

B-1 Land Use and Zoning Review

Volume I

As Refined by the City of Glendale Plan Commission

Glendale Primary Commercial Center
Encompassing the Larger Contiguous Area
in the Vicinity of

Port Washington Road
(From West Marne Avenue to West Brentwood Lane)

and

West Silver Spring Drive
(From Interstate 43 to North Lydell Avenue)



Prepared By:

City of Glendale
Community Development Planning Department
January, 2002
Approved by Plan Commission: August 6, 2002

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“Glendale 2021 – Our Vision”

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Glendale

RICH PAST.
BRIGHT FUTURE.

INTRODUCTION

The Mayor and Common Council directed the Plan Commission to review the existing zoning and land use issues in the area along North Port Washington Road (West Marne Avenue to West Brentwood Lane) and West Silver Spring Drive (Interstate Highway 43 to North Lydell Avenue), as well as each of the remaining B-1 Local Business District zoned areas throughout the city. Accordingly, the study area includes 14 distinct areas as depicted on Exhibit Map 1.

The study sub-areas included in the study are listed and generally referenced as described below:

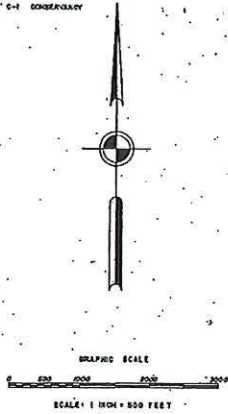
Sub-Area	Description
A	Milwaukee Gear (South Entrance)
B	North Port Washington Road Highway Retail Strip
C	Manpower/Bavarian Inn
D	West Silver Spring Drive Corridor (South Side)
E	Bayshore/Kohl's/West Silver Spring Drive Corridor (North Side)
F	Bender Road (North Entrance)
G	Manchester East
H	North Port Washington Road and West Calumet Road
I	North Port Washington Road and West Luebbe Lane
J	North Jean Nicolet Road and West Fairfield Road
K	Hilton Hotel
L	Concours/Andrew/Lexus
M	Outpost Foods
N	North 27 th Street

Volume I of the study, including Sub-areas A, B, C, D, E, and F (refer to Exhibit Maps 2 and 3), comprises a larger contiguous area that, while not located at the geographic center of Glendale, is the primary commercial center of city. Volume II of the study includes the remaining B-1 zoned areas that are dispersed throughout the city, including Sub-areas G, H, I, J, K, L M and N. Sub-area H (North Port Washington Road and West Calumet Road), Sub-area I (North Port Washington Road and West Luebbe Lane), and Sub-area L (Concours/Andrew/Lexus) comprise smaller commercial centers. Sub-area G (Manchester East), Sub-area J (North Jean Nicolet Road and West Fairfield Road), and Sub-area K (Hilton Hotel) each includes only one commercial building or business. Sub-areas M (Outpost Foods) and N (North 27th Street) are relatively small parcels of land that are partially located in the Glendale and partially located in the City of Milwaukee.

**EXHIBIT MAP 1
STUDY AREA
CITY OF GLENDALE
ZONING MAP**

Revised: September, 2000

- R-1 RESIDENTIAL
- R-2 RESIDENTIAL
- R-3 RESIDENTIAL
- R-4 RESIDENTIAL
- R-5 RESIDENTIAL
- R-6 RESIDENTIAL
- R-7 RESIDENTIAL
- R-7A RESIDENTIAL
- R-8 RESIDENTIAL
- P-1 PARKWAY
- M-1 COMMERCIAL & LIGHT MANUFACTURING
- B-1 BUSINESS
- B-2 BUSINESS
- B-3 BUSINESS
- B-4 BUSINESS
- P-2 PLANNED DEVELOPMENT
- C-1 CONSERVANCY



ZONING MAP

CITY OF GLENDALE
MILWAUKEE COUNTY, WISCONSIN

MAY, 1970
Amended
January 1981
February 1985
August 1988
August 1990
August 1991
August 1992
August 1993
August 1994
August 1995
August 1996
August 1997
August 1998
August 1999
September 2000

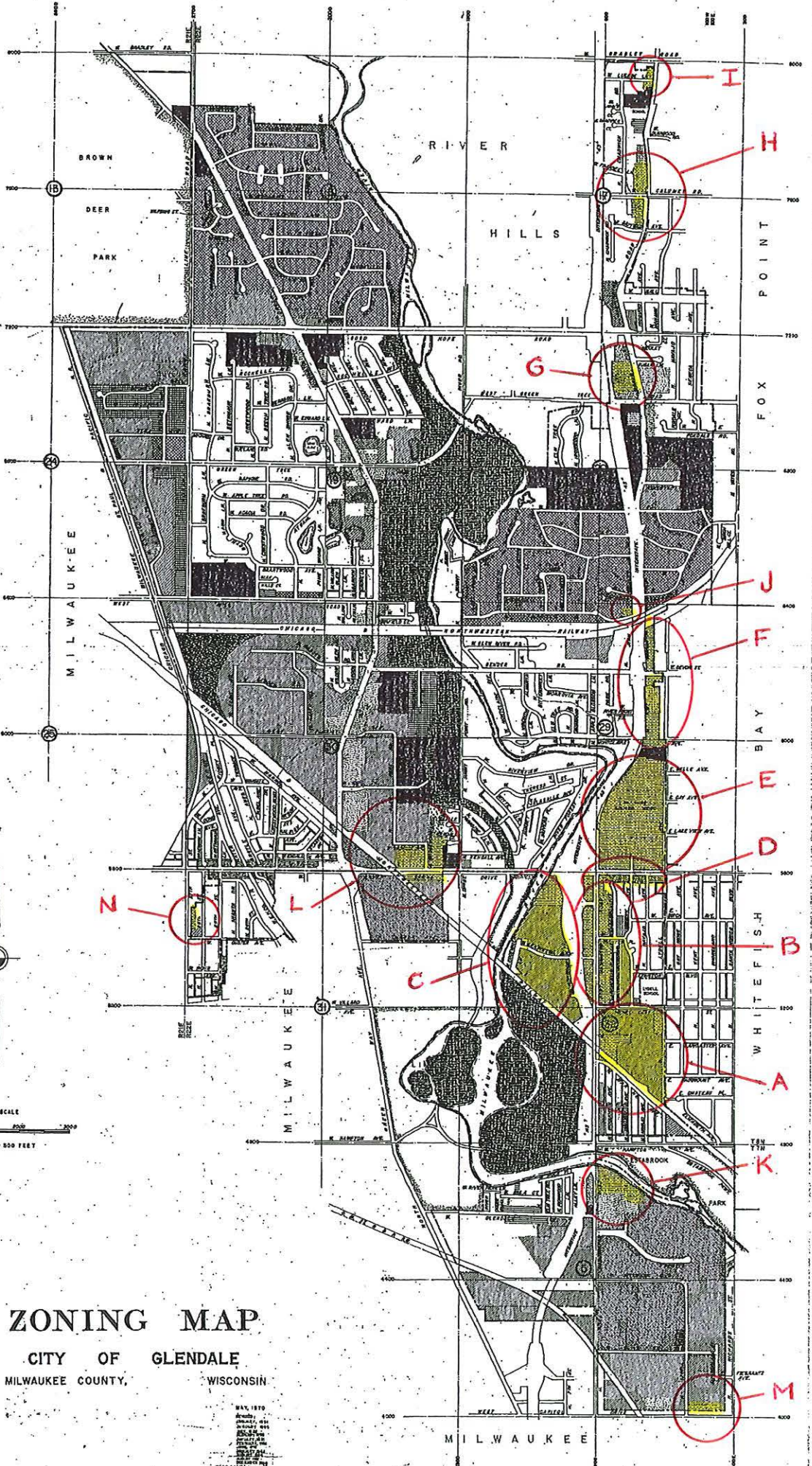


Exhibit Map 2: Study Area Included in Volume I

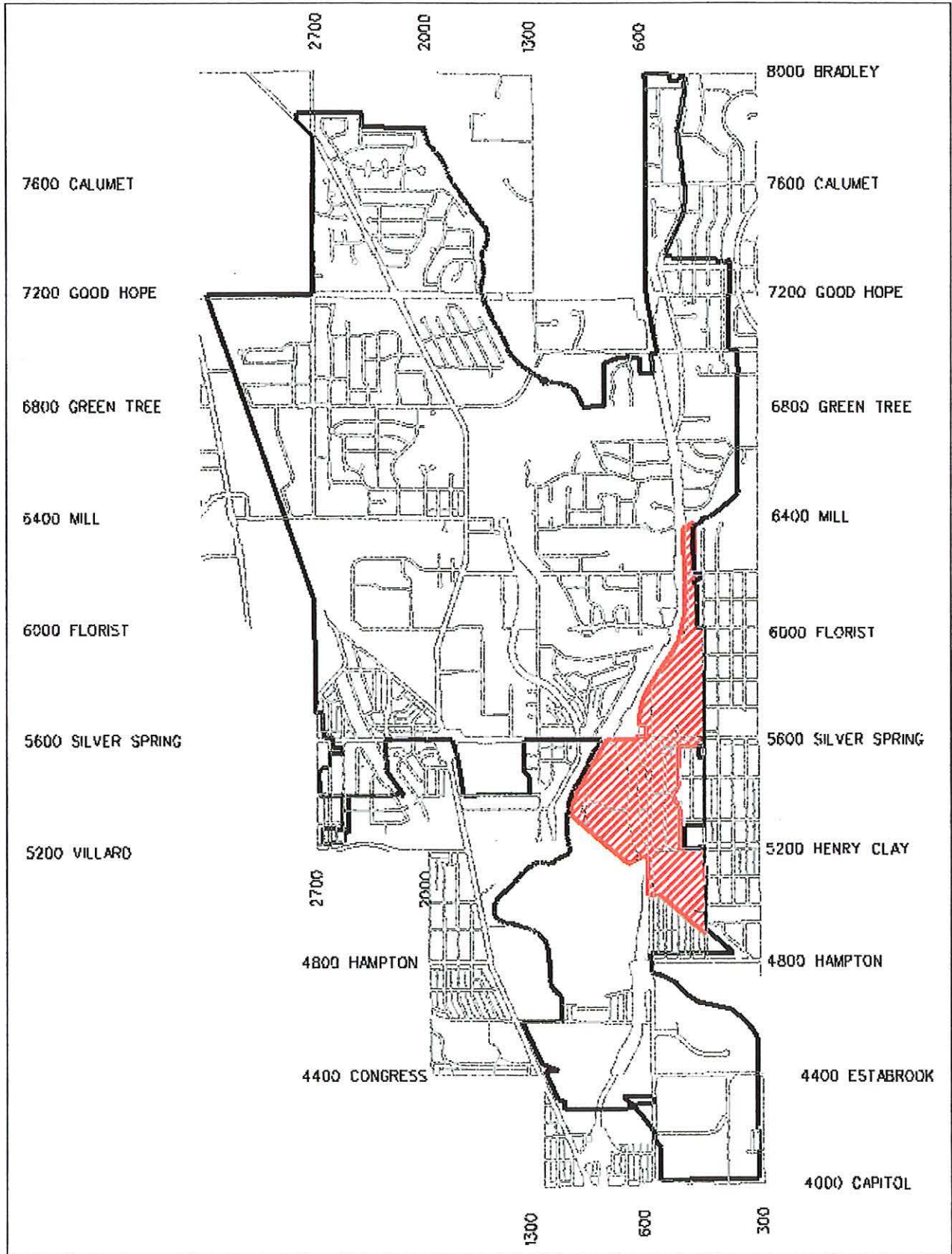
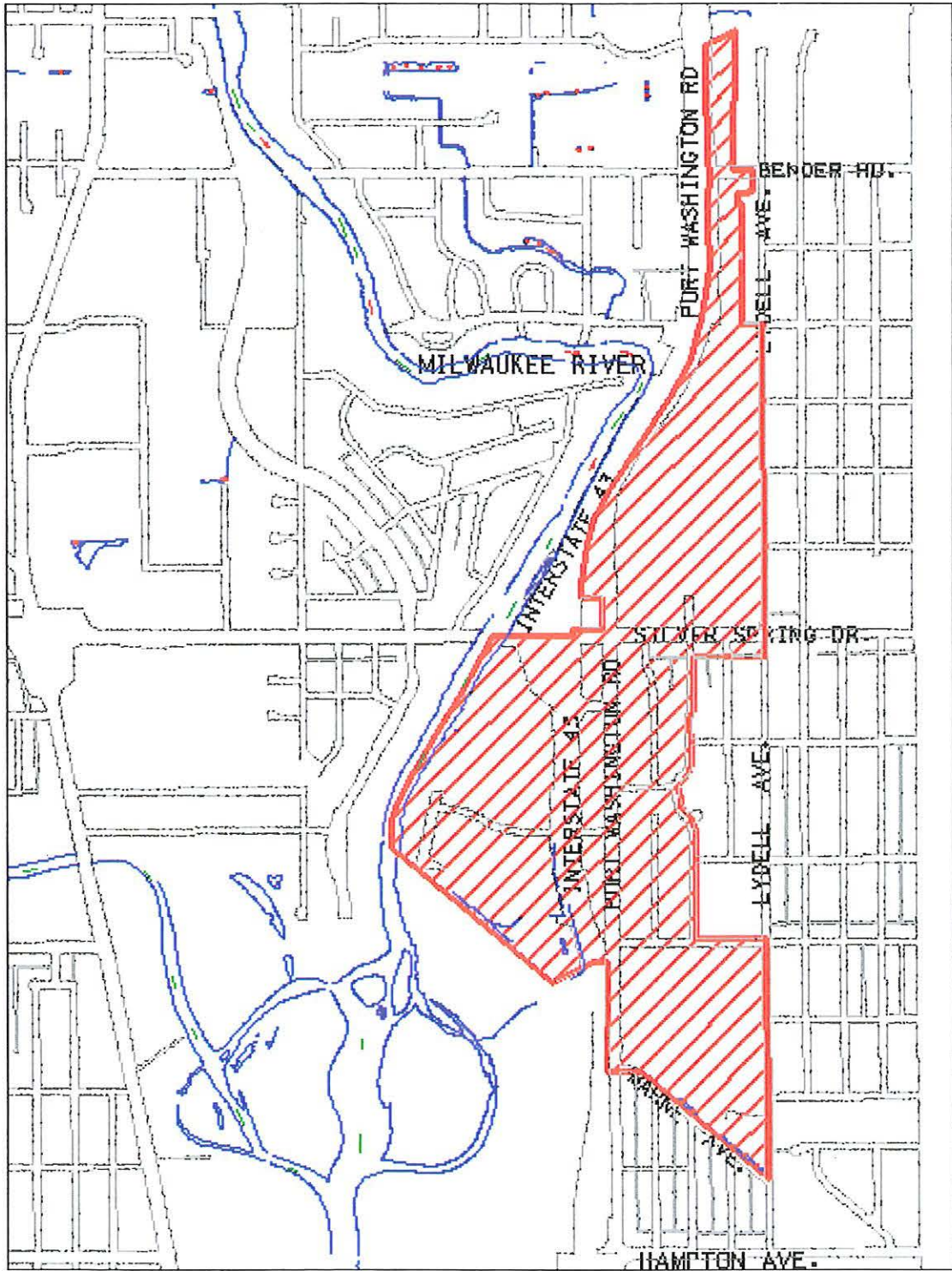


Exhibit Map 3: Study Area Included in Volume I (Inset)



BACKGROUND

In recent years the City of Glendale has invested in major redevelopment initiatives and physical improvements. Successful projects include the West Silver Spring Drive Corridor Revitalization and the Glendale Technology Center/Estabrook Corporate Park, which transformed both a declining commercial street corridor and a floundering and antiquated industrial district into thriving community assets. The City of Glendale Visioning Committee recently completed "Glendale 2021-Our Vision", which is the result of an 18-month visioning process that afforded the opportunity for residents and the business community to participate in the formulation of a vision plan for Glendale. The success of the above mentioned projects serve as both models and building blocks for continued redevelopment initiatives; the Vision Plan describes desired actions and attributes for the City of Glendale to achieve over the next 20 years.

The larger part of the commercial land in the City is zoned "B-1 Local Business District". Most of the B-1 zoned land is located in the area along North Port Washington Road and West Silver Spring Drive in the general vicinity of the intersection of the two streets. Evidenced by inquiries made to City staff about B-1 zoned properties by representatives of various commercial enterprises, including pawn shops, tire sales, and auto parts and service businesses, there is a perception and concern on the part of the City that the B-1 zoned lands, open to a wide range of disparate retail uses, are experiencing a generalized trend of decline and deterioration. At the same time, existing and former industrial properties in the area appear to be transforming to commercial-office use. The subject trends have resulted in inconsistencies between the Land Use Plan and existing land use, inconsistencies between the Land Use Plan and zoning, inconsistencies between existing land use and zoning, concerns that the existing zoning standards are inadequate, concerns that the built environment is antiquated and inadequate to serve the community to its full potential, as well as concerns that the situation will not improve in the absence of proactive measures and actions by the City.

STUDY APPROACH

The historic commercial land use and zoning context will be discussed, after which each study Sub-area will be briefly described, concerns and problems identified and, given the guidance of the Vision Plan, and recommendations are made for various implementation measures and actions by the City and/or the Community Development Authority (CDA).

HISTORIC LAND USE AND ZONING CONTEXT

Aerial photographs indicate that as of 1950, the year that the City of Glendale incorporated as a city, the larger part of the city remained in agricultural use, with limited areas of residential and commercial development, mostly located along and in the vicinity of North Port Washington Road and West Silver Spring Drive. Early zoning maps, under both Town of Milwaukee-Milwaukee County zoning (Exhibit Map 4) and the first City of Glendale Zoning Map (Map Exhibit 5), depicted "Local Business District" (later "B-1

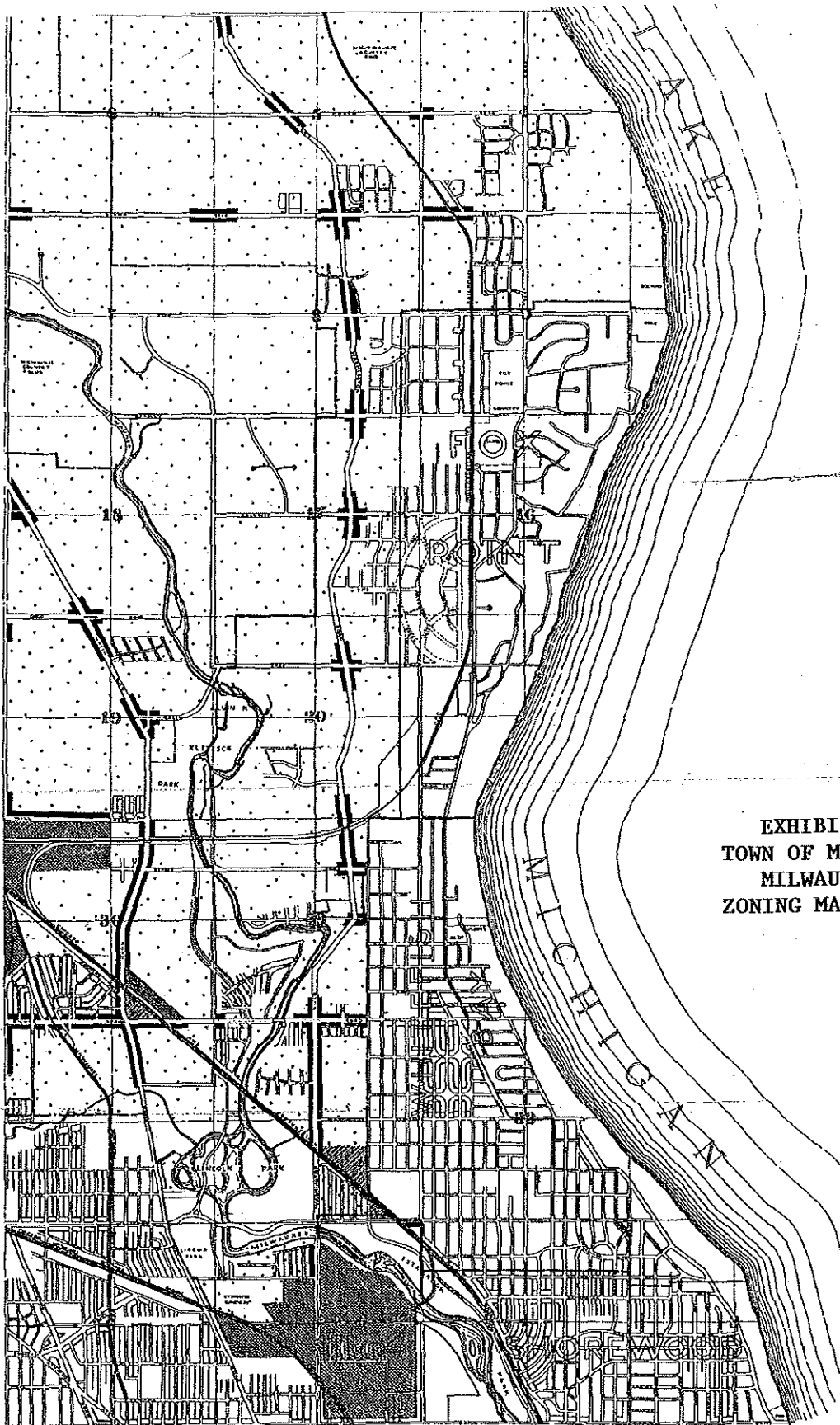


EXHIBIT MAP 4
TOWN OF MILWAUKEE
MILWAUKEE COUNTY
ZONING MAP

- AGRICULTURAL
- ▨ 'A' RESIDENCE
- ▩ 'B' RESIDENCE
- LOCAL BUSINESS

ZONING MAP
SHOWING
USE DISTRICTS

- ▨ COMMERCIAL AND LIGHT MANUFACTURING
- ▩ HEAVY INDUSTRIAL

THE ZONING ORDINANCE OF WHICH THIS MAP IS A PART DOES NOT APPLY WITHIN THE LIMITS OF INCORPORATED CITIES OR VILLAGES.

TOWN OF MILWAUKEE

MILWAUKEE COUNTY

WISCONSIN

Scale 1" = 800' Milwaukee County
Regional Planning Department



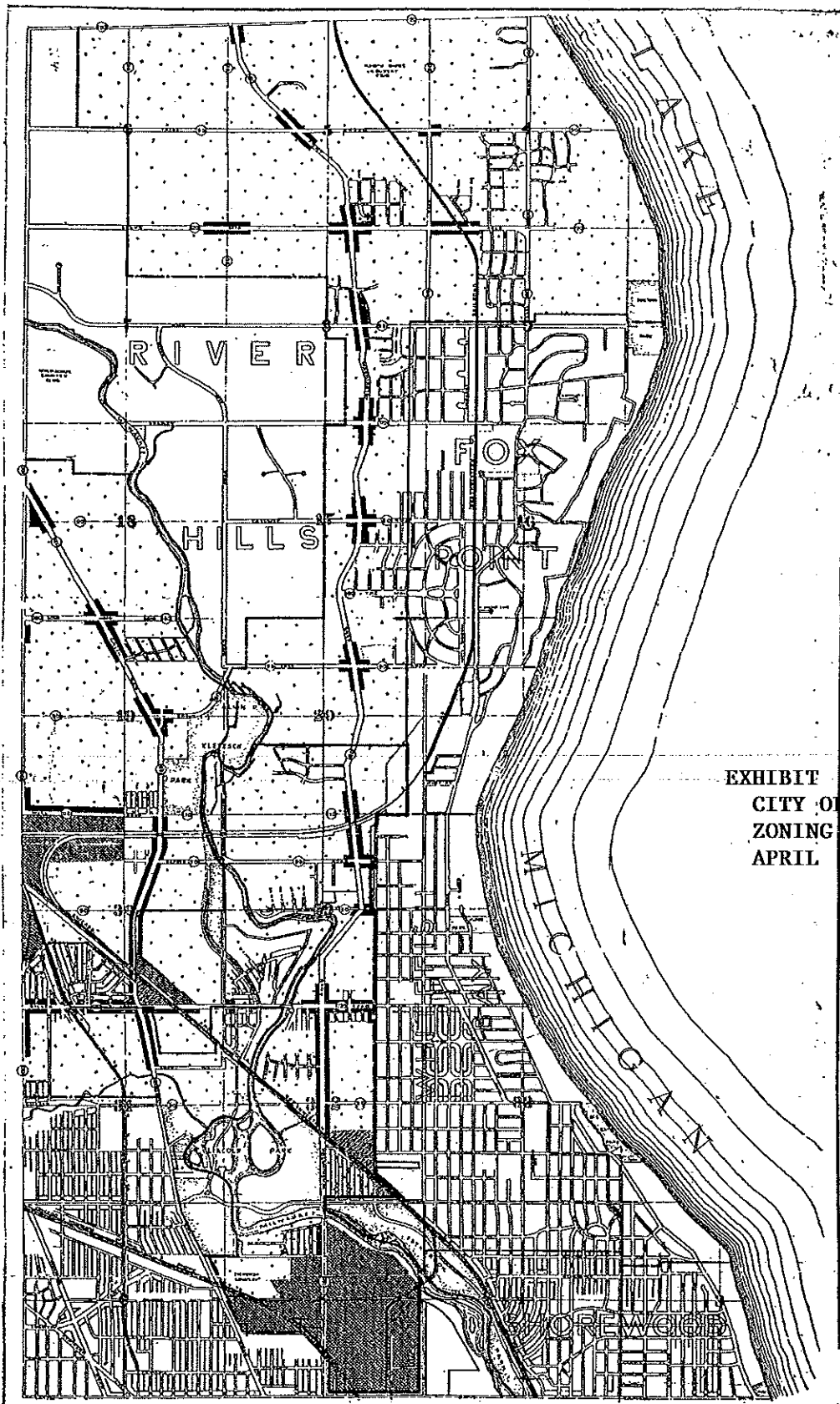


EXHIBIT MAP 5
 CITY OF GLENDALE
 ZONING MAP
 APRIL 17, 1951

- LEGEND**
- Ⓐ R-1 RESIDENCE DISTRICT
 - Ⓑ R-2 RESIDENCE DISTRICT
 - Ⓒ R-3 RESIDENCE DISTRICT
 - Ⓓ R-4 RESIDENCE DISTRICT
 - Ⓔ R-5 RESIDENCE DISTRICT
 - Ⓕ R-6 RESIDENCE DISTRICT
 - Ⓖ R-7 RESIDENCE DISTRICT
 - Ⓗ R-8 RESIDENCE DISTRICT

ZONING MAP
 OF
CITY OF GLENDALE
 MILWAUKEE COUNTY, WISCONSIN

APRIL 17, 1951

GRAPHIC SCALE

- LEGEND**
- B-1 LOCAL BUSINESS DISTRICT
 - A-1 AGRICULTURAL DISTRICT
 - ▨ M-1 COMMERCIAL AND LIGHT MANUFACTURING DISTRICT
 - ▩ M-2 INDUSTRIAL DISTRICT
 - ▧ M-3 UNRESTRICTED DISTRICT
 - Ⓢ F-1 **SCHOOL** DISTRICT
 - Ⓣ F-2 **TRAIL** DISTRICT
 - Ⓝ F-3 **CHANNEL** DISTRICT

FIGURES WITHIN CIRCLES SHOW THIS Ⓢ DESIGNATE THE DISTANCES BETWEEN BUILDING SET-BACK BASE LINES FOR MAJOR STREETS OR HIGHWAYS AND APPLY ALONG THE ENTIRE LENGTH OF THESE STREETS OR HIGHWAYS AND THEIR EXTENSIONS UNLESS OTHERWISE INDICATED THE BASE LINES ARE EQUIDISTANT FROM THE CENTER LINES OF THE STREETS OR HIGHWAYS.



THE ENTIRE INCORPORATED AREA IS HEREBY PLACED IN THE F-1 DISTRICT.

Local Business”) zoning along the major streets and at the major intersections, with the larger remaining part of the city zoned for residential use of varying densities.

The City of Glendale grew rapidly throughout the 1950’s, 1960’s, 1970’s, and 1980’s, fueled by the construction of United States Highway “141” (eventually Interstate Highway 43) and improvements to other arterial and collector streets that allowed easy access to the City of Milwaukee and the interstate highway system. With the residential growth, commercial development promulgated along North Port Washington Road and West Silver Spring Drive along with industrial expansion in the Glendale Industrial Park. Subsequent revision to the Zoning Map in February, 1960 (Exhibit Map 6) depicts expanded areas of both commercial and industrial zoning. The current City of Glendale Zoning Map, with revisions through September 2000, is depicted on Exhibit Map 1.

In 1976 the City of Glendale adopted a comprehensive plan, “The Comprehensive Plan – Glendale, Wisconsin”, which includes a land use plan (Exhibit Map 7). The land use plan, the zoning code and the zoning map, amended and updated through the years, have provided a framework for the locations of the various land uses within the City, and defined the parameters for uses and intensity of development of individual parcels of land.

EXISTING LAND USE AND ZONING RELATED PROBLEMS

Over the course of the past 50 years land development activity has transformed farmland into an urbanized environment. The current commercial development pattern is a product of the favored commercial land development model in existence between the 1950’s and the 1990’s, which focused on the creation of single-purpose stand-alone commercial sites that were designed for ease of customer access via automobile. In that the commercial sites were designed to accommodate the needs of the patrons of only one particular business entity that occupied a given site, the model resulted in sites that are single purpose; in that in almost every case there is little or no relationship between neighboring commercial business uses or sites, the model resulted sites that are stand-alone. The above described land development model can be generally described as “highway strip retail”.

Highway strip retail is generally characterized by widely disparate commercial uses housed in nondescript utilitarian commercial buildings surrounded by a parking lot, with little attention to site amenities or site design details that make the site internally user friendly or readily accessible from the sidewalk, neighboring properties or the surrounding neighborhoods. The result of highway strip retail development is a row of commercial parcels where one parcel has little or no beneficial relationship with the next parcel, nor to the commercial district as a larger entity, there is not a coherent transition between the commercial district and nearby residential neighborhoods, and there is little or no community identification with the attributes or features of the commercial district.

