pedestrian and trail connections, and organized around common open space features and an internal circulation plan. New development and expansions to existing buildings and sites will adhere to the design guidelines and policies outlined in the Land Use and Economic Development chapters of this *Plan* and will be transit supportive.

Policies and Programs: The following policies and programs are recommended for this future land use category in areas on Map 2.1-1 where this category is shown:

- a) The existing City zoning district that is most appropriate to implement this future land use category is the Medical Center and Institutions District. However, the City intends to update its Zoning Ordinance following the adoption of this *Plan*.
- b) Market Campus areas for office, research, medical, educational, and other related uses. Development in this future land use category should support and complement existing uses on the Milwaukee County Grounds.
- c) For development occurring adjacent to the Parkway, promote site and building designs that complement and preserve natural features to the greatest extent possible.
- d) Continue to work closely with Milwaukee County to market the County Grounds for the appropriate future uses and to ensure that the City's vision for the County Grounds is being achieved.
- e) Work closely with WisDOT to plan for upgrades to the Zoo Interchange, ensuring that negative impacts to adjacent properties are minimized during construction and that transportation contingency plans are in place. This project may also be used as an opportunity to enhance connectivity within the County Grounds through the provision of bike and pedestrian connections, and to accomplish other aesthetic and community character goals, such as burying infrastructure and utility lines.
- f) When planning for future Campus development, consider future transit opportunities such as bus rapid transit and commuter rail. Specifically, consider how the design of future development and internal circulation patterns could be used to better accommodate these transit options and to facilitate transit ridership (Also see the Transportation chapter and Map 2.4-1a: Existing and Planned Transportation Facilities).
- g) Work with Milwaukee County, WE Energies, Milwaukee Metropolitan Sewerage District (MMSD), Milwaukee Regional Medical Center (MRMC), and Milwaukee County Transit System (MCTS) to ensure that major new development is adequately served with utilities, power, and transit. Explore creative finance mechanisms and operating agreements to achieve an equitable sharing of costs.
- h) Work with Milwaukee County, MRMC, and University of Wisconsin-Milwaukee to strive to achieve carbon neutral status for new Campus development by adhering to environmental best management practices, including strategies for managing stormwater runoff, utilizing alternative energy systems, purchasing locally-sourced goods and services, facilitating alternative forms of transportation, employing techniques for the conservation and reuse of water, and coordinating recycling programs (also see the Economic Development chapter and the Natural Resources chapter).
- i) Using the principles outlined in the 2004 Plan for the Milwaukee County Grounds: Northeast Quadrant as a guide, ensure that future development in Campus areas is designed so as to preserve green spaces and natural areas; promote a human-scaled, walk-able environment; and provide connections to the surrounding neighborhoods.

## 5. Planned Mixed Use

**Description:** This future land use category is intended for a carefully designed, but flexible, mix of commercial, office, institutional, and residential uses. Planned Mixed Use areas are intended to be vibrant urban places that should ideally function as community activity centers or provide opportunities for a live-work environment. Approvals for such projects should be granted only after submittal, public review, and City approval of detailed site, landscaping, signage, lighting, stormwater, erosion control, and utility plans, usually part of a Planned Unit Development. Planned Mixed Use areas are shown on Map 2.1-1 in the Burleigh Triangle and along State Street east of the Village.

**Policies and Programs:** The following policies and programs are recommended for this future land use category in areas on Map 2.1-1 where this category is shown:

- a) The existing City zoning districts most appropriate to implement this future land use category are the – Planned Development District, and the Business Planned Development District. However, the City intends to update its Zoning Ordinance following the adoption of this *Plan*.
- b) Generally adhere to the design guidelines illustrated in the Mixed Use Centers graphic later in this chapter when reviewing proposals for Planned Mixed Use developments.
- c) Emphasize the redevelopment of older industrial properties along State Street to Planned Mixed Use developments that blend unique residential uses (e.g. live-work units) with small-scale retail and employment uses and that function as a complementary extension of the Village (also see the Housing and Neighborhood Development chapter).
- d) Encourage environmentally sustainable site and building design, including stormwater best management practices, the use of passive solar energy, and the integration of alternative transportation networks and green spaces.
- e) Use the City’s 2005 Burleigh Triangle Plan to further guide future Planned Mixed Use development in the area west of Mayfair Road and north and south of the Burleigh Street. The Burleigh Triangle Plan identified this area of the City as appropriate for a high-density mixture of office, retail, and high-rise multi-family residential. The Burleigh Triangle is intended to serve as a possible “annex” to the Research Park, extending hi-tech research and development uses north along the Highway 45 corridor. Figure 2.1-2 shows the more detailed land use concept included as part of the Burleigh Triangle Plan.



*This example of a mixed use building features ground floor commercial and upper-storey residential*

## 6. Downtown

**Description:** The Downtown future land use category is mapped over the City’s historic Village area. This category is intended for a mix of retail, commercial service, office, institutional, and residential (mainly upper story units) uses arranged in a pedestrian-oriented environment with on-street parking; minimal building setbacks; and building designs, materials, placement, and scale that are compatible with the character of existing development.

Policies and Programs: The following policies and programs are recommended for this future land use category in areas on Map 2.1-1 where this category is shown:

- a) The existing City zoning district that is most appropriate to implement this future land use category is the Village Trade District. However, the City intends to update its Zoning Ordinance following the adoption of this *Plan*.
- b) Preserve and enhance the character of the Village by encouraging compatible new development and re-development, where appropriate.
- c) Promote the use of first floor spaces for specialty retail, restaurants, and commercial service uses, and upper storey spaces for housing and offices.
- d) Promote the downtown as an important commercial, civic, and social center of the community, enhance connections to the Menomonee River and Hart Park, and focus on approaches for improving pedestrian safety and resolving traffic issues.
- e) Work with Village property owners businesses, and the Business Improvement District to preserve and renovate historically significant buildings (also see the Economic Development and Cultural Resources chapters).
- f) Use marketing, investment, and incentive strategies to promote and retain specialty retail and dining business and services in the Village (see the Economic Development chapter).
- g) When planning for future commuter rail opportunities, the Village will be considered an important rail stop in the City, with the Little Red Store potentially serving as the focal point (Also see the Transportation chapter and Map 2.4-1a: Existing and Planned Transportation Facilities).

## 7. Light Production

Description: This future land use category is intended for clean indoor manufacturing, warehousing, and office and research uses, and new technology companies with generous landscaping, screened storage areas, modest lighting, and limited signage, complying with detailed design standards. This future land use category is mapped in areas along the railroad just north and south of Watertown Plank Road and also in the northwest portion of the City.

Policies and Programs: The following policies and programs are recommended for this future land use category in areas on Map 2.1-1 where this category is shown:

- a) The existing City zoning district that is most appropriate to implement this future land use category is the - "AA" Light Manufacturing District. However, the City intends to update its Zoning Ordinance following the adoption of this *Plan*.
- b) Require the use of high-quality building materials, attractive lighting, and signage that is compatible with surrounding land uses. Recommended design standards for Light Production development projects are included in the Economic Development chapter and should be outlined in the City's zoning ordinance update.
- c) Light Production areas are appropriate for clean indoor manufacturing, with a focus on assembly, high value-added production with warehousing as an accessory use, and office and research uses. Discourage



*Light production uses are intending for clean indoor manufacturing, warehousing, and office and research uses*



the development of heavy uses that would create a nuisance for nearby neighborhoods or create environmental hazards.

- d) Maintain Light Production uses in appropriate areas as shown on Map 2.1-1 to ensure a diversity of employment opportunities in the City.

## 8. General Production and Distribution

Description: This future land use category is intended for indoor manufacturing, warehousing, distribution, and office uses, with controlled outdoor storage areas and moderate attention to building design, landscaping and signage. This category is shown on Map 2.1-1 in the northwestern portion of the City along the railroad.

Policies and Programs: The following policies and programs are recommended for this future land use category in areas on Map 2.1-1 where this category is shown:

- a) The existing City zoning district that is most appropriate to implement this future land use category is the “AA” Industrial District. However, the City intends to update its Zoning Ordinance following the adoption of this *Plan*.
- b) Require the use of high-quality building materials, attractive lighting, and signage that is compatible with surrounding land uses. Recommended design standards for General Production and Distribution development projects are included in the Economic Development chapter and should be outlined in the City’s zoning ordinance update.
- c) Maintain General Production and Distribution uses in appropriate areas as shown on Map 2.1-1 to ensure a diversity of employment opportunities in the City.

## 9. Employment Area

Description: This future land use category is intended to accommodate a variety of flexible and mixed employment uses including high-quality manufacturing; offices; and/or research, development, and testing uses, potentially with a minor retail component. Future development should have generous landscaping, minimal and screened outdoor storage, modest lighting, and limited signage, complying with detailed design standards, and should complement the mix of uses found along Burleigh Street and east of Highway 45.

Policies and Programs: The following policies and programs are recommended for this future land use category in areas on Map 2.1-1 where this category is shown:

- a) The existing City zoning districts most appropriate to implement this future land use category are the - “AA” Light Manufacturing District, the “AA” Industrial District, and “AA” Professional Office District. However, the City intends to update its Zoning Ordinance following the adoption of this *Plan*.
- b) Require the use of high-quality building materials, attractive lighting, and signage that is compatible with surrounding land uses. Recommended design standards for Employment Area development projects are included in the Economic Development chapter and should be outlined in the City’s zoning ordinance update.
- c) Market the Employment Area shown on Map 2.1-1 for a variety of employment uses, including high-quality manufacturing; offices; and/or research, development, and testing uses to ensure that a diversity of employment opportunities is maintained in the City that complement the uses planned for the Burleigh Triangle (see the Planned Mixed Use section of this chapter) and the County Grounds (see the Office Park and Campus sections of this chapter).
- d) Encourage interconnectivity between the Employment Area shown on Map 2.1-1 and the Burleigh Triangle, including bike and pedestrian connections (see Map 2.4-1b: Existing and Planned Bike and Pedestrian Facilities).

## **Other Land Use Categories**

### **1. Institutional**

Description: This future land use category is intended for public buildings (e.g. City Hall, police station), schools, religious institutions, hospitals, youth and elderly service facilities, and special care facilities. Some smaller-scale community facilities may also be mapped in other future land use categories (e.g. a church in a residential area).

Policies and Programs: The following policies and programs are recommended for this future land use category in areas on Map 2.1-1 where this category is shown:

- a) The existing City zoning districts most appropriate to implement this future land use category are the – Municipal and Public Works District, the “AA” Institutions District, and the Cemetery District. However, the City intends to update its Zoning Ordinance following the adoption of this *Plan*.
- b) Support the continuation of Community Facilities in every neighborhood throughout the City.
- c) Ensure that land use decisions are consistent with the community facility recommendations in the Utilities and Community Facilities chapter of this *Plan*.
- d) When planning for the construction of new community facilities, consider the long-term integrity, functionality, and adaptability of the sites and buildings, as these facilities serve as lasting investments in the community and in the City’s future population.
- e) When planning for the construction of new community facilities, consider how such developments may serve as positive examples of sustainable (or “green”) development.
- f) Amend this *Plan* as necessary to accommodate future utility and community facility locations.

### **2. Public Utilities**

Description: This future land use category is intended for public utility uses (e.g. water tower, substation). Some small-scale public utility uses may also be mapped in other future land use categories (e.g. a storm water detention basin in a commercial area).

Policies and Programs: The following policies and programs are recommended for this future land use category in areas on Map 2.1-1 where this category is shown:

- a) The existing City zoning district most appropriate to implement this future land use category is the Municipal and Public Works District. However, the City intends to update its Zoning Ordinance following the adoption of this *Plan*.
- b) Ensure that land use decisions are consistent with the utilities recommendations in the Utilities and Community Facilities chapter of this *Plan*.

### **3. Public Parks and Open Space**

Description: This future land use category includes publicly-owned parks devoted to playgrounds, play fields, play courts, trails, picnic areas, and related recreational activities. This category also includes publicly-owned lands that have been preserved for their environmental significance or sensitivity or for flood protection and stormwater management. Such natural areas may also accommodate limited passive recreational activities.

Policies and Programs: The following policies and programs are recommended for this future land use category in areas on Map 2.1-1 where this category is shown:

- a) The existing City zoning districts most appropriate to implement this future land use category are the Parks and Open Space District, and the Conservancy District. However, the City intends to update its Zoning Ordinance following the adoption of this *Plan*.

- b) Ensure that all land use decisions take into consideration the recommendations included in the Utilities and Community Facilities chapter of this *Plan* related to Public Parks and Open Space.
- c) Collaborate with Milwaukee County to ensure the long-term preservation and management of the Menomonee River, Underwood Creek, and Honey Creek Parkways.
- d) Promote the area north of the County Grounds as Wauwatosa's "Central Park," working with the County to identify new ways for enhancing access to this important natural area while at the same time preserving the integrity of the environment (also see the Utilities and Community Facilities chapter).
- e) Collaborate with the School District on recreational programming and the provision of adequate recreational facilities, such as soccer fields.
- f) Working with Milwaukee County, identify opportunities to improve public access to certain sections of the parkways and to provide active and passive recreational amenities in these locations.
- g) Work with surrounding communities to establish and manage park facilities located in areas that may serve residents from both communities (e.g. Hartung Park).

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### **SMART GROWTH AREAS**

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"Smart Growth" Areas are defined by the State of Wisconsin as "areas that will enable the development and redevelopment of lands with existing infrastructure and municipal, state, and utility services, where practical, or that will encourage efficient development patterns that are both contiguous to existing development and at densities which will have relatively low municipal, State governmental, and utility costs." Because the City of Wauwatosa does not have opportunities to expand its municipal boundaries, all future development in the City will occur on infill or redevelopment sites. Future development in Wauwatosa will, by its very nature, meet state "smart growth" criteria. Key "smart growth" areas in the City are located on those lands identified for redevelopment or infill development earlier in this chapter and on the Future Land Use map. The sites primarily include lands on and immediately surrounding the Burleigh Triangle, key sites along State Street, and land in the Milwaukee County Grounds.

# MIXED USE CENTERS

Mixed Use Centers are designed to create vibrant, pedestrian environments in which people can live, work, shop and obtain daily services. Buildings with different uses, sometimes even on different floors, are arranged within walking distance to each other and are connected via sidewalks. Obtaining moderate to higher densities and paying close attention to design and quality are critical aspects of mixed use centers.

Characteristics of Mixed Use Centers include:

- Walking relationship between uses
- Street activity from morning through evening
- Multi-story buildings, generally with more active uses on first floor
- Minimal front setbacks
- Buildings and sites designed for pedestrians not automobiles
- Parking located on streets, to rear of buildings, and/or in structures
- Transit service potential
- Building entrances oriented to street

Typical Mixed Use Center Land Uses:

- Multiple family and attached housing
- Offices
- Clinics
- Restaurants, including outdoor dining
- Coffee shop
- Deli/market
- Grocery store
- Urban gathering spaces (e.g. farmer's market)
- Dry cleaner
- Day care
- Drug store



**A** Retail/Residential Above



**B** Retail/Office Flex Space



**C** Retail



**D** Multi-Family Residential



**E** Office/Residential Above

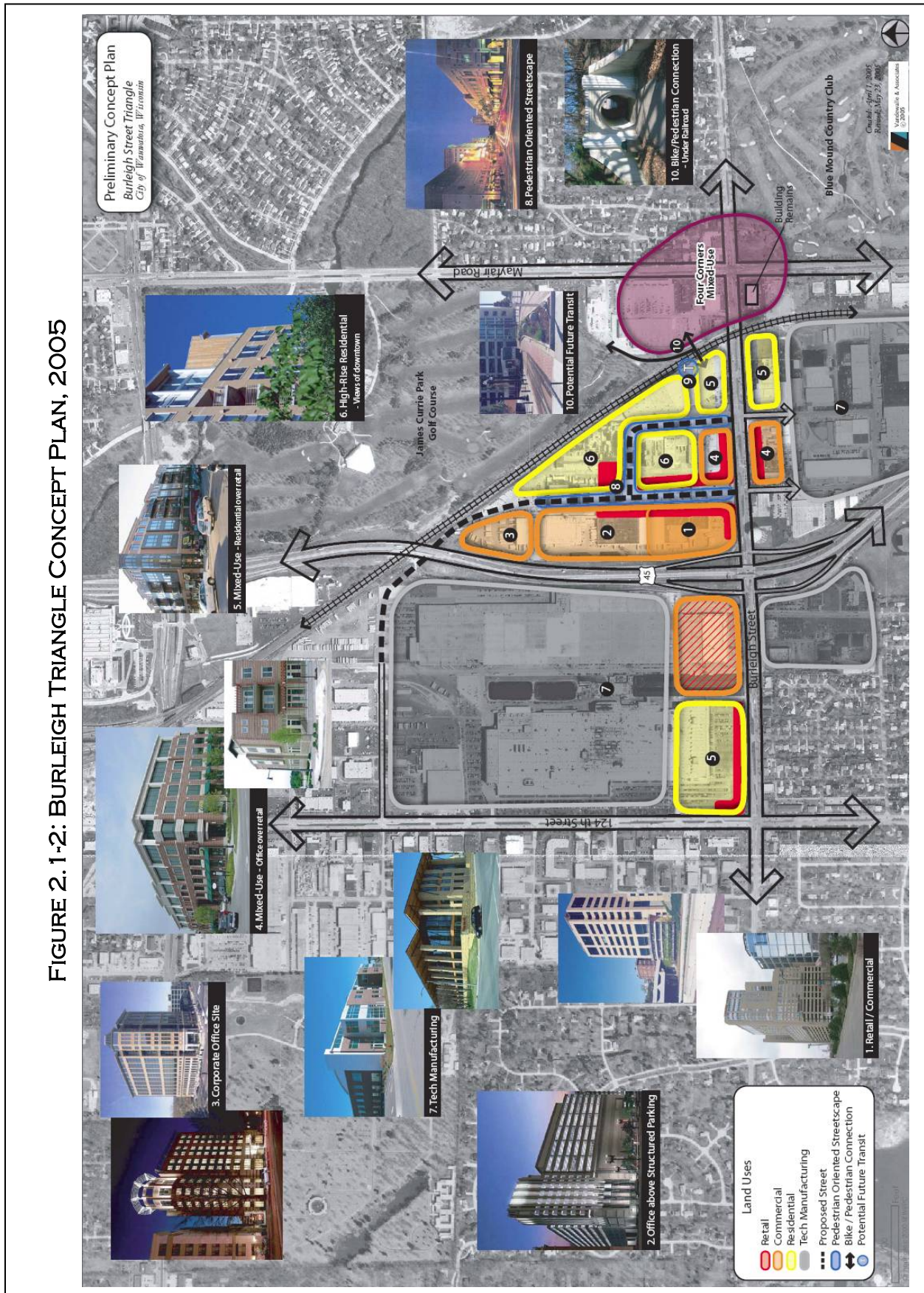


**F** Gas Station  
- 2nd Floor Office  
- Fuel Pumps in Back



Vandeville & Associates  
Madison, Wisconsin  
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FIGURE 2.1-2: BURLEIGH TRIANGLE CONCEPT PLAN, 2005





Map 2.1-1: Future Land Use





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## CHAPTER 2.2: ECONOMIC DEVELOPMENT

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Wauwatosa's extensive and diverse collection of regionally significant and locally-oriented economic assets positions the City for a very bright future. This chapter of the *Plan* includes a compilation of goals, objectives, policies and recommended programs to promote and guide economic growth in Wauwatosa through the planning period.

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### GOALS, OBJECTIVES, AND POLICIES

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#### **Goal:**

*Advance economic growth in Wauwatosa to provide a variety of employment opportunities, increase the non-residential tax base, promote the City's regional role as a center for research and innovation, and support dynamic, vibrant, and walk-able neighborhoods, while preserving the City's character and appearance.*

#### **Objectives:**

1. Carefully balance regional economic development initiatives with efforts to preserve the local character of the City to maintain an environment where small, locally operated businesses can thrive; where City residents feel comfortable walking or biking to their destinations, and where the historic flavor and aesthetic value of Wauwatosa is preserved.
2. Work to accommodate employment opportunities and high-quality retail in areas planned for these uses (see the Future Land Use map).
3. Continue to promote the redevelopment and infill of key sites throughout Wauwatosa to achieve the City's desired future land use pattern.
4. Provide for and support public infrastructure improvements that foster desired types of economic activity, including commercial, office, and production businesses and industries.
5. Preserve the long-term viability of the Mayfair Road corridor as a regional retail destination, while mitigating traffic and safety issues.
6. Improve the safety and accessibility of the Village, extending the character of this important City asset along State Street.
7. Continue to promote and advance North Avenue as the City's "Main Street."
8. The City will work with MRMC and the MCRP, UWM, and major corporations to establish Wauwatosa as a major center for research and innovation for the region and the state.

#### **Policies:**

1. Advance the City's role as a center for research and innovation by planning for and accommodating spin-off businesses as well as complementary and supportive businesses and industries.
2. Support mixed-use development projects that integrate non-residential and residential uses into high-quality, unified places. Mixed-use areas provide nodes of concentrated activity and integrate people with jobs, services, and shopping in a pedestrian-friendly environment (also see the Land Use chapter).
3. Support proposals that provide a range of commercial opportunities throughout the City while still considering the importance of preserving the City's character, existing locally owned businesses, and the viability of the Village and North Avenue.

4. Continue to support the establishment of small-scale neighborhood-oriented businesses and mixed use projects along North Avenue and in other areas of the City to serve adjacent neighborhoods without impairing neighborhood character.
5. Encourage and provide incentives for “green” development practices (also see the Natural Resources chapter).
6. Incorporate up-to-date and comprehensive standards for commercial and industrial building and site design into the zoning ordinance. Consider adopting design guidelines for some areas of the City.
7. Reconstitute and more clearly define the role of the City’s Redevelopment Authority (RDA). Consider how the responsibilities of the RDA can complement economic development strategies of Wauwatosa Economic Development Corp. (WEDC), and Wauwatosa Revolving Loan Fund Corp (WRLF), in coordination with Community Development.
8. Continue and expand the marketing of low-interest loans for Wauwatosa businesses available through WRLF.
9. Continue and expand marketing of CDBG to create employment opportunities for low-to-moderate income persons.
10. Continue the strategic use of marketing, investment, and incentive strategies to advance economic development, including the judicious use of tax increment financing, and in cooperation with WEDC and the RDA.
11. Support and advance the clean up of brownfield sites for economic reuse.
12. Coordinate with the WEDC, WRLF, the Village BID, and other local organizations to ensure that existing businesses and industries can continue to grow.
13. Proactively identify appropriate locations for economic growth, including future office and research uses, retail businesses, services, and institutional uses.
14. Support neighborhood-oriented businesses in appropriate locations to help the City maintain “complete neighborhoods” (see the Housing and Neighborhood Development chapter).
15. Prepare an update to the City’s zoning ordinance to better address infill development and redevelopment, and to more effectively advance the City’s economic development goals.
16. Promote and support expansion of mass transit options to the major employment centers in the City.
17. Promote the formation of additional Business Improvement Districts in the City (e.g. North Avenue) and support local business associations (e.g. East Town Business and Merchant Association [ETBMA]). Continue to support established business associations.
18. Incentivize economic development and redevelopment through the proactive and strategic use of Tax Increment Financing and CDBG funds. Decisions to use TIF and CDBG should be based on clearly established criteria.
19. Plan for and promote transportation system enhancements and infrastructure maintenance and upgrades that support and accommodate economic growth in the City (also see the Utilities and Community Facilities and Transportation chapters).
20. Explore options for establishing alternative building codes that would apply to rehabilitation projects for older or historic buildings. Alternatively, explore options for providing funding assistance for these types of projects.

