

CITY SERVICES  
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# West Silver Spring Drive Neighborhood Vision



**HNTB**

Architects Engineers Planners



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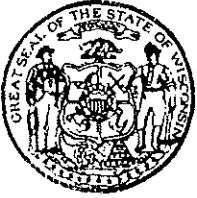
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# City of Glendale

5909 NORTH MILWAUKEE RIVER PARKWAY  
GLENDALE, WISCONSIN 53209

• INCORPORATED 1950 •

## PREFACE

### - CITY MASTER PLAN -

Wisconsin Statute Section 62.33, subpart 2 and 3, 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. The Master Plan, with any accompanying maps, plats, charts, descriptive and explanatory material, must indicate the Commission's recommendations for the physical development of the City, and may include, among other things and without limitation, the general location, character and extent of streets, highways, parkways, sites for buildings, structures, location of utilities, general location, character and extent of replanning of areas in need of redevelopment, as well as a comprehensive zoning plan. The City's Plan Commission adopted a comprehensive plan for the City of Glendale in August, 1976, after a lengthy two-year study process conducted by the Commission and a citizens' advisory committee, made up of 37 individual citizens and groups.

The Plan Commission may from time to time amend, extend or add to the Master Plan, or update the Plan as it deems necessary. The Plan Commission did update the Master Plan for North Port Washington Road in the area of West Daphne Road, north to West Bradley Road in 1983. Also, in 1984 the Plan Commission amended the Master Plan for the former Schlitz Terminal site on North Port Washington Road, south of West Hampton Avenue, and for the former Carl Miller Lumber Yard site on West Hampton Avenue and North Lydell Avenue. In 1986, the Plan Commission adopted an amendment to the Master Plan for the North Green Bay Avenue corridor; in 1990 the Master Plan was amended for the industrial-manufacturing zoning districts within the City; and in 1992 the Master Plan was further amended to include a development guide for the industrial-manufacturing area, located south of West Hampton Avenue.

The Plan Commission, at the request of the Mayor and Common Council in May of 1994, undertook a comprehensive land use study of the West Silver Spring Drive area from North 26th Street east to North Sunny Point Road. The land use study was conducted with the cooperation of the Milwaukee City Development Planning staff.

The Master Plan is prepared with the general purpose of guiding and accomplishing a coordinated, adjusted and harmonious development of the City which will in accordance with existing and future needs, best promote public health, safety, convenience, prosperity and the general welfare, as well as the efficiency and economy in the development process. The land use study includes land use and infrastructure recommendations, concept plans for selected sites, and design standards for specific sites within the corridor.

The approval of this Plan will not authorize or approve any development or change for any specific site or project. All developments will be individually reviewed, and approved by the Commission, and by the Council, if a zoning change is required. This would also require a formal public hearing with letter notification to all nearby property owners.

The Commission may adopt the Master Plan or amendments to the Master Plan by a single resolution by a majority of its membership.

While no public hearing is required under state law or local ordinance, the Plan Commission will be conducting a public informational hearing in March or April, 1995. Notices of this hearing will be published in the City's official newspaper, and copies will be provided to the Milwaukee Journal and Milwaukee Sentinel. In addition, all properties which were studied and reviewed for possible future changes, will be specifically notified of this hearing. Those properties which were not studied and which are not under consideration for any future possible changes, were not notified by a formal letter.

The proposed land use plan was prepared after months of work by the City's Plan Commission, City staff, and its plan consultant, HNTB - Milwaukee. Previous meetings have been held with property owners whose land may be affected by the proposed land use recommendations incorporated in this plan.

The purpose of the Master Plan and the proposed amendment is not to approve any specific development for any specific site. Rather, it is simply a guideline for the City, its committees, commissions and staff, as well as would be-developers, purchasers, current owners and future owners to use as a tool in accomplishing, as previously stated, a coordinated, adjusted and harmoniously consistent development plan for this specific area of the City of Glendale.

Richard E. Maslowski  
Glendale City Administrator

March, 1995

## INTRODUCTION

### **Background**

In June of 1994, the City of Glendale retained HNTB Corporation to study the Silver Spring commercial corridor west of the Milwaukee River and prepare an amendment to the City's Comprehensive Plan for that area. The goals of this plan amendment were to spur economic redevelopment, enhance the image of the city, and rejuvenate the neighborhood for the people who live there.

Glendale is an urban community which borders the City of Milwaukee. The Milwaukee River Parkway, a wooded expanse of county parkland, and comfortable residential neighborhoods define the image of the city for those who live there. For those who pass through Glendale as commuters or travelers, the image is defined by the experience of traveling Silver Spring Drive, one of the most highly traveled east-west corridors through the county. This once thriving commercial corridor was home to a number of prosperous automobile dealerships and related business ventures. Over time many of those dealerships closed or relocated to the periphery of the county. The east end of the corridor is still thriving, but the vitality has waned west of Green Bay Avenue.

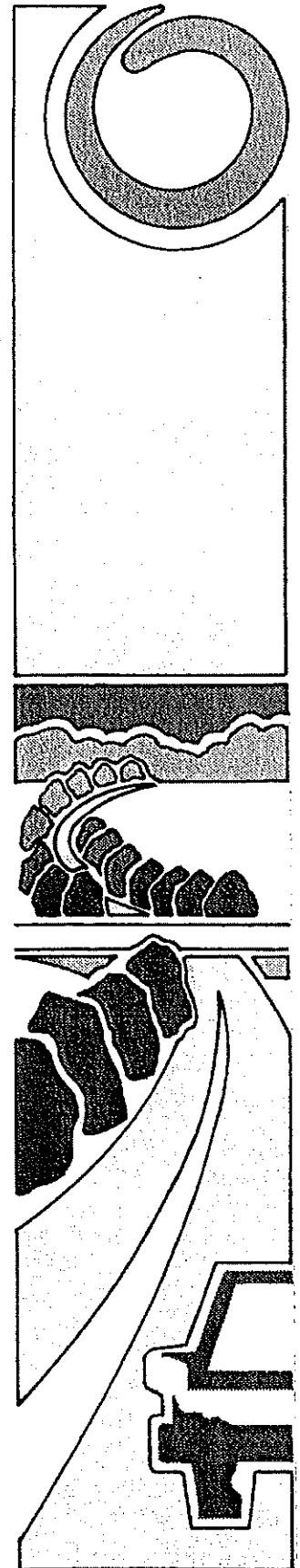
In recent years a variety of smaller commercial enterprises have made attempts to locate in this area with varying degrees of success. Today, a number of the parcels are vacant and many of the businesses which do remain struggle to prove their viability. The speed and volume of traffic on Silver Spring Drive, coupled with a growing impression of economic decline, has created an element of concern for the future of this corridor.

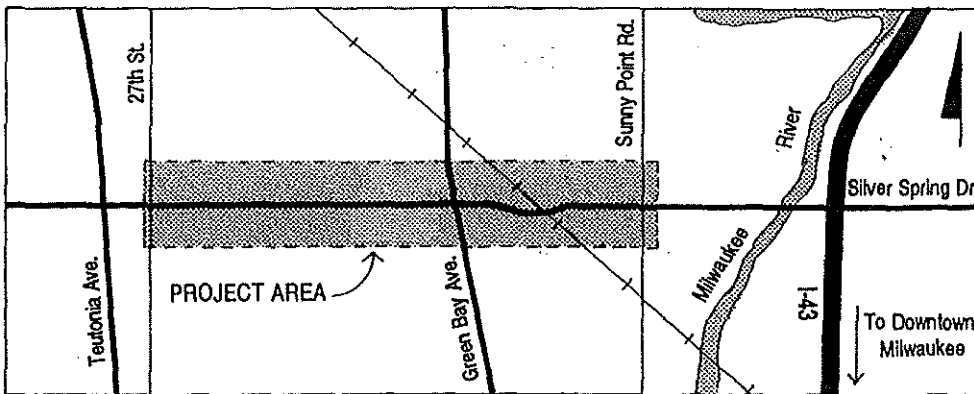
The City of Glendale has decided to take action to stop the decline along W. Silver Spring Drive before it begins to affect the health of the residential neighborhoods on each side. This report summarizes that process and those recommended actions.

### **Site Location and Description**

The area included in this comprehensive Plan amendment is the west end of the Silver Spring Drive corridor beginning at Sunny Point Road and extending west to N. Twenty Seventh Street and the Milwaukee City limits. The project area includes the first adjacent property on the north and south sides of Silver Spring Drive with more general impacts considered for all contiguous and affected properties and neighborhoods.

The majority of the land uses along Silver Spring Drive are commercial with an occasional single family residence. Nine two-family structures are found on the south side of Silver Spring between Long Island Drive and Crestwood Boulevard. The south side of Silver Spring Drive between Crestwood Boulevard and Green Bay Avenue is within the limits of the City of Milwaukee and is enclosed on three sides by the City of Glendale. Green Bay Avenue (STH 57) is the main corridor crossing the corridor running northwest/southeast. Major freeway access from the north, south, and downtown is readily accessible from I-43, 1/4 mile to the east.





**Location Map**

Exhibit 1

### Site Analysis

Silver Spring Drive is a major east-west arterial crossing Milwaukee County. The traffic volumes through the project area range from 20,000 to more than 23,000 vehicles per day in each direction. Although the posted speed limit is 35 miles per hour, average vehicle speeds range from 40 to 50 miles per hour depending on the time of day and traffic volumes. A review of accidents occurring in the project area revealed that 27% of all accidents occur at the Bridgewood Lane intersection, and 33% occur at the Green Bay Avenue Interchange. Prior to construction of the separated grade crossing at Green Bay Avenue, the intersection claimed the highest number of accidents per year for the entire city. The current interchange configuration has alleviated a substantial amount of the problem. However, it is still an area of prime concern. The tight curves and short merging lanes are a source of problems.

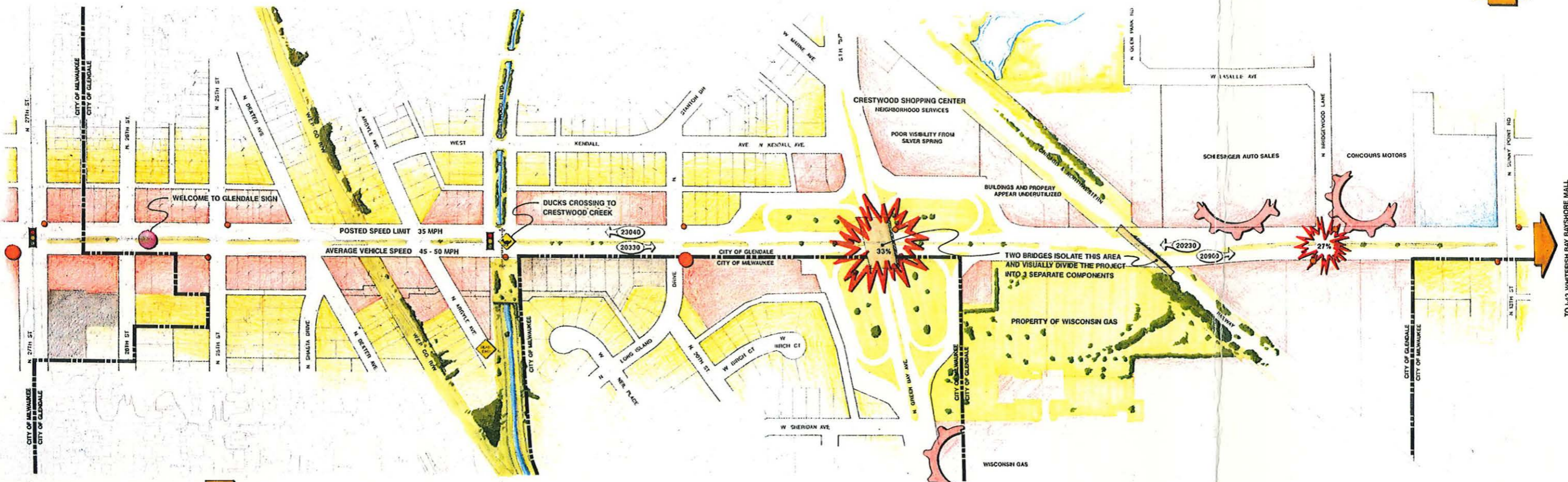
In addition to through traffic, a number of major traffic generators exist around the periphery of the project area. Wisconsin Gas, located on Green Bay Road south of Silver Spring, generates substantial traffic through the interchange and along Silver Spring Drive at peak traffic hours. Truck traffic from Tews Concrete and other manufacturing businesses from the west travel through the area to I-43. Substantial traffic is also generated north of Silver Spring Drive at the east end of the corridor by Andrew (formerly Schlesinger) Automotive and Concours Motors. The adjacent offices to the north generate additional traffic down Bridgewood Lane at peak hours.

The Glendale City Hall and civic offices are accessible north from Silver Spring Drive on Sunny Point Road. St. Michael Hospital is accessible to the south on N. 25th Street.

A seventy foot WEPCO right-of-way crosses Silver Spring Drive northwest to southeast between Dexter and Argyle Avenues. The Chicago and North Western railroad corridor crosses over Silver Spring Drive on an elevated track east of Green Bay Avenue. The natural drainage pattern of Crestwood Creek flows directly south from Silver Spring Drive. North of Silver Spring Drive, the creek runs down the center of Crestwood Boulevard, and through culverts at each cross street. The Milwaukee County Transit System has five west bound stops and six east bound stops in the project area.

Overhead utility lines parallel Silver Spring Drive at the back property lines of the adjacent properties. Special note should be taken of the 132 inch

TRUCK TRAFFIC GENERATED FROM LEWIS LAUNDRY  
BLOCKS WEST OF THE PROJECT AREA



TO CITY HALL & CITY OFFICES



TO I-43, WHITEFISH BAY, BAYSHORE MALL



TO ST. MICHAEL HOSPITAL



- SINGLE FAMILY RESIDENTIAL
- MULTI-FAMILY RESIDENTIAL
- COMMERCIAL
- OPEN GREEN SPACE
- SEMI-PUBLIC/INSTITUTIONAL

- BUS STOP
- BUS STOP WITH SHELTER
- AVERAGE WEEKDAY TRAFFIC VOLUME
- TRAFFIC GENERATOR
- GLENDALE/MILWAUKEE CITY LIMITS



% OF ACCIDENTS IN PROJECT AREA  
(JAN. 1992 - JUNE 1994)



# West Silver Spring Neighborhood Vision



Exhibit 2

storm sewer under the road from the west city limits running east and emptying into Crestwood Creek, south of Silver Spring Drive.

The Crestwood Shopping Center appears to be one of the most viable concentrations of retail business in the corridor. The shopping center is oriented towards services to the surrounding neighborhood.

Crime is a growing concern in the community. While burglaries have not increased substantially in the residential neighborhoods due to neighborhood block watches, burglary and robbery rates, have jumped dramatically in the commercial area. Establishments open between midnight and six a.m., such as the Amoco gas station and Dunkin' Donuts, appear to be prime targets for repeat crimes.

### **Approach and Methods**

The study process was a collaborative effort between the consultant team, City of Glendale officials and staff, and local aldermen which made up a project advisory committee. The HNTB consultant team was made up of landscape architects, urban planners, and architects. Together, redevelopment schemes were developed and evaluated in respect to the goals set out in the scope of the project. Area residents participated in two public information meetings as the concepts were developed to stay informed and contribute to the process. A telephone survey of needs, desires, and concerns for the area was conducted with a number of residents and businesses in the area (See Appendix A). An informational presentation was made to the Planning Commission during the early conceptual stages of the plan. A second meeting was held to present the final design alternatives and ask the Commission to recommend a single alternative for the City to pursue.

### **Project Goals**

The generation of alternative concepts for this project was structured around a set of goals which were established by the advisory committee. These goals are intended to explore the potential for new development and redevelopment in the corridor. The goals are as follows and the alternatives studied were based upon them.

- *Strengthen the area's economic base and create opportunities for growth and development and/or redevelopment.*

The Silver Spring corridor has suffered due to its image as a fringe commercial strip with few of the successes found to the east in the thriving commercial district along Port Washington Road and on Silver Spring Drive in Whitefish Bay.

- *Promote a diversity of land uses which are compatible and complementary to the district.*

The opportunity exists to promote land uses which will enhance the image and vitality of the area. Underutilized and underdeveloped parcels should be redeveloped to support enterprises which improve and enhance the district.

Land uses should be evaluated based on their benefits to the immediate neighborhood and subsequent impact on the City.

- *Promote land uses which create smooth transitions between areas.*

The selection of land uses is a valuable tool in integrating the project corridor with the Milwaukee neighborhoods to the west and south, the residential and civic-related Glendale neighborhoods to the north, and the commercial/retail district to the east. The Silver Spring corridor has the potential to be the element which ties these different entities together.

- *Create the physical attributes which will make the area marketable and desirable for private investment and development.*

The opportunity exists to improve the underutilized parcels of land by combining and rezoning them into more usable parcels which will attract private development and aid in reestablishing the declining tax base.

- *Explore opportunities for public transit facilities.*

In looking to the future well-being of Glendale, the provision of transit is of particular importance. The significance of Silver Spring Drive as a primary east-west corridor through the county, the proximity of I-43, and the accessibility of the existing Chicago and North Western right-of-way and tracks identifies the project area as the prime focus area for transit in Glendale.

- *Improve the area's image through aesthetic enhancements.*

The aesthetic quality of the Silver Spring corridor is important to the area residents, the neighboring commercial enterprises and the City of Glendale. The perception of Glendale as a pleasant friendly community is undermined by the early stages of blight perceived along Silver Spring Drive. It is difficult to attract new business to a declining commercial area. Over time the image of the commercial corridor affects the image and property values of surrounding residential areas.

- *Create and enhance neighborhood identity.*

Strong neighborhood identity translates into neighborhood pride. Neighborhood definition should be extended into the corridor to be recognized by commuters, shoppers, and those doing business in the area.

- *Explore opportunities for public open space development and potential uses.*

The creation of open green space as an amenity for residents, businesses, and visitors is a valuable commodity for the City. The "green city" identity communicated by the parks and parkways could be expanded and integrated into the business/transportation corridor to unify it and make it identifiable with the City.

- *Enhance and blend with the natural environment along existing drainage ways.*

The plan should take advantage of the natural green corridors created along Crestwood Creek and the Milwaukee River and recognize them as valuable amenities and an integral part of the neighborhood design as a focus and environment for new design.

