

SOUTH MILWAUKEE

Connecting the Silos

...WHAT ARE YOU HERE TO HEAR?

Learning
Objective

1

A way to overcome the segregation of planning concepts and bridge the divide
Critique of the 9 'silos' of comprehensive planning -

Larry Witzling, Principal, GRAEF

Learning
Objective

2

A method for creating better urban redevelopment and master plans

Placed-based approach to integrative, collaborative comprehensive planning -

Stephanie Hacker, P+UD Practice Area Leader, GRAEF, Economic Development Director, South Milwaukee

Learning
Objective

3

A lesson on the benefits of integrating planning lenses as a means for achieving goals

Action links from planning to economic development -

Erik Brooks, Mayor, South Milwaukee



CITY OF SOUTH MILWAUKEE

Learning
Objective

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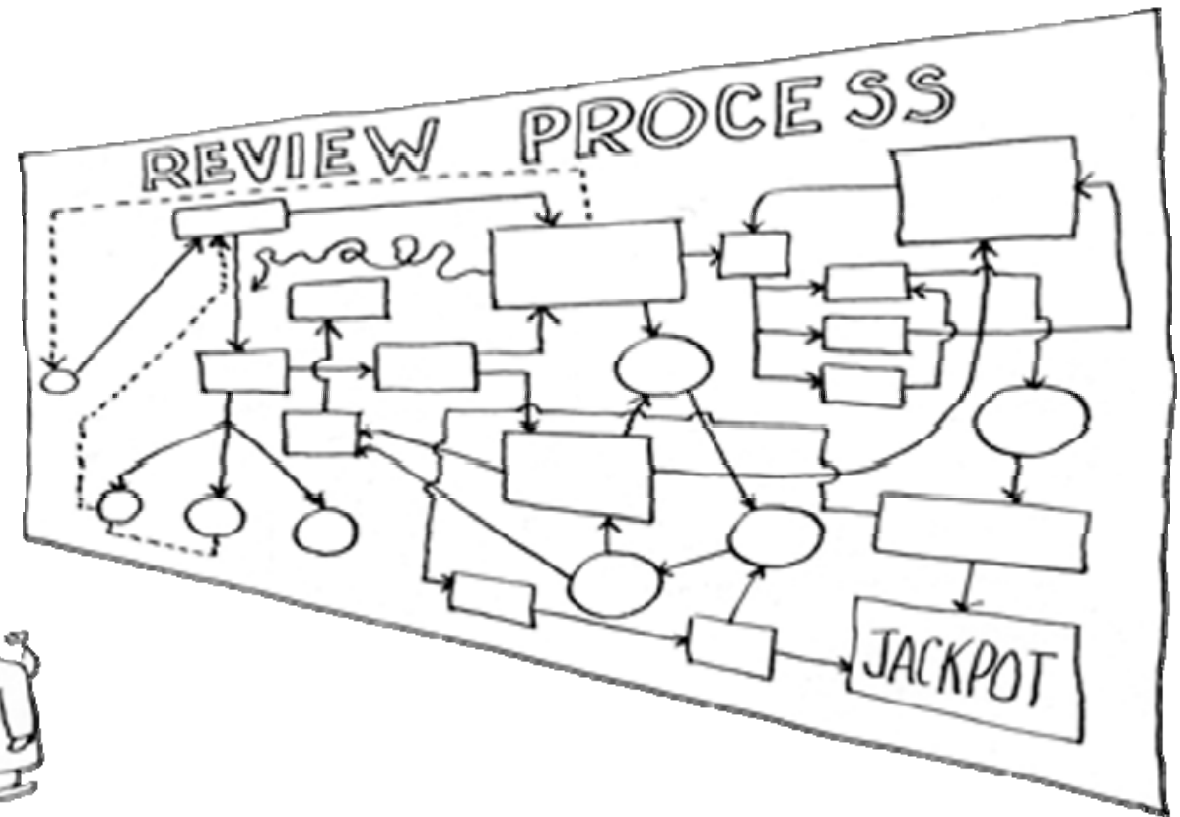
A way to overcome the segregation of planning concepts and bridge the divide

Critique of the 9 'silos' of comprehensive planning -
Larry Witzling, Principal GRAEF

1. Can "Comprehensive Planning" be Comprehensive?
2. What is wrong with the "silos" of comprehensive planning?
3. What are the alternatives to a "comprehensive" plan?
4. What is the next generation of so-called "comprehensive" planning?
Or: how to use "Place-Based Planning" instead of Comprehensive silos
5. Solution-Oriented Strategies