## PROGRAMS AND RECOMMENDATIONS

### Developing Wauwatosa's Regional Role as a Center for Research and Innovation

#### **Milwaukee County Grounds: Life Science Center**

At the time this *Plan* was written, the Milwaukee County Grounds (MCG) was in the process of positioning itself as a Life Science Center, a national center for medical and bio-medical research, specialized critical care, education, and economic development approaching the model of a Cleveland Clinic or a Johns Hopkins. Given the combined assets assembled at MRMC and MCRP, the Milwaukee 7 regional alliance and others have identified bio-medical technology, medical devices, automation, and health care as an area that is poised for major growth within the region. And in the years prior to the Milwaukee 7 initiative, a pilot regional effort led by UWM gave birth to the Bio-Technology Alliance (BTA); a consortium of regional higher educational institutions dedicated to furthering inter-institutional collaborations and the region's research profile. Realizing this vision will require that bio-medical research, high volume patient care, and early-stage technology-transfer be concentrated in proximity to MRMC and MCRP.

In this context, the addition of the UWM Engineering School to this site would be a catalyst for increased innovation, skills training, commercialization, and business development in and around Wauwatosa and could help catapult the MCG toward its vision of becoming a Life Science Center. This would further allow the City to attract new residents and private investments, grow its economic base and stabilize its population, and advance the regional economy beyond City borders. The City will continue to collaborate with Milwaukee County, representatives of MRMC and MCRP, and, potentially in the future, Milwaukee 7 to support appropriate new development on and around the County Grounds.

New development on MCG also illuminates opportunities to create a master-planned and integrated "campus" setting that maximizes use of remaining space and preserves the unique features of the site. To this extent, it is the City's goal to ensure that future development on the MCG meets the following objectives:

- ◆ Development is comprised of mutually supportive land uses, including large-scale health care facilities and other similar institutions, high-quality professional offices, research, development, and testing uses, educational institutions, and other supporting uses (e.g. day care, health club, and bank).
- ◆ New development has generous landscaping (preferably native plants managed through alternative irrigation systems), limited or uniform signage and attractive lighting (dark skies compliant, when possible).
- ◆ New development should be organized around common open space features and an internal circulation plan that is interconnected with the arterial roadway system, adjacent neighborhoods, and pedestrian and bicycle facilities.
- ◆ New development should be designed to accommodate potential future transit opportunities, such as bus rapid transit and commuter rail (see Transportation chapter and map).
- ◆ New and expanded buildings will comply with the design standards identified later in this chapter.
- ◆ Development will not infringe upon existing natural areas that have been designated and planned for long-term preservation and park use, using the principles outlined in the 2004 Plan for the Milwaukee County Grounds: Northeast Quadrant as a guide (also see the Utilities and Community Facilities chapter).

#### **What is "Green" Development?**

"Green" development is a term used to describe the practice of increasing the efficiency with which buildings and their sites use and harvest energy, water, and materials. "Green" development is intended to reduce negatives impacts on human health and the environment through better siting, design, construction, operation, and maintenance.

Examples of "green" development techniques may include the installation of bio-retention facilities, rooftop vegetation, pervious pavement, infrastructure to capture heat from industrial processes to heat buildings, and promoting the siting of complementary businesses and services close to one another to reduce drive time and the consumption of fossil fuels.

- ◆ The City will work with Milwaukee County, MRMC, and University of Wisconsin—Milwaukee to develop this site as a national model for environmentally sustainable or “green” design. This may include exploration of the following:
  - Best management practices for managing stormwater runoff (see Natural Resources chapter);
  - Use of alternative energy systems, including active and passive solar and co-generation;
  - Techniques for the conservation and reuse of water;
  - Coordinated campus recycling programs;
  - Programs to encourage use of public transit or bicycling or walking to work;
  - Purchasing locally-sourced goods and services;
  - Purchasing local food (see Agricultural Resources chapter);
  - “Green” building and site design.

#### The Costs and Benefits of Sustainable Development

As more developers and builders around the nation gain experience in environmentally sustainable development practices, the up-front costs of building “green” have gone down considerably. The additional costs that do remain are typically offset within a few years by other savings and benefits associated with green development. In most cases, the real value in sustainable design is realized over many years, both in terms of monetary savings, and in terms of benefits to environmental and human health.

Case studies in recent years indicate that green buildings typically cost 1 to 2 percent more in up-front costs than conventional buildings, but that this initial investment can result in longer term savings equal to roughly 20 percent of total construction costs. In addition, developments that integrate green design principles have been shown to provide more physically and mentally healthful environments for people, increasing employee productivity. Green development has also become a marketable advantage for companies and institutions because commitments to sustainability are often associated with cutting edge business and technology, as well as an overall positive reputation. This helps companies and institutions that build green to attract the best young talent and to market themselves as socially and environmentally responsible.

When considering how to incorporate green development practices into a project, case studies indicate that one of the most significant strategies to maximize cost savings is to integrate these ideas into the project as early as possible, rather than trying to fit them in later in the process.

*Sources: Developing Sustainable Planned Communities, Urban Land Institute  
Green Building Costs and Financial Benefits, Gregory H. Kats, 2003*

### **I-45 Corridor: Innovation Alley**

In addition to promoting regionally significant economic growth *on* the MCG, the City will be proactive about capturing economic growth emanating from MCG by directing redevelopment activities to appropriate locations. Such areas may include the Burleigh Triangle, and the areas shown on the Future Land Use map as Light Production, General Production and Distribution, and Employment Area. The I-45 corridor may be used as a “bridge” between existing and future health-science research institutions and existing and future product development and precision manufacturing industries. This “technology corridor” will be viewed as an opportunity for researchers, innovators, entrepreneurs, venture capitalists, and skilled workers in the fields

of bio-medical technology, nanotechnology, medical devices, and automation to network and collaborate in a mutually supportive environment. Promoting the siting of such businesses and industries in the City will bolster the City's economy and help provide family-supporting jobs for Wauwatosa residents into the future.

To further advance these goals, the City may also explore opportunities to provide broadband, WI-FI services either city-wide or in certain key areas of the City. This would likely involve substantial research to ensure that such a service would be a success. Various resources are available to assist communities in achieving this goal, such as the Intelligent Community Forum, which strives to share best practices from communities around the world related to broadband economies.

### **Implement the Burleigh Triangle Plan**

This 2005 Plan included recommendations for the future redevelopment of the Burleigh Triangle (or the area just west of Mayfair Road and straddling Burleigh Street). This area is appropriate for high-density, mixed use development, comprised of office, retail, and high-rise multi-family residential geared toward professionals, empty nesters, and active retirees (see concept plan in the Land Use chapter). It is expected that redevelopment of this site will help advance the redevelopment of surrounding sites in this area of the City, will function as a possible annex to the MCRP, and will provide a concentrated and vibrant activity center in the northern portion of the City. Over the planning period, the City will continue to actively pursue the redevelopment of this site, using the implementation steps outlined in the Burleigh Triangle Plan as a guide and working with WEDC, the RDA, and other public and private partners as necessary.

### **Enhance Mayfair Road's Position as the Region's Premier Commercial Service Corridor**

Over the planning period, escalating traffic issues, pedestrian safety concerns, and uncoordinated development along Mayfair Road may threaten the future viability of this important regional shopping destination. To reverse these trends and enhance the aesthetic and functional integrity of this corridor, the City will consider the preparation of a Mayfair Road corridor plan. This plan should further guide development/redevelopment along the corridor by prescribing land use density, architectural, and design standards, defining streetscaping guidelines to help unify the corridor, and coordinating improvements in traffic circulation and pedestrian and bicycle connections. The plan should also define an implementation strategy and priorities.

As Mayfair Mall reaches capacity, this plan can also help direct complementary retailers and other businesses to appropriate nearby locations, such as the Burleigh Triangle. During the preparation of this plan, the City will collaborate with WisDOT to identify ways to mitigate negative impacts to this corridor during Zoo Interchange reconstruction. Another key strategy for maintaining the viability of this corridor is to promote a balance of retail, service, and office uses, particularly along the southern portion of Mayfair Road. This will help mitigate traffic, create a more vibrant and attractive corridor, and provide important locations for businesses that complement existing and future uses in the Regional Medical Center campus, Research Park, and in and around the Burleigh Triangle area. For example, extended stay hotels or temporary housing arrangements for traveling employees or people staying in the City for hospital treatment are appropriate businesses for Mayfair Road.

### **Focusing on North Avenue: Tosa's Main Street**

Running east-west through the City, North Avenue functions as one of Wauwatosa's most important neighborhood-oriented commercial corridors. In addition to providing convenient and accessible goods, services, and community facilities to the surrounding neighborhoods, North Avenue has the potential to better unify east and west town Tosa. To maintain and enhance the character of North Avenue, the City intends to work in collaboration with ETBMA, WEDC, business owners, and nearby residents to develop a corridor plan for North Avenue. Such a plan should address the following:

- ◆ Enhancing pedestrian friendliness and safety along the corridor. This may involve the installation of public improvements to more clearly define and regulate pedestrian and traffic zones, including the installation of medians, modified on-street parking regulations, alternative pavement types (e.g. brick) and additional traffic lights.

- ◆ Define a unified streetscaping and signage theme that helps to connect the area west of Mayfair Road with the area east of Mayfair Road and East Town Tosa but that also helps to signal transitions between unique segments of the corridor such as East Town Tosa, Mid-Town Tosa, and West Town Tosa.
- ◆ Promote and support the establishment of business associations in areas like Mid-Town and West Town Tosa.
- ◆ Address strategies for shared public parking in key locations to encourage people to get out of their cars and walk between destinations.
- ◆ Ensure the long-term viability and visual appearance of buildings along the corridor.
- ◆ Advance the redevelopment of key sites and the rehabilitation of certain buildings to preserve and enhance the character of the corridor.
- ◆ Consider ideas for programmed events along the corridor.
- ◆ Develop an implementation strategy that defines opportunities for the City, RDA, and WEDC to actively assist in the redevelopment and revitalization process (e.g. land acquisition, establishment of public parking, land assembly).
- ◆ Promote the establishment of more commercial block watch efforts, especially along North Avenue and potentially Bluemound Road. Coordinate these efforts with the Community Support Division of the Wauwatosa Police Department.

**Enforce High-Quality Design Standards for Non-Residential Development**

To ensure that new or expanded commercial, office, industrial, and mixed-use development complements the character of the City and enhances the value and image of the community, the City will continue to enforce high-quality design standards for new development/redevelopment projects. The City will also consider including some or all of these standards in its updated zoning ordinance, while at the same time allowing flexibility for unique redevelopment or infill projects for which compliance with certain design criteria are inappropriate or would undermine the viability of the project.

1. High-quality landscaping treatments to all bufferyards, street frontages, paved areas, and building foundations;
2. Heavily landscaped parking lots with perimeter landscaping and/or landscaped islands, along with screening to block views from streets and residential uses, but still following “Crime Prevention Through Environmental Design” (CPTED) principles;
3. Street trees along all public street frontages for larger-scale redevelopment projects;
4. Parking to the sides and rear of buildings, where appropriate, rather than having all parking in between buildings and the street;
5. Intensive activities areas such as building entrances, service and loading areas, mechanical equipment, outdoor storage areas, and trash receptacle storage areas positioned away from less intensive land uses and, except for entrances, near the backs of buildings;

**What is CPTED?**

Crime Prevention Through Environmental Design, or CPTED, is an approach to deterring crime based on the idea that criminal behavior can be influenced and dissuaded through the strategic design of the built environment. CPTED design principles include the following:

- ◆ **Natural Surveillance:** A person is less likely to commit a crime if they think someone else will see them do it. Lighting, window placement, and visibility from the street and other public areas, are important components to consider.
- ◆ **Natural Access Control:** Walkways, fences, lighting, signage, and landscaping can be used to clearly guide people and vehicles to and from proper entrances and keep people out of certain areas.
- ◆ **Territorial Reinforcement:** Pavement treatments, landscaping, and signage can be used to more clearly distinguish private areas from public areas and to define ownership of an area.
- ◆ **Maintenance:** Poorly maintained properties tend to be subject to higher crime rates. Maintaining the appearance of properties not only increases their value but also deters criminal behavior.

*Source: [www.cptedsecurity.com](http://www.cptedsecurity.com)*

6. Complete screening of loading docks, dumpsters, mechanical equipment, and outdoor storage areas through use of high-quality landscaping, walls, and architectural features;
7. Common driveways, parking, and circulation areas so that vehicles are able to move from one area of the site to another (and from one site to the adjacent site) without re-entering a street and to maximize efficient use of sites and parking;
8. Safe, convenient, and separated pedestrian and bicycle access to the site from the parking areas to buildings and to adjacent commercial developments;
9. Site layout features that allow pedestrians to walk parallel to moving cars and allow cyclists comfortable access and parking;
10. Signage that includes quality materials and compatible appearance with buildings, and modest in height, number, and square footage;
11. Full cut-off “shoebox” style lighting to keep downcast illumination on the site;
12. High quality building materials, such as brick, wood, stone, and tinted masonry whenever practical;
13. Canopies, awnings, trellises, bays, and particularly windows to add visual interest to facades;
14. Variations in building height and roof lines, including parapets, multi-paned and pitched roofs, and staggered building facades (in other words, variations in wall-depth or direction);
15. All building facades with architectural details of similar quality and the front building façade, if not identical material selections;
16. Central features and focal points that add to the comfort of people on the site and community character, such as patios, benches, fountains, trellises, or artfully designed stormwater facilities;
17. Within multi-occupant development projects, buildings arranged and grouped so that their orientation complements each other and adjacent buildings; frames adjacent street intersections and parking lots; features pedestrian and/or vehicle access ways and spaces; and properly considers the arrangement of parking lots, gathering spaces, and other site amenities.

The WEDC administers a commercial building improvement grant, which provides up to \$10,000 to commercial property owners who would like to enhance the appearance of their existing buildings. This program is competitive and grants are typically awarded to projects in the Village, along North Avenue, or along Bluemound Road.

### **Enhance the Unique Character and Vitality of the Village**

The future vitality of the Village will depend on the City’s ability to continuously attract businesses and visitors to the area without intensifying traffic concerns, maintain the Village as a central gathering place for City residents, and celebrate the Village’s history. In recent years, the Village Business Improvement District (BID), in collaboration with the City, has done an excellent job marketing the Village. Over the planning period, the City will continue to invest in and promote the long-term vitality of the Village by focusing on the following:

- ◆ **Attract additional businesses to the Village:** The City, in cooperation with the Village BID, WEDC, and WRLF will continue to use marketing, investment, and incentive strategies to promote and retain specialty retail businesses, offices, and services in the Village.
- ◆ **Preserve Historic Structures:** Work with



*The pedestrian bridge over the River and into the Village helps enhance the walk-ability of this important area of the City.*

Village property owners, businesses, the BID, and the Historic Preservation Commission to preserve and renovate historically significant buildings cost effectively (also see the Cultural Resources chapter).

- ◆ **Manage Traffic and Maintain a Pedestrian Friendly Environment:** Maintaining the Village as a safe, convenient, and enjoyable place to shop, dine, and visit is one key to ensuring its future vitality. One general strategy for ensuring this is to plan for and accommodate alternative ways for people to get in and out of the Village without using their cars. In the longer term, this may include identifying the Village as an important rail stop in the City (see the Transportation chapter).
- ◆ In the shorter term, one strategy may include working with businesses and institutions on MCG to provide a shuttle service between the Regional Medical Center and the Village. In the future, this shuttle could also extend to Mayfair Mall, creating a loop between the Village, North Avenue, and MCG. The Shuttle could be used by the employees of businesses and institutions on MCG, employees of the Mall and surrounding retail locations, shoppers, people visiting the Regional Medical Center, and students of the Medical College (and, potentially in the future, the UWM engineering school). The City can also take ongoing measures to ensure dedicated and safe pedestrian connections within the Village and extending to the Menomonee River and Hart Park and to other surrounding neighborhoods. To help mitigate pedestrian safety concerns, the BID may also consider working in conjunction with the Wauwatosa Police Department to identify strategies for enforcing safe driving.
- ◆ **Promote a variety of compatible land uses:** Part of what will continue to make the Village a unique and interesting environment is a diversity of compatible uses, including retail, dining, office, service, and appropriate residential uses. Such diversity encourages 24-hour activity in the Village, with different uses mutually supporting one another. As part of its zoning code update, the City will prepare revised provisions for the Village zoning district to accommodate and facilitate a desirable mix of uses. Infill, redevelopment, and rehabilitation projects in the Village should be regulated so as to maintain the character and image of this area of the City. Key design standards for such projects should be documented in the City's up-to-date zoning ordinance.
- ◆ **Consider State Street an important extension of the Village:** The State Street corridor offers unique opportunities to extend the character of the downtown and provide locations for housing, mixed use, and commercial projects that complement Village amenities and the charm of surrounding neighborhoods. In the years leading up to this planning process, this transformation had already begun. Future redevelopment projects along this corridor should focus on mixed-use projects and higher density multi-family residential uses, potentially including unique artisan spaces and small-scale retail and employment uses. The corridor may also provide a distinctive and desirable location for quality student-oriented housing, to support the UWM Engineering School and the Medical College of Wisconsin.

The City will also explore opportunities to collaborate with the City of Milwaukee on a more detailed corridor plan for State Street since this corridor extends well beyond Wauwatosa's limits and into downtown Milwaukee.

### **Utilize the Internet to Help Streamline the Development Review Process**

It is anticipated that the City of Wauwatosa will be in a dynamic state of growth and change for the foreseeable future. Given the volume and complexity of development proposals likely to pass through City Hall in the upcoming years, it is in the interest of the community, City staff, public officials, and local developers for the City to maintain a development review and permitting process that is as efficient as possible. Streamlined review processes will help establish positive working relationships between applicants and City staff and officials, will encourage and facilitate the types of development projects desired by the community, will be more cost effective for both the City and the applicants, and will save time for everyone involved in the review and permitting process.

In addition to updating the City's zoning ordinance to more appropriately guide development, the City's website provides a relatively cost-effective, convenient, and accessible resource for advancing this goal. At the time this *Plan* was written, the City's website already provided a source for general information on permitting



and development review; a link to City ordinances; information on City staff, the Plan Commission, and Council; and answers to frequently asked questions.

However, the website did not provide a one-stop location for information and instructions related to the City's development review and permitting processes. Therefore, the City will consider an update to its website, which may include the following:

A link to this *Comprehensive Plan*, with particular emphasis on the Future Land Use map and Land Use chapter. Concise descriptions of the procedures followed by the City for the review of different applications (land division review, zoning map amendments, PUDs, conditional uses, etc.). These descriptions should also specify the following information for each different type of review (some of the following information may have already been available on the website at the time this *Plan* was written):

- ◆ The necessary number of public hearings associated with the review process;
- ◆ The number of meetings required and with which groups (i.e. Plan Commission, Council, City staff, other committees);
- ◆ The body that will make the final decision regarding the application and what criteria their decisions will be based on;
- ◆ The expected timeline for the process and for making a decision.
- ◆ This information may best be summarized in flow charts.
- ◆ Checklists of submittal requirements for each stage of the review processes. The City may also post example submittals for applicants to use as models.
- ◆ Interactive Maps that provide a breadth of data for each parcel in the City: address, property owner information, zoning, future land use, official mapping information, etc. The City already has a map like this available, but access to the map is restricted to staff and other authorized individuals.
- ◆ Tables summarizing the requirements for different zoning districts.
- ◆ Tables summarizing standards for sidewalks, street trees, land dedication, stormwater management requirements, etc.
- ◆ An interactive calendar that shows when City meetings are held and allows applicants to quickly identify their deadline for submitting materials.
- ◆ Opportunities to submit materials online. Eventually, the City may also consider allowing the replacement of large-format drawings required as part of application submittals with high-resolution PDFs, which could be submitted online.

The City, in collaboration with WEDC, WRLF, and the Village BID, will also maintain open communication with local developers and property/business owners to determine what else can be done to help improve development review and permitting processes and allow appropriate flexibility without compromising quality and design standards. For example, the City may identify opportunities to expedite review processes for proposals that are expected to have minimal impact on the community, advance important community goals, or to reward applicants who propose innovative techniques, such as "green" development projects.



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## CHAPTER 2.3: HOUSING & NEIGHBORHOOD DEVELOPMENT

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Wauwatosa’s exceptional neighborhoods and quality housing are some of the City’s most important long-term assets. In the interest of preserving quality of life and maintaining the City as a highly desirable place to live, this chapter of the *Plan* includes goals, objectives, policies and recommended programs to promote continued reinvestment in Wauwatosa’s homes and neighborhoods.

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### GOALS, OBJECTIVES, AND POLICIES

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#### **Goal**

*Provide a variety of housing types at a range of densities, designs, and costs to accommodate a wide range, lifestyles, and life stages.*

#### **Objectives**

1. Encourage the development of a broader range of housing types, densities, and costs throughout the City, while preserving the integrity and overall composition of existing neighborhoods.
2. Encourage a variety of high-quality work-force housing options.
3. Preserve the integrity and composition of existing neighborhoods.
4. Promote the long-term maintenance of the existing housing stock.
5. Promote vibrant, safe, and attractive residential neighborhoods.
6. Incorporate high quality multi-family housing on mixed use infill and redevelopment sites.

#### **Policies**

1. Plan for a sufficient supply of housing to accommodate a variety of income levels, age groups (including young couples and seniors), and household sizes.
2. Encourage initiatives that strengthen existing neighborhoods through the maintenance of the housing stock; promotion of home ownership; creative reuse of vacant or under-utilized buildings; infill development; and the development, maintenance, and improvement of parks, streets, and other public infrastructure.
3. Ensure that redevelopment and infill development in existing neighborhoods complements the character and scale of existing homes while still allowing for neighborhood reinvestment.
4. Plan for higher-density multi-family housing in parts of the City where streets and sidewalks can handle increased amounts of traffic; there is access to parks, shopping, and other community facilities, and where access to public transportation is available or planned.
5. Enforce high-quality design for all new and expanded multi-family developments.
6. Promote development of an adequate supply of high-quality senior housing options. Direct such developments to areas that are close to services that seniors typically require, including public transit.
7. Support and promote block watch programs that help ensure the security and safety of City neighborhoods.
8. Support unique housing options, such as live-work developments and cooperative housing.
9. Promote “complete neighborhoods” that offer a compatible mix of residences, services, businesses, community facilities, jobs, recreation, and education.