- *Explore opportunities for storm water quality improvement measures.*

Create aesthetically pleasing solutions to drainage, storage, and runoff problems. Detention ponds can become valued amenities and identifiable with the images of the area.

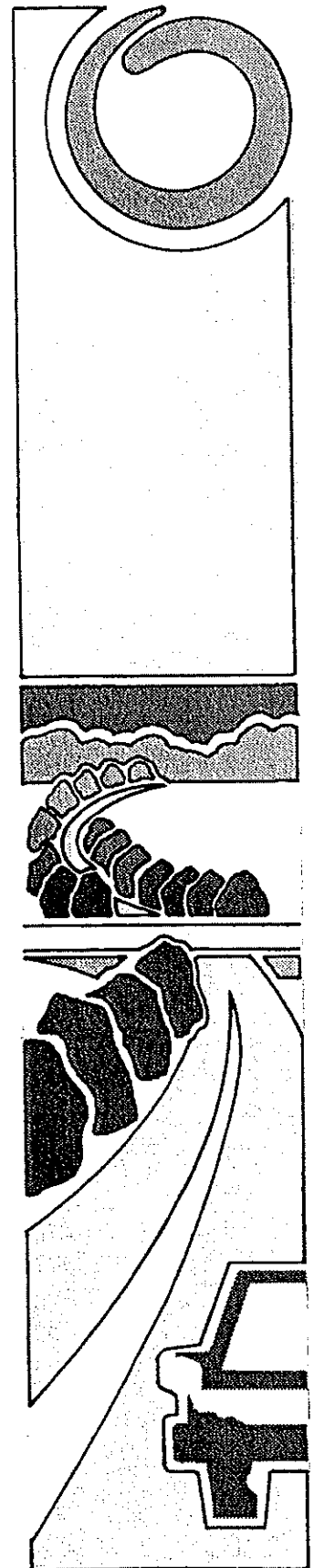
## CONCEPT ALTERNATIVES

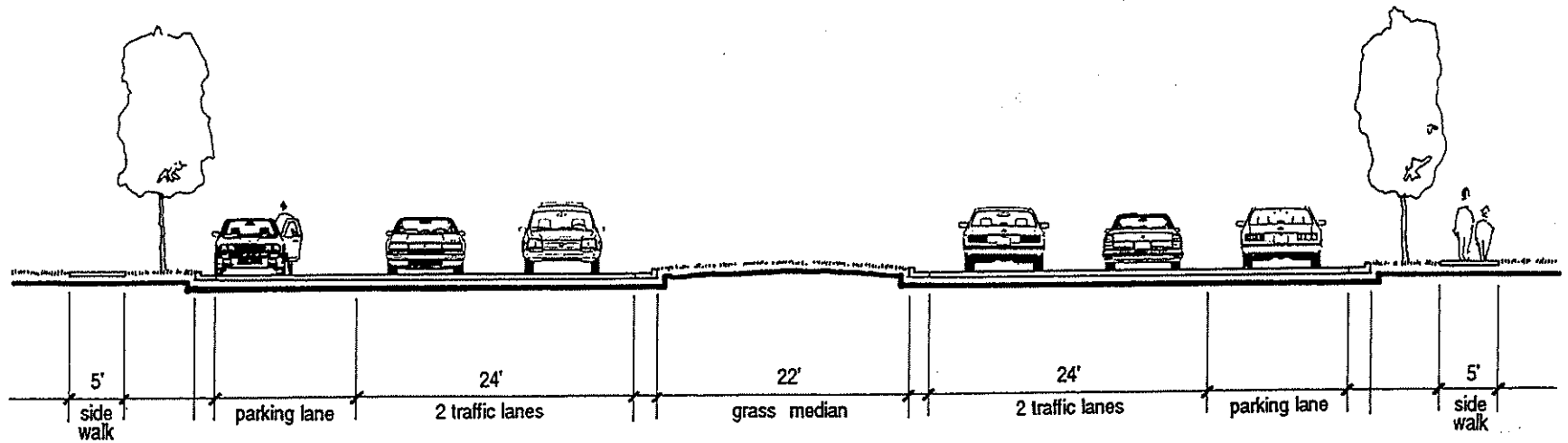
### **The Neighborhood Vision**

The vision for the future of the Silver Spring neighborhood is one of vitality and pride. It is a vision of a safe, friendly, vibrant neighborhood which echoes the spirit of the City. The people of Glendale take pride in their city and are determined that their community will remain a good place to live, work, and play.

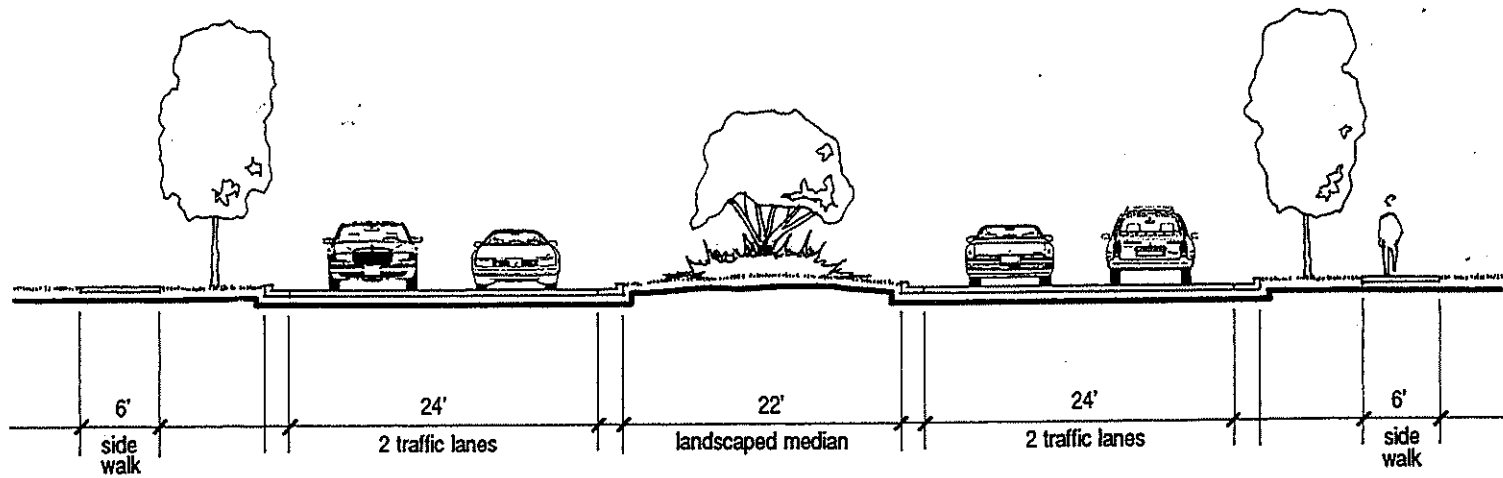
The leadership of the community has seen the empty lots and the vacancies along Silver Spring Drive as an opportunity to reclaim a portion of their community and improve and unify the entire city through that action.

Concepts which seemed to remain consistent through the five alternatives include an image of the Silver Spring corridor as a "green belt". A streetscape program will tie it into Glendale's image as a "green city" and continue the aesthetic quality established by the Milwaukee River Parkway and other natural corridors in the community. The landscaping will visually enhance the area and buffer the adjacent residential homes from the noise and visual distractions of the arterial. Major entry statements at primary City entrances and a cohesive system of pedestrian and multi-use trails will foster community identity and pride. The visual impact of Silver Spring Drive will be further reduced by the removal of some pavement surface. The current road has two travel and one parking lane east bound and two travel and one parking lane west bound. The new typical road section will eliminate the parking lane in both directions, while allowing for turning lanes where needed. The following defines each of the alternatives.





**Existing Roadway Section**



**Proposed Roadway Section**

**Silver Spring Roadway Section Modifications**

Not to Scale  
Exhibit 3

## Alternative A

*Alternative A mixes multiple family residential townhouses with professional offices along an undulating corridor.*

Working within a 360 foot corridor defined by the rear property line of the parcels adjacent to Silver Spring Drive on the north and south, the road alignment will undulate with smooth curves beginning at N. 25th Street. The alignment will meander within this new right-of-way to both the north and south before rejoining the existing alignment as it passes under the Chicago North Western Railroad bridge. This new alignment accomplishes three major objectives in addition to its general aesthetic enhancement. This alignment will slow down traffic and provide larger parcels which are more conducive to development by current standards.

On the west, a grand plaza marks the entry to Glendale. This area calls attention to both the city and the changing road alignment ahead. Access to Silver Spring Drive will be limited under this plan. Intersections with Silver Spring Drive would be accessible at 25th Street, Crestwood Boulevard, Green Bay Road, Bridgewood Lane, and Sunny Point Road. All other roads currently intersecting with Silver Spring would end in cul-de-sacs or continue as loop roads through the neighborhood. While the undulating road will slow down traffic to a safe speed, the limited number of access points should keep traffic moving smoothly and aid in reducing accidents.

Proceeding east, Silver Spring Drive meanders north creating a substantial parcel of land which will be developed as townhouses. The townhouse development will be a transition and additional buffer between the adjacent single family residential neighborhood and Silver Spring Drive. A detention pond at the end of Crestwood Boulevard would be developed as an amenity for the new housing development. The north edge of the pond will abut the feature announcing the entrance to the Crestwood Neighborhood. Special paving will aid in making motorists aware of this intersection as well as tie into the aesthetic enhancements of the other intersections. As the road alignment dips to the southern boundary of the right of way, dense vegetative screening buffers the Milwaukee neighborhood to the south from the traffic distractions. The ample parcels on the north side will be divided into two professional offices.

The interchange at Green Bay Avenue will be redesigned to improve access and safety on Silver Spring Drive. A modified diamond interchange will alleviate the tight curves of the existing interchange. Stop signs at the top of the ramps entering Green Bay Avenue will eliminate the short and precarious merging lanes as well as slow down entering traffic.

The modifications to the Green Bay Avenue interchange will make additional land available for the expansion to the neighborhood services provided by the Crestwood Shopping Center. The entire shopping center should be renovated under this alternative.

The vacant portion of the Wisconsin Gas property presents an opportunity to develop a site for a future commercial or institutional use. This parcel, adjacent to the Chicago and North Western tracks, could also serve as the location for a transit transfer station, for buses, light rail, or a combination of both.

East of the tracks, consolidated access points will improve traffic movements and reduce the potential for vehicular conflicts.

Cul-de-sacs and loop roads allow limited access to Silver Spring Drive.

Crestwood neighborhood entry

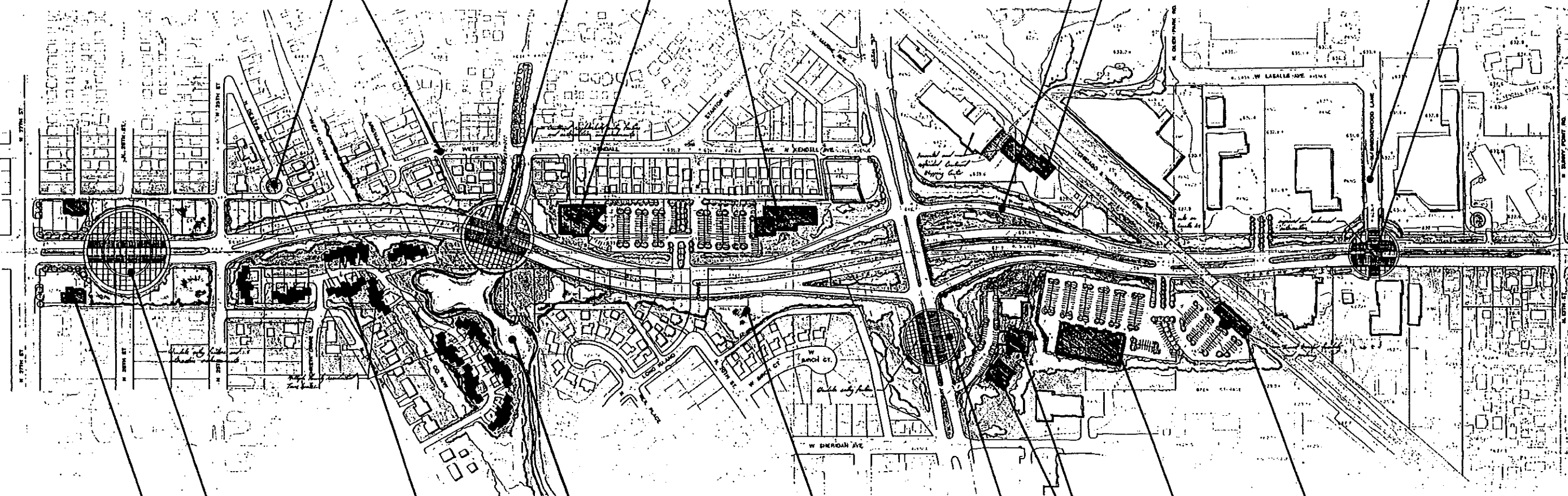
Office space

Additional retail space

Enhanced intersection paving

Improved diamond intersection

Consolidated access at Bridgewood



Storm water detention pond

Heavy vegetation buffer

Transit transfer station

Townhouse developments

Medical/Institutional

Glendale entry feature and sign

Office space

Restaurant

Glendale entry feature and sign



# West Silver Spring Neighborhood Vision



## **Alternative B**

*Alternative B creates a grand 270 foot wide central green space.*

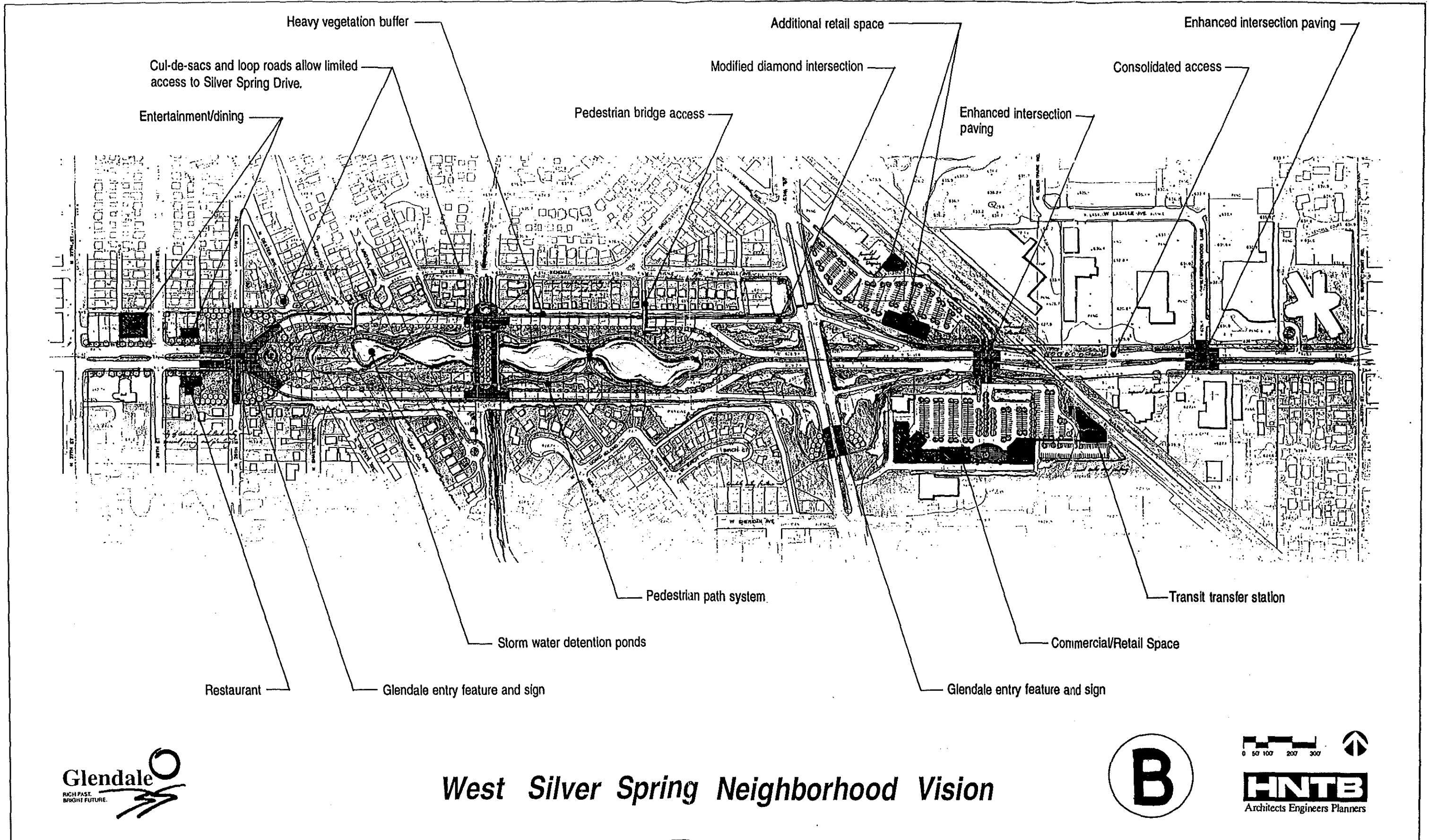
The east and west bound traffic lanes of Silver Spring Drive will run along the rear property lines of the existing parcels adjacent to the existing Silver Spring Drive. A 360 foot diameter semi-circular entry feature of paving, planting, and sculptural elements at N. 25th Street alludes to the vast green mall to follow. The alignment splits at N. 25th Street and parallels the existing east/west route until it comes together again at the Green Bay Road interchange, joining the current alignment.

Pedestrian paths meander around the linear detention pond, which becomes a key element in the area. Informal landscaping and footbridges create an oasis of nature amidst the activities of the City. Separating the driving lanes by almost 300 feet dramatically reduces its hard edged impact on the landscape. Pedestrian bridges link the park to the residential neighborhoods to the north, making it accessible to the Crestwood neighborhood. Similar to the previous alternative, cul-de-sacs and loop roads will limit access to Silver Spring Drive. While the reduced profile of the road and the perceived park atmosphere will slow down traffic to a manageable and safe speed, the limited number of access points should keep traffic moving smoothly. The intersection of Crestwood Boulevard and Silver Spring Drive offers great potential for aesthetic and safety enhancements, including special paving and landscaping. This provides an opportunity to make an entry statement for the Crestwood neighborhood and the chance to define its identity. Landscaped buffers will further screen out traffic distractions for the nearby residences.