1. Can “Comprehensive Planning” be Comprehensive?
Should it be?
Was it ever?

IT DOESN'T WORK
BUT IT SURE IS
IMPRESSIVE

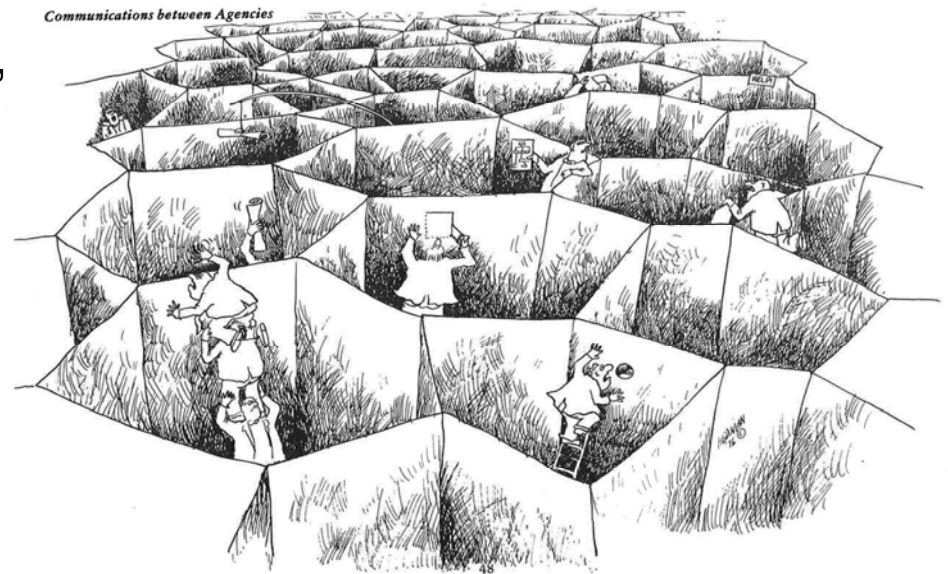


HEDMAN
76 ©

“Comprehensive Planning” was hijacked

“Silos” require specialization of labor, encourage rapid commoditization, and support “transactional planning”:

- ✓ everybody knows what everybody knows
- ✓ planning becomes administrative science for public/private transactions



2. What is wrong with the “silos” of comprehensive planning?

ELEMENTS *[not chapters]*
of a Comprehensive Plan
(1999)

1. Issues and Opportunities
2. Housing
3. Transportation
4. Utilities and Community Facilities
5. Agricultural, Natural and Cultural Resources
6. Economic Development
7. Intergovernmental Cooperation:
8. Land Use
9. Implementation

- and -

Public participation plan



Is a “comprehensive” plan a “general” plan?

“Kent’s argument above all was that the hegemony of zoning plans should be broken. Zoning plans meant that few could see the urban wood for the trees.”

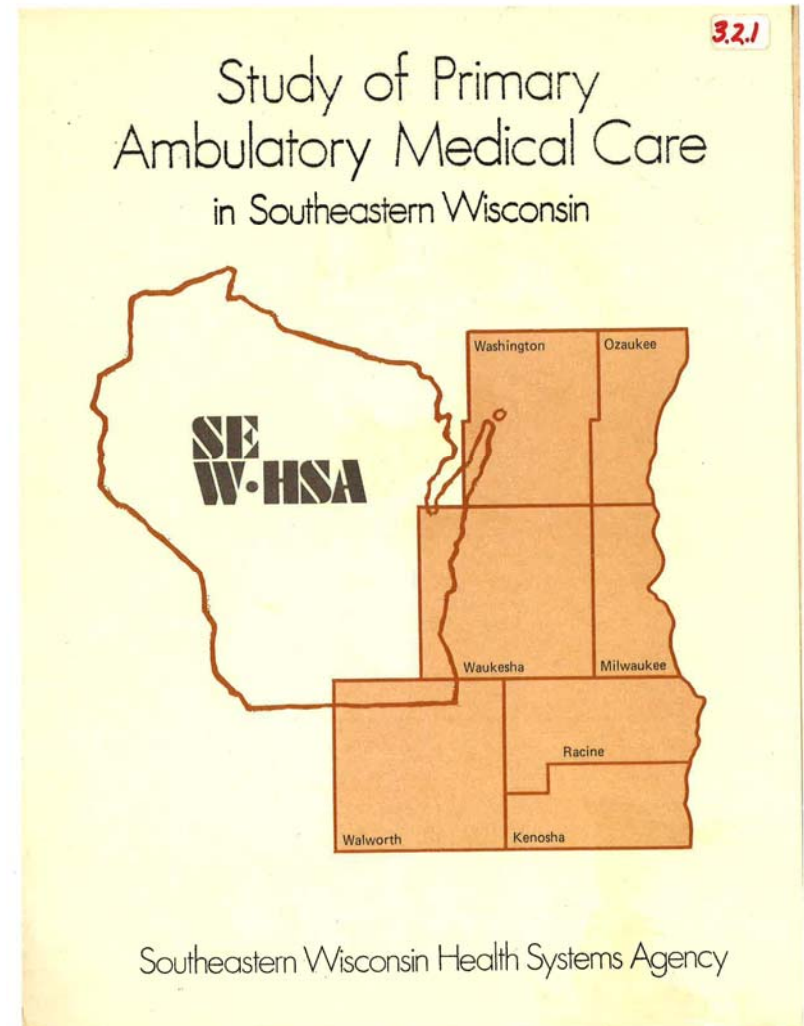
1. Customization and standards (commoditization) are opposing forces
2. Customization supports “transformational” plans: planning is an art for transformation of communities
3. Commoditization (e.g., zoning) supports “transactional” plans

So what is “social” planning?
Where did it go?
Why?

1. Addams v. Burnham
2. Marsh v. Olmstead Jr.
3. Jacobs v. Moses
4. Zeidler v. McCarthy



So what is “health” planning?
Where did it go?
Why?



Where are the capital improvement programs generated by comprehensive plans?

The Planning Process

INSTEAD OF FIGHTING AMONG OURSELVES TO SEE WHO CAN GET THE MOST MONEY FOR HIS DEPARTMENT, I PROPOSE APPLYING RATIONAL PLANNING METHODS IN DETERMINING PRIORITIES -- UH-- AS I SEE IT WHAT IS NEEDED IS A COORDINATED PROGRAM OF ACTION DIRECTED TOWARD A SET OF COMMON GOALS !



Where are the capital improvement programs generated by comprehensive plans?

The Planning Process



Where are the capital improvement programs generated by comprehensive plans?