RIVER

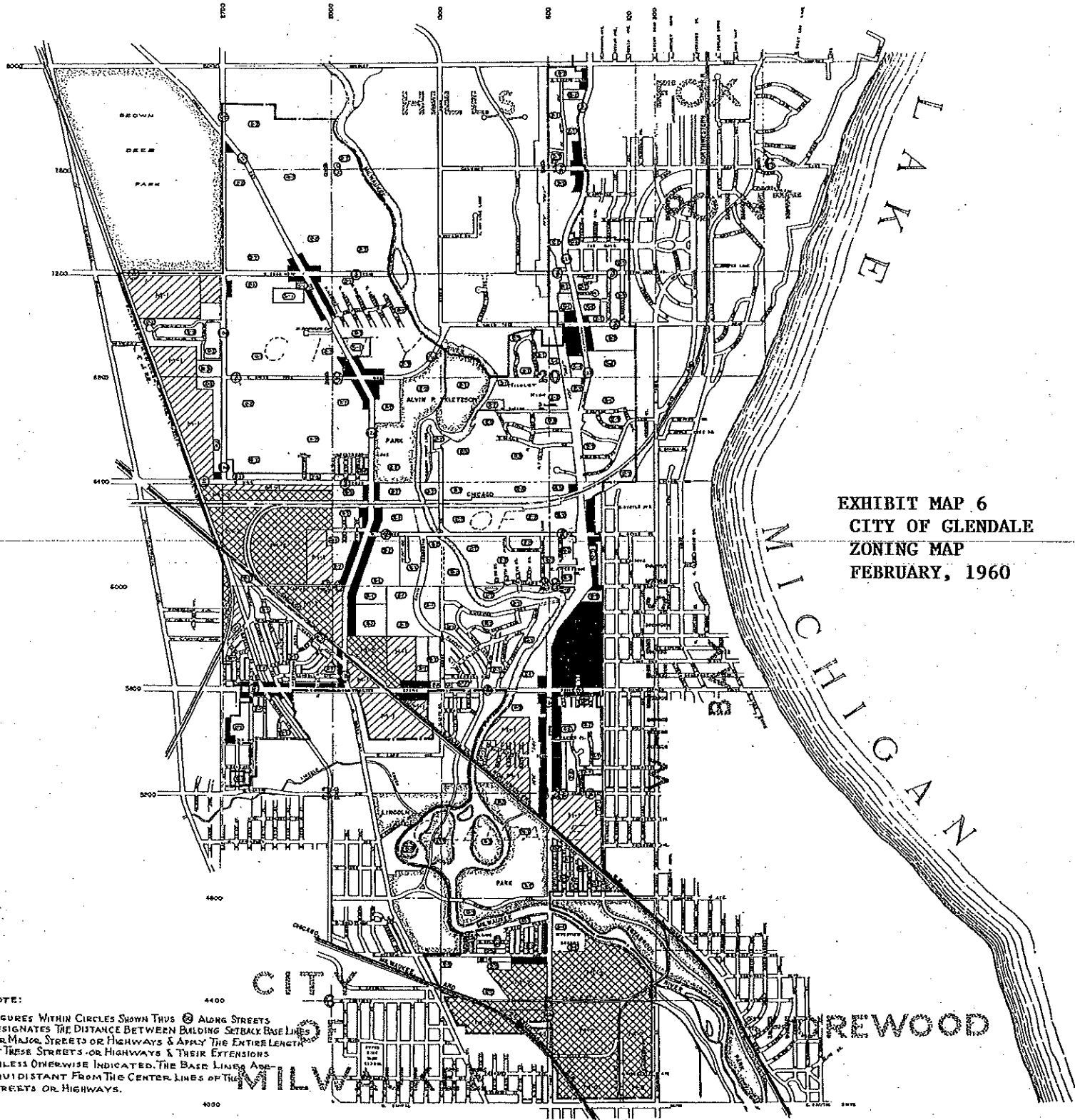



















EXHIBIT MAP 6
CITY OF GLENDALE
ZONING MAP
FEBRUARY, 1960

NOTE:
FIGURES WITHIN CIRCLES SHOWN THUS  ALONG STREETS DESIGNATES THE DISTANCE BETWEEN BUILDING SETBACK BASE LINES FOR MAJOR STREETS OR HIGHWAYS & APPLY THE ENTIRE LENGTH OF THESE STREETS OR HIGHWAYS & THEIR EXTENSIONS UNLESS OTHERWISE INDICATED. THE BASE LINES ARE EQUIDISTANT FROM THE CENTER LINES OF THE STREETS OR HIGHWAYS.

LEGEND - DISTRICTS	
 R-1 RESIDENCE	 B-1 LOCAL BUSINESS
 R-2	 M-1 COMM. & LT. MAN.
 R-3	 M-2 INDUSTRIAL
 R-4	 M-3 UNRESTRICTED
 R-5	 S-1 SPECIAL (INSTITUTIONAL)
 R-6	 F-1 UPLAND
 R-7	 F-2 VALLEY
 R-7A	 F-3 CHANNEL
R-8	

NOTE: ENTIRE CITY PLACED IN THE F1 UPLAND DISTRICT

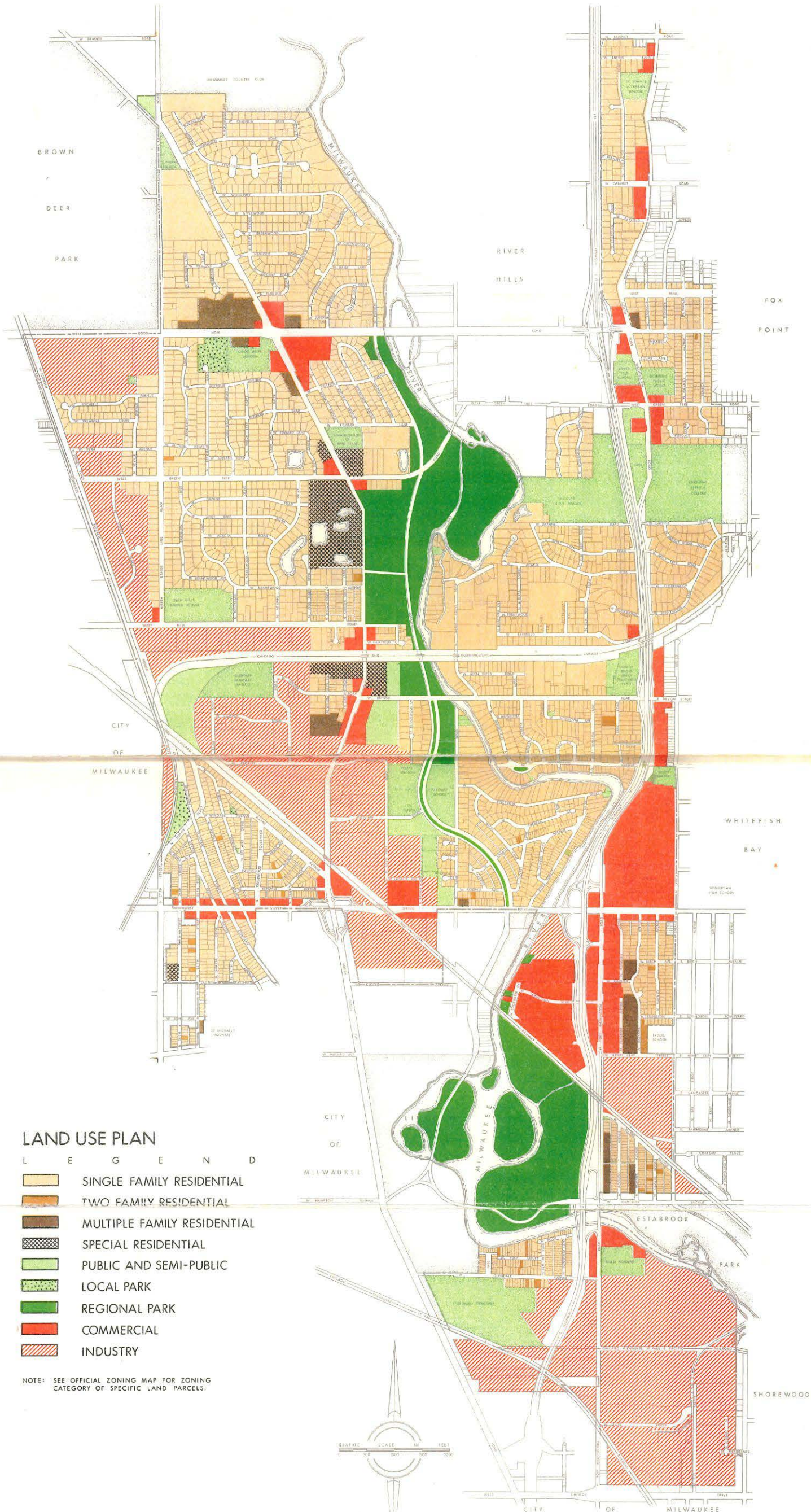
ZONING MAP
CITY OF GLENDALE
MILWAUKEE COUNTY, WISCONSIN

GRAPHIC SCALE
0 100 200 300 400 500 FEET
ROLAND S. HERTEL - PLANNING CONSULTANT

FEBRUARY 1960

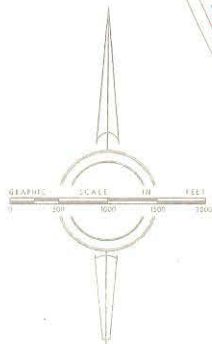
CITY OF GLENDALE

MILWAUKEE COUNTY, WISCONSIN



- LAND USE PLAN**
- L E G E N D
- SINGLE FAMILY RESIDENTIAL
 - TWO FAMILY RESIDENTIAL
 - MULTIPLE FAMILY RESIDENTIAL
 - SPECIAL RESIDENTIAL
 - PUBLIC AND SEMI-PUBLIC
 - LOCAL PARK
 - REGIONAL PARK
 - COMMERCIAL
 - INDUSTRY

NOTE: SEE OFFICIAL ZONING MAP FOR ZONING CATEGORY OF SPECIFIC LAND PARCELS.



PREPARED FOR:
CITY PLAN COMMISSION
AND COMMON COUNCIL
GLENDALE, WISCONSIN

STREET RIGHTS OF WAY FOR THE PREPARATION OF THIS MAP WERE OBTAINED FROM A MAP PREPARED BY NIENOW, LANDRY, WEBSTER & ASSOCIATES, INC.



HARLAND BARTHOLOMEW AND ASSOCIATES
PLANNING ENGINEERING LANDSCAPE ARCHITECTURE URBAN RENOVATION
NORTHBROOK, ILLINOIS
JUNE 1, 1974

Table 18
EXISTING AND PROPOSED LAND USE
Glendale, Wisconsin

	1974		1990	
	<u>Acres</u>	<u>% of Devel- oped Area</u>	<u>Acres</u>	<u>% of Devel- oped Area</u>
Single-Family Residential	1,123	33.6	1,230	33.1
Special Residential District	0	0.0	45	1.2
Two-Family Residential	11	0.3	7	0.2
Multiple-Family Residential	24	0.7	38	1.0
Public and Semi-Public	277	8.3	280	7.5
Parks	358	10.7	362	9.8
Commercial	170	5.1	211	5.7
Industry	412	12.3	663	17.8
Railroad	165	5.0	124	3.3
Streets	665	19.9	677	18.2
Water	<u>81</u>	<u>2.4</u>	<u>82</u>	<u>2.2</u>
Subtotal	3,343	100.0	3,719	100.0
Vacant	<u>376</u>		<u>0</u>	
Total	3,719		3,719	

Source: Harland Bartholomew and Associates

The subject land development model was facilitated by the zoning code according to the use and site requirements of the B-1 Local Business District. The B-1 Local Business District permitted virtually all types of commercial land use, as long as the development conformed with building height, building site area, front, side and rear yard requirements, and parking requirements. In large part the commercial land uses within the city are consistent with what is permitted under the requirements of the existing B-1 Local Business District.

The perceived land use issues and conflicts that have emerged in the Study Area largely involve the highway strip retail outcome, including nondescript utilitarian architecture, lack of landscaping, site design that lacks human scale, lack of beneficial relationship or compatibility with neighboring commercial uses, lack of a harmonious transitions between commercial areas and surrounding residential neighborhoods, and minimal community identification with the commercial district.

STUDY SUB-AREA "A": MILWAUKEE GEAR (SOUTH ENTRANCE)

Study Sub-Area "A" includes the land area depicted on Exhibit Map 8, encompassing the land located between North Port Washington Road and North Lydell Avenue from West Marne Avenue north to West Henry Clay Street.

EXISTING LAND USE

Existing land uses are depicted on Exhibit Map 9. Existing land uses include industrial, commercial, government, and transportation. The existing industrial type land uses include Milwaukee Gear/Treat-All Metals and Robert's Roofing. Commercial uses include Design Group III, Baymont Inn, and the MG Atrium multi-tenant office building, as well as Manpower and Enjay Corporation occupying the former John Oster Company building. The Village of Whitefish Bay owns a property located at 5111 North Lydell Avenue that the Village has, over the years, used as a public works facility. More recently, in addition to utilizing the west part of the 5111 North Lydell Avenue site for public works, Whitefish Bay has also leased space in the former John Oster Company facility for public works, and has leased the east part of the 5111 North Lydell Avenue site to private firms. Most recently, over the objections of the City of Glendale, the Village of Whitefish Bay leased the 5111 property to a company called Express Disposal Services, LLC, which recently moved elsewhere.

Surrounding land uses include commercial and residential land uses to the north of Sub-Area "A", with residential uses to south and east. Surrounding transportation land uses include the North Port Washington Road, West Henry Clay Street, North Lydell Avenue, West Marne Avenue and Interstate Highway 43 right-of-ways, as well as the former Chicago & Northwestern Railway Railway Company right-of-way.

EXISTING ZONING

Existing zoning is depicted on Exhibit Map 10. Most of the land is zoned M-1 Warehouse, Light Manufacturing, Office and Service District, with three smaller areas zoned B-1 Local Business District. MG Atrium, Milwaukee Gear/Treat-All Metals, the former John Oster facilities, Robert's Roofing (JM Remodeling), and the Village of Whitefish Bay Public Works facilities are located within the M-1 zoned area. The Baymont Inn and Design Group III sites are zoned B-1, as are the vacant lands located at the southwest corner of West Henry Clay Street and North Lydell Avenue (which is part of the Milwaukee Gear/Treat-All Metals site).

Exhibit Map 8 Study Sub-Area "A"

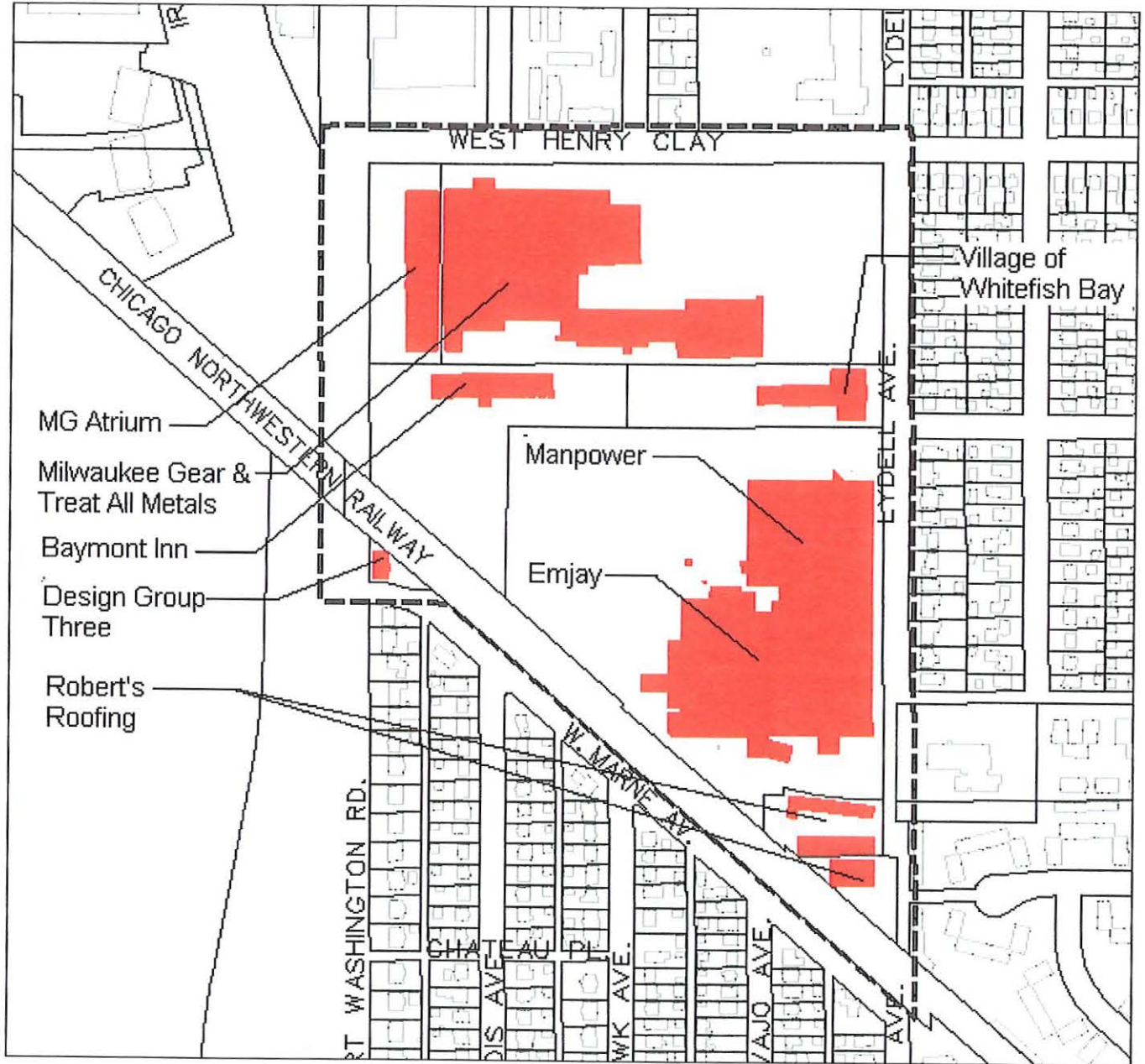


Exhibit Map 9 Existing Land Use

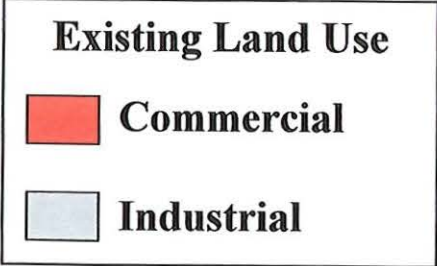
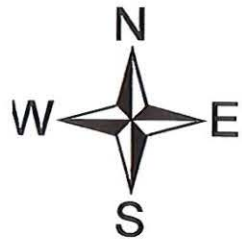
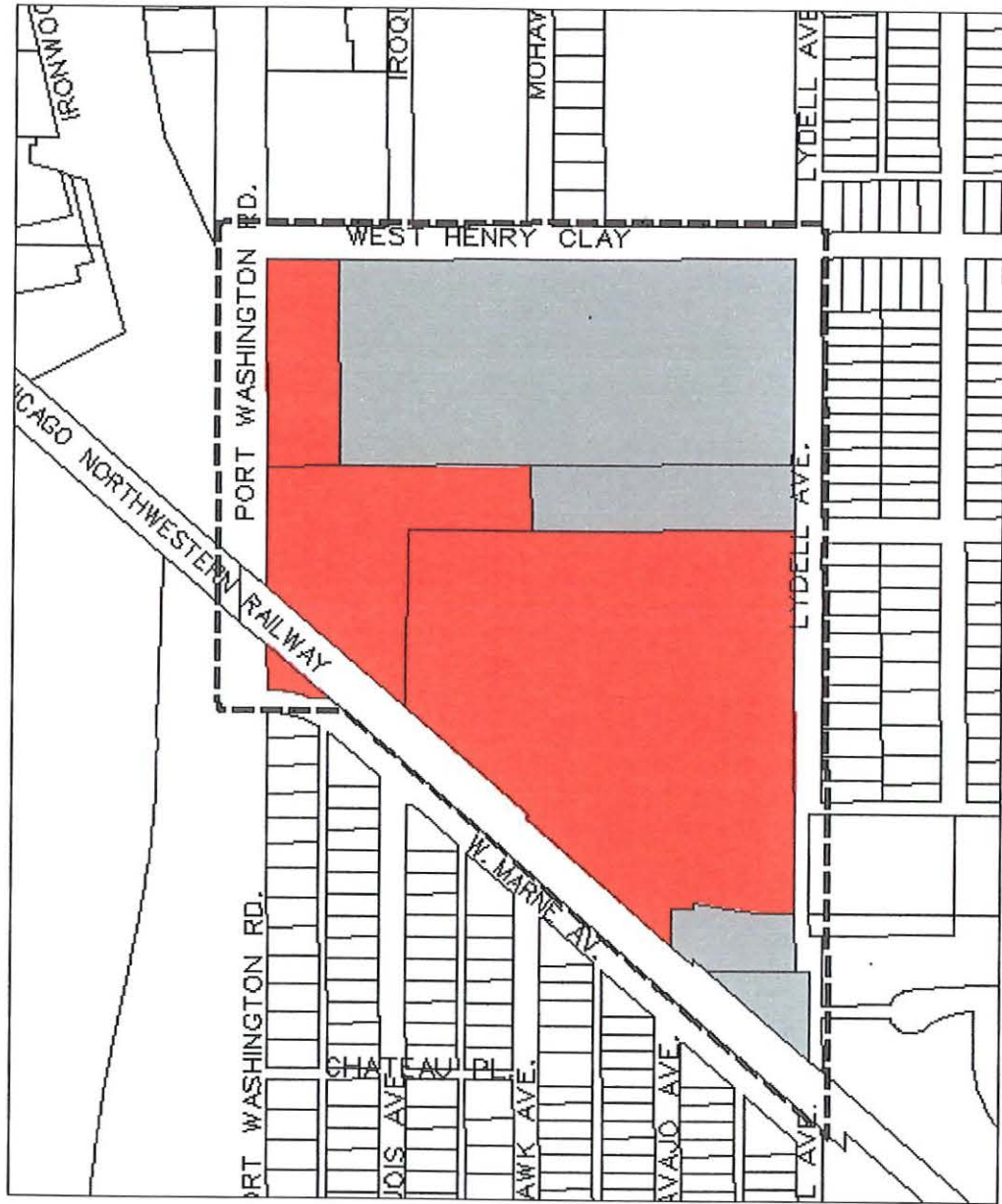
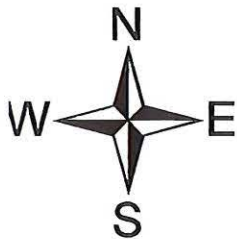
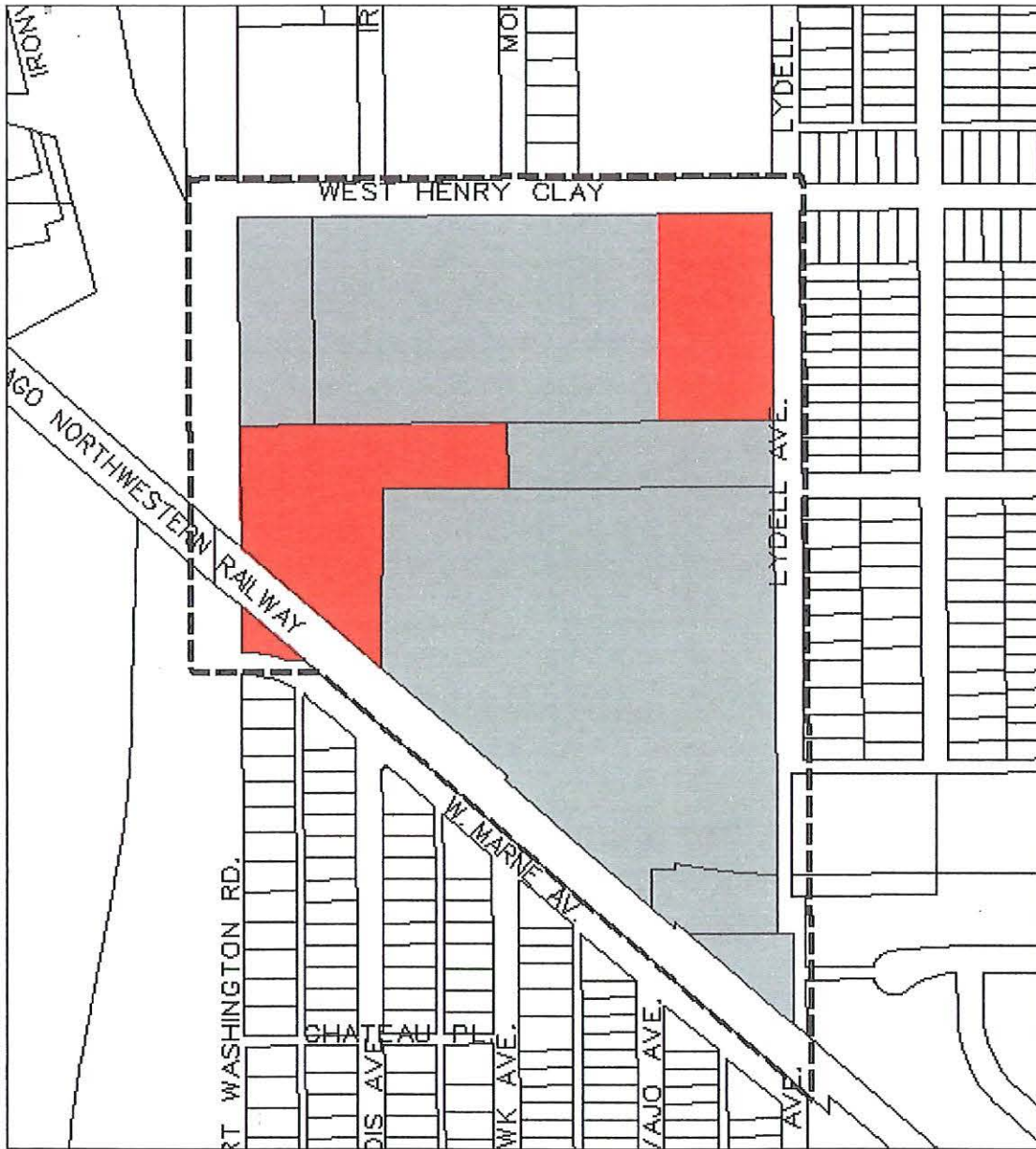


Exhibit Map 10 Existing Zoning



Existing Zoning	
	B-1 - Local Business District
	M-1 - Warehouse, Light Mfg, Office, & Service District

Surrounding City of Glendale zoning districts include B-1 Local Business District, P-1 Parking District, R-8 Residential District, R-7 Residential District, and M-1 Warehouse, Light Manufacturing, Office and Service District.

LAND USE AND ZONING RELATED CONFLICTS AND ISSUES

Existing Conditions

Photographs of each of the buildings located within Sub-Area "A" are found on Photo Exhibit Boards 1 through 3, and photographs of the public right-of-ways are found on Exhibit Board 4, incorporated by reference as exhibits to this report.

Internal Land Use and Zoning Related Conflicts and Issues

With the exception of the Village of Whitefish Bay public works use, most of the former John Oster Company building complex has been transformed from an industrial manufacturing facility into a commercial office building. The M-1 zoning of the site allows uses and standards that are lower than would typically be allowed in an office zoning district. The Village of Whitefish Bay public works operations on the Oster site, including the operation of heavy machinery and equipment, are in direct conflict with the activities that are typical of a professional office environment. In comparison to the Manpower and Emjay occupied portions of the building complex, the appearance of the Village of Whitefish Bay occupied area is poor.

The Robert's Roofing site consists of two parcels of land that contains three buildings on a total of about 1.3 acres. Business operations are spilling over onto the former Chicago & Northwestern Railway Company right-of-way. Space in the building on the south parcel at 4227 North Lydell Avenue is leased out to JM Remodeling. Recent construction of a new pole building and new landscaping has improved the visual appearance of the site; however, in the long run Robert's Roofing operations may require a larger site.

The Village of Whitefish Bay use of land that is located in the City of Glendale for its public works facility is an unusual situation. The use may not have presented problems when the subject area was farm lands that were becoming industrialized by companies such as the John Oster Company and Milwaukee Gear/Treat-All Metals, however, as the subject area continues the transformation from industrial use to office and retail uses, the neighboring communities continued use of the 5111 site (not to mention the Oster site) as a public works facility is no longer appropriate.

The Milwaukee Gear/Treat-All Metals site is the only remaining traditional old-line industrial facility located within Sub-Area "A". Similar to the Village of Whitefish Bay public works facility, the Milwaukee Gear facility was established when most of the surrounding land in the City of Glendale remained farm land. Today surrounding lands to the north and east are residential neighborhoods and, with the transformation of the John Oster building complex to office use and the earlier construction of the MG Atrium

office building, the industrial use has become a less fitting type of land use within Sub-Area "A".

Although the MG Atrium office building does not have the operational conflicts that are currently present at the former Oster facility, it nonetheless remains zoned as M-1 Warehouse, Light Manufacturing, Office and Service District, a lower zoning classification that would theoretically allow the use of the site to return to an industrial type of land use.

Three areas within Sub-Area "A" are zoned B-1 Local Business District, including the east portion of the Milwaukee Gear/Treat-All Metals site, the Baymont Inn site, and the Design Group III site. At the time that Baymont (at the time Budgetel) was approved for the site, a Captain's Steak Joynt restaurant was anticipated to be constructed on the south part of the Baymont Inn site, a scenario that has never come to fruition and which leaves the Baymont Inn as a somewhat isolated commercial location. The B-1 zoned portion of the Milwaukee Gear/Treat-All Metals site also has failed to materialize any commercial development at that location.

Land Use and Zoning Related Conflicts and Issues With Surrounding Areas

As the subject area developed the surrounding farmlands also developed. Today Sub-Area "A" is surrounded on the north, east, and south by residential neighborhoods and related land uses. Industrial zoning with industrial use is invariably at odds with residential zoning and land use.

PRELIMINARY RECOMMENDED ACTIONS

Land use and zoning recommendations for Sub-Area "A" include the following:

Comprehensive Plan:

Amend the Land Use Plan element of the Comprehensive Plan as follows:

1. Change "Industry" to "Commercial-Office/Residential". Commercial-Office/Residential" land use would allow professional and business office uses, as well as residential land use with 12-15 units per acre.
2. Change "Commercial" to "Commercial-Office".

Zoning:

1. Rezone "M-1 Warehouse, Light Manufacturing, Office and Service District" and "B-1 Business District" zoned lands to a zoning district to be substantially consistent with the "B-3 Silver Spring Drive Commercial District", except that the listed conditional uses would be as follows:

- A. Professional services and administrative offices
- B. General corporate headquarters offices
- C. Medical and dental offices
- D. Research establishments
- E. Sales offices
- F. Financial, insurance and real estate offices
- G. Multi-family residences (12-15 units per acre)
- H. Any other uses found to be a similar use by the Plan Commission or Community Development Authority upon review of application.

Where planned development would further the quality and character of urban site design, architecture and landscaping, the use of PD Planned Development should be encouraged.

Area-Wide Urban Design Concept:

Develop an area-wide urban design concept for Sub-Area "A" that anticipates the transition of the area to commercial-office uses and multi-family residences. The design concept should address architectural appearance and scale, site design, landscaping, the relationship of the subject area to adjacent residential uses, street and pedestrian sidewalk/bicycle connections, streetscaping, the potential for the extension of the Milwaukee County Oak Leaf bicycle trail along the former Chicago and Northwestern Railway right-of-way, and consider the westward extension of East Lancaster Avenue.

Note: The south entrance to the commercial district is North Port Washington Road extending north from West Hampton Avenue under the railroad bridge. Consideration should be given to enhanced streetscaping along North Port Washington Road, including street trees, new decorative street lighting, and better defining the "parking lane" along the east side of the street through the use of appropriately landscaped bump-outs at intersections and intermediary locations.

Implementation Body:

Consider assigning the subject area to the CDA to implement recommended actions and measures.

STUDY SUB-AREA "B": NORTH PORT WASHINGTON ROAD "HIGHWAY RETAIL STRIP"

Study Sub-area "B" includes the area depicted on Exhibit Map 11, encompassing the land located between Interstate Highway "43" and North Iroquois Avenue from West Henry Clay Street north to the West Silver Spring Drive right-of-way, including the land located along the west side of North Iroquois Avenue that is zoned R-7 Residential District or P-1 Parking District, and the land that is located along the east side of North Iroquois Avenue that is zoned P-1 Parking District.