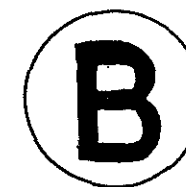
A modified diamond interchange at Green Bay Avenue will improve access at Silver Spring Drive while decreasing the potential for accidents. The improved interchange will open up additional areas for expanding and renovating the Crestwood Shopping Center. An additional entrance off of Silver Spring will improve access and open up this shopping area to commuters as well as neighborhood residents.

A complimentary shopping plaza would be developed across from the Crestwood Shopping Center. This will create a consolidated shopping area that will support the relocated stores from Silver Spring as well as new services for the residents of the area and people passing through. Condensing the corridor's retail enterprises into an area between Green Bay Avenue and the Chicago and North Western tracks allows the convenience of multiple services to attract consumers, consolidation of access points on Silver Spring, and the ability to define the area as a green oasis without suffering a loss of all existing tax base.

East of the tracks, consolidated access points at Bridgewood Lane to the surrounding businesses will provide for smooth traffic movements and reduce the potential for vehicular conflicts.



# West Silver Spring Neighborhood Vision



## Alternative C

*Alternative C introduces a rotary interchange system as an innovative solution to current transportation problems.*

This alternative revolves around a 900 foot diameter rotary interchange which is designed to replace the existing interchange at Green Bay Avenue. This roadway configuration eliminates the overpass with its tight curving ramps and limited merging lanes for more gentle curves while maintaining a constant traffic flow. Used extensively in Europe and the eastern United States, the rotary interchange has also been successful in different applications in the midwest. This change in road alignment will slow down traffic while maintaining a continuous flow, as well as provide an expansive central focus. The center of the rotary would be an eight acre public green space with a pond-like water feature and extensive landscaping. Pedestrian access to the green would cross under the road bed linking this area to the surrounding neighborhood. The elimination of the overpass and the built-up ramps along with the new green space will open up the area into a more cohesive corridor.

To the northeast, the Crestwood Shopping Center would be renovated and could also become a major transit transfer station for Glendale. A retail/restaurant component should be included in this complex.

Directly to the south, the undeveloped Wisconsin Gas property could support a shopping plaza consolidating the relocated commercial enterprises along Silver Spring Drive along with additional services for area residents.

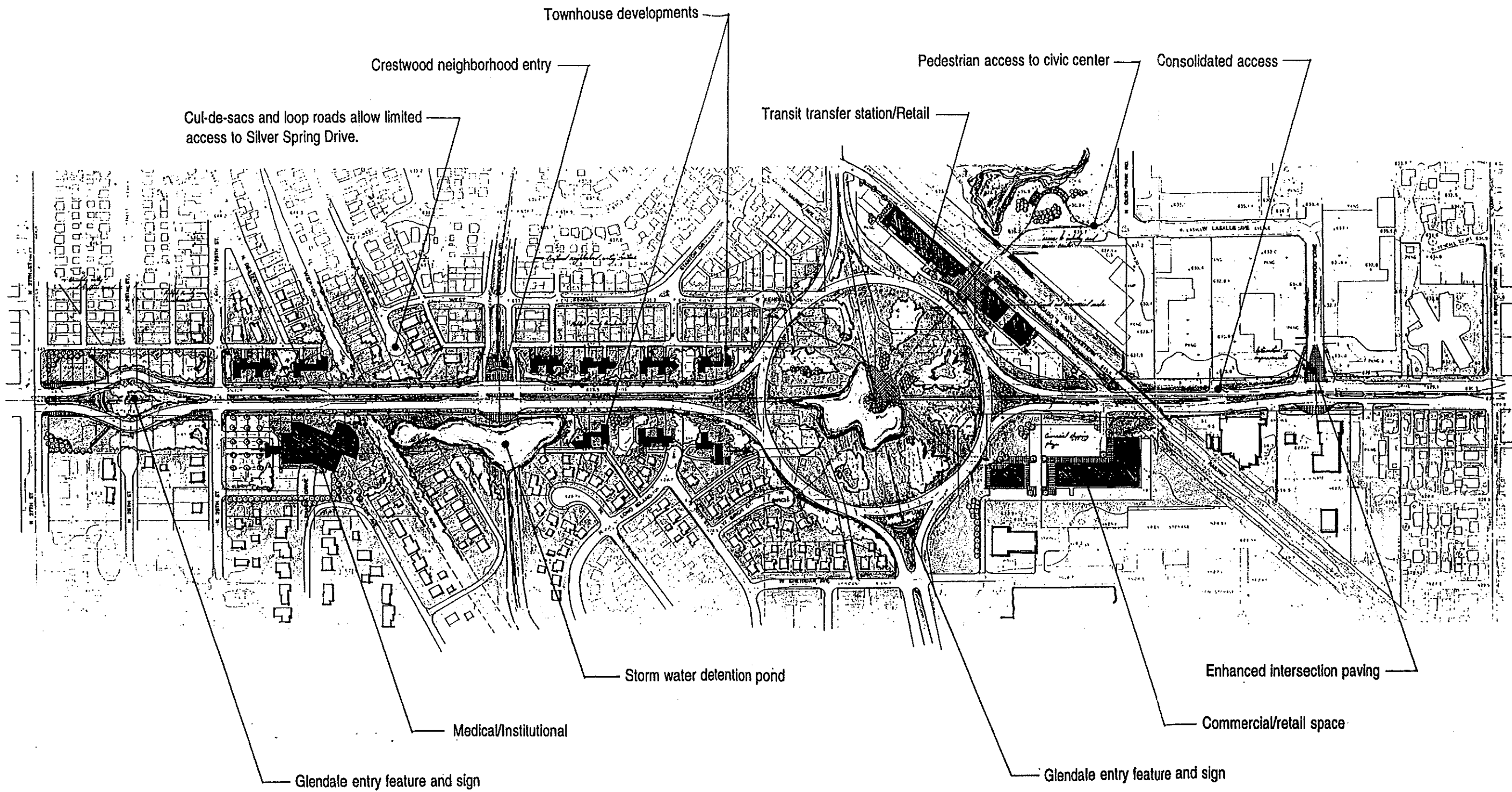
At the far east end of the corridor, consolidated access points, extensive landscaping, and special paving at the Bridgewood Lane intersection will reduce the opportunities for vehicular conflict.

Heading west out of the rotary, the parkway is lined with multiple family townhouses. Designed to blend with aesthetics of Glendale, these units will also serve as a buffer and transition between Silver Spring and the residential neighborhoods. Access will be limited onto Silver Spring Drive.

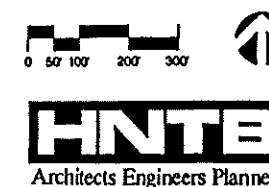
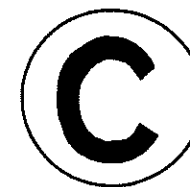
The intersection of Crestwood Boulevard and Silver Spring Drive will create a grand entry for the Crestwood residential neighborhood. Special paving, signage, and landscaping will begin to define the area's identity and place in the community. A detention pond at the end of Crestwood Boulevard will create a picturesque terminus to that road as well as adding balance to the rotary within the project area.

On the southeast corner of N. 25th Street and Silver Spring Drive a number of the smaller parcels will be combined to provide a site for a medical/dental clinic or similar use. This location allows easy access to St. Michael Hospital at N. 25th Street and W. Villard Avenue.

Between N. 25th and N. 27th Streets, a bulge in the road, alluding to the form of the rotary at the center of the project, marks the beginning of the corridor. The pavement encircles an entrance sign and landscape welcoming motorists to Glendale.



# West Silver Spring Neighborhood Vision



## Alternative D

*Alternative D provides some solutions to the current problems and addresses the stated goals while minimizing any impacts on the City of Milwaukee.*

Under this scheme, Silver Spring Drive remains in its current alignment, but has the same reduced profile as the other alternatives described previously in the "Neighborhood Vision". The additional land created by this layout will be consolidated on the north side of Silver Spring for additional landscaping and buffering. Access to Silver Spring Drive will be limited to 25th Street, Crestwood Boulevard, Green Bay Avenue, Bridgewood Lane, Argyle Avenue and Long Island Drive. A key aspect of this alternative is that it minimally impacts the City of Milwaukee and it can be executed by the City of Glendale within its boundaries.

At the west end at the N. 25th Street intersection, a circular paved plaza area defines the entrance into Glendale. A special paving pattern and landscaping organize vehicular/pedestrian circulation. The plaza space creates a circular framework around which a group of retail, service, and restaurant buildings sit. At the southeast quadrant of the plaza, a building for medical/institutional use could occupy a number of consolidated parcels.

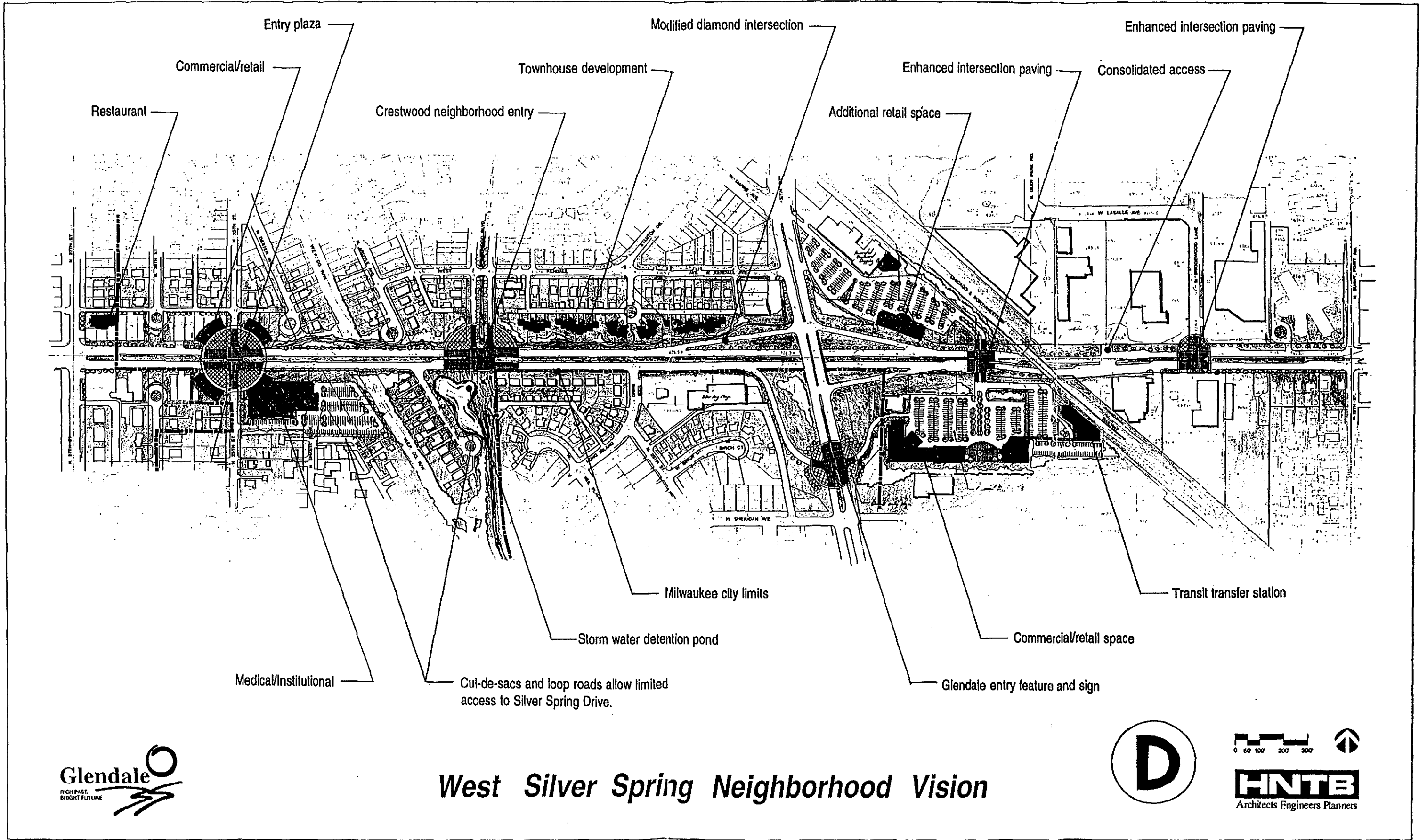
The Crestwood Boulevard intersection would combine special paving, signage, landscaping, and a retention pond to create an entry and enhance the identity of the Crestwood neighborhood.

Between Crestwood Boulevard and Green Bay Avenue, a townhouse development could create a transition and buffer between the neighborhood to the north and Silver Spring Drive. The development would be accessible through the Crestwood neighborhood.

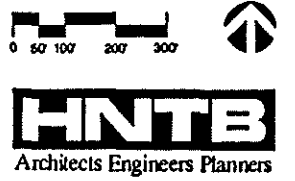
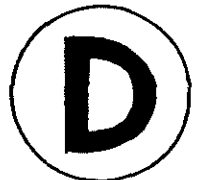
The Green Bay Avenue interchange would have a modified diamond configuration, with as little effect on properties in the City of Milwaukee as possible. The theme of the plazas at 25th Street and Crestwood Boulevard will be carried over to the Glendale entrance feature heading north on Green Bay Avenue.

The simultaneous renovation of the Crestwood Shopping Center and the creation of a new shopping plaza directly to the south will answer the needs of neighborhood residents and motorists while providing a home for relocated businesses from Silver Spring Drive. Intersection access to these commercial components will be directly off of Silver Spring.

East of the tracks, consolidated access points at Bridgewood Lane for the surrounding businesses would facilitate better traffic movements and reduce the potential for vehicular conflicts.



# West Silver Spring Neighborhood Vision



## **Alternative E**

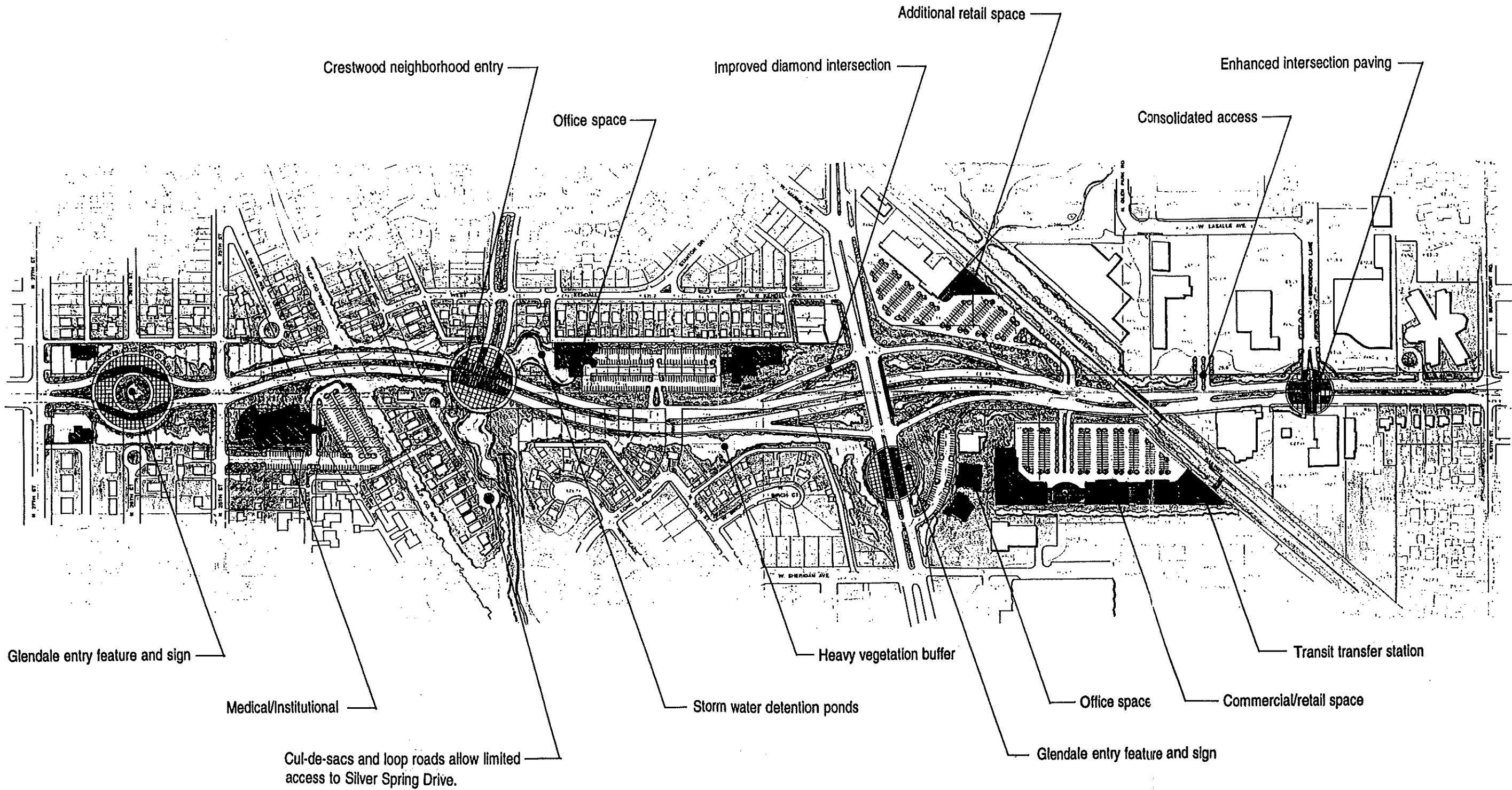
*Alternative E provides enhanced professional office and clinic space and a consolidated retail mass along an undulating corridor.*

This alternative has a road alignment similar to that in Alternative A. The road will meander in a 360 foot wide corridor creating larger, more developable parcels. This alignment will slow down traffic and provide larger parcels which are more conducive to development by current standards.

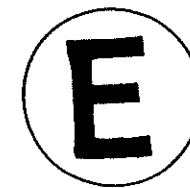
There are three areas in which this scheme varies substantially from Alternative A. A number of parcels are combined on the west end to create a developable site for a medical/institutional use such as a medical/dental clinic or other out-patient facilities. This would be an ideal location for a medical facility since St. Michael Hospital is just south of this site on N. 25th Street.

An enhanced system of detention ponds in the center of the project area will add a cohesive quality, tying together the Crestwood neighborhood entrance, new commercial office development, and Silver Spring Drive.

The final major difference in this alternative is the proposed retail area on the undeveloped Wisconsin Gas property. This shopping area will compliment the Crestwood Shopping Center on the north side of Silver Spring. Between these two areas, the existing businesses along Silver Spring Drive will have a place to relocate to as well as room to provide any other needed services to the area.