THAT'S NOT QUITE WHAT
I HAD IN MIND WHEN
I URGED RATIONAL
PLANNING METHODS



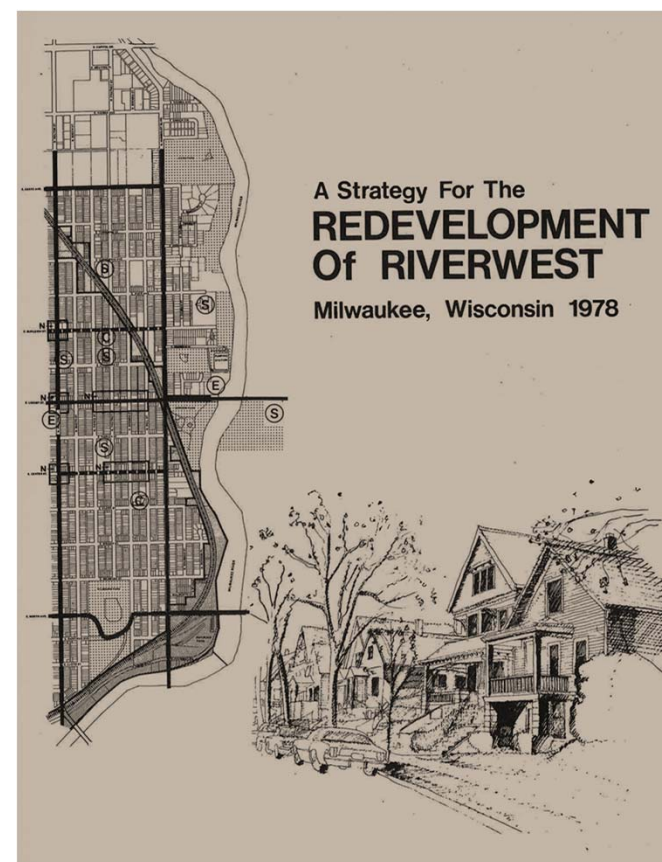
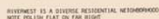
3. What are the alternatives to a “comprehensive” plan?

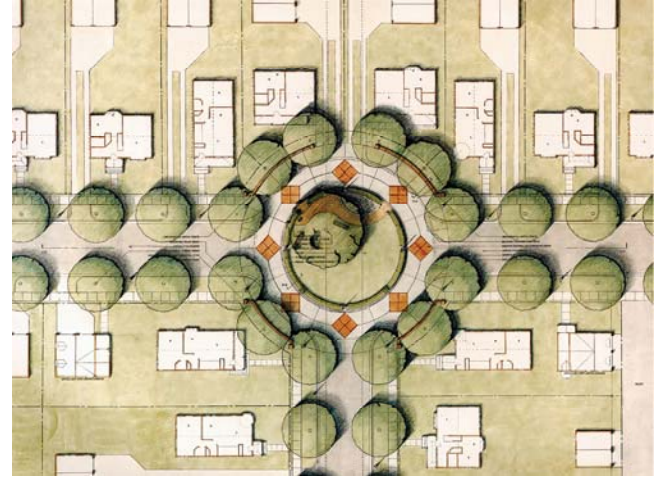
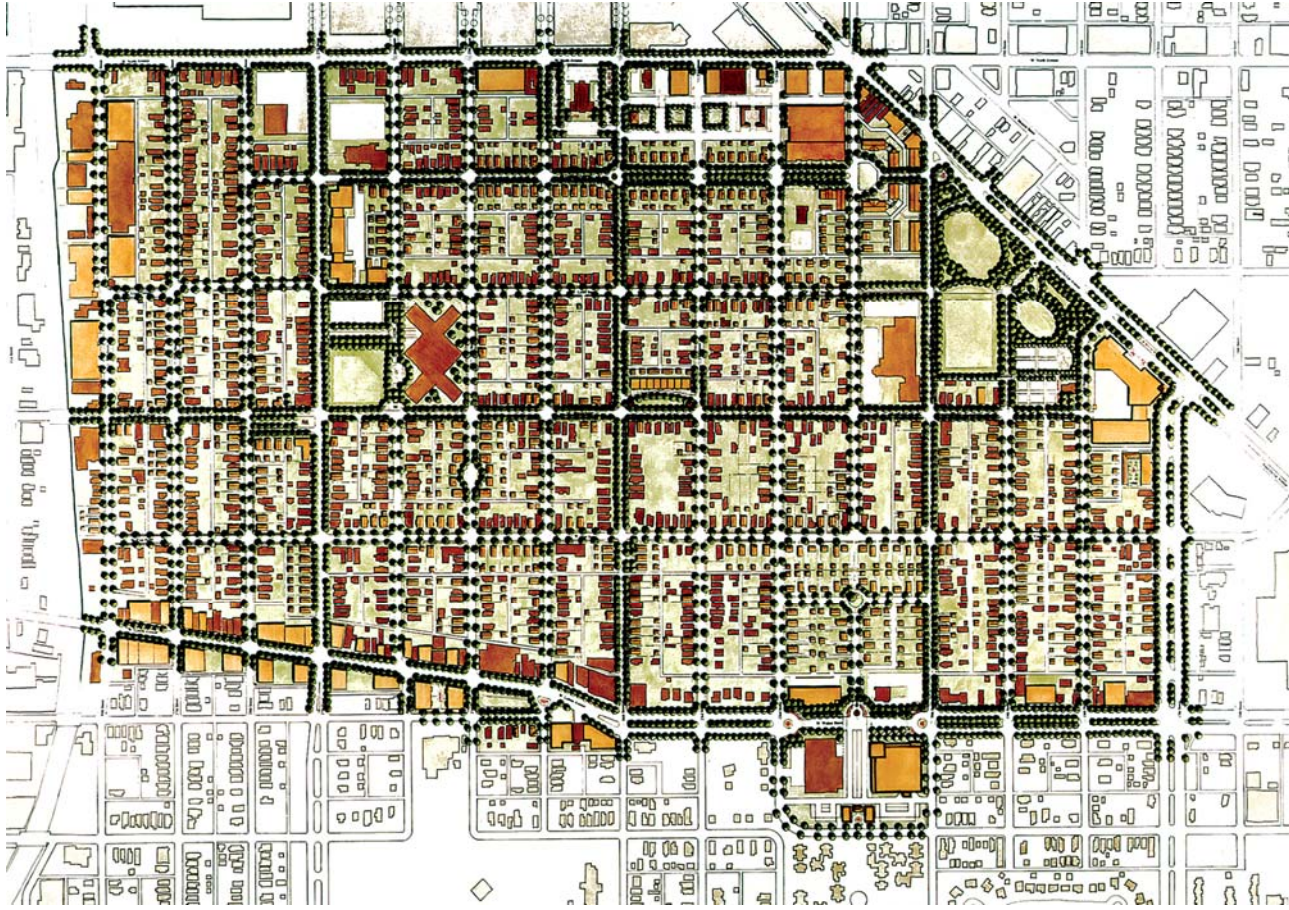
What is “neighborhood” planning?”