EXISTING LAND USE

Existing land use is depicted on Exhibit Map 12. Existing land use is commercial, parking and residential. Commencing at West Henry Clay Street and proceeding from south to north along the east side of north Port Washington Road, existing businesses include Amato Cadillac, Burger King, Pet Supplies Plus, General Electronics, the Port Plaza multi-tenant building, McDonald's, Hardee's, Echo Bowl, Car-X, Jiffy Lube, the Worth Building multi-tenant building, Boston Market, Men's Wearhouse Center, Stein Optical/Kessler's Jewelry, North Shore Wine and Spirits, Taco Bell, Amoco, and a vacant site at 505 West Silver Spring Drive that most recently was a dental office in a former residential unit. Four single-family residential dwellings are located adjacent to the Stein Optical/Kessler's Jewelry, North Shore Wine and Spirits, and Taco Bell sites. Commencing at West Henry Clay Street and proceeding from south to north along the west side of North Port Washington Road, existing businesses include Denny's (now vacant), American Family/Jenny Craig, Perkin's, Oriental Medical Center, Cousin's, Kinko's, Kopp's, Woodfield Suites, Excel Inn, the Ledger Bank multi-tenant office building, and a vacant parcel at 631 West Silver Spring Drive that most recently was the site of the Ground Round.

Surrounding land uses include single-family and multi-family residential land uses to the east of Sub-Area "B", commercial land uses to the north, industrial and commercial to the south, and commercial to the west. Surrounding transportation land uses include the North Iroquois Avenue, North Port Washington Road, West Silver Spring Drive, West Richter Place and the West Lexington Avenue right-of-ways.

EXISTING ZONING

Existing zoning is depicted on Exhibit Map 13. With the exception of relatively small areas or P-1 Parking District zoning along the east and west sides of North Iroquois Avenue, the entirety of Sub-Area "B" is zoned B-1 Local Business District. Located directly adjacent to Taco Bell, North Shore Wine & Spirits and the Stein Optical/Kessler's Jewelry sites are four single-family residential units that are zoned R-7 Residential District. Along the east side and fronting on North Iroquois Avenue there are parcels that are R-7 Residence District and R-8 Residence District.

Exhibit Map 11

Study Sub-Area "B"

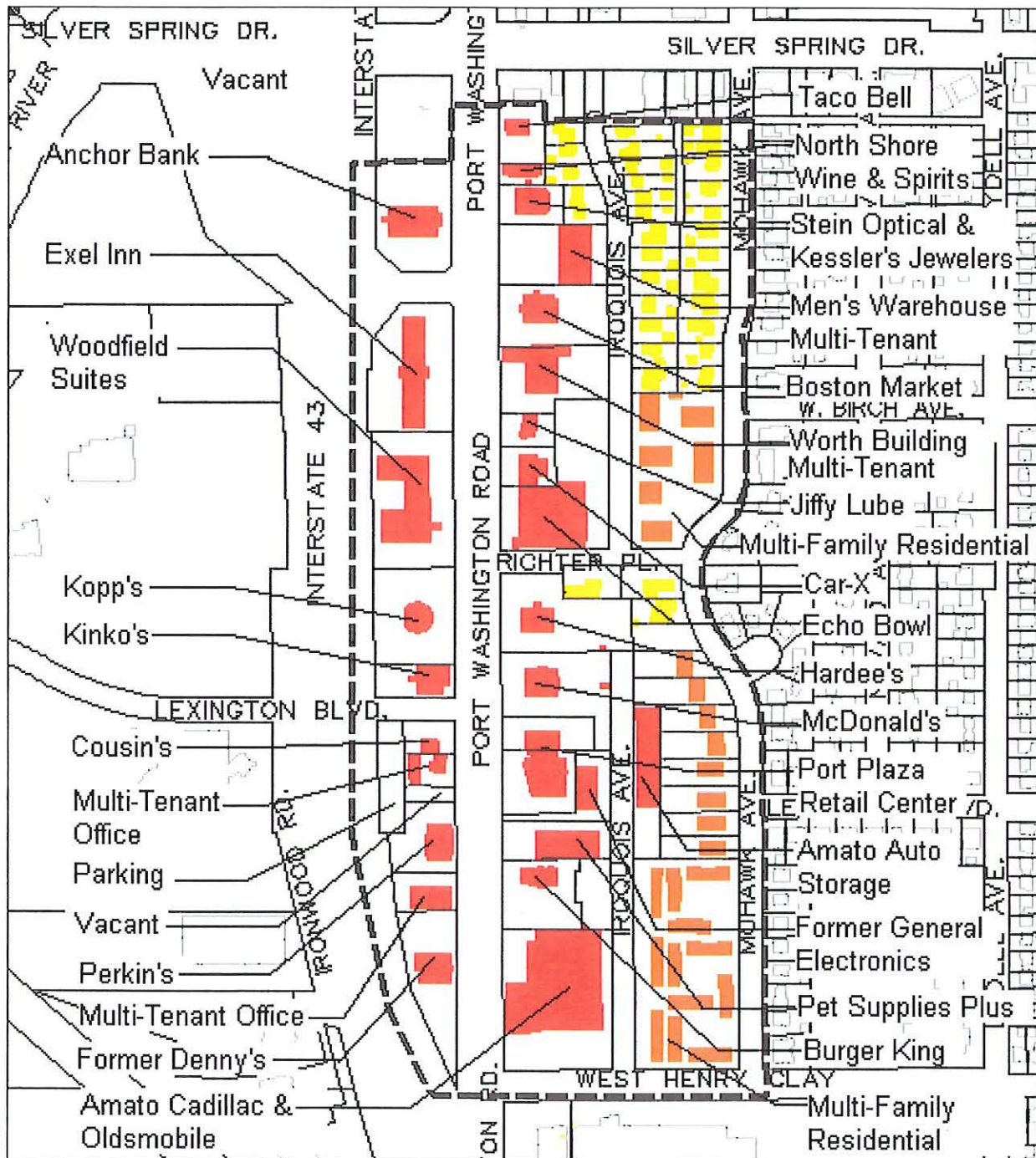


Exhibit Map 12 Existing Land Use

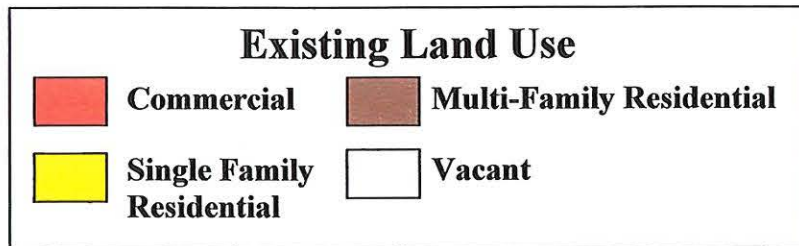
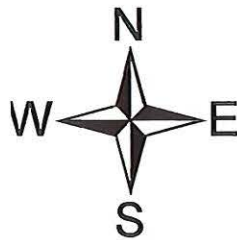
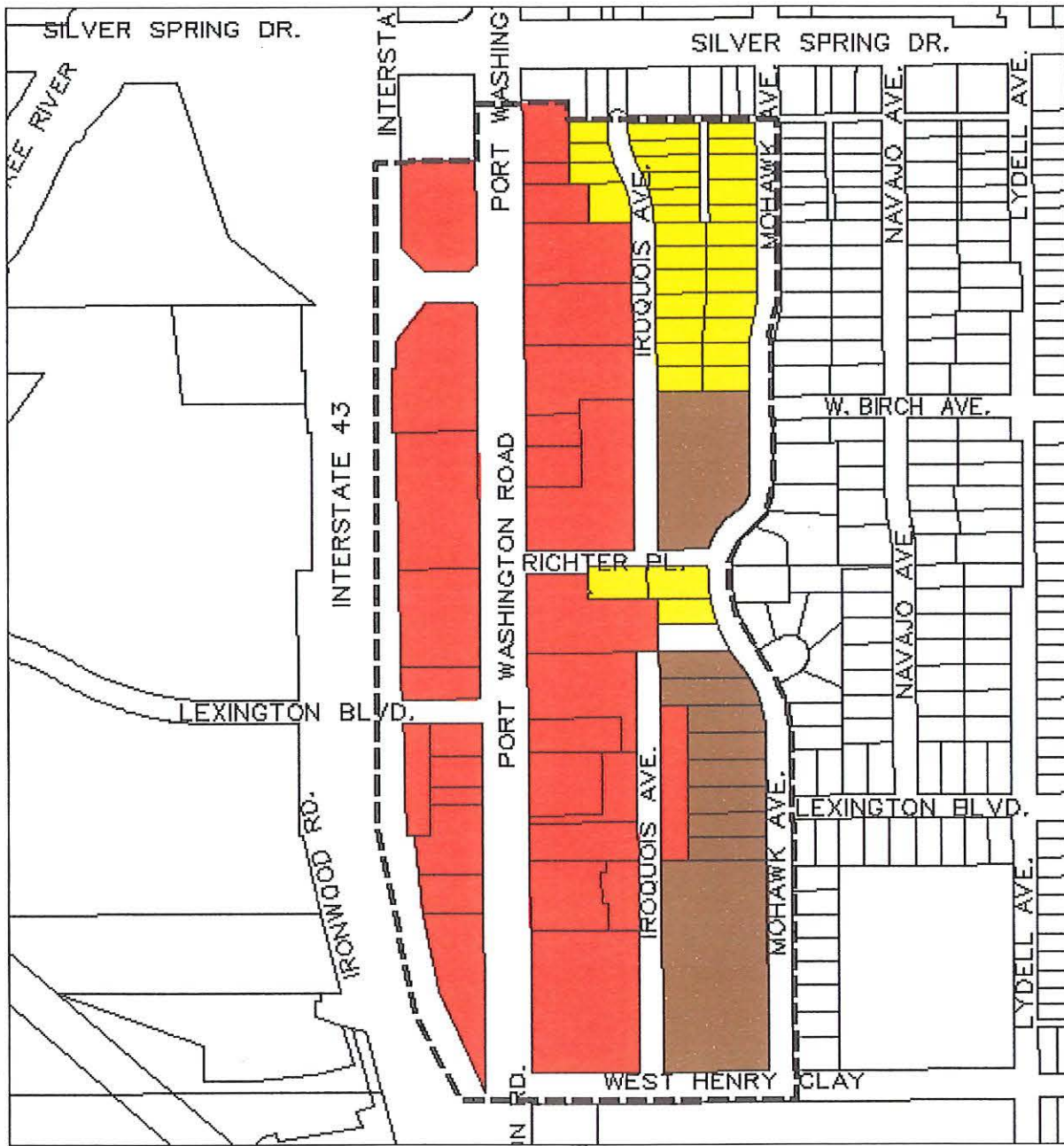
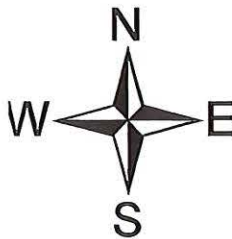
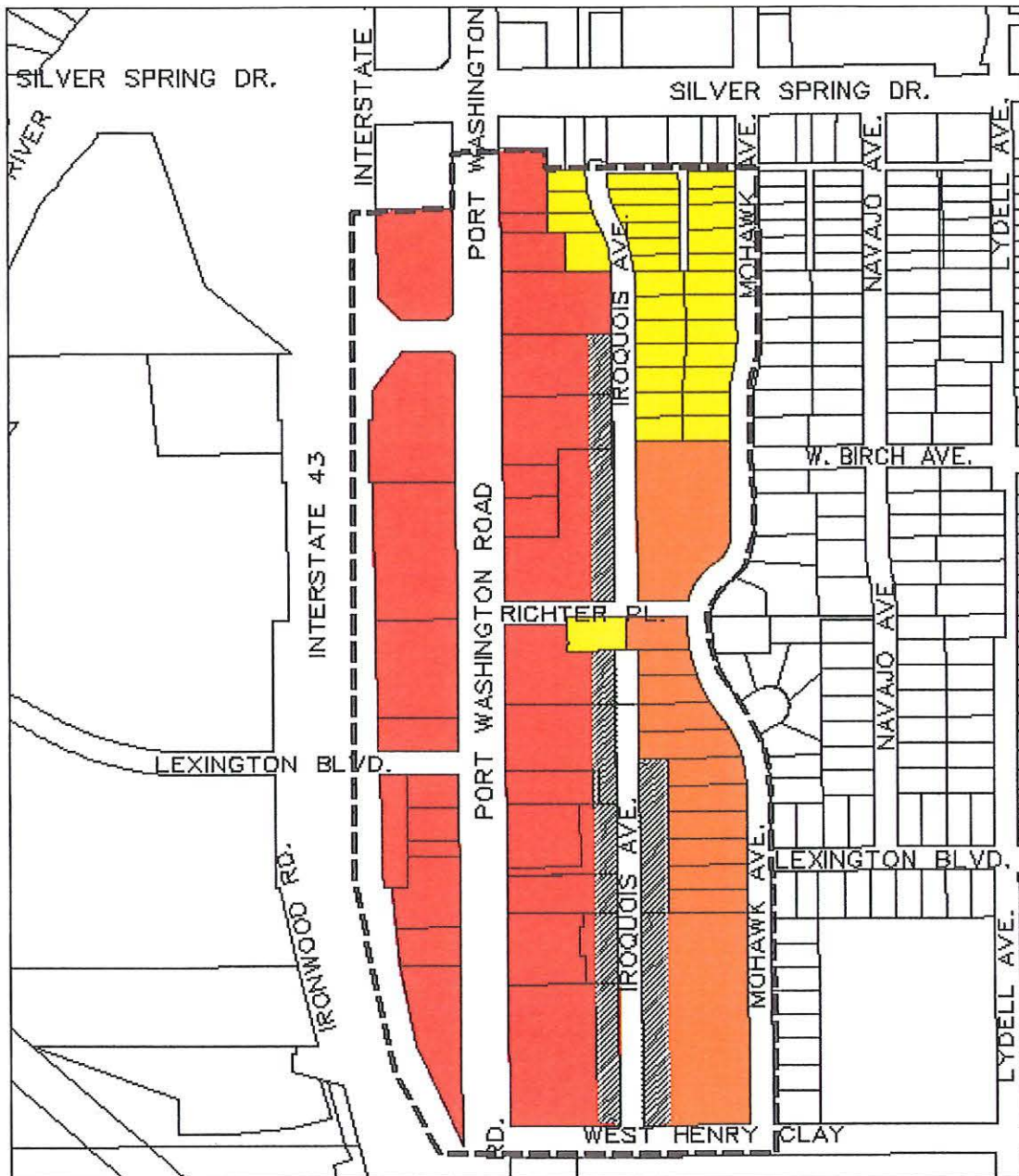






Exhibit Map 13 Existing Zoning



Existing Zoning	
	B-1 Local Business District
	R-7 Residential District
	R-8 Residential District
	P-1 Parking

LAND USE AND ZONING RELATED CONFLICTS AND ISSUES

Existing Conditions

Photographs of each of the buildings located within Sub-Area "B" are found on Photo Exhibit Boards 6 through 9, photographs of the public right-of-ways are found on Photo Exhibit Boards 4 and 5, incorporated by reference as exhibits to this report.

Internal Land Use and Zoning Related Conflicts and Issues

Interstate Highway "43" right-of-way forms the west edge, and North Iroquois Avenue forms the east edge of Sub-Area "B". Future development/redevelopment of land located along North Port Washington Road is severely constrained in terms of existing parcel size and geometry. As a result of the historic development pattern or outcome there is underdeveloped and underutilized land in Sub-Area "B".

Another land use conflict involves the land along North Iroquois Avenue that is zoned P-1 Parking District. Well intentioned as a means of providing a buffer strip between the commercial buildings and the residential neighborhood, the result is an unattractive asphalt strip.

Land Use and Zoning Related Conflicts and Issues With Surrounding Areas

North Iroquois Avenue forms the east edge of Sub-Area "B". The existing commercial uses located along the east side of North Port Washington Road (west side of North Iroquois Avenue) are in conflict with the residential neighborhood located to the east. Additionally, there are four single-family residential parcels located along the west side of North Iroquois Avenue that back directly on commercial land uses (Stein Optical Center, North Shore Wine and Spirits, and Taco Bell. There are single-family and multi-family residential properties located along the east side of North Iroquois Avenue that are adversely impacted by the appearance and the activities associated with the commercial operations.

The transition between the commercial area and the residential area to the east occurs along the North Iroquois Avenue right-of-way. There are two distinct settings along North Iroquois Avenue, the first segment is located between West Henry Clay Street and West Richter Place, the second segment between West Richter Place and the alley located immediately to the south of West Silver Spring Drive. From West Henry Clay Street north to West Richter Place, North Iroquois Avenue looks and operates more as a service alley than a public street. The existing public street right-of-way consists of a rural highway street cross-section and, further, the street does not connect with West Richter Place (although the Comprehensive Plan Major Street Plan contemplated the connection). The commercial and multi-family residential properties, including Amato, Pet Supplies Plus, General Electronics, Port Plaza, McDonalds, and Hardee's on the west, and the multi-unit residential on the east, offer little in terms of the appearance of the properties from North Iroquois Avenue. Amato Cadillac owns land along the east side of North

Iroquois Avenue that is used for indoor and outdoor storage of automobiles, including an unattractive pole building that is directly adjacent to apartment buildings and visible from the single-family residential neighborhood to the east. Area-wide problems include the physical appearance of commercial buildings, lack of site improvements and lack of landscaping. Improvement to the public street infrastructure alone will not address the transition between the commercial and residential neighborhood.

From West Richter Place north to the alley located immediately south of West Silver Spring Drive, with the exception of the four single-family residential units at the north end of the street, there is commercial along the west side of North Iroquois and single-family residential and multi-family residential along the east side of the street. The public street was recently improved with curb and gutter and grass turf in the street terrace area. While the appearance of the commercial properties from North Iroquois is somewhat better than the aesthetic appearance of the area south of Richter Place, the area-wide problems, including the physical appearance of commercial buildings, lack of site improvements and lack of landscaping, are the same. Improvement to the public street infrastructure alone does not satisfactorily address the transition between the commercial and residential neighborhood.

As mentioned above, Interstate "43" forms the west edge of Sub-Area "B". While the freeway is here to stay, it is important that additional land not be taken for freeway right-of-way purposes. Additionally, the City should work with the State of Wisconsin and the Wisconsin Department of Transportation to assure that aesthetic enhancements are incorporated into the design of any future improvements to Interstate Highway "43". The architectural appearance of buildings and sites from Interstate Highway 43, as well as the appearance of the buildings and freeway from North Port Washington Road, are extremely important to the perception and image of Glendale.

PRELIMINARY RECOMMENDED ACTIONS

Land use and zoning recommendations for Sub-Area "B" include the following:

Comprehensive Plan

Amend the Land Use Plan element of the Comprehensive Plan as follows:

1. Change "Commercial" to "Commercial-Retail/Office Mix". Commercial-Retail/Office Mix" land use would allow specialty retail shops and stores, restaurants, hotel/convention centers and professional and business offices.
2. Consider changing the "Multiple Family Residential" use in the area located between North Iroquois Avenue and North Mohawk Avenue, extending from West Henry Clay Street north to West Richter Place to "Commercial Retail/Office Mix". Appropriate, carefully designed transition buffering would be required between the commercial retail/office use and the residential use located east of North Iroquois Avenue.

Zoning:

1. Rezone “B-1 Business District” zone lands, and “R-7 Residence” and “P-1 Parking” zoned lands that are located west of North Iroquois Avenue, to a zoning district to be similar to the “B-3 Silver Spring Drive Commercial District”, except that the listed conditional uses would be as follows:
 - A. Specialty retail shops and stores (no drive-through service)
 - B. Restaurants: seated dining, full waiting service (no drive-through service)
 - C. Studios for photography, painting, music, sculpture, dance or other recognized fine arts
 - D. Hotel/convention centers
 - E. Professional services and administrative offices
 - F. General corporate headquarters offices
 - G. Medical and dental offices
 - H. Sales offices
 - I. Financial, insurance and real estate offices
 - J. Office services and supplies, including employment agencies, blueprinting, duplicating and similar functions
 - K. Any other uses found to be a similar use by the Plan Commission or Community Development Authority upon review of application.

Where planned development would further the quality and character of urban site design, architecture and landscaping, the use of PD Planned Development should be encouraged.

2. Between North Iroquois Avenue and North Mohawk Avenue from West Henry Clay Street north to West Richter Place, rezone “P-1 Parking District”, R-8 Residence District, and R-7 Residence District zoned lands to a zoning district to be similar to the “B-3 Silver Spring Drive Commercial District”, except that the listed conditional uses would be as follows:
 - A. Professional services and administrative offices
 - B. General corporate headquarters offices
 - C. Medical and dental offices
 - D. Sales offices
 - E. Financial, insurance and real estate offices
 - F. Any other uses found to be a similar use by the Plan Commission or Community Development Authority upon review of application.

Where planned development would further the quality and character of urban site design, architecture and landscaping, the use of PD Planned Development should be encouraged.

Area-Wide Urban Design Concept:

Develop an area-wide urban design concept for Sub-Area "B" that anticipates the transition of the area to a more desirable mix of specialty retail shops and stores, restaurants, hotel/convention centers and office uses. The design concept should address architectural appearance and scale, site design, landscaping, the relationship and transition between the subject area and the adjacent residential uses, street and pedestrian sidewalk/bicycle connections, streetscaping and entrance features (including the Interstate Highway 43 ramps, the transition along West Richter Place between commercial-retail/office use and residential, and the transition along West Lexington Boulevard between commercial-retail/office and commercial-office use), the relationship to Interstate Highway 43, with special attention to the relationship between the commercial-retail/office district and the residential district to the east (along North Iroquois Avenue and North Mohawk Avenue), including the removal of North Iroquois Avenue as a street between West Henry Clay Street and West Richter Place.

Implementation Body:

Given the importance and sensitivity of the transition between the commercial-office/retail district and the residential district to the east, following the development of an acceptable design concept, assign the subject area to the CDA to implement the plan and assure the desired outcome.

STUDY SUB-AREA "C": MANPOWER/BAVARIAN INN

Study Sub-Area "C" includes the land area depicted on Exhibit Map 14, encompassing the land located between Interstate Highway 43 and the Milwaukee River from the former Chicago & Northwestern Railway right-of-way to West Silver Spring Drive.

EXISTING LAND USE

Existing land uses are depicted on Exhibit Map 15. Existing land uses include commercial, utility, and residential. The existing commercial uses include the headquarters office for Manpower International, Manpower's tenant space building [Monster.com], the three building multi-tenant Ironwood Office Park complex, and the Bavarian Inn/Old Heidelberg Park complex. Utility land use includes the Wisconsin Electric Power Company (WEPCO) substation facility. Residential uses include six single-family residential units located along North Edgewood Lane near the Milwaukee River.

Surrounding transportation land uses include the former Chicago & Northwestern Railway right-of-way, the Interstate Highway "43" right-of-way, and the West Silver Spring Drive right-of-way. The Milwaukee River and Milwaukee County park land comprise the west boundary.

EXISTING ZONING

Existing zoning is depicted on Exhibit Map 16. With the exception of a relatively small area of R-7 Residential District zoned land along the east side of the Milwaukee River, and the WEPCO substation facility site that is zoned B-1 Local Business District, the entirety of Sub-Area "C" is zoned M-1 Warehouse, Light Manufacturing, Office and Service District.

LAND USE AND ZONING RELATED CONFLICTS AND ISSUES

Existing Conditions

Photographs of buildings and public right-of-ways located within Sub-Area "C" are found on Photo Exhibit Board 10, incorporated by reference as an exhibit to this report.

Internal Land Use and Zoning Related Conflicts and Issues

With the exception of the WEPCO electric substation site, which is depicted on the Land Use Plan as "Industrial", the Land Use Plan anticipates that the subject area would have commercial land uses. The Land Use Plan indicates the WEPCO site as "Industrial". With the exception of the WEPCO facility and the Bavarian Inn complex, all of the land uses found within Sub-area "C" are commercial-office. The commercial-office land uses within Sub-area "C" are consistent with the Land Use Plan, however, the existing M-1

Exhibit Map 14 Study Sub-Area "C"