# West Silver Spring Neighborhood Vision



## RECOMMENDED DESIGN CONCEPT

*The recommended design concept provides enhanced professional and clinic space and a consolidated retail mass along an undulating green corridor.*

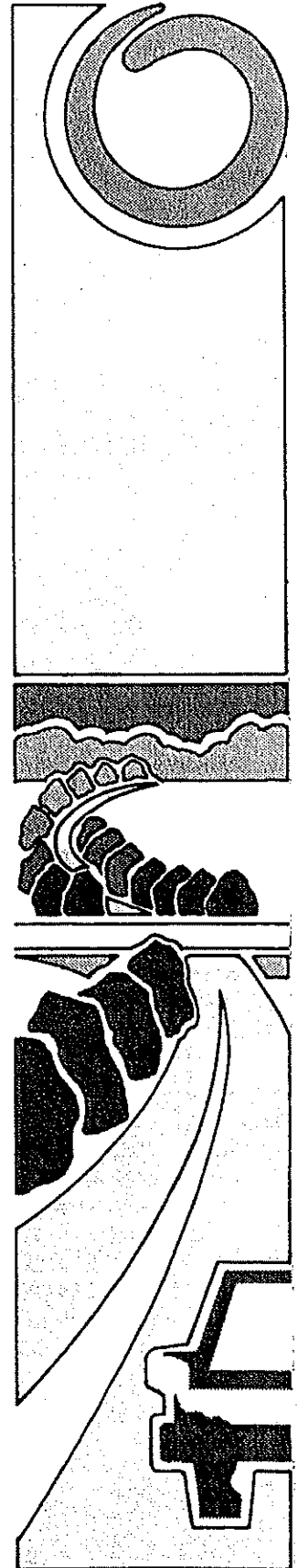
The stronger elements of Alternatives "A" and "E" are combined with additional development opportunities creating a thriving corridor that sets the City of Glendale apart from surrounding communities.

Working within a 360 foot corridor defined by the rear property line of the parcels adjacent to both sides of Silver Spring Drive, the road alignment will undulate with smooth curves beginning at N. 25th Street. The alignment will meander within this new right-of-way to both the north and south before rejoining the existing alignment as it passes under the Chicago and North Western Railroad bridge. Access to Silver Spring Drive will be limited for the length of the corridor. Silver Spring Drive will be accessible from N. 25th Street, Crestwood Boulevard, Green Bay Road, Bridgewood Lane, and Sunny Point Road. Roads that will no longer tie into Silver Spring Drive end in a cul-de-sac or continue as a loop road through the neighborhood. The undulating road, along with the reduced roadway section will slow down traffic to a safe speed. The limited number of access points should keep traffic moving smoothly and aid in reducing accidents.

The roadway, as well as the boulevard median, will be lined with trees as well as intensive lower plantings along the length of the corridor. This winding green entry road will become an identifying experience that motorists will find synonymous with the City of Glendale. The layout introduces some of the traditional elements of the green landscape found along Hampton Avenue through Lincoln Park and the Milwaukee River Parkway into the Silver Spring commercial district. The identity created should set this area aside as a special commercial district which will thrive along side the more densely developed Port Washington Road instead of competing with it. New buildings will front Silver Spring Drive with parking lots located in the rear wherever possible making them accessible to both pedestrians and transit. Dense vegetation will screen parking areas from both the roadway and the adjacent homes.

At the west end of the corridor, the blocks between N. 25th Street and N. 27th Street create a grand welcoming entry and a strong statement of place. The road alignment curves out around a beautifully landscaped entry feature. A mixture of existing and proposed buildings follow the curve of the road, anchoring the west end of the district. The development in this area creates a neighborhood entertainment node which includes restaurants, a bowling alley, and other compatible uses. These properties are accessible from N. 25th and N. 27th Streets. Parking will be located to the rear of the property when possible. The alley at the back property line on the north side of Silver Spring will be upgraded to the standards of surrounding area streets and provide secondary access to the commercial properties as well as a link from N. 26th Street to both N. 25th and N. 27th Streets.

At N. 25th Street, the alignment of Silver Spring Drive begins a long slow curve, first to the north boundary of the 360 foot corridor and then to the south before rejoining the existing alignment on the east side of Green Bay Avenue. To the east of N. 25th Street, the location of Silver Spring Drive to the north allows for the consolidation of a substantial amount of acreage to create a large developable parcel. This parcel would be an ideal location for a medical/institutional use such as a doctor/dental clinic or out-patient surgery center.



The intersection of Crestwood Boulevard and Silver Spring Drive will be a focal point of the corridor. The limited access to Silver Spring Drive makes Crestwood Boulevard the primary entry to the residential neighborhoods to the north. A plaza, detention ponds, and signage announce the entry as well as create a special place in the corridor. The detention ponds, located on each side of Silver Spring, aid in drainage of the roadway corridor.

As the alignment of Silver Spring Drive curves back to the south it creates a large consolidated parcel of land to the north. Two professional office buildings could be located on the site. Total building floor square footage can be increased by adding floors without encroaching on the green open space.

The interchange at Green Bay Avenue and Silver Spring Drive will be redesigned to improve access on and off of Silver Spring Drive while decreasing accidents. A modified diamond interchange will alleviate the tight curves of the existing interchange. Just south of the interchange on Green Bay Avenue will be an entry feature welcoming people into Glendale from the south.

The property on the south side of Silver Spring Drive, between Green Bay Avenue and the Chicago and North Western tracks, is a prime site for development. The site, currently owned by Wisconsin Gas, creates an opportunity to consolidate the viable commercial/retail businesses that are currently scattered along the corridor. Access will be from both Silver Spring Drive and Green Bay Avenue. The proximity of this area to the railroad corridor creates the opportunity to tie the district to transit.

On the north side of Silver Spring Drive, the Crestwood Shopping Center is an important neighborhood service but is in need of some renovation and updating. Additional construction could be a part of any renovation project to further increase service to neighborhood residents.

Adjacent to the Crestwood Shopping Center is a large parcel of land that is currently underutilized. This parcel could be developed for a commercial or light manufacturing use.

East of the railroad tracks, access is consolidated onto Silver Spring Drive. The intersection at Bridgewood Lane will be signalized and paving and landscape enhancements will tie this end of the project together with the other entry features.



Adopted Plan

# ALTERNATIVE D - REVISED

**Alternative D - revised August 15, 1995**

*Alternative D provides some solutions to the current problems and addresses the stated goals while minimizing any impacts on the City of Milwaukee.*

Under this scheme, Silver Spring Drive remains in its current alignment, but has the same reduced profile as the other alternatives described previously in the "Neighborhood Vision." The south side of Silver Spring Drive which occurs within the City of Milwaukee boundary would, however, retain its current profile. The additional land created by removing the eastbound and westbound parking lanes will result in additional landscaping and buffering. The broadened landscaped parkway area, combined with ornamental street lighting, banners, special paving, and other site amenities, will create a gracious and aesthetically pleasing visual character. Access to Silver Spring Drive will be limited to 25th Street, Crestwood Boulevard, Green Bay Avenue, Bridgewood Lane, Argyle Avenue and Long Island Drive. A key aspect of this alternative is that it minimally impacts the City of Milwaukee, and it can be executed by the City of Glendale within its boundaries.

At the west end of the N. 25th Street intersection, a circular paved plaza area defines the entrance into Glendale. A special paving pattern and landscaping organize vehicular / pedestrian circulation. The plaza space creates a circular framework around which a group of retail, service, and restaurant buildings may be sited. At the southwest quadrant of the plaza, a building for medical / institutional use could occupy a number of consolidated parcels.

The Crestwood Boulevard intersection would combine special paving, signage, landscaping, and a retention pond to create an entry and enhance the identity of the Crestwood neighborhood.

Between Crestwood Boulevard and Green Bay Avenue, an owner-occupied townhouse development could create a transition and buffer between the neighborhood to the north and Silver Spring Drive. The development would be accessible through the Crestwood neighborhood.

The Green Bay Avenue interchange would have a modified diamond configuration on the north side of Silver Spring Drive, and retain the present configuration on the south side, thereby eliminating any effect on properties in the City of Milwaukee. The theme of the plazas at 25th Street and Crestwood Boulevard will be carried over to the Glendale entrance feature heading north on Green Bay Avenue.

The simultaneous renovation of the Crestwood Shopping Center and the creation of a new shopping plaza directly to the south will answer the needs of neighborhood residents and motorists while providing a home for relocated businesses from Silver Spring Drive. Intersection access to these commercial components will be directly off of Silver Spring Drive.

East of the tracks, consolidated access points at Bridgewood Lane for the surrounding businesses would facilitate better traffic movements and reduce the potential for vehicular conflicts.



# OPINION OF PROBABLE COST

WEST SILVER SPRING NEIGHBORHOOD VISION  
City of Glendale

ALTERNATIVE D  
Rev. 8/15/95

Description	Estimated Quantity	Unit	Unit Price	Total
<b>Construction Costs</b>				
Demolition - Structural		lump sum		\$451,000
Silver Spring Roadway Construction*	4,350	lin. ft.	\$420	\$1,827,000
Green Bay/Silver Spring Interchange Construction*		lump sum		\$300,000
Signalization - Intersections	4	each	\$50,000	\$200,000
Grading - Outside R.O.W.	20,666	cu. yd.	\$4	\$83,000
Sanitary Sewer*		lump sum		\$380,000
Storm Sewer*		lump sum		\$393,000
Water*		lump sum		\$461,000
Paving/Landscaping - Intersections*	4	each	\$195,000	\$780,000
Bridge Enhancements - Nonstructural		lump sum		\$212,000
Irrigation		lump sum		\$77,000
Storm Detention Pond	1.3	acre	\$130,000	\$169,000
Street Furnishings		lump sum		\$200,000
Landscaping - Outside R.O.W.	62,000	sq. yd.	\$9	\$558,000
Railroad Bridge Painting		lump sum		\$5,000
	<b>Construction Costs</b>		<b>SUBTOTAL</b>	<b>\$6,096,000</b>
	20% Construction contingency			\$1,219,200
	10% Planning and Engineering			\$609,600
	<b>Construction Costs</b>		<b>SUBTOTAL</b>	<b>\$7,924,800</b>
	Property Acquisition			\$8,049,000
	<b>ALTERNATIVE D</b>		<b>TOTAL</b>	<b>\$17,277,700</b>

This estimate represents our best judgement as professionals familiar with the construction industry. The preliminary figures are based on Milwaukee, Wisconsin area construction costs. We can not and do not guarantee that bids will not vary from this preliminary estimate.

The construction costs indicated above do not include costs for remediation of hazardous materials or relocation costs for private utilities, if any. Prices indicated are in 1994 dollars.

\*Revised 8/15/95 to exclude: South side of Silver Spring Drive - Crestwood Boulevard to North Green Bay Avenue (1,700 LF x .5 = 850 LF), south side of Green Bay Avenue / Silver Spring Drive interchange and paving / landscaping intersection on Green Bay Avenue.

Opinion of Probable Property Acquisition Cost

WEST SILVER SPRING NEIGHBORHOOD VISION

City of Glendale

ALTERNATIVE D

City of Glendale	Key Number	Use	Number of Units	Occupied by Owner/Tenant	100% Market Value	Budgeted Acquisition Cost (x 1.25)	Potential Relocation Cost	Total
	1689009	Commercial	1	Owner	\$162,105	\$202,632	\$50,000	\$252,632
	1689010	Commercial	1	Owner	\$190,526	\$238,158	\$50,000	\$288,158
	1689011	Commercial	1	Tenant	\$148,421	\$185,526	\$30,000	\$215,526
	1690123	Commercial	1	Tenant	\$68,421	\$85,526	\$30,000	\$115,526
	1690124	Commercial	1	Owner	\$150,526	\$188,158	\$50,000	\$238,158
	1690170	Commercial	1	Owner	\$355,789	\$444,737	\$50,000	\$494,737
	1690171	Commercial	1	Owner	\$87,895	\$109,868	\$50,000	\$159,868
	1690187	Commercial	1	Tenant	\$221,053	\$276,316	\$30,000	\$306,316
	1690188	Residential	1	Owner	\$74,632	\$93,289	\$25,000	\$118,289
	1690248	Residential	1	Owner	\$73,158	\$91,447	\$25,000	\$116,447
	1690356	Commercial	0 (Vac. Bldg)	Unoccupied	\$154,737	\$193,421	\$0	\$193,421
	1690371	Commercial	1	Tenant	\$90,526	\$113,158	\$30,000	\$143,158
	1690372	Commercial	1	Tenant	\$221,053	\$276,316	\$30,000	\$306,316
	1690373	Commercial	1	Owner	\$40,000	\$50,000	\$50,000	\$100,000
	1690374	Commercial	1	Owner	\$457,895	\$572,368	\$50,000	\$622,368
	1690375	Commercial	1	Owner	\$70,526	\$88,158	\$50,000	\$138,158
	1690376	Commercial	1	Tenant	\$50,526	\$63,158	\$30,000	\$93,158
	1690377	Commercial	0 (Vac. Parking Lot)	Unoccupied	\$28,842	\$33,553	\$0	\$33,553
	1690378	Commercial	0 (Vac. Parking Lot)	Unoccupied	\$27,895	\$34,868	\$0	\$34,868
	1690379	Commercial	0 (Vac. Parking Lot)	Unoccupied	\$34,737	\$43,421	\$0	\$43,421
	1690500	Residential	1	Owner	\$72,105	\$90,132	\$25,000	\$115,132
	1690501	Residential	1	Owner	\$78,000	\$95,000	\$25,000	\$120,000
	1690502	Residential	1	Owner	\$88,947	\$111,184	\$25,000	\$136,184
	1942000	Commercial	0 (Vac. Bldg)	Unoccupied	\$190,526	\$238,158	\$0	\$238,158
	1942001	Commercial	0 (Vac. Bldg)	Unoccupied	\$237,895	\$297,368	\$0	\$297,368
	1942002	Residential	1	Owner	\$75,789	\$94,737	\$25,000	\$119,737
	1942003	Residential	1	Owner	\$98,737	\$123,421	\$25,000	\$148,421
	1942006	Residential	1	Owner	\$95,895	\$119,868	\$25,000	\$144,868
	1942007	Residential	1	Owner	\$67,368	\$84,211	\$25,000	\$109,211
	1942008	Residential	1	Owner	\$65,789	\$82,237	\$25,000	\$107,237
	1942009	Residential	1	Owner	\$78,842	\$98,553	\$25,000	\$123,553
	1942010	Residential	1	Owner	\$73,474	\$91,842	\$25,000	\$116,842
	1942013	Commercial	1	Owner	\$85,283	\$106,579	\$50,000	\$156,579

**Opinion of Probable Property Acquisition Cost**

**WEST SILVER SPRING NEIGHBORHOOD VISION**

City of Glendale

ALTERNATIVE D

	Key Number	Use	Number of Units	Occupied by Owner/Tenant	100% Market Value	Budgeted Acquisition Cost (x 1.25)	Potential Relocation Cost	Total	
City of Glendale									
	1942014	Residential	1	Owner	\$84,632	\$105,789	\$25,000	\$130,789	
	1942015	Residential	1	Owner	\$74,316	\$92,895	\$25,000	\$117,895	
	1942019	Commercial	0	Tenant	\$0	\$0	\$0	\$0	
	1942020	Commercial	1	Owner	\$315,789	\$394,737	\$50,000	\$444,737	
	1942029	Commercial	1	Owner	\$348,421	\$435,526	\$50,000	\$485,526	
	1942063	Commercial	1	Owner	\$100,000	\$125,000	\$50,000	\$175,000	
	1942064	Commercial	1	Owner	\$202,105	\$252,632	\$50,000	\$302,632	
	1689992001	Commercial	1	Owner	\$25,263	\$31,579	\$50,000	\$81,579	
	1958999005	Commercial	0	Owner	\$290,526	\$363,158	\$0	\$363,158	
	City of Glendale						<b>SUBTOTAL</b>		<b>\$8,048,684</b>
<b>ALTERNATIVE D</b>							<b>TOTAL</b>		<b>\$8,048,684</b>

# SILVER SPRING DRIVE - THE VISION

I-43

SUNNY POINT ROAD

GREEN BAY ROAD

CRESTWOOD BOULEVARD

27TH STREET



# SILVER SPRING DRIVE - THE PRESENT



I-43

SUNNY POINT ROAD

GREEN BAY ROAD

CRESTWOOD BOULEVARD

27TH STREET

## **IMPLEMENTATION**

### **Zoning and Land Use**

The recommendations presented in this report are clearly a substantial departure from the current land use patterns and policies. The recommended plan calls for a significant change in both land use and the transportation system in the Silver Spring Drive corridor.

This report represents an amendment to the Comprehensive Plan of the City. As such, it properly reflects general changes in land use and changes to the existing infrastructure system. Under the recommended plan, several land use changes have been suggested along the corridor. Residential uses would be eliminated and commercial uses shifted. The net result of these changes would be an increase in commercial activity; however, it would be concentrated in several larger areas created by the sweeping curves in the roadway.

In order to implement this plan as shown in the illustrative plan presented in this report or in some other similar manner, the City will have to exercise a number of its powers. It will need to use its redevelopment powers to acquire property for the new land use activities, financial authority to pay for portions of it, and be able to use its land use control, or zoning, authority to ensure that implementation efforts follow the general tone of the recommended plan.

A review of the Glendale Zoning Ordinance was undertaken to search for an appropriate set of tools to guide the implementation of the plan. In general, the ordinance has the basic tools necessary for this task including conditional use permits and planned unit development zoning districts. However, these tools were not focused at the unique needs which will be realized in this area.