## PROGRAMS AND RECOMMENDATIONS

### Support a Range of Quality Workforce Housing Options

The City will continue to support policies and programs that provide high-quality, workforce housing options throughout the community. The following strategies will be explored:

- ◆ **Promote the maintenance of existing neighborhoods:** Wauwatosa’s unique existing neighborhoods are one of the City’s greatest assets. Ensuring the long-term stability and maintenance of these neighborhoods is critical to the on-going health of the community. This can be accomplished through:
  - Using Community Development Block Grants, loans, or other programs described earlier in this chapter for housing rehabilitation and to promote more home ownership in older neighborhoods.
  - Ensuring that zoning standards (e.g., setbacks) do not discourage appropriate new home construction or additions.
  - Continuing ongoing maintenance of older neighborhoods through sidewalk replacement, street resurfacing, park equipment replacement, and sewer, water, and stormwater infrastructure, and other similar initiatives.
  - Consider updates to the City’s property maintenance code to regulate both the outside and inside of all properties in the City. The City will also explore ways to systematically and uniformly enforce this code. Given the overall age of the housing stock in the City and the existing high level of investment in the City’s neighborhoods, a comprehensive and well enforced property maintenance code will ensure the long-term integrity of neighborhoods, maintain property values, support home ownership, preserve historic character, and encourage on-going reinvestments.
  - Work with the Historic Preservation Commission and property owners to designate neighborhoods for historic preservation, as appropriate. Continue to bolster neighborhood identity through the installation of banners, informational signage and other unifying features (also see the Cultural Resources Chapter).
- ◆ **Support Multi-Family Housing Options:** Higher density housing has become an increasingly important component of the City’s overall housing stock. Well-designed multi-family development provides alternative housing options for seniors, young professionals, students, and other residents who either cannot yet afford or do not wish to live in or maintain a single-family home. Multi-family housing should include both renter-occupied (apartments) and owner-occupied (condos, townhouses) options. Too often, community resistance to higher density housing is a

#### What is Live/Work Development?

Live-work development, sometimes called zero-commute housing, refers to mixed-use development projects that combine home with the workplace. Live-work projects can vary with respect to how closely workspaces and living spaces are integrated. This can depend on the character and scale of the surrounding neighborhood, the nature of the building site, and on the types of non-residential uses for which the units will be marketed. While many live-work projects allow for the workspace and living space to be combined within the same unit (e.g. artist’s loft), spaces may also be designed so that workspace is separated from living space by a wall or a floor. Or, the spaces may be located in two separate structures divided by a courtyard or other short walking distance. Live-work projects can take the form of single-family homes, townhouses, or multi-unit buildings.

Such live-work projects allow for small business owners and self-employed individuals to focus on their business or career without having to sustain excessive overhead costs. Live-work developments also help create a collaborative and social atmosphere for people who work from home, an experience that can otherwise be quite isolating.

The most frequently cited live-work projects tend to be geared towards artists. However, the live-work arrangement can be appropriate for many other entrepreneurs and professionals.

The term “live-work” is also often used to refer to larger-scale developments or neighborhoods in which both residential and employment uses have been integrated or located in close proximity to one another.

result of people’s experience with poorly designed multi-family developments that do not reflect the character of the community, or are generally unattractive. To address these issues, the City will continue to enforce design standards for these types of developments, (see recommendation below) and ensure that the scale of such developments is compatible with the surrounding neighborhood (also see the Land Use chapter recommendations).

- ◆ **Promote “live-work” opportunities:** In Wauwatosa, specifically intended live-work, mixed-use development projects may be appropriate in areas such as along State Street or in the Burleigh Triangle (see sidebar and the Land Use chapter). When preparing its zoning ordinance update, the City will consider provisions to address live-work development scenarios. The City also intends to consider revising its zoning standards related to home occupations to assure that they allow for an appropriate range of options, while still protecting the integrity of the surrounding neighborhood.
- ◆ **Promote Cooperative Housing:** To support a diversity of workforce and unique housing options, the City will be open to the idea of cooperative housing or co-housing options in appropriate locations. Residents of a housing cooperative own a share in a corporation that owns or leases the buildings and/or land in which they live. All shareholders are entitled to live in a specific home or unit on the property and have a vote in the corporation. Shareholders pay for their proportionate share of the amount it costs to run the cooperative, including underlying mortgage payments, property taxes, management and maintenance costs, insurance, utilities, and costs associated with any reserve funds. Although housing cooperatives can be comprised of any housing type—including townhouses, apartments, single-family homes, and senior housing units—the common thread among all co-ops is democratic control by all members of the cooperative. This is typically accomplished by maintaining volunteer boards of directors that are elected by all co-op members. Many co-ops also have committees that are responsible for overseeing things like activities and newsletters. Maintenance is either handled by co-op members or by a hired manager or management company.

There are also types of housing arrangements that are *similar* to housing cooperatives in that they are democratically run by residents, but they may or may not be cooperatively owned. These include co-housing. Co-housing offers residents a strong community environment. They often have extensive common amenities, such as a common house and common open space and recreation areas. Co-housing developments are managed by the residents, but few are cooperatively owned. Rather, they are typically set up like condominiums.

Some co-ops or co-housing arrangements can also function as live-work developments (e.g. artists cooperative).

### **Ensure High-Quality Multi-Family Development**

When evaluating proposals for new or expanded multi-family development, the City will enforce high-quality design standards, including those listed below, and will consider codifying these standards in an up-to-date zoning ordinance.

For moderate and high density multi-family (see Land Use chapter for descriptions), the following design standards will be considered.

- ◆ Incorporate architectural design that fits the context and character of the surrounding neighborhood.
- ◆ Encourage site layouts where buildings appear as a grouping of smaller residences, where appropriate.



- ◆ Use brick and other natural materials on building facades.
- ◆ Avoid monotonous facades and box-like buildings by incorporating balconies, porches, garden walls, varied building and facade setbacks, varied roof designs, and bay windows.
- ◆ Maintain a human scale by orienting buildings to the street with modest front yard setbacks (0 to 20 feet), bringing street-oriented entries close to public sidewalks to increase pedestrian activity, and including private sidewalk connections.
- ◆ Feature prominent, well-lit entryways.
- ◆ For parking lots and garages: (a) locate garage doors and parking lots so they are not the dominant visual element; (b) screen parking areas from public view, while still following “Crime Prevention Through Environmental Design” (CPTED) principles; (c) break up large parking lots with landscaped islands and similar features; (d) provide direct links to building entrances by pedestrian walkways physically separated from vehicular movement areas; (e) large parking garages are undesirable, but where necessary, break up facades with foundation landscaping, varied facade setbacks, and recessed garage doors.
- ◆ Provide generous landscaping of sufficient size at time of planting. Emphasize landscaping (a) along all public and private street frontages; (b) along the perimeter of all paved areas and in islands in larger parking lots; (c) along all building foundations; (d) along yards separating land uses which differ in intensity, density, or character; (e) around all outdoor storage areas such as trash receptacles and recycling bins (also include screening walls in these areas); (f) around all utility structures or mechanical structures visible from public streets or less intensive land uses.
- ◆ When feasible, provide on-site open space and/or outdoor common area (e.g. courtyard, roof-top patio) to serve residents.



*Example of Urban Density Multi-Family: Extensive use of glass and brick, an articulated façade, and balconies*



*Example of how the human scale of a building can be enhanced by “stepping back” upper stories*

For urban density multi-family (see Land Use chapter for description), the following design standards will be considered:

- ◆ Use high-quality materials on building facades (brick, stone, glass, etc.).

- ◆ Avoid monotonous facades and box-like buildings by incorporating balconies, porches, garden walls, varied building and facade setbacks, varied roof designs, and bay windows.
- ◆ Maintain a human-scale even with higher-rise buildings by orienting buildings to the street with modest front yard setbacks (0 to 20 feet), bringing street-oriented entries close to public sidewalks to increase pedestrian activity, and including private sidewalk connections. Also consider bringing the footprint of the building closer to the street while “stepping back” upper stories (see photo)
- ◆ Feature prominent, well-lit entryways
- ◆ Screen dumpsters and utility and mechanical structures (including rooftop equipment).
- ◆ Encourage underground parking supplemented by on-street parking and minimal surface parking (for use by visitors): (a) locate garage doors and surface parking lots so they are not the dominant visual element; (b) screen surface parking areas from public view; (c) provide direct links from surface parking to building entrances by pedestrian walkways physically separated from vehicular movement areas;
  - Large above-ground parking garages are undesirable, but where necessary, break up facades with foundation landscaping, varied facade setbacks, and recessed garage doors.
  - If larger surface parking areas are necessary, break up the lot with landscaped islands and similar features.
- ◆ When feasible, provide an outdoor common area (e.g. courtyard, roof-top patio) to serve residents.
- ◆ Consider connections to adjacent amenities, including shopping, entertainment, and employment centers, parks and open spaces, and other community facilities.

### **Provide Options for Seniors and Retirees**

As the City’s baby boom generation ages, it will become increasingly important that alternative housing options are available for residents who would like to move out of their single family homes while still remaining in Wauwatosa. To address this, over the planning period the City will promote a range of quality housing options including senior and/or assisted living options, and other appropriate condominium and apartment options. Such residential developments place comparatively few demands on public services, especially those geared exclusively toward seniors and retirees. Having such options available for residents who no longer wish to maintain a single-family home can also help ensure that there are more single-family options available for young families moving into or upsizing within the community.

### **Support “Complete Neighborhoods”**

The term “complete neighborhood” refers to neighborhoods comprised of a compatible mix of housing, businesses, services, jobs, recreation, education, and other community facilities to increase the ability of residents to meet their day-to-day needs within their neighborhood, reduce the demand for vehicle trips, increase residents’ ability to walk and bike to key destinations, and locate mutually supportive uses within close proximity to one another. While it is unlikely that every neighborhood in the City will be able to serve all resident’s daily needs, Wauwatosa will strive to maintain a land use pattern that allows an appropriate mix of uses within or in close proximity to all neighborhoods in the City, without compromising the integrity and character of these neighborhoods.

As the City updates its zoning ordinance to advance the policies in this *Plan*, it will take into consideration provisions to promote “complete neighborhoods” throughout the City, such as an updated neighborhood-oriented business district, and provisions for live-work units in appropriate locations (see recommendation above and call-out box). The City may also consider revising its regulations for home occupations to allow one non-family/non-resident employee. The City will continue to invest in key community assets such as neighborhood schools and parks, support and foster neighborhood organizations and initiatives, and will consider long-term approaches for mitigating land use conflicts.

See the Transportation chapter for an analysis of “complete neighborhoods” in Wauwatosa at the time this *Plan* was written and the Future Land Use chapter for a description of the City’s desired future land use pattern.





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## CHAPTER 2.4: TRANSPORTATION

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Just as the City's transportation network has helped to shape its form over time, future transportation options will be vital in helping to support Wauwatosa's economy and quality of life. To promote a comprehensive and sustainable transportation system that can accommodate all users, this chapter of the *Plan* includes goals, objectives, policies and recommended programs related to the City's transportation network.

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### GOALS, OBJECTIVES, AND POLICIES

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#### **Goal**

*Provide a safe and efficient transportation system that meets the needs of multiple users in and around the City, supports economic growth, facilitates biking and walking, and emphasizes the value of public transit.*

#### **Objectives**

1. Maintain an interconnected road, pedestrian, and bike network.
2. Encourage development designs, land use patterns, and development densities/intensities that support and complement a range of transportation options, including walking, biking, and various forms of public transit (e.g. bus rapid transit and commuter rail).
3. Coordinate with SEWRPC, Milwaukee County, and WisDOT to actively participate in multi-jurisdictional transportation system planning and improvements.
4. Provide for adequate road capacities and safe road conditions in cooperation with the county and state.
5. Coordinate with other units of government as necessary to ensure adequate transportation facilities for trucking, transit, and rail, as well as air and water travel.
6. Ensure safe, efficient, and well maintained neighborhood streets.
7. Plan for and promote transportation system enhancements that can accommodate and bolster economic growth in the City.

#### **Policies**

1. Follow the 5-Year Improvement Program to provide for upgrading of local roads to help avoid fluctuations in budgets on a year-to-year basis and promote responsible borrowing of funds, where necessary.
2. Take advantage of road upgrades and improvements to establish bike paths and routes on local streets throughout the City to connect neighborhoods with schools, parks, jobs, and shopping.
3. Consider mapping bike paths, road extensions, and other transportation improvements on an Official Map, where appropriate.
4. Work with Milwaukee County and private providers to continue and expand transportation options to those who require them, such as the elderly, disabled, and children.
5. Expand the existing trail network, and work with the county, state, and surrounding communities to interconnect regional trails and bike routes.
6. Support installation of traffic calming devices along key corridors such as North Avenue and State Street.
7. Work with the Milwaukee County Transit System to continue to provide quality transit service to the City.

8. Work closely with WisDOT to plan for upgrades to the Zoo Interchange, ensuring that negative impacts to adjacent properties are minimized during construction and that transportation contingency plans are in place.
9. When planning for future development on the County Grounds, consider future transit and how the design of development and internal circulation patterns could be used to better accommodate transit options and facilitate transit ridership.
10. The City will explore working with Milwaukee County to market Timmerman Airport as a corporate airport, enhancing the attractiveness of the area for business.
11. When planning for future commuter rail opportunities, the Village will be considered an important rail stop in the City, with the Little Red Store potentially serving as the focal point.
12. Explore opportunities to promote and/or sponsor a car sharing program in Wauwatosa.



*The Little Red Store still stands along the railway, having once served as the City's first train depot.*

## **PROGRAMS AND RECOMMENDATIONS**

### **Continue to Make Upgrades to Existing City Roadways**

The City will continue to make upgrades, as needed, to local roads and will continue to budget for these projects by annually updating the 5-Year Capital Improvement Program and associated 5-Year Paving Program. The City will continue to work with the County and the State to make repairs and upgrades to County and State highways. When possible, utility upgrades should be combined with roadwork. Roadway upgrades and, in a couple cases, right-of-way expansions will be critical to supporting planned growth. For example, expanding Wisconsin Avenue's right-of-way in the area south of the Regional Medical Center (see Map 2.4-1a) will be necessary to facilitate traffic flow in this area of the City and also to accommodate Express Transit and other long term regional transit options (see section below on promoting regional transit systems).

The City also has an opportunity to take advantage of roadway reconstruction and upgrades to enhance safety for bicyclists and pedestrians and to upgrade the aesthetic quality of important corridors such as North Avenue by continuing to install streetscape improvements along these roadways. Streetscaping projects are likely to occur incrementally, over a period of years, usually in coordination with roadway or redevelopment projects.

Following is a list of local roadway projects planned to occur over the planning period:

- ◆ Upgrade Highway 100 bridge over the Menomonee River

- ◆ Upgrade the Capitol Drive bridge over Menomonee River
- ◆ Install intersection improvements at the intersection of Highway 100 and Bluemound Road
- ◆ Reconstruct Wauwatosa Avenue from State Street to Harwood Avenue (2011)

For an up-to-date five-year list of street resurfacing projects, see the City's Capital Improvement Program.

### **Extend Existing Roads to Facilitate Traffic Flow and Development**

Map 2.4-1a depicts future extensions and expansions to existing local roads that may be necessary to improve the safety and efficiency of the City's roadway system and to facilitate traffic flow. The most significant of the recommendations is the proposed extension of Swan Boulevard south to Watertown Plank Road, providing a more convenient and efficient means of accessing MRMC from the north. Road extensions are also proposed for the Burleigh Triangle area. Also indicated on the map is a road extension between Burleigh Street and Wirth Street to serve new development in this area and the planned extension of 124<sup>th</sup> Street (indicated in the Regional Transportation System Plan for Southeast Wisconsin: 2035). Right-of-way expansions are also being shown along Watertown Plank Road and in a small section of Wisconsin Avenue to accommodate traffic as well as potential mass transit options (described in more detail below).

### **Focus on Alleviating Traffic Congestion**

Although the recommendations in this chapter emphasize the importance of providing a comprehensive transportation system that facilitates biking, walking, and public transit, the City also recognizes the importance of maintaining an efficient and convenient network of roads and highways to preserve a high quality of life in the Wauwatosa and maintain suitable access to area businesses.

Map 2.4-1a shows key intersections where traffic congestion was especially problematic at the time this *Plan* was written. The City intends to plan for and install upgrades and improvements to these roadways and intersections to help alleviate traffic congestion, cooperating with WisDOT and Milwaukee County where appropriate. This may include upgrades and modifications to traffic signals and signal coordination, intersection traffic engineering improvements, access management improvements, and other roadway modifications. Roadway extensions, such as those identified in the recommendation above, may also help provide alternative and more efficient traffic routes, thereby helping to alleviate congestion in certain parts of the City.

At the time this *Plan* was written, WisDOT was nearing completion of the West Suburban Traffic Impact Analysis. This study will include recommendations for improvements to certain roadways in Wauwatosa that support and complement upgrades to the Zoo Interchange and accommodate projected traffic volumes in the City. When the study is completed, the City will work with WisDOT and other agencies, as needed, to advance the recommended improvements that are determined to be in the best interest of the community.

### **Coordinate with WisDOT on the Zoo Interchange Project**

The Zoo Interchange reconstruction project will have a profound and positive impact on the City's future, particularly with respect to economic growth. At the same time, if not managed properly, the construction process could have serious detrimental effects on the City's existing businesses, particularly the Milwaukee Regional Medical Center, which is the source and recipient of roughly 6 million vehicle trips per year and is reliant on the efficient inflow and outflow of emergency vehicles and trucks that bring goods, materials, and equipment. Businesses and industries throughout the City, in the Milwaukee County Research Park, and along other nearby corridors such as Mayfair Road and Bluemound Road also depend on the efficient operation of the Zoo Interchange and Highway 45 corridor. The City's local arterials do not have the capacity to support all the traffic that may be rerouted during interchange reconstruction. Therefore, as WisDOT proceeds with plans for the interchange, it will be imperative that the City maintains a prominent seat at the table, helping to ensure that *before* construction begins there are plans in place to guarantee that an adequate level of highway service will be maintained, the City's streets will not have to bear the full brunt of rerouted traffic, and the impact on City businesses and residences is minimized.

The City will also work with WisDOT to identify opportunities to capitalize on the interchange project to improve access to the County Grounds, beautify and enhance the image of the community (also see the Cultural Resources chapter), bury utilities and power lines, and enhance pedestrian and bike connections.

### **Promote Regional Transit Systems**

As the Milwaukee region continues to evolve, growing concerns about traffic and global environmental and energy issues are driving the exploration of new ways to move people between their homes, jobs, and shopping and entertainment destinations. Wauwatosa recognizes that the future quality of its economy, environment, and way of life will largely depend on finding ways to innovatively address transportation issues.

In recent years, several strategies for improving mass transit opportunities in the region have been proposed and examined. Among the strategies proposed to be implemented within the planning period are a bus rapid transit system and an express transit system, both of which would both provide expedited service back and forth from downtown Milwaukee to Wauwatosa and potentially beyond. Although plans for these systems vary, the first phase of the express transit service has been proposed to extend along Wisconsin Avenue with stops located approximately every ¼ to ½ mile. Service may also eventually be extended out to Brookfield and Waukesha. Alternatively, bus rapid transit service would utilize the freeway system and would extend from downtown Milwaukee along Interstate 94 and enter Wauwatosa via Highway 45. Service could also continue on to serve outlying suburbs, including Brookfield, Waukesha, Delafield, and Oconomowoc. The bus rapid transit system would have stops every three to five miles.

In order to meet the region's longer-term transit needs and to ensure that regional transit systems do not eventually become bogged down by traffic, the Regional Transportation System Plan for Southeast Wisconsin: 2035 includes recommendations proposing that over time bus rapid transit service be upgraded to a commuter rail system and that express transit be upgraded to a light rail system. The differences between commuter rail, light rail, and other types of rail-based passenger transit are outlined in Figure 2.4-1. Potential routes for bus rapid transit, express transit, commuter rail, and light rail are illustrated on Map 2.4-1a.

Through the planning period, the City will remain engaged in on-going discussions regarding regional transit options and will collaborate with SEWRPC, WisDOT, Milwaukee County, and other agencies as necessary to help advance regional transit initiatives and to aid in the preparation of corridor studies, environmental impact statements, and other reports as necessary. The City will also continue to consider how future development and land use decisions will affect the eventual success of regional transit options. The locations identified on Map 2.4-1a as "Transit Oriented Development Opportunities" are meant to call out areas of the City adjacent to proposed transit routes that are particularly appropriate for potential transit stops and associated nodes of concentrated activity that will support and facilitate transit ridership. Such areas should also provide parking facilities whenever possible.



*Express Transit could eventually operate within reserved and/or priority lanes, where appropriate, to increase the efficiency of the system.*

*Photo from Mayor Barrett's Comprehensive Transit Strategy for Milwaukee*

**FIGURE 2.4-1: COMPARISON OF SELECTED CHARACTERISTICS OF DIFFERENT TYPES OF RAIL PASSENGER SERVICES**

Characteristic	Light Rail	Heavy Rail	Commuter Rail	Conventional Intercity Rail	High Speed Rail*
Vehicles (usual type)	Modern articulated streetcars	Modern sub-way or elevated cars	Locomotive hauled or self-propelled coaches	Locomotive hauled coaches	Locomotive hauled coaches
Train Length	1-3 cars	4-10 cars	2-8 coaches	2-14 coaches	8-12 coaches
Propulsion System	Electric using overhead wire	Electric using third rail	Diesel-electric <sup>1</sup>	Diesel-electric	Electricity from overhead wire
Right-of-Way Requirements	New surface alignment	New grade-separated alignment	Existing mainline	Existing mainline	Upgraded existing or new railroad mainline trackage
Route Length (typical in miles)	5-15	5-15	20-50	50-2000	100-500
Station Spacing (average in miles)	¼ to 1	½ to 2	2 to 5	5-50	10-50
Boarding Platforms as Stations	Low or High	High	Low	Low	High
Fare Collection (typical)	Self-Service	At Stations	On-Board	On-Board	At Stations or On-Board
<b>Speed</b>					
Max. Operating (mph)	50	70	79	79-90	125-250
Average Along Route (mph)	10-20 <sup>2</sup> 20-30 <sup>3</sup>	25-40	30-50	40-70	100-150
Primary Passenger Market (typical)	Trips within densely developed urbanized areas	Trips within densely developed urbanized areas	Trips within metropolitan areas between suburbs and major urban centers, including central business district	Long-distance trips between cities	Long-distance trips between major metropolitan areas
<b>Frequency of Service</b>					
Peak Period	5-10 minutes	5-10 minutes	30-60 minutes	1-2 hours	30-60 minutes
Non-Peak Period	10-20 minutes	10-20 minutes	1-3 hours	Daily	1-2 hours

<sup>1</sup> Self-propelled coaches may be either diesel-electric, diesel hydraulic, or diesel mechanical.