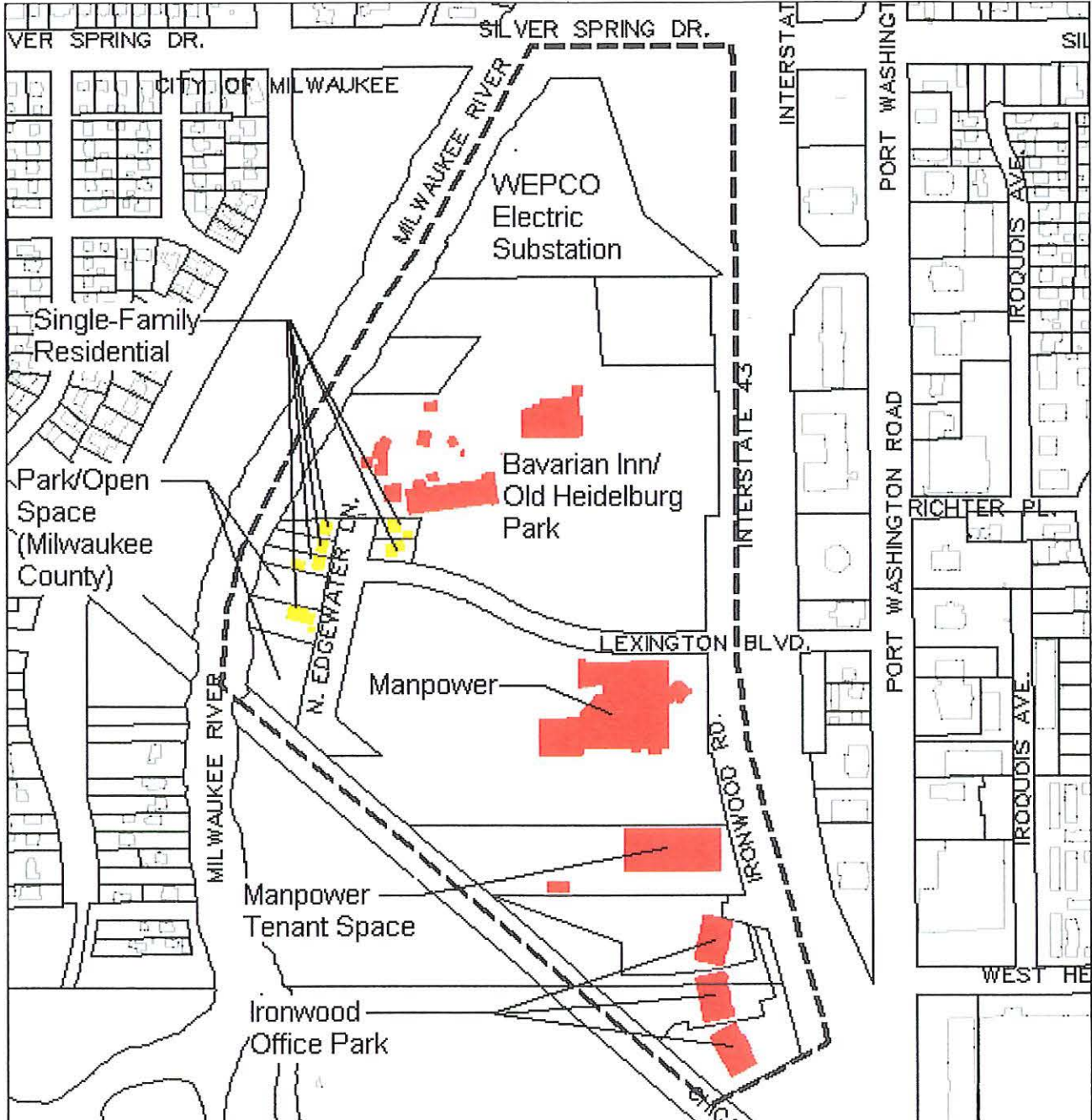


Exhibit Map 15 Existing Land Use

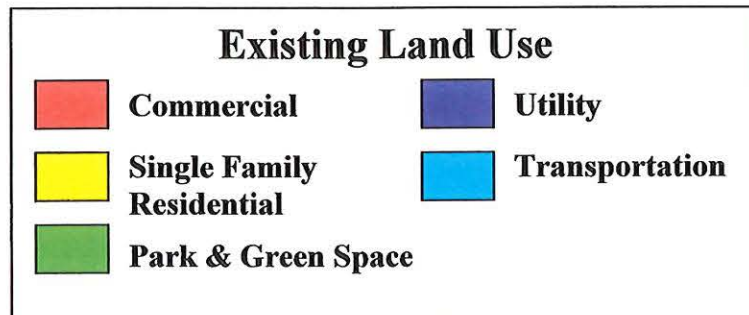
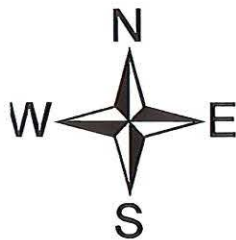
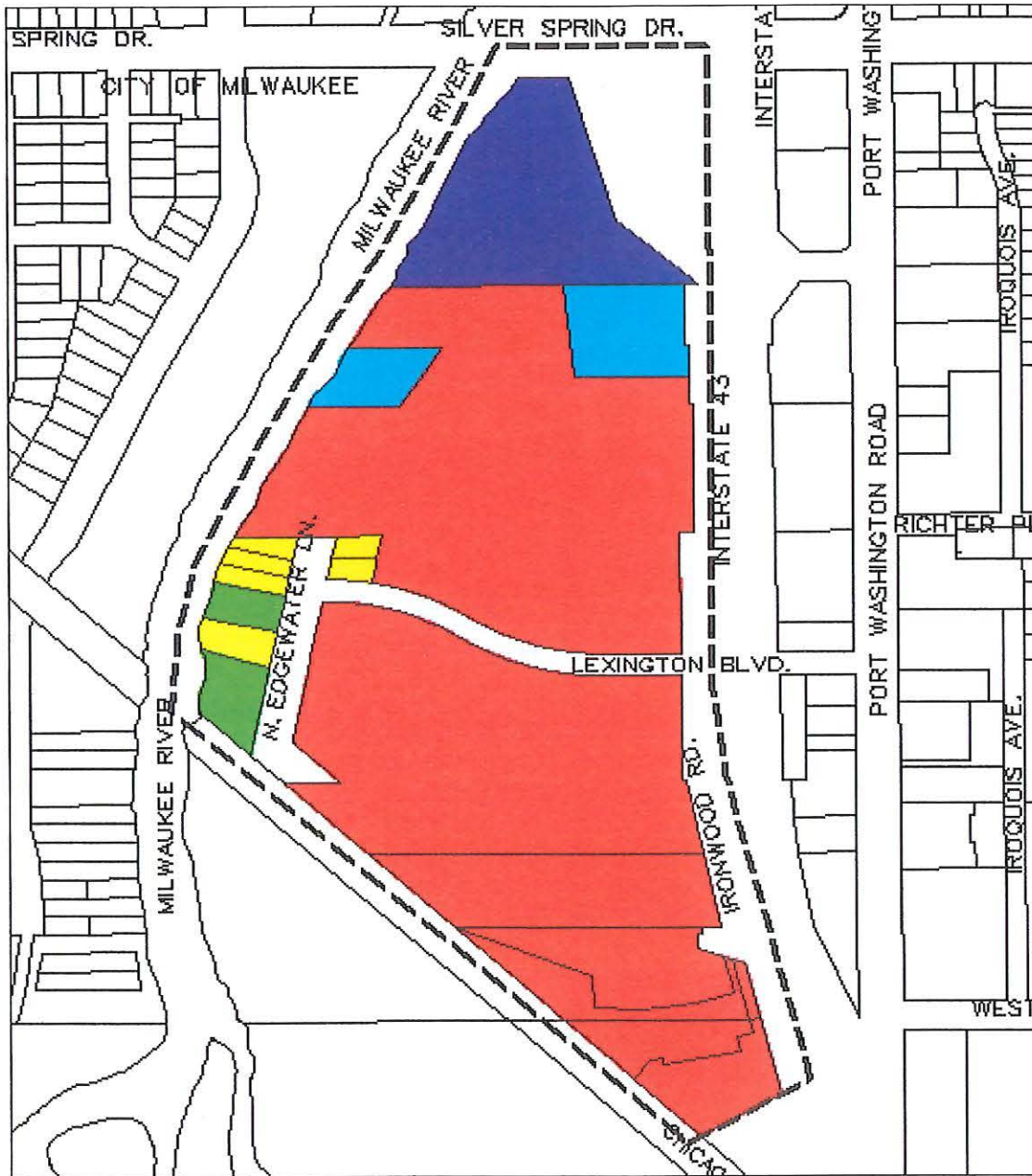
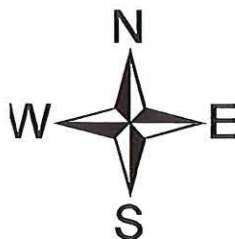
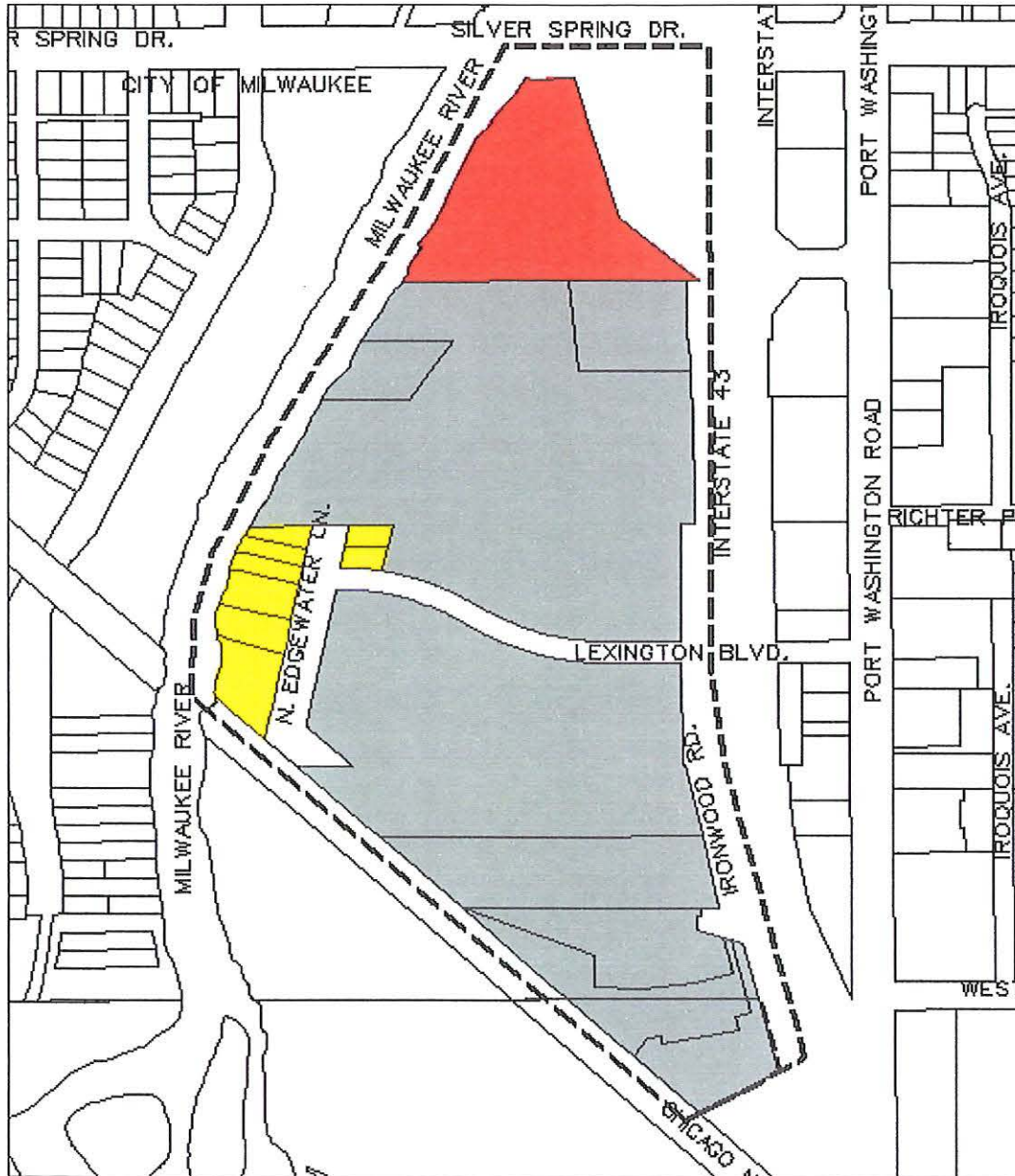





Exhibit Map 16 Existing Zoning



Existing Zoning	
	B-1 - Local Business District
	M-1 - Warehouse, Light Manufacturing, Office, & Service District
	R-7 Residential District

Warehouse, Light Manufacturing, Office and Service District zoning is inconsistent with both the Land Use Plan and the existing uses.

The Bavarian Inn complex includes a restaurant with meeting rooms, fraternal organization(s), and recreation and entertainment facilities. Again, the existing uses are inconsistent with the existing M-1 Warehouse, Light Manufacturing, Office and Service District zoning.

The only site where existing land use is consistent with both the Land Use Plan and zoning is the WEPCO electric substation site. However, a "Utility" land use and zoning classification would clarify the consistency between land use and zoning, and assure that any future changes in the use of the site would be consistent with adjacent uses.

There are six residential units on R-7 zoned parcels located along North Edgewood Avenue, four of which have frontage on the Milwaukee River. Again, there is inconsistency between the existing Land Use Plan and the R-7 Residence District zoning and use. Essentially, zoning should become consistent with the Land Use Plan. However, due to the relatively small number of residential units and the distance between the homes and the office buildings, there is little if any land use conflict presently. For the residential neighborhood the Milwaukee River is a natural amenity and the small neighborhood, isolated as it is, is somewhat of an enclave for the residents.

Land Use and Zoning Related Conflicts and Issues With Surrounding Areas

Due to the presence of the Interstate Highway "43" right-of-way along the east edge, the Milwaukee River along the west edge, the former Chicago & Northwestern Railway right-of-way and Milwaukee County's Lincoln Park to the south, and the WEPCO substation to the north, Sub-Area "C" is insulated from surrounding land use and zoning issues and conflicts. Perhaps the primary issues are the relative isolation of the area (with access to the area possible only via West Lexington Boulevard), the entrance to the district (lack of identification and amenities), and the lack of attention to the riverfront as an asset within the district.

PRELIMINARY RECOMMENDED ACTIONS

Land use and zoning recommendations for Sub-Area "C" include the following:

Comprehensive Plan:

Amend the Land Use Plan element of the Comprehensive Plan as follows:

1. Change "Commercial" to "Commercial-Office/Residential (hotel/convention center)". Commercial-Office/Residential (hotel/convention center)" land use would allow professional and business offices, multi-family residential (15+ dwelling units per acre), with consideration to a desirable hotel/convention center use.
2. Change "Industry" to "Utility".

Zoning:

1. Rezone the “M-1 Warehouse, Light Manufacturing, Office and Service District” zoned lands to a zoning district to be substantially consistent with the “B-3 Silver Spring Drive Commercial District”, except that the listed conditional uses would be as follows:
 - A. Professional services and administrative offices
 - B. General corporate headquarters offices
 - C. Medical and dental offices
 - D. Research establishments
 - E. Sales offices
 - F. Financial, insurance and real estate offices
 - G. Multi-family residences (15+ dwelling units per acre)
 - H. Hotel/Convention centers
 - I. Any other uses found to be a similar use by the Plan Commission or Community Development Authority upon review of application.

Where planned development would further the quality and character of urban site design, architecture and landscaping, the use of PD Planned Development should be encouraged.

2. Rezone the “M-1 Warehouse, Light Manufacturing, Office and Service District” zoned lands to a zoning district to be substantially consistent with the “B-3 Silver Spring Drive Commercial District”, except that the listed conditional uses would be as follows:
 - A. Utilities
 - B. Any other uses found to be a similar use by the Plan Commission or Community Development Authority upon review of application.

Area-Wide Urban Design Concept:

Develop an area-wide urban design concept for Sub-Area “C” that anticipates the transition of the area to a mix of offices, multi-family residences, and hotel/convention center uses. The design concept should address architectural appearance and scale, site design, landscaping, the relationship and transition between the subject area and adjacent land uses (including Interstate Highway “43”, the Milwaukee River, and the WEPCO electric substation), street and pedestrian sidewalk/bicycle connections, streetscaping and entrance features (including the transition along West Lexington Boulevard between the commercial-retail/office and commercial-office uses), as well as recognition of the fact that the Milwaukee River is a major asset and amenity to the district.

Note: The only entrance to the district is West Lexington Boulevard extending west from North Port Washington Road under the interstate Highway 43 overpass. Consideration

should be given to enhanced streetscaping along West Lexington Boulevard, including street trees, new decorative street lighting, sidewalks, and entrance identification.

Implementation Body:

Consider assigning the subject area to the CDA to implement recommended actions and measures.

STUDY SUB-AREA "D": WEST SILVER SPRING DRIVE CORRIDOR (SOUTH SIDE OF STREET)

Study Sub-Area "D" includes the land area depicted on Exhibit Map 17, encompassing the land located along the south side of West Silver Spring Drive between Interstate Highway 43 and North Lydell Avenue.

EXISTING LAND USE

Existing land use is depicted on Exhibit Map 18. Existing land uses are commercial and utility. The existing commercial uses include Amoco, Hollywood Video, Whitefish Bay Cleaners, Kondos Law Offices, Jonathan's Bagels, Miller Builders, City Animal Hospital, Benz Cyclery, Med Alliance, Dr. Angela Hall Chiropractic Rehabilitation, M&I Bank, and Kaul Mart Citgo, as well as two vacant commercial properties at 631 and 505 West Silver Spring Drive.

Internal and surrounding transportation land uses include the West Silver Spring Drive, North Mohawk Avenue, North Navajo Avenue, North Lydell Avenue, Interstate Highway "43" and the North Port Washington Road right-of-ways. Residential land uses are located to the south and east of Sub-Area "D". Commercial land uses are found to the north, to the south along North Port Washington Road, and to the east along West Silver Spring Drive.

EXISTING ZONING

Existing zoning is depicted on Map 19. All of the land in Sub-area "D" is zoned "B-1 Local Business District". Surrounding City of Glendale zoning districts include "B-1 Local Business District" and "R-7 Residence District".

LAND USE AND ZONING RELATED CONFLICTS AND ISSUES

Existing Conditions

Photographs of each of the buildings and the public right-of-ways located within Sub-Area "D" (as well as the portion of Sub-Area "E" that is located along the north side of West Silver Spring Drive) are found on Photo Exhibit Boards 11 through 15, incorporated by reference as exhibits to this report.

Internal Land Use and Zoning Related Conflicts and Issues

The commercial properties located along the south side of West Silver Spring Drive between North Navajo Avenue and North Iroquois Avenue, comprise perhaps the most coherent, human scale and pedestrian/bicycle friendly stretch of commercial properties in the City of Glendale. The buildings and the wide street terrace frame an interesting walking environment. This pedestrian-friendly environment is rather limited though, and

Exhibit Map 17

Study Sub-Area "D"



Exhibit Map 18 Existing Land Use

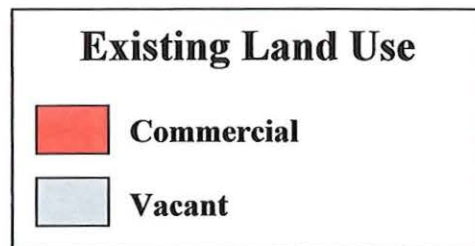
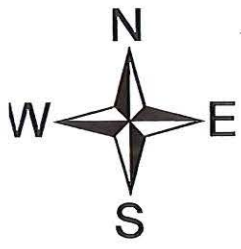



Exhibit Map 19

Existing Zoning



Existing Zoning	
	B-1 Local Business District

the gasoline stations (southeast corner of West Silver Spring Drive and North Port Washington Road and the southwest corner of West Silver Spring Drive and North Lydell Avenue), along with the M&I drive-through bank and the vacant parcel (505 West Silver Spring Drive) offer a more severe experience. Even though the subject area has the above described positive attributes, close scrutiny of the existing buildings suggest that there is room for improvement in terms of the quality of architecture and site design details.

The recent reconstruction of West Silver Spring Drive has eliminated some problematic traffic movements, such as turns to and from North Iroquois Avenue south of West Silver Spring Drive, and improved some of the pedestrian connections, such as the crossing at Lydell Avenue. However, pedestrian crossings at the intersection of North Port Washington Road and West Silver Spring Drive remain significant challenges for those that attempt to cross the street.

Parking is a challenge for the businesses located in this area, and perhaps limits the potential for improvements such as new buildings.

Land Use and Zoning Related Conflicts and Issues With Surrounding Areas

The major land use conflict is the transition between the commercial properties and the residential properties located immediately south of the alley, lack of parking, pedestrian safety and appeal for those that would cross the street at the intersection of West Silver Spring Drive and North Port Washington Road), and the quality of buildings and site amenities.

PRELIMINARY RECOMMENDED ACTIONS

Land use and zoning recommendations for Sub-Area "D" include the following:

Comprehensive Plan:

Amend the Land Use Plan element of the Comprehensive Plan as follows:

1. Change "Commercial" to "Commercial-Retail/Office Mix". Commercial-Retail/Office Mix" land use would allow specialty retail shops and stores, and professional and business offices.

Zoning:

1. Rezone "B-1 Business District" zoned lands to a zoning district to be similar to the "B-3 Silver Spring Drive Commercial District", except that the listed conditional uses would be as follows:

- A. Specialty retail shops and stores (no drive-through service)

- B. Restaurants: seated dining, full waiting service (no drive-through service)
- C. Studios for photography, painting, music, sculpture, dance or other recognized fine arts
- D. Professional services and administrative offices
- E. General corporate headquarters offices
- F. Medical and dental offices
- G. Sales offices
- H. Financial, insurance and real estate offices
- I. Office services and supplies, including employment agencies, blueprinting, duplicating and similar functions
- J. Any other uses found to be a similar use by the Plan Commission or Community Development Authority upon review of application.

Where planned development would further the quality and character of urban site design, architecture and landscaping, the use of PD Planned Development should be encouraged.

Area-Wide Urban Design Concept:

Develop an area-wide urban design concept for Sub-Area "D" that anticipates the continuing transformation of the area to a desirable mix of specialty retail sales, restaurants and office uses. The design concept should address architectural appearance and scale, site design, landscaping, the relationship and transition between the subject area and the adjacent residential uses, street and pedestrian sidewalk/bicycle connections and movement (especially at the intersection of West Silver Spring Drive and North Port Washington Road), parking, and entrance features (from Interstate Highway 43/North Port Washington Road).

Note: West Silver Spring Drive, extending west from Interstate Highway "43" is the west entrance to the City of Glendale commercial district. As such, the uses of property, building architecture and site amenities are extremely important to the perception and image of the City of Glendale. The design concept should be consistent, relate to, and be coordinated with the design concept for the north side of the street.

Implementation Body:

Given the importance and sensitivity of the transition between the commercial-office/retail district and the residential district to the south, following the development of an acceptable design concept, assign the subject area to the CDA to implement the plan and assure the desired outcome.

STUDY SUB-AREA "E": BAYSHORE/KOHL'S/WEST SILVER SPRING (NORTH SIDE OF STREET)

Study Sub-Area "E" includes the land area depicted on Exhibit Map 20, encompassing the land located between Interstate Highway 43 and North Lydell Avenue from West Silver Spring to the Union Cemetery.

EXISTING LAND USE

Existing land use is depicted on Exhibit Map 21. Existing land use is commercial and government. The existing commercial land uses include the Bayshore Mall, Firstar Bank, Kohl's Department Store, Kohl's Food Store retail strip, Good Year, Guaranty Bank, the 330 West, 400 West, 5631 North Mohawk and GlenBay Plaza multi-tenant buildings, the Mobil gasoline/service station, and Wally Noeske's Greenhouse. Government use includes the United States Post Office facility. Utility uses include the WEPCO electric substation facility.

Surrounding land uses include institutional (Union Cemetery) to the north, commercial to the south, and residential to the east. Surrounding transportation land uses include the North Port Washington Road and North Lydell Avenue right-of-ways, as well as the Interstate Highway 43 right-of-way.

EXISTING ZONING

Existing zoning is depicted on Exhibit Map 22. The subject land is zoned "B-1 Local Business District".

Surrounding City of Glendale zoning districts include B-1 Local Business District to the south, and S-1 Special Institutional District to the north.

LAND USE AND ZONING RELATED CONFLICTS AND ISSUES

Existing Conditions

Photographs of the existing buildings, internal drives, and public right-of-ways located within and adjacent to Sub-Area "E" (as well as the portion of Sub-Area "D" that is located along the south side of West Silver Spring Drive) are found on Photo Exhibit Boards 11 through 19, and are incorporated by reference as exhibits to this report.

Internal Land Use and Zoning Related Conflicts and Issues

The various developments located within Sub-area "E" function as completely separate and disparate entities, offering little appeal in terms of building appearance, site amenities, or landscaping.

Exhibit Map 20

Study Sub-Area "E"

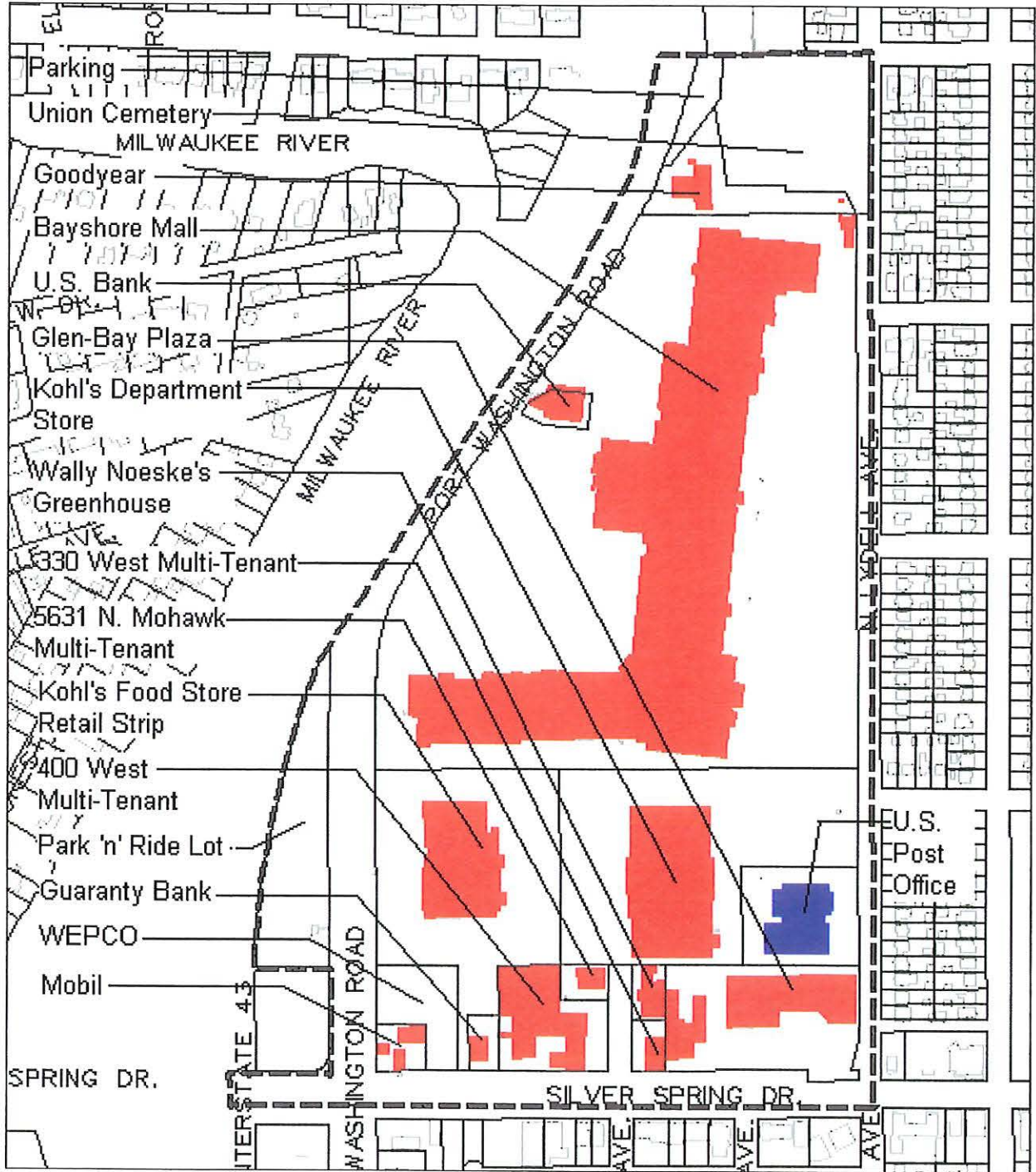


Exhibit Map 21 Existing Land Use

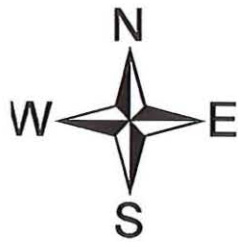
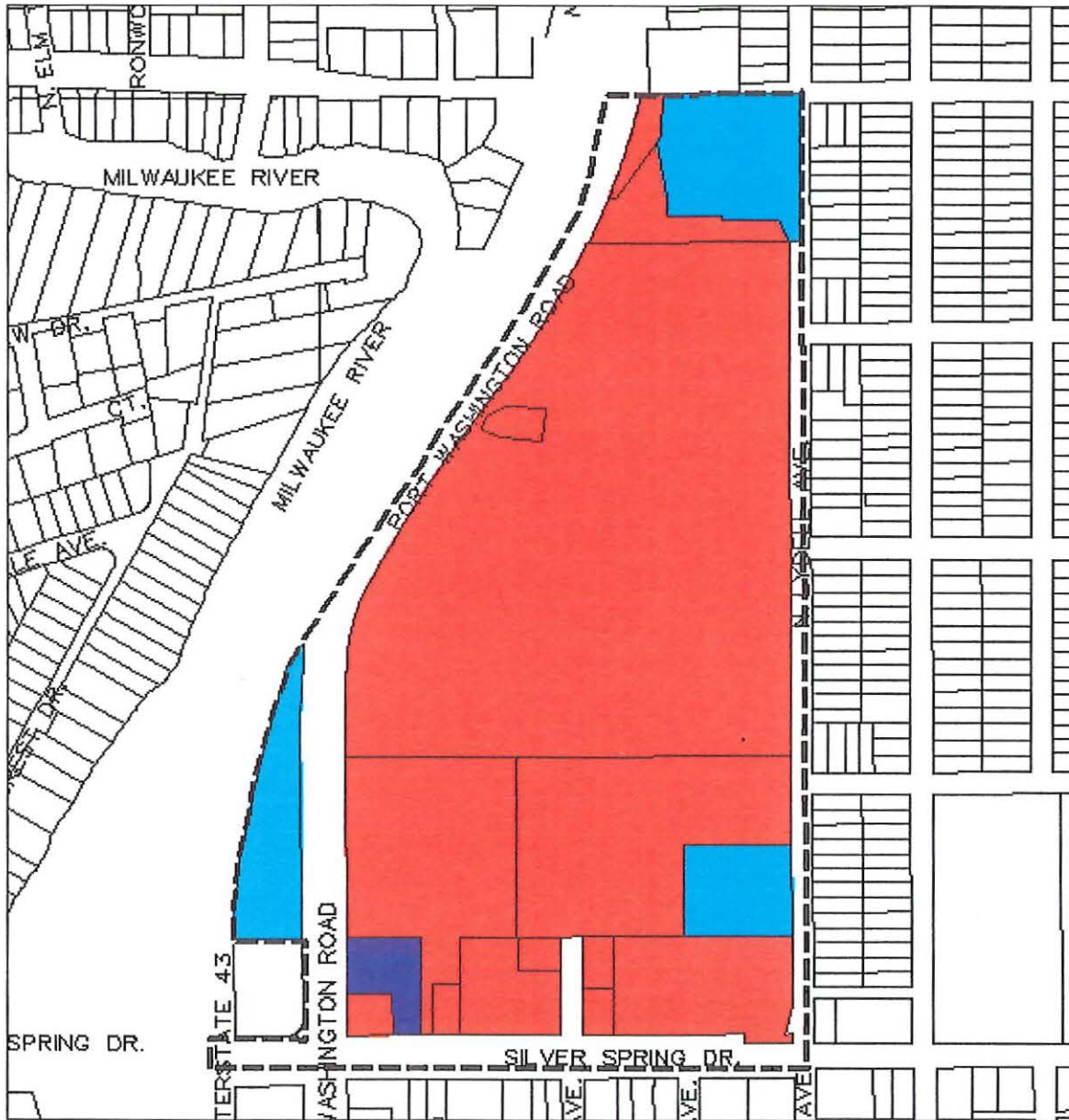
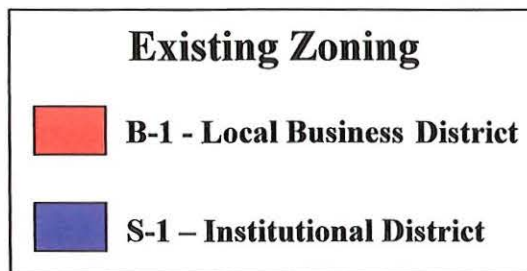
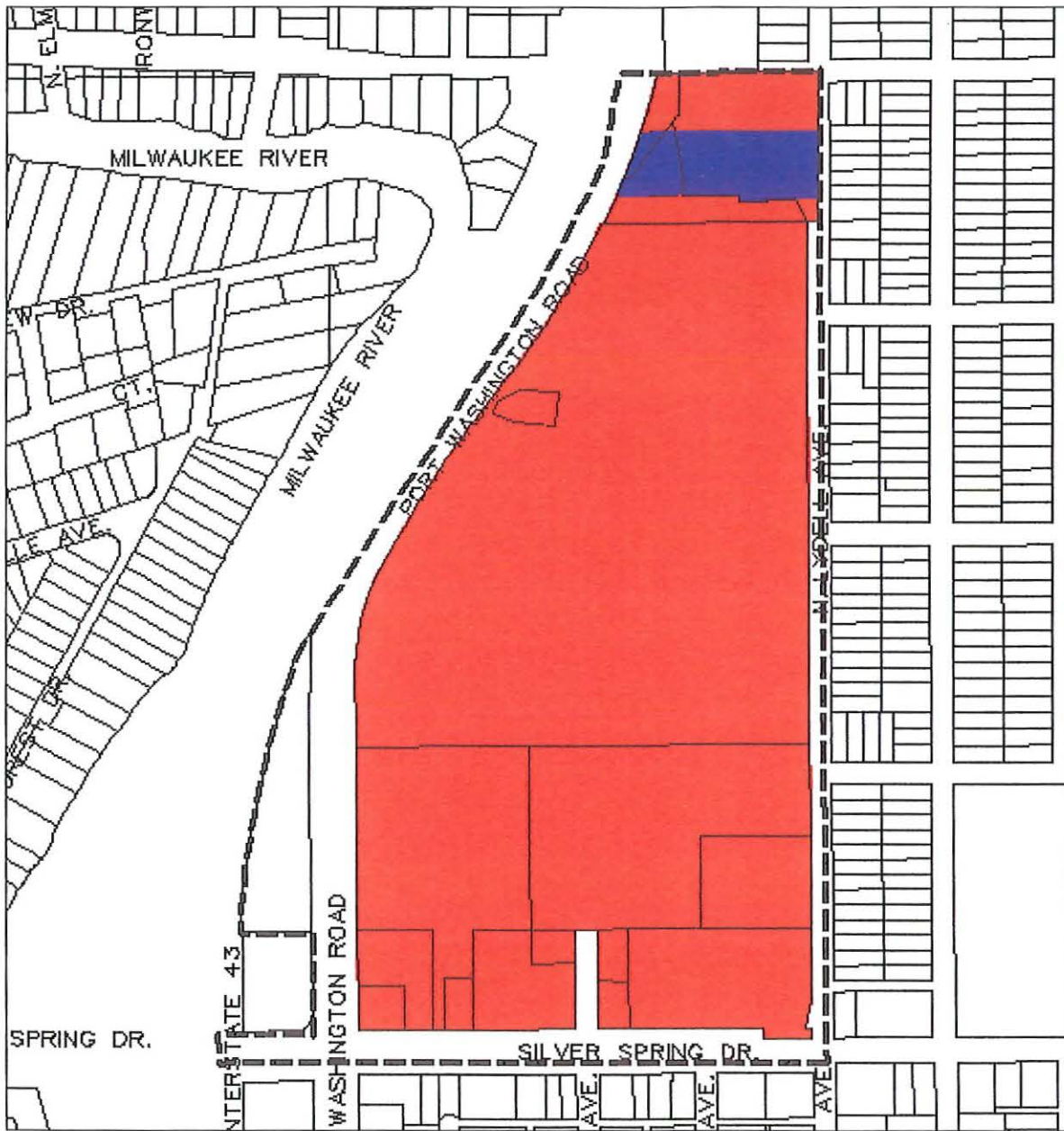


Exhibit Map 22 Existing Zoning



Land Use and Zoning Related Conflicts and Issues With Surrounding Areas

The primary conflict is between the commercial and governmental uses west of North Lydell Avenue and the residential uses to the east. The lack of an appealing and coherent commercial environment is also detrimental to the residential neighborhoods located to the south of West Silver Spring Drive. Also, there is no coherent relationship between the commercial uses along the north side of West Silver Spring Drive and the commercial uses along the south side of the street. There is no sensitivity of design or formal delineation between the commercial uses and the Union Cemetery.

The subject area is highly visible to Interstate Highway "43", as such, the physical appearance of the district from Interstate Highway "43" and North Port Washington Road is extremely important to the perception and image of the City of Glendale. The reverse is equally important, that is that Interstate Highway "43" and North Port Washington Road must be maintained in terms of appearance and safety.

PRELIMINARY RECOMMENDED ACTIONS

Land use and zoning recommendations for Sub-Area "E" include the following:

Comprehensive Plan:

Amend the Land Use Plan element of the Comprehensive Plan as follows:

1. Change "Commercial" to "Commercial Retail/Office and Residential Mix".
Commercial-Retail/Office and Residential Mix" land use would allow specialty retail shops and stores, professional and business offices, and residential.