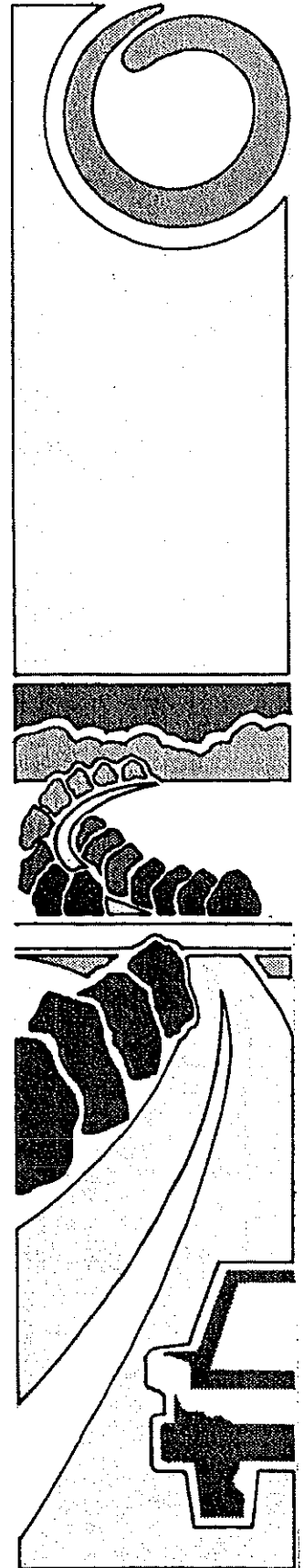
Therefore, the following special overlay district was proposed. This district brings together the powers of the conditional use and planned unit development mechanisms of the City and focuses them in the context of a special overlay for a distinct and unique part of the community.

The purpose of the proposed ordinance amendment is to give the City the greatest control over new development in the corridor as well as the greatest flexibility to shape that development. It is also recommended that a series of architectural and urban design guidelines be prepared to assure that new development will be compatible with the City's overall vision for the corridor.

### **SILVER SPRING DRIVE OVERLAY DISTRICT**

#### **\_\_\_ Purpose and Need**

The purpose of creating the Silver Spring Drive Overlay District (SSD-1) is to provide the tools necessary to implement that portion of the Comprehensive Plan for the City of Glendale related to the Silver Spring Drive corridor within the City. The City has determined that the redevelopment of this corridor, which serves as a principal entry to the City, is important to the protection of the health, safety and general welfare of the City. It is intended that the SSD-1 district shall be



used only in that area of the City identified as the Silver Spring Drive Planning District.

**\_\_\_-\_\_\_ Boundaries of District**

The boundaries of the SSD-1 district shall encompass the Silver Spring Drive planning area which extends along the Silver Spring Drive corridor from the City boundary on the west to N. Sunny Point Road on the east. The District extends to a depth of one property on each side of the West Silver Spring Corridor for those properties located within the corporate boundaries of the City of Glendale. The exact boundaries of this overlay district will be displayed on the official City Zoning Map.

**\_\_\_-\_\_\_ Uses**

The uses permitted within the SSD-1 district will be the same as those permitted in the underlying zoning; however, all uses within the overlay district shall be treated as Conditional Uses under Article E of the City Zoning Ordinance.

**\_\_\_-\_\_\_ Site Requirements**

Site requirements related to height, density, setbacks and parking in the underlying zoning shall not apply to lots within the SSD-1 district. These requirements will be set by the Plan Commission and the City Council on a case by case basis in a manner which will best conform with the Comprehensive Plan for the area and the needs of neighboring residential areas.

**\_\_\_-\_\_\_ Review Process**

(a) **Review Process.** The review process for proposals made for properties under this SSD-1 designation shall be the same as that required under Section 13-1-63 of the City Code as relates to Conditional Uses. The same materials shall be required of an applicant and the same review process followed.

(b) **Additional Requirements.** In addition to the materials required under the previous paragraph, applicants for projects in the SSD-1 district shall conform to the design guidelines in the following sections. These guidelines shall be restricted to use in the SSD-1 district only unless otherwise so designated by amendment to Section 13 of the City Code.

**\_\_\_-\_\_\_ Urban Design and Site Planning**

[To Be Developed in Concept Design]

**\_\_\_-\_\_\_ Architectural Design Guidelines**

[To Be Developed in Concept Design]

## **Implementation Strategies**

The recommended alternative found in this report has been prepared as an amendment to the Comprehensive Plan of the City. Once adopted as part of that Plan, it makes a statement that, if the opportunity arises, this is the manner in which the City intends to redevelop this portion of the Silver Spring Drive corridor.

Once the City has made that statement, it can decide to begin to implement the plan or wait for some point in the future. This section of the report makes the assumption that the City intends to begin to implement the various elements of the plan. The following implementation schedule can be adjusted to any starting date and reflects those steps which should be taken in the first year of project development.

### **Immediate Steps (30-60 Days)**

The first set of tasks should be undertaken in the first month after introduction of this report and includes those items necessary to complete this phase of plan development.

#### **1. Identify Probable Funding Sources**

The level of magnitude cost estimate prepared for the recommended alternative indicated a need for the City to pursue other funding sources in order to be able to implement it. That review of funding sources was underway at the time this report was completed.

#### **2. Hold Public Hearing**

Following receipt of this report by the Plan Commission, a Public Hearing on the Plan must be held.

#### **3. Plan Commission and Council Adoption**

These bodies must adopt the recommended alternative and make it a part of the adopted Comprehensive Plan.

#### **4. Resolve Cooperation/Role of the City of Milwaukee**

Key to starting any implementation of the plan recommendation is the resolution of the role of the City of Milwaukee. A portion of the project area lies within the existing corporate boundaries of the City. The City of Glendale and the City of Milwaukee need to agree on a plan of cooperation or a possible shift in the boundary before full-scale implementation can begin.

### **Next Steps (One to Six Months)**

Following completion of the tasks listed above, the next steps in the implementation process would consist of the following.

#### **1. Adopt Final Agreement on Cooperation/Boundary**

The first step would be for the Cities of Glendale and Milwaukee to adopt whatever agreement they reach from item (4) above in order to clear the way for the detailed corridor planning process to begin.

2. Prepare and Adopt Redevelopment Plan

The City should prepare a formal Redevelopment Plan for the area so that it can use its community development powers for land acquisition and relocation as well as to begin the process of developer recruitment for new potential development sites.

3. Create Redevelopment Area

This is the result of the adoption of the Redevelopment Plan and serves notice that the City intends to carry out the elements of that plan which should, in turn, reflect the elements of the Comprehensive Plan.

4. Prepare Formal Overlay Zoning Amendment and Design Guidelines

As recommended elsewhere in this report, the adoption of an overlay zoning district to provide the City with the enforcement tools it needs to guide redevelopment efforts is considered essential. An example of the type of mechanism which might work is included elsewhere in this report. In addition, it is strongly recommended that a set of design guidelines be developed and adopted for both the architectural characteristics of new buildings in the corridor and the urban design and landscape treatments around those buildings. These guidelines will allow the City to create a unified image in the corridor in keeping with its goals and objectives.

5. Initiate Concept Design Phase

The recommended plan for the corridor is a land use plan. The illustrative plan included in this report is simply intended to show how things might look after implementation. The next step in the design process will be to prepare a concept plan in which the community will begin to make decisions on how the corridor will look when the project is completed.

6. Identify Key Public Finance Roles and Resources

This process has already begun but will continue in this period.

7. Identify Private Investment Opportunities

The recommended plan creates a series of development opportunities along the corridor. The City should begin to actively recruit development partners during this time frame in anticipation of creating a Tax Incremental Financing District in the next.

8. Initiate Agency Discussion with WDOT and Milwaukee County on the Realignment of Silver Spring Drive

A key component of this concept is the realignment of W. Silver Spring Drive. This will require assistance from the WDOT in terms of funding and from Milwaukee County as the road is a County Trunk Highway. These processes

can be lengthy and often drawn out. It is wise to begin discussions with these agencies as soon as possible.

### **Near Term Steps (Six to Twelve Months)**

The next group of tasks should end the concept planning portion of the design development process. When these have been completed, the project can proceed with the final design and construction of the infrastructure components.

#### **1. Prepare TIF Plan**

Some portion of the infrastructure for the project will be financed by Tax Incremental Financing. The TIF plan for the area should be prepared as soon as the City is comfortable with the likely level of private investment which should occur in the corridor.

#### **2. Initiate Funding Requests**

The completion of the more detailed concept plan in the previous section should allow the City to initiate funding requests from identified resources for portions of the project such as the reconstruction of Silver Spring Drive.

#### **3. Initiate Property Acquisition Planning**

Under the Uniform Relocation Assistance Act, the City has a series of obligations it must meet in acquiring property for public purposes. This includes preparation of a relocation plan. These actions should be taken only when the City feels it is ready to act on a corridor-wide acquisition program. In the meantime, if the City decides to adopt the recommended plan and begin to program its implementation, it might consider buying properties along the corridor as they naturally come on the market.

#### **4. Initiate Design Development/Preliminary Engineering Stage**

Following completion of the concept planning phase, the City should proceed with the design development and preliminary engineering portions of the design process. This is the final planning step in preparation for preparing formal construction documents.

#### **5. Complete Any Necessary Environmental Documents**

Depending on the funding sources used and the resources captured, some environmental clearances may be necessary. These should be completed during this phase of implementation.

### **Final Design and Engineering (12 to 24 Months)**

The second year of the implementation process will most likely be spent in finalizing the elements started in the previous phase, getting final agency approvals and putting funding in place to begin the construction portion of implementation. At the conclusion of this phase, those approvals will be in place and the final designs, including the preparation of construction bid sets, will be completed.

## Construction (24 to 48 Months)

Although some elements of the project could be completed earlier, it will probably take two construction seasons to complete all aspects of constructing the infrastructure necessary to support the recommended plan.

APR 25 1964

## APPENDICES

### Telephone Interview Survey

The following are the questions and a summary of the compiled responses to a telephone survey conducted between August 2 and August 10. The survey was conducted by HNTB with a resident/business list supplied by the City of Glendale. Nine of the ten approached responded to the survey.

1. *Do the commercial developments along W. Silver Spring Drive satisfy your needs or the needs of the neighborhood? If not, what would you like to see?*

One person felt that current development is fine, and all others had concerns or comments. Examples of development that they would like to see include: a pharmacy, hardware store, less used car lots, no fast food restaurants or liquor stores, a clothing store, office buildings and service buildings. Many expressed that they did not want to see Silver Spring Drive built up the way Port Washington Road is. Only one person specifically said that he wanted to see Silver Spring built up similar to Port Washington Road. Family type, community businesses were generally favored.

2. *Are there any businesses you view as a problem or would like to see out?*

Six of the nine had no problems with existing businesses. The rest mentioned the quality of the used car businesses, the vacant businesses (esp. in the Silver Bay Plaza), and eliminating filling stations or any fast food restaurants.

3. *Do you think public transportation is necessary for the vitality of the area?*

All agreed that public transportation is necessary and what is currently in place is adequate except for one person who felt that public transportation is not necessary.

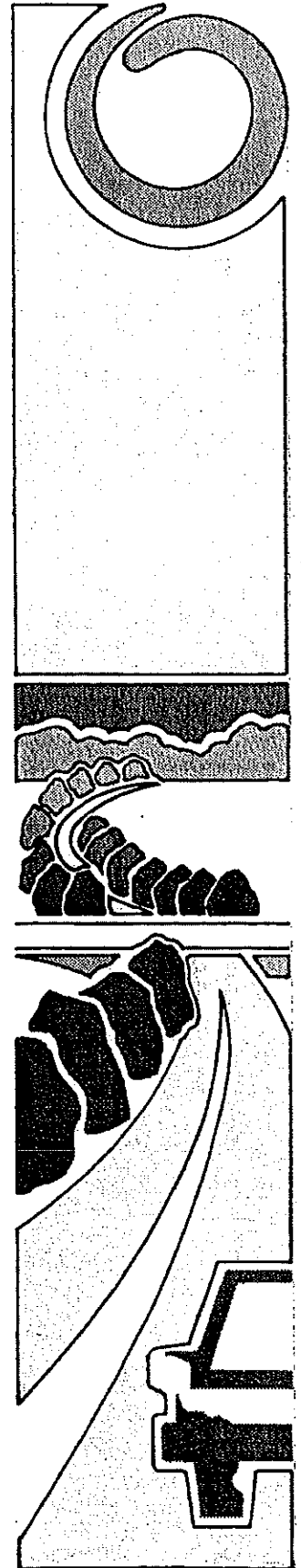
4. *Are there any safety issues that are of concern to you? For example, adequate lighting, police officials, feel safe in the area?*

Many had safety issues that were a concern. Examples of these include: traffic speeds along Silver Spring, juvenile damage problems, inadequate lighting, vandalism, increased police patrol, and cutting back brush for traffic safety (visability).

5. *What type of future developments would you like to see in Glendale and along Silver Spring Drive?*

Suggestions for future types of development include: office parks, retail businesses, more community businesses ("Ma & Pa" type), no additional residential, and no more "mini-malls".

6. *Is traffic on Silver Spring Dr. and near the Green Bay Avenue Interchange viewed as a problem?*



Four of the nine felt that traffic on Silver Spring Drive and near the Green Bay Avenue interchange is a problem. The others did not.

7. *What do you feel is the image of Glendale? (urban, suburban, open space)*

The following were listed as characteristics of the image of Glendale: diversified, family oriented, sound economic base, nice, good schools, affordable housing, excellent, urban, mix of businesses and housing, low taxes, middle class, small, clean, safe, good family base, mix of all land uses, progressive, and Greater Milwaukee at it's best.

8. *Is there a need for more housing in the area?*

Six of the nine felt that there is not a need for more housing in the area. One individual suggested more upscale apartments, and another suggested additional multi-family housing.

9. *Do you think there is a need for more open space (parkland) and landscaping within the corridor?*

Six of the nine felt that there is a need for more parkland/landscaping within the corridor. Landscaping was emphasized by many as an easy way to improve the appearance of Silver Spring Drive. One person suggested mandatory landscaping which would penalize businesses that did not comply. The city would then use the businesses penalty money to landscape for them.

10. *Directed to business owners.*

*Is the survival of your business dependent on Silver Spring Drive?*

Of the business persons asked, only one felt that the survival of his business is dependent upon Silver Spring Drive.

11. *Directed to Steve Pinzer of St. Michael Hospital:*

*Is there a potential for a satellite operation of your business on Silver Spring Dr. if there's an available location?*

In response to this question, the following response was given. (This is not a direct quotation.) We are always looking at potential sites (maybe even just a physicians office). We will look at any opportunity but have no plans as of now. It is somewhat dependent on the plans of Glendale.

**Phase I Environmental Site Assessment**

**for**

**Silver Spring Drive Land Use Plan  
from  
27th Street to Sunny Point Road**

**February 22, 1995**

**Prepared By:**

**City of Glendale  
Department of Public Works  
Glendale, Wisconsin 53209**

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Exhibit 1: Existing West Silver Spring Dr. Cross Section

## INTRODUCTION

The City of Glendale is preparing a land use plan for West Silver Spring Drive. Because the city is considering reconstruction of West Silver Spring Drive and the possibility of purchasing private properties located within the study corridor, the city has required a Phase I Environmental Site Assessment be an essential component of the land use plan. The purpose of this report is to indicate the likelihood of environmental conditions in connection with the street right-of-way and nearby properties.

The objective of the Phase I Environmental Assessment is to make a reasonable effort to locate and determine possible sources of hazardous materials that may create a liability to the entire roadway right-of-way (ROW). This also includes private properties within the study area that may be acquired.

This Phase I Environmental Assessment identifies the potential for hazardous waste or contaminated portions of the study area to include: the roadway, the right-of-way, and the properties within the study area. This assessment did not include physical sampling, material testing or subsurface investigations. Therefore, this assessment will not determine the degree and extent of potential hazardous contamination.

As a result of identifying *potential liability* and not actual environmental conditions, remediation cost estimates will not be listed in this report. This report includes: a site description, a description of the land use plan, audit review methodology, findings, and recommendation.

## SITE DESCRIPTION

The study area is located along West Silver Spring Drive between N. 27th Street and N. Sunny Point Road in Glendale, Wisconsin (See Figure 1). The segment of West Silver Spring Drive under consideration consists of a four-lane, divided, paved roadway with curb and gutter. The existing roadway, constructed in 1968, consists of concrete pavement. The pavement was constructed with nine inch reinforced concrete over six inch crushed aggregate base course. The current pavement width is 36 feet. Curb and gutters along both sides of the roadway are used to collect stormwater. Storm sewers located along the entire corridor convey collected stormwater. See Exhibit 1 for a cross-section of West Silver spring Drive.

Properties in the study area are located within the City of Glendale and the City of Milwaukee. Glendale zoning along the study area consists of five different classifications: Institutional (S-1); Warehouse & Light Manufacturing (M-1); Business (B-1); Business (B-2); and Residential (R-7). See Figure 2 for the City of Glendale zoning map showing the adjacent properties and their respective zoning classifications. There are also properties along the study area that are located within the City of Milwaukee. Milwaukee zoning consists primarily of multi-family residential and commercial classifications.