Where did it go? Who is the planner?

What about Jane Jacobs and our neighborhoods?







4. What is the next generation of so-called “comprehensive” planning?

How to use “Place-Based Planning” instead of Comprehensive silos

“Place-based” plans are NOT form-based codes

Definition of *place* for English Language Learners. : a specific area or region of the world : a particular city, country, etc. : a building or area that is used for a particular purpose.

4. How can we use Place-Based Planning instead of Comprehensive silos

1. The neighborhood, the district, and the corridor are the essential elements of development and redevelopment in the metropolis. They form identifiable areas that encourage citizens to take responsibility for their maintenance and evolution.
 - a. Neighborhoods should be compact, pedestrian friendly, and mixed-use.
 - b. Districts generally emphasize a special single use, and should follow the principles of neighborhood design when possible.
 - c. Corridors are regional connectors of neighborhoods and districts; they range from boulevards and rail lines to rivers and parkways.

5. “Solution-oriented strategies” (not “analysis-based problems”)

Planning problems are ill-defined and “wicked”: difficult or impossible to solve because of incomplete, contradictory, and changing requirements that are difficult to recognize. Instead of “comprehensive plans” think:

- ✓ *“integrating plan” based on existing, disjointed, and incremental improvements*
- ✓ *“collaborating plan” based on adjusting multiple planning actions from divergent organizations*
- ✓ *“place-based plan” divided into customized neighborhoods, districts, and corridors*



5. Solution-Oriented Strategies:

Instead of a “comprehensive plan” think about:

- an “integrating plan” based on existing, disjointed, and incremental realities, all of which can be improved
- a “collaborating plan” based on accepting and adjusting multiple planning actions from divergent public and private organizations
- a “place-based plan” plan divided into customized neighborhoods, districts, and corridors

Lessons we learned: a place-based plan works better than the 9 commoditized elements because it:

1. allows stakeholders in one area to focus on their issues without criticizing other areas
2. requires integration within each neighborhood, district, and corridor (it is almost impossible to discuss such areas without discussing internal integration)
3. requires collaboration in to define specific purposes for each neighborhood, district, or corridor
4. allows communities to establish zoning conditions in a simple, straightforward matrix
5. minimizes conflicts caused by generalizations about plans that do NOT apply to all areas
6. allows detailed without specialized skill sets, in one area without impacting other areas
7. can be modifeid easily modified over time and updated incrementally
8. avoids commoditization but allows repetition when it is useful
9. requires leadership and talent and does not facilitate over-simplification

Examples of place-based “comprehensive” plans using neighborhoods, districts, and corridors

1. Caledonia
2. Oneida
3. Twin Lakes
4. Greendale
5. West Allis
6. St. Francis
7. Ashwaubenon
8. South Milwaukee

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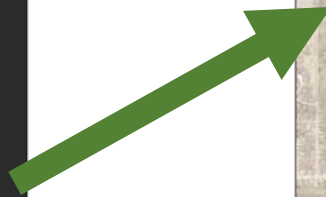
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A method for creating better urban redevelopment and master plans