Zoning:

1. Rezone "B-1 Business District" zoned lands to a zoning district to be similar to the "B-3 Silver Spring Drive Commercial District", except that the listed conditional uses would be as follows:
 - A. Specialty retail shops and stores (no drive-through service) (1st and 2nd level)
 - B. Restaurants: seated dining, full waiting service (no drive-through service)
 - C. Studios for photography, painting, music, sculpture, dance or other recognized fine arts
 - D. Professional services and administrative offices (2nd level and above)
 - E. General corporate headquarters offices (2nd level and above)
 - F. Medical and dental offices (2nd level and above)
 - G. Sales offices (2nd level and above)
 - H. Financial, insurance and real estate offices (2nd level and above)

- I. Single-Family residences
- J. Multi-family residences (15+ per acre) (2nd level and above)
- K. Any other uses found to be a similar use by the Plan Commission or Community Development Authority upon review of application.

Where planned development would further the quality and character of urban site design, architecture and landscaping, the use of PD Planned Development should be encouraged.

Area-Wide Urban Design Concept:

Develop an area-wide urban design concept for Sub-Area “E” that anticipates the continuing transformation of the area to a desirable mix of specialty retail shops and stores, restaurants, office uses, residential uses and semi-public uses. The design concept should address architectural appearance and scale, internal site design and circulation, landscaping, the relationship and transition between the subject area and the adjacent commercial, residential and transportation uses, street and pedestrian sidewalk/bicycle connections and movement (especially at the intersection of West Silver Spring Drive and North Port Washington Road), parking, public transportation, lighting, signs, entrance features, and other site amenities.

Implementation Body:

The City of Glendale has assigned the subject area to the City of Glendale Community Development Authority to implement the adopted Vision Plan (Glendale 2021-Our Vision) and the adopted Comprehensive Plan of Redevelopment for the subject area.

STUDY SUB-AREA "F": NORTH PORT WASHINGTON ROAD AND WEST BENDER ROAD

Study Sub-Area "F" includes the land area depicted on Exhibit Map 23, encompassing the land located along the west side of North Port Washington Road from the Union Cemetery to the former Chicago and Northwestern Railway right-of-way.

EXISTING LAND USE

Existing land use is depicted on Exhibit Map 24. Existing land use is commercial and residential. The existing commercial land uses include the Pier One Center, Pizza Hut, Midas, three separate dental offices (converted single-family residences), Valvoline Instant Oil Change, The Cambridge Group, Bay Shore Graphics, the vacant former Play-it-Again Sam, Barrett's Port Bender Village, Sturgeon Interiors, Lakeside Animal Hospital, 7-11 Express, Village Ace Hardware, the adjacent retail strip center, the Schultze Plumbing/Century 21 building, the four building multi-tenant Barrett Office Park, the vacant Village of Whitefish Bay parcel, and three single-family residential dwellings.

Surrounding land uses include institutional (Union Cemetery) to the south, residential to the north and east, and recreation/utility (Village of Whitefish Bay water tower and Water Tower Park) to the northeast. Surrounding transportation land uses include the North Port Washington Road and West Bender Road right-of-ways, as well as the Interstate Highway 43 right-of-way.

EXISTING ZONING

Existing zoning is depicted on Exhibit Map 25. The subject land is zoned B-1 Local Business District and B-2 Community Business District.

Surrounding City of Glendale zoning districts include the R-7 Residence District to the north, and S-1 Special Institutional District to the south.

LAND USE AND ZONING RELATED CONFLICTS AND ISSUES

Existing Conditions

Photographs of the existing buildings located within Sub-Area "F" are found on Photo Exhibit Boards 20 and 21, and photographs of the public right-of-ways are found on Exhibit Board 5, incorporated by reference as exhibits to this report.

Internal Land Use and Zoning Related Conflicts and Issues

The subject area includes a mix of residential dwellings, residential dwellings that have been converted to commercial use, and commercial buildings that together constitute an incoherent highway commercial strip. The disparity in the uses, the disparity in the

Exhibit Map 23 Study Sub-Area "F"

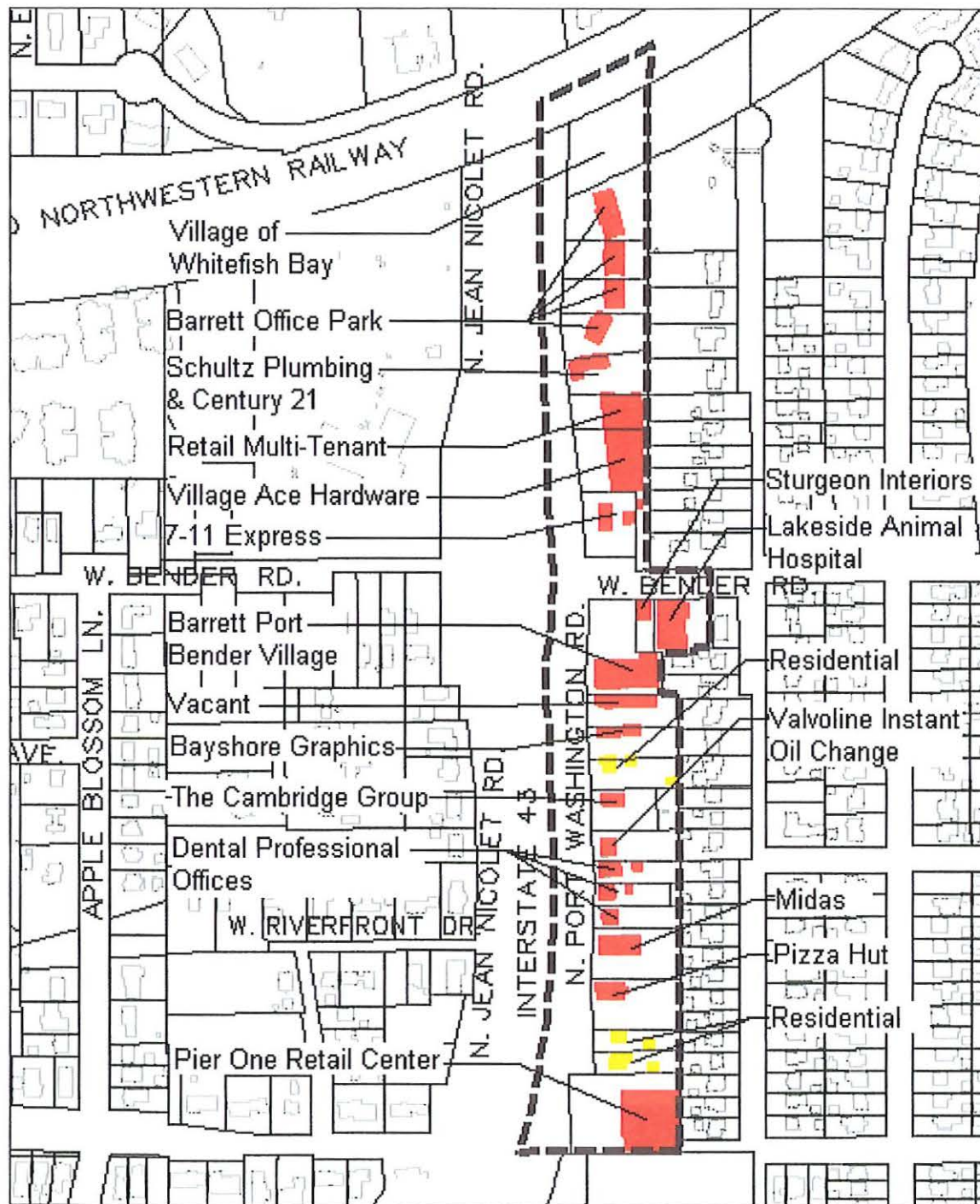


Exhibit Map 24 Existing Land Use

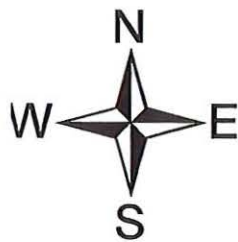
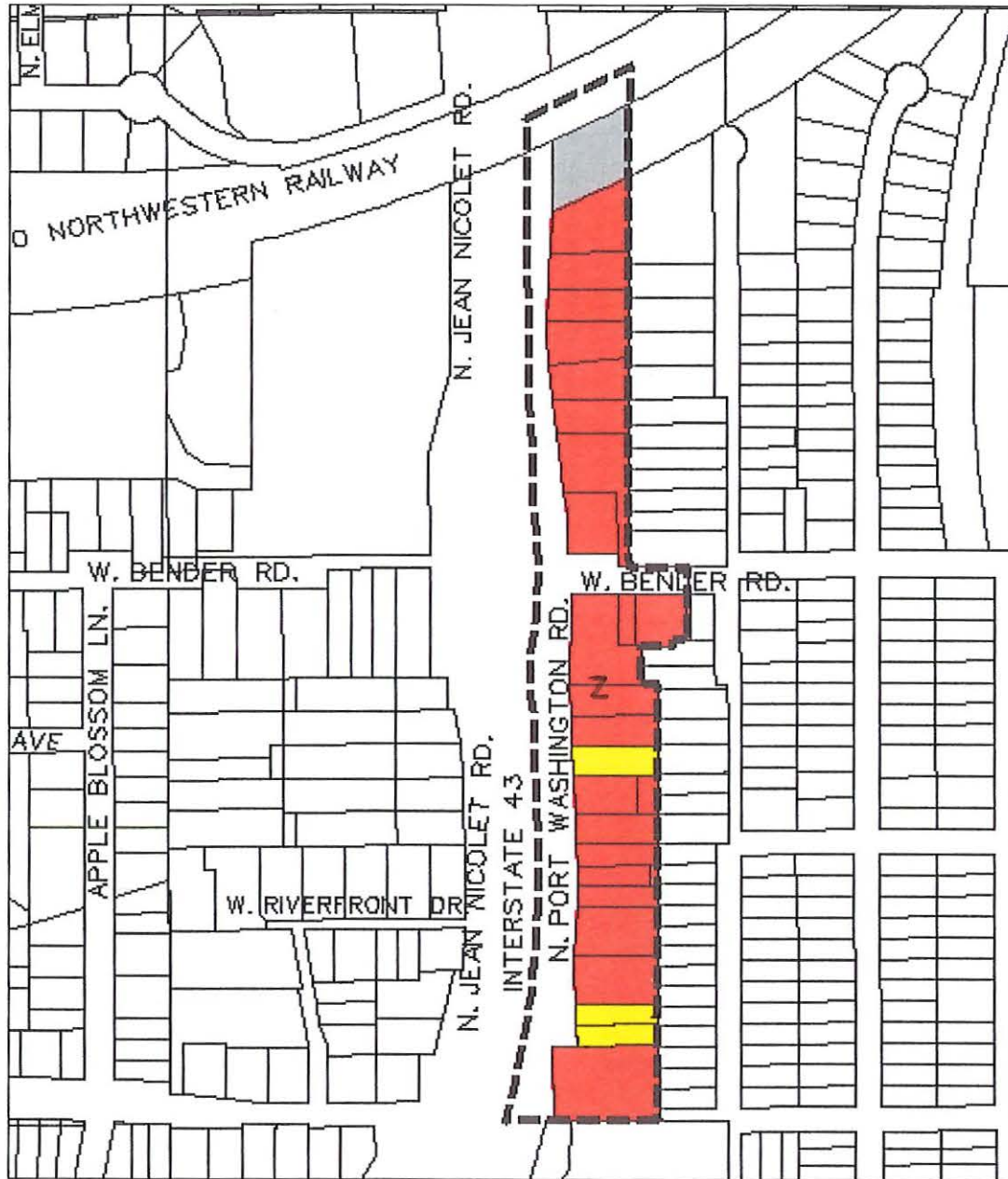
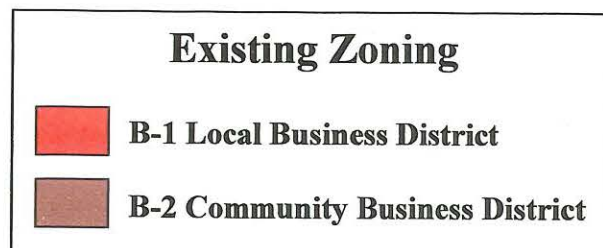
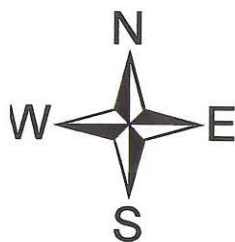
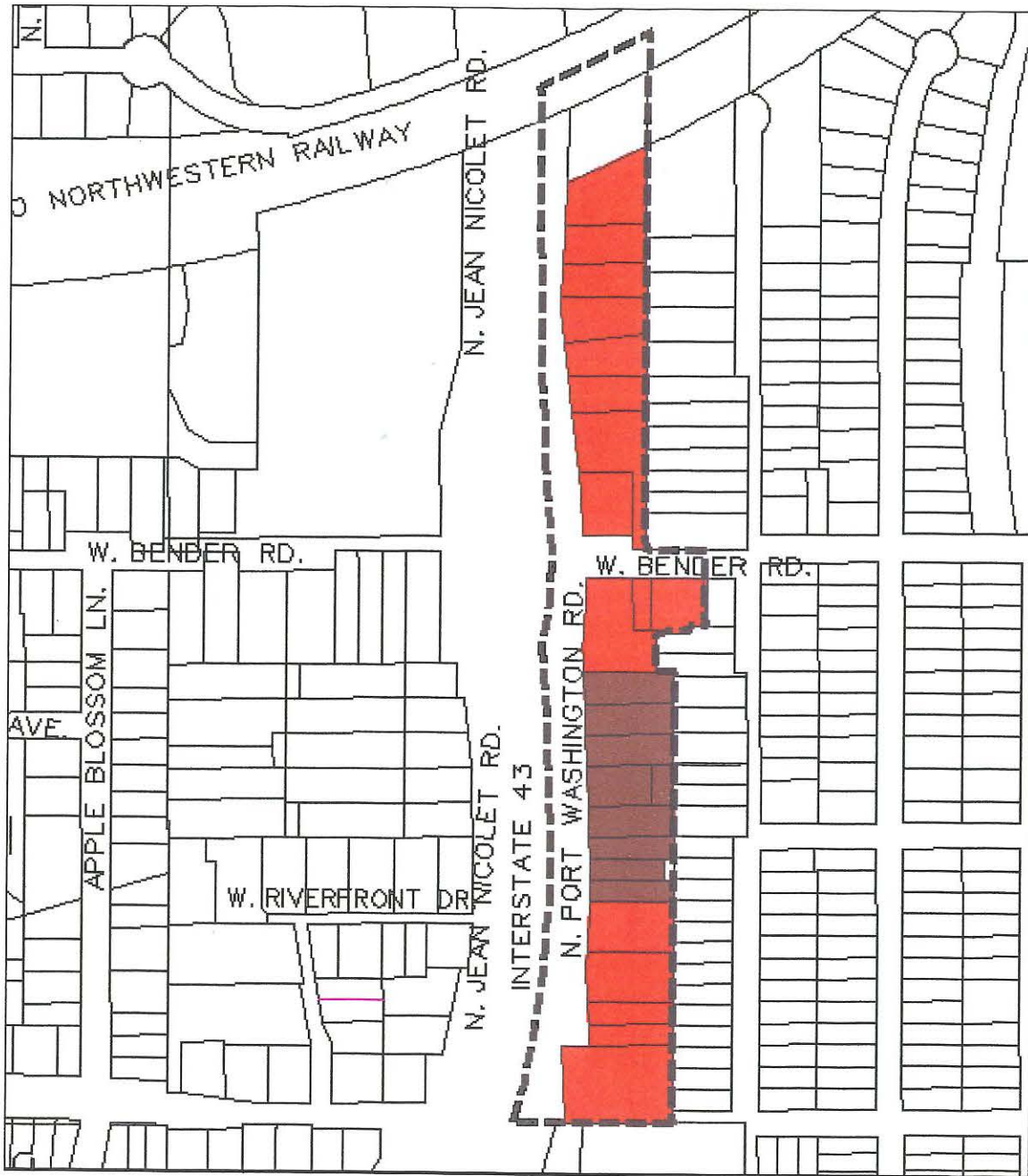


Exhibit Map 25 Existing Zoning



appearance of buildings and sites, the mostly utilitarian building designs, the lack of landscaping, the lack of human scale in site design and access, result in a nondescript uninteresting commercial environment.

Land Use and Zoning Related Conflicts and Issues With Surrounding Areas

As a result of Interstate Highway 43 occupying the land west of and adjacent to North Port Washington Road, the subject area is a one-sided commercial strip. Interstate Highway 43 appears as a wall over much of the length of Sub-Area "F". There is no buffering with respect to the residential neighborhoods to the east, perhaps detracting from the aesthetics appearance and value of both the commercial district and the residential properties.

PRELIMINARY RECOMMENDED ACTIONS

Land use and zoning recommendations for Sub-Area "F" include the following:

Comprehensive Plan:

Amend the Land Use Plan element of the Comprehensive Plan as follows:

1. Change the Barrett Office Park (6270, 6290, 6300 and 6310 North Port Washington Road), Village of Whitefish Bay owned land, Bay Shore Graphics (6136), Cambridge Group (6110), Valvoline (6100), Midas (6044), Pizza Hut (6040), single-family residences converted to dental offices (6076, 6070, and 6062), and single-family residences (6126, 6026, 6016), and the Lakeside Animal Hospital (211 West Bender Road) from "Commercial" to "Commercial-Office".
2. Change the Century 21/Schultz Plumbing (6260), Village Ace/Retail Strip (6250, 6240), 7-11 Express (6204), Barrett's Port Bender Village (6170), former Play-it-Again-Sam (6144), and Sturgeon Interiors (229 West Bender Road) from "Commercial" to "Commercial-Retail/Office Mix". Commercial-Retail/Office Mix" land use would allow specialty retail sales and stores, and professional and business offices.

Zoning:

1. Where the land use plan contemplates "Commercial Retail/Office Mix", rezone "B-1 Business District" zoned lands to a zoning district to be similar to the "B-3 Silver Spring Drive Commercial District", except that the listed conditional uses would be as follows:
 - A. Specialty retail shops and stores (no drive-through service)
 - B. Studios for photography, painting, music, sculpture, dance or other recognized fine arts
 - C. Professional services and administrative offices

- D. General corporate headquarters offices
- E. Medical and dental offices
- F. Research establishments
- G. Sales offices
- H. Financial, insurance and real estate offices
- I. Office services and supplies, including employment agencies, blueprinting, duplicating and similar functions
- J. Any other uses found to be a similar use by the Plan Commission or Community Development Authority upon review of application.

Where planned development would further the quality and character of urban site design, architecture and landscaping, the use of PD Planned Development should be encouraged.

2. Where the land use plan contemplates “Commercial-Office”, rezone “B-1 Business District” zoned lands to a zoning district to be similar to the “B-3 Silver Spring Drive Commercial District”, except that the listed conditional uses would be as follows:

- A. Professional services and administrative offices
- B. General corporate headquarters offices
- C. Medical and dental offices
- D. Sales offices
- E. Financial, insurance and real estate offices
- F. Office services and supplies, including employment agencies, blueprinting, duplicating and similar functions
- G. Any other uses found to be a similar use by the Plan Commission or Community Development Authority upon review of application.

Where planned development would further the quality and character of urban site design, architecture and landscaping, the use of PD Planned Development should be encouraged.

Area-Wide Urban Design Concept:

Develop an area-wide urban design concept for Sub-Area “F” that anticipates the continuing transformation of the area to a desirable mix of specialty retail shops and stores, and office uses. The design concept should address architectural appearance and scale, site design, landscaping, the relationship and transition between the subject area and the adjacent residential and transportation uses, street and pedestrian sidewalk/bicycle connections and movement, parking, and entrance features.

Note: The north entrance to the commercial district is North Port Washington Road extending south from West Brentwood Lane under the railroad bridge. Consideration should be given to enhanced streetscaping along North Port Washington Road, including street improvements, new decorative street lighting, a sidewalk, and street trees.

Implementation Body:

Consider assigning the subject area to the CDA to implement recommended actions and measures.

APPENDIXES

APPENDIX A

Plan Commission:

Community Participation
Plan Commission Resolution
Recommended Land Use and Zoning

Early in the year 2000, the City commenced a community visioning process in order to obtain extensive community input in the development of a vision for what Glendale should be like in the year 2020, including an action plan to achieve the ultimate vision. The resulting report, "Glendale 2021-Our Vision" (adopted by the Common Council on September 24, 2001) is located in Appendix D of this report. The public participation element of the community visioning process was extensive, including community forums, focus groups, a community survey, open house meetings, and public meetings, is discussed in the vision plan. The B-1 Land Use and Zoning Review-Volume I implements the vision plan.

Local media coverage of the community visioning and the B-1 Land Use and Zoning Review-Volume I have been extensive in the Glendale Herald, the local newspaper and the official newspaper for the City of Glendale. Glendale Herald headlines pertaining to the community visioning process and the B-1 land Use and Zoning Review-Volume I are listed below:

June 20, 2002	City seeks to curb fast food image Planners discuss retail strips as they redefine commercial zoning codes
February 14, 2002	Very different vision of port Road emerges
December 28, 2001	2001 IN REVIEW 3. Glendale sees a vision
October 4, 2001	WATERSHED MOMENT City ready to work on fulfilling dreams of Visioning Committee Census information helps drive city's action plan
July 12, 2001	Residents seek city identity Visioning Committee's task nears completion
January 25, 2001	NEWS & NOTES Still time to return Visioning Committee surveys
December 7, 2000	Residents asked to share vision of Glendale Surveys to be mailed to homes, businesses after holidays.
July 13, 2000	Residents at forums offer visions of city
June 8, 2000	Forums to launch visioning process. Committee seeking views on Glendale in year 2020 On the Committee
April 13, 2000	Zoning to be reviewed

- April 6, 2000 Groundwork laid for Visioning Committee
 12-member group to be named later this month
- February 17, 2000 Groundwork laid for visioning committee
 Panel would develop ideas for a Glendale of the future

Community Development Department staff presented the B-1 Land Use and Zoning Review-Volume I to the Plan Commission on Tuesday, February 5, 2002. The B-1 land Use and Zoning Review-Volume I item appeared on the Plan Commission meeting agenda each month beginning in February, 2002, extending through and including August, 2002. Over the course of a special Plan Commission meeting held on Tuesday, June 11, 2002, and regular Plan Commission meetings on Tuesday, July 2, 2002 and Tuesday, August 6, 2002, the B-1 Land Use and Zoning Review-Volume I was reviewed, discussed, and refined by the Plan Commission. During the regular meeting of the Plan Commission on Tuesday, August 6, 2002, the Plan Commission reviewed the revised study recommendations, unanimously approved the B-1 Land Use and Zoning Review-Volume I and recommended that the Common Council adopt the study and its recommendations as amendment to the City of Glendale Comprehensive Plan.

A RESOLUTION APPROVING
THE B-1 LAND USE AND ZONING REVIEW-VOLUME I
AND RECOMMENDING ADOPTION OF THE B-1 LAND USE AND ZONING
REVIEW-VOLUME I AS AN AMENDMENT TO
THE COMPREHENSIVE PLAN FOR THE CITY OF GLENDALE

WHEREAS, Sections 62.23(2) and (3) of the Wisconsin Statutes provides that the function and duty of the Plan Commission is to prepare and adopt a Master Plan for the physical development of the City; and

WHEREAS, in August of 1976 the City of Glendale Plan Commission (the "Plan Commission") adopted a Comprehensive Plan for the City of Glendale, with subsequent amendments thereto over years; and

WHEREAS, the Common Council requested a review of the land use and zoning of all B-1 Local Business District zoned lands within the City of Glendale and, additionally, all lands within 1,000 feet of North Port Washington Road from West Marne Avenue to West Brentwood Lane; and

WHEREAS, the B-1 Land Use and Zoning Review-Volume I, the first of three volumes of the study, includes all of the lands (including B-1 Local Business District) located within 1,000 feet of North Port Washington Road from West Marne Avenue to West Brentwood Lane; and

WHEREAS, over the course of the past three months the Plan Commission has met and discussed the B-1 Land Use and Zoning Review-Volume I; and

WHEREAS, Section 66.1001 of the Wisconsin Statutes requires Common Council approval in order for a comprehensive plan amendment to take effect.

NOW, THEREFORE BE IT RESOLVED, the Plan Commission hereby approves the B-1 Land Use and Zoning Review-Volume I, together with the supporting maps, plats, charts, descriptive and other explanatory materials that comprise the document, and pursuant to Section 66.1001(4) recommends that the Common Council conduct a joint Common Council-Plan Commission Public Hearing and adopt the B-1 Land Use and Zoning Review-Volume I as an amendment to the City of Glendale Comprehensive Plan.

RESOLUTION ADOPTED this 6th day of August, 2002.

CITY OF GLENDALE PLAN COMMISSION

R. Jay Hintze, Chairman

Attest:

Richard E. Maslowski, Secretary

Summary of Recommended Actions
as
Approved by the Plan Commission on August 6, 2002
B-1 Land Use and Zoning Review
Volume I

Glendale Primary Commercial Center
Encompassing the Larger Contiguous Area
in the Vicinity of

Port Washington Road
(From West Marne Avenue to West Brentwood Lane)

and

West Silver Spring Drive
(From Interstate 43 to North Lydell Avenue)



Prepared By:

City of Glendale
Community Development Planning Department
August 8, 2002

**Summary of Recommended Actions
Approved August 6, 2002, by Plan Commission**

STUDY SUB-AREA "A": MILWAUKEE GEAR (SOUTH ENTRANCE)

PRELIMINARY RECOMMENDED ACTIONS

Land use and zoning recommendations for Sub-Area "A" include the following:

Comprehensive Plan:

Amend the Land Use Plan element of the Comprehensive Plan as follows:

1. Change "Industry" to "Commercial-Office (Residential). Commercial-Office (Residential) land use would allow for professional and business office uses, with consideration of residential land use at 12-15 units per acre considered only under PD-Planned Development District zoning. **Minimum land area for multi-family residential planned development developments would be 5.0 acres.**
2. Change "Commercial" to "Commercial-Office".

The intent of the plan is that development in this area draw on and be consistent with the area-wide urban design concept discussed below.

Zoning:

1. Rezone "M-1 Warehouse, Light Manufacturing, Office and Service District" and "B-1 Local Business District" zoned lands to a zoning district to be substantially consistent with the "B-3 Silver Spring Drive Commercial District", except that the listed conditional uses would be as follows:
 - A. Professional services and administrative offices
 - B. General corporate headquarters offices
 - C. Medical and dental offices
 - D. Research establishments
 - E. Sales offices
 - F. Financial, insurance and real estate offices
 - G. Any other uses found to be a similar use by the Plan Commission or Community Development Authority upon review of application.

Multi-family residences (12-15 units per acre) will be considered only under PD-Planned Development District zoning.

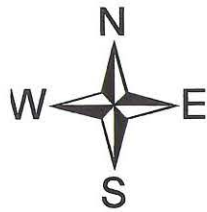
Where planned development would further the quality and character of urban site design, architecture and landscaping, the use of PD Planned Development should be encouraged.

Area-Wide Urban Design Concept:

Develop an area-wide urban design concept for Sub-Area "A" that anticipates the transition of the area to commercial-office uses and multi-family residences. The design concept should address architectural appearance and scale, site design, landscaping, the relationship of the subject area to adjacent residential uses, street and pedestrian sidewalk/bicycle connections, streetscaping, the potential for the extension of the Milwaukee County Oak Leaf bicycle trail along the former Chicago and Northwestern Railway right-of-way, and consider the westward extension of East Lancaster Avenue.

Note: The south entrance to the commercial district is North Port Washington Road extending north from West Hampton Avenue under the railroad bridge. Consideration should be given to enhanced streetscaping along North Port Washington Road, including street trees, new decorative street lighting, and better defining the "parking lane" along the east side of the street through the use of appropriately landscaped bump-outs at intersections and intermediary locations.

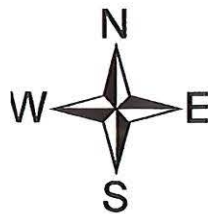
Sub Area "A" Recommended Land Use





Recommended Land Use

-  Commercial Office (Multi-Family Residential)
-  Commercial Office

Sub Area "A" Recommended Zoning



Recommended Zoning

	B-1-A1– Office District*
	B-1-A2 – Commercial Office District

*Multi-Family Residential at 12-15 Units per acre under PD Planned Development District Zoning

STUDY SUB-AREA "B": NORTH PORT WASHINGTON ROAD
"HIGHWAY RETAIL STRIP"

PRELIMINARY RECOMMENDED ACTIONS

Land use and zoning recommendations for Sub-Area "B" include the following:

Comprehensive Plan

Amend the Land Use Plan element of the Comprehensive Plan as follows:

1. Change "Commercial" to "Commercial-Retail/Office Mix". Commercial-Retail/Office Mix" land use would allow specialty retail shops and stores, restaurants, hotel/convention centers and professional and business offices.
2. Change "Single Family Residential" use in the area located between North Iroquois Avenue and North Mohawk Avenue extending from West Henry Clay Street north to the alley located immediately south of West Silver Spring Drive to "Multiple Family Residential". **PD-Planned Development District zoning is required for a multi-family residential development. Minimum land area for multi-family residential planned developments would be 2.0 acres.**
3. Existing "Multiple Family Residential" remains "Multiple Family Residential". **PD-Planned Development District zoning is required for a multi-family residential development. Minimum land area for multi-family residential planned developments would be 2.0 acres.**

The intent of the plan is that development in this area draw on and be consistent with the area-wide urban design concept discussed below.

Zoning:

1. Rezone "B-1 Local Business District" zoned lands, "R-7 Residence District" and "P-1 Parking District" zoned lands that are located west of North Iroquois Avenue, to a zoning district to be similar to the "B-3 Silver Spring Drive Commercial District", except that the listed conditional uses would be as follows:
 - A. Specialty retail shops and stores (no drive-through service)
 - B. Restaurants: seated dining, full waiting service (no drive-through service)
 - C. Studios for photography, painting, music, sculpture, dance or other recognized fine arts
 - D. Professional services and administrative offices
 - E. General corporate headquarters offices
 - F. Medical and dental offices
 - G. Sales offices
 - H. Financial, insurance and real estate offices

- I. Office services and supplies, including employment agencies, blueprinting, duplicating and similar functions
- J. Any other uses found to be a similar use by the Plan Commission or Community Development Authority upon review of application.

Hotel/Convention Centers will be considered only under PD-Planned Development District zoning.

Where planned development would further the quality and character of urban site design, architecture and landscaping, the use of PD Planned Development should be encouraged.

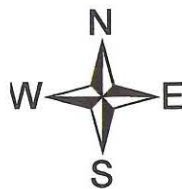
2. Between North Iroquois Avenue and North Mohawk Avenue from West Henry Clay Street north to the alley immediately south of West Silver Spring Drive, rezone "P-1 Parking District", R-8 Residence District, and R-7 Residence District zoned lands to PD-Planned Development District.