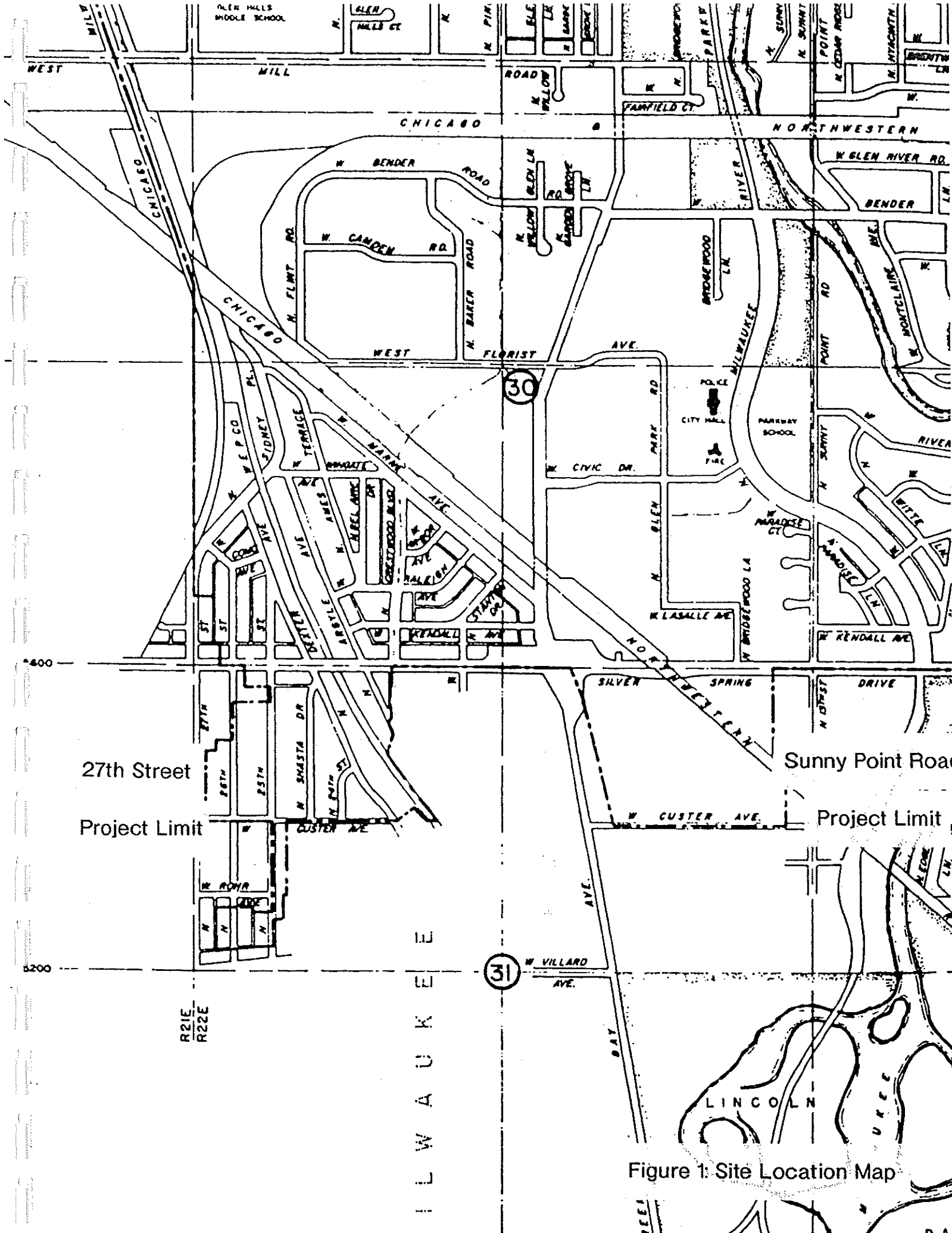
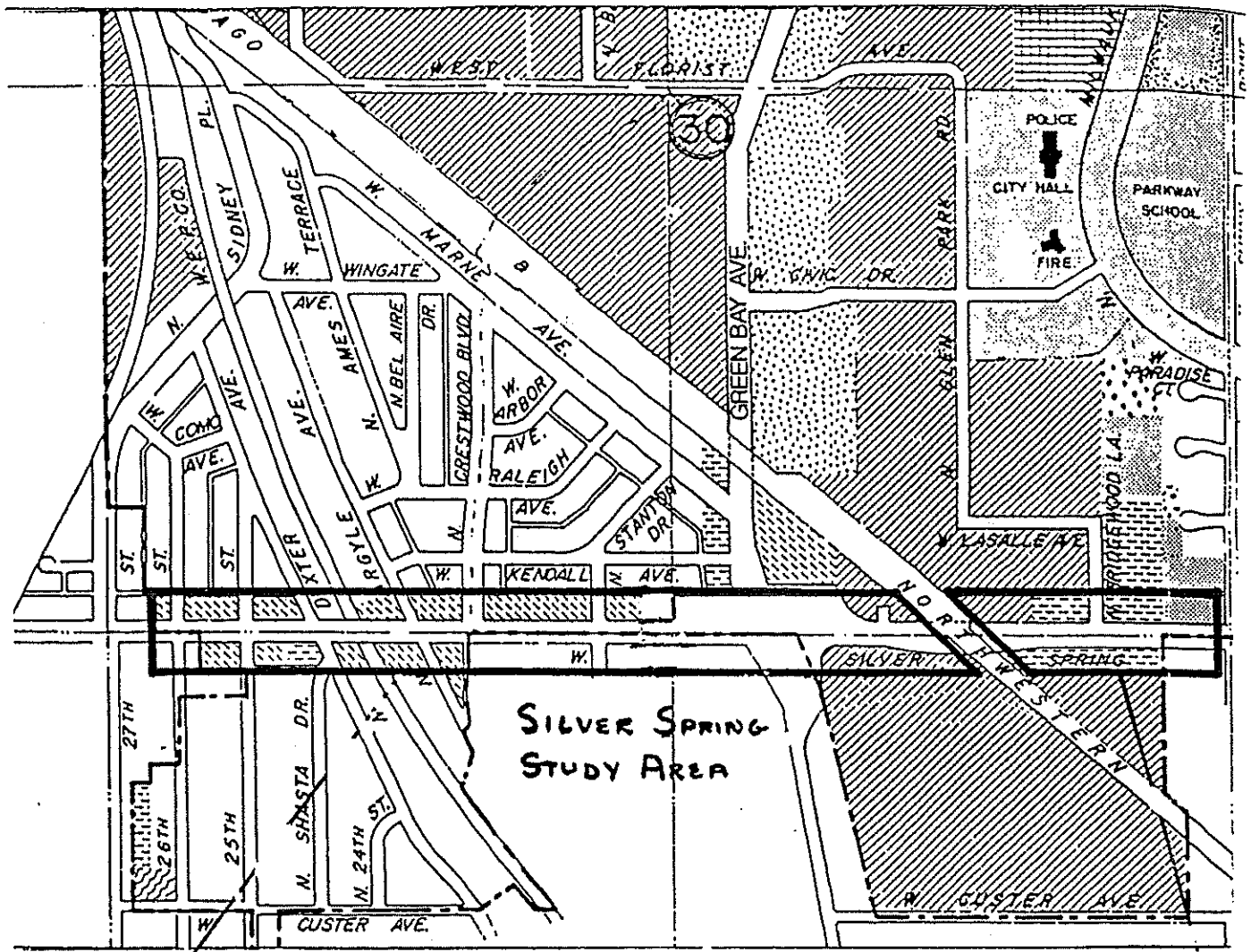


Figure 1: Site Location Map





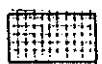



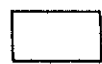







- |   |                                      |  |                         |
|---|--------------------------------------|--|-------------------------|
|  | R-2 RESIDENTIAL                      |  | S-1 INSTITUTIONAL       |
|  | R-3 RESIDENTIAL                      |  | B-1 BUSINESS            |
|  | R-7 RESIDENTIAL                      |  | B-2 BUSINESS            |
|  | R-7A RESIDENTIAL                     |  | B-4 BUSINESS            |
|  | R-8 RESIDENTIAL                      |  | P-D PLANNED DEVELOPMENT |
|  | P-1 PARKING                          |  |                         |
|  | M-1 COMMERCIAL & LIGHT MANUFACTURING |  |                         |

Figure 2: Zoning Map

At the time this audit was prepared, the properties along the roadway were occupied with various land uses including: single and multi-family residential dwellings, car dealerships, automobile repair facilities, service stations, retail buildings and an elderly care facility.

## LAND USE PLAN

The City of Glendale is in the process of analyzing its current and potential land use, zoning, infrastructure, and environmental status of certain properties within the city along West Silver Spring Drive from North Sunny Point Road west to North 27th Street for the purpose of developing a comprehensive land use plan which will be conducive in providing an enhancement and an inducement for new and improved commercial and residential development. This study, when completed, is anticipated to hasten the development of adjacent properties and properties within the immediate neighborhoods.

The West Silver Spring Drive planning study could recommend the removal and/or reuse of the existing roadway pavement; roadway re-alignment, including possible modifications to the N. Green Bay Avenue interchange; and involve adjacent properties, including property acquisitions. As a result of these possible modifications to West Silver Spring Drive, and also considering the previous and current land uses along this corridor, environmental concerns regarding future land acquisitions and construction activities became a paramount consideration.

The purpose of this Phase I Environmental Site Assessment was to 1) review records and information characterizing environmental conditions of the study area, including the existing ROW and the properties immediately adjacent to the ROW; and 2) determine the need for a follow-up Phase II Environmental Site Investigation.

A reconnaissance of the West Silver Spring Drive study area was conducted to visually observe the properties and identify potential environmental concerns. The major aspect of the reconnaissance was identifying visible signs of potential contamination on adjacent properties, including those properties listed on the environmental databases and other properties that were not listed.

## METHODOLOGY

The review process for this environmental assessment consisted of federal and state document search databases, site reconnaissance, review of maps, and discussions with people having knowledge of the properties under investigation.

A record search of the Federal Environmental Protection Agency (EPA), the State of Wisconsin Department of Natural Resources (WDNR) and other agency databases was conducted to identify sites having known environmental impacts. Sites identified during the review process were further investigated for environmental conditions. Additional information was obtained during these investigations to ascertain potential impacts on the study area.

The federal and state record search consisted of reviewing the following databases:

Federal Databases:

- National Priority List (NPL) -- January, 1994
- Comprehensive Environmental Response, Compensation and Liability Information System (CERCLIS) -- April, 1994
- Resource Conservation and Recovery Act (RCRA)
  - Treatment, Storage and Disposal Facilities -- July, 1993
  - Large Quantity Generators -- July, 1993
  - Small Quantity Generators -- July, 1993
- Emergency Response Notification System (ERNS) -- September, 1993

State Databases:

- Hazardous Waste Sites Prioritized for Cleanup (SPL) -- Not Available
- Sites Under Review by State (SCL) -- December, 1991
- Active Leaking Underground Storage Tank Sites (LUST) -- March, 1994
- Solid Waste Facilities List (SWLF) -- July, 1993
- Underground Storage Tank (UST) -- January, 1994

FINDINGS

Review of federal and state database record searches identified the following information about properties that may impact the study area or properties under consideration for acquisition.

Federal Databases:

1. National Priority List (NPL) -- The EPA's database of uncontrolled or abandoned hazardous waste sites identified for priority remedial actions under the Superfund program.

No sites within 1-1/2 miles of the study area were listed on the federal NIL database.

2. Comprehensive Environmental Response, Compensation and Liability Information System (CERCLIS) -- The list of sites which the EPA has investigated or is currently investigating for a release or threatened release of hazardous substances.

No sites within 1 mile of the study area were listed on the federal CERCLIS database.

3. Resource Conservation and Recovery Act (RCRA) [Treatment, Storage and Disposal Facilities] -- The EPA program that identifies and tracks hazardous waste from point of generation to the point of disposal.

No sites within 1-1/2 miles of the study area were listed on the federal RCRA database.

4. Resource Conservation and Recovery Act (RCRA)[ Large Quantity Generators] -- The EPA program that identifies and tracks hazardous waste from point generation to the point of disposal of facilities that generate at least 1,000 kg/mo of non-acute hazardous waste.

One site within 5/8 mile of the study area and having a possible impact on the project was listed on the federal RCRA database.

- a. Silver Spring Specialties (Part of Andrew Automotive Plaza)  
1620 W. Silver Spring  
(business activities include autobody repair and automobile painting)

5. Resource Conservation and Recovery Act (RCRA) [Small Quantity Generators] -- The EPA program that identifies and tracks hazardous waste from point generation to the point of disposal of facilities that generate less than 1,000 kg/mo. of non-acute hazardous waste.

Seven sites within 5/8 mile of the study area were listed on the federal RCRA database.

- |   |  |
|---|--|
| a. Tramont Corp.<br>(Formerly Rock Tenn Co.)<br>1640 W. Silver Spring Dr.                     | e. Hewitt Tire & Automotive<br>2501 W. Silver Spring Dr.                               |
| b. Andrew Automotive Plaza<br>(Formerly Schlesinger Toyota Inc.)<br>1620 W. Silver Spring Dr. | f. Lease Associates<br>(Formerly North Shore Dodge, Inc.)<br>1433 W. Silver Spring Dr. |
| c. Andrew Automotive Plaza<br>(Formerly Silver Spring Nissan)<br>1500 W. Silver Spring Dr.    | g. Concours Motors, Inc.<br>1400 W. Silver Spring Dr.                                  |
| d. Glendale Automotive<br>2484 W. Silver Spring Dr.   |  |

6. Emergency Response Notification System (ERNS) -- A national database used to collect information on reported releases of oil and hazardous substances from reports made to federal authorities including the EPA and the Department of Transportation.

No sites within 5/8 mile of the study area having an impact on the project were listed on the federal ERNS database.

State Databases:

1. Hazardous Waste Sites Prioritized for Cleanup (SPL) -- The WDNR inventory of facilities subject to investigations concerning the likely or threatened releases of hazardous substances from those facilities.

No sites within 1-1/2 miles of the study area were listed on the state SPL database.

2. Sites Under Review by the State (SCL) -- The WDNR inventory of facilities subject to investigations concerning the likely or threatened releases of hazardous substances from those facilities.

No sites within 1-1/2 miles of the study area were listed on the state SCL database.

3. Active Leaking Underground Storage Tank Sites (LUST) -- The WDNR inventory of leaking underground storage tanks.

The WDNR active leaking underground storage tank list identified nine sites having leaking tanks within 1 mile of the study area that may have an impact on the project.

- |  |  |
|--|--|
| a. Junge Associates, Inc.<br>1811 W. Silver Spring       | f. AMOCO Station<br>(Formerly Total Petroleum)<br>2530 W. Silver Spring Dr.            |
| b. Wisconsin Gas Company<br>5400 N. Green Bay Ave.       | g. Andrew Automotive Plaza<br>(Formerly Schlesinger Co.)<br>1500 W. Silver Spring Dr.  |
| c. Glendale Automotive<br>2484 W. Silver Spring Dr.      | h. Lease Associates<br>(Formerly North Shore Dodge, Inc.)<br>1433 W. Silver Spring Dr. |
| d. Merlin Muffler<br>2487 W. Silver Spring Dr.           | i. Concours Motors, Inc.<br>1400 W. Silver Spring Dr.                                  |
| e. Hewitt Tire & Automotive<br>2501 W. Silver Spring Dr. |  |

4. Underground Storage Tank (UST) -- DILHR's inventory of registered underground storage tanks.

The WDNR active underground storage tank list identified eleven sites having tanks within 1 mile of the study area that may have an impact on the project.

- |   |  |
|---|--|
| a. Junge Associates, Inc.<br>1811 W. Silver Spring  | c. Andrew Automotive Plaza<br>(Formerly Silver Spring Nissan)<br>1500 W. Silver Spring Dr.     |
| b. Andrew Automotive Plaza<br>(Formerly Schlesinger Toyota Inc.)<br>1620 W. Silver Spring Dr. | d. Silver Spring Specialties<br>(Part of Andrew Automotive Plaza)<br>1620 W. Silver Spring Dr. |

- |  |  |
|--|--|
| e. Wisconsin Gas Company<br>5400 N. Green Bay Ave.       | i. AMOCO Station<br>2530 W. Silver Spring Dr.<br>(Formerly Total Petroleum)            |
| f. Glendale Automotive<br>2484 W. Silver Spring Dr.      | j. Lease Associates<br>(Formerly North Shore Dodge, Inc.)<br>1433 W. Silver Spring Dr. |
| g. Merlin Muffler<br>2487 W. Silver Spring Dr.           | k. Concours Motors, Inc.<br>1400 W. Silver Spring Dr.                                  |
| h. Hewitt Tire & Automotive<br>2501 W. Silver Spring Dr. |  |

5. Solid Waste Facilities List (SWLF) -- WDNR inventory of solid waste facilities in Wisconsin.

No sites within 1 mile of the study area having an impact on the project were listed on the state SWLF database.

Site Reconnaissance:

A reconnaissance of the West Silver Spring Drive study area was conducted January 1995, by visually observing the areas identified in the database record search. Sites not identified in the database were also inspected for environmental impairment indicators such as: UST fill pipes, distressed vegetation and stained soils.

Based on visual observation of the properties along the West Silver Spring Drive study area and the information provided in the federal and state databases, several individual sites showed potential for environmental concern.

Fire Insurance Maps:

Sanborn Fire Insurance maps published in 1929 (revised in 1957) were reviewed for information that would indicate former land uses that may have potentially impacted the West Silver Spring Drive study area. The Sanborn maps revealed three sites along the study area that have a high potential for environmental concern. Each site was identified as a gasoline filling station. The three site locations are listed below:

- 2435 W. Silver Spring Drive
  - The station was located at the SE corner of N. 24th Street and West Silver Spring Drive
- 2501 W. Silver Spring Drive
  - The station was located at the SW corner of N. 25th Street and W. Silver Spring Drive
- 2525 W. Silver Spring Drive
  - The station was located at the SE corner of N. 26th Street and W. Silver Spring Drive
  - The property is partially in the City of Milwaukee and partially in the City of Glendale

### Aerial Photographs:

South East Regional Planning Commission (SEWRPC) aerial photographs, dated 1963, showed the study area and the surrounding properties. The maps were reviewed for land depressions, mounds, lagoons or other land features that would indicate the presence of hazardous activities including the deposition of hazardous materials.

Unusual land features identified on the (SEWRPC) photographs were:

- a. A large excavation with the appearance of quarry activities located near the current site of the Wisconsin Gas Company. The photograph also revealed possible filling activities.
- b. Large paved areas that could have been used for automobile sales, located on the following properties:
  - (1) 3 lots, 2212 to 2224 W. Silver Spring Dr.
  - (2) 1 lot, 2302 W. Silver Spring Dr.
- c. A large paved area with many cars parked in an orderly fashion. The area could have possibly been used for automobile sales.
  - (1) 1 lot, 2301 W. Silver Spring Dr.

City of Glendale aerial photographs, dated 1950, also showed the study area and the surrounding properties. These photographs were reviewed for the same features as those for the SEWRPC maps. The large excavation (item a) and the paved lot (item c) were present on these photographs.

### Glendale Property Records Review

The City of Glendale maintains property records of all properties in the city. These records were often established when the property was developed or when an occupancy permit was requested. Files for the properties located between N. Sunny Point Road and N. 27th Street were reviewed if the property is being considered for acquisition as a result of this study. The files were reviewed for recorded activities that may have caused environmental problems.

Review of the property records revealed the following information:

- AMOCO Station  
2530 W. Silver Spring Dr.  
(Formerly Total Petroleum 1978 - 1987)
  - 3-12,000 gallon underground storage tanks installed in May, 1994
  - 4-10,000 gallon underground storage tanks removed in April, 1993
- Dealer's Choice Used Car Lot  
2525 W. Silver Spring Dr.  
(Formerly Clark Gasoline Station 1962 - 1984)
  - Not known if the tanks from the station were removed prior to becoming a used car lot.

- Formerly Clark Gasoline Station  
2515 W. Silver Spring Dr.
  - Not known if the underground storage tanks from the former gasoline station were removed before this parcel was combined with 2525 W. Silver Spring Dr.
  