Placed-based approach to integrative, collaborative comprehensive planning –

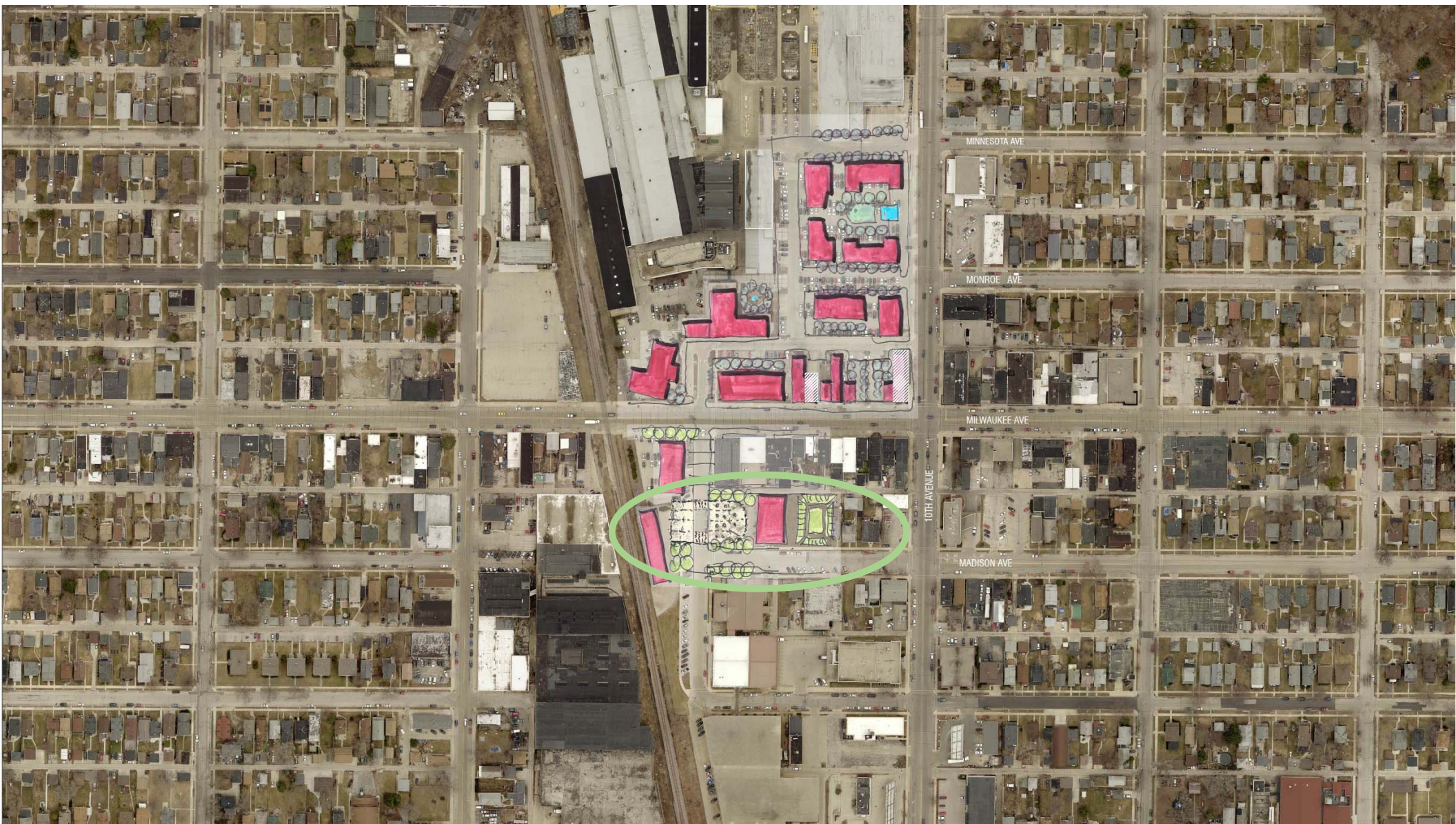
Stephanie Hacker, P+UD Practice Area Leader, GRAEF,
Economic Development Director, South Milwaukee

– Identify, dream, and then display the opportunities –









Placeholder for current site plan by Vetter Denk





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Action links from planning to economic development –

Erik Brooks, Mayor, South Milwaukee

- Be relentless, and get the job done -

South Milwaukee Blog

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Thanks for Reading



Questions, comments, concerns? Email Mayor Erik Brooks at brooks@smwi.org. And be sure to follow me on Facebook at [Facebook.com/mayorerikbrooks](https://www.facebook.com/mayorerikbrooks).

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About That Photo

← Headlines!

It's Election Day ... Vote! →

APRIL 4, 2016 · 5:15 PM

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Learn More: Our Plan for a Promising Future



2035 starts now.

For almost a year now, we've partnered with you and Graef Consulting in building our 2035 comprehensive and downtown plan update — the vital roadmap that will guide our economic development and redevelopment work for years to come.

I can't wait to get started. But first things first: We want to know what you think.

From the feedback sessions at the farmers' market and downtown trick-or-treating to the robust discussions by our city committees to your input at open meetings, residents' voices have been an important part of this work since the beginning.

AUGUST 11, 2016 · 5:00 PM

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Answering Some Key Questions Downtown



Success in downtown South Milwaukee must be long-term success.

There are no quick fixes. Instead, we must build a foundation of strong policies, programs, and approaches that transforms the passion we have for revitalization into action.

We're doing that with our new [Downtown Revitalization Grant](#) recently, with new Milwaukee Avenue streetscaping coming in 2017 and with our stepped-up business outreach efforts. We're doing that with an [unmatched downtown events calendar](#) — including last night's well-attended Guardian Credit Union outdoor movie. And we're doing it with the "ownership" work that is now underway.

I'm especially excited about that last piece. The city, working with Graef, our consulting partner, has formed a workgroup of nine local business and property owners, other residents and city officials (including me) to help us answer key questions facing us as we continue the work in our city center.

The goal of this group: Deliver a set of recommendations for action as early as next spring, bringing to life [strategy No. 1 in the downtown we passed in May](#).

SEPTEMBER 8, 2016 · 9:00 AM

[↓ Jump to Comments](#)

A Downtown Game-Changer



When it comes to downtown revitalization, we've laid a strong foundation.

From passing the downtown plan to unveiling a new downtown revitalization grant program to starting work on our downtown "ownership" agenda to planning for streetscaping upgrades 2017, we're putting the right pieces in place to ensure long-term, sustainable growth in our city center.

Momentum is growing.

Today, we accelerate that momentum.

This morning, we are partnering with award-winning local architectural and development firm Vetter Denk to announce plans for one of the biggest new construction projects in downtown South Milwaukee in decades.

The estimated \$6.6 million development, as proposed, calls for the following on 0.74 acres at 11th and Madison Avenues:

- An approximately 5,000-square foot microbrewery with adjacent beer garden;
- 24 one-, two- and three-bedroom apartments;
- A 8,000-square-foot green space that will serve as a public square and gathering place for the apartment dwellers, nearby business patrons and community members; and
- Approximately 5,000 square feet of retail or restaurant space.