Area-Wide Urban Design Concept:

Develop an area-wide urban design concept for Sub-Area "B" that anticipates the transition of the area to a more desirable mix of specialty retail shops and stores, restaurants, hotel/convention centers and residential uses. The design concept should address architectural appearance and scale, site design, landscaping, the relationship and transition between the subject area and the adjacent residential uses (appropriate buffering), street and pedestrian sidewalk/bicycle connections, streetscaping and entrance features (including the Interstate Highway 43 ramps, the transition along West Richter Place between commercial-retail/office use and residential, and the transition along West Lexington Boulevard between commercial-retail/office and residential use), the relationship to Interstate Highway 43, with special attention to the relationship between the commercial-retail/office district and the residential district to the east (along North Iroquois Avenue and North Mohawk Avenue), including the potential for removal of North Iroquois Avenue as a street between West Henry Clay Street and West Richter Place.

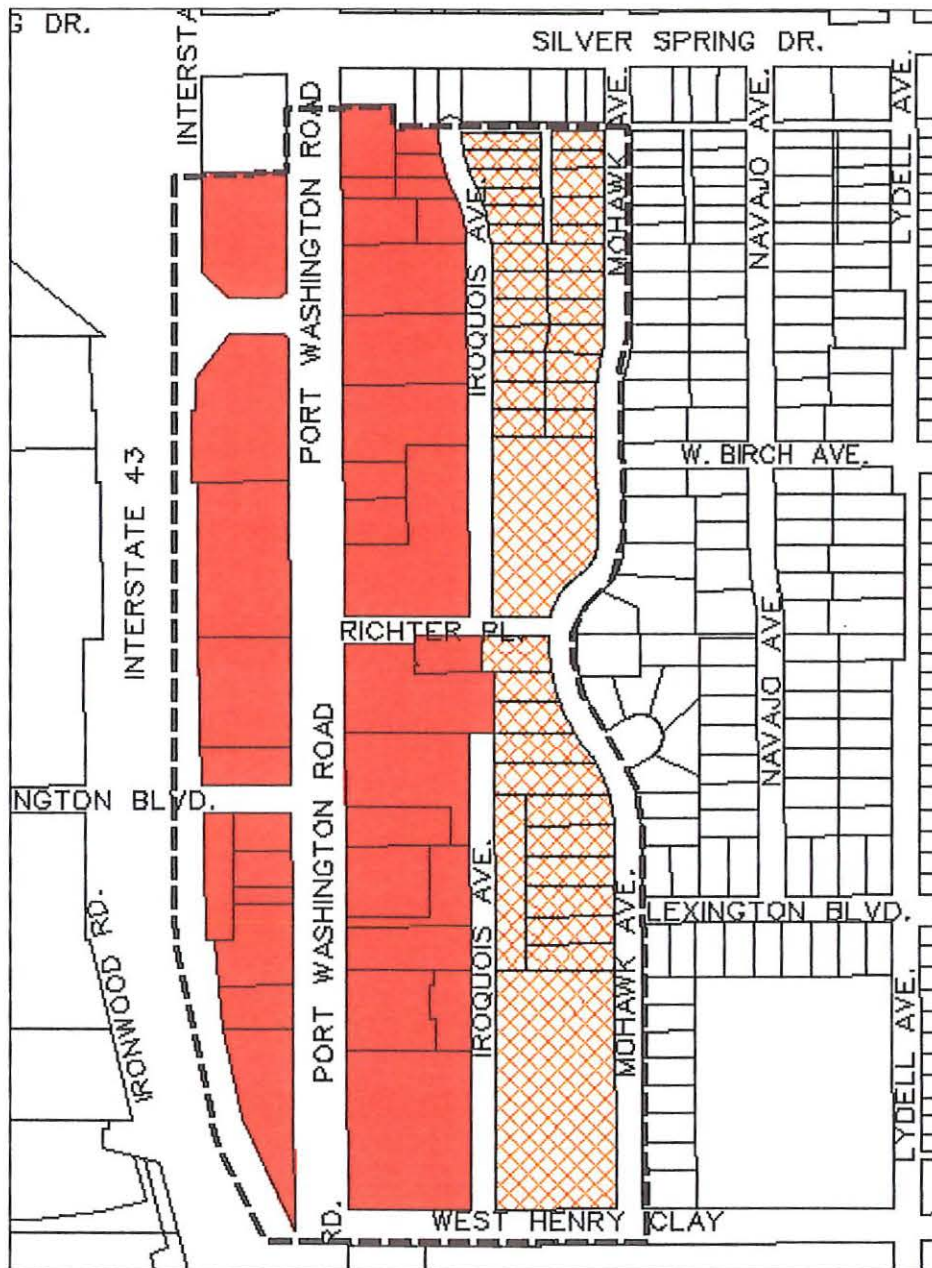
Sub Area "B"

Recommended Land Use



Recommended Land Use	
	Commercial Retail/ Office Mix (Hotel/Convention Center)
	Multi-Family Residential

Sub Area "B" Recommended Zoning



Recommended Zoning

- B-1-B Retail/Office District*
- PD Planned Development District

*Hotel/Convention Center under PD Planned Development District

STUDY SUB-AREA "C": MANPOWER/BAVARIAN INN

PRELIMINARY RECOMMENDED ACTIONS

Land use and zoning recommendations for Sub-Area "C" include the following:

Comprehensive Plan:

Amend the Land Use Plan element of the Comprehensive Plan as follows:

1. Change "Commercial" to "Commercial-Office (Residential, Hotel/Convention Center)". "Commercial-Office (Residential, Hotel/Convention Center)" land use would allow professional and business offices, as well as consideration of multiple family residential (15+ dwelling units per acre) or a hotel/convention center use under PD-Planned Development District zoning. **Minimum land area for office developments would be 5.0 acres. Minimum land area for hotel/convention center or multi-family residential planned development developments would be 15.0 acres.**
2. Change "Industry" to "Utility".

The intent of the plan is that development in this area draw on and be consistent with the area-wide urban design concept discussed below.

Zoning:

1. For all lands other than the WEPCO electric substation site, rezone "M-1 Warehouse, Light Manufacturing, Office and Service District" zoned lands to a zoning district to be substantially consistent with the "B-3 Silver Spring Drive Commercial District", except that the listed conditional uses would be as follows:
 - A. Professional services and administrative offices
 - B. General corporate headquarters offices
 - C. Medical and dental offices
 - D. Research establishments
 - E. Sales offices
 - F. Financial, insurance and real estate offices
 - G. Any other uses found to be a similar use by the Plan Commission or Community Development Authority upon review of application.

Multi-family residences at 15+ units per acre will be considered only under PD-Planned Development District zoning. Hotel/Convention Centers will be considered only under PD-Planned Development District zoning.

Where planned development would further the quality and character of urban site design, architecture and landscaping, the use of PD Planned Development should be encouraged.

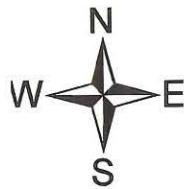
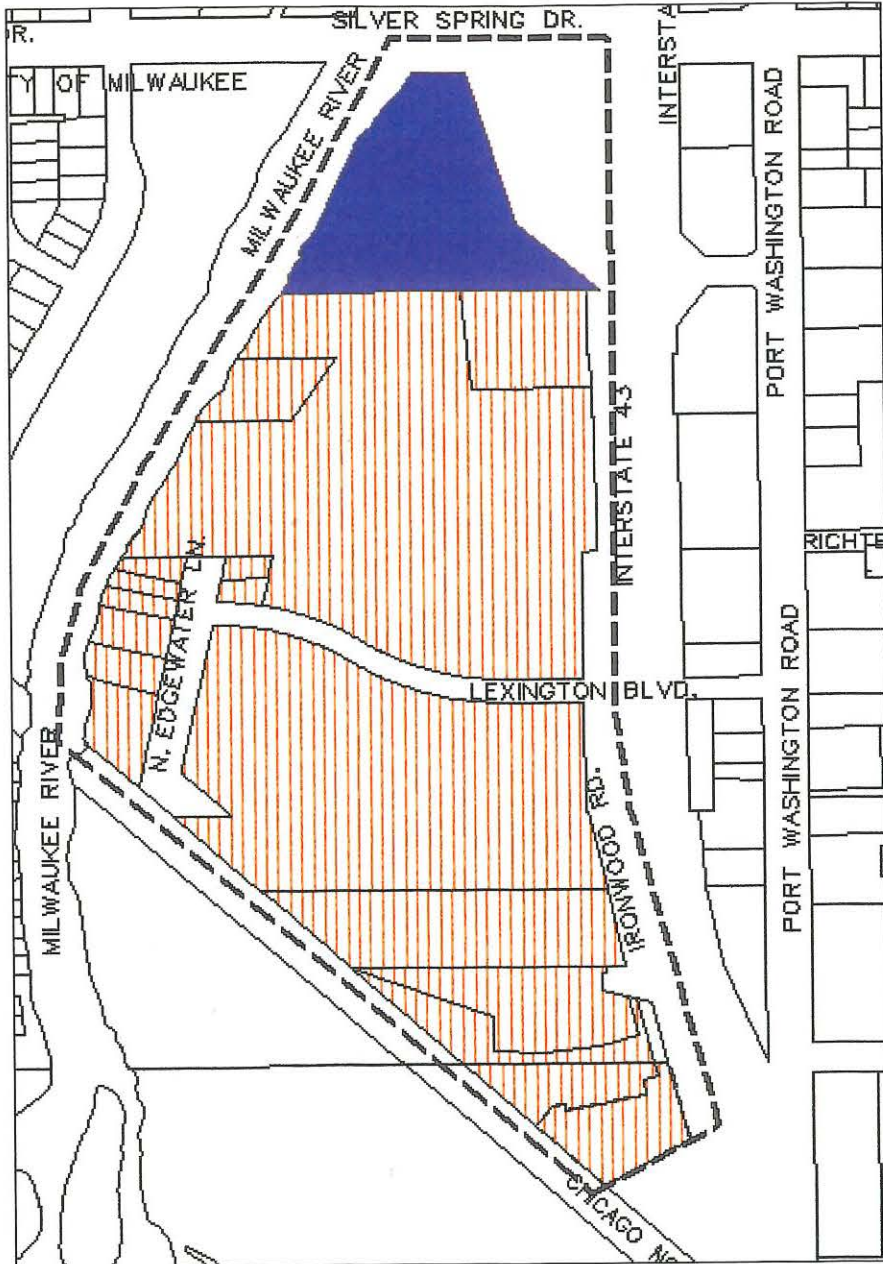
2. Rezone the WEPCO electric substation site from “M-1 Warehouse, Light Manufacturing, Office and Service District” to a zoning district to be substantially consistent with the “B-3 Silver Spring Drive Commercial District”, except that the listed conditional uses would be as follows:
 - A. Utilities
 - B. Any other uses found to be a similar use by the Plan Commission or Community Development Authority upon review of application.



Area-Wide Urban Design Concept:

Develop an area-wide urban design concept for Sub-Area “C” that anticipates the transition of the area to a mix of offices, multi-family residences, and hotel/convention center uses. The design concept should address architectural appearance and scale, site design, landscaping, the relationship and transition between the subject area and adjacent land uses (including Interstate Highway “43”, the Milwaukee River, and the WEPCO electric substation), street and pedestrian sidewalk/bicycle connections, streetscaping and entrance features (including the transition along West Lexington Boulevard between the commercial-retail/office and commercial-office uses), as well as recognition of the fact that the Milwaukee River is a major asset and amenity to the district.

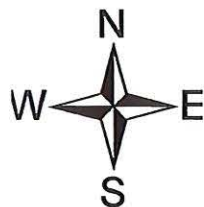
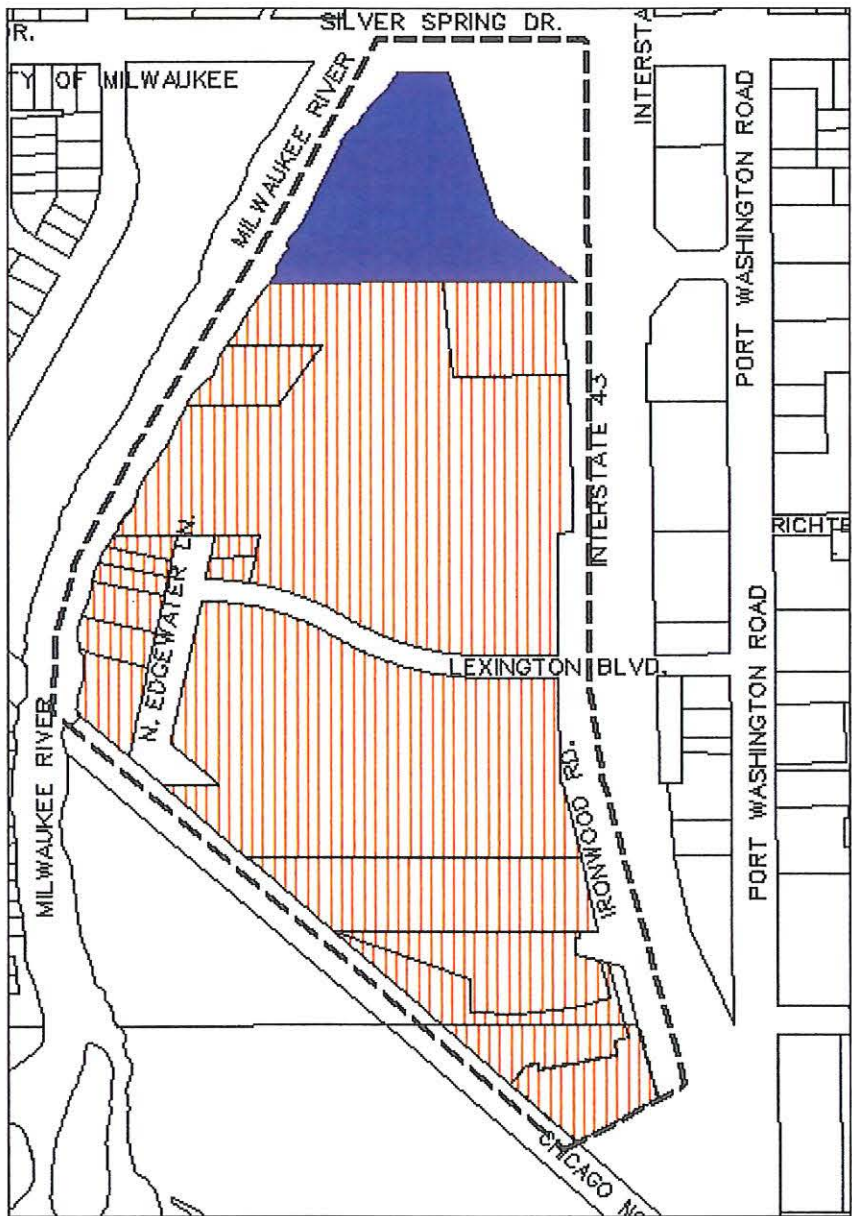
Note: The only entrance to the district is West Lexington Boulevard extending west from North Port Washington Road under the interstate Highway 43 overpass. Consideration should be given to enhanced streetscaping along West Lexington Boulevard, including street trees, new decorative street lighting, sidewalks, and entrance identification.

Sub Area "C" Recommended Land Use



Recommended Land Use	
	Utility
	Commercial Office (Multi-Family Residential, Hotel/Convention Center)

Sub Area "C" Recommended Zoning



Recommended Zoning

- U-1 Utility
- B-1-C Office District, (Residential, Hotel/Convention Center)*

* Multi-Family residential at 15+ units per acre under PD Planned Development District.
Hotel/Convention Center under PD Planned Development District

STUDY SUB-AREA "D": WEST SILVER SPRING DRIVE CORRIDOR
(SOUTH SIDE OF STREET)

PRELIMINARY RECOMMENDED ACTIONS

Land use and zoning recommendations for Sub-Area "D" include the following:

Comprehensive Plan:

Amend the Land Use Plan element of the Comprehensive Plan as follows:

1. Change "Commercial" to "Commercial-Retail/Office Mix". Commercial-Retail/Office Mix" land use would allow specialty retail shops and stores, and professional and business offices.

The intent of the plan is that development in this area draw on and be consistent with the area-wide urban design concept discussed below.

Zoning:

1. In the area extending from North Lydell Avenue extending west to and including 429 West Silver Spring Drive (Hollywood Video) rezone "B-1 Business District" zoned lands to a zoning district to be similar to the "B-3 Silver Spring Drive Commercial District", except that the listed conditional uses would be as follows:
 - A. Specialty retail shops and stores (no drive-through service)
 - B. Studios for photography, painting, music, sculpture, dance or other recognized fine arts
 - C. Professional services and administrative offices
 - D. General corporate headquarters offices
 - E. Medical and dental offices
 - F. Sales offices
 - G. Financial, insurance and real estate offices
 - H. Office services and supplies, including employment agencies, blueprinting, duplicating and similar functions
 - I. Any other uses found to be a similar use by the Plan Commission or Community Development Authority upon review of application.

Where planned development would further the quality and character of urban site design, architecture and landscaping, the use of PD Planned Development should be encouraged.

1. In the area extending from 505 West Silver Spring Drive (vacant) west to North Port Washington Road rezone "B-1 Business District" zoned lands to a zoning district to be similar to the "B-3 Silver Spring Drive Commercial District", except that the listed conditional uses would be as follows:

- A. Specialty retail shops and stores (no drive-through service)
- B. Restaurants: seated dining, full waiting service (no drive-through service)
- C. Studios for photography, painting, music, sculpture, dance or other recognized fine arts
- D. Professional services and administrative offices
- E. General corporate headquarters offices
- F. Medical and dental offices
- G. Sales offices
- H. Financial, insurance and real estate offices
- J. Office services and supplies, including employment agencies, blueprinting, duplicating and similar functions
- K. Any other uses found to be a similar use by the Plan Commission or Community Development Authority upon review of application.

Hotel/Convention Centers will be considered only under PD-Planned Development District zoning.

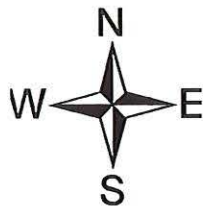
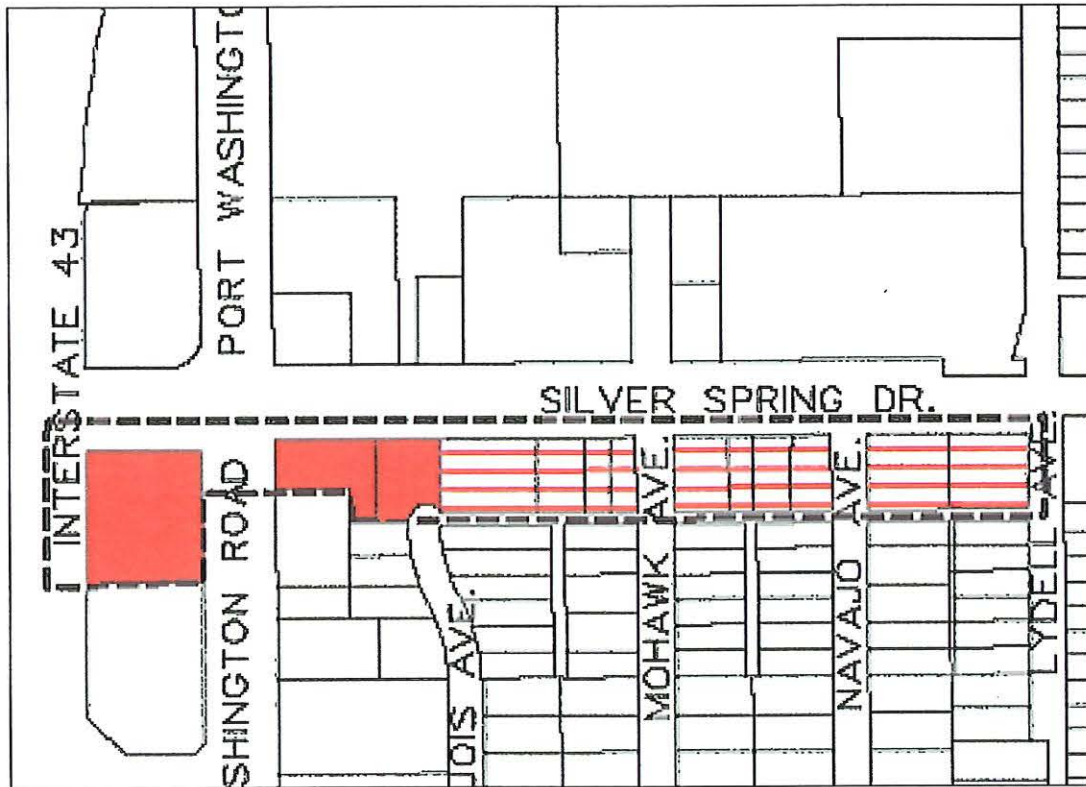
Where planned development would further the quality and character of urban site design, architecture and landscaping, the use of PD Planned Development should be encouraged.

Area-Wide Urban Design Concept:

Develop an area-wide urban design concept for Sub-Area "D" that anticipates the continuing transformation of the area to a desirable mix of specialty retail sales, restaurants and office uses. The design concept should address architectural appearance and scale, site design, landscaping, the relationship and transition between the subject area and the adjacent residential uses, street and pedestrian sidewalk/bicycle connections and movement (especially at the intersection of West Silver Spring Drive and North Port Washington Road), parking, and entrance features (from Interstate Highway 43/North Port Washington Road).

Note: West Silver Spring Drive, extending west from Interstate Highway "43" is the west entrance to the City of Glendale commercial district. As such, the uses of property, building architecture and site amenities are extremely important to the perception and image of the City of Glendale. The design concept should be consistent, relate to, and be coordinated with the design concept for the north side of the street.

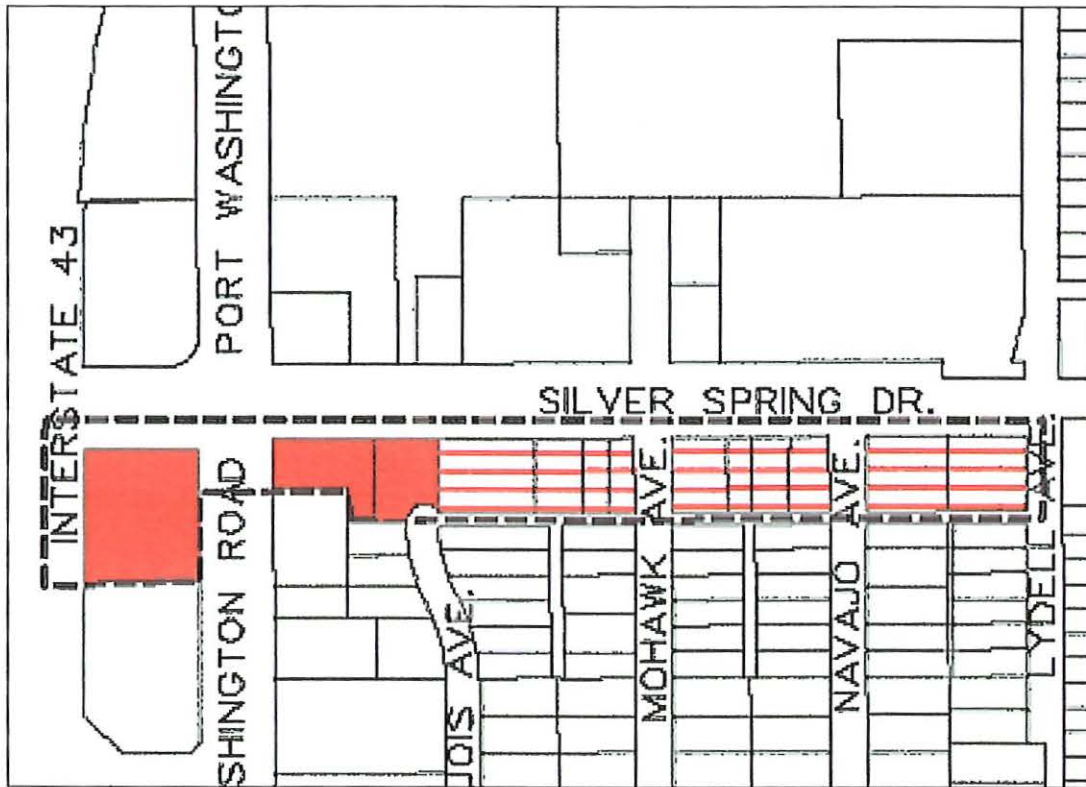
Sub Area "D" Recommended Land Use



Recommended Land Use

-  Commercial Retail/Office Mix
-  Commercial Retail/ Office Mix (Hotel Convention Center)

Sub Area "D" Recommended Zoning



Recommended Zoning	
	B-1-D ¹ Retail/Office District
	B-1-B ⁰² Retail/Office District*
*Hotel/Convention Center under PD Planned Development District	

STUDY SUB-AREA "E": BAYSHORE/KOHL'S/WEST SILVER SPRING
(NORTH SIDE OF STREET)

Refer to Implementation Body below. For this area no Plan Commission action is required at this time.

PRELIMINARY RECOMMENDED ACTIONS

Land use and zoning recommendations for Sub-Area "E" include the following:

Comprehensive Plan:

Amend the Land Use Plan element of the Comprehensive Plan as follows:

1. Change "Commercial" to "Commercial Retail/Office and Residential Mix".
Commercial-Retail/Office and Residential Mix" land use would allow specialty retail shops and stores, professional and business offices, and residential.

The intent of the plan is that development in this area draw on and be consistent with the area-wide urban design concept discussed below.

Zoning:

1. Rezone "B-1 Business District" zoned lands to a zoning district to be similar to the "B-3 Silver Spring Drive Commercial District", except that the listed conditional uses would be as follows:
 - A. Specialty retail shops and stores (no drive-through service) (1st and 2nd level)
 - B. Restaurants: seated dining, full waiting service (no drive-through service)
 - C. Studios for photography, painting, music, sculpture, dance or other recognized fine arts
 - D. Professional services and administrative offices (2nd level and above)
 - E. General corporate headquarters offices (2nd level and above)
 - F. Medical and dental offices (2nd level and above)
 - G. Sales offices (2nd level and above)
 - H. Financial, insurance and real estate offices (2nd level and above)
 - I. Single-Family residences
 - J. Multi-family residences (15+ per acre) (2nd level and above)
 - K. Any other uses found to be a similar use by the Plan Commission or Community Development Authority upon review of application.

Where planned development would further the quality and character of urban site design, architecture and landscaping, the use of PD Planned Development should be encouraged.

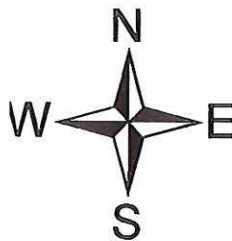
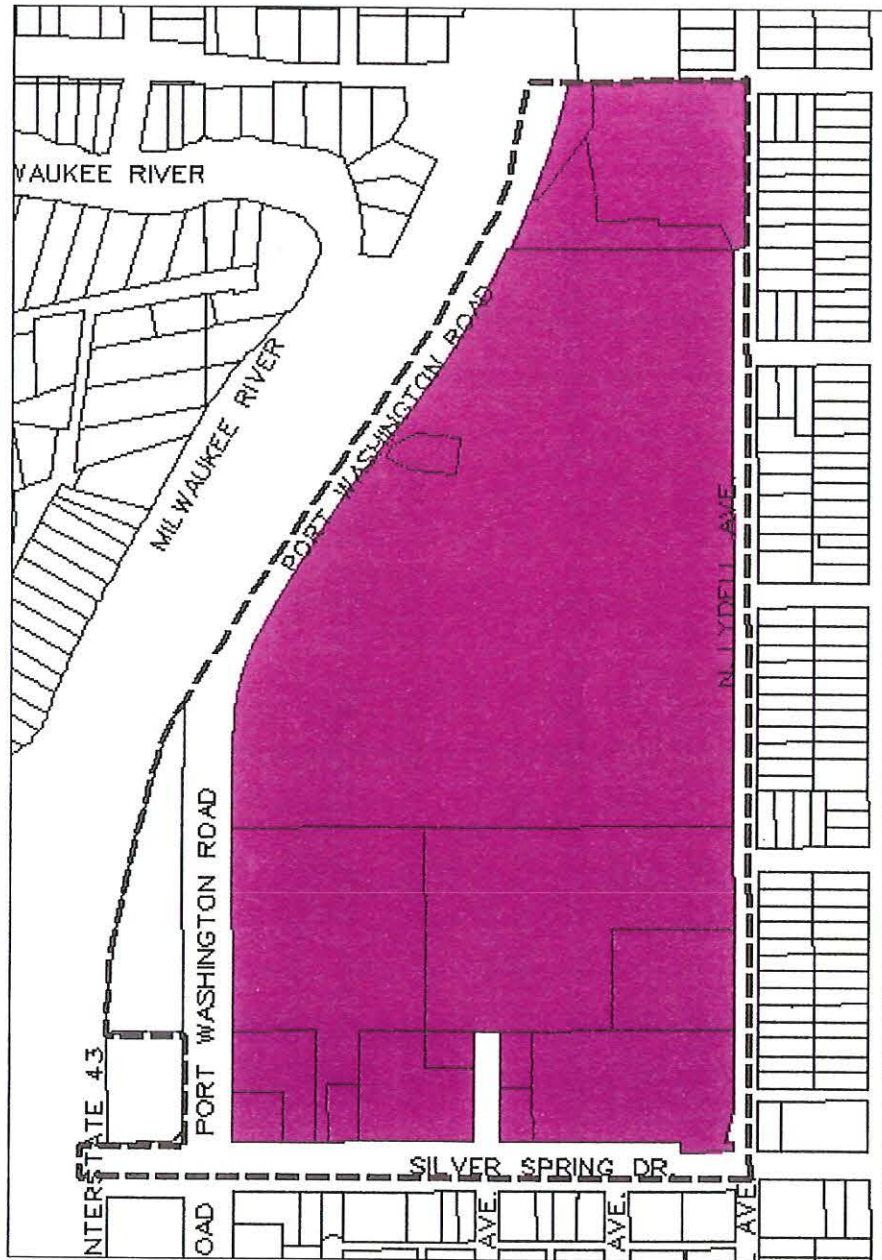
Area-Wide Urban Design Concept:

Develop an area-wide urban design concept for Sub-Area "E" that anticipates the continuing transformation of the area to a desirable mix of specialty retail shops and stores, restaurants, office uses, residential uses and semi-public uses. The design concept should address architectural appearance and scale, internal site design and circulation, landscaping, the relationship and transition between the subject area and the adjacent commercial, residential and transportation uses, street and pedestrian sidewalk/bicycle connections and movement (especially at the intersection of West Silver Spring Drive and North Port Washington Road), parking, public transportation, lighting, signs, entrance features, and other site amenities.


Implementation Body:

The City of Glendale has assigned the subject area to the City of Glendale Community Development Authority to implement the adopted Vision Plan (Glendale 2021-Our Vision) and the adopted Comprehensive Plan of Redevelopment for the subject area.