- Hewitt Tire & Automotive  
2501 W. Silver Spring Dr.
  - City violation for leaking aboveground storage tank in August, 1994
  - 1-550 gallon underground storage tank removed in August, 1992  
(Formerly Sunray D.X. Oil Co. 1968 - 1984)
  - 1-4,000 gallon underground storage tank installed in June, 1975
  - 2-8,000 gallon underground storage tanks installed in March, 1969
  - **Not known if the tanks installed in 1969 were removed.**
  
- Sound Investment, Ltd.  
2500 W. Silver Spring Dr.  
(Formerly Uptown Laundry & Dry Cleaner 1957 - 1974)
  - Concern of possible release of dry leaning chemicals on the property
  
- Merlin Muffler  
2487 W. Silver Spring Dr.  
(Formerly ARCO Service Station 1980 - 1984)
  - Assumed all tanks removed in February, 1982 -- no permit or other documentation available  
(Formerly Sinclair Service Station 1954 - 1980)
  - 4-2,000 gallon underground storage tanks installed in June, 1954
  - 1-1,000 gallon underground storage tank installed in June, 1954
  - 1-550 gallon underground storage tank installed in June, 1954
  
- Glendale Automotive  
2484 W. Silver Spring Dr.
  - 2-2,000 gallon underground storage tanks removed in October, 1991
  - 1-1,000 gallon underground storage tank removed in October, 1991
  - 1-550 gallon underground storage tank removed in October, 1991  
(Formerly Don Leich Service 1968 - 1977)
  - 2-2,000 gallon underground storage tank installed in March, 1968

- Hi Tech Audio & Cellular  
2453 W. Silver Spring Dr.  
(Formerly New Deal Automotive Sales 1968 - 1977)
  - petroleum products may be present from the automotive sales activities
  
- Vacant Building & Car Lot  
2302 W. Silver Spring Dr.  
(Formerly Phil Tolken 1960 - 1990)
  - petroleum products may be present from the automotive service activities
  
- APSCO Cellular  
2301 W. Silver Spring Dr.  
(Formerly Silver Spring Nissan, Inc. 1985 - 1988)  
(Formerly Silver Spring Enterprises Auto Sales 1980 - 1985)  
(Formerly A.F.L. Motors 1977 - 1980)  
(Formerly A.F.L. Motors 1956 - 1977)
  - 1-2,000 gallon underground storage tank installed in August, 1956
  
- Silver Spring Coin  
2208 W. Silver Spring Dr.  
(Formerly Residential Property 1952 - 1980)
  - 1-275 gallon underground storage tank installed in January, 1953
  
- B & G Sports, Inc.  
2124 W. Silver Spring Dr.  
(Formerly Foreign Car Shoppe 1979 - 1983)
  - underground storage tanks may have been abandon in place in October, 1983  
(Formerly Texas Service Station 1954 - 1979)
  
- Insurance Sales & Service  
1750 W. Silver Spring Dr.  
(Former Machine Shop 1952 - 1975)
  - petroleum products may be present from the machine shop activities

## RECOMMENDATION

The City of Glendale is preparing a land use plan for West Silver Spring Drive. Because the city will be considering reconstruction of West Silver Spring Drive and the purchase of private properties, the city has required a Phase I Environmental Site Assessment be an essential component of the land use study to indicate the likelihood of environmental conditions in connection with the study area.

The West Silver Spring Drive planning study could recommend the removal and/or reuse of the

existing roadway pavement; roadway re-alignment, including possible modifications to the N. Green Bay Avenue interchange; and involve adjacent properties, including property acquisitions. As a result of these possible modifications to West Silver Spring Drive, and also considering the previous and current land uses along this corridor, environmental concerns regarding future land acquisitions and construction activities became a paramount consideration.

The purpose of this Phase I Environmental Site Assessment was to 1) review records and information characterizing environmental conditions of the study area, including the existing ROW and the properties immediately adjacent to the ROW; and 2) determine the need for a follow-up Phase II Environmental Site Investigation.

Several sites that may have potentially contaminated a portion of the study area or directly impacted properties that may be acquired for a future project were identified during the environmental review process. Based on the results of this Phase I investigation, it is recommended that additional in-depth environmental evaluations be conducted within select areas of the West Silver Spring Drive corridor. These additional evaluations should be conducted under comprehensive Phase II environmental investigations.

#### Recommended Action

Previous and current land uses within the study area range from automobile dealerships to gasoline service stations. Among the wide range of land uses, twenty individual sites should be further investigated. These twenty sites were identified and presented in previous sections of this report, and will not be listed separately under this section.

The predominant environmental concern associated with the study area is petroleum contamination from underground storage tanks. In addition to these concerns, a single site was identified as a former dry cleaning business. Lastly, potential environmental impacts may have occurred on or near current and former automobile dealerships.

The Phase II investigation should include soil borings along the ROW where known LUST releases may have contaminated the soil and/or ground water. Soil samples should be screened with a photoionization detector (PID). Soils exhibiting elevated PID readings above background levels should be sampled and analyzed for Gasoline Range Organics (GRO) and Diesel Range Organics (DRO). Additional samples should be collected from the borings that encounter ground water. If the ground water appears to be contaminated, ground water monitoring wells should be installed, and water samples collected and analyzed for Petroleum Volatile Organic Compounds (PVOC).

These same procedures should be followed if the city decides to purchase any of the previously identified sites. Each site should be investigated prior to any property transaction.

The former dry cleaning site should be investigated to the same extent as the sites suspected of

causing petroleum impacts. The soil and ground water should be investigated for the solvents commonly used by dry cleaners such as: naphthalene, perchloroethylene, trichloroethylene and acetone.

## APPENDIX "C"

### Assessment of Available Funding for the Implementation of the West Silver Spring Drive Neighborhood Redevelopment Program

This appendix provides an assessment of the availability of adequate funding to meet both the estimated costs of implementing the recommendations contained in the Redevelopment Plan for West Silver Spring Drive and the other known major projects for the City over the next six years. The assessment of available funding is presented in the attached table which compares estimated expenditures to appropriated and authorized Federal funding levels and historic State and Local funding levels. The results of this comparison indicate that adequate funding may be available to begin the implementation of the program, as total funding eligibility may be equal to, as much as, 65% of the projected expenditures for the Silver Spring project.

It should be noted that the levels of funding currently available are subject to legislative and congressional review, as well as, application submission. Further, local funding is, for the most part, predicated upon new development within the private sector. This assessment also does not take into consideration pending changes in the Tax Incremental Financing law by the Wisconsin Legislature.

Prepared by:

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Vice President-Public Finance  
Kemper Securities, Inc.

March, 1995

CAPITAL PROJECT PLAN (1995 - 2001)

## CAPITAL PROJECT PLAN (1995 - 2001)

The City has developed preliminary requirements for its' Six Year Capital Improvement Program. The scope of the projects is comprehensive and balanced in an attempt to satisfy the goals of the City. The projects include improvements to infrastructure, clean up of environmentally distressed property and provide for improvements that will stimulate future growth in the tax base. The City has recognized the need to continue to maintain its' prior investments in infrastructure. Additionally, the City is proactively developing available commercial and industrial property. This is important given the fact that the City's tax base is primarily residential and opportunities for diversification in the tax base are limited due to the land locked nature of this suburban community. Successful development of commercial and industrial property will continue to mitigate the tax burden to residents of the community.

The Capital requirements for the plan total approximately \$40,000,000, with roughly 75% of this plan requiring funding from the City. It is estimated that the remaining 25% will be funded through Federal and State programs. The City anticipates funding its portion of the program through three sources. Tax Increment Financing (T.I.F.) and Special Assessments (S.A.) will be used in instances when specific users of the projects can be identified. (For the purposes of this report we have assumed that projects financed through these two funding sources would be financially self supporting and would not require subsidation through the Tax Levy.) The third funding source the City will employ is General Obligation financing. Projects financed in this manner will be entirely supported through the General Fund and directly impact the City's tax levy.

The City has designated the projects as High, Medium and Low Priority. High Priority projects represent roughly 34% of the plan, Medium Priority projects represent 65% of the plan and Low Priority projects represent less than 1% of the total plan.

The following pages detail the funding sources for each priority of the project plan and the anticipated timing of the individual project within each priority class.

# CITY OF GLENDALE, WISCONSIN

## ANNUAL CAPITAL NEEDS AND FUNDING SOURCES

### HIGH PRIORITY PROJECTS

Project Description	Annual Capital Requirement (000)						Total
	1995	1996	1997	1998	1999	2000	
Technology District - Infrastructure	\$3,000						\$3,000
Bender Landfill Site		\$1,400		\$1,400			2,800
Recurring Infrastructure Needs	<u>1,200</u>	<u>1,200</u>	<u>1,200</u>	<u>1,200</u>	<u>1,200</u>	<u>1,200</u>	<u>7,200</u>
<b>Total</b>	<u>\$4,200</u>	<u>\$2,600</u>	<u>\$1,200</u>	<u>\$2,600</u>	<u>\$1,200</u>	<u>\$1,200</u>	<u>\$13,000</u>

Funding Source	1995	1996	1997	1998	1999	2000	Total
General Obligation Bonds	\$ 600	\$2,000	\$ 600	\$2,000	\$ 600	\$ 600	\$6,400
T.I.F. Bonds	2,500						2,500
Special Assessments	600	600	600	600	600	600	3,600
State Contribution	500						500
Federal Contribution	—	—	—	—	—	—	—
<b>Total</b>	<u>\$4,200</u>	<u>\$2,600</u>	<u>\$1,200</u>	<u>\$2,600</u>	<u>\$1,200</u>	<u>\$1,200</u>	<u>\$13,000</u>

CITY OF GLENDALE, WISCONSIN  
 ANNUAL CAPITAL NEEDS AND FUNDING SOURCES  
 MEDIUM PRIORITY PROJECTS

Project Description	Annual Capital Requirement (000)						Total
	1995	1996	1997	1998	1999	2000	
Technology District Development		\$2,000					\$ 2,000
Silver Spring Development		9,800			\$10,030		19,830
Grain Elevator			3,000				3,000
Port Washington Road (Daphene to Bender)			1,000				1,000
<b>Total</b>	<b>-0-</b>	<b>\$11,800</b>	<b>\$4,000</b>	<b>-0-</b>	<b>\$10,030</b>	<b>-0-</b>	<b>\$25,830</b>

Funding Source	1995	1996	1997	1998	1999	2000	Total
General Obligation Bonds			\$3,200		\$ 5,150		\$8,350
T.I.F. Bonds		4,500			4,020		8,520
Special Assessments					860		860
State Contribution		2,720	800				3,520
Federal Contribution		4,580					4,580
<b>Total</b>	<b>-0-</b>	<b>\$11,800</b>	<b>\$4,000</b>	<b>-0-</b>	<b>\$10,030</b>	<b>-0-</b>	<b>\$25,830</b>

CITY OF GLENDALE  
 ANNUAL CAPITAL NEEDS AND FUNDING SOURCES  
 LOW PRIORITY PROJECTS

Project Description	Annual Capital Requirement (000)						Total
	1995	1996	1997	1998	1999	2000	
Oster Site				\$1,000			\$ 1,000
Total	<u>-0-</u>	<u>-0-</u>	<u>-0-</u>	<u>\$1,000</u>	<u>-0-</u>	<u>-0-</u>	<u>\$1,000</u>

Funding Source	1995	1996	1997	1998	1999	2000	Total
General Obligation Bonds							
T.I.F. Bonds				1,000			1,000
Special Assessments							
State Contribution							
Federal Contribution							
Total	<u>-0-</u>	<u>-0-</u>	<u>-0-</u>	<u>1,000</u>	<u>-0-</u>	<u>-0-</u>	<u>\$1,000</u>

# CITY OF GLENDALE, WISCONSIN

## SUMMARY OF CAPITAL PROJECTS AND FUNDING SOURCE

<u>High Priority Projects</u>	<u>Funding Sources</u>					<u>Total</u>
	<u>General Obligation</u>	<u>Tax Increment</u>	<u>Special Assessment</u>	<u>State</u>	<u>Federal</u>	
Technology District - Infrastructure		\$2,500,000		\$500,000		\$3,000,000
Bender Landfill Site	\$2,800,000					2,800,000
Annual Infrastructure	<u>3,600,000</u>		<u>\$3,600,000</u>			<u>7,200,000</u>
<b>Total High Priority</b>	<u>\$6,400,000</u>	<u>\$2,500,000</u>	<u>\$3,600,000</u>	<u>\$500,000</u>	<u>-0-</u>	<u>\$13,000,000</u>

<u>Medium Priority Projects</u>	<u>Funding Sources</u>					<u>Total</u>
	<u>General Obligation</u>	<u>Tax Increment</u>	<u>Special Assessment</u>	<u>State</u>	<u>Federal</u>	
Technology District - Development		\$2,000,000				\$ 2,000,000
Silver Spring Development	\$5,150,000	6,520,000	\$860,000	\$2,720,000	\$4,580,000	19,830,000
Grain Elevators	3,000,000					3,000,000
Port Washington Road (Daphene to Bender)	<u>200,000</u>			<u>800,000</u>		<u>1,000,000</u>
<b>Total Medium Priority</b>	<u>\$8,350,000</u>	<u>\$8,520,000</u>	<u>\$860,000</u>	<u>\$3,520,000</u>	<u>\$4,580,000</u>	<u>\$25,830,000</u>

<u>Low Priority Projects</u>	<u>Funding Sources</u>					<u>Total</u>
	<u>General Obligation</u>	<u>Tax Increment</u>	<u>Special Assessment</u>	<u>State</u>	<u>Federal</u>	
Oster Site		\$1,000,000				\$ 1,000,000
<b>Total Low Priority</b>	<u>-0-</u>	<u>\$1,000,000</u>	<u>-0-</u>	<u>-0-</u>	<u>-0-</u>	<u>\$ 1,000,000</u>
<b>Grand Total</b>	<u>\$14,750,000</u>	<u>\$12,020,000</u>	<u>\$4,460,000</u>	<u>\$4,020,000</u>	<u>\$4,580,000</u>	<u>\$39,830,000</u>

# PLAN OF FINANCE AND CREDIT IMPLICATIONS

## LIST OF ASSUMPTIONS

The following Pro Forma Reports have been developed to illustrate the impact of the Capital Borrowing Program on the City. This reports is premised upon the following assumptions:

- ▶ Portions of the Capital Improvement Program that are funded through Tax Increment Financing (T.I.F.) and Special Assessments (S.A.) will be entirely self-supporting.
  
- ▶ Growth in Equalized Value will be 3% annually
  
- ▶ Growth in Equalized Value for T.I.F. #4 will be 5% annually
  
- ▶ T.I.F. #4 will be dissolved in 1997
  
- ▶ Interest on the new borrowings is 6.75%

PLAN OF FINANCE FOR HIGH PRIORITY PROJECTS

The High Priority projects will be funded through three borrowings; \$3,700,000 in April of 1995, \$3,800,000 in April of 1996 and \$5,000,000 in April of 1998. The individual borrowings are detailed in the following Table below. These borrowings are assumed to occur in April to allow the City the opportunity to begin construction, when necessary, in the Spring of each year. The borrowings have been staggered to keep each borrowing from exceeding \$5,000,000. This will allow the City to benefit from the "Small Issuer Exemption". This exemption in the 1986 Federal Tax Code allows issuers to maximize interest earnings on borrowed Funds without any penalty. This is important due to the fact that the City will not be spending the borrowed proceeds immediately.

Summary of Financing Plan - High Priority Projects

<u>Phase I - April 1, 1995</u>		
Projects:	<u>Project Amount</u>	<u>Funding Source*</u>
1995 Infrastructure	\$1,200,000	50% G.O. 50% S.A.
Technology District Infrastructure	<u>2,500,000</u>	100% T.I.F.
Total Phase I	\$3,700,000	
<u>Phase II - April 1, 1996</u>		
Projects:	<u>Project Amount</u>	<u>Funding Source*</u>
1996 and 1997 Infrastructure	\$2,400,000	50% G.O. 50% S.A.
Bender Landfill Site	<u>1,400,000</u>	100% G.O.
Total Phase II	\$3,800,000	
<u>Phase III - April 1, 1998</u>		
Projects:	<u>Project Amount</u>	<u>Funding Source*</u>
1998 - 2000 Infrastructure	\$3,600,000	50% G.O. 50% S.A.
Bender Landfill Site	<u>1,400,000</u>	100% G.O.
Total Phase III	\$5,000,000	

\*G.O.\* = General Obligation Financing; \*S.A.\* = Special Assessment Financing; \*T.I.F.\* = Tax Increment Financing

The borrowings have again been structured to minimize the annual impact to the City's tax rate. The tax rate for Debt Service will need to increase 33% from the 1995 level of \$1.15/\$1,000 Equalized Value to \$1.53/\$1,000 Equalized Value in 1996. This tax rate will be maintained through the year 2001 at which time the tax rate for the debt service will begin to decline to accommodate future borrowing programs.

High and Medium Priority Projects - Tax Supported Debt Service

Year Due	Existing Tax Supported Debt Service	----- High Priority -----			---- Medium Priority ----		Total Tax Supported Debt Service	Est. Tax Rate
		Phase 1	Phase 2	Phase 3	Phase 2	Phase 3		
1994	\$ 974,382	--	--	--	--	--	\$ 974,382	\$1.04
1995	1,123,238	--	--	--	--	--	1,123,238	1.15
1996	1,062,694	\$471,406	--	--	--	--	1,534,100	1.53
1997	1,020,865	108,438	\$466,163	--	--	--	1,595,466	1.54
1998	995,040	77,531	427,044	--	\$216,000	--	1,715,615	1.54
1999	999,002		239,388	\$ 324,000	216,000	--	1,778,390	1.55
2000	980,643		136,013	216,000	216,000	\$ 289,687	1,838,343	1.55
2001	920,688		160,169	240,156	216,000	347,625	1,884,638	1.55
2002	980,260		134,325	214,313	216,000	347,625	1,892,523	1.51
2003	609,718		230,950	286,781	216,000	347,625	1,691,074	1.31
2004	418,850		320,825	450,813	216,000	347,625	1,754,113	1.32
2005	447,800		394,288	385,625	216,000	347,625	1,791,338	1.31
2006	451,200		287,750	541,219	216,000	347,625	1,843,794	1.31
2007	454,200		81,000	805,781	216,000	347,625	1,904,606	1.31
2008	482,300		612,438	301,250	216,000	347,625	1,959,613	1.31
2009	460,500		671,938	336,063	216,000	347,625	2,032,126	1.32
2010	438,500			985,900	216,000	347,625	1,988,025	1.25
2011	319,250			217,088	1,017,988	347,625	1,901,951	1.16
2012	205,500				1,068,250	347,625	1,621,375	.96
2013					1,004,800	347,625	1,352,425	.78
2014					506,538	782,438	1,288,976	.73
2015						1,225,525	1,225,525	.67
2016						1,162,075	1,162,075	.62
2017						1,098,625	1,098,625	.58
2018						1,035,175	1,035,175	.53
2019						971,725	971,725	.48

The schedule above reflects the borrowing for Tax Supported Debt only (Phase I of the Medium Priority Project is 100% T.I.F. supported).