<sup>2</sup> Extensive use of street rights-of-way.

<sup>3</sup> Extensive use of exclusive grade-separated rights-of-way.

Highlighted columns represent options being considered for service within the Milwaukee region

\* High Speed Rail is also being considered for service between Milwaukee and Madison as part of the Midwest Regional Rail Initiative

Source: SEWRPC

**Enhance the Walk-ability and Bike-ability of Wauwatosa**

To enhance the walk-ability and bike-ability of all neighborhoods in Wauwatosa, the City will explore the following strategies. Existing and proposed bike and pedestrian facilities are shown on Map 2.4-1b

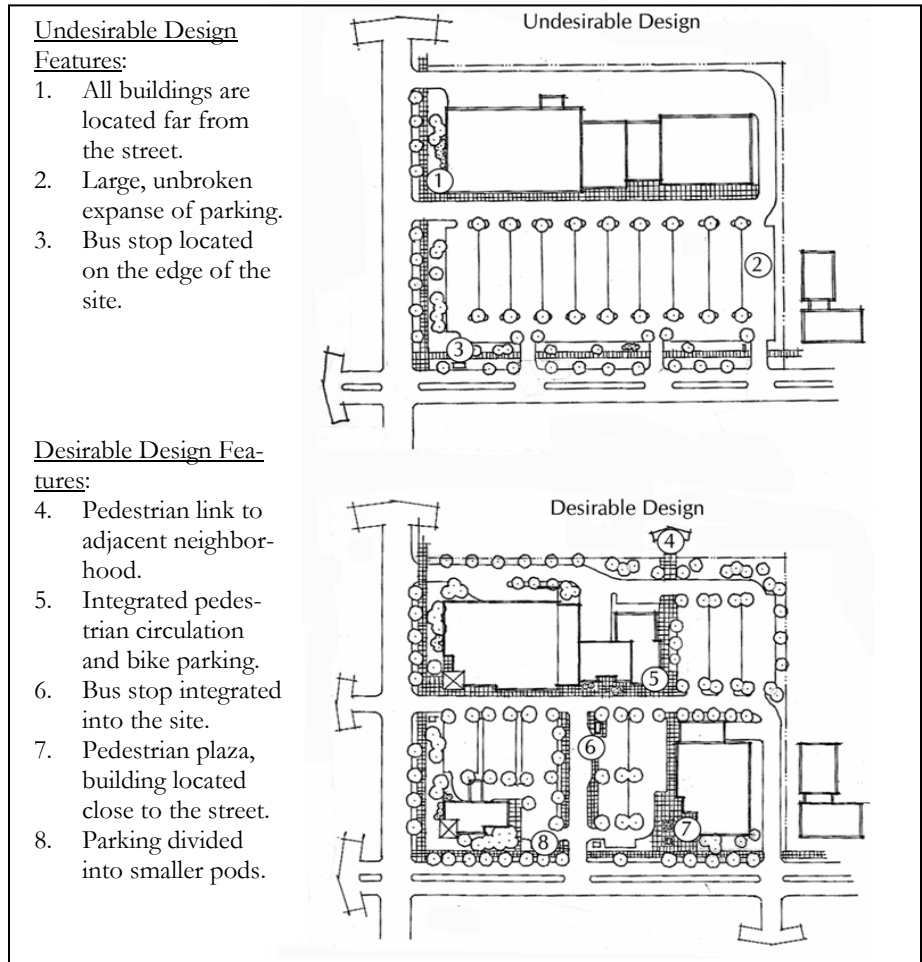
- ◆ **Require future development to be designed for pedestrians:** As redevelopment and infill development occurs throughout Wauwatosa, the City will promote development designs and densities that facilitate and encourage walking and biking. This may include encouraging buildings be built closer to the street with parking in the rear or to the side, requiring the installation of sidewalks and well-lit sidewalk access to and between buildings, and/or the installation of ground floor windows and other pedestrian oriented architectural features, where appropriate (such as along North Avenue).

to the side, requiring the installation of sidewalks and well-lit sidewalk access to and between buildings, and/or the installation of ground floor windows and other pedestrian oriented architectural features, where appropriate (such as along North Avenue).

- ◆ **Support the development of “Complete Neighborhoods”:** In addition to providing a safe and convenient walking and biking environment, another way to encourage people to walk or bike is to ensure that shopping, service, employment, or entertainment destinations are within a comfortable walking or biking distance from residential areas (e.g. coffee shop or small restaurant adjacent to the neighborhood). The term “complete neighborhood”

is used in this *Plan* to describe neighborhoods comprised of a compatible mix of housing, businesses, services, jobs, recreation, education, and other community facilities to enhance residents’ ability to meet their day-to-day needs within their neighborhood and increase likelihood that people will choose to walk or bike to key destinations. The City will strive to maintain a land use pattern that allows an appropriate mix of uses within or in close proximity to all neighborhoods in the City, without compromising the integrity and character of these neighborhoods. Also see the Housing and Neighborhood Development chapter for further discussion of this subject

- ◆ **Support the development of “Complete Streets”:** The term “complete streets” refers to streets that are designed and operated to enable safe access for all users, including pedestrians, bicyclists, motorists, and transit riders of all ages and abilities. The Complete Streets Coalition provides resources and information on how to transform existing roadway corridors into “complete streets.” ([www.completestreets.org](http://www.completestreets.org)). This organization also provides information on how communities can adopt “complete streets” policies.



- ◆ One step towards developing complete streets may be to prepare a bike and pedestrian plan. The City could establish an ad hoc bike and pedestrian committee to help oversee the development of this *Plan* and to advise the Council on strategies for improving walkability and bikeability in Wauwatosa. As a starting point, Map 2.4-1b illustrates conceptual locations for future trails and bike facilities. The city, intends to take advantage of opportunities as they arise for installing these facilities, such as installing bike lanes at the time of street upgrades and repairs. The Zoo Interchange Project also presents an opportunity to enhance bicycle and pedestrian connections in this area of the City. The City should also integrate bike and trail plans into an up-to-date park and recreation plan (see the Utilities and Community Facilities chapter) to ensure these connections between parks, schools, and neighborhoods and to increase the City's chances for receiving WisDOT and WisDNR grant monies for such facilities. In order to help breach major barriers to walking and biking, the City may also explore opportunities for constructing pedestrian bridges in certain areas, such as across Mayfair Road. Pedestrian and bicycling barriers also exist in areas of the City where there is no direct connection from one area of the City to another. For example, the Bluemound Country Club acts as barrier between neighborhoods to the east and the school campus west of Mayfair Road. A multi-use path running along the southern boundary of the Country Club could help to directly connect these two areas (See Map 2.4-1b).



*Example of wayfinding signage along a bike trail*

- ◆ **Recognize the Menomonee River Parkway as an Important Transportation Corridor:** Just as Mayfair Road, North Avenue, Bluemound Road, and other local arterials function as key transportation corridors for automobile traffic, the Menomonee River Parkway provides an important and vital corridor for bike and pedestrian traffic. At the time this *Plan* was written, segments of the Parkway were already served by an off-street, paved, multi-use recreation trail. However, for other large segments of the Parkway, the off-street trail had not been completed, and bicyclists, pedestrians, joggers, and other trail users were required to move onto the roadway. Due to the increasing popularity of this corridor for recreation and bike and pedestrian transportation, sharing of the road was becoming a concern, both in terms of safety and traffic congestion.
- ◆ Map 2.4-1b illustrates the City's plans to complete the off-street path along the entire length of the corridor, thereby alleviating the need for trail users to travel on the street. The City considers this project a priority and will work in coordination with Milwaukee County to plan for and construct the new trail segments. Not only will completion of this trail provide for a safer and more convenient alternative transportation route, but it will also help bring together different areas of the City, allowing the Parkway to evolve into a more unifying community feature.
- ◆ **Safety Features and Enforcement:** The City will continue to plan for safety improvements for pedestrians and bicyclists along key corridors such as North Avenue, State Street, and Mayfair Road, at major intersections, and in other areas of the City such as in the Village. This may involve the installation of public improvements such as medians, divided bike lanes, alternative pavement types at crossings (e.g. brick), additional or modified traffic signals (e.g. pedestrian countdown signals, automated pedestrian sensors), and red light enforcement cameras. In some cases, the City may also explore opportunities for constructing pedestrian bridges or underpasses. In cooperation with the Police Department, enhancing pedestrian and bicyclist safety may also involve strategies for enforcing safe driving, particularly in areas

such as along North Avenue and in the Village, and developing public education programs to teach bicycle safety.

- ◆ **Install pedestrian oriented wayfinding signage, maps, and interpretive signage:** In addition to providing wayfinding signage for people traveling by car, the City can develop a signage system oriented towards bicyclists and pedestrians. Also see the Cultural Resources chapter.
- ◆ **Explore opportunities for shared public parking on North Avenue:** The City will explore opportunities to provide additional locations for shared public parking along North Avenue and may also consider modified on-street parking regulations in certain areas to give people the option of leaving their cars in one location and walking from shop to shop.
- ◆ **Consider Holding a “Sunday Parkways” Event:** Sunday Parkways are times that have been set aside either on the weekend or holidays in which a selected street or streets are closed to car traffic and opened for walkers, bikers, skaters, or anyone else who wants to stroll down the street. During such an event, only the closed street is affected, as all other cross traffic can flow normally, moving across the closed intersecting street like normal. On larger, divided roads, one side of the road can be left open, with the other side accommodating traffic going in both directions for the day. Sunday Parkway events can serve as recreational opportunities, and can benefit businesses along the corridor or in other parts of the community. For example, a Sunday Parkways event along North Avenue could include opportunities for businesses to set up their goods in outdoor stands along the street. Vendors could sell food, t-shirts, arts and crafts, and clothes. A Sunday Parkways event requires no permanent infrastructure making it easy to host a pilot event without long-term investment. If successful, the event can be held and frequently or as infrequently as the City desires. Such an event could complement other City events such as “Stroll the Avenue,” City block parties, and City corn roasts.
- ◆ **Connect to regional trails:** To provide a continuous and efficient trail and bike facilities system, the City will continue to coordinate with SEWRPC, Milwaukee County, Waukesha County, and surrounding municipalities when planning for future trails and bike facilities to identify ways to interconnect these facilities and extend the functionality of these systems as both recreational amenities and transportation networks. This includes the completion of the off-street trail along the Menomonee River Parkway, as described above.
- ◆ **Utilize Safe Routes to School Funds:** At the time this *Plan* was written, the City had recently been awarded Safe Routes to School grant money to implement a Safe Routes to School project. The City, in collaboration with the School District and other interested organizations, will utilize the many resources available at the National Center for Safe Routes to School to apply for additional grant monies for future projects and to generally support and sustain a Wauwatosa Safe Routes to School Program (see call-out box), enhancing children’s ability to walk and bike to school. One potential future project may be to develop biking and walking facilities along Grantosa Creek to connect the neighborhoods on the north side of the City to Madison Elementary School and Wauwatosa West High School.
- ◆ **Apply for Bicycle Friendly Community (BFC) Status:** The BFC campaign is a program designed to recognize and award municipalities that have taken steps to actively support, encourage, and accommodate bicycling for transportation and recreation. The program is administered by the League of American Bicyclists. Communities who apply for BFC status are judged in five categories: Engineering, Education,

#### What is Safe Routes to School?

Safe Routes to School programs are locally-based initiatives to better enable children to safely walk and bike to school. The National Center for Safe Routes to School is an organization designed to assist communities in developing their own successful Safe Routes programs and strategies. The National Center offers a centralized source of information on how to start and sustain a Safe Routes to School program, case studies of successful programs in other communities, as well as many other resources for training and technical assistance.

*Source: National Center for Safe Routes to School*



Encouragement, Enforcement, and Evaluation and Planning. The engineering category relates to what types of facilities are available for bikers (e.g. bike lanes, bike and multi-use paths, places for park bikes, and the condition of the road network). Education measures the availability of general bike and bike safety information for bikers and motorists (e.g. maps, tips sheets, manuals, courses). The encouragement category relates to how well the community promotes bicycling as measured by the presence of programs and events such as Bike Month, Bike to Work Week, and community bike rides, or the availability of community bike maps, route finding signage, or similar materials. Enforcement measures the connections between the cycling and law enforcement community (e.g. bike related laws, presence of a law enforcement bike division, etc.). And lastly, the Evaluation and Planning category relates to what systems the community has in place to evaluate its current programs and plan for the future. For instance, one basic component of this category is whether or not the community has an adopted bike plan.

To help organize the ongoing effort to promote biking in Wauwatosa, the City may work towards achieving BFC status. The City could begin by appointing someone to obtain and review the application for the BFC award to get an idea of where Wauwatosa's shortcomings are and what can be done differently and better to promote biking in the City.



Map 2.4-1a: Existing and Planned Transportation Facilities



Map 2.4-1b: Existing and Planned Bike and Pedestrian Facilities



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## CHAPTER 2.5: UTILITIES AND COMMUNITY FACILITIES

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The future growth and viability of the City will largely depend on the City's ability to maintain reliable utilities and community services, including water, sewer, police and fire service, schools, and parks. As part of the public participation events that took place early in this planning process, residents identified the City's quality school and other services and one of the most highly valued characteristics of the community. To maintain this high level of service, this chapter of the *Plan* includes goals, objectives, policies and recommended programs to maintain and enhance the City's utilities and community facilities and services. Figure 6.2-1 summarizes these recommendations and provides a timeline for when utility and facility upgrades or other actions will occur.

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### GOALS, OBJECTIVES, AND POLICIES

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#### **Goal**

*Promote an effective and efficient supply of utilities, community facilities, parks, and public services that meet the expectations of City residents and business owners and that are designed to accommodate long-term City growth.*

#### **Objectives**

1. Coordinate utility and community facilities planning with land use, transportation, natural resource, and recreation planning.
2. Ensure the provision of a sufficient number of parks, recreational facilities, and open space areas to enhance the health and welfare of City residents and visitors.
3. Provide quality accessible park, recreation, library, and open space facilities and services to meet the needs of all age groups in Wauwatosa.
4. Ensure that the costs for new community services, facilities, and utilities are distributed fairly and equitably.
5. Ensure that the City's utilities and services, including water, sewer, fire, EMS, and police, have adequate capacity to accommodate projected future growth.
6. Continue to work with the school districts to ensure high-quality neighborhood school facilities to serve existing and future residents.

#### **Policies**

1. Maximize the use of existing utilities and facilities (such as public water, sanitary sewer, and power lines), and plan for necessary upgrades to these facilities to accommodate growth.
2. Because the City is entirely served by public sewer, the City does not intend to pursue policies related to the regulation of on-site wastewater treatment systems.
3. Work to maintain high standards of excellence in the provision of public safety services, including police, fire, and EMS.
4. Provide quality accessible school and library facilities and services to meet the needs of all age groups in the City.
5. Continue to require all new large-scale development/redevelopment in the City to make provisions for handling stormwater.
6. Continue to cooperate with the private sector to provide access to exceptional health care and child care facilities.
7. Support the School District in planning for upgrades to school facilities, as needed.

8. Continue to update the City's Park and Open Space Plan every five years to ensure that the City remains eligible for State and Federal grant monies.
9. With input from the City's recycling committee, consider waste reduction education programs and promote recycling. Continue to provide reliable solid waste disposal and recycling services.
10. Cooperate with the Milwaukee Regional Medical Center on future plans for the provision of utilities and services to ensure quality uninterrupted service to these facilities.
11. Make revisions to other ordinances and codes as necessary to implement the recommendations in this *Plan*, including City building codes, mechanical codes, housing codes, and sanitary codes.
12. Continue to implement a capital improvement program (CIP) in order to effectively manage debt capacity for large infrastructure projects.
13. Explore opportunities to provide new park spaces and amenities to accommodate the City's residents as well as organizations and recreational programs.
14. Coordinate utilities and infrastructure expansion with the redevelopment of the Zoo Interchange.

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## PROGRAMS AND RECOMMENDATIONS

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### **Continue to Provide High-Quality Park and Recreational Facilities and Programs**

As the City of Wauwatosa grows and changes, it will be critical to not lose sight of the important role parks, natural areas, and recreational amenities play in supporting overall quality of life in the City. Public input received during the comprehensive planning process revealed a significant interest in preserving and enhancing the City's parks and green spaces. At the four vision workshops held in September 2007 (see the Issues and Opportunities chapter, Volume One for details), participants identified opportunities and priorities for the future of the City. At each of the four workshops, participants called out the preservation of parks and green spaces as a key opportunity for Wauwatosa.

In built-out communities such as Wauwatosa, finding new opportunities to carve out park space can be challenging, and in a time when municipal and county budgets are becoming increasingly tighter this challenge becomes even more difficult to overcome. Yet, when it comes to parks and green spaces, Wauwatosa is already ahead of the game. Therefore, the City's challenge will be less about creating opportunities for parks and more about taking appropriate advantage of the opportunities that exist and ensuring that the City's existing green spaces are preserved long into the future. Furthermore, the availability of parks will continue to be an important economic development and marketing advantage for the City. Such amenities have been shown to attract residents and businesses, raise property values, and help maintain the viability and overall quality of life in communities across the nation.

To address this, the City will consider the following strategies:

- ◆ **Maintain an Up-to-Date Park and Open Space Plan:** In order to remain eligible to receive federal and state grant monies, communities are required to prepare an updated Park and Open Space Plan every five years. At the time this *Comprehensive Plan* was being prepared, the City's most recent Park and Open Space Plan was 10 years old. Ideally, the City intends to prepare an update to its park plan, and will strive to continually update the plan every five years to ensure that the information in the document is complete, that it reflects the vision of the community, and that the City can maintain its eligibility for State and Federal grant monies. In Wauwatosa, a well-prepared Park and Open Space Plan should address the park, recreation, and open space needs of all residents, and suggest visionary and cost-effective strategies for maintaining and enhancing the City's unique park and recreation system.
- ◆ **Consider Intergovernmental Opportunities:** The City will consider opportunities to collaborate with surrounding communities and the County to provide park and recreational facilities and programs. Because the City is so intimately connected with its neighbors and so much of the City's green space is County-owned and managed, many more opportunities exist to collaborate with surrounding governments and Milwaukee County to achieve park and recreation goals. Collaborative efforts may involve the



provision of parkland (Hartung Park is an example of this), park maintenance agreements (especially since County park funds are so tight), programming (Wauwatosa's recreational programs are available to people who live outside of Wauwatosa), and the provision of trails (also see the Transportation chapter).

- ◆ **Remain Open to Partnerships:** The City will remain open to and in some cases seek out partnerships with other agencies and organizations to help accomplish its park and recreation goals. Such partnerships can be developed with both non-profit and for-profit organizations, allowing the City and its partners to pool resources, accomplish goals that might otherwise be unattainable, and achieve mutual benefit. Partnerships can also have the effect of broadening ownership of and increasing public support for park and recreation projects. Partnerships may involve cash donations, access to alternative funding sources, property investments, labor, donation of materials or equipment, sponsorships, and donations of technical and/or management skills. Along the same vein, the City, in cooperation with the School District and neighborhood associations, can continue to coordinate community working/volunteer days to help with park maintenance or the construction of new park amenities, where appropriate. The City could also coordinate an initiative to get residents involved in designing, raising funds for, and building a unique City playground, or other park space.

The City could also seek the services of the Center for Resilient Cities (formerly the Urban Open Space Foundation) to get help with fund raising, project management, technical assistance, and community organizing.

- ◆ **Identify Opportunities for New Parks and Public Gathering Places:** Map 2.5-1 shows areas that represent potential or planned future parks. At the time this *Plan* was written, Hartung Park was already evolving as a new neighborhood park and the property at the intersection of 60<sup>th</sup> Street and State Street had already been acquired by MMSD and may become City-managed green space. The property on the west side of the City north of the Police Station represents a significant opportunity to establish a community gathering space in this neighborhood and to provide additional parkland in this area of the City.

Public input received early in this process revealed that many residents feel that the west side of the community lacks public gathering places. A neighborhood park in this area of the City offers a chance to change that. In planning for a park in this location, the City intends to keep neighborhood residents intimately involved in the design of the park and will consider visionary options for

#### Explore Becoming a Playful City!

Playful City, USA is a national recognition program administered by the organization Kaboom. The program honors communities that commit to promoting children's ability to play. To apply to become a Playful City, communities need to meet the following five commitments:

1. Create a local Play Commission task force (in Wauwatosa, this could be the Parks and Forestry Board).
2. Design an annual action plan for play (could initially be done as part of the City's Park Plan update).
3. Conduct a playspace audit of all publicly accessible play areas (could be done as part of the City's Park Plan update).
4. Identify current spending on capital projects and maintenance of play spaces.
5. Proclaim and celebrate an annual play day.

The benefits of becoming a Playful City include:

- ◆ The City will receive highway signage, awards, and special incentive opportunities.
- ◆ Be included in a national media campaign and be provided local media support.
- ◆ Have access to all of Kaboom's resources, including training sessions and grant opportunities.
- ◆ Have access to online resources and communication vehicles to stay in touch with other Playful Cities nationwide.
- ◆ Be recognized as a national municipal leader at recreation conferences.

Source: [www.kaboom.org](http://www.kaboom.org)

making the park a unique and accessible space for all users, incorporating both active and passive components.

As redevelopment projects occur, the City will promote and encourage the integration of small parks, courtyards, and other public spaces into these projects. For example, office, commercial, and mixed use projects can incorporate public areas that provide a space for employees or shoppers to eat lunch, read the newspaper, and take a break from working or shopping. These spaces may include paved areas, but can also accommodate some green space. Trees, landscaping, and water features should be incorporated whenever possible.

Rooftop gardens can also provide additional and unique park spaces, providing the residents of a condominium or apartment building a place to relax and interact with other residents. Rooftop gardens can also provide a nice amenity for the employees of an office or commercial building (also see the Natural Resource chapter).