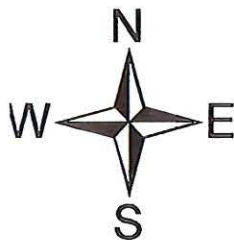
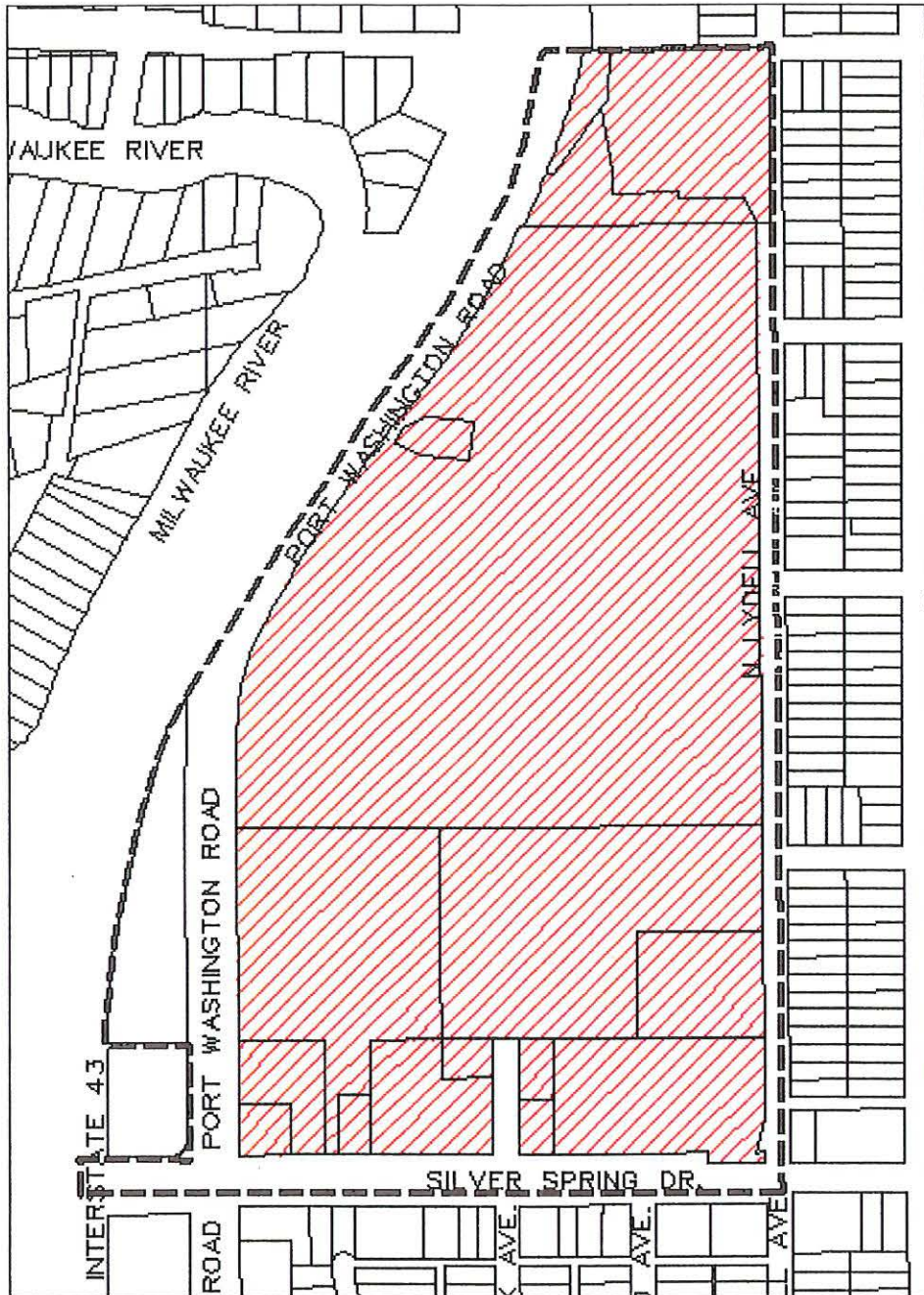
Sub Area "E" Recommended Land Use




Recommended Land Use

 **Commercial Retail/Office
& Residential Mix**

Sub Area "E" Recommended Zoning



Recommended Zoning

 P-D Planned Development

STUDY SUB-AREA "F": NORTH PORT WASHINGTON ROAD
AND WEST BENDER ROAD

PRELIMINARY RECOMMENDED ACTIONS

Land use and zoning recommendations for Sub-Area "F" include the following:

Comprehensive Plan:

Amend the Land Use Plan element of the Comprehensive Plan as follows:

1. Change the Barrett Office Park (6270, 6290, 6300 and 6310 North Port Washington Road), Village of Whitefish Bay owned land, Bay Shore Graphics (6136), Cambridge Group (6110), Valvoline (6100), Midas (6044), Pizza Hut (6040), single-family residences converted to dental offices (6076, 6070, and 6062), and single-family residences (6126, 6026, 6016), and the Lakeside Animal Hospital (211 West Bender Road) from "Commercial" to "Commercial-Office".
2. Change the Century 21/Schultz Plumbing (6260), Village Ace/Retail Strip (6250, 6240), 7-11 Express (6204), Barrett's Port Bender Village (6170), former Play-it-Again-Sam (6144), Pier One Center (6000), and Sturgeon Interiors (229 West Bender Road) from "Commercial" to "Commercial-Retail/Office Mix". Commercial-Retail/Office Mix" land use would allow specialty retail sales and stores, and professional and business offices.

The intent of the plan is that development in this area draw on and be consistent with the area-wide urban design concept discussed below.

Zoning:

1. Where the land use plan contemplates "Commercial Retail/Office Mix", rezone "B-1 Business District" and any "B-2 Community District" zoned lands to a zoning district to be similar to the "B-3 Silver Spring Drive Commercial District", except that the listed conditional uses would be as follows:
 - A. Specialty retail shops and stores (no drive-through service)
 - B. Restaurants: seated dining, full waiting service (no drive-through service)
 - C. Studios for photography, painting, music, sculpture, dance or other recognized fine arts
 - D. Professional services and administrative offices
 - E. General corporate headquarters offices
 - F. Medical and dental offices
 - G.** Research establishments
 - H. Sales offices
 - I. Financial, insurance and real estate offices

- J. Office services and supplies, including employment agencies, blueprinting, duplicating and similar functions
- K. Any other uses found to be a similar use by the Plan Commission or Community Development Authority upon review of application.

Where planned development would further the quality and character of urban site design, architecture and landscaping, the use of PD Planned Development should be encouraged.

- 2. Where the land use plan contemplates "Commercial-Office", rezone "B-1 Business District" and "B-2 Community Business District" zoned lands to a zoning district to be similar to the "B-3 Silver Spring Drive Commercial District", except that the listed conditional uses would be as follows:

- A. Professional services and administrative offices
- B. General corporate headquarters offices
- C. Medical and dental offices
- D. Sales offices
- E. Financial, insurance and real estate offices
- F. Office services and supplies, including employment agencies, blueprinting, duplicating and similar functions
- G. Any other uses found to be a similar use by the Plan Commission or Community Development Authority upon review of application.

Where planned development would further the quality and character of urban site design, architecture and landscaping, the use of PD Planned Development should be encouraged.

Area-Wide Urban Design Concept:

Develop an area-wide urban design concept for Sub-Area "F" that anticipates the continuing transformation of the area to a desirable mix of specialty retail shops and stores, and office uses. The design concept should address architectural appearance and scale, site design, landscaping, the relationship and transition between the subject area and the adjacent residential and transportation uses, street and pedestrian sidewalk/bicycle connections and movement, parking, and entrance features.

Note: The north entrance to the commercial district is North Port Washington Road extending south from West Brentwood Lane under the railroad bridge. Consideration should be given to enhanced streetscaping along North Port Washington Road, including street improvements, new decorative street lighting, a sidewalk, and street trees.

Sub Area "F" Recommended Land Use



Recommended Land Use

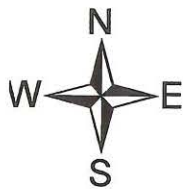
-  Commercial Retail/ Office Mix
-  Commercial Office

Sub Area "F" Recommended Zoning



Recommended Zoning

	B-1-F1 Commercial Retail/Office District
	B-1-F2 Commercial Office District



APPENDIX B

Common Council Resolution
Notice of Public Hearing

A RESOLUTION ADOPTING
THE B-1 LAND USE AND ZONING REVIEW-VOLUME I
AS AN AMENDMENT TO
THE COMPREHENSIVE PLAN FOR THE CITY OF GLENDALE

WHEREAS, on September 24, 2001, the City of Glendale Common Council (the "Common Council") adopted "Glendale 2021-Our Vision, Report of the City of Glendale Visioning Committee" (the "Vision Plan") defining a vision for the future City of Glendale, and identifying a program of actions to implement and fulfill the vision; and

WHEREAS, Sections 62.23(2) and (3) of the Wisconsin Statutes provides that the function and duty of the Plan Commission is to prepare and adopt a Master Plan for the physical development of the City; and

WHEREAS, in August of 1976 the City of Glendale Plan Commission (the "Plan Commission") adopted a Comprehensive Plan for the City of Glendale, with subsequent amendments thereto over years; and

WHEREAS, the Common Council requested a review of the land use and zoning of all B-1 Local Business District zoned lands within the City of Glendale and, additionally, all lands within 1,000 feet of North Port Washington Road from West Marne Avenue to West Brentwood Lane; and

WHEREAS, the B-1 Land Use and Zoning Review-Volume I, the first of three volumes of the study, includes all of the lands (including B-1 Local Business District) located within 1,000 feet of North Port Washington Road from West Marne Avenue to West Brentwood Lane; and

WHEREAS, over the course of the past three months the Plan Commission has met and discussed the B-1 Land Use and Zoning Review-Volume I; and

WHEREAS, on August 6, 2002, the City of Glendale Plan Commission approved the B-1 Land Use and Zoning Review-Volume I, and recommended that a joint Common Council-Plan Commission Public Hearing be held, and that the Common Council adopt the B-1 Land Use and Zoning Review-Volume I as an amendment to the City of Glendale Comprehensive Plan; and

WHEREAS, on September 23, 2002, the Common Council held a public hearing with the Plan Commission invited to attend; and

WHEREAS, Section 66.1001 of the Wisconsin Statutes requires Common Council approval in order for a comprehensive plan amendment to take effect.

NOW, THEREFORE BE IT RESOLVED, the Common Council hereby adopts the B-1 Land Use and Zoning Review-Volume I, together with the supporting maps, plats, charts, descriptive and other explanatory materials that comprise the document, as an amendment to the City of Glendale Comprehensive Plan.

RESOLUTION ADOPTED this 23rd day of September, 2002.

CITY OF GLENDALE COMMON COUNCIL

R. Jay Hintze, Mayor

Attest:

Richard E. Maslowski, City Administrator

NOTICE OF PUBLIC HEARING

Adoption of the B-1 Land Use and Zoning Review – Volume I As an Amendment to the Comprehensive Plan, City of Glendale

Notice is hereby given that the Common Council of the City of Glendale will hold a public hearing on **Monday, September 23, 2002** at 7:30 p.m. in the Council Chambers of the Glendale Municipal Building, 5909 North Milwaukee River Parkway, Glendale, Wisconsin, to consider adoption of the B-1 Land Use and Zoning Review – Volume I as an amendment to the Comprehensive Plan, City of Glendale.

The B-1 Land Use and Zoning Review - Volume I includes the area indicated on the map (see below). The study includes background information, historic land use and zoning context, existing land use, existing zoning, land use and zoning related conflicts and issues, and recommended actions pertaining to the comprehensive plan, zoning, and urban design.

The B-1 Land Use and Zoning Review - Volume I may be reviewed at City Hall, office of the City Administrator, during normal business hours. A copy of the document will be provided on request.

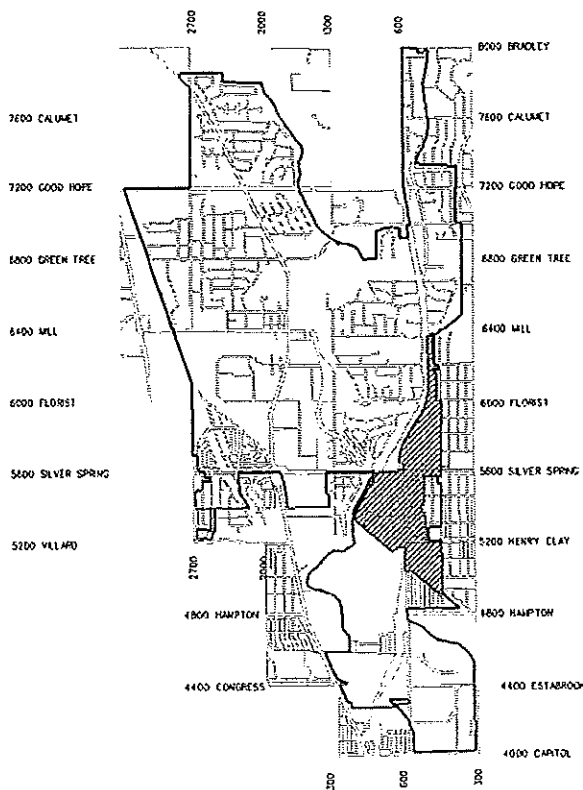
At the public hearing, all interested parties will be afforded a reasonable opportunity to express their views and provide written comments.

Dated this 14th day of August, 2002.

BY ORDER OF THE COMMON COUNCIL
OF THE CITY OF GLENDALE

Susanne M. Hanaman
City Clerk/Treasurer

Map of B-1 Land Use and Zoning Review - Volume I study area:



APPENDIX C

Land Development Goals and Objectives

Comprehensive Plan of Redevelopment
Commercial Center Land Development Goals and Objectives

Goal 1. Community Market Place and Commercial Space Needs

Public and private improvements that accommodate and provide a desirable mix of retail and office uses that serve the needs of the community and visitors to the community.

Objective: A mix of retail commercial that provides opportunities for the community and visitors to obtain a variety of goods and services, including specialty or boutique type stores, required for daily living, family fun and entertainment.

Objective: A mix of commercial office space that provides opportunities for the community to obtain professional and other services.

Objective: A mix of retail and office commercial space that provides opportunities for members of the community to establish retail stores and commercial offices to provide professional and other services within the community.

Goal 2: Community Character and Aesthetic Needs

Public and private improvements that fulfill the aesthetic character standards of the Community.

Objective: Building architecture, landscape architecture and site design that is compatible with community standards.

Objective: Public and private spaces that are accessible, functional and attractive from the standpoint of each of the various modes of transportation (automobile, public transit, bicycle, walking) by which people access and experience the commercial center.

Objective: Public and private spaces that enhance the livability, stability and value of the commercial center and the nearby residential neighborhoods, and that provides attractive, convenient and safe access from nearby residential neighborhoods and the larger community.

Goal 3: Community Gathering Place and Identity Needs

Public and private improvements that are attractive, vibrant, and stimulating and that, taken together, coalesce to form a community gathering place that the community can identify with and that creates a sense of civic pride. [Build a place that matters to people, where people want to be, and that creates a strong positive perception and lasting impression]

Objective: A desirable, mutually supporting and sustainable mix of commercial retail that provides opportunities for the community and visitors to obtain a variety of goods and services, including specialty or boutique type stores, required for daily living and family fun and entertainment, that will attract people to the commercial center as a destination.

Objective: Building architecture, landscape architecture and site design that is visually attractive and functionally complete, that will attract people to the commercial center as a destination.

Objective: Public space features (street lights, pedestrian lights, benches, bicycle racks, trash receptacles, uniform newspaper sales boxes, landscaping etc.) that are of high quality in terms of visual impact and functionality, that will attract people to the commercial center as a destination.

Objective: Accommodate the ability to access the commercial center by all the practicable modes of transportation, and to walk within the commercial district for the purpose of shopping, recreation or pleasure, in order to attract people to the commercial center as a community destination.

Goal 4: Crime Prevention, Policing and Security Needs

Public and private improvements should be designed, operated and maintained in a manner that is conducive to crime prevention, facilitates ease of policing, and addresses the security needs of the commercial enterprises, business occupants and patrons, visitors, nearby residential neighborhoods, and the community as a whole.

Objective: A public and private built environment that is attractive and well maintained in order to eliminate a perception of blight.

Objective: Business hours that are consistent for policing purposes, and that serve to reduce opportunities for late night mischief or criminal activity.

Objective: Provide street lighting, pedestrian lighting, parking lot and building lighting that is attractive, and conducive to policing and security needs.

Objective: Incorporate windows into building design to allow outside activity and movement to be observed, and allows inside activity to be policed.

APPENDIX D

City of Glendale Vision Plan “Glendale 2021 – Our Vision”

Glendale 2021-Our Vision

Glendale

RICH PAST.
BRIGHT FUTURE.



Report of the City of Glendale Visioning Committee

Alderman Bob Whitaker, Facilitator
Barbara Ann Blackwell, Joseph Colacino, Bruce Cole, Dr. Jerome Cornfield,
Kristine Jenson, Ilmar Junge, David Kramer, Timothy Malm, Judy Nenno
and Mayor R. Jay Hintze

Adopted by the City of Glendale Common Council on September 24, 2001

TO: Mayor and Common Council
FROM: Alderman Bob Whitaker
DATE: September 24, 2001
SUBJECT: REPORT OF THE GLENDALE VISIONING COMMITTEE

Attached, in keeping with the action you commissioned, is the report of the Glendale Visioning Committee.

Although the Visioning process may have taken a little longer than anticipated, I believe that you will find that it was thorough and provided all Glendale citizens with a full and fair opportunity to participate in the direction of the community. Above all, you can rest assured that the Vision is based on the opinions of Glendale citizens. The Vision is grounded on the things the citizens of Glendale commonly value with a focus on building on what they consider the community's strengths. At the same time, there is substantial emphasis on turning around characteristics citizens consider to be present or potential weaknesses.

The Visioning Committee is indebted to the assistance provided by City Administrator Richard Maslowski, Glendale's Planning and Development staff and Peter Maier and the University of Wisconsin-Milwaukee Center for Urban Initiatives and Research. They provided valuable guidance, information and insight.

The Report of the Visioning Committee represents the consensus of the group. The Committee worked diligently with evening meetings every two or three weeks over much of the time since the summer of 2000. Beyond that, "homework" and reading assignments preceded nearly every meeting.

The entire Committee enjoyed developing a plan for the future of our community based on the desires of the citizens. That mission seemed to serve as the driving force in the process.

The Vision outlines an ultimate goal that broadly defines a future state that may require new directions and capabilities. The report also includes some directions and strategies that will help increase that chance of achieving the Vision.

Attachment

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SECTION 1.

Glendale 2021:Our Vision

In 2021, the citizens of Glendale have much to be proud of: their community is recognized as a model by urban planners, the economy of the community is thriving, the sense of community is strong and continues to build, and civic and neighborhood pride is a hallmark of Glendale.

Peaceful, stable and safe neighborhoods, most with very suburban environments, have mature trees and well-maintained homes. Neighborhoods have diverse amenities and distinct, unique attributes that add to the pride residents have in “their” neighborhood. Many Glendale neighborhoods include homes along lakes, rivers, streams, creeks and ponds giving residents a “country feel” just a few minutes from the center of metropolitan Milwaukee’s downtown.

Convenient and varied shopping abounds in Glendale led by a thriving Bayshore shopping area which is a regional destination. Upscale boutiques and restaurants in well designed groupings invite residents and travelers to stroll and gather along distinctive flower-adorned walks and enjoy a “European” style marketplace environment with fountains, benches, public art and sidewalk cafes. The City’s signature street lighting, City banners, markers, paving and public plaza add a distinctive character to the Glendale Centre, a mixed-use area along North Port Washington Road and West Silver Spring Drive.

The Milwaukee River is another focal point in the community. It hosts leisure and recreation activities from canoeing to fishing or just contemplating nature. An extensive system of green corridors, biking/walking trails and river walkways join the community’s neighborhoods, the City’s recreation center, commercial areas and Milwaukee County’s Oak Leaf Trail system, all adding to Glendale’s quality of life.

The area's mix of quality commercial architecture, site planning, landscaping and tasteful commercial signage blend well together to provide great visual interest without monotony.

A diverse economic base of single-family residential and commercial/industrial development provides a strong tax base which Glendale citizens enjoy while getting a great value for their tax dollar. The community is particularly attractive to families. Children benefit from the area's high quality schools and educational opportunities from grade schools to college all right within the community.

Citizens enjoy top quality and highly responsive police, fire and emergency medical services. Municipal services and the City's water system are also of top caliber.

Glendale residents treasure their green space. Landscaping surrounds not only homes, but commercial and industrial areas as well, maintaining the suburban environment and providing buffers where business and residential areas come together. County parks, neighborhood City parkettes and scenic parkways provide an added opportunity for residents to appreciate and experience nature. Community, ethnic and neighborhood festivals add a unique flair to the community's quality of life.

Over the years, development and redevelopment have made Glendale a much richer community with a wealth of vital business and industrial parks. And Glendale continues its programs to revitalize itself with its use of creative financing and progressive planning and development.

Glendale is recognized as a friendly community with lovely neighborhoods, low crime and a high quality of life. Glendale citizens feel part of and are proud of "their" community, which is considered the "gem" of the North Shore.

SECTION 2.

Introduction

Why do a Vision?

The rationale for conducting a Visioning process began with a motion made at the Glendale Common Council when the Council commissioned the Visioning study. The immediate value of the process is found in the combination of dollars expended by the Glendale Common Council for the study, the countless hours of work by the Visioning Committee and the existence of the Vision document as a guideline for planning and action based on the citizens' wishes. The true value of the process will only be realized by future residents of Glendale. Only they will reap the benefits of quality neighborhoods, community awareness and identity, green space and the other attributes of the Vision.

Who got involved?

In reality, all residents of Glendale and the Glendale business community had the opportunity to participate in the Visioning process through their ability to respond to the survey that was mailed to all residents and business operators. The process was introduced by Mayor R. Jay Hintze and approved unanimously by the Glendale Common Council. We had the benefit of participation of Glendale City staff members including: Richard Maslowski, City Administrator; Todd Stuebe, Director of Community Development and Planning; Mike Rambousek, Zoning and Planning Administrator; Jeff Fortin, Associate Zoning and Planning Administrator; and Mary Willis, Executive Secretary.

The Visioning Committee

The Visioning Committee consisted of 12 volunteers. They were: Barbara Ann Blackwell, Joseph Colacino, Bruce Cole, Dr. Jerome Cornfield, Kristine Jenson, Ilmar Junge, David Kramer, Timothy Malm, Judy Nenno, Alderman Bob Whitaker, Mayor R. Jay Hintze and the Glendale City staff members identified in the prior item.

The Consultant

Peter Maier and the staff of the Center for Urban Initiatives (CUIR) at the University of Wisconsin-Milwaukee assisted the Visioning Committee in developing the community forums, focus groups, conducting the survey and analyzing the survey results, formulating the vision and developing the plan of action to achieve the vision.

The Vision Development and Planning Process

Vision Committee member, Bob Whitaker, volunteered to serve as facilitator of the visioning and planning process and he drafted this document.

The Community Forums

Several hundred Glendale residents participated in the Visioning process through open community forums. Two forums were held in June of 2000 to obtain citizen opinions to provide overall direction for focus groups and the community survey. All residents were invited via mailed invitations to participate in the community forums. Residents were asked what they liked best about Glendale, what they would like changed and what concerns they had about the future.

The Focus Groups

Four focus groups were convened in September 2000 to address the same issues that were addressed by the Community Forums, but in greater depth

The Community Survey

During the first week of January 2000, a survey developed by the Visioning Committee was mailed to all City of Glendale property owners and business owners. A total of 5,324 surveys were mailed with a residential response rate of 36.5%.

Other Study Materials

Members of the Visioning Committee studied information provided by the City of Glendale City Administrator, Planning Department, the Southeastern Regional Planning Commission and the 2000 United States Census. This information included past and present demographic profiles, past and present planning and survey information, land use plans, zoning, signage ordinances, current planning information and other projections. The Committee also studied the visioning work of other communities. In addition, a visual study of the Port Road and Silver Spring business areas developed by the Glendale Planning Department was reviewed.

The Analysis

The forum results, focus group information, survey data, reports, projections and other research were shared with the Committee and discussed by the Committee at meetings over a nine month period.

The Vision

The Visioning Committee developed a Vision for Glendale that will serve as a guideline for future action, decision-making, policy-making and law-making in order to achieve the Vision. The "Vision Statement" at the beginning of this report is the heart of this report. The section titled "Taking Action: Achieving Our Vision" provides direction that is necessary to achieve the vision.

In the Spirit of Integrity

The Visioning Committee worked very hard to maintain the integrity of the survey results and follow the desires of the citizens of Glendale as expressed in the survey. While there was a wide diversity of opinions on some issues, the Committee ultimately deferred to the survey results for final direction.

SECTION 3.

Where Are We Now?

Glendale Today

Population, Gender and Age

Based on the recently released data from the Census 2000 "Profile of General Demographic Characteristics: 2000", the population of Glendale stands at 13,367. The largest age group in the population is the 45 to 54 years group at 16.0%, followed by the 35 to 44 years group at 13.8%, the 65 to 74 years group at 10.5%, the 25 to 34 years at 10.4%, and the 75 to 84 years group at 9.5%. Females comprise 53.6% of the total population, males comprise 46.4%. The median age of the current population is 45.6 years. Population age information for 1990 and 2000 is tabulated below:

Population by Age Group

	<u>1990</u>	<u>%</u>	<u>2000</u>	<u>%</u>
Under 5 years	703	5.0	578	4.3
5 to 9 years	751	5.3	709	5.3
10 to 14 years	799	5.7	772	5.8
15 to 19 years	720	5.1	750	5.6
20 to 24 years	567	4.0	500	3.7
25 to 34 years	1,887	13.4	1,393	10.4
35 to 44 years	2,058	14.6	1,839	13.8
45 to 54 years	1,611	11.4	2,136	16.0
55 to 59 years	757	5.4	757	5.7
60 to 74 years	902	6.4	624	4.7
65 to 74 years	1,536	10.9	1,405	10.5
75 to 84 years	1,207	8.6	1,271	9.5
85 years and over	590	4.2	633	4.7
Total	14,088	100.0	13,367	100.0

Households and Family Relationships

Census 2000 reports that there are a total of 5,772 households in the City of Glendale, of which 3,517 are family households (families), and 2,255 are nonfamily households. Average household size is 2.20 persons, average family size is 2.84 persons. The 1990 Census reported the number of households at 5,495, with 2.40 persons per household, and 3,755 families (1,740 nonfamily households), with 2.95 persons per family. Even though the number of households increased by 277 (5,772-5,495=277), the number of families

decreased by 238 (3,517-3,755=-238), and the number of nonfamilies increased by 515 (2,255-1,740=515). The following tables summarize 1990 and 2000 Household types and population relationships:

Household by Type

	<u>1990</u>	<u>2000</u>
Total households	5,495	5,772
Family households (families)	3,755	3,517
With own children under 18 years	N/A	1,401
<i>Married-couple family</i>	3,241	2,887
With own children under 18 years	1,158	1,073
With no own children under 18 years	2,083	1,814
<i>Other family</i>	514	N/A
Male householder, no wife present	106	N/A
With own children under 18 years	31	N/A
With no own children under 18 years	75	N/A
Female householder, no husband present	408	476
With own children under 18 years	183	252
With no own children under 18 years	225	224
Nonfamily households	1,740	2,255
Householder living alone	N/A	1,938
Householder 65 years and over	N/A	934

Population Relationships

	<u>1990</u>	<u>2000</u>
Total Population	14,088	13,367
In family households	11,074	12,711
Householder	3,755	5,772
Spouse	3,240	2,887
Child	3,772	3,295
Grandchild	45	N/A
Other relatives	222	277
Nonrelatives	40	480
In nonfamily households	2,061	2,255
In group quarters	953	656
Institutionalized	953	572
Noninstitutionalized	0	84

Income

Census 2000 "Age and Income" data have not yet been published; however, Census data from 1990 reported 1989 median household income at \$40,602 and median family income of \$47,506. Assuming that income grew at the same rate as the Consumer Price Index (CPI) for Urban Wage Earners and Clerical Workers-Milwaukee Racine Area, median household income for the year 2000 would be at about \$56,107 and median family income would be at about \$65,647.

Residential Housing

City records indicate that there are 3,987 residential buildings in the City, of which there are 3,786 single-family homes, 11 condominium projects (606 dwelling units), 117 duplex buildings (118 rental dwelling units), 2 three-family buildings (4 rental dwelling units), 40 four-family buildings (120 rental dwelling units), 1 six-family (6 rental dwelling units), and 30 apartment buildings (1,326 dwelling units). There are a total of about 6,118 residential dwelling units in the City. Single-family residential comprises 95% of the residential buildings (64.4% of residential units), condominiums 0.3% of residential sites (9.9% of residential units), duplexes, three-family, four-family and six-family comprise 4.0% of residential buildings (4.0% of residential units), and apartment buildings (including senior housing and assisted living) comprise 0.75% of residential buildings (21.7% of residential units). Residential housing in Glendale is available across a full range of pricing, and remains affordable for most families.

Commercial/Industrial Base

Commercial and industrial land uses in Glendale comprise a significant component of the property tax base that supports the delivery of government services including, among others, City of Glendale services and public school education. For the year 2001, combined commercial and manufacturing contributed about \$13,450,000 (43%) of property taxes, while residential contributed about \$16,815,000 (57%). Maintaining and improving the viability of the residential, commercial and industrial components of the property tax base is important to the well being of the citizens of Glendale.

External Forces

Highways

One of the strengths of the City of Glendale, and a competitive advantage with respect to other cities, is its proximity to Interstate Highway "43". Since its construction as a four lane divided limited access highway in the early 1960's, the freeway (originally United States Highway "141") fueled rapid commercial, industrial and residential growth in Glendale. Glendale residents perceive ease of access to the freeway and, in turn, the entire metropolitan area, as being important to their quality of life.

As suburbs and cities to the north continue to grow (Mequon, Cedarburg, Grafton, Port Washington, Green Bay), the freeway carries increased commuter and inter-City traffic volume. Over the years the Wisconsin Department of Transportation (WDOT), having jurisdictional responsibility for the freeway, has attempted to improve the freeway to safely accommodate the increased traffic volume. In recent years the WDOT has installed sound barrier walls, and reconstructed the West Silver Spring Drive interchange. Both projects resulted in controversy in Glendale, more specifically, the green color of the sound barrier walls, and the noise generated by "tined" (grooved) concrete pavement. Concerns pertaining to the freeway and future reconstruction include continued ease of access, the potential loss of further residential, commercial and industrial space, the aesthetic appearance of the freeway from surrounding lands, and noise.

Milwaukee Metropolitan Sewerage District

The Milwaukee Metropolitan Sewerage District (MMSD) is a state-chartered government agency providing wastewater services for 28 municipalities. With the exception of the City of South Milwaukee, the District's 420 square mile service area includes all cities and villages located within Milwaukee County, and all or part of the adjacent municipalities located in Ozaukee, Washington, Waukesha and Racine Counties. MMSD's mission statement is "to cost-effectively protect public health and the environment, prevent pollution and enhance the quality of area waterways". Most importantly, MMSD conveys wastewater to wastewater treatment facilities and treats the wastewater before releasing the water to Lake Michigan. MMSD has also become active in flood abatement and, most recently, has proposed a "Surface and Storm Water" rules that would be effective January 1, 2002. Other MMSD activities include water quality research and laboratory services, operating household hazardous waste and mercury collection programs, and involvement in various environmental partnerships.

Concerns pertaining to MMSD include flooding, sanitary sewer back-ups, and the impact of the proposed "Surface and Storm Water" regulations on redevelopment initiatives in Glendale.