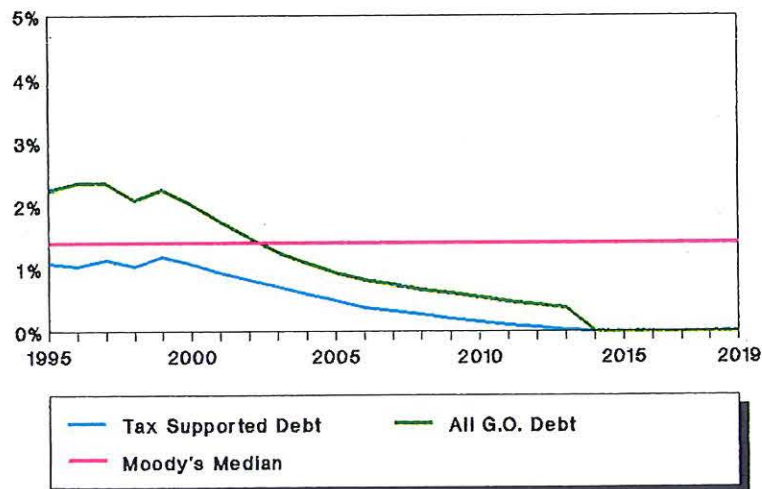
The March 9, 1994 "Moody's Municipal Credit Report" cited growing debt levels as a concern. The Six Year Capital Improvement Program will continue to place pressure on the debt component of the City's credit. The impact of the High Priority Projects is evident when the following three debt credit factors are examined.

1) Debt As A Percentage of Full Value

The City has the legal authority to issue General Obligation Bonds and Notes up to 5% of the total equalized value of the City. The City's Legal Debt Limit is presently \$50,878,615. Currently there is \$22,713,280 in General Obligation Debt outstanding. The City is well within the Legal Debt Limit.

The Moody's Median for this ratio (city's with population between 10,000 and 25,000) is 1.4% of full value. The City is presently well above the median when all General Obligation Debt is considered. The Green Line in the graph below, shows the effect of the Capital Improvement Program on the City's total General Obligation Debt as a percent of Full Value. The City will remain above the median through the year 2002.

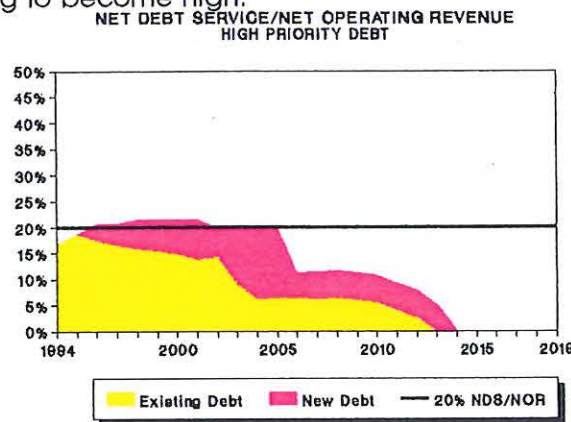
OUTSTANDING DEBT / FULL VALUE  
HIGH PRIORITY DEBT



As mentioned earlier in this report, the City has historically been able to demonstrate that a large portion of the total General Obligation Debt is supported through Enterprise Fund Revenues. When these revenues are taken into account the ratio of Tax Supported debt to Full Value becomes more favorable. The blue line in the graph demonstrates that the current level of Tax Supported Debt as a percent of Full Value is below Moody's Median. This graph also indicates that the City will continue to fall below the Median if it can demonstrate that future borrowings for Enterprise Fund projects will continue to be self supporting.

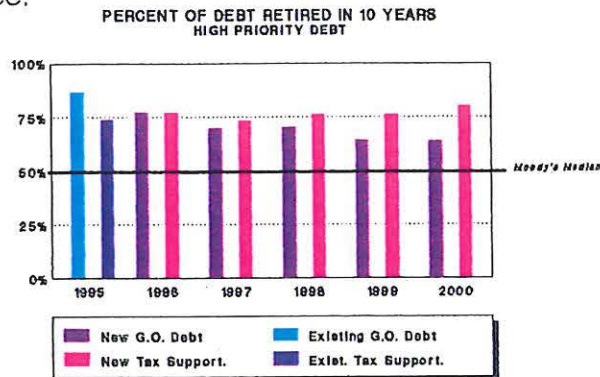
## 2) Net Debt Service As A Percentage of Net Operating Revenue

This ratio measures the relative amount of the City's annual tax levy that is required to support debt service. (Net of Enterprise Fund Supported Debt) The I.C.M.A. (International City Managers Association) recommends that this ratio should remain below 20%. A ratio in excess of 20% would indicate an excessive amount of the community's tax dollars are being allocated to support debt service. The chart below illustrates the effect the High Priority borrowings have on this ratio. The yellow portion of the chart represents the ratio for existing debt service. The ratio for existing debt service in 1995 is presently approaching the 20% level. When the borrowings for the High Priority Debt Service are included (the pink portion of the chart) the Net Debt Service exceeds the 20% level through the year 2001 and does not drop below this level until 2005. This is an indication that debt levels are beginning to become high.



## 3) Duration

Duration measures the timeliness of the City's repayment of principal on existing debt. Moody's Investors Service recommends that 50% of a municipalities debt should be retired within ten years. The City has been very aggressive in its' repayment of debt service. The chart below shows that Existing Debt Service (the blue bars) for all General Obligation Debt and Tax Supported Debt easily exceeds the 50% level. As the new debt service for the High Priority Projects is added (1996-2000) the duration of debt service begins to drop but continues to stay well above the 50% level. This would indicate that even though the average life of the City's debt service increases it will still continue to be retired at a relatively rapid pace.



PLAN OF FINANCE FOR HIGH AND MEDIUM PRIORITY PROJECTS

The Financing Plan for the Medium Priority Projects assumes that the City completes the High Priority Projects as discussed in the previous section. In addition to those borrowings the City would issue an additional \$4,500,000 in April of 1996, \$3,200,000 in October of 1997 and \$10,300,000 in December of 1999. The 1997 and 1999 borrowings have been delayed to October and December, respectively, to reduce interest cost in the first year of the borrowings. This will help mitigate the initial tax impact of the program. The individual borrowings are detailed in the following table.

Summary of Financing Plan - Medium Priority Projects

<u>Phase I - April 1, 1996</u>		
Projects:	<u>Project Amount</u>	<u>Funding Source*</u>
Silver Spring Development	<u>\$4,500,000</u>	100% T.I.F.
Total Phase I	\$4,500,000	
<u>Phase II - October 1, 1997</u>		
Projects:	<u>Project Amount</u>	<u>Funding Source*</u>
Grain Elevator	\$3,000,000	100% G.O.
Port Washington Road	<u>200,000</u>	100% G.O.
Total Phase II	\$3,200,000	
<u>Phase III - December 1, 1999</u>		
Projects:	<u>Project Amount</u>	<u>Funding Source*</u>
Silver Spring Development	<u>\$10,030,000</u>	50% G.O. 40% T.I.F. 10% S.A.
Total Phase III	\$10,030,000	

\*G.O. = General Obligation Financing; \*S.A. = Special Assessment Financing; \*T.I.F. = Tax Increment Financing

The three borrowings have been structured to minimize the annual impact to the City's Tax Rate. You will notice from the Tax Rate Column below that the Tax Rate for Debt Service in 1995 is estimated to be \$1.15 per \$1,000 of Equalized Value (E.V.). In 1996, the Capital Improvement Program for High Priority Projects will require the City to increase the tax rate approximately \$.15 per \$1,000 E.V. to a total of \$1.30 per \$1,000 E.V. This level will be maintained through the year 2001. After the year 2001 the City will need the financial flexibility to continue funding future capital programs that are not included in the current program. To accommodate this need the tax rate for debt service will begin to decline after the year 2001 through the life of the program.

High Priority Projects - Tax Supported Debt Service

Year Due	Existing Debt Service (Tax Supported)	----- High Priority -----			Total Tax Supported Debt Service	Est. Tax Rate
		Phase 1	Phase 2	Phase 3		
1994	\$ 974,382	--	--	--	\$ 974,382	\$1.04
1995	1,123,238	--	--	--	1,123,238	1.15
1996	1,062,694	\$244,338	--	--	1,307,032	1.30
1997	1,020,865	66,325	\$263,250	--	1,350,440	1.30
1998	995,040	169,913	296,281	--	1,461,234	1.31
1999	999,002	14,850	167,063	\$324,000	1,504,915	1.31
2000	980,643	130,800	225,038	216,000	1,552,481	1.31
2001	920,688	103,375	269,300	302,963	1,596,326	1.31
2002	980,260		223,225	282,394	1,485,879	1.18
2003	609,718		440,738	494,738	1,545,194	1.20
2004	418,850		420,488	774,025	1,613,363	1.21
2005	447,800		337,431	843,969	1,629,200	1.19
2006	451,200		239,438	166,968	857,606	.61
2007	454,200		277,625	161,906	893,731	.61
2008	482,300		288,281	181,000	951,581	.64
2009	460,500		297,250	174,250	932,000	.60
2010	438,500		304,531	167,500	910,531	.57
2011	319,250		310,125	160,750	790,125	.48
2012	205,500			468,031	673,531	.40
2013				439,344	439,344	.25

The schedule above reflects the borrowing for the Tax Supported (G.O.) borrowings only. As stated earlier, the projects supported through T.I.F. and Special Assessments are assumed to be self supporting.

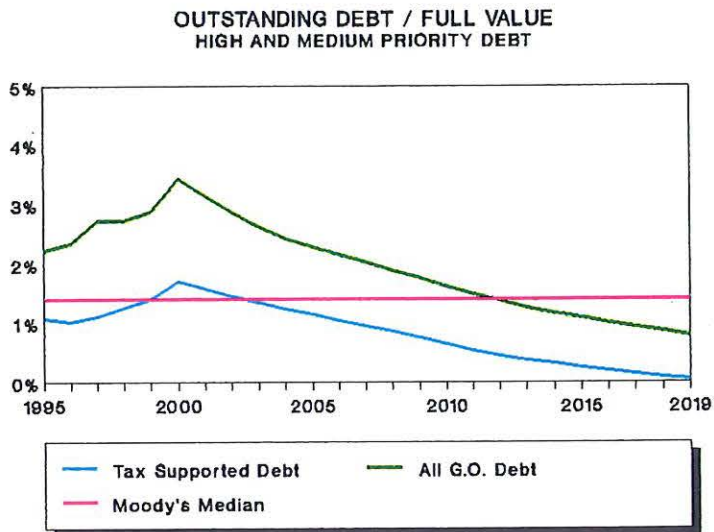
The implementation of the High Priority Projects, requires borrowing \$12,500,000. This represents a 50% increase in the total amount of debt outstanding for the City. To support the additional debt the City will be required to increase its' tax rate for annual debt service by 13%. It is obvious that this program will have a significant impact upon the credit quality of the City.

Execution of both the High and Medium Priority Projects will more than double the debt burden of the City. The large debt load will be burdensome as the following analysis shows.

1) Debt As A Percentage of Full Value

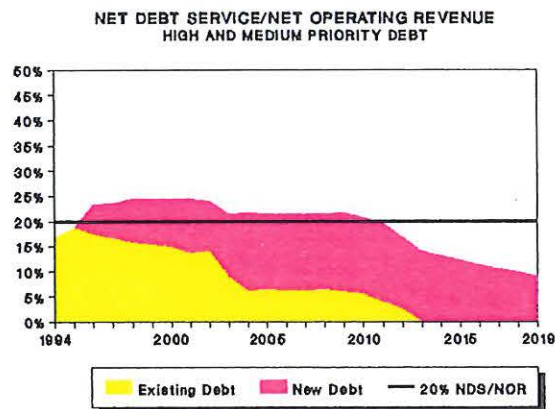
When both the High and Medium Priority projects are completed the ratio for all G.O. Debt as a percentage of Full Value is well above the Moody's Median through the year 2011. The ratio peaks at approximately 3.5% in the year 2000 as shown in the graph below.

The effect on this ratio is reduced when the self supporting debt service is removed from the equation. The effect is illustrated by the "Tax Supported Debt" line in the graph below. The ratio exceeds Moody's Median briefly (2000-2001) as the City completes the borrowing process for both priorities of the program.



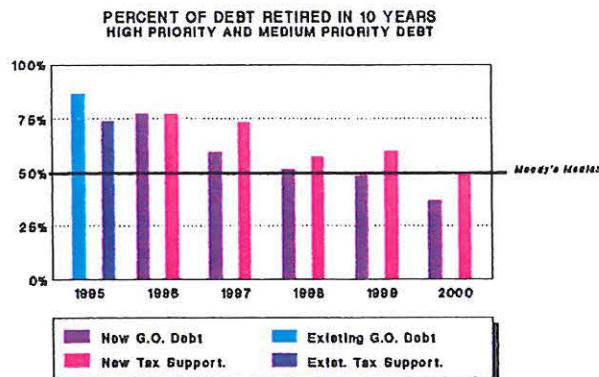
## 2) Net Debt As A Percentage of New Operating Revenue

Borrowing for both the High and Medium Priority projects will put a large burden on the City's Annual budget. The ratio of Net Debt Service as a percentage of Net Operating Revenue shows the potential impact of the borrowing program on the budget. The ratio quickly reaches the 25% level, above the 20% recommended level. The 25% level is maintained through the year 2002. This ratio does not drop below the 20% level until the year 2011.



## 3) Duration

The measure of the duration of the City's debt service is negatively impacted by the addition of the Medium Priority Projects. It is obvious from the chart below that the average life of the City's debt has been extended by the addition of the new debt. The amount of debt retired in ten years for both General Obligation Debt and Tax Supported Debt falls below the 50% mark by the year 2000 when all six phases of the borrowing program have been completed.



**OPINION OF PROBABLE COST  
ALTERNATIVE E**

The cost estimate in this appendix is for Alternative E. Similar costs would apply for the Recommended Design Concept. These costs were generated for the sole purpose of discussion.

<b>WEST SILVER SPRING NEIGHBORHOOD VISION City of Glendale</b>				
<b>Description</b>	<b>Estimated Quantity</b>	<b>Unit</b>	<b>Unit Price</b>	<b>Total</b>
<b>Construction Costs</b>				
Demolition - Structural		lump sum		\$788,000
Silver Spring Roadway Construction	5,300	lin. ft.	\$420	\$2,226,000
Green Bay/Silver Spring Interchange Construction		lump sum		\$600,000
Signalization - Intersections	4	each	\$50,000	\$200,000
Grading - Outside R.O.W.	24,333	cu. yd.	\$4	\$97,000
Sanitary Sewer		lump sum		\$425,000
Storm Sewer		lump sum		\$438,000
Water		lump sum		\$522,000
Paving/Landscaping - Intersections	4	each	\$195,000	\$780,000
Bridge Enhancements - Nonstructural		lump sum		\$212,000
Irrigation		lump sum		\$77,000
Storm Detention Pond	1.3	acre	\$130,000	\$169,000
Street Furnishings		lump sum		\$200,000
Landscaping - Outside R.O.W.	73,000	sq. yd.	\$9	\$657,000
Railroad Bridge Painting		lump sum		\$5,000
	<b>Construction Costs</b>		<b>SUBTOTAL</b>	<b>\$7,396,000</b>
	20% Construction Contingency			\$1,479,200
	10% Planning and Engineering			\$739,600
	<b>Construction Costs</b>		<b>TOTAL</b>	<b>\$9,614,800</b>
	Property Acquisition			\$10,211,000
	<b>ALTERNATIVE E</b>		<b>TOTAL</b>	<b>\$19,825,800</b>

This estimate represents our best judgment as professionals familiar with the construction industry. The preliminary figures are based on Milwaukee, Wisconsin area construction costs. We can not and do not guarantee that bids will not vary from this preliminary estimate.

The construction costs indicated above do not include costs for remediation of hazardous materials or relocation costs for private utilities, if any. Prices indicated are in 1994 dollars.

\*\*\*\*\*

A RESOLUTION  
ADOPTING THE LAND USE PLAN  
FOR WEST SILVER SPRING DRIVE AREA  
FROM NORTH 26TH STREET EAST TO NORTH SUNNY POINT ROAD  
AS PART OF THE COMPREHENSIVE PLAN FOR THE CITY OF GLENDALE

\*\*\*\*\*

**WHEREAS**, Wisconsin Statute Section 62.33 (2) and (3) 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**, the City of Glendale Plan Commission adopted a comprehensive plan for the City of Glendale in August of 1976 of which said plan was amended in 1983, 1984, 1987, 1990, and 1992; and

**WHEREAS**, in May 1994, the Mayor and Common Council of the City of Glendale requested that City Plan Commission to conduct a land use plan for West Silver Spring Drive; and

**WHEREAS**, in response to said request, the City Plan Commission retained the services of HNTB-Milwaukee to assist in the preparation of the land use plan for the West Silver Spring Drive area in the City; and

**WHEREAS**, since June of 1994 the City Plan Commission has conducted meetings with the plan consultant and property owners, regarding the proposed land use plan, and a Public Informational Hearing on the plan of which said hearing was held on March 7, 1995.

**NOW, THEREFORE, BE IT RESOLVED** by the Plan Commission of the City of Glendale, Milwaukee County, Wisconsin, that the Land Use Plan for West Silver Spring Drive, as prepared by the City of Glendale Plan Commission with technical assistance by HNTB-Milwaukee dated March, 1995, together with all accompanying maps, plats, charts, descriptive and explanatory material is hereby adopted as an amendment to the 1976 Comprehensive Plan of the City of Glendale.

**BE IT FURTHER RESOLVED**, that the City Plan Commission certifies the adoption of this amendment to the Comprehensive Plan to the Glendale Common Council as required by Wisconsin Statutes.

**PASSED AND ADOPTED** this 7th day of March, 1995.

CITY OF GLENDALE PLAN COMMISSION

By \_\_\_\_\_  
Donald J. Voith, Chairman