- ◆ **Consider the Use of Impact Fees:** Communities around the State charge parkland and park improvement fees to help pay the capital costs associated with new residential development. In a built out community such as Wauwatosa, impact fees may not be as effective as they are in communities that have the opportunity to continually grow outward, since new residential growth in the City will be limited. Nevertheless, based on the City's future land use plans (see the Land Use chapter), there is a potential for the City to add several thousand more dwelling units over the next 20 to 30 years, mostly in the form of condominiums and apartments. Even if the City were to institute a relatively modest impact fee of \$500, this could yield over a million dollars of revenue to put toward enhancing the City's park system to accommodate this population. Under State Statutes, in order to charge an impact fee, the community must first prepare a needs assessment to identify the appropriate fee amount, which must bear a rational relationship to the capital costs associated with the new development. This assessment could be completed as part of an up-to-date park and open space plan.
- ◆ **Enhance Connections Between Parks:** A key characteristic of any park system is connectivity, or the extent to which people can access those parks from neighborhoods and other areas of activity without driving. In Wauwatosa, the future walk-ability and bike-ability of the City is of central importance. The City will strive to enhance the trail, sidewalk, and bike facilities system that already exists to ensure that parks are safely accessible by all age and interest groups (also see the Transportation chapter for more information on pedestrian and bike connections).
- ◆ **Maintain Green space Continuity:** The City of Wauwatosa's mature neighborhoods boast beautiful tree-lined streets, adding considerably to the character of the community. Natural vegetation in urban areas helps to provide a sense of continuity between the City's dedicated parkways, parks, and natural areas, bolsters the community's image, preserves environmental health and wildlife habitat, and leads to energy cost savings (also see the Natural Resources chapter). The City has been a member of Tree City, USA since 1982 and will continue to proudly manage and maintain its street trees, ensure the preservation of mature trees throughout the City, and promote the installation and management of other water-efficient landscaping throughout the City (also see the Economic Development chapter). Rooftop gardens are another possible way to provide green space continuity in densely developed areas of the City.

### **Coordinate with the School District**

Wauwatosa's school system is one of its most important long-term assets. Over the planning period, the City will support and coordinate with the School District in planning for its long-range facilities needs. At the time this Plan was written, the District did not foresee the need to construct any new schools within the planning period. However, the District may decide to prepare a Long-Range Facilities Plan to further assess the need for new or updated buildings, particularly in light of the City's plans to accommodate higher density housing on redevelopment sites throughout the community. Although condominiums typically house very few children when compared to single-family housing, the construction of alternative housing options may free up single-family homes, allowing for new young families to move into the community. In this case, the City will play an important role in helping the District to understand future land use and housing plans (which will

help to project future enrollment) and in exploring appropriate timing for future referenda, should the District determine necessary.

The City will also continue to collaborate with the School District on recreational programming and the provision of recreation space in the City, assessing the combined recreational needs of students and the City at large as part of its up-to-date Park and Open Space Plan.

The City may also explore the possibility of including a School District representative on the Plan Commission to facilitate collaboration on planning issues.

**Repair and Upgrade Public Utilities Infrastructure to Accommodate Future Growth**

Over the planning period, the City will pursue the following utility upgrades:

- ◆ Plan for upgrades and repairs to the City’s water storage and distribution system, including pumping stations, water mains, and reservoirs, taking advantage of street reconstruction projects whenever possible. The City will also plan for the construction of a new water tower on the west side of the City. At the time this Plan was written, plans for the water tower were pending expansion of the Milwaukee Water Works distribution system to provide service to eastern Waukesha County municipalities.
- ◆ To maintain the efficiency and reliability of the City’s water system, the City will also explore options for establishing system redundancy in key areas of the City and a direct secondary connection to Milwaukee Water Works. At the time this Plan was written, this was pending expansion of the Milwaukee Water Works distribution system to provide service to eastern Waukesha County municipalities.
- ◆ In cooperation with MMSD, plan for repairs and upgrades to the City’s sewer and stormwater conveyance systems, as necessary. Take advantage of street reconstruction projects whenever possible to perform these upgrades. The Zoo Interchange project presents a unique opportunity to enhance the stormwater management system in this area of the City.

**Upgrade and Expand Existing Municipal Facilities as Necessary**

Over the planning period, the City will continue to plan for and implement upgrades and expansions to existing municipal facilities as necessary. The City will consider opportunities to use such projects as examples of building green, thereby serving as model for future public and private developments, increasing energy efficiency and related cost savings, and promoting employee health and well-being (also see the Natural Resources chapter). Future planned or potential building upgrades and expansions may include City Hall, Fire Station #1, Fire Station #2, the Senior Center, and the public works station/recycling facility

**FIGURE 6.2-1: UTILITIES AND COMMUNITY FACILITIES TIMETABLE**

Utility/Facility	Timetable	Comments
Solid Waste & Recycling Services	2009-2012	Replace, repair, or remove the public works transfer station/recycling facility. If rebuilt, the facility would likely use the same footprint as the existing facility.
	2018+	Replace cleanfill site once it reaches capacity.
Stormwater Management	Ongoing	Continue to make upgrades and repairs to the City’s storm sewer infrastructure, considering the use of impact fees to help fund these projects as permitted under State Statutes.

**FIGURE 6.2-1: UTILITIES AND COMMUNITY FACILITIES TIMETABLE**

Utility/Facility	Timetable	Comments
	2009-2012	Consider updates to the City’s stormwater management/erosion control ordinances, as necessary to implement the recommendations in this <i>Plan</i> .
Public Works	Annual updates	Continue to utilize the 5-Year Capital Improvement Program to plan for street maintenance and upgrades over the planning period.
Sanitary Sewer Service	Ongoing	Coordinate with MMSD to ensure the ongoing provision of quality sanitary sewer service.
	Ongoing	Continue to make upgrades and repairs to sanitary sewer infrastructure as needed, considering the use of impact fees to help fund such projects as permitted under State Statutes.
Water	Ongoing	Plan for and implement upgrades and repairs to water storage and distribution infrastructure (e.g. pumping stations, water mains) to serve existing development and to accommodate future development, considering the use of impact fees to help fund these projects, as permitted under State Statutes.
	Tentatively on Hold at the time this <i>Plan</i> was written.	Plan for other necessary system upgrades such as a direct secondary connection to Milwaukee Water Works and system redundancy in key areas of the City.
	Tentatively on Hold at the time this <i>Plan</i> was written.	Plan and acquire land for an additional elevated storage tank on the west side of the City.
	Ongoing	Communicate and cooperate with Milwaukee Regional Medical Center on their future water utility needs.
Telecommunications	2009-2012	Continue to explore creation of a wireless network City-wide, or at least “hot spots,” such as in the Village.

**FIGURE 6.2-1: UTILITIES AND COMMUNITY FACILITIES TIMETABLE**

Utility/Facility	Timetable	Comments
	Ongoing	Continue to explore opportunities to better utilize the City’s website and GIS (geographic information systems) software for both internal organization and communication and the communication of ideas of information to residents, property and business owners, and developers (also see the Economic Development chapter).
Power Plants/Transmission Lines	Ongoing	Continue to communicate with the Milwaukee Regional Medical Center regarding their plans for future power generation.
	Ongoing	Continue to work with WE Energies to upgrade and repair power lines and substations as necessary, and cooperate with ATC on future power distribution needs.
Police Station	Ongoing	Continue to upgrade and replace squad cars and equipment as needed over the planning period, considering hybrid or other energy-efficient vehicles when appropriate.
	Ongoing	Invest in upgrades to the police station, as necessary.
Fire Department and EMS services	2009-2010	Construct Fire Station #1, considering opportunities to introduce “green” building elements into the new facility (also see the Natural Resources chapter)
	2012-2018	Expand Fire Station #2 either on-site or by relocating the facility to another site that may allow for better response times.
Medical Facilities	Ongoing	Continue to collaborate with the Milwaukee Regional Medical Center in efforts to grow and expand the campus to benefit the City and the regional economy and to continue to provide exceptional health care.
	Ongoing	Support other clinics and health care facilities around the City to provide quality services.
	Ongoing	Explore opportunities to sustain the quality of services in the community.
City Hall	2009	Replace carpet and air conditioning system and repaint building.
	2012+	Replace the roof; explore opportunities to install a green roof or solar panels (also see the Natural Resources chapter).

**FIGURE 6.2-1: UTILITIES AND COMMUNITY FACILITIES TIMETABLE**

<b>Utility/Facility</b>	<b>Timetable</b>	<b>Comments</b>
	Ongoing	Continue to identify strategies for maximizing use of the existing building.
	Ongoing	Continue to plan and budget for ongoing maintenance and upgrades to City Hall.
Library	Ongoing	Continue to make technological upgrades as necessary and feasible.
Schools	Before 2012	The City will support the School District in the potential preparation of a long-term facilities plan.
	Ongoing	Coordinate with the School District as needed on projects and initiatives such as Safe Routes to School.
Park and Recreation Facilities	2009-2010	Update the City's 5-Year Park and Open Space Plan.
	Ongoing	Continue to cooperate with the City of Milwaukee on the development and maintenance of Hartung Park.
	Ongoing	Continue to pursue the establishment of new parks, as indicated on Map 2.5-1.
	Ongoing	Explore alternative options for handling maintenance of expanding park facilities (e.g. Hart Park).
Bike and Pedestrian Facilities	Ongoing	See the Transportation chapter for more details.
Senior Center	2009-2012	The City will plan for an expansion to the Senior Center facilities (likely on a different site) to accommodate Wauwatosa's future population.
Cemeteries	Ongoing	The Wauwatosa Cemetery Board of Trustees and other cemetery owners and operators will manage the need for cemetery capacity over the planning period. The City will remain in communication with these parties to ensure an ongoing understanding of future need.
Child Care Facilities	Ongoing	Child care services and facilities are expected to meet demand through the planning period and will be handled through private parties.

Map 2.5-1: Existing and Planned Community Facilities





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## CHAPTER 2.6: NATURAL RESOURCES

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Wauwatosa recognizes the value of its natural resources in preserving a high quality of life in the City. To preserve these vital assets long into the future, this chapter of the *Plan* includes goals, objectives, policies and recommended programs to promote environmental sustainability.

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### GOALS, OBJECTIVES, AND POLICIES

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#### **Goal**

*Preserve and protect local and regional natural resources and ecological systems.*

#### **Objectives**

1. Continue to recognize the value of the Menomonee River, the parkways, and other natural features in defining Wauwatosa and enhancing quality of life in the City.
2. Recognize the importance of working with surrounding and overlapping jurisdictions to preserve natural resources.
3. Strive to preserve natural features, including wetlands, rivers and streams, woodlands, wildlife habitats, open spaces, groundwater resources, and other environmentally sensitive areas in and around the City.
4. Protect surface water and groundwater quality, specifically associated with the Menomonee River, Honey Creek, and Underwood Creek.
5. Link the preservation of natural resources with recreational, economic, and educational opportunities.

#### **Policies**

1. Protect groundwater quality by encouraging the clean-up of environmentally contaminated sites, monitoring uses that may cause contamination in the future, and maximizing infiltration in groundwater recharge areas.
2. Because the City is largely built out, there are no opportunities to protect metallic/non-metallic mineral resources within the municipal boundaries.
3. Because the City no longer has any productive agricultural lands, other than community gardens (see Programs and Recommendations below), there are not any opportunities to protect such resources from development. However, the City recognizes that promoting higher density development within the City may help to reduce the amount of development occurring in other parts of the County and region where productive agricultural lands still exist.
4. Cooperate with other units of government, public agencies, and private and non-profit organizations to preserve remaining wildlife habitat areas and protect the rare and endangered species that rely on these habitats.
5. Coordinate with other units of government, public agencies, and private and non-profit organizations (e.g. WisDNR, Milwaukee Metropolitan Sewerage District, SEWRPC) to restore and enhance degraded natural resource areas. Whenever feasible, these areas should be accessible to the residents of the City either for recreation or education.
6. Join in other local and regional initiatives to advance environmental sustainability, such as “Green Milwaukee”
7. Consider opportunities to develop a locally-based sustainability initiative (see programs and recommendations below).

8. Continue to enforce erosion control and stormwater management standards. Emphasize the use of natural drainage systems, construction site erosion control, and permanent ongoing stormwater management and erosion control measures that control the quality, quantity, and temperature of water leaving any site.
9. Review City ordinances to ensure they encourage or at least do not prevent property owners or developers from engaging in environmentally-friendly practices.
10. Ensure the long-term preservation of the Menomonee River Parkway, Underwood Creek Parkway, and Honey Creek Parkway, as well as other open space areas in the City.

## PROGRAMS AND RECOMMENDATIONS

### Take a Leadership Role in Advancing Sustainability

One important way for a community to advance sustainable practices is to lead by example. In Wauwatosa, the following strategies will be explored:

- ◆ Coordinate the efforts and knowledge of City staff, residents, and business owners to identify environmental issues in need of the most immediate attention. Following this exercise, identify short-term projects that can be implemented relatively quickly and easily. Such early successes will help generate enthusiasm and excitement for future directions and will advance the City toward achieving more complex and/or longer-term goals.
- ◆ Refer to the publication “Toward a Sustainable Community: A Toolkit for Local Government” to identify potential strategies for creating greater efficiencies in City operations. This publication was prepared by UW-Extension and outlines approaches that local communities can use to improve the efficiency of their municipal departments both in terms of their impact on the environment and in terms of government spending. The document includes strategies for addressing issues related to energy consumption, buildings, transportation, procurement, city investments, and human resources.
- ◆ Using the “Toolkit for Local Government” described in the bullet point above as a starting point and guide, consider opportunities to build new community facilities or retrofit existing facilities to function as examples of “green” development. For example, when the City decides to replace the roof on City Hall in the next several years, explore options for installing either a green roof, solar panels, or both. Also, in constructing expansions to existing or new facilities such as fire stations, consider how the building can be designed to be more environmentally friendly and energy efficient. These efforts may involve LEED certification, but alternatively the City could develop its own green rating program to evaluate development projects. Also, as the City replaces municipal fleet vehicles, consider opportunities to purchase hybrid, electric, or alternative fuel vehicles.
- ◆ Consider formalizing a Wauwatosa “Green” initiative similar to what is being done in the City of Milwaukee (Green Milwaukee), the City of Madison (MPOWER), and in other communities throughout the

#### What is Sustainability?

The term sustainability refers to a community’s capacity to support the long-term health and welfare of its natural and man-made environment, as well as all forms of life that depend on that environment. A sustainable community is focused not only on protecting natural resources, but also on ensuring a high quality of life for all residents. To achieve an increased level of sustainability, a community must recognize the interconnectedness of all things, as well as the impact their actions have on the greater region and the world.

A community can advance sustainability through a variety of strategies such as promoting comprehensive transportation networks and services, including walking and biking; ensuring a variety of housing options throughout the community; investing in a strong economy that provides a diversity of local jobs, goods, and services; seeking out opportunities to reduce non-renewable energy consumption and waste; and generally by developing comprehensive solutions to resolving complex issues.

state and nation. To advance sustainability objectives, the City may establish a committee to help advise the Council on opportunities and directions that could promote Wauwatosa as a leader in being “green” (Green Team). The committee could also help to further define what sustainability means for Wauwatosa and how a sustainability initiative could be tailored to meet the specific goals of the City. City department heads should also have an active role in establishing a “green” initiative, as they understand the ins and outs of the operation of their departments and have the capacity to propose unique and viable opportunities for decreasing energy consumption and waste, and generally enhancing the sustainability of the community.

At the time this Plan was written, the City was already doing several things towards becoming a greener community. For example, the City is a part of the “America Recycles” Effort and has made recent strides towards advancing recycling in the community (also guided by a recycling committee). Unifying these efforts within the context of a formalized green initiative may help the City understand how much it’s already doing and can help build momentum to do more and build off recent successes.

A more formalized “green” initiative could also support a recognition program whereby businesses or residents doing their part to promote sustainability could be recognized for their efforts.

- ◆ Promote alternative transportation options, including mass transit, walking, biking, and car sharing programs. Also see the Transportation chapter for more details.

### **Advance Stormwater Best Management Practices**

The City will promote progressive stormwater management approaches to mitigate the negative impacts stormwater can have on waterways such as the Menomonee River, Underwood Creek, and Honey Creek, as well as downstream properties.

Traditional stormwater management practices attempt to carry water away from a developed site as quickly as possible after a storm or hold water on-site in constructed ponds. Alternatively, Stormwater Best Management Practices (BMPs) aim to control run-off volume by managing precipitation as “close to where it hits the ground” as possible, thereby facilitating infiltration of precipitation into groundwater and evaporation of water back into the atmosphere. This approach decreases peak stormwater *quantities* and improves the overall *quality* of the stormwater that does enter streams and lakes.

At the time this *Plan* was written, the City required stormwater management plans for all residential development and redevelopment projects proposing 1.5 acres or more of impervious surface and all non-residential development and redevelopment projects proposing 0.5 acres or more of impervious surface. The City has also provided TIF funds to two projects in order to help increase the capacity to manage stormwater on-site.

An effective and comprehensive stormwater management approach may include any or all of the following strategies:

- ◆ **Incorporate progressive construction site erosion control practices.** Construction sites generate a significant amount of sediment run-off if not managed properly. Under current state laws, erosion control plans are required for all construction sites that are larger than one acre. The City will continue to enforce erosion control ordinances and techniques for the protection and continued improvement of water quality. In particular, progressive erosion control systems should be components of new development/redevelopment sites. These techniques include providing silt fencing surrounding the construction project, minimizing the amount of land area that is disturbed throughout the construction process, and quickly reestablishing any displaced vegetation.
- ◆ The Zoo Interchange reconstruction project presents a unique opportunity for the City to cooperate with MMSD and WisDOT to use innovative strategies for managing runoff both during and after interchange reconstruction. This may include techniques such as directing water to specially constructed treatment wetlands.

- ◆ **Utilize infiltration and retention areas.** Where stormwater basins are necessary to effectively manage run-off, such basins and associated conveyance routes should be carefully integrated into the surrounding development pattern and should incorporate native/natural edge vegetation whenever feasible to ensure the aesthetic and functional integrity of the site. The MMSD regional stormwater basin on the Milwaukee County Grounds is a good example of this. In addition to managing runoff, the 90-acre basin will also serve as community green space, and will be surrounded by natural vegetation and walking trails.

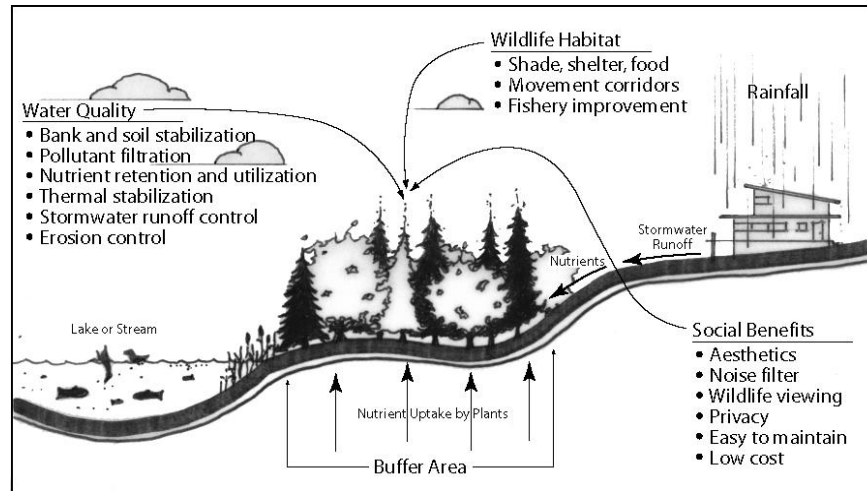
Other on-site infiltration techniques that the City will promote for use on both residential and non-residential properties include the following:

- **Rain gardens:** A rain garden is a landscaping feature that is designed, located, and installed for the purposes of capturing stormwater runoff and allowing it to infiltrate back into the ground. The City may consider codifying rain garden design standards as part of its landscaping ordinance, allowing the construction of rain gardens that meet these standards to apply towards the City's landscaping requirements. At the time this *Plan* was written, the City had received grant money to help reimburse property owners who installed rain gardens. The City was also hosting informational events to teach property owners and interested individuals about how and why to install a rain garden. The City's website also included links to information on how to install a rain garden, the benefits of rain gardens, and where to purchase affordable plants for rain gardens.
- **Rain Barrels:** A rain barrel collects and stores the water that drains from rooftops to prevent it from running off-site. A hose can be connected to the barrel and the collected rain can be used to water the lawn or garden, or to wash the car. Barrels can also be set to slowly empty themselves, allowing the water to filter back into the ground. MMSD currently sponsors a rain barrel program in which it builds rain barrels out of old pickle barrels and sells them to customers at a relatively low cost. The City could take measures to actively promote this program and will consider possible amendments to its ordinances, as necessary, to allow property owners to connect their downspouts to rain barrels.
- **Green (vegetated) roofs:** Green roofs effectively act like sponges, absorbing water from rain storms that would otherwise run off the roof. Green roofs also function as filters, removing pollutants from rainwater. Other benefits to green roofs include reducing the amount of stormwater entering the sewage system, absorbing air pollution, protecting the building's underlying roof material by eliminating exposure to UV radiation and temperature fluctuations, providing habitats for birds and other small animals, functioning as a more attractive alternative to traditional rooftops, reducing the amount of outdoor noise entering the building, reducing energy costs by insulating the building from extreme temperatures, and reducing urban heat island effects (see below). The City may explore options to begin offering incentives for green roof installation. This is also an area where the City could take a leadership role by installing green roofs on future municipal buildings or retrofitting existing buildings, such as City Hall, when roof replacements are necessary.
- **Vegetated buffer strips and berms (Figure 2.6-1):** Locating areas of vegetation either alone or in combination with landscaping berms around properties helps restrict the off-site flow of water. Also, the addition of organic material to soil aids in the decomposition and filtration of pollutants.



The City may also seek funds from programs that are designed to assist in efforts to protect and enhance surface water quality in key areas. Programs may include the DNR Target Runoff Management Program and the DNR River Protection Grant Program.

**FIGURE 2.6-1: EXAMPLE OF VEGETATIVE BUFFER**



- **Phosphorus Bans:** Phosphorus is a chemical commonly found in household and commercial fertilizers. When applied to lawns and landscaping, the chemical can easily be washed into nearby waterways during rainstorms or can travel to these waterways via groundwater. Once higher levels of phosphorus build up in rivers and lakes, these nutrients lead to excessive plant growth. As plant material decays it leads to the overabundant growth of bacteria, which help to break down the plant material. These bacteria consume oxygen, eventually decreasing the level of oxygen in the water enough to suffocate other aquatic life. Excessive algae growth also blocks sunlight from reaching plants and other forms of life that live on the floor of the waterbody, thus further disrupting the aquatic ecosystem. To combat this issue, other communities throughout the Midwest have banned the use of fertilizers that contain phosphorus. For example, the City of Madison has banned the display, sale, and use of fertilizers containing more than trace amounts of phosphorus. Aspects of Madison's law were legally challenged and upheld in court. As another example, Dane County, Wisconsin prohibits the application of lawn fertilizer containing phosphorus to established lawns, golf courses, parks, and cemeteries when soil tests indicate that an excessive amount of phosphorus is already present. To help reduce the amount of phosphorus entering Wauwatosa's waterways (and eventually Lake Michigan), the City will consider putting in place bans similar to those in effect in Dane County and other areas of the Midwest.