South Milwaukee Blog

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Questions, comments, concerns? Email Mayor Erik Brooks at brooks@smwi.org. And be sure to follow me on Facebook at [Facebook.com/mayorenkbrooks](https://www.facebook.com/mayorenkbrooks).

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APRIL 11, 2017 · 5:00 PM

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Connect Communities: Taking Another Step Toward Downtown Revitalization



We continue to build the foundation for successful downtown redevelopment, taking the steps necessary to revitalize our city center for the long term.

The latest example: An application that was made today to the state's Connect Communities program ... "where the path to revitalization begins."

Connect Communities is a statewide network providing a wide range of downtown resources to local communities, including expertise from Wisconsin Main Street. It aims to "help local leaders leverage the unique assets of their

MAY 20, 2017 · 12:00 PM

[↓ Jump to Comments](#)

Mari's Flowers: Making the Move from Brady Street, and Investing Downtown



One building, one successful small business at a time. That is how we're going to turn around Milwaukee Avenue, and downtown South Milwaukee.

And it's happening.

The latest example is Mari's Flowers, which is moving from Brady Street to 905 Milwaukee Ave. and opening in the next couple of months.

You may know owner Mari Cucunato. She started CZ Flowers in downtown South Milwaukee almost two decades ago, adjacent to Cafe Zarletti, the restaurant she and her former husband co-owned. Both the flower shop and restaurant moved away in the early 2000s — and now Mari is coming back home.

"I am very excited about returning and investing in such a honest, charming, quaint Main Street," Mari tells me.

Mari is investing significantly in her return. She bought the building at 905 and vacant property to its east — it is one parcel — and has already begun extensive remodeling work the city is supporting with a \$30,000 Downtown Revitalization Grant.

The city council approved the grant earlier this month.

Among the upgrades she'll be making are an entirely new facade, new windows and roof, and extensive interior renovations, including installation of an ADA-compliant bathroom, new flooring and updated plumbing and electrical.

Mari tells me she will have "the same fun, artistic atmosphere she has on Brady," selling flowers, gifts, wine and champagne, with occasional wine tastings. She'll also offer floral design classes.

JULY 16, 2017 · 8:00 AM

[↓ Jump to Comments](#)

Now Open: Mari's Flowers



Welcome back to South Milwaukee, Mari's Flowers.

Mari Cucunato has moved her flower and gift shop, Mari's Flowers, from Brady Street in Milwaukee to 905 Milwaukee Ave. downtown, completely transforming a derelict building into something truly special, with the help of Downtown Revitalization Grant.

The store softly opened in the last couple of days, with more regular hours to be announced. I had a chance to stop by on Saturday and welcome back Mari, who had a flower shop here more than a decade ago.

The building renovations are terrific, inside and out, the latest example of reinvestment in our city center. Stop by and see for yourself.

We will fix downtown South Milwaukee one building, one business owner at a time. It's a long-term play, but the progress is real, and growing.

Welcome, Mari!

- Downtown, Caterpillar, and Johnson Health Tech -

Post-Tour with Site Occupant:

WEDC

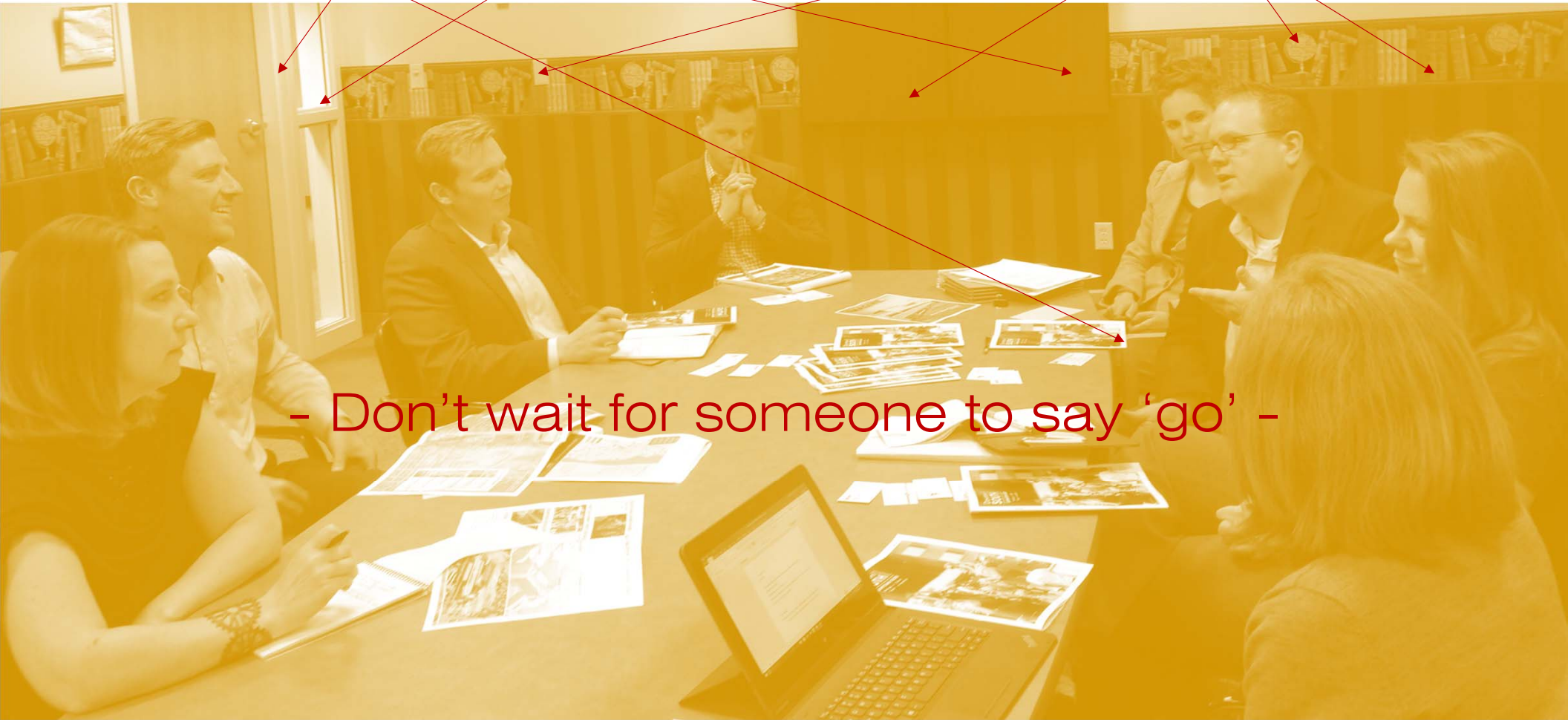
Planners

Brokers

M7

City

- Don't wait for someone to say 'go' -



Downtown **SOUTH** MIKE

DOWNTOWN GUIDE

Heritage • Innovation
Talent • Culture

YOU WANT TO BE HERE NOW
LET US SHOW YOU WHY



© Olga Thomas Photography

THRIVE ON THE SOUTH SHORE

Only in South Milwaukee will you find the diverse downtown activity you crave. Visit our one-of-a-kind shops, local restaurants, turn-of-the-century maker spaces, and find places to park – less than a mile from Lake Michigan.

Come be part of the place that shows pride as the industrial titan in southeastern Wisconsin's manufacturing legacy. Here, industry is cradled by historic neighborhoods. The workforce is enriched by the innovative South Milwaukee School District and a supporting Fab Lab. Find your workforce, supply chain, and customer base right here in downtown South Milwaukee.

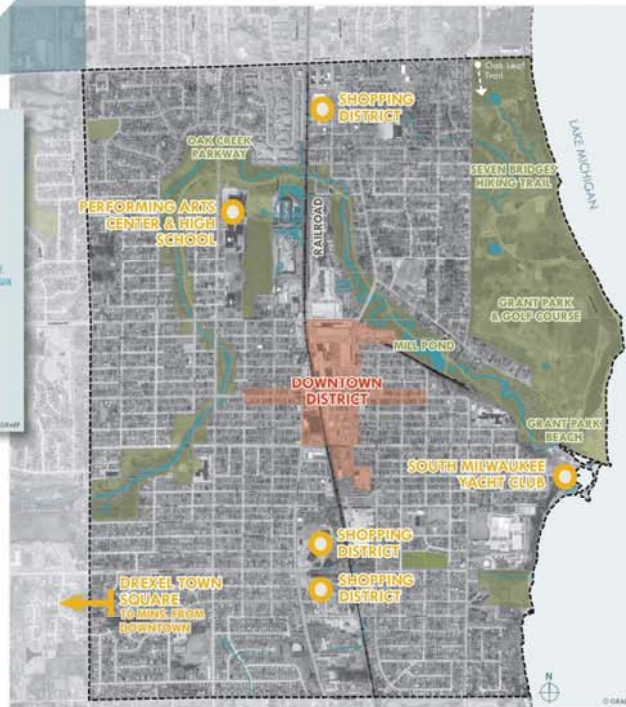
South Milwaukee's green ribbon of parks and parkways represents 25% of the city's land area. Each of the city's neighborhoods is within walking distance of this green ribbon – a treasure trove of beaches, woodlands, and sports fields – making the community a gem in the region's "Emerald Necklace." Let Seven Bridges and the Grant Park Beach whisk you to fresh air and reprieve whenever you need a moment's pause.

11 Mins. from Downtown
INTERNATIONAL AIRPORT & PORT



TAKE ROOT IN A GREAT LOCATION

Union Pacific Rail Access
STH 794 | 8 minutes north
I-94 / I-41 | 7 minutes west
Chicagoland | 33 miles south



HARNESS YOUR POTENTIAL IN SOUTH MILWAUKEE



ENGAGED BUSINESS OWNERS

South Milwaukee Community & Business Association. Project ReStore. Downtown Advisory Committee. These names represent collaborations of engaged business owners who have produced a thriving business corridor along Milwaukee Avenue. Recent achievements of the Downtown business community include being named one of the state's 2017 Connect Communities, the 2016 Downtown Plan, and the Downtown Revitalization Grant program.



ROBUST CULTURE

The Downtown's vibrancy supports daily customer traffic alongside a jam-packed and regionally-recognized events calendar. The full events calendar includes the largest farmers' market between Milwaukee and Kenosha, a 20-week live music series, twice-annual food truck events, downtown business trick-or-treating, and a three-block-long Evening on the Avenue street festival.



ENTREPRENEURIAL SPIRIT

Downtown South Milwaukee businesses are proudly home to the community's very own. Graduates from the integrated academics, athletics, and arts curricula in the South Milwaukee School District have emerged as successful Downtown business owners. Look no further than Leah Manthey of Parkway Floral for an example of homegrown vision, drive, and commitment.