Tax Differences

Prospective home buyers consider and weigh many factors, including local property taxes, in deciding where to live. Glendale takes pride in maintaining one of the lowest local property tax rates in Milwaukee County. This has been accomplished without sacrificing the quality or quantity of local municipal services. Equalized tax rates for 2000 and 2001 are tabulated below:

Equalized Net Tax Rates

	<u>2001</u>	<u>2000</u>
Glendale	26.02	26.35
Bayside	28.31	28.61
Brown Deer	28.05	27.71
Fox Point	26.70	27.35
River Hills	27.18	27.80
Shorewood	29.02	30.11
Whitefish Bay	24.89	26.91
Milwaukee	28.39	26.52
Cedarburg	20.78	21.75
Germantown	21.71	22.70
Grafton	21.14	20.42
Menomonee Falls	20.84	21.96
Mequon	17.83	19.41
Port Washington	21.18	21.35
Thiensville	21.74	23.08

State and Federal Funding

A portion of Glendale's operation and maintenance budget is funded from state shared revenue. Although the amount of state financial assistance is slowly declining on an annual basis, Glendale received \$1,923,232 in 2001. The majority of the state financial assistance, totaling \$1,004,100 in 2001, is in the form of transportation or road aids. The remaining categories are for utility taxes, tax exemption payments, expenditure restraint incentives and law enforcement training. Glendale receives no federal funding assistance for its operation and maintenance programs.

Glendale has benefited from several state and federal brownfield grants; however, each year the grants have become more competitive as many other communities are now applying for the same grants. Finally, each year the City applies for and currently receives about \$44,000 (also declining over time) in Housing and Urban Development Community Development Block Grant funds that can be applied to projects that benefit low income areas, handicapped persons, and senior citizens.

SECTION 4.

A "Self" Audit

The community forums, focus groups and the survey provided a "self audit" of Glendale based on the citizens' opinions. This "self audit" was based on what citizens liked best about Glendale, what they would like changed and what concerns they had about the future. This information formed a natural strengths/weaknesses analysis as a basis for the Visioning process. Based on citizen input and ranked in order of their preference, following is a list of common values, strengths and weaknesses.

Things Glendale Citizens Commonly Value

- Quality and response of police, fire and emergency medical services
- Quality of schools
- Convenience of location
- Value gained from the tax dollar
- Stability of neighborhoods
- Walkable, safe neighborhoods
- Quality recreational opportunities
- Concern over appearance of public landscaping
- Concern over appearance of building design
- Proactive, efficient City government that is responsive to citizens

Our Strengths

- Convenient location and access
- Quality and response of police, fire and emergency medical services
- Quality and quantity of water supply
- Quality of public schools
- Quality of public services
- Sewer system
- Parks
- Mature trees
- Peaceful, safe friendly neighborhoods
- Quality of neighborhoods
- Suburban environment including lack of curbs and gutters
- Milwaukee River
- 4th of July celebration
- City property tax rate

Our Weaknesses

- Lack of sense of community identity
- Lack of action against poor residential property maintenance
- Lack of variety of upscale stores and restaurants
- Perception of crime
- Too many nursing homes
- Lack of young families
- Lack of City center
- Lack of policy to foster green space
- Poor appearance of some areas of City (South Port Road, Mill Road, South Green Bay Avenue)
- Low percentage of households with children
- Too much senior citizen housing
- Lack of features allowing residents to walk to stores
- Lack of continuity of streetscapes

SECTION 5.

General Direction: With No Special Action, Where Are We Going?

This section discusses what may happen in the absence of any attempt by the City to define and implement special actions that vary from actions that the City is already taking. While Glendale has various programs and actions underway, the existing programs and actions are not presented in a comprehensive format that allows citizens to perceive and understand the various programs and actions within the context of an overall policy framework.

The work of the City includes those activities related to assessing the value of real estate and personal property, collecting property taxes, and delivering essential local municipal services that are paid for utilizing those funds. Essential local municipal services include police protection, fire protection, public works, and City administration services.

Population and Families

The population of the City is impacted by new births, migration into and out of the City, and deaths. Glendale faces uncertainty regarding the population of young families with children. Based on the Census 2000, the over-60 year age group totals 3,933, or 29.4% of the total population of the City. The 25 to 34 year age group totals only 1,393, or 10.4% of the total population. As the over-60 year age group departs, there is uncertainty over whether or not the City will attract young families with children, or older age families without children; the concern being the declining enrollment of students in the local school districts and the impact that declining enrollment has on funding that is provided through the State of Wisconsin.

The migration of people into and out of the City may be impacted by the perceptions that potential residents have about the City as a place to live and raise families. Absent any special action by the City to attract a target age group such as young families with children, the overall population of the City will be driven by natural population attrition, the perception of Glendale as a place to live, and the motivation (based on perceptions) of potential buyers of existing homes as they become available in the residential real estate market place.

Taxes

As indicated in Section 3, in comparison to other North Shore communities, Glendale has maintained a relatively low property tax rate. The City has managed to deliver the essential local municipal services to citizens in an efficient, cost-effective manner. Over the past several years, the City has been proactive in the redevelopment of certain areas

of the City that were in a state of physical decline that threatened to spread to additional areas of the City. As the redevelopment project costs are repaid and the value of the new development joins the property tax base, the City will reap the rewards of a strengthened property tax base. However, even though the City has been proactive with respect to the economic development of the City, absent special action by the City in the form of ongoing targeted economic development, the property tax base may eventually deteriorate and, accordingly, for the same level of public services property taxes may increase by a greater amount than would have been expected from general inflationary pressures.

Housing Development

As a community that is substantially built-out, and given the existing zoning restrictions, the opportunities for new housing development have been limited. With the redevelopment initiatives that the City has undertaken in recent years, 165 units of senior housing were constructed (Silver Creek Village and Parkside Commons), and 100 additional units are approved (Parkside Commons). There have been 11 new single-family residential units constructed over the past three years. Absent any special actions on the part of the City to encourage or allow additional housing, there is little space available for housing development.

Commercial and Industrial Development

As recently as 1995, portions of the Glendale commercial and industrial base were blighted or appeared to be in a downward spiral. One of the major old-line industrial manufacturing areas, located south of West Hampton Avenue and east of I-43, was no longer contributing significantly to the local economy in terms of jobs, wages or property taxes. In the commercial area located along West Silver Spring Drive in the area west of North Sunny Point Road, commercial businesses operated in antiquated, deteriorated buildings, on properties containing contaminated soils. The City commenced to address the problems in the aforementioned areas and the projects, including the Estabrook Corporate Park, the Glendale Technology Center, and West Silver Spring Corridor Revitalization, have become important building blocks for the City. While there were disagreements over why the City should be proactive in economic development, what should be done, and how it should be accomplished, there has been little dispute that the results have been a significant positive contribution to the economic well being of the City.

As evidenced by the aforementioned redevelopment areas, in the absence of any special actions by the City, deterioration and decline may occur over time. Also, in the absence of a larger vision for the future of Glendale, City redevelopment projects are subjected to challenges of validity, particularly as to the first question of why the City is involved at all.

Green Space

For a built-out community lost green space is, for all practical purposes, irreplaceable. The City recently rezoned most of the identified remaining open space and green space, including the Milwaukee County owned park land, to C-1 Conservancy District. Absent any special action by the City, green space may not be preserved as an amenity for existing residents and future generations.

Watershed and Drainage

The bucolic Milwaukee River, along with its tributary streams and channels, serves multiple purposes including, but not limited to, storm water drainage, recreation, and provides natural areas. The Milwaukee River is a significant natural asset and amenity for Glendale citizens, businesses, and visitors, affording a unique setting for riverfront homes and offices, and affords opportunities to experience natural beauty and panoramic views along the river course through Glendale. Other water bodies and stream channels, such as Glendale Lakes and Crestwood Creek, provide attractive and serene natural backdrops for comfortable residential living. Absent any special action by the City, there would be little ability to plan for or implement basin or channel improvement and management programs.

Civic Involvement

Without active civic involvement, the residents of a City are disconnected from understanding the purpose, intent, and limitations of the actions taken by local government. Without an understanding of the purpose, intent and limitations of local government actions, it is difficult for citizens to support the means or ends of local government actions and, as a result, citizens will either criticize the actions (from many possible directions), or will reserve judgment until after the fact. This creates an opportunity for a relatively small segment of the population to potentially derail actions that would benefit the entire community. Where citizens have been afforded the opportunity to participate in the planning future actions, citizens will understand the purpose, intent, and limitations of the plan, broad-based support can be attained for the plan, and the criticisms of those that declined the opportunity to participate can be understood in that light. Absent any special action by the City, civic involvement will likely ebb and wane according to the informed or uninformed perceptions pertaining to whatever issue may be before the City at a given point in time.

Streets, Highways and Traffic

Glendale grew as a City side-by-side with improvements to the street and highway transportation network that serves the City today. The construction of I-43 (then USH 141), which commenced in the early 1960's, provided quick access from Glendale to

downtown Milwaukee, fueling the explosion of suburban density single-family residential, highway strip commercial, and post-1960 industrial development found in the City. By 1980, Glendale was largely a built-out community. In addition to I-43, major north-south streets and highways include North Green Bay Avenue and North Port Washington Road. North Milwaukee River Parkway provides for north-south movement within Glendale. Major east-west streets include West Silver Spring Drive and West Good Hope Road. West Mill Road, West Bender Road, and West Green Tree Road provide additional east-west connections.

Even though the Glendale residential areas are somewhat fragmented by the Milwaukee River, various railroad corridors, and the I-43 right-of-way, all of the residential areas have tremendous ease of access to I-43 and the other major north-south and east-west streets and highways.

Streets are built to allow people to move between different locations. Streets primarily carry automobile traffic, although other modes of transportation such as transit, pedestrian and bicycle should be accommodated. The volume of automobile traffic on a street generally depends on the nearby land uses, with the lowest traffic volume on local residential streets, the highest volume on arterial streets (freeways), and something in between on collector streets that gather traffic between local and arterial streets. Retail businesses seek locations that they perceive makes them relatively easily accessible to a population base that seeks to make purchases. Accordingly, retail enterprises are generally located on busy streets and, also, streets in commercial areas tend to be designed to accommodate the traffic volumes that retail land uses are likely to demand. The point being that traffic is essential and should be expected in some areas of a thriving commercial district. However, traffic and land uses need to be balanced and managed so that traffic will not exceed the safe capacity of the street.

Absent special actions by the City, the party with jurisdictional responsibility (Wisconsin Department of Transportation, Milwaukee County, City of Glendale) would likely maintain the streets under their respective jurisdiction with little consideration of impacts or issues that affect the interests of the other jurisdictions.

Crime

Based on the Glendale Police Department 2000 Annual Report, retail theft continues to be the largest contributor to the City crime rate. In the year 2000 there were 347 reported incidents of shoplifting. Also during 2000, there were no homicides and no reported sexual assaults. During 2000, a total of 789 arrests were made, of which 118 were repeat offenders and 671 were first time arrests. Absent any special action by the City, it would be expected that criminal activity would continue to fluctuate around existing levels. Absent any special actions by the City, physical decline or deterioration within any particular area of the City may result in increasing levels of criminal activity.

Home Maintenance (Code Compliance)

The City of Glendale currently has a code compliance upon change of ownership program under which at the time of sale, the property is inspected and, where code violations are identified, the property is required to be brought into compliance with the applicable code. The City also has a property maintenance code and minimum housing code, enforcement of which is triggered by citizen complaints, after which the property owner is contacted and the property is required to be brought into compliance.

SECTION 6.

Defining the Vision

Like most things involving public opinion, citizens involved in the community forums, focus groups and the survey had varying opinions on some subjects. However, for development of the Vision, the Visioning Committee focused on issues that received common support from the research.

Overall, the survey showed that with some exceptions, the majority of Glendale residents are pleased with the direction the City is moving. After a detailed analysis, the Visioning Committee felt that the key issues on the minds of residents were not structural in nature, but rather issues of direction and process. As a result, the Visioning Committee felt confident that the Vision and the desires of the citizens could be accomplished with the commitment of the Common Council, various commissions and boards and the City staff.

In order to focus the community's efforts on achieving the Vision, the Visioning Committee based its work on the common values, strengths and weaknesses identified in the community forums, focus groups and survey listed in Section 3. Once the Vision was complete and agreed upon, the Visioning Committee took on the task of providing actions that will dramatically improve the chance of achieving the Vision. The actions are designed to maintain the strengths and improve the areas of weaknesses using the common values as a guide.

During the initial efforts of the Visioning process in mid-2000, residents indicated that several issues, which had been prominent in their minds over the past several years, had been addressed by City government and were no longer perceived as stumbling blocks. These issues included:

- The ability of citizens to be heard and have a voice in government.
- The responsiveness of elected officials and City staff.

With these issues in the process of resolution, the Visioning Committee focused its efforts on the following key issues identified in the research:

Maintaining or enhancing:

- The quality and response of police, fire and emergency medical services
- The quality and quantity of water supply
- The quality of public schools (to the degree the City can)
- The quality of public services, City streets and common areas
- The City's sewer system and, to the degree the City can, the Metropolitan Milwaukee Sewerage District services to the City of Glendale
- Our own parks and, to the degree the City can, the Milwaukee county parks

- The trees on City land and, to the degree the City can, trees on private property
- The peacefulness, safety, friendliness and quality of our neighborhoods
- The suburban environment of our community
- The Milwaukee River, streams, creeks, ponds and lakes
- The 4th of July celebration and other neighborhood and ethnic festivals
- The value for the dollar of City property tax

Improving:

- The sense of community identity
- Residential property maintenance
- The variety of upscale stores and restaurants
- The amount and perception of crime
- Prohibiting additional nursing homes
- Increasing the number of young families
- Upgrading the City's shopping areas along North Port Washington Road and West Silver Spring Drive
- The strength of policies and actions to foster green space
- The appearance of areas of City including the south portion of North Port Washington Road, West Mill Road and the south portion of West Green Bay Avenue
- Increasing the percentage of households with children
- The features allowing residents to walk to stores
- The continuity of streetscapes

And, reducing:

- The percentage of non-owner occupied housing

SECTION 7

Taking Action: Achieving Our Vision

The Glendale of this vision requires a continuous commitment from elected officials, City staff, appointed members of boards and commissions and citizens as a whole. Achieving the vision will require difficult decisions that may not please all. And achieving the vision will also require enduring costs. However, we must not delay action due to cost, for delay will result in increasing costs, possibly to the point where the cost of achieving the vision is beyond reach. So, we must beware not to allow delays in action so as to make achievement impossible.

Achieving the vision will require action at all levels of government and the citizens. Elements of the Vision must be communicated to all departments, commissions and boards so that they can develop plans and carry out actions that will be in concert with the Vision. To that end, the following section of the Vision Report lays out components of the Vision followed by strategic actions that will assist in achievement of the Vision. The components are the paragraphs that make up the Vision.

SECTION 8-ACTION PROGRAMS

Vision Component 1

Peaceful, stable and safe neighborhoods (1.1) most with very suburban environments (1.2) have mature trees (1.3) and well-maintained homes (1.4). Neighborhoods have diverse amenities and distinct, unique attributes that add to the pride residents have in “their” neighborhood. (1.5) Many Glendale neighborhoods include homes along lakes, rivers, streams, creeks and ponds (1.5) giving residents a “country feel” (1.2) just a few minutes from the center of metropolitan Milwaukee’s downtown.

Actions Required

1.1 Peaceful, stable and safe neighborhoods

1.1A Focus police resources where problems exist.

1.1A1 Increase police presence in problem areas.

1.1A2 Develop a “tough on crime” reputation among those who want commit crimes.

1.1A3 Strengthen the reputation of Glendale as a peaceful community with safe neighborhoods.

1.1A3a Develop a communications program to reach key opinion leaders and audiences.

1.1A4 Seek businesses that will not attract criminal activity.

1.1B Focus Crime-Watch and Block-Watch programs where problems exist.

1.1C Become more proactive in enforcing property maintenance codes.

1.1C1 Educate public on property maintenance codes and how to report violations.

1.2 most with very suburban environments

1.2A Retain the elements of suburban environment including larger lot sizes than most area suburbs and a lower density of homes.

- 1.2A1 Maintain a population of approximately 14,000.
- 1.2A2 Retain the suburban environment without sidewalks, street lighting and curbs unless residents desire those amenities.

1.3 with mature trees

- 1.3A Develop a "Tree City" plan.
 - 1.3A1 Adopt a "tree of the City" (Oak, Maple, etc.)
 - 1.3A1a Have City staff and Beautification Committee select a variety.
- 1.3B Develop a program to provide trees to residents at discounts including "City tree."
 - 1.3B1 Develop a cooperative program with financial incentives.
- 1.3C Develop a plan so all streets are edged with trees.
- 1.3D Expand City's program of tree planting on City land (along streets and common areas).

1.4 and well-maintained homes

- 1.4A Review codes to make sure that property maintenance codes will promote well maintained homes.
 - 1.4A1 Strengthen code enforcement by developing routine follow-up procedures.
 - 1.4A2 Include business and commercial in property maintenance codes.
 - 1.4A3 Make codes more stringent.
- 1.4B Become more proactive with ongoing code enforcement for residential and commercial.
 - 1.4B1 Inform residents how to make a complainant.
 - 1.4B1a Mail post card notices among other methods of education.

1.5 Neighborhoods have diverse amenities and distinct, unique attributes that add to the pride residents have in "their" neighborhoods.

1.5A If desired, promote formation of neighborhood associations for development of relationships among neighborhoods.

1.5B Retain the diversity of amenities in neighborhoods by allowing residents to determine desired amenities.

1.5B1 If desired by area residents, install suburban grade curbs and Glendale's distinctive street lighting adapted to residential usage.

1.6 Many Glendale neighborhoods include homes along lakes, rivers, streams, creeks and ponds.

1.6A Work with Department of Natural Resources and other agencies to develop and implement plan to maintain and enhance quality of water resources in lakes, rivers, streams, creeks, natural ponds and detention ponds.

1.6A2 Preserve natural habitat and embankment surrounding these areas.

1.6B Control geese and other annoying critters along waterways.

1.6B1 Participate with state and local groups to control geese and other annoying critters.

Vision Component 2

Convenient and varied shopping opportunities abound in Glendale led by a thriving Bayshore shopping area, which is a regional destination (2.1). Upscale boutiques and restaurants (2.2) in well designed groupings (2.3) invite residents and travelers to stroll and gather along distinctive tree-lined, flower-adorned walks (2.4) and enjoy a “European” style marketplace environment with fountains, benches, public art and sidewalk cafes (2.5). The City’s signature street lighting, City banners, markers, paving (2.6) and public plaza (2.7) add a distinctive character to the Glendale Centre (2.8), a mixed-use area where North Port Washington Road and West Silver Spring Drive join.

Actions Required

- 2.1 Convenient and varied shopping opportunities abound in Glendale led by a thriving Bayshore shopping area that is a regional shopping destination.**
 - 2.1A Create public/private partnerships with Bayshore and other business groups to upgrade the quality of stores and the environment to attract North Shore residents.
 - 2.1B Strengthen property maintenance codes to include mandatory compliance for business properties.
- 2.2 Upscale boutiques and restaurants**
 - 2.2A Define desired retailers, develop a marketing program and proactively pursue them.
 - 2.2A1 Focus efforts only on businesses in the desired category.
 - 2.2A2 Increase marketing efforts for specific businesses with targeted efforts including marketing the specifications.
 - 2.2B Reduce the concentration of fast food restaurants on North Port Washington Road and improve the facilities of the remaining establishments.

2.3 in well designed groupings

2.3A Develop design standards to achieve desired results and have the Plan Commission and Community Development Authority (CDA) adopt and enforced them.

2.3A1 Adopt same standards for Planned Unit Developments.

2.3A2 Limit variances.

2.4 invite residents and travelers to stroll and gather along distinctive tree-lined, flower-adorned walks

2.4A Continue work to implement current plans along West Silver Spring Drive and expand along North Port Washington Road (south to West Hampton Avenue and north to West Green Tree Road).

2.5 and enjoy a "European" style marketplace environment with fountains, benches, public art and sidewalk cafes.

2.5A Refine plans for West Silver Spring Drive (North Port Washington Road to North Lydell Avenue) and expand along North Port Washington Road from West Green Tree Road to West Hampton Avenue).

2.5A1 Provide parking for customers and visitors adjacent to businesses where parking has been displaced by architectural features.

2.5A2 Incorporate European style fixtures and features. (See appendix A for specifics on "European style.")

2.6 The City's signature street lighting, City banners and markers, paving

2.6A Expand use of signature street lighting, City banners, markers and paving along North Port Washington Road from Glendale's northern to southern borders.

2.6B As a second phase of the planning, expand Glendale signature lighting, banners, markers and paving to West Good Hope Road and North Green Bay Avenue.

2.6C Expand use of signature street lighting, banners, markers and paving to other entrances of the City.

2.6D Offer signature street lighting (a residential adaptation) to those neighborhoods that want it.

2.7 and public plaza

2.7A Develop plan for plaza.

2.7A1 Work with Bay Shore and the Community Development Authority to develop the public plaza to potentially include "band shell" type structure, fountain, benches, flowers, sculpture garden, lighting, and place for farmers' and flower market.

2.7A2 Once plaza is complete, promote things like music programs, artisan displays and similar programs.

2.8 add a distinctive character to the Glendale Centre

2.8A Expand concepts developed for Silver Spring along Port Road.

2.8B Define and promote the Glendale Centre concept and use it as a unifying element for the shopping areas along the West Silver Spring Drive and North Port Washington Road area.

2.8B1 Set design standards for all buildings in Glendale Centre.

2.8B2 Utilize Glendale Centre identification on banners in the Glendale Centre area.

Vision Component 3

The Milwaukee River is another focal point in the community (3.1). It hosts leisure and recreation activities from canoeing to fishing or just contemplating nature (3.2). An extensive system of green corridors, biking/walking trails and river walkways join the community's neighborhoods, the City's recreation center, commercial areas and Milwaukee County's Oak Leaf Trail system (3.3), all adding to Glendale's quality of life

Actions Required

3.1 The Milwaukee River is another focal point in the community

3.1A Develop a strategy to make the River a focal point and instill that strategy into all actions related to the river.

3.1A1 Develop "river walk plan" to provide access where possible.

3.1A2 Work to connect river to neighborhoods, schools, City center through walking/biking trails.

3.1A3 Purchase land along the river and zone conservancy when there is a benefit to the community.

3.2 It hosts leisure and recreation activities from canoeing to fishing or just contemplating nature.

3.2A Work with County, DNR and other organizations and agencies like the Milwaukee River Watershed Association to maintain and improve water quality and recreational opportunities.

3.2A1 Seek to keep spillways and down-river dams from being removed.

3.3 An extensive system of green corridors, biking/walking trails and river walkways join the community's neighborhoods, the City's recreation center, commercial areas and Milwaukee County's Oak Leaf Trail system.

3.3A Develop plan for biking/walking trails and river walkways.

3.3B Coordinate work with County Government to gain best advantage of linking.

Vision Component 4

The area's mix of quality commercial architecture, site planning, landscaping (4.1) and tasteful commercial signage (4.2) blend well together to provide great visual interest without monotony.

Actions Required

4.1 The area's mix of quality commercial architecture, site planning, landscaping

4.1A Develop design quality standards that the Plan Commission and Community Development Authority adheres to in its actions

4.1A1 Standardized guidelines should be designed to make sure facilities have a quality and tasteful appearance.

4.1A2 Add design review.

4.1A3 Limit variances to true hardships as defined in state statutes.

4.2 and tasteful commercial signage

4.2A Continue to enforce current sign ordinance.

4.2A1 Limit variances to true hardships as defined in state statutes.

4.2B Upgrade standards for new construction.

4.2B1 Add design review.

4.2B2 Limit variances to true hardships as defined in state statutes.

Vision Component 5

A diverse economic base of single-family residential (5.1) and commercial/industrial development (5.2) provides a strong tax base (5.3) and Glendale citizens enjoy a great value for their tax dollar (5.4). The community is particularly attractive to families. (5.5) Children benefit from the area's high quality schools (5.6) and educational opportunities from grade schools to college all right in the community (5.7).

Actions Required

5.1 A diverse economic base of single-family residential

5.1A Focus residential development efforts on single family-owner-occupied housing.

5.1A1 Utilize tax and other incentives to encourage rental units to go condominium.

5.1B Prohibit additional nursing homes, senior housing and multi-family non-owner-occupied housing.

5.2 and commercial/industrial development

5.2A Set zoning guidelines to make sure that commercial/industrial development enhances quality of life, provides jobs and is environmentally friendly.

5.3 provides a strong tax base

5.3A Continue development and redevelopment activity needed to provide strong tax base.

5.4 which Glendale citizens enjoy while getting a great value for their tax dollar

5.4A Educate the public on the relationship between diverse development and property taxes.

5.5 The community is particularly attractive to families.

5.5A Continue to promote development to generate tax base that provides financial engine for school district.

5.5A1 Add a school representative to the Plan Commission.

5.5A2 Develop promotional materials including a City web site so realtors can gain greater awareness of the advantages of Glendale.

5.6 Children benefit from the area's high quality schools

5.6A Make sure City's actions enhance development and support of quality schools.

5.6A1 Seek opportunities to reduce costs through shared services between City and schools.

5.7 and educational opportunities from graded schools to college all right within the community

5.7A Make sure City's actions enhance development of quality schools at all levels.

Vision Component 6

Citizens enjoy top quality and highly responsive police, fire and emergency medical services (6.1). Municipal services (6.2) and the City's water system (6.3) are also of top caliber.

Actions Required

6.1 Citizens enjoy top quality and highly responsive police, fire and emergency medical services

6.1A Insure funding is available for equipment and personnel to ensure top quality service and response.

6.2 Municipal services are also of top caliber.

6.2A Build core Department of Public Works staff that can take care of basic duties.

6.2B Provide Department of Public Works with equipment that will enable a productive and efficient workforce.

6.2C Maintain roads in top quality condition.

6.2D Maintain clean common areas and bus stops.

6.3 and the City's water system are also of top caliber.

6.3A Continue to work with Water Commission to insure top water quality and supply.

6.3B Limit sale of water to other communities so as not to inhibit the supply of water for residents of owner-cities.

6.3C Continue to support and participate with other communities and organizations and to protect Lake Michigan water quality and quantity.

Vision Component 7

Glendale residents treasure their green space (7.1). Landscaping surrounds not only homes, but commercial and industrial areas as well, maintaining the semi-rural feel (7.2) and beautifying and providing landscape buffers where business and residential areas come together (7.3). County parks (7.4), neighborhood City parkettes (small neighborhood parks) (7.5) and scenic parkways (7.6) provide an added opportunity for residents to appreciate nature. Community (7.7), ethnic (7.8) and neighborhood festivals (7.9) add a unique flair to the community's quality of life.

Actions Required

- 7.1 Glendale residents treasure their green space.**
 - 7.1A Make green space a priority in all City actions.
 - 7.1A1 Develop landscaping requirements for all property usage.
 - 7.1B Purchase open land and zone as conservancy when there is a benefit to the community.
- 7.2 Landscaping surrounds not only homes, but commercial and industrial areas as well, maintaining the semi-rural feel**
 - 7.2A Increase landscaping requirements for new construction and remodeling.
 - 7.2B Require professional landscaping and site design for new commercial and residential construction.
 - 7.2C Develop minimum landscaping requirements for residential construction.
 - 7.2D Require ongoing maintenance of landscaping.
 - 7.2E Develop an expanded beautification program led by the Beautification Committee.
- 7.3 and beautifying and providing landscape buffers where business and residential areas come together**
 - 7.3A Develop and implement zoning and site design requirements for buffering business, industrial and retail areas from residential areas.

7.4 County parks,

7.4A Lobby and work with county government to make sure parkland is not lost or changed.

7.4A1 Maintain conservancy zoning for parklands.

7.5 neighborhood City parkettes,

7.5A Develop policy and supporting funding for parkettes.

7.5B Add additional parkettes.

7.6 and scenic parkways

7.6A Lobby and work with county government to make sure parkways are maintained and not lost or changed.

7.7 Community-wide festivals

7.7A Make sure that adequate resources, both financial and human, are available for the Fourth of July and other activities that are determined to be appropriate.

7.7A1 Encourage private funding to supplement public funding.

7.8 Ethnic festivals

7.8A Develop and implement polices to encouraging ethnic festivals that are held in the community.

7.9 neighborhood festivals

7.9A Continue policy of encouraging neighborhood block parties.

Vision Component 8

Over the years, development and redevelopment have made Glendale a much richer community (8.1) with a wealth of vital business and industrial parks (8.2). And Glendale continues its programs to revitalize itself with its use of creative financing (8.3) and progressive planning and development (8.4).

Actions Required

8.1 Over the years, development and redevelopment have made Glendale a much richer community

8.1A Review long range strategies and plans for business and industrial development and redevelopment every five years.

8.1B Redevelop residential areas and add additional residential facilities where opportunities occur that are adjacent to existing residential areas.

8.2 with a wealth of vital business and industrial parks

8.2A Work to get more corporate headquarters in Glendale.

8.2B Make sure businesses we attract are strong.

8.2C Maintain a beneficial balance between residential and commercial land.

8.3 And Glendale continues its programs to revitalize itself with its use of creative financing

8.3A Work with League of Municipalities and Alliance of Cities to make sure state laws are favorable to revitalization.

8.4 and progressive planning and development

8.4A Fund community development planning and economic development, long range planning and zoning administration to achieve vision.

SECTION 9

Implementation - Improving the Chance of Achieving the Vision

Successful plans have built-in components to increase the probability that planned results are achieved. Since this is a Visioning Process, considerably more latitude can be exercised through the term of implementation, reducing the chance that the intention of the Visioning process will be achieved.

Typically, in a successful implementation of a planning exercise, a system of checking to make sure what is desired to happen is happening is employed. Review meetings, appraisals of progress and re-planning takes place.

To provide accountability to Glendale citizens, the Visioning Committee will meet annually to review progress.

Appendix A

Visioning Committee Meeting 7/11/2001

Revised Qualities/Definitions of:

I. European Style Marketplace

- has a quaint, unique, one-of-a-kind, non-commercial atmosphere,
- feels old-world, not old-fashioned
- upscale, independently-owned shops/boutiques, outdoor cafes, and restaurants dominate
- tasteful, unobtrusive signage
- architecture is of high quality, distinctive, and uses natural materials
 - incorporates space for a plaza with a fountain, which is the heart of the marketplace
- encourages walking
- sitting benches, flower planters, and perennial beds are prevalent
- landscaping/streetscaping is predominant and accents the area
 - brick pavers used in interesting patterns set the marketplace apart from surrounding areas
- has a sense of energy and liveliness
- has an open farmers market and/or a flower market
- has an area for live performances

II. Fast Food

- any national/regional franchise or chain that prepares food beforehand, and/or does not employ a wait staff, and does not have a drive-through window.
- examples of fast food establishments would be:
 - A & W Restaurants Inc.
 - Arbys
 - Back Yard Burgers Inc.
 - Boston Chicken
 - Bruggers Bagels
 - Burger King
 - Chick-fil-et
 - Culvers
 - Hardees
 - In N-Out Burgers
 - J Alexanders

Jack In the Box
Jacks Family Restaurants
Kentucky Fried chicken/KFC
McDonalds
Pizza Hut
Popeyes
Rally's Inc
Steak N Shake
Subway
Taco Bell
Quiznos (sub shop)
Waffle House
Wendys
White Castle