The City will also work closely with SEWRPC, WisDNR, and MMSD to institute other programs, as advised, that help reduce the negative impacts of stormwater runoff. For example, the City will consider alternative approaches to de-icing roads in the winter, as excessive amounts of de-icing salt can lead to water quality problems when it is washed into nearby waterways. One alternative being implemented by other communities around the nation is the use of a beet juice mixture. To create the mixture, sugar beet juice is mixed with rock salt. The product is gentler to roads, cars, equipment, and the environment than salt alone, and freezes at a lower temperature than salt alone, meaning it can still be effective in colder temperatures (i.e. below 0 degrees Fahrenheit). The City will also continue to plan for and execute repairs and upgrades to storm sewer infrastructure, as funds are available.

### **Encourage the Construction of “Green” Buildings and Promote Energy Efficiency**

In recent years, cities around the country have begun to encourage more sustainable building practices either by requiring that all new municipal or municipally-funded buildings achieve LEED (Leadership in Energy and

Leadership in Energy and Environmental Design (LEED)® :

#### **A Green Building Rating System**

The LEED rating system is the nationally recognized benchmark for the design and construction of green buildings. The LEED program measures performance in six key areas of human and environmental health: sustainable site selection and design, water efficiency, energy efficiency, materials selection, indoor environmental quality, and innovation in design. For more information about this program, visit the U.S. Green Building Council’s website at [www.usgbc.org](http://www.usgbc.org)

Environmental Design) certification, or by providing incentives for private developers who construct LEED-certified buildings (see call-out box). LEED certification is now available for a diversity of project types, including new construction, existing buildings, schools, retail, healthcare facilities, and homes. Instead of requiring official “LEED” certification, some communities have also codified their own set of “green building” requirements. The City will explore opportunities to promote and encourage the construction of green buildings (Also see the Economic Development chapter).

In addition, the City will consider auditing its existing municipal buildings to identify ways to reduce energy consumption and make building operations more sustainable.

### **Work with the Milwaukee Metropolitan Sewerage District to restore and enhance the Underwood Creek and Honey Creek**

Between 1950 and 1980, the Milwaukee Metropolitan Sewerage District (MMSD) constructed concrete walls along the banks of numerous waterways in Milwaukee County, including sections of the Kinnickinnic River, Lincoln Creek, Underwood Creek, and Honey Creek. The walls were originally installed for flood management purposes. However, in many cases, such channel modifications have done more harm than good. Therefore, in recent years, MMSD has initiated a number of projects intended to restore streams back to their natural state. The Lincoln Creek Environmental Restoration and Flood Management Project is a notable example of such efforts. Beginning in 1998, MMSD removed the concrete walls that once lined the creek, widened the creek corridor, and stabilized the banks with rock beds. Detention basins were strategically located at certain points along the creek corridor to manage stormwater overflows. Since the project was completed, the health, integrity, and aesthetic appeal of the Lincoln Creek corridor have been vastly improved.

Channel rehabilitation projects are now underway in other waterways around the greater Milwaukee region. The City may work with MMSD, WisDNR, and other organizations to encourage the restoration of Underwood Creek and/or Honey Creek.

### **Take Steps to Reduce the Urban Heat Island Effect**

In general, urban areas maintain temperatures that are two to ten degrees warmer than rural areas (see Figure 2.6-2). As urban areas grow and replace natural land cover with pavement and other building and infrastructure materials, temperatures increase for the following reasons:

- ◆ There is no longer natural vegetation to provide shade and to cool the air through evapotranspiration.
- ◆ Buildings and narrow streets can heat the air trapped between them and inhibit air flow.
- ◆ Waste heat from cars, air conditioners, and other sources warm the air.
- ◆ Pavement and other non-natural materials absorb heat energy and radiate heat back out to their surroundings, meaning that rural areas also tend to cool down much more quickly at night.

This warming effect is detrimental to human health and the environment in the following ways:

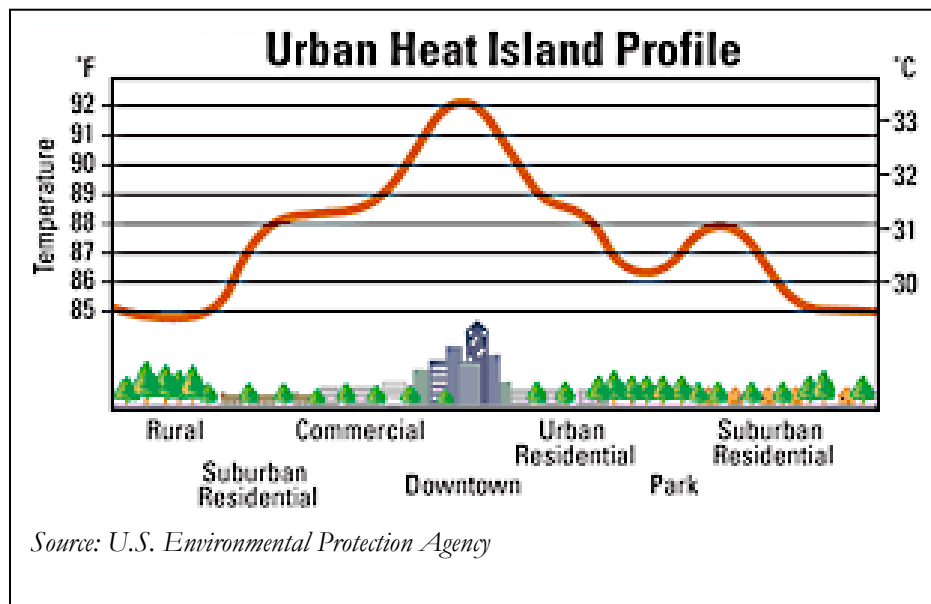
- ◆ Increases the formation of ozone, a pollutant that forms in the presence of heat.

- ◆ Increases the demand for air conditioning, which increases energy consumption, wastes money, and further increases the number of air pollutants released into the atmosphere.
- ◆ Leads to increased rates of heat-related illness and death.

The City may consider the following approaches to minimize the heat island effect:

- ◆ Encourage the installation of “cool roofs”: Use roofing materials that reflect a large percentage of the sun’s energy, instead of absorbing it. This includes the use of materials that are lighter in color (e.g. white or beige), as well as the installation of green roofs, which are described in more detail earlier in this Chapter. Green roofs will not only help to mitigate the heat island effect but will provide stormwater management benefits at the same time.
- ◆ Recognize the importance of maintaining trees and natural vegetation throughout the City. Strive to ensure that paved surfaces and buildings are shaded by trees whenever possible, and take measures to decrease the overall area of pavement used for roads, driveways, and parking lots.
- ◆ Encourage the use of paving materials that are either porous, lighter in color (e.g. light beige, white, light grey), or both.
- ◆ Reduce automobile traffic and promote alternative transportation options, including mass transit, walking, and biking. Also see the Transportation chapter for more details on this.

FIGURE 2.6-2: URBAN HEAT ISLAND



### **Promote Local Natural Areas as “Living Classrooms”**

In a 1998 study titled “Closing the Achievement Gap: Using the Environment as an Integrating Context for Learning,” a survey was given to 40 K-12 schools in 13 states that used off-site open spaces to teach their children. Measured by the student’s standardized achievement scores, the results of the survey demonstrated the positive impact of such learning opportunities.

In recent years, books such as “Last Child in the Woods: Saving Our Children from Nature-Deficit Disorder” document the observation that children are spending less and less time experiencing nature and the environment first-hand, which is a fundamental first step in ensuring that a strong environmental ethic will be passed on to the next generation.

In this respect, the parkways and parks offer significant opportunities for outdoor education, and the River and its surrounding ecosystems function as a local living laboratory for both children and adults. The City's schools, the Recreation Department, and local community organizations and environmental groups have opportunities to enhance awareness of regional ecosystems by developing educational programs that integrate hands-on learning experiences within the parkways.

In 2011, WisDNR is scheduled to begin construction of a Forestry Education Center on the Milwaukee County Grounds. The facility, which will be constructed as a "green" building, will have indoor and outdoor exhibits to teach students and residents of the area about the importance of Wisconsin's forests. The facility will also use surrounding woodlands as an outdoor classroom. The facility will be a great asset to the community and can provide a foundation for other "living classroom" programs and activities.

The City may also explore opportunities to enhance (controlled) public access to unique features such as Schoonmaker Reef, a 425-million-year-old fossil reef located in the southeastern portion of the City.

The City and the School District have access to a variety of resources for enhancing and developing educational programs. Such local resource groups may include Milwaukee County UW extension, Friends of Milwaukee's Rivers, Milwaukee River Basin Partnership, River Revitalization Foundation, Sierra Club Great Waters Group, Trout Unlimited, 1,000 Friends of Wisconsin, and the Urban Ecology Center.

### **Cooperate with Milwaukee County to Ensure the Long-Term Health of the Parkway**

In Wauwatosa, a large percentage of the park system is located within or adjacent to the Menomonee River Parkway, Honey Creek Parkway, or Underwood Creek Parkway and owned and managed by Milwaukee County. In addition to working with the County to ensure the long-term preservation of the City's park system (see the Utilities and Community Facilities Chapter), the City will also cooperate with the County, as needed, to ensure the health of the natural systems that comprise the parkways. This may also involve cooperating with the County, WisDNR, and other organizations to increase public awareness of invasive species and how to prevent the spread of these species. When updating zoning ordinance, consider whether overlay standards would be appropriate for properties adjacent to the parkways.

In conjunction with completing the off-street trail system that extends through the parkways (see the Transportation chapter and Map 2.4-1), the City will also consider opportunities to help fund the installation of interpretive signage along the trail to add to the educational value of the parkways and to help teach people about the natural systems and wildlife that comprise the parkways. Signage could be installed as part of a program to complete the off-street trail along the Menomonee River Parkway (see the Transportation chapter).

Preserving the integrity of the parkways is also vital in maintaining the health and quality of the surface waters they encompass, including the Menomonee River, Honey Creek, and Underwood Creek, as well as downstream waterways and Lake Michigan.



*Interpretive signage along this creek corridor helps to provide trail users with information about the surrounding ecosystem*



### **Promote “Green and Healthy” Schools**

The City’s school system is and will continue to be a significant part of what makes Wauwatosa an attractive place to live and raise a family. The City’s schools can also play an important role in promoting environmentally responsible practices and helping to foster a socially and environmentally healthy community. Although the School District does not currently have plans to construct new school facilities, steps can still be taken to enhance the quality of the school environment and further integrate environmental education into the curriculum. One approach for accomplishing these goals is to join the Wisconsin Green and Healthy Schools program, sponsored by a partnership between WisDNR and the Wisconsin Department of Public Instruction. The mission of this program is to “...increase the students’ knowledge and awareness of Wisconsin’s natural resources and the environmental, health, and safety concerns and challenges that face our schools, our communities, and our Earth. The Green and Healthy Schools program will help students develop the necessary skills and expertise to address these challenges, and to foster life-long attitudes, behaviors, and commitments in order to make informed decisions and to encourage students to become active participants in their communities...”

This program is designed so that students and staff work together to discover how to utilize existing resources to improve the school environment, modify and enhance the school curriculum, and contribute more actively to the surrounding community. In order to achieve Green and Healthy School certification, each school must complete three steps. These include Pledge, Discovery/Inventory, and Action/Implementation. So far, eleven Wisconsin schools have completed all three steps and have been recognized as official Green and Healthy Schools, and over 60 other schools around the State have initiated the process of becoming a Green and Healthy School.

Schools that have engaged in this program have seen a variety of benefits, including a healthier and safer learning environment; increased sense of ownership by staff, faculty, and students; economic savings associated with reduced consumption and operating costs; increased protection of local natural resources; increased connections between the community and the school; use of the school site and facilities as a teaching tool; and increases in academic achievement.

Although the Green and Healthy School program would be implemented by the School District and not by the City, City staff and elected and appointed officials can contribute to this effort by supporting and promoting the program wherever possible, and continuing to facilitate open communication between City staff, council members, School District staff, and school board members.

### **Promote Opportunities for Urban Agriculture/Community Gardens**

Urban agriculture refers to the growing, processing, and distribution of food and other agricultural products in and around cities. There is vast potential for producing food in cities, and examples from around the country include municipal compost facilities, schoolyard greenhouses, community gardens, restaurant supported salad gardens, rooftop gardens, backyard orchards, window box gardens, and beehives. Community gardening and other forms of urban agriculture have been shown to provide a variety of benefits, including economic benefits, environmental benefits, public health benefits, and reductions in crime. Community gardens provide opportunities for recreation and can improve both the mental and physical health of residents, creating a place for social gatherings.<sup>1</sup>

At the time this *Plan* was written, the University of Wisconsin (UW)-Extension managed roughly 350 rentable garden plots on the Milwaukee County Grounds. The City had also recently passed an ordinance amendment allowing beekeeping within certain areas of the City. This amendment was initiated by UW-Extension in order to establish a demonstration beekeeping (apiculture) project on the community gardens property.

The City Public Works Department also collects yard waste, which is turned into compost and wood chips and offered to residents for free.

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<sup>1</sup> Urban Agriculture and Community Food Security in the United States: Farming from the City Center to the Urban Fringe, 2003, Prepared by the Community Food Security Coalition’s North American Urban Agriculture Committee

In the future, the City will continue to cooperate with and support local groups trying to advance community gardening and other forms of urban agriculture in other locations in the City as appropriate. The City may consider including recommendations for siting community gardens into an updated park and open space plan, identifying areas that may be suitable for such activities. The City might also consider ways to address community gardens or other forms of urban agriculture in an up-to-date zoning ordinance.

The City will also remain open to innovative and alternative approaches for integrating urban agriculture into the City. For example, rooftop gardens, discussed above, can provide a convenient and beneficial location for smaller-scale food production. Likewise, portions of public parks, utility rights-of way, school campuses, and hospital campuses have all been used in other communities around the nation to sustain gardens.

Because there are often many challenges associated with maintaining successful urban agriculture opportunities, the City can also reach out and partner with other local urban agriculture organizations, such as Growing Power, the School District, and UW-Extension as needed. The City may also look for unique approaches to providing water to garden sites, such as redistributing water collected in stormwater detention basins.

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## CHAPTER 2.7: CULTURAL RESOURCES

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Over the years, the City's character has been shaped by its history and cultural assets. To keep its history alive and to sustain a vibrant culture into the future, this chapter of the *Plan* includes goals, objectives, policies and recommended programs to promote the City's unique character and cultural resources.

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### GOALS, OBJECTIVES, AND POLICIES

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#### **Goal**

*Preserve, enhance, and promote the City's character and cultural and historic assets.*

#### **Objectives**

1. Preserve unique historic and archaeological sites within the City's planning area.
2. Preserve the character of Wauwatosa's historic Village.
3. Preserve the integrity of each of the City's unique neighborhoods.
4. Promote the City's unique cultural assets as a source of community pride and to attract people to the City.

#### **Policies**

1. Promote the restoration and rehabilitation of historic buildings where possible, in order to enhance the viable economic use of these structures, particularly in and around the Village.
2. Work with local historic preservation organizations, the Historic Preservation Commission, and property owners to protect historic and cultural resources that contribute to the City's character.
3. Support the City's neighborhood associations in preserving and enhancing the character of neighborhoods.
4. Ensure that new development in the Village is compatible with the historic context and the form, height, and setbacks of existing buildings.
5. Work with the Village Business Improvement District, and other local organizations and groups to plan and support local festivals, fairs, markets, and other events that celebrate the City's heritage and culture.
6. Recognize the value of natural features in helping to contribute to and sustain the City's character.
7. Preserve and enhance the character of other important corridors in the City, such as North Avenue.
8. Promote a diversity of land uses and housing types to sustain a diverse population (also see the Housing and Neighborhood Development chapter and the Land Use chapter).
9. Extend the pedestrian-friendly, mixed use character of the Village along State Street (also see the Economic Development chapter).
10. Enforce high-quality design standards for new non-residential and multi-family development throughout the City to maintain the character and aesthetic appearance of the City. Such regulations should be applied in all areas of the City, but should be flexible enough to allow for creativity and variety in development design and character. Also see the Land Use and Economic Development chapters.
11. Encourage a range of businesses in the City that will cater to a variety of sub-populations, including children and teenagers, families, senior citizens, and young adults.

## PROGRAMS AND RECOMMENDATIONS

### **Design and Install City-Wide Signage and Streetscaping Features**

The City will work together with partners such as the Village BID and the Milwaukee Regional Medical Center to identify a design theme for wayfinding signage in different parts of the City, as well as other streetscaping features such as lighting, benches, and trashcans (also see the Economic Development, Land Use, and Transportation chapters for recommendations related to streetscaping). A unified design theme will help to tie together the different areas of the community and enhance the community's sense of place and character. The installation of wayfinding signage will help direct people to key destinations in the City, such as the Village, the City Hall and library, schools, parks, and the Milwaukee Regional Medical Center and Research Park. Some guidelines to keep in mind when designing a community-wide wayfinding signage system include the following:

- ◆ Use the design theme of the signage to help brand the community in a favorable light, suggesting both the City's unique heritage and future opportunities.
- ◆ Make sure that once the signage system starts to provide directions to a destination, subsequent signs are also in place to get travelers directly to their destination.
- ◆ Make a short list of destinations to include on each sign that are of general public interest. Avoid using the signs to direct people to private businesses except in cases where private businesses comprise an important destination in the City (e.g. Village, County Grounds).
- ◆ Make sure the font is large enough and plain enough for drivers to read at a safe and comfortable distance, so that decisions on where and what direction to turn can be made well in advance.
- ◆ Minimize the amount of information displayed on each sign.
- ◆ Consider combining the project with a campaign to reduce sign clutter in the public terrace area, removing all older directional signs.



*Example of pedestrian signage*

If and when the City decides to take steps toward becoming a Bicycle Friendly Community (see the Transportation Chapter for details), it is also important to keep in mind how bicyclists could benefit from a wayfinding signage system to help guide them along designated bike routes and direct them to places to rest and/or grab a bite to eat. Signage that encourages people to walk around certain areas of the City may also be appropriate in locations such as along North Avenue and in the Village and along State Street.

### **Design and Install Additional Community Entry Markers**

Because the City of Wauwatosa is bounded on all sides by other communities, the City's boundaries and entryways are difficult to distinguish. Marking the City's entryways with distinctive signage and other features will help to define the community and will signify to visitors that they have entered the City. At the time this *Plan* was written, the City already had gateway signage at the following locations:

- ◆ 124<sup>th</sup> Street and Capitol Drive
- ◆ 124<sup>th</sup> Street and Burleigh Street
- ◆ 124<sup>th</sup> and North Avenue
- ◆ 124<sup>th</sup> and Watertown Plank Road
- ◆ 92<sup>nd</sup> Street and Congress
- ◆ 60<sup>th</sup> Street and North Avenue
- ◆ 60<sup>th</sup> Street and State Street
- ◆ 68<sup>th</sup> Street and Bluemound Road
- ◆ Bluemound Road and Underwood
- ◆ Burleigh and Knoll Terrace

The City will continue, as opportunities arise, to install entry features at other entryways such as at Mayfair Road and Bluemound and Mayfair Road and Hampton. When possible, entryways should be marked by signage, landscaping, and potentially themed lighting. Entryway features throughout the City should be characterized by a unified theme that ties the community together and relates the City's wayfinding signage theme.

### **Preserve Historically and Culturally Significant Buildings and Districts**

The City will continue to coordinate with the Historic Preservation Commission to clearly mark existing buildings and sites that are listed on the State or National Register of Historic Places, and to nominate other buildings sites, neighborhoods, and districts that may be appropriate for historical designation. The City will continue to enforce design standards when considering new projects in the Village. Infill, redevelopment, and rehabilitation projects in the Village should be regulated so as to maintain the character and image of this area of the City. The City will also cooperate with the Historic Preservation Commission and Neighborhood Associations to bolster neighborhood identity through the installation of banners, interpretive signage and other unifying features.

To further support the preservation of historic properties, the City will attempt to make property owners aware of resources to assist with historically-sensitive remodeling projects, including the following:

- ◆ Property owners can qualify for a 20% federal Investment Tax Credit (ITC) to rehabilitate their historic commercial, industrial, and rental residential properties. Preservation tax incentives are available for buildings that the Secretary of Interior has listed on the National Register of Historic Places. In Wisconsin, owners of historic properties can claim an additional 5% ITC from the State against the approved costs of the rehabilitation of their building. All work must comply with federal guidelines established in the Secretary of Interior's Standards for Historic Building Rehabilitation.
- ◆ At the state level, another tax relief program provides a 25% Wisconsin ITC for the rehabilitation of owner-occupied structures that either contribute to a National Register-listed historic district or that are individually listed—or eligible for listing—with the National or State Register. To qualify, rehabilitation expenditures must exceed \$10,000 and the State Historical Society must certify that the work is compatible with the historic character of the building. All applications must be made to the State's Division of Historic Preservation, where required forms and additional information can be obtained.



*Example of how signage can be used to educate residents and visitors on the unique features and history of a neighborhood or district.*

- ◆ Historic property owners can apply for grant funding from the Wisconsin Humanities Council's Historic Preservation grant program. The program provided grants for projects that enhance the appreciation of important historic buildings or decorative art works. Preference is given to significant preservation projects in small towns with populations less than 30,000. All applications must be made to the Wisconsin Humanities Council, where additional information can be obtained.

The City may also Explore options for establishing alternative building codes that would apply to rehabilitation projects for older or historic buildings. Alternatively, explore options for providing funding assistance for these types of projects.

### **Use the Zoo Interchange Project as an Opportunity to Contribute to Community Image**

In addition to having a profound impact on Wauwatosa's economy, the Zoo Interchange project can also contribute to the character and aesthetic integrity of the City. The City will remain actively involved in the Zoo Interchange project to ensure that the design of the new interchange reflects the image of the Wauwatosa. Visual enhancements can be made to structures such as bridges and overpasses, railings, piers, retaining walls, and lighting and can also incorporate unique features such as public art.

### **Support a Range of Community Activities and Events and Entertainment Opportunities**

A variety of special events, such as the Tosa Tonight Concert Series, Firefly Art Fair, Tosafest, and others are located in Wauwatosa, and the colleges located in and around the City also contribute to the local entertainment and cultural scene, offering theater, music, and other arts and cultural events. The City will continue to bolster residents' pride and sense of place by supporting and sponsoring existing and new local events and programs that celebrate the history, culture, and values of City residents. The City will consider opportunities to partner with the School District, the Historic Preservation Commission, the Recreation Department, Neighborhood Associations, the Village Business Improvement District, and other community groups to help organize such events. The City can also better utilize its webpage to advertise community events.

The City will also continue to coordinate with the Village BID and WEDC to support and bolster nightlife in the Village and along State Street, as this will make the Village an attractive place to spend time at all hours. Such amenities also support the types of redevelopment envisioned along State Street (see Land Use chapter and Economic Development chapter). The City will coordinate with the East Town Business and Merchant Association to expand events and activities along North Avenue.