BE WHERE THEY OFFER THE BEST DEAL IN THE SOUTH SHORE

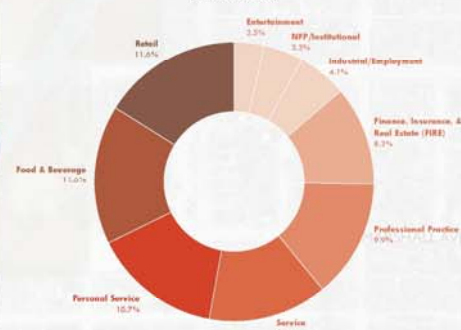
Downtown Asking Rents

Asking Rents (Annual Triple Net Rents Per Square Foot)	South Milwaukee	Metro Average
Retail/GF: Downtown Address	\$4.00 - \$10.00	\$13.83
Retail/GF: Near Downtown	\$14.00 - \$16.00	\$13.83
Office	\$10.00 - \$14.50	\$14.49
Industrial	\$3.25 - \$5.00	\$4.61
Residential: Near Downtown (Monthly Rents Per Square Foot)	\$0.82 - \$1.00	\$1.04

Sources: LoopNet, Commercialsearch.com, Apartment.com, Truist.com, BDI, May 2016

JOIN THE MARKET MIX THAT SERVES THE SOUTH SHORE

Downtown Business Mix (Ground Floor Uses)



AS OF AUGUST 28, 2017
FOR MORE INFORMATION ON THE DOWNTOWN,
CALL THE CITY AT 414-762-2222.

SEE DOWNTOWN IN ACTION

- ① **AZTECA RESTAURANT**
901 Milwaukee Avenue
- ② **MARI'S FLOWERS**
905 Milwaukee Avenue
- ③ **AVENUE COFFEEHOUSE**
911 Milwaukee Avenue
- ④ **MORAN'S PUB**
912 Milwaukee Avenue
- ⑤ **STYLED AESTHETIC**
918 Milwaukee Avenue
- ⑥ **SORCE MARTIAL ARTS**
926 Milwaukee Avenue
- ⑦ **SCRAPPY'S BBQ**
925 Madison Avenue
- ⑧ **PARKWAY FLORAL**
1001 Milwaukee Avenue
- ⑨ **C3 DESIGNS**
2110 10th Avenue
- ⑩ **BOARD GAME BARRISTER**
1007 Milwaukee Avenue
- ⑪ **THE REVOLUTION HAIR STUDIO**
1017 Milwaukee Avenue
- ⑫ **BARBIERE'S ITALIAN INN**
Ground Floor: 1021 Milwaukee Avenue
- ⑬ **OLGA THOMAS PHOTOGRAPHY**
Upper: 1021 Milwaukee Avenue
- ⑭ **DOWNTOWN FARMERS' MARKET**
1101 Milwaukee Avenue
- ⑮ **D & B TAX SERVICES**
1125 Milwaukee Avenue
- ⑯ **WILDFLOUR BAKERY**
1205 Milwaukee Avenue
- ⑰ **PAPA LUIGI'S II**
1919 12th Avenue
- ⑱ **CHINA CHEF**
1224 Milwaukee Avenue
- ⑲ **THE SHOP (Cafe Racer Repair & Sales)**
1905 13th Avenue



BUILD YOUR BRAND IN SOUTH MILWAUKEE'S MARKET

IT WON'T BE THE REGION'S SECRET FOR MUCH LONGER

South Milwaukee's Market



South Milwaukee's specialty market sits in the economic powerhouse of Milwaukee's South Shore. Just a short drive from Racine and Kenosha Counties, South Milwaukee capitalizes on the lucrative I-94 Corridor and is positioned to benefit from regional growth.

Downtown Market Information	Milwaukee's South Shore & Racine County	City of South Milwaukee
Total Population	109,749	21,487
Total Households	45,461	9,229
Household Size	2.4	2.3
Population Density (Pop/Sq Mi)	1,602.67	4,445.58
Median Age	40.9	40.7
Employees	51,992	10,000
Jobs Per Household	1.1	1.1
% Owner Occupied Housing Units	67.9%	59.2%
Bachelor's Degree or Higher	19.5%	19.4%
Average Household Income	\$69,404	\$61,962
Median Household Income	\$56,554	\$52,112
Per Capita Income	\$28,876	\$26,771
% Households w/ Incomes \$75,000+	34.6%	29.6%
Retail Demand: Total	\$953,980,128	\$188,384,528
Retail Demand: Food & Drinking Places	\$66,080,000	\$24,204,883

Source: BCI

BE PART OF THE DOWNTOWN: 805,501 SF of Manufacturing Space Available

The Caterpillar campus and Johnson Health Tech assembly facility, in the heart of Downtown South Milwaukee, are both currently available for sale or lease. The mix of facilities at each site can be immediately utilized for heavy manufacturing/industrial processes or adapted to fit the user's specific needs.

Make Your Next Success with these Assets:

- Potential for mixed use and multiple users at every facility through partnership with the City
- High Clearance
- Heavy Power
- Convenient Parking and Loading

CATERPILLAR CAMPUS



515,501 SF Available
Purchase Price: \$15M
Lease Rate: \$3.50/SF NNN
 or \$12/SF Gross

- Crane Bays: 7½, 10, 15½, and 25 Ton
- Class A Office, Cafeteria, and Medical Clinic
- High Bay Warehouse: 32'-36' Clear
- Rail Access

JOHNSON HEALTH TECH FACILITY



290,000 SF Available
Purchase Price: Negotiable
Lease Rate: Negotiable

- One parcel with 6.06 acres
- Clear Height: 15'-35'
- Docks: 9
- Drive-Ins: 2
- Industrial Warehouse or Distribution

WE MAY LOOK TRADITIONAL ON THE OUTSIDE, BUT
WE ARE ALL INNOVATION ON THE INSIDE.
COME JOIN US.