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## CHAPTER 2.8: INTERGOVERNMENTAL COOPERATION

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This chapter is focused on “intergovernmental cooperation,” defined as any formal or informal arrangement by which officials of two or more jurisdictions communicate visions and coordinate plans, policies, and programs to address and resolve land use, transportation, natural resource, utility, facility, services, or other issues of mutual interest. In a state with over 2,500 units of government and a movement towards greater efficiency, it is becoming increasingly important to coordinate decisions that may affect neighboring communities and overlapping jurisdictions. This chapter contains a compilation of goals, objectives, policies and recommended programs for joint planning and decision making with other jurisdictions.

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### GOALS, OBJECTIVES, AND POLICIES

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#### **Goal**

*Maintain mutually beneficial relationships with adjacent and overlapping governments.*

#### **Objectives**

1. Continue to work with neighboring communities to encourage an orderly, efficient, and compatible land use pattern in and around the City.
2. Continue to work with the Wauwatosa School District on school district planning, joint recreational spaces and programming, and other areas of mutual concern.
3. Continue to develop and maintain mechanisms for ongoing communication between Wauwatosa and surrounding and overlapping units of government.

#### **Policies**

1. Openly communicate with surrounding communities regarding this policies and directions in this *Comprehensive Plan*.
2. Actively monitor, participate in, and review and comment on pending comprehensive plans for nearby communities.
3. Actively pursue opportunities to cooperate with other units of government on issues related to natural resources, parks and recreational facilities and programming, transportation facilities, and other systems that are under shared authority or that cross governmental boundaries.
4. Share capital improvement plans with adjoining communities to identify the potential for coordinating projects (e.g. parks, trails), then coordinate bidding and construction of major infrastructure projects for improved efficiencies.
5. Continue to collaborate on regional flood protection, stormwater management, and transportation planning with WisDOT, WisDNR, SEWRPC, Milwaukee County, and other neighboring communities.
6. Continue to recognize the importance of regional parks and parkways while planning for future development and future parks and recreational areas. Work with surrounding communities to develop inter-connected regional trail systems.
7. Work with WisDOT and Milwaukee County on a variety of roadway projects, including the Zoo Interchange.
8. Work with adjoining communities on the preparation of various corridor plans, including North Avenue and State Street.
9. Cooperate with surrounding counties and municipalities to advance regional economic development.

10. Actively pursue opportunities to work with adjacent communities and the School District to provide joint services where feasible, efficient, and desirable, and to provide the best possible service at the lowest cost to residents. The City will rely upon the knowledge and judgment of appropriate City staff members to evaluate such opportunities.
11. Advance opportunities to share information technology infrastructure systems already being established by other agencies, such as the School District.

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## **PROGRAMS AND RECOMMENDATIONS**

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Intergovernmental communication, coordination, and cooperation are critical in implementing many of the recommendations in this *Plan*. The earlier chapters of Volume Two of this *Plan* describe in detail many projects that call for intergovernmental cooperation of some kind, whether it be with the school district, the County, or surrounding communities. This section builds off some of the key policies listed above, setting forth recommendations for enhanced relations with adjacent and overlapping jurisdictions and elaborating on some ideas presented in other chapters of the *Plan*. The City will consider the value of intergovernmental input when working towards the implementation of all of the policies and recommendations in this *Plan*.

### **Develop Mechanisms for Ensuring Greater Intergovernmental Cooperation**

Over the planning period, the City will need to work with a variety of organizations and units of government to help make the recommendations in this *Plan* become a reality. Cooperative projects outlined in this chapter and in other chapter of this *Plan* address issues as diverse as regional economic development, corridor planning, trails and parks development, public transit, and natural resource preservation.

In light of the important role intergovernmental cooperation will have on the successful implementation of this *Plan*, the City intends to work with overlapping and adjacent units of government, agencies, and organizations to establish protocols for maintaining open and consistent dialogue and a mechanism through which consistent and frequent coordination can occur. This may involve the establishment of a recurring meeting schedule (e.g. monthly, annually, bi-annually) and/or the identification of dedicated points of contact at the City for different agencies and governments. For example, City planning staff may decide to arrange monthly meetings with a representative of the School District. This approach will help to ensure that coordination between the City and other entities will occur even in the absence of a specific project.

### **Coordinate Park and Recreation Development with Milwaukee County and Surrounding Communities**

Currently, most of the park land located in the City is owned and operated by Milwaukee County. In light of recent funding shortages in Milwaukee County, near-term improvements to county-owned park land may be limited. However, many opportunities exist to collaborate with surrounding governments and the County to maintain a high-quality park system. As described in the Utilities and Community Facilities chapter, collaborative efforts may involve the provision of shared parkland, park maintenance agreements, inter-community recreational programming, and the completion of an interconnected trail system (also see the Transportation chapter).

### **Continue to Collaborate with Regional Utility Providers Such as MMSD and Milwaukee Water Works**

The City recognizes that as it continues to plan for long term redevelopment and growth there will be an increasing need to ensure that this development can be adequately served by sewer and water. This will also involve communication with the Milwaukee Water Works, Wauwatosa Water Utility, and Waukesha County as plans move forward to expand service to eastern Waukesha municipalities.

In addition, over the years, the City's existing infrastructure will need repairs and upgrades. The City will maintain open communication with MMSD, Milwaukee Water Works, and the Wauwatosa Water Utility and ensure that these entities are informed about the community's long-term land use plans so that expansions



and upgrades to sewer and water facilities can be planned accordingly. The City will also work with these agencies to plan for the repair and replacement of infrastructure as needed to serve existing and planned development.

### **Work with the City of Milwaukee to Develop a More Logical Municipal Boundary on the City's Northeast Side**

The City intends to open a dialogue with Milwaukee officials on potential boundary adjustments along the jagged border that separates the cities on Wauwatosa's northeast side. The current boundary causes some confusion related to the appropriate provision of services in this area (e.g. police service, snow plowing). Wauwatosa may initiate these negotiations through the alderperson of the affected districts in each City, followed by extensive outreach and neighborhood meetings with affected residents and property owners. Under one possible scenario, a more continuous boundary could be established following a 10-year "adjustment interval." To make the plan politically acceptable, tax base "equalization" measures may have to be built in to the plan, as well as an educational reciprocity policy. Under the reciprocity program, any children born in the affected areas during the 10-year period would be given the option of attending school in either community through the 12<sup>th</sup> grade provided they stay in their current residence.

Alternatively, the City may pursue opportunities to establish well-defined service agreements for these areas. For example, the City of Wauwatosa may agree to provide snow plowing services to certain streets that are partially within the City of Milwaukee if the City of Milwaukee provides those same services to other streets that are partially within the City of Wauwatosa.

### **Work with Milwaukee County to Ensure Adequate Long-Term Maintenance of Utilities on the Milwaukee County Grounds**

At the time this *Plan* was written, the utility infrastructure located on the Milwaukee County Grounds was maintained by Milwaukee County. To ensure that this infrastructure is adequately maintained over the planning period, the City may consider establishing an agreement with the County that outlines what the City's expectations are in terms of infrastructure maintenance and what may happen should the County decide it can no longer handle maintenance of these systems. This will ensure that MCG continues to have reliable utility service in the long term, and will also protect the best interests of the City.

### **Remain Involved in Regional Initiatives**

Many of the City's goals and objectives relate to issues that transcend municipal boundaries (e.g., transportation, natural resource preservation, land use). Therefore, the City intends to maintain an active and open dialogue with surrounding communities. Likewise, the City recognizes that decisions made by other communities, the County, and other regional organizations and agencies will impact Wauwatosa businesses and residents. A few specific opportunities for intergovernmental cooperation include the following:

- ◆ **Advancing Regional Transit:** In recent years, several entities have been working to advance transit opportunities within the region. The City will continue to support and contribute to such efforts as described in the Transportation chapter, with the recognition that enhanced alternative transportation opportunities will benefit the City's economy, natural environment, character, and quality of life.
- ◆ **Promote Regional Trail Connection:** The City intends to work with surrounding communities and counties to promote regional trail systems, as described in the Transportation chapter
- ◆ **Become Involved in Sustainability Initiatives:** As environmental sustainability becomes an increasingly important goal for communities throughout the state and region, Wauwatosa will strive to take part in these initiatives where practical and appropriate and to develop initiatives of its own.
- ◆ **Stay Involved in Regional Economic Development Strategies:** Because the City recognizes its role as an important player in the regional economy, Wauwatosa will remain actively engaged in regional economic development initiatives and organizations. This will allow the City to leverage and access the economic assets of the entire region and will keep the City actively engaged in discussions that relate to issues of regional significance.



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## CHAPTER 2.9: IMPLEMENTATION

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Few of the recommendations of this *Plan* will be implemented without some additional effort on the part of the City, in cooperation with other public and private agencies and organizations, business owners, and residents. This final chapter of the *Plan* provides a guide for plan implementation, as well as a timeline for when key implementation strategies may occur over the next ten year period.

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### PLAN ADOPTION

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A first step in implementing the *City of Wauwatosa Comprehensive Plan* involves making sure it is adopted in a manner that supports its future use for more detailed decision making. The City has included all necessary elements for this *Plan* to be adopted under the state's comprehensive planning legislation. The City has also followed procedures for adopting this *Plan* under Section 66.1001(4), Wisconsin Statutes.

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### PLAN MONITORING AND ADVANCEMENT

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This *Plan* is intended to be used by government officials, developers, residents, and others interested in the future of the City to guide, development, redevelopment, and preservation. The City intends to consistently evaluate its decisions on private development proposals, public investments, regulations, incentives, and other actions against the recommendations in this *Plan*.

Per State Statutes, on January 1, 2010 all zoning, land division, and official map ordinances and decisions will have to be consistent with the *Comprehensive Plan*. Because the City's ordinances were prepared decades ago, many of the regulations and provisions included in those ordinances will have to be updated to ensure that the City's goals, as articulated in this *Plan*, can be carried out. Proposed revisions to these ordinances have been included in other chapters of this *Plan*.

This *Plan* will only have value if it is used, understood, and supported by the community. It is critical that the City make concerted efforts to increase community awareness of this *Plan* and this vision and goals articulated within it. To this end, efforts may include:

- ◆ Prominently displaying the Future Land Use map, Transportation map, and other Plan materials at City Hall, the Library, or other community gathering places;
- ◆ Ensuring that up-to-date materials are easily accessible on the City's website;
- ◆ Speaking to community organizations and school groups about the Plan.
- ◆ Regularly presenting implementation progress reports to the City Council, Plan Commission, and other municipal bodies;
- ◆ Incorporating Plan implementation steps in the annual budget process;
- ◆ Encouraging all City commissions, boards, and staff to become familiar with and use the Plan in their decision making.

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### PLAN AMENDMENTS

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This *Plan* can be amended and changed. Amendments may be appropriate in the years following initial plan adoption, particularly in instances where the *Plan* is becoming irrelevant or contradictory to emerging policy or trends, or does not provide specific advice or guidance on an emerging issue. "Amendments" are generally defined as minor changes to the *Plan* maps or text (as opposed to an "update," which is described later).

As a dynamic community, the City may receive and wish to entertain requests for *Plan* amendments over the planning period, and the *Plan* should be evaluated for potential amendments regularly. However, frequent

amendments only to accommodate specific development proposals should be avoided, or else the *Plan* will become meaningless.

To provide a more manageable, predictable, and cost effective process, the City will consider establishing a single *Plan* amendment consideration cycle every year. Several Wisconsin communities use an annual *Plan* review and amendment process cycle to ensure these evaluations and adjustments are handled in a predictable and efficient manner. This approach would require that all proposed *Plan* amendment requests be officially submitted to City by a designated date of each year. A full draft of the amendments would then be presented to the Plan Commission for its evaluation and recommendation to the City Council. The Council could then act to approve the amendment(s), following a public hearing.

The City may also choose to bypass the annual amendment process described above if an amendment to this *Comprehensive Plan* is determined necessary to capture a unique economic opportunity that is both related to achieving the vision of this *Comprehensive Plan* and may be lost if required to wait for the regular *Plan* amendment cycle. However, the City is still required to use the amendment procedures outlined below.

The state comprehensive planning law requires the City to use the same basic process to amend this *Comprehensive Plan* as is used to initially adopt the *Plan*. This does *not* mean that new vision forums need to be held, or old committees need to be reformed. But it does mean that the procedures defined under Section 66.1001(4), Wisconsin Statutes, and listed below need to be followed.

- ◆ Either the City or the Plan Commission initiates the proposed *Comprehensive Plan* amendment(s). This may occur as a result of a regular Plan Commission review of the *Plan*, or may be initiated at the request of a property owner or developer.
- ◆ The City Council adopts a resolution outlining the procedures that will be undertaken to ensure public participation during the *Plan* amendment process (see Section 66.1001(4)a of Statutes). If the resolution is appropriately drafted, the City may only have to take this step for the first of several amendment cycles.
- ◆ The Plan Commission prepares or directs the preparation of the specific text or map amendment(s) to the *Comprehensive Plan*.
- ◆ The Plan Commission holds one or more public meetings on the proposed *Comprehensive Plan* amendments. Following the public meeting(s), the Plan Commission makes a recommendation by resolution to the City Council by majority vote of the entire Commission (see Section 66.1001(4)b of Statutes).
- ◆ The City Clerk sends a copy of the recommended *Plan* amendment (not the entire *Comprehensive Plan*) to all adjacent and surrounding government jurisdictions and the County as required under Section 66.1001(4)b, Wisconsin Statutes. These governments should have at least 30 days to review and comment on the recommended *Plan* amendment(s). Nonmetallic mine operators, any person who has registered a marketable nonmetallic mineral deposit with the local government, and any other property owner or leaseholder who has requested notification in writing must be informed through this notice procedure. These governments and individuals should have at least 30 days to review and comment on the recommended *Plan* amendments.
- ◆ The City Clerk directs the publishing of a Class 1 notice, with such notice published at least 30 days before a City Council public hearing and containing information required under Section 66.1001(4)d.
- ◆ The City Council holds the formal public hearing on an ordinance that would incorporate the proposed amendment(s) into the *Comprehensive Plan*.
- ◆ Following the public hearing, the City Council approves or denies the ordinance adopting the proposed *Plan* amendment(s). Adoption must be by a majority vote of all members. The City Council may require changes from the Plan Commission recommended version of the proposed amendment(s).
- ◆ The City Clerk sends a copy of the adopted ordinance and the amendment(s) (not the entire *Comprehensive Plan*) to all adjacent and surrounding government jurisdictions and any other property owner or leaseholder who has requested notification in writing as required under Section 66.1001(4)b and c, Wisconsin Statutes.

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## PLAN UPDATE

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The state comprehensive planning law requires that a community's comprehensive plan be updated at least once every ten years. As opposed to an amendment, an update is often a substantial re-write of the plan document and maps. Based on this deadline, the City should update this *Comprehensive Plan* before the year 2018 (i.e., ten years after 2008), at the latest. The City should also continue to monitor any changes to the language or interpretations of the state law over the next several years.

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## CONSISTENCY AMONG PLAN ELEMENTS

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The state comprehensive planning statute requires that the implementation element "describe how each of the elements of the comprehensive plan shall be integrated and made consistent with the other elements of the comprehensive plan." Because the various elements of this *Plan* were prepared simultaneously, there are no known internal inconsistencies between the different elements or chapters of this *Plan*.

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## ECONOMIC DEVELOPMENT IMPLEMENTATION STRATEGY

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### Executing a Coordinated Approach to Economic Development

The chapters of this *Comprehensive Plan* identify and describe a wide range of actions that the City, in cooperation with various partners, intends to execute over the next decade. Some of these implementation actions may require only a modest amount of time and effort, while others may require a great deal of time, resources, and the input of various agencies, organizations, and units of government.

At the time this *Plan* was written, the City was poised for tremendous economic growth and change. Yet, in order for Wauwatosa to fully capture the benefits of these opportunities, the City recognizes the importance of taking an active role in managing, guiding, and advancing economic growth in a way that serves the best interests of the community.

The City is already fortunate to have an existing and active economic development corporation, a revolving loan fund corporation, a redevelopment authority, a full-time city planning department, and access to a number of skilled and knowledgeable private-sector leaders and organizations willing to contribute their time and energy to advancing economic development in the City. To harness these many valuable and independent entities, one of the City's priorities following adoption of this *Plan* will be to more clearly define the roles and responsibilities of these groups to maximize the efficiency of the City's implementation efforts and to better orchestrate a consistent and coordinated approach to economic development. This will involve bringing together representatives from WEDC, WRLF, Village BID, the RDA, and the community development department, among others, to identify how each group's individual efforts can complement the efforts of the other groups.

### Advancing High Impact Projects

At the time this *Plan* was written, several catalytic opportunities were emerging that were likely to drive growth and change in the community for the next 50 to 60 years. The City recognizes the importance of supporting such projects and focusing resources toward advancing these opportunities in the years immediately following adoption of this *Plan*. These projects have been described and discussed in more detail below to emphasize their important role in helping the City to achieve its overall vision and goals. This list is not intended to suggest that this handful of projects represents the City's only priorities over the years immediately following *Plan* adoption. To the contrary, the City will have many priorities relating to a diversity of issues as it begins the implementation process. Nevertheless, the projects listed below have been called out because they represent opportunities that if not attended to immediately could either disappear or evolve in a way that is not in the City's best interest. Other important implementation actions are addressed later in this chapter.

Key projects for implementation over the next 3 to 5 years:

- ◆ Embrace, support, and help advance efforts to position the Milwaukee Regional Medical Center, the Research Park, and UWM as a Life Science Center:
  - The WEDC and Community Development department should work closely with representatives of the MCG to advance this positioning strategy.
  - The City will take measures to advance other projects as described in this *Plan* that enhance MCG's position as a Life Science Center, including roadway and transit projects, and a corridor study for Mayfair Road (see below), provided these projects are in the best interest of the City as a whole.
  - Work cooperatively with MRMC to coordinate the City's *Comprehensive Plan* with MRMC's Master Plan. To the extent MRMC's Master Plan is in the best interest of the City, the City will support the Plan and work to ensure that land use and zoning regulations help advance the future vision for the campus.
  - Support and assist in efforts to diversify the research park. This will also involve working with Milwaukee County to relocate the Department of Public Works site.
  - Advance efforts to plan for and accommodate spin-off businesses generated by the Research Park and educational institutions.
- ◆ Prepare a corridor plan for Mayfair Road, focusing initial attention on the area between Interstate 94 and North Avenue (see the Economic Development chapter).
- ◆ Advance the redevelopment of the Burleigh Triangle based on the City's 2005 plan for this area.
- ◆ Coordinate with the City of Milwaukee on developing a North Avenue corridor plan and State Street corridor plan.
- ◆ Update the City's zoning ordinance to ensure implementation of the land use recommendations and other policies identified in this *Plan*. This may also involve a review and update to elements of the City's subdivision/land division ordinance.

### **DAY-TO-DAY PLAN ADMINISTRATION**

This *Plan* will largely be implemented through an on-going series of individual decisions about, zoning, land division, public investments, and intergovernmental relations, as listed below:

- ◆ **Zoning:** Proposed zoning map amendments (rezonings) should be consistent with the recommendations in this *Plan*. Specifically, the Future Land Use map should be used to guide the application of the general pattern of permanent zoning. However, the precise location of zoning district boundaries may vary, as judged appropriate by the Plan Commission and City Council. Departures from the exact land use boundaries depicted on the Future Land Use map may be particularly appropriate for planned unit development projects, projects involving a mix of land uses and/or residential development types, properties split by zoning districts and/or properties located at the edges of future land use areas. In their consideration of zoning map issues, the Plan Commission and City Council will also evaluate the specific timing of the zoning map amendment request, its relationship to the nature of both existing and planned land uses, and the details of the proposed development. Therefore, this *Plan* allows for the timing of zoning actions and the refinement of the precise recommended land use boundaries through the zoning, conditional use, planned development, and land division processes.
- ◆ **Land Division:** Proposed land divisions should be generally consistent, but not necessarily precisely consistent, with the recommendations in this *Plan*. In their consideration of land divisions, the Plan Commission and City Council will also evaluate the specific timing of the land division request, its relationship to the nature of both existing and future land uses, and the details of the proposed development. Departures from the exact locations depicted on these maps shall be resolved through the land division process for certified survey maps, preliminary plats and final plats. This *Plan* allows for the timing and the

refinement of the precise recommended development pattern through the land division process, as deemed appropriate by the Plan Commission and City Council.

- ◆ **Public Investments:** Proposed public investment decisions will be guided by the recommendations in this *Plan*. However, the timing and precise location of public investments may vary, as judged appropriate by the Plan Commission and City Council. This *Plan* allows for the timing and the refinement of the precise recommended public facilities and other public investments as deemed appropriate by the Plan Commission and City Council.
- ◆ **Intergovernmental Relations:** Proposed intergovernmental relations decisions will be guided by the recommendations in this *Plan*, as deemed appropriate by the Plan Commission and City Council. However, in their consideration of intergovernmental decisions and agreements, the Plan Commission and City Council will also evaluate a wide variety of other factors, including specific provisions of the recommended agreements. Departures from the recommendations in this *Plan* shall be resolved by the City Council through the intergovernmental process.

### **IMPLEMENTATION CHECKLIST**

Figure 2.9-1 provides a summary list of the major implementation actions the City intends to undertake in order to implement this *Plan*.

The checklist has five columns of information and has been organized into three separate sections described below:

#### **Checklist Sections:**

- ◆ **Priority Action Items:** The City intends to execute Priority Action Items over the course of the next two to three years following adoption of this *Plan*. Priority action items were selected because they meet one or more of the following criteria
  - The action relates specifically to one of the high impact projects described above under the heading “Advancing High Impact Projects”;
  - The action is critical to the effective on-going, day-to-day implementation of this *Plan*;
  - The action has already been started, is making progress, has established some momentum, and/or has partners who have identified a willingness to participate;
  - The action is necessary in order to allow for future implementation actions to occur or represents an early step towards meeting a broader goal.
- ◆ **Next Steps:** Next Steps represent actions that are anticipated to occur several years or more after the adoption of this *Plan*. No definitive timeline has been assigned to these actions since they will occur when capacity and funding become available, when the timing is right, or after prerequisite actions take place. The City will review the list of “Next Step” items on an annual or biannual basis to determine whether these items should be moved up to priority actions.
- ◆ **Ongoing Actions:** Ongoing actions are those implementation strategies that will not likely have a starting or end point. In other words, these actions will require on-going, recurring, and in some cases daily efforts on the part of City staff, elected and appointed officials, and other agencies, districts, and organizations responsible for implementation of this *Plan*.

#### **Checklist Columns:**

- ◆ **Implementation Action:** The first column lists steps, strategies, and actions that will help advance the goals and objectives identified in this *Plan*. The majority of items in this list have been discussed or described in additional detail in other areas of the *Plan*.
- ◆ **Planning Area:** The second column identifies the primary area(s) of the City to which the implementation step applies. The planning areas are identified and described in Volume One, chapter 2

- ◆ **Chapter Reference:** The third column provides the chapter(s) of this *Plan* where the recommended implementation step is described in greater detail.
- ◆ **Primary Parties Responsible for Implementation & Potential Partners:** The fifth column lists the parties or groups that may be primarily responsible for leading or carrying out the particular action, and other groups that may be partners in implementation.
- ◆ **Recommended Implementation Timeframe:** The sixth column outlines a suggested timeframe for the completion of each recommendation. This column reflects the level of priority associated with the action. Suggested implementation timeframes span the next 10 years, because the *Plan* will have to be updated by 2018.
- ◆ **“Completed”:** The final column simply includes check boxes for City staff and officials to use when a particular implementation step has been completed. During the annual *Plan* evaluation process, this table should be reviewed for items that should be pursued in the upcoming year.



FIGURE 2.9-1: CITY OF WAUWATOSA IMPLEMENTATION CHECKLIST

Implementation Actions	Planning Area	Chapter Reference	Primary Parties Responsible for Implementation & Potential Partners	Completed
<i>Priority Action Items</i>				
<b>Rewrite/Update the City’s Zoning Ordinance</b> <i>(this will include a comprehensive update/rewrite of the entire ordinance, and may likely address issues not explicitly outlined below, including sign regulations, site plan regulations, historic preservation, and other areas necessary to implement the recommendations in this Plan)</i>				
Integrate high-quality design guidelines or standards for new non-residential and multi-family development throughout the City.	City-wide	<ul style="list-style-type: none"> <li>▪ Cultural Resources</li> <li>▪ Land use</li> <li>▪ Housing &amp; Neighborhood Development</li> </ul>	<ul style="list-style-type: none"> <li>▪ Community Development staff</li> <li>▪ Village BID</li> <li>▪ ETBMA</li> <li>▪ WEDC</li> </ul>	<input type="checkbox"/>
Ensure that City requirements encourage, or at least do not prevent, property owners or developers from engaging in environmentally-friendly practices. Update the code to address issues of sustainability.	City-wide	Natural Resources	<ul style="list-style-type: none"> <li>▪ Community Development staff</li> <li>▪ Building inspector</li> </ul>	<input type="checkbox"/>
Consider ways to address community gardens and other forms of urban agriculture.	City-wide	Natural Resources	<ul style="list-style-type: none"> <li>▪ Community Development staff</li> <li>▪ UW-Extension</li> </ul>	<input type="checkbox"/>
Establish residential district provisions that ensure that residential redevelopment and infill development complements the character and scale of existing homes while still allowing for reinvestment in existing neighborhoods.	City-wide	<ul style="list-style-type: none"> <li>▪ Land Use</li> <li>▪ Housing &amp; Neighborhood Development</li> </ul>	<ul style="list-style-type: none"> <li>▪ Community Development staff</li> </ul>	<input type="checkbox"/>
Ensure that the Village District allows for an appropriate mix of land uses and that development and design standards promote compatible future projects.	South Central District, Eastern District	<ul style="list-style-type: none"> <li>▪ Land use</li> <li>▪ Economic Development</li> </ul>	<ul style="list-style-type: none"> <li>▪ Community Development staff</li> <li>▪ Village BID</li> </ul>	<input type="checkbox"/>
Consider provisions to address live-work development scenarios and co-housing.	City-wide	<ul style="list-style-type: none"> <li>▪ Housing and Neighborhood Development</li> <li>▪ Economic Development</li> </ul>	<ul style="list-style-type: none"> <li>▪ Community Development staff</li> </ul>	<input type="checkbox"/>
Revise standards related to home occupations to assure that they allow for an appropriate range of options while still protecting the integrity of the surrounding neighborhood.	City-wide	<ul style="list-style-type: none"> <li>▪ Economic Development</li> <li>▪ Land Use</li> </ul>	<ul style="list-style-type: none"> <li>▪ Community Development staff</li> </ul>	<input type="checkbox"/>
More clearly address standards appropriate for infill development and redevelopment.	City-wide	Land Use	<ul style="list-style-type: none"> <li>▪ Community Development staff</li> </ul>	<input type="checkbox"/>
<b>Pursue and Advance Key Economic Development Projects</b>				
Bring together representatives from WEDC, RDA, and the community planning department to more clearly define the roles and responsibilities of these groups to maximize the efficiency of the City’s implementation efforts and to better orchestrate a consistent and coordinated approach to economic development.	City-wide	Economic Development	<ul style="list-style-type: none"> <li>▪ RDA</li> <li>▪ WEDC</li> <li>▪ Community Development staff</li> <li>▪ City Council</li> <li>▪ WRLF</li> <li>▪ Village BID</li> </ul>	<input type="checkbox"/>
Collaborate with Milwaukee County, representatives of MRMC and MCRP, and UW-M, to help position County Grounds as a World Class Life Science Center.	South-Central District	<ul style="list-style-type: none"> <li>▪ Land Use</li> <li>▪ Economic Development</li> </ul>	<ul style="list-style-type: none"> <li>▪ Community Development staff</li> <li>▪ MRMC</li> <li>▪ Milwaukee County</li> <li>▪ MCRP</li> <li>▪ UW-M</li> <li>▪ WEDC</li> </ul>	<input type="checkbox"/>
Actively pursue the redevelopment of the Burleigh Triangle, using the 2005 Burleigh Triangle Plan as a guide.	Western District, Northern District	Economic Development	<ul style="list-style-type: none"> <li>▪ WEDC</li> <li>▪ RDA</li> <li>▪ Community Development staff</li> </ul>	<input type="checkbox"/>
Prepare a Mayfair Road corridor plan to further guide development/redevelopment along the corridor, focusing initially on the segment between Interstate 94 and North Avenue.	Western District, Northern District	<ul style="list-style-type: none"> <li>▪ Economic Development</li> <li>▪ Land Use</li> </ul>	<ul style="list-style-type: none"> <li>▪ Community Development staff</li> <li>▪ WEDC</li> <li>▪ MRMC</li> <li>▪ MCRP</li> </ul>	<input type="checkbox"/>

**FIGURE 2.9-1: CITY OF WAUWATOSA IMPLEMENTATION CHECKLIST**

Implementation Actions	Planning Area	Chapter Reference	Primary Parties Responsible for Implementation & Potential Partners	Completed
Prepare a corridor plan for North Avenue that will help define unique identities for East Towne Tosa, Mid-Towne Tosa, and West Towne Tosa while still unifying the corridor.	Eastern District, Western District	<ul style="list-style-type: none"> <li>Economic Development</li> <li>Transportation</li> </ul>	<ul style="list-style-type: none"> <li>ETBMA</li> <li>WEDC</li> <li>Community Development staff</li> <li>Newly formed mid-town and west-town business associations</li> </ul>	<input type="checkbox"/>
Working with the City of Milwaukee, prepare an updated corridor plan for State Street, helping to extend Village character along this corridor.	South Central District	<ul style="list-style-type: none"> <li>Economic Development</li> </ul>	<ul style="list-style-type: none"> <li>City staff</li> <li>Village BID</li> <li>WEDC</li> </ul>	<input type="checkbox"/>
<b>Advance Sustainability</b>				
Formalize a Wauwatosa “Green” initiative, establishing a “green team” or committee to help advise the Council on opportunities for becoming more sustainable.	City-wide	Natural Resources	<ul style="list-style-type: none"> <li>City staff</li> <li>Residents</li> <li>Neighborhood organizations</li> <li>Business owners and business organizations</li> </ul>	<input type="checkbox"/>
Organize and rally the department heads to help lead green initiatives and to brainstorm strategies for advancing energy efficiency within their departments.	City-wide	Natural Resources	<ul style="list-style-type: none"> <li>City staff</li> </ul>	<input type="checkbox"/>
Utilize the publication “Toward a Sustainable Community: A Toolkit for Local Government” to help guide future decision making.	City-wide	Natural Resources	<ul style="list-style-type: none"> <li>City staff</li> </ul>	<input type="checkbox"/>
Take advantage of the Zoo Interchange Project to put in place innovative strategies for managing stormwater.	South-Central District, Western District	Natural Resources	<ul style="list-style-type: none"> <li>City staff</li> <li>MMSD</li> <li>WisDOT</li> </ul>	<input type="checkbox"/>
Work with Milwaukee County, MRMC, and University of Wisconsin—Milwaukee to advance MCG as a national model for environmentally sustainable or “green” design.	South-Central District	<ul style="list-style-type: none"> <li>Natural Resources</li> <li>Land Use</li> </ul>	<ul style="list-style-type: none"> <li>City staff</li> <li>MRMC</li> <li>MCRP</li> </ul>	<input type="checkbox"/>
<b>Advance Key Transportation Projects</b>				
Plan for an extension to Swan Blvd. and right-of-way expansions on Watertown Plank Road and Wisconsin Avenue to better serve future development on the County Grounds and to accommodate alternative modes of transportation (e.g. express transit).	South-Central District	Transportation	<ul style="list-style-type: none"> <li>Public Works staff</li> <li>Community Development department</li> <li>WisDOT</li> <li>Milwaukee County</li> <li>MRMC</li> </ul>	<input type="checkbox"/>
Work closely with WisDOT to ensure that before Zoo Interchange construction begins plans are in place to guarantee that an adequate level of highway service will be maintained, the City’s streets will not have to bear the full brunt of rerouted traffic, and the impact on City businesses and residences will be minimized.	City-wide	Transportation	<ul style="list-style-type: none"> <li>City staff</li> <li>WisDOT</li> <li>MRMC</li> <li>MCRP</li> <li>Business associations/organizations</li> <li>WEDC</li> <li>West Suburban Chamber of Commerce</li> </ul>	<input type="checkbox"/>
<b>Maintain and Enhance the City’s Park and Trail System</b>				
Coordinate with Milwaukee County on the completion of the Menomonee River Parkway trail. Seek Federal and State funding to help pay for this project.	City-wide	Transportation	<ul style="list-style-type: none"> <li>Community Development staff</li> <li>Public Works staff</li> <li>Milwaukee County</li> </ul>	<input type="checkbox"/>

FIGURE 2.9-1: CITY OF WAUWATOSA IMPLEMENTATION CHECKLIST

Implementation Actions	Planning Area	Chapter Reference	Primary Parties Responsible for Implementation & Potential Partners	Completed
Prepare an up-to-date bike and pedestrian plan, establishing an ad hoc committee to oversee completion of the plan and to advise the Council on ways to enhance walk-ability and bike-ability. The Plan should also include recommendations for trails, address potential opportunities for partnerships and inter-governmental cooperation, and identify possible approaches for improving the efficiency of park and recreation management.	City-wide	<ul style="list-style-type: none"> <li>Transportation</li> <li>Utilities and Community Facilities</li> </ul>	<ul style="list-style-type: none"> <li>Community Development staff</li> <li>Public Works staff</li> <li>Park and Recreation Department</li> <li>SEWRPC</li> <li>Milwaukee County</li> </ul>	<input type="checkbox"/>
Utilize information provided by the Complete Streets Coalition to adopt policies that enhance the walk-ability/bike-ability of the City.	City-wide	Transportation	<ul style="list-style-type: none"> <li>Community Development staff</li> <li>Public Works staff</li> <li>WisDOT</li> <li>Milwaukee County</li> </ul>	<input type="checkbox"/>
Utilize information provided by the National Center for Safe Routes to School to utilize the City's safe routes grant money.	City-wide	Transportation	<ul style="list-style-type: none"> <li>Community Development staff</li> <li>School District</li> <li>Neighborhood Associations</li> </ul>	<input type="checkbox"/>
Work with adjacent and overlapping units of government, agencies, and organizations to develop protocols for maintaining open and consistent dialogue and a mechanism through which consistent and frequent coordination can occur.	City-wide	Intergovernmental Cooperation	<ul style="list-style-type: none"> <li>City staff</li> <li>School District</li> <li>Representatives of surrounding communities, and the County</li> <li>WisDOT</li> <li>WisDNR</li> <li>SEWRPC</li> </ul>	<input type="checkbox"/>
<b>Next-Steps</b>				
<b>Advance Economic Development</b>				
Update the City's website to provide a one-stop location for information and instructions related to the City's development review and permitting processes.	City-wide	Economic Development	<ul style="list-style-type: none"> <li>City website administrator</li> <li>Community Development staff</li> </ul>	<input type="checkbox"/>
Continue and expand the marketing of low-interest loans for Wauwatosa businesses available through WRLF.	City-wide	Economic Development	<ul style="list-style-type: none"> <li>WRLF</li> <li>WEDC</li> <li>City staff</li> </ul>	<input type="checkbox"/>
Promote the formation of additional Business Improvement Districts in the City and support local business associations.	City-wide	Economic Development	<ul style="list-style-type: none"> <li>WEDC</li> <li>Area business owners</li> <li>City staff</li> </ul>	<input type="checkbox"/>
The City will explore working with Milwaukee County to market Timmerman Airport as a corporate airport, enhancing the attractiveness of the area for business.	City-wide	Transportation	<ul style="list-style-type: none"> <li>City staff</li> <li>City of Milwaukee</li> <li>Milwaukee County</li> </ul>	<input type="checkbox"/>
Actively invest in North Avenue, utilizing the North Avenue corridor plan as a guide.	Eastern District Western District	Economic Development	<ul style="list-style-type: none"> <li>ETBMA</li> <li>WEDC</li> <li>Community Development staff</li> <li>Newly formed mid-town and west-town business associations</li> <li>City of Milwaukee</li> </ul>	<input type="checkbox"/>

**FIGURE 2.9-1: CITY OF WAUWATOSA IMPLEMENTATION CHECKLIST**

Implementation Actions	Planning Area	Chapter Reference	Primary Parties Responsible for Implementation & Potential Partners	Completed
<b>Preserve the character and cultural assets of the City</b>				
Work with partners such as the Village BID, local colleges, Mayfair Mall, the Regional Medical Center, and the Research Park to identify a design theme for wayfinding signage in different parts of the City, as well as other streetscaping features such as lighting, benches, and trash cans	City-wide	Cultural Resources	<ul style="list-style-type: none"> <li>▪ Community Development staff</li> <li>▪ Village BID</li> <li>▪ Regional Medical Center</li> <li>▪ Research Park representatives</li> <li>▪ Mayfair Mall</li> <li>▪ Local colleges</li> <li>▪ Neighborhood Associations</li> <li>▪ Historic Preservation Commission</li> </ul>	<input type="checkbox"/>
Encourage Neighborhood Associations to bolster neighborhood identity through the installation of banners, interpretive signage and other unifying features.	City-wide	Cultural Resources	<ul style="list-style-type: none"> <li>▪ Community Development staff</li> <li>▪ Neighborhood associations</li> <li>▪ Historic Preservation Commissions</li> </ul>	<input type="checkbox"/>
Work with the City of Milwaukee to develop a more logical municipal boundary on the City’s northeast side, or establish more well-defined agreements related to the provision of services.	Northern	Intergovernmental Cooperation	<ul style="list-style-type: none"> <li>▪ City staff</li> <li>▪ School District</li> <li>▪ City of Milwaukee</li> </ul>	<input type="checkbox"/>
Make updates to the City’s property maintenance code to regulate both the outside and inside of all properties in the City. Explore ways to systematically and uniformly enforce this code.	City-wide	<ul style="list-style-type: none"> <li>▪ Land Use</li> <li>▪ Housing &amp; Neighborhood Development</li> </ul>	<ul style="list-style-type: none"> <li>▪ Community Development staff</li> <li>▪ City Council</li> </ul>	<input type="checkbox"/>
<b>Advance Sustainability</b>				
Encourage the School District to become involved in the Green and Healthy Schools Program.	City-wide	Natural Resources	<ul style="list-style-type: none"> <li>▪ School District</li> <li>▪ City staff</li> </ul>	<input type="checkbox"/>
Appoint someone to obtain and review the application for the Bicycle Friendly Community award to get an idea of what can be done differently and better to promote biking in the City. Make it a goal to achieve Bicycle Friendly Community status.	City-wide	Transportation	<ul style="list-style-type: none"> <li>▪ Community Development staff</li> <li>▪ Public Works staff</li> </ul>	<input type="checkbox"/>
Develop new incentives for businesses and home owners to advance environmental sustainability.	City-wide	Natural Resources	<ul style="list-style-type: none"> <li>▪ City staff</li> <li>▪ City Council</li> </ul>	<input type="checkbox"/>
<i>Ongoing Actions</i>				
<b>Advance Sustainability</b>				
When constructing new municipal buildings or making upgrades to existing buildings, take the opportunity to build “green” buildings or to install “green” features.	City-wide	Natural Resources	<ul style="list-style-type: none"> <li>▪ City staff</li> </ul>	<input type="checkbox"/>
Encourage the use of the parkways for outdoor/environmental education.	City-wide	Natural Resources	<ul style="list-style-type: none"> <li>▪ School District</li> <li>▪ Recreation Department</li> <li>▪ WisDNR</li> </ul>	<input type="checkbox"/>
<b>Pursue and Advance Economic Development</b>				
Collaborate with Milwaukee County, representatives of MRMC and MCRP, and UW-M to support appropriate new development on and around the County Grounds and to create a master-planned and integrated “campus” setting.	South-Central District	<ul style="list-style-type: none"> <li>▪ Land Use</li> <li>▪ Economic Development</li> </ul>	<ul style="list-style-type: none"> <li>▪ Community Development staff</li> <li>▪ MRMC</li> <li>▪ Milwaukee County</li> <li>▪ MCRP</li> <li>▪ UW-M</li> <li>▪ WEDC</li> </ul>	<input type="checkbox"/>

FIGURE 2.9-1: CITY OF WAUWATOSA IMPLEMENTATION CHECKLIST

Implementation Actions	Planning Area	Chapter Reference	Primary Parties Responsible for Implementation & Potential Partners	Completed
Develop a strategy to ensure that the City can be proactive about capturing economic growth emanating from MCG and directing redevelopment activities to appropriate locations.	City-wide	<ul style="list-style-type: none"> <li>Economic Development</li> <li>Land Use</li> </ul>	<ul style="list-style-type: none"> <li>WEDC</li> <li>Community Development staff</li> </ul>	<input type="checkbox"/>
Coordinate with the WEDC, WRLF, the Village BID, private-sector representatives, and other local organizations to ensure that existing businesses and industries can continue to grow.	City-wide	Economic Development	<ul style="list-style-type: none"> <li>WEDC</li> <li>WRLF</li> <li>RDA</li> <li>Village BID</li> <li>ETBMA</li> <li>City staff</li> </ul>	<input type="checkbox"/>
Advance efforts to plan for and accommodate spin-off businesses generated by the Research Park and educational institutions.	City-wide	<ul style="list-style-type: none"> <li>Economic Development</li> <li>Implementation</li> </ul>	<ul style="list-style-type: none"> <li>Community Development staff</li> <li>WEDC</li> </ul>	<input type="checkbox"/>
Utilize marketing, investment, and incentive strategies to promote and retain specialty retail businesses, offices, and services in the Village.	South Central District, Eastern District	Economic Development	<ul style="list-style-type: none"> <li>Village BID</li> <li>WEDC</li> </ul>	<input type="checkbox"/>
Continue to strategically utilize Tax Increment Financing and CDBG funds based on clearly established criteria.	City-wide	Economic Development	<ul style="list-style-type: none"> <li>Community Development staff</li> <li>RDA</li> <li>WEDC</li> </ul>	<input type="checkbox"/>
<b>Advance Key Transportation Projects</b>				
Remain engaged in on-going discussions regarding regional transit options and aid in the preparation of corridor studies, environmental impact statements, and other reports as necessary to advance these options.	City-wide	<ul style="list-style-type: none"> <li>Transportation</li> <li>Land Use</li> </ul>	<ul style="list-style-type: none"> <li>City staff</li> <li>SEWRPC</li> <li>WisDOT</li> <li>Milwaukee County</li> </ul>	<input type="checkbox"/>
Plan for and promote transportation system enhancements and infrastructure maintenance and upgrades that support and accommodate economic growth in the City.	City-wide	<ul style="list-style-type: none"> <li>Economic Development</li> <li>Transportation</li> </ul>	<ul style="list-style-type: none"> <li>Community Development staff</li> <li>Public Works staff</li> <li>WisDOT</li> <li>Milwaukee County</li> <li>MRCM</li> <li>MCRP</li> <li>WEDC</li> <li>Village BID</li> </ul>	<input type="checkbox"/>
<b>Enhance Opportunities for Walking and Biking</b>				
When reviewing development proposals, encourage site and building designs that facilitate pedestrian activity (e.g. building built closer to the street with parking in the rear).	City-wide	<ul style="list-style-type: none"> <li>Transportation</li> <li>Land Use</li> </ul>	<ul style="list-style-type: none"> <li>Community Development staff</li> <li>Plan Commission</li> <li>City Council</li> </ul>	<input type="checkbox"/>
Take advantage of road construction projects to install bike and pedestrian facilities. Research funding sources to help construct other amenities such as pedestrian bridges in certain key areas.	City-wide	Transportation	<ul style="list-style-type: none"> <li>Public Works staff</li> <li>WisDOT</li> <li>Milwaukee County</li> </ul>	<input type="checkbox"/>
Plan for and install safety improvements for pedestrians and bicyclists along key corridors and at major intersections.	City-wide	Transportation	<ul style="list-style-type: none"> <li>Public Works staff</li> <li>WisDOT</li> <li>Milwaukee County</li> </ul>	<input type="checkbox"/>
<b>Enhance the City's website</b>				
Educate property owners on what resources exist to assist with historically-sensitive remodeling projects.	City-wide	Cultural Resources	<ul style="list-style-type: none"> <li>City website administrator</li> <li>Historic Preservation Commission</li> </ul>	<input type="checkbox"/>

FIGURE 2.9-1: CITY OF WAUWATOSA IMPLEMENTATION CHECKLIST

Implementation Actions	Planning Area	Chapter Reference	Primary Parties Responsible for Implementation & Potential Partners	Completed
Get the word out on upcoming community events and activities.	City-wide	Cultural Resources	<ul style="list-style-type: none"> <li>▪ City website administrator</li> <li>▪ Civic Celebration Commission</li> <li>▪ Park and Recreation Department</li> <li>▪ Neighborhood organizations</li> <li>▪ Village BID</li> <li>▪ WEDC</li> <li>▪ West Suburban Chamber of Commerce</li> </ul>	<input type="checkbox"/>
Generally promote the community by marketing the City’s neighborhoods as great places to live, advertising the Village business district and the Mayfair retail area, and promoting the vision for the Milwaukee County Grounds and s World Class Life Science Center.	City-wide	Cultural Resources	<ul style="list-style-type: none"> <li>▪ City website administrator</li> <li>▪ Community Development staff</li> <li>▪ Village BID</li> <li>▪ Regional Medical Center</li> <li>▪ Research Park</li> <li>▪ Neighborhood Associations</li> <li>▪ WEDC</li> <li>▪ West Suburban Chamber of Commerce</li> </ul>	<input type="checkbox"/>